

Special Board of Trustees Meeting
at the Cross Insurance Center, Bangor Maine

Dec 19, 2018

Present: James Erwin; Chair; Samuel Collins, Norman Fournier (by phone), Gregory Johnson, Trevor Hustus, Lisa Eames (by phone), Mark Gardner, Michelle Hood, David MacMahon, Kelly Martin, Ángel Loredó (on behalf of Robert Hasson), James Donnelly (by phone), and Karl Turner. **Chancellor:** James Page. **Faculty Representatives:** Heather Ball, Timothy Surette, Clyde Mitchell, and Patti Miles. **Presidents:** Eric Brown, Glenn Cummings (by phone), Joan Ferrini-Mundy, Ray Rice, John Short and Rebecca Wyke. **System Staff:** Tracy Bigney, Dan Demeritt, David Demers, Ellen Doughty, Chip Gavin, Carol Kim, Tamara Mitchell, Robert Neely, Mark Schmelz, Kay Kimball, Rosa Redonnett, James Thelen, and Samantha Warren. **Others:** Vendean Vafiades.

Absent: Betsey Timm and Shawn Moody.

Trustee Erwin called the Board of Trustees Executive Session to order and thanked everyone for participating.

Executive Session

On a motion by Trustee Hustus, which was seconded by Trustee Gardner, and approved by all members present, the Board of Trustees agreed to go into Executive Session under the provisions of:

- 1 MRSA Section 405 6-A to discuss the evaluation of personnel and the consideration and discussion of appointments, evaluations, employment and duties.
- 1 MRSA Section 405 6-C to discuss economic development if premature disclosure of the information would prejudice the competitive or bargaining position of the UMS.
- 1 MRSA Section 405 6-E to consult with its attorney concerning legal rights and duties of the university.

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

Public Session

Trustee Erwin called the Board of Trustees Public Meeting to order and thanked everyone for participating. Trustee Erwin stated that USM President Glenn Cummings and Trustees James Donnelly, Lisa Eames, and Norman Fournier would be participating in the meeting by telephone.

CITIZEN COMMENT

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

Jim McClymer – Declaration of Strategic Priorities

CHAIR'S REPORT.

Trustee Erwin reported that this would be the last meeting that Ms. Vendean Vafiades would be attending as a UMS Consultant. He recognized Ms. Vafiades for her extraordinary service to the University of Maine System in multiple capacities over the years. He also personally thanked Ms. Vafiades for all of the consultation she provided to him during his time as the Chair of the Board of Trustees.

CHANCELLOR'S REPORT.

Chancellor Page also personally thanked Ms. Vendean Vafiades for her support and guidance during his tenure as UMS Chancellor. He stated that Ms. Vafiades has been a truly irreplaceable asset to him, the University of Maine System and the State of Maine.

AGENDA ITEMS

Adoption of the Strategic Priorities to Address Critical State Needs. Trustee James Erwin provided a brief overview of the [Declaration of Strategic Priorities to Address Critical State Needs](#) and next steps concerning the document. The UMS Board of Trustees adopted four primary and two secondary outcomes in May 2016. The Board has determined over the last 15 months that UMS universities must better serve all learners to be academically responsive to the State's critical workforce needs and be more competitive in the national higher education marketplace. As a result, the Board is declaring a number of strategic priorities necessary to not only achieve the 2016 outcomes, but also to provide UMS leadership with sufficient direction and authority to successfully address critical State needs in service to Maine's people, communities, and businesses.

Trustee Erwin stated that the UMS is leaving behind its history of seven independent and autonomous universities and will be guided by the One University principle of coordinating all UMS university resources to be available to support Maine families, businesses and communities regardless of location. UMS has made significant progress in transforming its business model to become more efficient, affordable, and responsive. The readily apparent aggregate impact of Maine's current and future workforce crisis, demographics, and the changing higher education marketplace on the educational needs of Maine students and employers requires UMS to take further definitive actions to more fully realize the benefits of One University to best respond to these critical State needs.

The Declaration of Strategic Priorities to Address Critical State Needs describes the four Strategic Priorities which include Advancing Workforce Readiness and Economic Development, Increasing Maine Educational Attainment, Aligning Academic Programs and Innovation to Drive Student Success & Employer Responsiveness, and Maintaining Competitiveness & Sustainability to Meet Critical State Needs. For each of the four Strategic Priorities listed, there is additional information, specific action steps and deliverables outlined in the Declaration of Strategic Priorities document.

Campus and System leadership have been engaged in a robust feedback process since the Board released its Declaration in draft form at its November 19, 2018 meeting. The Board reviewed all gathered feedback summarized by the Chancellor's office and made changes to the document to reflect the feedback that was received. The revisions reflect that although critical workforce needs are the key focus, the University of Maine System is and will remain an Academic Institution dedicated to full and free inquiry into the liberal arts and into the human condition. The revised document is being presented for adoption at the December 19, 2018 Special Board Meeting. Trustee Erwin thanked the System leadership and campus communities for all of the time and effort that was put into further developing the Declaration of Strategic Priorities.

