

UNIVERSITY OF MAINE SYSTEM  
Board of Trustees Meeting

Hosted by the UMS at the University of Maine  
July 16, 2018

**Board of Trustees Meeting**

**Present:** James Erwin, Chair; Kelly Martin, Vice Chair; Samuel Collins, Michelle Hood, Norman Fournier, Gregory Johnson, Karl Turner, Shawn Moody, James Donnelly, Trevor Hustus, David MacMahon and Betsey Timm. **Chancellor:** James Page. **Faculty Representatives:** Timothy Surette, Heather Ball, Clyde Mitchell, Leo Trudel, and Liz Turesky. **Student Representatives:** Teresa Plummer, Lukas Lagasse, Abby Roche, Dylan Reynolds, and Alayna Caricofe. **University Presidents:** Glenn Cummings, Eric Brown, Joan Ferrini-Mundy, Ray Rice, John Short, and Rebecca Wyke. **System Staff:** Tracy Bigney, Dan Demeritt, David Demers, Ellen Doughty, Tracy Elliott, Chip Gavin, Carol Kim, Ryan Low, Tamara Mitchell, Robert Neely, Robert Placido, Rosa Redonnett, James Thelen, Samantha Warren, and Miriam White. **Others present:** Vendean Vafiades.

**Absent:** Robert Hasson, Angel Loreda, Lisa Eames, and Mark Gardner.

**Monday, July 16, 2018**

**EXECUTIVE SESSION**

On a motion by Trustee Collins, which was seconded by Trustee Donnelly, and approved by all members 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, employment and duties.
- 1 MRSA Section 405 6-C to discuss or consider economic development only if premature disclosure of the information would prejudice the competitive or bargaining position of the System.
- 1 MRSA Section 405 6-E to have consultation with legal counsel concerning matters where premature general public knowledge would clearly place the System at a substantial disadvantage.

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

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

**CITIZEN COMMENT**

Citizen Comment is a time regularly set aside for comments from the public. The following individuals spoke during the Citizen Comment period: There were no citizen comments at this meeting.

**CHAIR'S REPORT**

Trustee James Erwin began by welcoming Dr. Joan Ferrini-Mundy as the new UM & UMM President and Dr. Eric Brown as the new Interim President at UMF. He introduced Trustee Kelly Martin as the new

Vice Chair for the Board of Trustees and he thanked Trustee Karl Turner for his dedication serving as Vice Chair for the last year.

#### Appointment of Standing Committees

Trustee Erwin mentioned that the Committee membership has been identified for this fiscal year and that it was posted in the meeting materials. He thanked the Trustees who volunteered to be a part of the Committees and added a special thanks to the Trustees who will have Chair responsibilities for the Committees.

#### Resolution Regarding Board of Trustees Policy 311: Intra-system Student Exchange

General Counsel and Chief of Staff James Thelen provided an update to the Board for the Resolution Regarding Board of Trustee Policy 311: Intra-system Student Exchange. This Board Policy was adopted in November 1990 and has not been substantively changed since then. The Policy was adopted then to provide that students matriculating at one UMS university be allowed to pre-register for courses at another UMS university and have the same privileges as students matriculated at that other university. Removing barriers to student access to university resources and programs across the System is a key goal of the Board's student success priority outcome within the framework of the System's One University initiative.

To that end, Vice Chancellor for Academic Affairs Robert Neely has reported to the Board over the last year on efforts to implement pilot cross-listings of courses between UMS campuses. The goal of these efforts is to have courses from one System university catalog appear as courses in another System university catalog to facilitate the ability of students enrolled at one university to easily take courses from another System university. The key advantage for students is that cross-listing will allow them to seamlessly enroll in courses from other UMS campuses in the same manner as they would for a course on their home campus, i.e., no application process, no transfer requirements, and no financial aid impact. In addition, course cross-listing will facilitate automation of other administrative processes, such as tuition revenue sharing.

On a motion by Trustee Fournier, which was seconded by Trustee Turner, the Board of Trustees requested that the Chancellor, acting through the Vice Chancellor of Academic Affairs, and with input from appropriate System university stakeholders, report back to the Board at its September 2018 meeting with recommendations as to how Policy 311 should be revised to better support cross-listing pilots and related System university academic collaboration efforts and maintain and best realize Policy 311's intent, which the Board reaffirms by this request.

