Overview

Chair Anne Lucey, Vice-Chair Chris Emmons, and members of the Executive Committee provided excellent leadership for the UMaine Board of Visitors during 2015-2016. During the past year, the full Board met three times; selected committees and focus groups met more frequently, in person, and by phone.

The major focus points for this year were budget, Signature and Emerging Programs and advancement, as well as enrollment management, philanthropy and advocacy.

The BOV, with the support of the Chancellor and Board of Trustees Chair Sam Collins, also met with the Boards of Visitors at other University of Maine System Campuses to discuss the One University plan and to coordinate strategic engagement and statewide advocacy.

Membership

There were 17 voting members of the University of Maine Board of Visitors this year. The Board Chairs of the University of Maine Foundation and the University of Maine Alumni Association also attend in an ex-officio status. Of the 19 total members, nine have homes in Maine; the other members reside in Georgia, Massachusetts, New York, and Washington, D.C., but retain close ties to their alma mater and the state of Maine. Five of the 19 members are women. Sixteen of the members are University of Maine alumni. The professional backgrounds of BOV members are diverse and include, but are not limited to, law, healthcare, engineering, finance, banking, market development, policy, education, and nonprofit management. In addition to a balance of gender, geographic location, and career fields, the BOV includes alumni and friends of the University of Maine who represent different cohorts (active professionals, retirees, etc.).

There were four vacancies on the University of Maine Board of Visitors with the following outgoing members in July 2016: Jay Cromarty, Daniel Daigneault, Patrice Krant, Peter T. Madigan, Mandy Olver, and Miles Theeman. New members: Kathryn Olmstead, Philip Hamilton, Dan Churchill, and Tim O’Neil.

Officers

Anne Lucey, Senior Vice President for Regulatory Policy at CBS Corporation in Washington, DC, served as Chair and Chris Emmons, President and Chief Executive Officer of Gorham Savings Bank in Gorham, ME, served as Vice Chair. Owen McCarthy, Chair-Designate, led the Advocacy Committee.

Schedule

The UMaine BOV met on October 15/16, 2015 on campus in Orono; February 18/19, 2016 as a retreat in Portland, Maine; and June 9/10, 2016 on campus in Orono.
Meetings and Agenda Items

October 15/16, 2015
- Financial Update (CBO Claire Strickland)
- Enrollment Update (President Hunter, Provost Hecker, VP Wincowski)
- Statewide Engagement and Advocacy (Anne Lucey, Owen McCarthy, Jake Ward)
- Conversation with Chancellor Page
  - One University
- Debrief of Conversation with Chancellor Page
- BOT/BOV Summit Agenda & Planning
- Committee Reports
  - Executive Committee
  - Nominating Committee

February 18/19, 2016
- Enrollment Update (VP Wincowski)
- Report from Nominating Committee
  - Discussion of Vacancies
  - Board Mentorship
  - Engaging Previous Board Members
- Undergraduate and Graduate Student Panel Discussion
- Strategic Communications Discussion (President Hunter, Provost Hecker, Jen O’Leary)
- Mandela Washington Fellowship Program Presentation (VP Kim)
- Financial Update (Claire Strickland)

June 9/10, 2016
- Report from Nominating Committee
- Enrollment/Campus Impact Update
  - Enrollment Update (VP Wincowski)
  - Academic Affairs Update (Provost Hecker)
  - Auxiliary Services (Claire Strickland)
  - Student Life (Robert Dana)
- Financial Update/Unified Budget Presentation (Claire Strickland, Ryan Low, President Hunter)
- FLSA Update (Larry Lewellen)
- Graduate Student Panel
- Athletics Update (Director Creech)
- Provost’s Update (Provost Hecker)
- Advocacy Conversation
Overview

The Board of Visitors met regularly during fiscal year; the meeting cycle is quarterly. Interim President Wyke and President James Conneely and key staff and faculty provided the Board with complete information regarding UMA’s strategic initiatives, performance, student enrollment and matriculation statistics, financial outlook, enrollments and vital information regarding the current and future year budgets.

Membership

As of September 1, 2016, there are 20 members (5 female, 15 male)

Janet Parkhurst, Business Owner, O&P Glass
Larinda Meade, Maine College Compact
Donald E. Guild – Central Maine Title Co., Augusta
Dr. Peter Guzzetti, D.O., Internal Medicine Group, Augusta
Chuck Hays, President & CEO, Maine General Medical Center, Augusta
Dr. Jan Mokros, Executive Director of the Maine Math Science Alliance
Peter Thompson, CEO, Kennebec Valley Chamber of Commerce
Patrick Flood, Retired Senator
Rocko Graziano, IT Business Manager, LL Bean Corp.
Andrew Silsby, CEO, Kennebec Savings Bank, Augusta
Stuart Smith, First Bancorp, Inc., Bay View Management Company
Matthew Walters, Woodlands Assisted Living Facilities
Shawn Yardley, Social Service-Health Care, Government
Charles L. Johnson, III, Kennebec Technologies, Augusta
Dawn Gallagher, Office of the State Coordinator for HIT
Randall Liberty, Warden, Maine State Prison
Craig Larrabee, CEO, Jobs for Maine’s Graduates
D’Arcy Main-Boynton, Economic Development Director, City of Brewer
Matthew Pouliot, Maine House of Representatives - District 86
John Finnegan, Retired President, Macomber, Farr & Whitten

Officers

Dr. Jan Mokros, Chair
TBD at October 25, 2016 meeting, Vice Chair
Dr. Peter Guzzetti, Liaison between the BOT & UMA BOV

All officers are engaged fully in both the community UMA serves and the institution itself. They are excellent ambassadors for UMA.

Outgoing Members

Genie Gannett, retired school teacher and active participant in community activities, Manchester
Stacey Morrison, CEO and owner, Ganneston Construction, Inc., Augusta

Schedule

Four regular meetings were held during this reporting period:

- October 28, 2015
- February 2, 2016
- April 26, 2016
- July 26, 2016

Meetings and Agenda Items

UMA Board of Visitors Meeting
October 28, 2015

Present:
BOV Members: Janet Parkhurst, Don Guild, Rocko Graziano, Stacey Morrison, Dawn Gallagher, Patrick Flood, Andrew Silsby, Genie Gannett, Peter Thompson and Jan Mokros.
UMA Staff: President Wyke, Provost Szakas, Tim Brokaw, Greg Fahy, Sheri Stevens, Greg LaPointe, Pam Proulx-Curry, Sheri Fraser, Brenda McAleer, Kathy Dexter and Joyce Blanchard.
BOV Members Absent: Chuck Hays, Peter Guzzetti, Matthew Walters, Stuart Smith, Shawn Yardley, Wick Johnson

1. Approval of Minutes of the July 28, 2015 BOV meeting. Stacey Morrison made a motion to approve the minutes of the July 28, 2015 BOV meeting. Andrew Silsby seconded the motion. The motion was unanimously approved.

2. BOV Chair’s Report
a. Thank you to Peter Thompson for giving up his summer so that he can dedicate his time to the UMA Presidential Search!
b. Board of Trustees/Board of Visitors Summit (Janet, President Wyke, Rocko Graziano, Stacey Morrison) will all attend as UMA reps. The summit will be held on Friday, November 6th at the Buchanan Alumni House on the Orono campus.

