

UNIVERSITY OF MAINE SYSTEM  
Board of Trustees Meeting

Hosted by the University of Maine at Presque Isle  
September 16-17, 2018

**Board of Trustees Meeting**

**Present:** James Erwin, Chair; Kelly Martin, Vice Chair; Samuel Collins, Lisa Eames, Norman Fournier, Gregory Johnson, Ángel Loredo (on behalf of Robert Hasson), Karl Turner, Mark Gardner, James Donnelly (by phone), Trevor Hustus, David MacMahon and Betsey Timm. **Chancellor:** James Page. **Faculty Representatives:** Heather Ball, Leo Trudel, Timothy Surette, Clyde Mitchell, Patti Miles, Lisa Leduc, and Elizabeth Turesky. **Student Representatives:** Lukas Lagasse, Samuel Atwood, Teresa Plummer, Evan Zarkadas, Issac Michaud, Dylan Reynolds, Duane Belanger and Abby Roche. **University Presidents:** Glenn Cummings, Joan Ferrini-Mundy, Ray Rice, John Short, Eric Brown, and Rebecca Wyke. **System Staff:** Dan Demeritt, David Demers, Ellen Doughty, Chip Gavin, Carol Kim, Ryan Low, Tamara Mitchell, Kay Kimball, Robert Placido, Rosa Redonnett, James Thelen, Samantha Warren and Mark Schmelz. **Others present:** Vendean Vafiades.

**Absent:** Robert Hasson, Shawn Moody, and Michelle Hood.

**Sunday, September 16, 2018**

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

**EXECUTIVE SESSION**

On a motion by Trustee Hustus, which was seconded by Trustee Collins, 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 Collins, which was seconded by Trustee Fournier, 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. He thanked President Rice and the staff at UMPI for hosting the meeting and welcomed UMPI BOV member Mr. Stephen Richard to the Board table. He also welcomed Dr. Kay Kimball to her new role as the Deputy Vice Chancellor for Academic Affairs.

### **Meeting with the UMPI Board of Visitors.**

Members of the UMPI Boards of Visitors (BOV) met with the Board of Trustees for a discussion of campus BOV strategic goals and concerns. President Ray Rice provided a brief overview of the role the UMPI BOV plays in supporting UMPI and thanked them for their efforts. Chair of the UMPI BOV, Mr. Stephen Richards provided information to the Board about the workforce shortage in Aroostook County and the importance of addressing this issue through continued support of UMPI academic programs. UMPI Chief Business Officer, Mr. Ben Shaw gave a brief high-level overview of the UMPI Masterplan, highlighting areas where work has already started. UMPI Dean of the College of Arts & Sciences, Mr. Jason Johnston and UMPI BOV representative, Ms. Darlene Higgins provided information to the Board on the importance of UMPI's new academic program in Agribusiness and Agricultural Sciences. UMPI Executive Director of University Advancement & External Affairs, Ms. Debbie Roark provided information about the Dr. Robert Vinton Akeley Chair of Agricultural Science & Agribusiness at UMPI. UMPI President Ray Rice, UMFK Dean for the Undergraduate School of Nursing, Dr. Erin Soucy, and UMPI BOV Representative, Mr. Bill Flagg updated the Board on the UMFK and UMPI nursing collaboration and the important role the collaboration will play in mitigating the Maine nursing shortage. UMPI Associate Professor of Business Management, Ms. Carolyn Dorsey updated the Board on the progress and of the UMPI Your Pace Competency Based Education (CBE) program.

## **Monday, September 17, 2018**

Trustee Erwin, Chair, reconvened the meeting and welcomed everyone. He stated that Trustee Donnelly would be participating in the meeting by telephone.

### **CITIZEN COMMENT**

Citizen Comment is a time regularly set aside for comments from the public. There were no citizen comments at this meeting.

**CHAIR'S REPORT.** Trustee James Erwin provided an update on the status of the seat vacancies for the UMS Board of Trustees. Nominations for new Trustees had been scheduled to be appointed in early September 2018, however Governor LePage pulled the nominations from legislation on the day of the confirmation hearings. He stated that unfortunately, Governor LePage has decided that he will not be reposting any of the names, so in all likelihood the Board will not be onboarding any new Trustees until new administration takes over in the Governor's office in January 2019. The Chair thanked Trustee Hood, Trustee Fournier, and Trustee Moody, who were slated to end their terms but will remain on as Board members until replacements can be appointed.