The Faculty and Student Representatives to the Board of Trustees were provided the opportunity to comment on the Declaration of Strategic Priorities. Prior to the December 19, 2018 Board of Trustees meeting the Faculty Representatives provided a document to the Board to express their concerns with moving forward with the Declaration of Strategic Priorities at this time. Professor Patti Miles spoke on behalf of the Faculty Representatives. Dr. Miles stated that the UMS Faculty felt that the initial draft of the Declaration of Strategic Priorities document had too much emphasis on workforce needs and that

there did not seem to be enough focus on teaching critical thinking and quantitative literacy skills. Dr. Miles noted, however, that she had not reviewed the revised version of the Declaration of Strategic Priorities document that was provided to the Faculty Representatives on December 18, 2018 and that it appeared that some of the faculty concerns were addressed in the newest revision to the document. Dr. Miles stated that UMS faculty are concerned about the rapid timeline in which the Declaration of Strategic Priorities was first presented at the November 18-19, 2018 Board of Trustees meeting and consequently put before the Board of Trustees for approval. Dr. Miles also stated that the UMS faculty are apprehensive about the campus level implementation of the action items listed in the Declaration of Strategic Priorities because each campus has different challenges, strengths, and priorities. UMS Chief of Staff and General Counsel James Thelen spoke on behalf of the Student Representatives as none of them were able to attend the Board meeting. Mr. Thelen had communication with the Student Representatives to collect their feedback prior to presenting on their behalf. He stated that Student Representatives were able to review the current revised version of the Declaration of Strategic Priorities and were in agreement with and in support of the document.

On a motion by Trustee Hood, which was seconded by Trustee Johnson, and approved by all members present, the Board of Trustees, acting in furtherance of its purpose to invest its resources strategically to serve the educational needs of the citizens and strengthen the economy and communities of the State most effectively, and recognizing as well that existing UMS programs and actions not identified in the Declaration that nevertheless advance the Board's 2016 Priority Outcomes should continue to be strategically pursued and adequately resourced, the University of Maine System Board of Trustees officially adopts the Declaration of Strategic Priorities to Address Critical State Needs as presented.

Announcement of Retirement of Chancellor James H. Page

Chancellor James Page announced that after nearly seven years as the Chancellor at the University of Maine System, he will retire at the end of June 2019. During his administration Chancellor Page initiated the One University concept. Chancellor Page stated that it has been a great honor to serve the State in this capacity and to work with everyone he has met during his tenure as the UMS Chancellor. Trustee Erwin thanked Chancellor Page for his leadership for the last seven years and stated that UMS is able to reach forward as they are, and seize opportunities in large part because of Chancellor Page's leadership. Trustee Erwin also expressed gratitude for Chancellor Page's collaboration and assistance in helping UMS move forward during the transition into new leadership.

As a result of discussions during the Executive Session, the following two items were brought forward for the Public meeting.

Proposed Revisions to Board Policy 203 - Chancellor Appointment & Responsibilities

Trustee James Erwin reviewed proposed revisions to Board Policy 203 – *Chancellor Appointment and Responsibilities*. With the upcoming retirement of Chancellor James Page, the Board of Trustees will be launching a search for the successor Chancellor. Board Policy 203 was last revised in 1989. The proposed changes to the Policy will bring it into line with current expectations of the Chancellor under the One University initiative and the needs of Maine for higher education leadership. Board Policy 203 will be on the agenda of the January 27-28, 2019 Board of Trustees meeting as an action resolution.

Chancellor Search: Priorities & Preferred Characteristics, & Charge to Search Committee

Trustee Erwin as Chair of the Board presented the charge to the committee for approval by the Board of Trustees. Trustee members of the search committee are Trustee Collins (chair), Trustee Eames,

Trustee Gardner and Trustee Erwin. As chair of the Board, Trustee Erwin will appoint the faculty and student members of the search committee. Trustee Erwin thanked all of the search committee members for serving as part of the committee.

Trustee Sam Collins, Chair of the UMS Chancellor Search Committee, provided a brief summary of the Board of Trustees' responsibilities and next steps for initiating the upcoming UMS Chancellor search. The Board's duties and responsibilities of the Subcommittee for Chancellor Searches specifies the membership of the search committee and states that "Procedures for the conduct of the Chancellor searches shall be developed and reviewed from time to time to ensure fairness, openness of the process consistent with the confidentiality afforded to personnel matters, encouraging active participation of key constituencies, and conducting an effective and efficient search while retaining appropriate flexibility in procedures." To that end, the Board of Trustees have had discussions and developed priorities and preferred characteristics for the next chancellor to guide the work of the search committee. Going forward the search committee and search consultant will have meetings to provide opportunities for members of the University community and stakeholders to provide input to the search committee for their use in assessing candidates.

On a motion by Trustee Turner, which was seconded by Trustee Collins, and approved by all members present, the Board of Trustees adopts the Charge to the Chancellor Search Committee and Priorities and Preferred Characteristics for the Chancellor as discussed. The Board of Trustees extends its gratitude to the members of the Chancellor Search Committee for accepting this demanding and critically important assignment.

Additional information about the meeting can be found on the Board of Trustees website:
<http://staticweb.maine.edu/wp-content/uploads/2018/12/MtgMat-BOT-121918-rev122018.pdf?0d0f03>

DATE OF NEXT MEETING

The next meeting of the Board of Trustees will be held on January 27-28, 2019 at the University of Maine.

Adjournment

Heather A. Massey for
Ellen N. Doughty, Clerk