3. UMA President’s Report
   a. 50th Campaign Updates—President Wyke gave an overview of the recent solicitation meetings (Charlie Shuman, Key Bank, Cianbro’s Peter Vigue, Central Maine Power Co. and Bob Fuller of the Windover Foundation). The meeting with Peter Prescott is still a possibility and folks are working on
the connection. Bill Perry and Peter Thompson are due to connect with Gary Peachey as a follow up. Bill Perry will also work on a meeting with Bill Purington. Janet reports that she can get a meeting with Kenway, who heavily invests in Orono’s engineering program. Joyce, Joe and Sue will work on a plan to approach Kenway.

b. UMA to host UMS Board of Trustees Meeting, Sun & Mon, 11/15 & 11/16. On Sunday, there will be a presentation on University College, which is administratively housed under UMA. UMA’s BOV will meet with the Trustees and have a conversation for an hour. How does UMA serve the community? It is an educational session for the Trustees; an explanation of how we serve the community.

c. BOV as UMA Ambassadors – discussion ensued about how our BOV members can be better ambassadors of UMA and all that we offer our students. We are working on a short video and or/vignette that our BOV members can share at Rotary, Elks, Board of Trade. It is important that our BOVs feel confident in being strong liaisons between the community and UMA. As staff support, we will create a ‘tool kit’ that helps tell our story. This can be provided to the BOVs in both electronic and hard copy form. BOVs could visit their local school board to talk about all the great things UMA is doing. Capitol Campus model can be resurrected now that state monies are being made available again for tuition reimbursement. Unique programs can be highlighted. Music and Art can be highlighted. Becky and Joyce can provide information on Trustees that may be seated close to BOVs. Chuck Hays would be a great advocate for our Nursing program, for example. Andrew suggested 15-20 minutes of an ‘educational section’ of the meetings, in various topics that are important. The focus can be on our program successes as we have grown (20 programs). Jan Mokros mentioned that the faculty/student connection is critical to hear about, as this one of UMA’s strengths. Rotary clubs are a great resource to us and we should utilize them to help inform the community about all of the great work UMA is doing.

4. Academic Updates – Provost Szakas provided updates: We should consider KJ advertising more to promote the business program; it is an underutilized resource for telling our stories. Also, messaging could focus on our internship opportunities.

a. Academic Program Reorganization and Integration Process (APRIP Update). Work is being done on improving the realignment of the undergraduate programs with the graduate programs in the system. The common calendar issue is a challenge; particularly for students who do not get a break because the individual campuses’ academic calendars do not match up. Beginning Fall’16/Spring’17 a new common calendar will be implemented.

b. Data Science Degree – An Intent to Plan is underway; thanks to Rocko for his input and willingness to assist.

5. Finance Updates

a. Strategic Updates. UMS Chief Business Officer, Tim Brokaw provided an update on the strategic initiatives that UMA is involved with.

b. FY ’17 Budget. Tim Brokaw provided a very high-level overview of the proposed FY ’17 Budget. The budget process will span many months and the Board of Visitors will be invited to an open campus forum where the final, proposed budget that will be submitted to the System (likely April 1st) will be presented.
6. Enrollment Updates. Sheri Fraser provided updates on UMA’s enrollments and also comparative data from the same time last year.

7. Facilities Updates – Sheri Stevens reported that there was a bomb threat on our campus earlier in October; this incident has spurred us toward tightening up our safety and emergency response planning. Conversations related to the right to carry weapons on campus are heating up; all UMS campuses are maintaining their policies (no weapons on campus unless you are law enforcement, on duty). Title IX Training has been rolling out; Sheri has been involved with both receiving training and providing opportunities for campus staff to attend.

8. Institutional Research & Planning Updates. Greg LaPointe, Executive Director of Institutional Research and Planning provided IR & P updates.
   a. Bachelors Alumni Attending Graduate School (UM System View). This report provides data on students who are going on to pursue graduate degrees. The data suggests that there may be a strong opportunity for UMA to create/collaborate on offering graduate degrees, as many of our students go to either UM or USM to attain them.

9. UMA-Bangor Campus Updates- Pam Proulx-Curry offered updates related to the Bangor Campus. There will be an Assessment Summit held on November 6th. There have been several ‘Lunch and Learns’ sponsored by students; they are forums where students share information and experiences with faculty, staff and students on campus. Lewiston Hall will require landscaping; we will engage architecture program students who will mock up a footprint/plan for the green space. The Bangor Advisory Council will begin to do some fundraising in the Bangor region. There is a need for economic developers in that regional to have conversations about UMA-Bangor’s role within the community and regionally.

10. UMA Presidential Search – three candidates will be considered.

Meeting adjourned at 5:00 p.m. – All BOV members are welcome and encouraged to attend the Kennebec Valley Chamber After Hours Events, hosted by UMA. Location is in the Randall Student Center, Fireplace Lounge Area.

Minutes Respectfully Submitted by,

Joyce M. Blanchard

UMA Board of Visitors Reception for new President
Tuesday, February 2, 2016

No business was conducted, as this was a social event to welcome President Conneely.
UMA Board of Visitors Meeting
Tuesday, April 26, 2016

The meeting notes were taken by Joyce Blanchard. These notes were on her previous work laptop, and when her files were transferred to her new work laptop, several files, including these notes, were corrupt. The file is not available.

UMA Board of Visitors Meeting
Tuesday, July 26, 2016

Present:
James Conneely, Tim Brokaw, Joe Szakas, Pam Proulx-Curry, Jan Mokros, Andrew Silsby, D’arcy Main-Boynton, Chuck Hays, Greg LaPointe, Donald Guild, Peter Guzzetti, Craig Larrabee, John Finnegan, Janet Parkhurst, Matt Pouliot, Randy Liberty, Matt Walters

Absent:
Charlie Johnson, Dawn Gallagher, Larinda Mead, Patrick Flood, Peter Thompson, Rocko Graziano, Shawn Yardley, Stuart Smith

President’s Updates:
President Conneely is striving for UMA to meet workforce needs and to distinguish us in the market. He also noted that UMA works with the roughly the same financial aid budget as UMF, but that UMA has significantly more students with greater financial need. We are looking at alternative ways to meet those unmet needs.

Academic Highlights – presented by Joe Szakas:
• Aviation:
  o $250,000 TechHire Grant for the Aviation program, specifically for drones. UMA will partner with Maine Civil Air Patrol
  o Exploring new opportunities in Augusta and Bangor, and potentially expanding the Aviation program to include Aviation Maintenance
  o Discussions with Finance Authority of Maine (FAME) and Maine International Trade Center (mitc) are in the works to potentially bring students from China to UMA for the Aviation program
• Within UMS, UMA is working on collaborations in Healthcare Administration, Data Science, and Game Design.
• The recent accreditation visit for the Medical Lab Technician (MLT) program went well, and UMA is exploring adding programs in Medical Laboratory Science and Respiratory Therapy.
• In the next one to two years, UMA is planning to stand up its own Bachelor of Science in Nursing (BSN) program
• UMA is working on collaborating with UMFK, USM, and UM to create an online Masters of Nursing (MSN) program

The Board discussed the potential changes for the dental program, MLS/MLT, respiratory therapy, ultrasound technology, student housing, and articulation agreements.