Trustee Erwin updated the public on a project that the Board has been monitoring for a time that is now ready for public attention. Over the next three or so years, Maine will likely become the home of a world class research institute dedicated to developing crucially viable technology at the intersection of digital and health sciences. This institute is the idea of Lewiston, Maine native Mr. David Roux, who is a successful technology entrepreneur and investor. Mr. Roux has decided to build this institute in Portland, Maine. Mr. Chuck Hewett, who served as the Executive Vice President and Chief Operations Officer at Jackson Lab, has been named as the CEO of Mr. Roux's research institute project. Trustee Erwin stated that this research institute has many potential benefits for Maine's economic future and the University of Maine System.

Trustee Erwin provided an overview of the upcoming challenges UMS faces in enrollment decline and workforce development. Although enrollment decline is acute in Maine, it is a problem

throughout the United States and especially in the Northeast. He warned that UMS needs to take precautions now and make plans to mitigate this enrollment decline. UMS has to adapt to the rapidly changing market for post-secondary education by refining their pedagogy; in other words, what they teach and how they teach it. By making sure that students have the soft-skills as well as the professional education needed to be gainfully employed after degree completion, UMS can have confidence that they are delivering on the implied promise of producing graduates that are readily employable. UMS has to be able to identify emerging workforce needs and cater academic programs to fulfill those needs. Through collaborations among UMS academic programs and continued communication with the K-12 programs, UMS can help to mitigate Maine's workforce challenges. Chair Erwin encouraged the UMS community to provide feedback on ideas that may help to mitigate enrollment decline and workforce challenges.

**CHANCELLOR'S REPORT.** Chancellor James Page presented further details on the potential research institute discussed in Chair Erwin's report. The Chancellor reported that the research institute has been a topic of conversation for several months in the Portland area and that UMS has been fortunate to be a part of those early planning discussions. He stated that UMS has been working with Mr. Roux and Mr. Hewett to provide insight on potential collaboration with the institute and how mutual projects can enhance workforce development in the State of Maine. Additionally UMS has been working with the research institute to find a suitable location in Portland with the goal of creating synergies between System programming and the programs offered by the research institute. The Chancellor has asked UM/UMM President Joan Ferrini-Mundy and USM President Glenn Cummings to take inventory of UMS's programming to identify strengths and weaknesses in order to develop a strategic plan for a possible collaboration with the research institute.

Chancellor page provided an update on the Maine Center Ventures and Maine Center for Graduate Professional Studies. He stated that Ms. Terry Sutton who was hired as the CEO of Maine Center Ventures and Mr. Michael Weber who was hired as Dean of the Graduate School of Business, were two significant recent hires for the Maine Center. He also reported that teams have been active all Summer working on developing plans for programming and engaging in fundraising activities in order to reach the UMS goal of matching the Alford Foundation grant donation.

Chancellor Page reported that UMS was recently one of a team that received a grant from the Lumina Foundation. The grant will provide funding to investigate workforce driven credentialing needs for northern New England. This proposal was developed during northern New England higher education institution leadership meetings. A national consultant who was recommended by the Lumina Foundation has been brought onboard to complete the core work of the research with a full study being developed in six months. This is the first collaboration of its kind, as it includes every community college and four-year education system across the three state area of Maine, New Hampshire, and Vermont.

