

UNIVERSITY OF MAINE SYSTEM  
Board of Trustees Meeting

at the University of Maine System  
May 22 & 23, 2016

**Board of Trustees Meeting**

**Present:** Samuel Collins, Chair; Gregory Johnson, Vice Chair; John Craig, Jason Coombs, James Donnelly, James Erwin, Norman Fournier, Mark Gardner, Michelle Hood, Shawn Moody, Sarah Newell, Bonnie Newsom, Theresa Sutton and Karl Turner. **Chancellor:** James Page. **Faculty Representatives:** Ray Albert, Uriah Anderson, Roxie Black, Terry Colby, Cathleen McAnney, Lisa Leduc, and Patti Miles. **Student Representatives:** Clair Aldrich, Brad O'Brien, Rebekah Powell, Connor Scott, and Jamie Austin. **University Presidents:** Glenn Cummings, James Conneely, Kathryn Foster, Susan Hunter, John Short, Linda Schott and Stuart Swain. **System Staff:** Tracy Bigney, Lynda Dec, Dan Demeritt, Tracy Elliott, Chip Gavin, Ryan Low, Rosa Redonnett, Mark Schmelz, David Stevens, Alison Sucey, James Thelen, Vendean Vafiades, Richard Thompson, and Rebecca Wyke.

**Absent:** Kevin McCarthy.

**Sunday, May 22 2016**

Trustee Collins, Chair, called the meeting to order

On a motion by Trustee Gardner, which was seconded by Trustee Fournier, the Board of Trustees went into Executive Session under the following provision:

- 1 MRSA Section 405 6-A to discuss the evaluation of personnel and the consideration and discussion of appointments, evaluations, employment and duties.

On a motion by Trustee Moody, which was seconded by Trustee Fournier, the Board of Trustees concluded the Executive Session.

**Monday, May 23, 2016**

Trustee Collins, Chair, reconvened the meeting. Trustee Collins reminded attendees that the Board meeting is being audio streamed and it is important for everyone to use the microphones.

**CITIZEN COMMENT**

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

Colby Rand – Divest UMaine  
Ron Mosley – Shared Governance  
John Messier – One University  
George Miller – One University  
Wayne Cowart – One University  
Tony Gauvin – One University  
Tony Enerva – One University  
Karen Barret – One University

Hank Tracey – One University  
Wendy Harper – One University  
Kay Retzlas – One University  
Paul Nakroshis – One University  
Tom Parchman – One University  
Dave Townsend – One University  
Deb Killam – One University  
Blake Whitaker – One University  
Anne Marie Wolf – One University  
Ken Elliot – One University  
Jim McClymer – One University

### **ACCEPTANCE OF MINUTES**

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

March 7, 2016 – Finance/Facilities/Technology Committee Meeting  
March 11, 2016 – Human Resources and Labor Relations Committee Meeting  
March 11, 2016 – Joint Session between Academic & Student Affairs and Human Resources  
& Labor Relations Committee  
March 11, 2016 – Academic & Student Affairs Committee Meeting  
March 13-14, 2016 – Board of Trustees Meeting  
May 3, 2016 – Finance/Facilities/Technology Committee Meeting  
May 6, 2016 – Human Resources & Labor Relations Committee Meeting  
May 13, 2016 – Executive Committee Meeting

### **CHAIR'S REPORT**

Trustee Collins welcomed Aaron Chadbourne, Senior Policy Advisor to the Governor, and thanked him for attending the Board meeting. Trustee Collins welcomed the three new Board of Trustee members: John Craig, Jason Coombs and Theresa Sutton.

Trustee Collins presented, on behalf of the Board of Trustees, certificates of appreciation to the following Student Representatives who are completing their terms: Brad O'Brien from UMA, Connor Scott from UM and Katharine Waldron from UMPI. A certificate of appreciation was also presented to Roxie Black, Faculty Representative from USM, who is also completing her term.