Enrollment Update – presented by Pam Proulx-Curry:
• Moving forward, the enrollment updates will be presented in a new format. See attached for current enrollment figures.
• Several systems are being changed, and the enrollment services is being restructured. All of the changes will facilitate better tracking and assessment.
• It was noted that students, specifically adult learners who register late are less likely to be retained.
• Mark Tardif is spearheading a marketing/branding campaign for the year.
• UMA received a mini-grant from UMS for student success to write a larger full blown grant proposal: Students would have an academic advisor, and also meet with a financial planner and a social worker at regular intervals throughout their college career.

Finance Update – presented by Tim Brokaw:
• UMA ended with a surplus in FY 2016 of between $1.1-1.3 million.
• Bad debt and energy costs were down in FY 2016.
• Emerging headwinds for FY 2017 include a drop in revenue of 9-10%, which represents up to $2 million and approximately $150 thousand pressure from changes precipitated by the Fair Labor Standards Act (FLSA)
• Mitigating financial pressures by building in more surplus into the budget, having tight expense control, constraining payroll spending in areas such as adjunct pay, and using some of the reserve money if necessary.
• The UMA website is going to be updated this fall.

Institutional Research & Planning Updates – presented by Greg LaPointe:
UMA has contracted for a call center campaign. Students will be contacted by a call center to register for courses and complete their incomplete applications. When the call center reaches students, they will be transferred to UMA employees in enrollment services to provide the appropriate assistance. This promises to reach a significantly larger proportion of the UMA student population than UMA staff making the calls directly to students.

Update on the Calling Campaign as of August 9:
• Compared last week's credits production versus the same week last year - a 27% increase (1,696 vs. 2,157)
  o Performance stopped a 2 week decline in credits compared to last year
• In total, the campaign has generated 484 credits - full and partial attribution
• To date, we have reached out to 76% (1,321) of all students in the pool (N= 1,745). 24% have been attempted 2-3 times.
  o Still plenty of opportunity for additional registrations

Meeting adjourned at 5:07 p.m.
Respectfully Submitted by Renee JL Grant
This Board of Visitors Annual Report is respectfully submitted by:

Renee Letendre
Executive Assistant to the President

With approval from:
Joyce M. Blanchard, Ed.D.
Chief of Staff
President’s Office
University of Maine at Augusta

October 25, 2016
Overview
The 2015-16 meetings of the UMF Board of Visitors (Board) focused on enrollment, budget, strategic plan, student success, external communications, board engagement efforts, and campus master planning.

Membership
The Board had 17 voting members, nine men and eight women representing the private, nonprofit and education/public sectors, as follows:

Private Sector
Peter Addicott, InterConnect/Fed Ex (retired)
Dana Bullen ’88, Sunday River Resort
Gerald Cayer ’85, Franklin Community Health Network
Sharon Cullenberg, Stericycle Communication Solutions
Becky Davis-Allen, Bangor Savings Bank
Al Feather, Hammond Lumber
David Levesque, Esq. ’88, Law Office of David Levesque, P.A.

Non-Profit Sector
Lisa Laflin, United Way of the Tri-Valley Area
Ray Therrien ’79, Franklin County Adult Education
Ed Cervone, Educate Maine
Myrna Vallette, Gold LEAF Senior Institute (ex officio)

Education Sector
Wendy Ault, MELMAC Education Foundation
Ray Glass, UMF professor (retired)
Valerie Huebner, UMF professor (retired)
Betty-Jane Meader, Thomas College professor (retired)
Anne K.W. Richardson, Kents Hill School
Mark Shibles, University of Connecticut School of Education (retired)

One ex-officio position is always reserved for the President of Gold Leaf Institute. All members reside in Maine at least part of the year. Alison Hagerstrom, former BoV chair and long-time member, completed
her service in June 2015. Two new members, David Levesque and Edmund Cervone, joined the Board in September 2015.

Officers
Gerald Cayer, '85, Vice President for Franklin Community Health Network, served as Chair. Lisa Laflin, Executive Director for United Way of the Tri-Valley Area, served as Vice-Chair.

Schedule
The Board met six times in person during the reporting year for three-hours each meeting. The longer meetings led to deeper discussions on issues of interest and importance, bringing more content and knowledge to Board activities. Board members were also invited to—and many attended—All-Campus Meetings and other forums on campus throughout the year.

Meeting Summaries
September 18, 2015
Board Administration. 13 members in attendance.
Chair Jerry Cayer welcomed new BoV members Ed Cervone and David Levesque and recognized various contributions that BoV members had made. All members were invited to the BoV and UMS Board of Trustees’ summit on November 6.

Updates, Discussions and Activities.
President Foster reviewed her presentation to campus regarding important changes in the past year and UMF’s role as a team player in the UMS. She reviewed the biomass project and construction, enrollment numbers, and passed out information regarding tuition and financial sustainability. The theme for the year is student success—especially retention, degree completion, and post-graduation placement. A campus master plan will be created for campus facilities. UMF will continue to implement the strategic plan. Chair Jerry Cayer asked for ideas on best way to educate the community about significant changes at UMF. Discussion ensued about the Board’s role and if there were ways we could be “agents of change” for UMF in some helpful way such as advising or contributing to existing functions, participating in a council on external communications, bringing ideas for new partnerships, or joining a task force on an issue such as the future of the University store or securing external funding. Chair Cayer noted different ways in which the BoVs at the seven campuses operate and asked the members to consider how they can be most effective. He requested that Board members send him an email saying how each is currently engaged with UMF.

October 30, 2016
Board Administration. 11 members in attendance and 2 guests.
Vice-Chair Lisa Laflin recognized BoV members’ contributions to various efforts at UMF and throughout the System. Several members will be attending the BoV-BoT summit next week, and the agenda for the meeting was reviewed. Vice-Chair Lisa Laflin gave a summary of Chancellor Page’s recent visit to UMF.

Updates, Discussions and Activities.
President Foster gave an update on the biomass project and construction. She mentioned the recent successful meeting with Harriman Associates, the team undertaking the campus master plan. She reviewed
current enrollment numbers. Guest, Joe McGinn, UMF Provost, provided an overview of the academic landscape at UMF and described the strategic vision for Academic Affairs. He responded to questions asked by BoV members. President Foster led a discussion on how UMF can successfully carry out its external communications. A committee of the BoV will form to advise the president on communications. UMS Senior Fellow Wilson Hess presented “What makes an effective BoV?” President Hess’s advice: Be intentional about doing work between meetings. Discuss what that work is and try to create a space in every meeting to have a discussion useful to the president. Chair Jerry Cayer then led a discussion around the One University and how the BoV can engage in this discussion to help the public understand changes.

**January 8, 2016**

*Board Administration. 8 members in attendance and 5 guests.*

Chair Jerry Cayer summarized the content of the recent BoV-BoT Summit held in Orono. He asked Board members to save March 13, 2016 as a date to meet with the Board of Trustees. He indicated that a portion of the March 4, 2016 BoV meeting will be devoted to planning for BoV engagement at the meeting. Prior to the BoT meeting UMF is planning a ribbon cutting ceremony for the new Biomass Heat Plant.