Director of Community and Government Relations, Ms. Samantha Warren presented an update on the YES 4 Maine's Workforce university bond campaign. She stressed that UMS in partnership with Maine employers promoting the bond as a response to their increasing workforce needs, specifically employer needs for graduates, will be the central message of the YES 4 Maine's Workforce campaign. UMS has a substantial fundraising plan to support a paid media campaign, which will include digital and television ads; however, given the highly competitive and costly nature of the campaign cycle these ads are not expected to air until later in October. UMS is working to deploy strong advocates such as campus Presidents and community leaders including

Trustees and BOV members into the community to speak about the bond. UMS has also been enlisting supporters across the state to write letters to the editor, and looking to business and community leaders to sign them. They are asking organizations and businesses to endorse the bond, and will be announcing those they have secured in the coming weeks as well as featuring them in the campaign materials and ads. Additionally, this past week UMS launched a campaign website, [yes4mainesworkforce.org](http://yes4mainesworkforce.org) as well as a Facebook page. Ms. Warren thanked the other members of the bond campaign team as well as all of the other campaign supporters who have committed their time and effort into securing a successful vote on November 6, 2018.

Chancellor Page reported that there have been some recent questions about various rankings of UMS, such as rankings by the Wall Street Journal and the World News Report. He stated that although rankings are important, cautions should be taken when reading them as sometimes the basis of which an institution is being ranked are areas that UMS cannot control and will not be competitive in, any time in the foreseeable future. He stated the Chancellor's Office along with other campus leadership members will work on getting additional information about the rankings to the campus community so that when questions arise, the additional information can be provided.

Chancellor Page and Deputy Vice Chancellor, Dr. Kay Kimball presented the following update on Academic Partnerships (AP). UMS has signed an executed agreement with AP to provide services to expand the national reach and responsiveness of the UMS online offerings. The expectation of these services included market research, effective marketing strategies, lead generation, instructional design support, subject matter expertise as needed, student performance tracking, and general management support. AP representatives have spent the last eight months engaging all seven University leadership teams in multiple conversations to determine whether AP services and UMS programs would be a good match. Finally, a team from Finance and Administration and Academic Affairs created a financial model to assess all implications and impacts on net tuition revenue. The results of the due diligence review were positive and the contract was recently signed. AP will be continuing visits to all UMS campuses to further develop the curriculum being offered by each of the programs. The model that AP uses initially focuses on working adults and offers multiple start dates in order to cater to their needs. Additionally, the AP implementation plan is multi-phased. Phase-one includes several USM education and nursing programs, the RN to BSN program from UMFK, and the UMPI suite of At Your Pace (CBE) programs. Phase one implementation will begin immediately, with an expectation of offering the first courses within seven to nine months. Phase-two consists of adding additional programs from other institutions as needed. UMM, UM, UMF and UMA have indicated they are interested in adding some of their undergraduate programs to phase-two.

Chancellor Page stated that the Vice Chancellor for Finance & Administration & Treasurer, Mr. Ryan Low was not able to attend the Board meeting and therefore, he provided the following report on his behalf. He reported that the UMS updated S&P bond rating was received recently and UMS is investment grade AA- and long term outlook stable. He also stated that the investment update information could be found in the Board meeting materials. The Managed Investment Pool has a current market value of \$326 million. It returned 1.3% for the month of July. UMS closed out FY2018 with a return of 6.9% for the fiscal year and 6.1% for the trailing 5 years. The Pension Plan with a current market value of nearly \$29 million, returned 0.9% for the month of July. FY2018 saw a return of 4.5% with a 5-year return of 5.1%. The Operating Fund with a market value of \$272 million, returned 0.6% for July for excess returns over budget for the month of nearly \$1.2 million. FY2018 returned 2.4%, resulting in net investment income for the year of nearly \$5.9 million. As

the System budgeted \$3.8 million in annual income for the Operating Fund, investment results for FY2018 were \$2 million over budget.