**Resolution for Marjorie M. Medd.** On a motion by Trustee Moody, which was seconded by Trustee Erwin, the Board of Trustees approved the following resolution for Marjorie M. Medd:

Whereas, Marjorie Murray Medd has served the University of Maine System with distinction as a Trustee for almost eleven years;

Whereas, Ms. Medd has been an active voice and advocate for education at all levels in many roles over many years;

Whereas, she has set a high standard for the level of involvement for a Board member including service on the following committees: Executive Committee - member since 2007, Academic Affairs Committee (Chair 2007 to 2009), Student Affairs Committee, Academic & Student Affairs Committee, Human Resources & Labor Relations Committee (Chair since 2010), Finance/Facilities Committee, Finance/Facilities/Technology Committee, Strategic Planning Committee, and Investment Committee;

Whereas, Trustee Medd has also often attended committee meetings even if she was not a member of that committee in order to be well informed about all aspects of Board work. In addition she served as UMS Trustee representative to the Maine Public Broadcasting Corp. and the University of Maine Foundation. She has represented the Board of Trustees at nearly every commencement since 2007.

Whereas, Trustee Medd has especially left her mark in the hiring of presidents and staff. She was a member of presidential search committees for UMA (2007) and UMFK (2009) and chaired the presidential searches for UMF (2012) and UMA (2015). She served on the search committee for the Chief Human Resources Officer and currently is a member of the Vice Chancellor for Academic Affairs Search Committee;

Whereas, Ms. Medd has been an outstanding colleague and friend to Trustees and staff;

Be it known to all that we, the University of Maine System Board of Trustees, offer our most sincere gratitude, thanks, and best wishes to Marjorie Murray Medd for her outstanding contributions to the quality of higher education in Maine.

Approved on the 23<sup>th</sup> day of May 2016, by the University of Maine System Board of Trustees, acting as stewards of Maine's public universities and their nearly 40,000 students, 5,000 employees and more than 120,000 living alumni.

### **Admissions**

Ms. Rosa Redonnett, Chief Student Affairs Officer, provided an update on UMS admissions. The UMS overall confirmations for admission are up by 10% with 13% first time students and the primary increase is out-of-state students. The transfer confirmations are up by 11%. Out-of-state students for UMFK, UM and USM show an increase in first time students and transfer students. UMM shows an increase in first time students.

In-state confirmations System-wide show a 1% increase. UMM, UM and USM show increases in first time and transfer students for in-state confirmations. The campuses continue to admit students through the summer. Traditionally transfer students and non-traditional students apply late in the process so the admission numbers will change as a result of these factors. It will be late July or early August before enrollment data is available.

### **CHANCELLOR'S REMARKS**

Chancellor Page welcomed Dr. John Short as the new President of UMFK as of April 1<sup>st</sup>. He thanked John Murphy for his dedication and leadership as the UMFK Interim President. Chancellor Page also welcomed Ms. Rowena Clukey as the Chancellor's Special Assistant.

Chancellor Page recognized Professor Ron Mosley on his retirement as the President of AFUM and thanked him for his dedication and leadership to the University of Maine System and presented Professor Mosley a certificate of appreciation. Chancellor Page welcomed Professor Jim McClymer as the new President of AFUM. We all look forward to working with Professor McClymer.

**VCAA Search Update.** UMPI President Linda Schott, Committee Chair, provided an update on the VCAA Search. The Committee includes: Glenn Cummings, Jeff Hecker, Joe Szakas, Rosa Redonnett, Marjorie Medd and it is staffed by Tracy Bigney. There was a strong pool of 30 candidates from which 8 were selected for neutral site interviews. Two days of interviews will be scheduled for each of the top finalists during the last part of May into June. President Schott encouraged participation in the interview sessions and reminded everyone to submit the feedback surveys.

**Research Reinvestment Fund Activities Update.** Chancellor Page explained the Research Reinvestment Fund Activities report which was included in the meeting materials. These activities are coordinated by Dr. Carol Kim, Vice President for Research at UMaine. Dr. Kim and her researchers will be invited to present to the Board at a future time.

**UM/UMM Partnership.**

Chancellor Page explained that there are three groups working on the UM/UMM partnership in the areas of administration, academics and structure. The charter has been established for two of the groups and the third charter will be finalized shortly. The work is on schedule and there are over thirty functions under review. President Stuart Swain commented that there is a great deal of energy and enthusiasm at Machias about the partnership.