*Updates, Discussions and Activities.*

Board member Anne Richardson reported on the progress of the UMF campus master plan process and solicited ideas and input from BoV members. Chair Jerry Cayer shared that BOV member Mark Shibles has agreed to chair a new Advancement Committee that will focus on grants and contracts. President Foster circulated the spring 2016 enrollment report and an early report for Fall 2016 and reported that the FY 2017 budget is currently in process. Tom Donaghue and April Mulherin of UMF Marketing and Communications joined the meeting. Board members made recommendations to President Foster and Marketing on things to focus on and how the BoV can be included in efforts. The Board was introduced to representatives of the University of Maine Board of Visitors members Jay Cromerty, Owen McCarthy, and Miles Theeman to join a conversation on One University. The meeting ended with ideas for future BoV collaboration systemwide.

**March 4, 2016**

*Board Administration. 11 members in attendance, 1 guest.*

Chair Jerry Cayer reviewed upcoming meetings and activities and invited members to announce other community events of significance to the board and UMF. Updates were given by board members serving on UMF’s Grant and External Funding Committee, Campus Master Plan Committee and External Communications Committee.

*Updates, Discussions and Activities.*

Professor of Political Science Scott Erb was invited to share the experience of February’s nine-day travel trip to Italy with alumni and community members, with assistance from BoV member and trip participant, Becky Davis-Allen. The trip was a great success, turning a small profit for the Alumni and Development office and more importantly introducing Italy to an eager group of attendees. BoV members made numerous suggestions to ensure the continuation and success of future trips. President Foster briefly reviewed enrollment numbers from the Spring Census. In addition to the *maine* magazine feature, she encouraged members to watch Bill Green’s Talking Maine segment that evening to see a feature on UMF’s Alpine Operations program. She handed out slides from the All-Campus Meeting, a presentation focused
in part on persistence and other measures of student success. UMF will be hosting a regular meeting of the UMS Board of Trustees and she reviewed the shape of the days, March 13-14. The group agreed that Chair Cayer would speak to One University, Lisa Laflin to campus highlights, and Mark Shibles to capital needs. Eight members indicated interest and availability to attend the Sunday sessions on March 13.

April 22, 2016

Board Administration. 14 members in attendance, 2 guests.

Chair Jerry Cayer welcomed Amy Perreault, new UMF Executive Assistant to President Foster. Chair Cayer handed out the agenda to the BoV/BoT Summit on April 28, which includes development of One University and an interactive BoV development session. Betty-Jane Meader provided an update from the Alumni Council meeting she attended on March 20. Their next meeting is in June. Mark Shibles will be attending a Grants committee meeting on Monday, April 25. The Board requested to hear about academic affairs once or twice a year.

Updates, Discussions and Activities.

President Kate Foster handed out a one page BoV list that highlighted 8 expiring terms in 2016. The President will be making recommendations for new BoV members to the BoT. She requested current members to contact her with any questions or feedback regarding new members. She addressed the UMaine Waitlist Guarantee and UMF’s decision to not participate. Enrollment numbers were reviewed and Admissions is entering a couple big weeks in the end of April and beginning of May. Award letters have been sent. VP for Enrollment Jared Cash made follow up calls to personally go over Financial Aid packages with students. The board was introduced to Laurie Gardner, UMF Chief Business Officer and Mark Lee from Harriman and Associates. Mark Lee has been visiting campus since December 2015 and meets with the Campus Master Plan Committee regularly, which includes Anne Richardson from the BoV. Mark presented the three phases of the master planning process. UMF is currently at phase 2. He then presented Concepts A, B & C with main focuses being the entry points/gateways around campus, creating Arts and Residential Quads, making safer walkways and flow for pedestrians and relocating the Arts Division, Child Care and Math/Computer Science Division from their current locations. BoV Members provided feedback on the conceptual ideas and asked insightful questions. Mark Lee will be presenting this plan again at the All-Campus meeting on May 4, 2016 and President Foster invited all members of BoV to attend.

June 3, 2016

Board Administration. 14 Members in attendance.

Chair Jerry Cayer thanked everyone for their attendance and reviewed agenda. Board members gave updates to the Grant Seeking Committee, Campus Master Planning Committee, Alumni Council Committee. Chair Jerry Cayer, Vice-Chair Lisa Laflin, and President Foster met to review backgrounds and endorsements for BoV candidates. A new BoV member handbook is being created to assist new as well as current members.

Update, Discussion and Activities.

President Foster reviewed the good enrollment year and how UMF is on track for the budgeted 540 enrollments this fall. She reported on and presented the four top priorities identified at a recent retreat by the Board of Trustees. These priorities—increased enrollment, student success, financial sustainability, and
research & economic development—warrant attention at all campuses and within System offices. Discussion started regarding the Governor’s request to hold tuition flat for another year as well as the Governor’s indicated commitment of $2.5 million towards early college credit hours and adult degree completion. Kate thanked and presented gifts to outgoing BoV members Sharon Cullenberg, Ray Glass, Dana Bullen and Jerry Cayer. The meeting concluded with a walking tour of campus to review the master planning ideas and themes.

Submitted by President Kathryn A. Foster
October 2016
OVERVIEW
The 2015-2016 Board of Visitors included, among other things, discussion of the following topics.
- NEASC accreditation, the accreditation process, and the accreditation visit;
- The Board of Visitors’ breakfasts;
- Planning for participation in the University of Maine System Board of Trustees/Board of Visitors Summit;
- Advocacy for UMFK within the community, the System and the BOT;
- Special projects including the Veterans’ Committee; and
- Preliminary recommendations regarding the facilities master plan, capital projects, and the bond campaign.

MEMBERSHIP
Please see list of BOV (attached).

OFFICERS
President Kelly Martin
Vice-President Donald Guimond
Secretary Heather Pelletier

SCHEDULE
Four regular meetings are held each year (approximately one every three months), plus an annual retreat (in the spring or summer) is typical. Due to time constraints, there was no annual meeting (retreat) this year.

MEETING SUMMARIES & AGENDA ITEMS
At the November 13, 2015 meeting (14 members attended) the Board received reports from the administration on the UMA/UMFK Nursing Collaboration; UMFK and UMS budget updates; UMFK enrollment and residence hall statuses; Rural U and dual enrollment progress including plans to apply for a Department of Education Pell Grant to assist students in paying for dual enrollment and applying for NACEP (National Alliance of Concurrent Enrollment Partnerships) accreditation; UMFK’s NEASC visit update; and articulation agreements UMFK holds with other campuses.
Committee work that focused on . . .

- **Education & Development** efforts including discussions regarding education of the Boards of Visitors throughout the system and an upcoming Board of Visitors retreat for all members at once.
- **Advocacy** efforts including continuing advocacy for UMFK and discussions regarding ideas for the BOV Business Breakfasts were requested and shared.
- **Planning** efforts included sharing discussions from the BOT/BOV Summit including tuition rates and mission differentiation and how the seven BOV need to work together to strengthen One University.
- **Special projects** included an update regarding the BOV endowed scholarship fund.