#### **CHANCELLOR'S REPORT**

Chancellor James Page announced that on July 9, 2018 the Maine State Legislature passed the University of Maine System's \$49 million Workforce Development Infrastructure Bond with a 135-8 vote. He thanked all of the Trustees, campus presidents, students, faculty, and BOV members who advocated for the Bond. He also gave special thanks to Ms. Samantha Warren, Director of Community and Government Relations for all of her dedication and hard work during the process of getting the Bond passed. Ms. Warren thanked the Chancellor and also thanked all who advocated for the Bond. The bill now moves to Governor LePage's desk and if he passes the bill it can go to Maine voters for the November ballot. Ms. Warren stated that next steps would be to hire a campaign consultant and urged everyone to keep advocating for the Bond in the months leading up to the vote in November.

Chancellor Page welcomed Ms. Terry Sutton as the new Chief Executive Officer (CEO) of Maine Center Ventures (MCV). The Maine Center is a priority initiative of the University of Maine System that provides access to cross-disciplinary programs in law, business, public policy and health. The mission of the Maine Center is to increase graduate and professional opportunities for its students and advance economic and workforce

development in Maine. The Maine Center comprises a consortium of graduate and professional programs working collaboratively and interactively with one another and with the private sectors to serve students, businesses and public organizations statewide.

Vice Chancellor for Academic Affairs Dr. Robert Neely updated the Board on the progress of UMS selecting and moving forward with an Online Management Provider (OMP). As a result of the Request for Proposal (RFP) process, Academic Partnerships, a privately-held company serving more than 50 universities to grow online markets was selected. Although there have not been any definitive decisions made on next steps there have been many discussions involving academic leadership at each campus. At this point in time the three areas under focus are nursing, education, and the Competency Based Education (CBE) program at UMPI. A joint meeting of the President's Council and the Chief Academic Officers Council (CAOC) was held to discuss other possible programs for the OMP and they were provided a test financial model to see how this would affect each campus financially. Academic Partnerships also attended a portion of the meeting to answer any questions. Next steps would be to formally contract services with Academic Partnerships.

Chief Information Officer Dr. David Demers provided an overview of the recommendations for MaineStreet improvements. These improvements will facilitate innovative academic programming, ensure data integrity and Enterprise Resource Planning (ERP) reliability, balance immediate gains with long term ERP sustainability, and maximize the UMS investment. Fall 2018 through Fall 2019 plans include launching a 50 course cross-listing pilot and implementing campus solutions enhancements including an upgrade to MaineStreet version 9.2 and acquiring a cloud-enabled Financial Aid solution. After these initial implementations, an ERP functional assessment will take place to identify essential functional specifications and requirements. From the ERP assessment a decision will be made between a PeopleSoft reimplementation to achieve uniform data architecture or to conduct an RFP for a replacement ERP platform.

Vice Chancellor Neely provided a brief update on UMS Course Cross-listing. He stated that UMS currently has now cross-listed one course, a Meteorology course that has five students enrolled for Fall 2018 across the System. The Administrative Program Integration teams for student issues and financial issues had a retreat which resulted in creating action steps going forward particularly around documentation such as academic governance and financials.

#### **VICE CHANCELLOR FOR FINANCE, ADMINISTRATION, AND TREASURER'S REPORT.**

Vice Chancellor for Finance and Administration & Treasurer Mr. Ryan Low provided the following financial update. The Managed Investment Pool has a current market value of \$320 million. It is up 0.6% for the month of May, bringing the fiscal year-to-date return total to 7.7%. The Pension Plan has a current market value of \$29 million. It returned 0.8% for the month of May, bringing the fiscal year-to-date return total to 4.8%. The Operating Fund has a current market value of \$291 million. It returned 0.3% for the month of March, bringing the fiscal year-to-date return total to 2.5%. This produced an estimated \$5.9 million in investment income which is nearly \$2 million in excess of the budget.

The Finance and Administration teams are working on beginning the FY2020 budget. They are currently working with the shared services departments which will continue to September 2018. Then they will turn their focus to campus budgets through May of 2019.