Chief Human Resources Officer Mr. Mark Schmelz provided an update on the Employee Health Plan Task Force (EHPTF) Scorecard. The EHPTF scorecard provides important highlights of how the University of Maine System's health and welfare programs are performing. Data is tracked on a calendar year basis for the last three year period, to identify any trends over time. The scorecard combines claims and demographic data, as well as health and plan management statistics, to provide a holistic view of the program. The EHPTF Scorecard presented spanned the years of 2015 – 2017. The demographics show that total average claims have risen from \$566.92 to \$628.79 during the three year period. UMS employees using in-network providers are 97.1% which is over the Cigna norm of 93.3%. The report also states that UMS employee Emergency Room and Urgent Care visits are well below the Cigna norm for those categories. Level 1 Wellness Program participation has risen by 4% from 2015 to 2017 bringing the total to 88%. Level 2 participation has risen by 7%, bringing the total to 49% for 2017. Of the 4,080 communications sent to employees about health benefits only 2,646 or 66% were opened, which is the bottom of the national average. UMS is working on strategies to increase the percentage of communications opened by employees. Mr. Schmelz also updated the Board on the Telemedicine program that UMS offers to employees. This feature allows employees to connect with medical professionals 24 hours a day and 365 days a year to quickly diagnose, treat, and prescribe medications for common colds and injuries. It was designed to provide employees with care options when they need basic help quickly. Additionally, this program offers a lower, \$10 per e-visit copay.

### **CONSENT AGENDA**

On a motion by Trustee Martin, which was seconded by Trustee Hustus, 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 Finance, Facilities, and Technology Committee to the Consent Agenda from its meeting on August 20, 2018:

#### **Establishment of the Dr. Robert Vinton Akeley Chair, UMPI.**

The Board of Trustees accepted the recommendation of the Finance, Facilities and Technology Committee and approved the establishment of the Dr. Robert Vinton Akeley Chair of Agricultural Science & Agribusiness at the University of Maine at Presque Isle.

#### **Master Plan Acceptance, UMPI.**

The Board of Trustees acknowledged the campus master plan from UMPI and without granting Trustee approval for any specific expenditure or capital project that would otherwise require Trustee consideration accepted the plan and encouraged the University to continue its efforts to maintain and act in accordance with the plan as well as other applicable directives of the Trustees.

#### **Lease Request, UM Cooperative Extension.**

The Board of Trustees approved the recommendation of the Finance, Facilities and Technology Committee and authorized the University of Maine System acting through the University of Maine to enter into a lease as the lessor with the University of Maine Foundation as the lessee for space located in the Tidewater Village Condominium in Falmouth, Maine, specifically office numbers 7, 8 and 9 along with an office/reception area within Unit 8-A, subject to review and approval of all final terms and conditions by the

University of Maine System Treasurer and General Counsel.

The Board of Trustees reviewed the following agenda item as forwarded by the Academic & Student Affairs Committee to the Consent Agenda from its meeting on September 11, 2018:

UMPI Academic Program Approval - Agricultural Sciences and Agribusiness.

The Board of Trustees approved the recommendation of the Academic & Student Affairs Committee and authorized the creation of the Bachelor of Science Degree in Agriculture Sciences and Agribusiness for the University of Maine at Presque Isle.

The Board of Trustees reviewed the following agenda item as forwarded by the Finance, Facilities, & Technology Committee to the Consent Agenda from its meeting on September 13, 2018:

Short-Term Housing, UMA.

The Board of Trustees approved the recommendation of the Finance, Facilities and Technology Committee and authorized the University of Maine System acting through the University of Maine at Augusta to enter a lease for student residential space with Mastway Development, LLC or its successor organization for an initial 5-year period, an initial cost of approximately \$1.5 million and with optional renewals for a maximum term of 15 years and cost of up to \$5.3 million, subject to review and approval of the final terms and conditions by the University of Maine System General Counsel and Treasurer.

**ACTION ITEMS**

**Acceptance of Minutes**

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

July 16, 2018 - Board of Trustees Meeting

August 20, 2018 - Finance, Facilities, Technology Committee Meeting

**Tenure at Time of Hire, UM**

On a motion by Trustee Collins, which was seconded by Trustee Hustus, the Board of Trustees accepted the recommendation of the Academic and Student Affairs Committee and approved tenure at the rank of Associate Professor of Silviculture in the School of Forest Resources at the University of Maine to Dr. Pascal Berrill with tenure to be effective January 1, 2019, in accordance with Board Policy.