The Board received a report from a representation of the UMFK Foundation on fundraising efforts, nursing students that have received a scholarship, the donation for the 3D printer, and an update on the Hackett House. They also reported on recent and upcoming events and a new scholarship for nursing students.

At the **January 29, 2016 meeting** (14 members attended) the Board was notified of President John N. Short’s acceptance of the UMFK President position, discussed the Executive Committee working on the BOT/BOV Summit in February, thanks were given to BOV members who assisted with the presidential search process and UMFK staff who have been filling in while searching for a new President and Vice President of Academic Affairs.

Reports were received from the administration about: UMS updates; finance and enrollment; growth in Rural U high school partnerships; Admissions collaboration with Rural U; utilization of Adjunct professors; using NEASC recommendations; COA retreat update; NEASC update; food service provider will be announced shortly; regular meetings being held between UMFK, UMPI, and NMCC; marketing initiatives; recommendations regarding UMFK’s master plan and the Five-Year Capital Plan.

Committee work focused on . . .

- **Advocacy** efforts were focused on the success of the BOV Business Breakfast and discussions were held regarding continued advocacy of UMFK.
- **Education & Development** efforts focused on gathering and preparing orientation information for future BOV members and discussed the upcoming BOT/BOV Retreat. It was also discussed that the Education Committee would review the by-laws to ensure staggering of BOV members and whether or not partial terms count (including two full terms = 6 years total).
- **Planning** discussed the importance of speaking up for UMFK and against incorrect information that may be in the news.
- **Nominating Committee** discussed outgoing BOV members, by-laws, reviewing prospective new members by demographics (location, sex, occupation), and keeping a running log for constant updated pool of possible new BOV members.
- **Special Projects** focused on and discussed the BOV Endowed Scholarship.
The Board also received a report from:

- UMFK’s Foundation Representative discussing fund-raising initiatives, scholarships received, ideas about the Hackett House and Cyr House, UMFK’s new 3D printer.
- The Alumni Association shared information regarding two events: the Little Miss Fort Kent Pageant and the on-going Acadian Kitchen Parties.
- UMFK’s BOT Program Integration Representative gave an update regarding Ellen Chaffee’s report and the current state of Program Integration.

A presentation was given by UMFK’s Instructor of Forestry Jeff Dubis about the Irving Forestry Endowment. He discussed the new position that this will support, as well as details about LIDAR, how this endowment benefits Irving and UMFK.

At its **April 8, 2016 meeting** (13 people attended) the Board of Visitors welcomed President John N. Short to UMFK. They acknowledged outgoing BOV members and handed out awards.

The Board of Visitors received reports from Administration including: System updates; notification that Dr. Steven Gammon accepted the VPAA position; John D. Murphy announced his phased retirement; the partnership with UMM and UMO was announced; Finance; CBO committee work; updates on: CAO meetings, enrollment, NEASC and Rural U.

Committee work focused on . . .

- **Advocacy** reported on the upcoming Business Breakfast in June, the possibility of using the bond issue as a base for the fall Business Breakfast, and preparation for the BOT meeting in September.
- **Board Education & Development** efforts regarding standardizing the process and tools to distribute to new BOV members through Orientation Information Packets, which will assist them in being better advocates for UMFK.
- **Planning** efforts included discussions about One University and reading through BOT links to better inform yourselves.
- **Nominating Committee** focused on the proposed officers for 2016-2017, demographic information for new BOV, proposed members reappointed and new appointments.
- **Special Projects Committee** focused on resurrecting the Veteran’s Committee, the completed and suspended BOV Endowed Scholarship.

Representatives from the Alumni Association and the UMFK Foundation reported on their activities. Program Integration Representative discussed updated information.

At its **August 19, 2016 meeting** (fifteen members attended) the Board of Visitors welcomed new BOV members and Vice President of Academic Affairs Dr. Steven Gammon to their new roles. Reports were given about One University, the Unified Budget, collaborations between campuses, fiscal year budgets, as well as UMFK’s enrollment and headcount increases. Vice President John Murphy gave a presentation about “10 Year Capital Plan Bond Request”, where he explained UMFK’s master plans and
guidelines for the Bond Development Committee. Updates were given about Rural U and Enrollment Management.

Committee work focused on . . .

- **Advocacy** reported on the Board of Trustees meeting on September 18th and 19th and the need for speakers at the BOT meeting. They also gave details about the upcoming Board of Visitor Business Breakfast on October 14th where Kristen Wells, Executive Director of Aroostook Aspirations will present.
- **Education & Development** reported the success of the new BOV orientation with 100% attendance. One member is needed to complete this committee.
- **Planning** reported the need for a Chair and member for this committee.
- **Special Projects** reported their need for members, especially for their Veteran’s Education Sub-Committee in the hopes of finding someone to help take veterans through the process of applying for scholarships and encouraging members of the family to apply for the GI Bill.
- **Nominating Committee** asked for anyone to submit names for new BOV members and that it was looking for new members and a Chair.

The Board received the report from Dana Saucier, who is on the BOT Program Integration Committee, and Mr. Saucier’s resignation due to the completion of the Program Integration process.

Dr. John N. Short  
University of Maine at Fort Kent  
October 2016
OVERVIEW

Over the past year, the UMM Board of Visitors once again provided valuable support and advice to Interim Presidents Joyce Hedlund, Stuart Swain and Sue Huseman and the campus administration. The BOV members’ breadth of professional experience, combined with their depth of knowledge about the Washington County culture and economy and their commitment to UMM and its critical role in the region, proved extremely helpful as the University continued to struggle with enrollment and finances, and began to address the challenges and promise inherent in UMM’s partnership with the University of Maine, as well as the work of One University. The overall concern of the BOV was the long term sustainability of UMM.

Members of UMM’s Board of Visitors were especially helpful during the transition of two interim presidents, and they played a key role in welcoming the NEASC Review Team’s visit to campus in April. BOV members also served on various campus committees, such as the Planning and Budget Advisory Committee and ad hoc work groups addressing Marketing, Student Retention and Success, and Facilities Use. Members routinely attended campus events and meetings, and they took advantage of the Murdock Fitness and Aquatics Center and Merrill Library. Over the past year, Board members were in attendance at such campus events as the Holiday Party in December, Honors Convocation in April, and Commencement in May.

The Board of Visitors has been transitioning to its more significant role in influencing the direction of UMS, along with other boards of visitors in the system. Members are optimistic about UMM’s primary partnership with UMaine, and they continue to monitor its progress while still focusing on UMM’s coastal university brand.