Vice Chancellor Ryan Low and Associate Vice Chancellor for Academic Affairs Dr. Robert Placido provided an update on the progress made with the [UMS Interactive Dashboard](#). A permanent link to the dashboard has been added the UMS website under the About the System drop down menu. Once on the main page of the dashboard, the 12 main Key Performance Indicators (KPI) for UMS will be displayed with a quick indication of status. The KPI's can be selected and this will bring people to the information about that specific KPI. There people can display information about what that KPI is monitoring and

access a graph chart for the KPI. The graph will have an option to the right side to add or delete campuses from the graph. This will give the viewer an option to see the entire UMS or just specific campuses.

**VICE CHANCELLOR FOR ACADEMIC AFFAIRS' UPDATE.** Vice Chancellor Robert Neely provided a brief overview of justification for additional Strategic Resource Allocation Plan (SRAP) funds for the Academic Affairs Department. This additional funding will support all of the Academic Transformation initiatives for FY2019. During FY2018 Academic Affairs funded the Program Innovation Fund (PIF) program, the Geographic Information Systems (GIS) program, and hired 3 new individuals in Institutional Research. This has created a shortfall in the Academic Affairs department budget and subsequently the department is requesting the additional SRAP funding on Tab 12 of the agenda to mitigate the department's budget deficit.

## **ACTION ITEMS**

### **Appropriation Allocation Model.**

Vice Chancellor Low presented the proposed Appropriation Allocation Model for the University of Maine System. The Allocation section of the final Unified Budget proposal recommends that the UMS transition to a new funding model that recognizes costs in the distribution of State appropriation. This recommendation was adopted by the UMS Board of Trustees in September of 2016. At that time an Allocation Team was formed to develop a State appropriation model that distributes new appropriation funds to campuses based on the principle of peer cost comparisons. This allocation model is only for new appropriations from the State. The total appropriation a campus currently receives will not be redistributed to another campus, only new appropriation will be distributed through the model. The goal is to distribute new appropriation to the UMS campuses based on the percentage of their current unmet need. The institution with the highest percentage of unmet need will receive the highest percentage of any new appropriation. Conversely, the institution with the lowest percentage of unmet need will receive the lowest percentage of any new appropriation. This is a formula-driven model used to calculate the State appropriation required to support an institution's Education and General (E&G) operations. This model accounts for the E&G operating costs that are impacted by student enrollment as well as other factors such as the number of employees and the asset value at individual campuses.

The foundation of the model is based on comparative peer data. The UMS contracted with the Hanover Research Council LLC to provide a choice of peer institutions for each university. Each UMS university then selected peers for their institution to be used in the allocation model. The model is based on considering three-year rolling cost averages for specific expense categories and applicable measurement factors. The Allocation Team determined that the most reliable and concise source of data is the National Center for Education Statistics (NCES). NCES is the primary federal entity for collecting and analyzing data related to education in the US. NCES fulfills a Congressional mandate to collect, collate, analyze, and report complete statistics on the condition of education and conduct and publish reports. NCES utilizes the Integrated Postsecondary Education Data System (IPEDS) to collect and report data. IPEDS is an interactive tool, thereby allowing UMS to download a host of data for single or multiple institutions of higher learning. Hanover Research also used IPEDS to prepare the analyses utilized by the campuses to select the most appropriate peer. Based on the peers selected by each university, a dataset was constructed using IPEDS Human Resources, Financial, and Enrollment data for the 3 most recent fiscal years posted to IPEDS.

The most recent IPEDS data will be input into the Model on an annual basis. In April of each year, IPEDS posts provisional data for the latest fiscal year reported. In situations where State appropriation is reduced, the System will explore the utilization of Budget Stabilization, Temporary Investment Income, or other sources of centrally held funds to mitigate the curtailment.

On a motion by Trustee Fournier, which was seconded by Trustee Hustus, the Board of Trustees accepted the recommendations of the Finance, Facilities and Technology Committee and approved the Appropriation Allocation model as presented.