**DISCUSSION ITEMS**

**Revised Board of Trustee Policy 311, Intra-System Student Exchange.** General Counsel and Chief of Staff (COS/GC), Mr. James Thelen provided information on the proposed revisions to Board Policy 311- *Intra-System Student Exchange*. This is a first reading of the proposed revisions to Board Policy 311. 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 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. While researching cross-listing barriers, it was identified that Board Policy 311 addresses a UMS student's ability to take courses at System universities other than the campus where they matriculated. At the time the

policy was adopted, a UMS student from one System university who wished to take a course from a different UMS university was able to do so, but was treated as a transfer student and was required to wait to register until all students at that university had registered. Policy 311 was adopted in November 1990 and has not been substantively changed since then.

UMPI Board of Trustees student representative, Mr. Evan Zarkadas presented information on his personal struggle with the restraints that are imposed by not being able to enroll in needed classes at one of the other UMS campuses. Additionally, he read a letter from a former UMPI Board of Trustee student representative, Ms. Alex DesRuisseaux, who experienced similar hardships when trying to register for classes needed to complete her degree, but were not offered at her school of origin.

At the May 2018 Board of Trustees meeting, the Board requested recommendations as to how Policy 311 should be revised to better support efforts to ensure that the System governance policies are properly aligned with and support efforts to successfully implement cross-listing pilots and related System university academic collaboration efforts. Vice Chancellor Neely and COS/GC Thelen met with various academic stakeholders, Board faculty and student representatives, and the UMS President's Council to gather input for the proposed revisions to the Policy. After continued discussions, a further revision to the updates will be made before the Policy is submitted to the Board of Trustees for final approval at the November 18-19, 2018 Board meeting.

**UMPI & UMFK Nursing Cohort Update.** UMFK President John Short and Dr. Erin Soucy addressed how the UMPI & UMFK nursing program expansion is part of the UMS strategic response to Maines Nursing workforce crisis. Dr. Soucy explained that there are several students who are place-bound at UMPI but wanted to pursue a nursing degree, and were not able to prior to this collaboration. Due to the program expansion, they have outgrown their temporary lab space and are in desperate need of funding to create a larger lab for the program. Dr. Soucy thanked everyone for their continued support for the Yes 4 Maine's Workforce UMS bond campaign and stated that some of the funding from the UMS bond campaign will be allocated to the nursing lab expansion.

Cary Medical Center Public Relations Director and UMPI BOV member, Mr. Bill Flagg updated the Board on how the shortage of Maine nurses has affected staffing at Cary Medical Center and how UMS partnership and planned investments in the UMPI & UMFK nursing cohort are critical. He reported that recruiting qualified nursing applicants to the County area has been a long standing issue for Cary Medical and that is why it is important to have local programs to fulfill these workforce needs. Of the 172 registered nurses at Cary Medical, 70 percent are products of local community programs.

UMPI President Ray Rice introduced two UMPI nursing cohort students; Ms. Alysha Decker and Ms. Monica Scoville. Ms. Decker explained that she had always dreamed of being a nurse; however, because she needs to live at home to help take care of her disabled father, she was not able to pursue that dream until the UMPI & UMFK nursing collaboration offered her that opportunity. Ms. Scoville reported that she is a mother of three very young children, who is just returning to the workforce and that she is grateful that UMPI is now offering a nursing program because she would not be able to travel to UMFK to pursue a nursing degree.

Mr. Ben Shaw and President Short discussed planned investments on the UMFK and UMPI campuses, pending passage of the UMS Yes 4 Maine's Workforce bond campaign. If the UMS

bond campaign does pass, some of the plans include expanding classrooms and labs and purchasing needed lab equipment for healthcare programs at both campuses.

### **EXECUTIVE SESSION**

On a motion by Trustee Fournier, which was seconded by Trustee Timm, and by unanimous vote of 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, employment and duties.

On a motion by Trustee Fournier, which was seconded by Trustee Collins, and by unanimous vote of Trustees present, the Board of Trustees concluded the Executive Session.

Additional information about the meeting can be found on the Board of Trustees website:  
<http://staticweb.maine.edu/wp-content/uploads/2018/09/BOT-Meeting-Materials-rev-091318.pdf?0d0f03>

### **DATE OF NEXT MEETING**

The next meeting of the Board of Trustees will be held on November 18-19, 2018 at the University of Southern Maine hosted by UMS.

Adjournment

Heather A. Massey for  
Ellen N. Doughty, Clerk