MEMBERSHIP

Tom Boutureira, Susan Corbett and Doug Jones rotated off the Board, and Bonnie Fortini and Ian Yaffe resigned due to changes in their personal circumstances. Seven new members were added to the Board effective July, following approval by the UMS Board of Trustees. The Board of Visitors is now comprised of 20 members, including 9 men and 11 women. Members come from throughout Washington County for a wide geographic spread, and they represent a good array of Washington County businesses and industries. The Board is committed to maintaining a full contingent of Board members representing the various businesses and organizations in Washington County.
Dana Altvater Tribal Engineer, Indian Township (Perry)
Kristen Barbee, D.O. Physician, Downeast Community Hospital Machias (Machias)
Ron Beckwith, Jr. Chief Financial Officer, Regional Medical Center (Lubec)
Joseph Cassidy President, Washington County Community College (Calais)
Arnold Clark, Esq. Attorney-at-Law, Fletcher & Mahar (Calais)
Wendy Harrington Director, the Downeast Campus of Maine Sea Coast Mission (Cherryfield)
Crystal Hitchings Planner, Washington County Council of Governments (Calais)
Nichole Jamison Regional Director, Maine Department of Labor, Bureau of Employment Services (Machias)
Judson McBrine Headmaster, Washington Academy (East Machias)
Rebecca McKenna Teacher, Machias Memorial High School (Machias)
Owner, McKenna’s Administrative Support Services (Machias)
Elizabeth Neptune Owner, Neptune Advantage (Princeton)
Anne Perry Family Nurse Practitioner, Calais Regional Medical Services; former State Representative for House District #31 (Calais)
Ronald Ramsay Superintendent, MSAD #37 (Harrington)
Charles Rudelitch Executive Director, Sunrise County Economic Council (Harrington)
Traci Sanborn Senior Vice President, Machias Savings Bank (Machias)
Dwayne Shaw Executive Director, Downeast Salmon Federation (Columbia Falls)
Kathy Sparaga Owner and Office Manager, Machias Dental (Machias)
Dianne Tilton Executive Director, Downeast Institute for Applied Marine Research and Education (Beals)
Jacob van de Sande Project Manager, Maine Coast Heritage Trust (East Machias)
Marjorie Withers Immediate Past Director, Community Caring Collaborative (Machias)

OFFICERS

Charles Rudelitch and Kathy Sparaga are serving their second term as Chair and Vice Chair respectively. Charles and Kathy are among UMM’s strongest supporters, and both are heavily involved in campus activities and initiatives.

SCHEDULE

UMM’s Board of Visitors typically meets as a full board six times during the academic year, including an annual meeting in July. BOV members have the option of attending meetings via conference call or teleconference, though most choose to attend in person.

09-14-15 Fall dinner meeting
11-09-15 Fall dinner meeting
01-11-16 Winter dinner meeting
03-28-16 Spring dinner meeting
05-16-16 Spring dinner meeting
07-11-16 Annual dinner and meeting

In addition, the Board met with Chancellor Page three times to discuss the challenges and changes facing UMM and the University of Maine System:

- October 31, 2015
- March 22, 2016
- July 11, 2016
September 14, 2015
Interim President Hedlund provided the Board with an update of campus activities and the One University planning and initiatives. The Board approved two subcommittee charters for Promotion and Recruitment & Orientation. The Board went into Executive Session for the last portion of the meeting.

November 9, 2015
Acting President Swain ran the meeting in Interim President Hedlund’s absence. The Board welcomed the newly appointed UMM Faculty Liaison to the Board, William Otto. Dr. Swain provided an overview of the state of affairs on campus, including numerous facilities-related issues. Board members were briefed on Chancellor Page’s charge to the campus given during his October 21st visit, and they explored their role in supporting the future of UMM.

January 11, 2016
The BOV welcomed newly named Interim President Swain. The agenda included a campus update, the FY17 budget and various construction projects on campus. A report on the recent BOV/BOT Executive Committee meetings was provided. The Board of Visitors continued their discussion on the next steps for UMM, and they reviewed the extensive list of UMM community partners.

March 28, 2016
The Board reviewed the progress report UMM submitted to the New England Association of Schools & Colleges (NEASC) in anticipation of its site visit in April 2016. Interim President Swain presented his fundraising plans, and volunteers were asked to sit on the Fundraising Advisory Committee. The majority of the meeting was devoted to a discussion on Chancellor Page’s announcement of the UM/UMM Primary Partnership. Strategies to successfully achieve integration and effectively communicate the partnership with the community were discussed.

May 16, 2016
Associate Professor Jon Reisman presented an overview of the Machias Bay Initiative, a project partially funded by the UMS Trustee Professorship. Campus updates and a report on the April BOT/BOV Summit were provided. Nominations for new BOV members were discussed. Interim President Swain gave updates on current One University initiatives, and the progress of the UM/UMM partnership was reviewed.

July 11, 2016
Chancellor Page was able to attend the beginning of the Annual Meeting to thank Dr. Swain for his leadership and introduced Interim President Sue Huseman. Several new BOV members were welcomed, and the BOV expressed its appreciation for members who were rotating off the Board. Chancellor Page stated his commitment to advancing higher education in Washington County and his support of the campus. Interim President Huseman voiced her enthusiasm for the One University concept and her commitment to the success of UMM as its partnership with UMaine evolves. The BOV approved Interim President Huseman’s proposed ad hoc subcommittee structure to help address University needs as they arise during the coming year of rapid change.

Submitted by: Dr. Sue Huseman, Interim President
Date: October 26, 2016
Overview
In August, the Board appointed a new Chair, Carl Michaud.

In September, we welcomed the Board of Trustees at our campus and a few Board of Visitor members had the opportunity to present to the Board of Trustees. Enrollment and finances were an ongoing concern and we worked closely with the university in support of these two areas. The One University concept was presented to our Board and in support of collaboration, we met with members of the Orono BOV and the Fort Kent BOV throughout the year to establish relationships in support of the University of Maine System.

In October we welcomed Chancellor Jim Page and a few of his staff members at our meeting. The Chancellor discussed the One University concept and presented the guiding principles and the 4 major strategic goals in support of One University.

In November, two members of our board attended the BOT/BOV Summit. A new Vice Chair, Jeff Ashby was appointed. Darlene Higgins volunteered to fill the BOV seat on the University’s Resource Allocation Committee.

In January, Dr. Wilson Hess conducted a workshop on Board Development with our group. The workshop was a wonderful opportunity for our board members to align ourselves with the university system in support of the educational opportunities. In response to the workshop, it was decided that we develop a few standing committees in support of the board activities. The committees are; Board Development, Advocacy, and Finance.

In February we focused on board membership as we would need to fill 9 seats at the end of this school year. Board members were requested to submit names of potential new members. BOV stationary has been developed and the website was updated to accommodate BOV changes.

In March, names of potential new board members were discussed and submitted for approval. Selected gifts for outgoing board members. Each outgoing member will received a framed photo of a snowy white owl.

In April, one of our members attended the BOT/BOV Summit.