**Strategic Resource Allocation Plan.**

Last fiscal year the Board of Trustees accepted the recommended allocations for FY2018 as proposed by the Strategic Resource Allocation Team. Vice Chancellor Robert Neely and Vice Chancellor Ryan Low are recommending approval of three additional groups of expenditures for FY2019.

On a motion by Trustee Fournier, which was seconded by Trustee Hustus, the Board of Trustees approved the following recommendations contained in the Strategic Resource Allocation Plan and directed the Treasurer to effect the transfer of funds, as appropriate, and incorporate in to the FY2019 Operating Budget of the University of Maine System the following expenditure of funds:

Academic Transformation: \$755,000  
Vice Chancellor for Academic Affairs - IR Operational Support: \$50,000  
Marketing: \$300,000

**Acceptance of Minutes.**

On a motion by Trustee Turner, which was seconded by Trustee Collins, the minutes from the following meetings were unanimously approved as presented:

May 14, 2018 – Academic & Student Affairs Committee Meeting  
May 20-21, 2018 – Board of Trustees Meeting  
June 14, 2018 – Investment Committee Meeting  
June 15, 2018 – Finance, Facilities, Technology Committee Meeting  
June 25, 2018 – Human Resources & Labor Relations Committee Meeting  
June 27, 2018 - Executive Committee Meeting

**Resolution for Shawn H. Moody.**

On a motion by Trustee Donnelly, which was seconded by Trustee Johnston, the Board of Trustees approved the resolution for Shawn H. Moody as presented.

**Resolution for M. Michelle Hood.** On a motion by Trustee Collins, which was seconded by Trustee Turner, the Board of Trustees approved the resolution for M. Michelle Hood as presented.

**Resolution for Karen “Kay” S. Kimball.**

On a motion by Trustee Turner, which was seconded by Trustee Fournier, the Board of Trustees approved the resolution for Karen “Kay” S. Kimball as presented.

**Confirmation of Faculty and Student Representatives to the Board of Trustees.**

On a motion by Trustee Moody, which was seconded by Trustee Collins, the Board of Trustees approved the appointment of the following Faculty Representative to the Board of Trustees:

Leo Trudel, UMFK – appointed for two year term – July 2018 to July 2020

**CONSENT AGENDA**

On a motion by Trustee Martin, which was seconded by Trustee Donnelly, the items on the Consent Agenda were unanimously approved by the Board of Trustees as follows:

The Board of Trustees reviewed the following agenda items as forwarded by the Human Resources & Labor Relations Committee to the Consent Agenda from its meeting on June 25, 2018:

Approval of Susan J. Hunter as President Emerita, UM

The Board of Trustees awarded the title President Emerita of the University of Maine to Dr. Susan J. Hunter in recognition of her service and contributions.

Approval of Kathryn A. Foster as President Emerita, UMF

The Board of Trustees awarded the title President Emerita of the University of Maine at Farmington to Dr. Kathryn A. “Kate” Foster in recognition of her service and contributions.

**INFORMATION ITEM**

University of Maine at Farmington Presidential Search Update. Chancellor Page and Trustee Erwin provided the Board with an update on the UMF Presidential search. Trustee Erwin stated that Trustee David MacMahon would be the Chair for the Search Committee and that Trustee Betsey Timm and Trustee Karl Turner would also join the Search Committee. The Board expects a Search Committee for the next UMF president to be fully constituted and begin work shortly. Chancellor Page and Trustee MacMahon will lead the process with the UMF campus to define the criteria and characteristics for the next UMF President, who will be expected to commence an appointment July 1, 2019. Over the next two months a decision will be made whether to engage a search consultant, constituent groups will be asked to name their representatives to the Committee, and materials for the search prospectus and presidential candidate profile will be developed and compiled.

The Board will discuss the priorities and preferred characteristics for the new president at the September 16-17, 2018 Board of Trustees meeting and the Chancellor is expected to formally charge the Committee to begin its work thereafter.

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

<http://staticweb.maine.edu/wp-content/uploads/2018/07/bot-meeting-materials-0717181.pdf?0d0f03>

**DATE OF NEXT MEETING**

The next meeting of the Board of Trustees will be held on September 16 & 17, 2018 at the University of Maine at Presque Isle.

Adjournment

Heather A. Massey for  
Ellen N. Doughty, Clerk