In May, 9 new members were approved

In June, President Linda Schott announced her resignation.
Membership

The Board had a few openings throughout the year due to resignations. However, as of June 2016, we have full board membership. Our board members primarily work and live in the Greater Presque Isle area. We currently have 14 males and 6 females on the board. Professional background includes,

Legal 2
Banking/Investment 5
Non Profit 8
Retired 2
Insurance 1
Accounting 1
Retail 1

Officers

Chair - Carl Michaud
   Started first year as chair; ending last year of first 3-year term on board

Vice Chair - Jeff Ashby
   Started first year as vice chair; starting second year in first 3-year term on board

Secretary - Nate Berry
   Starting final year as secretary; starting final year in second 3-year term on board

Schedule

Meetings were scheduled for the fourth Tuesday of the month for the following months. August, September, October, November, January, February, March, April and May.
Meeting and Agenda Items

August meeting cancelled

September meeting-10 members
Agenda Items:
  Chair Election
  UMS Board of Trustees Meeting
  One University
  Enrollment and Revenue
  Presidential Update
  Employer U

October meeting-8 members
Agenda Items:
  BOV/BOT summit
  Visit from UMS Chancellor and staff
  One University
  Q&A with Chancellor

November meeting-10 members
Agenda Items:
  Presidential update
  Finance and facilities update
  Brief out on BOV/BOT Summit
  Academic Transformation
  By-law review

January meeting-9 members
Agenda Items:
  Presidential update
  Board Development-Wilson Hess
  Nominations for new board members
  Upcoming meeting schedule

February meeting-6 members
Agenda Items:
  BOV member roster and website updates
  Presidential update
  Review of Board Development Session with Wilson Hess
  Standing Committees

March meeting-6 members
Agenda Items:
  Presidential update
  Financial and facility update

UMPI BOV Annual Report for 2105-2016
BOV stationary
Gift for outgoing BOV members

April meeting-4 members
Agenda Items:
  Presidential update
  Nominations for new members
  Fall 2016 enrollment updates
  Standing Committee membership updates
  Commencement exercises

May meeting-11 members
Agenda Items:
  Presidential update
  BOV/BOT summit
  New member orientation
  Proficiency Based Education
Overview
In 2015-2016, Tony Payne served as the University of Southern Maine’s Board of Visitors (BOV) as Chair, with Clif Greim as the Vice-Chair. The BOV focused its attention on the following areas: supporting, collaborating and helping USM achieve its goals, especially in the areas of enrollment, retention and the employment of USM graduates; participation in system-wide joint BOT/BOV meetings; advocating for a graduate center on the Portland campus; and updating the BOV by-laws, among other issues.

2015-2016 Membership
The USM Board of Visitors had sixteen members with 4 vacancies. There were 10 men and 6 women. Fourteen members reside in Portland or its surrounding southern Maine communities; 1 resides in Lewiston/Auburn; 1 resides in the mid-coast region.

Members’ professional backgrounds:
Technology and Manufacturing (4)
Government/State (2)
Financial (1)
Arts (1)
Education (1)
Accounting (1)
Health care (1)
Real Estate (1)
Insurance (1)
Architecture (1)
Management (2)

Officers
Chair: Tony Payne
Vice-Chair: Clif Greim

Schedule
The USM Board of Visitors met six times in 2015-2016. The Annual meeting is scheduled in June of each year. Poly-com or conference calls were not used, however, the USM Board of Visitors recently amended its by-law to allow participation in that manner.
Meetings and Agenda Items

Tuesday, August 25, 2015 (9 voting members attended, 3 Ex-Officio, and 2 staff)
Chair Tony Payne provided opening remarks and an overview of BOV goals of supporting, collaborating and helping USM achieve its goals. The top three goals identified by the Chair are: enrollment, retention and the employment of USM graduates.

President Cummings thanked the BOV for its support and perseverance. He outlined various positions that were open and needed to be filled, including Human Resource Director, Provost, Dean, and others. He recapped some of the changes currently underway in enrollment, admissions and student life, to provide a more customer-service model. At the President’s request, Buster Neel, Chief Budget Officer, spoke briefly about the budget and contingency plans in place for the current fiscal year. CBO Neel also reported that the projected enrollment deficit has been reduced from the initial projections by about half.

President Cummings also described some of the investments being made, specifically in scholarships and marketing. He explained the move of his office into the center of campus, making the President’s office more accessible to students, faculty and staff.

President Cummings laid out his goals for USM in Five Years:
1. USM will be known for excellence in real world challenges and experiences as a core part of its academic program
2. 80% of our students will state that at least one individual (staff or faculty) knows them well, supports them, and believes in them (NCCE, now below 60%)
3. 72% of our students will remain between each school year (IPEDs, now 63%)
4. 10% of our alumni will give annually (now 2%)
5. The USM Foundation will raise $50M in scholarships, infrastructure and investments for our students. (Now $17M)
6. USM head count enrollment will reach 10,000 (IPEDS, now 8,900)
7. USM will be designated as a “Great Place to Work”
8. 80% will recommend USM to others (post grad survey, now 61%)
Discussion followed on the goals with suggestions and specific ideas on how to move forward on the goals presented.

Friday, October 30, 2015 (12 voting members attended, 8 Ex-Officio, 6 staff and 3 guests)
Chair Tony Payne gave a brief overview of the upcoming joint meeting of the Board of Visitors of USM and UMaine. He also emphasized the importance of all the constituencies of USM focusing on enrollment.

Nancy Griffin, Vice President for Enrollment Management, gave an extensive report on the state of the University’s enrollment. She also outlined the goals for her division and the action plans for each. A discussion followed. Tony encouraged BOV members to be in contact with Nancy directly with feedback, thoughts, ideas and suggestions.
Eliot Cutler reported on the Maine Center for Graduate Professional Studies, which is an initiative recently launched to join University of Maine System graduate programs in law, business and public service. Robert Martin, who is working with Eliot on this initiative, presented some of the background, plans and importance of this program. He articulated the importance of lawyers, business leaders and public servants to the infrastructure, not only for the greater Portland area, but to the fringe counties as well. Work is underway to provide a plan to the UMS Board of Trustees. The Harold Alfond Foundation has invested $1.75 million in the planning process. After the presentation, Board members participated in a discussion of the Maine Center for Graduate Professional Studies.

**Thursday, December 3, 2015 (12 voting members attended, 6 Ex-Officio, 3 staff and 2 guests)**

After opening remarks by Chair Tony Payne, President Cummings provided an update on University issues, including the formation of the new Diversity and Inclusion Council. He emphasized that diversity is essential: morally, ethically and also for the University to grow. The President also gave a brief overview of discussions at the University of Maine System level around One University. Discussion about the One University concept and diversity issues followed.

Susan McWilliams, Director of the Community Engagement and Career Development Center, and Travis Blair, Coordinator of Internships gave an overview of the Community Engagement division and their mission to increase student engagement through career development, internships, service and volunteerism. Recent improvements in Community Engagement include a customer-service focus, integration of career development into the academic programming, implementation of a new job-posting software, and the one-stop-shop concept. Susan provided specific ways that BOV members and business leaders could assist USM with its internship program.

Travis Blair reported on a new internship program at USM through the Maine Economic Improvement Fund (MEIF). The program will pay the entire stipend for the intern, and tend to be STEM-focused. Companies and students apply to the program, and they will be matched and shepherded through the process.

In the discussion which followed, Linda Varrell spoke briefly about a statewide initiative to help advance and promote internships, Maine Intern Magnet Project, which seeks to educate employers of all sizes about interns: where to find them, how to train them, how to pay them, and how to work within labor laws.

The BOV members also discussed the importance of siting a proposed graduate center on the Portland campus of USM to foster smart growth, fiscal responsibility as well as provide undergraduates with a visible presence for post-graduate aspirations. The BOV authorized Board Chair Payne to communicate the BOV’s support for the on-campus center to the UMS Board of Trustees.
Friday, February 5, 2016 (9 voting members attended, 5 Ex-Officio and 10 staff)
After opening remarks from Chair Tony Payne, Denise Taaffe provided an update on the BOV by-laws review. The BOV by-laws have not been updated since 1998. Joe Gray and Denise are reviewing and will provide the BOV with recommended changes at the BOV’s April meeting.

A vote of 2/3’s of the BOV is required to amend the by-laws. Most of the recommendations will be housekeeping changes. One significant change involves the Board Member terms. Each member’s term is three years and service is limited to three terms. The by-laws provide for the immediate past chair to serve one year on the Executive Committee. According to current by-laws, if a person is elected as chair in the last year of their three year term, as in Tony’s situation, a sitting chair would not be able to serve the customary two year stint on the Executive Committee the following year as immediate past-chair. The by-law change would allow a first-year chair in his/her ninth year to complete a two-year term and serve an additional year as immediate past chair. There was general discussion about this proposed change with many of the BOV members supportive.

Tony advised that there are current BOV member vacancies and asked that anyone who had recommendations for Board members to contact him directly.

President Cummings provided an update on various items including a dual admission program between USM and YCCC, SMCC, and CMCC which would provide guaranteed admission to USM for community college students who successfully complete an associate’s degree. The Honors Program has received a gift from the Hamlin family which will fund international internships for USM students through Reykjavik University, Iceland. Any student in the Honors Program will be guaranteed and international internship experience within the first two years.

Additionally, President Cummings advised that work has been undertaken to close a $3 to $3.4 million gap in the FY17 budget. The USM Leadership Team has met to find ways to close the gap without using all of USM’s reserves. The FY17 budget goal is to achieve flat enrollment for the first time in four years. This would improve the budget position which has worked with negative enrollment figures in recent years. Enrollment signs are encouraging at the moment and there will be a better understanding of the enrollment picture once deposits are made in May and, again, when students officially arrive on campus in September.

Vice President of Advancement George Campbell provided the following updates and presentation on his vision for recreating the USM Foundation:

George has been working on the goals set forth by President Cummings to reach $50 million in scholarships and to increase alumni giving from 1.4% to 5%. The key to this fundraising will be increasing community engagement with USM, as well as USM’s engagement with the community. Additionally, George outlined a model for strengthening the USM Foundation and realigning all development and advancement staff and duties under a new Foundation structure. This would allow the President of the Foundation to report directly to the Foundation Board. A Real Estate Advisory Board will be established to focus on property issues, thereby allowing the Foundation to focus on its own mission. All of these efforts would be in partnership and in furtherance of USM’s mission. The Alumni Board would remain a separate entity. George
advised that the Foundation Board will be considering and voting on his proposal next week. Discussion followed the presentation with Board members suggestions and advice.

**Friday, April 8, 2016 (7 voting members attended, 5 Ex-Officio, 5 staff and 4 guests)**

Denise Taaffe provided an overview of the proposed changes to the BOV by-laws. The by-law changes will be presented for discussion and a vote at the June 3, 2016 meeting, given the lack of a quorum.

Chair Tony Payne highlighted that the BOV had opportunities to assist USM in supporting internships for students. Internships provide a keystone of experiential learning which integrates employers, students and businesses. The role of the BOV should be to find those individuals, organizations and individuals who are committed to working with faculty and administration in providing these experiences to the students.

Roxane Cole, Chair of the Nominating Committee, indicated that the committee had completed its work in selecting a list of candidates for nomination. Roxane stated that the slate which she, Denise and Clif finalized was an outstanding group who would be excellent additions to the BOV. Roxane suggested that the process could be improved by allowing a time when potential BOV members could be contacted to discuss possible interest. There are currently seven openings on the BOV. The Nominating Committee also put forth the following slate of officers—Tony Payne, Chair and Clif Greim Vice-Chair pending proposed changes to the by-laws.

Albert Bean, Director of Athletics, welcomed everyone to the Costello Sports Center and provided a brief history. Al elaborated that USM supports 22 intercollegiate teams, involving 400-500 athletes (one third from out of state) who are attracted to USM because of both our academic and athletic programs. This number is growing due to the availability of scholarships and increasing interest in USM. Al went on to announce that Phase 2 of the softball project had just been completed.

Student Aaron Tomen thanked the BOV for allowing him to speak regarding his experience as a student and an athlete at USM. Aaron shared that at USM he was able to grow and overcome some difficulties academically to find an area of study in which he has found fulfillment. He was appreciative of the support that he has received both academically and athletically at USM.

Dan Demeritt, Executive Director of Public Affairs for the University of Maine System, provided an overview of the System-wide public affairs process to promote what is happening at specific universities, while also finding ways to further the One University initiative. Dan also seeks out opportunities to promote partnerships between universities and issues that cross all universities.

Bob Stein, Executive Director of Public Affairs for USM discussed the structure of marketing and communication at USM. Bob seeks to find ways to further the three areas of importance identified by President Cummings; 1. Community engagement (metropolitan university and internships), 2. Student centered campus (students feel connected to USM) and 3. Path to graduation that is affordable.
Tracy St. Pierre, USM Marketing and Brand Management Director, explained how the marketing budget is allocated in various marketing areas upon the audience and the type of media that is most effective in reaching that audience. USM uses traditional print, TV and radio media, along with web, digital and social media messaging. Analytics are used when making decisions about the use of media and how best to reach the intended audience. Marketing also assists with fliers, brochures, etc. and ensures that the USM logo is used in a consistent manner.

After the presentations, discussion ensued about identifying markets and advertising in Maine and beyond.

**Friday, June 3, 2016 (11 voting members attended, 4 Ex-Officio, and 5 staff)**
The meeting opened with a discussion of the BOV by-law changes. Denise Taaffe explained some of the recommended changes, with the main change being to allow the Executive Committee to recommend that a BOV member be extended another term when it is in the best interests of the BOV, such as allowing a Chair to complete his or her term. After discussion and an amendment, the by-law revisions with the amendment were unanimously approved.

The Nominating Committee then provided its recommendations regarding officers. Roxane Cole, Chair of the Nominating Committee, put forth the nominations of Tony Payne as Chair and Clif Greim as Vice Chair. With no further nominations, Chair Payne and Vice Chair Greim were unanimously returned to their respective offices.

Chair Payne discussed developing an orientation to onboard new BOV members in late summer. All BOV members will be invited to attend and be engaged in the process. A discussion ensued regarding ways that the BOV can partner with USM for community engagement opportunities. Several BOV members provided information regarding current or prior internships, employment or other engagement activities with USM students and faculty.

President Cummings provided an update on various items, including, the hiring of Jeannine Uzzi as Provost and the balancing of USM’s budget this year without the need for University of Maine System funds. President Cummings also advised that new students will receive a 1½ hour orientation with an advisor prior to beginning their studies. Luther Bonney has been updated and renovated with a computer lab, as well as one-stop student services, including financial aid, advising registration, etc. Finally, President Cummings stated that USM continues to strive for each academic program to provide students with an opportunity to intern in their desired field of study. As part of the President’s update, George Campbell added that there have been some initial discussions on proposed dormitory housing on Portland’s campus.

In closing, Chair Payne thanked exiting BOV members--Charles Morrison, Lisa Martin and Joe Gray--for their years of service. All received a USM clock as a gift from the BOV.

Submitted by Anthony Payne, Chair USM Board of Visitors
Date October 12, 2016