**Organizing for the Bond.**

Chancellor Page provided a brief update on the activities for the bond initiative with a more comprehensive report to come at the July Board meeting. The work has been divided into three areas:

- an internal group to evaluate the needs and opportunities at the campuses which is being coordinated by Vice Chancellor Wyke with assistance from Chip Gavin, Ryan Low and representatives from each campus
- Chancellor Page has met with the presidents and advancement directors at UM and USM who will align and coordinate efforts
- After the Board approves the bond initiative, a Steering Committee will be established to direct the bond activities

**VICE CHANCELLOR FOR FINANCE AND ADMINISTRATION'S REPORT**

Vice Chancellor Rebecca Wyke proved an update on the following topics:

**Enrollment Management Initiative**

Dr. Wyke indicated that Chief Student Affairs Officer, Rosa Redonnett, is leading an enrollment management initiative. Plans are underway to update the five year Enrollment Management Plan for the System as well as each of the seven campuses. The current Enrollment Management Plan is coming to an end and most of the objectives have been accomplished. The updated plan will be finalized in November in time for integration into the budget. The Enrollment Management Plan will be a rolling five year plan which will be renewed annually. Treasurer Ryan Low is working on integrating the Enrollment Management Plan into the campus budgets.

**Data Integrity and Institutional Research Services**

Dr. Wyke outlined the following issues that have been raised regarding data integrity. The areas of concern are data governance with the ERP System focusing on consistency among all campuses and inconsistency among the silos and administration of human resources, the student data and the financial data. As the sub-teams from the Administrative Transformation came forward they raised these issues as barriers. Institutional research services are not consistent among the universities. Some campuses have access to excellent services and staff and others do not. Members of President Council have been asking for this issue to be addressed.

**Market Research and Marketing Strategy**

Dr. Wyke commented that this past fall the UMS completed its first attempt at market research on behalf of the seven campuses to try to gain a better understanding of the higher education market and how the UMS can take advantage of opportunities. Mr. David Stevens, Executive Director of Organizational Effectiveness, has led this work. There is a need to be sure the UMS has a team in place to compile the

analysis and provide leadership to support the needs. University Services Information Technology reporting team and institutional research leads on each of the campuses are working on addressing these issues in a comprehensive manner. There will likely be a high level, small steering committee developed to oversee this work. There also may need to be funding to assist the campuses that do not have the institutional research resources.

The UMS will take the market research information compiled by Mr. Stevens and an outside vendor and expand it to an overall marketing strategy. This work looks to segment the market to align with the differentiated missions of the campuses and inform enrollment management planning. It will also optimize marketing resources to manage the brand, promote campus missions specific strategies, and to match potential students to specific programs.

Dr. Wyke indicated that the Chancellor requested a report back on these issues at the July Board meeting.

#### **5 Year Capital Budget for IT and Facilities**

Dr. Wyke indicated that work is underway by Mr. Chip Gavin, Chief General Services Officer, and Mr. Richard Thompson, Chief Information Officer, to develop 5-year capital budgets for Information Technology (IT) and Facilities. The capital budget for IT specifically reflects information as a result of the State of the IT Report. The 5-year capital project budget for facilities will largely be in support of the bond request, suggested by the Governor, specifically to address the net asset value of the facilities and increase the density.

#### **TREASURER'S REPORT.**

**Financial Update.** Mr. Ryan Low provided the following financial update.

**Managed Investment Pool (including Endowment Fund).** The Managed Investment Pool (MIP), with a market value of \$260 million, returned 5.0% for the month of March and -3.5% for the fiscal year to date. Changes in market value besides market fluctuation include: participant contributions and distributions including the UMS contributions to the OPEB Trust, the Maine Maritime Academy's participation in the Fund since January 2009, and the UM School of Law Foundation's participation in the MIP since July 2012.

**Pension Fund.** The Defined Benefit Pension Plan, with a market value of \$33 million, saw a return for the month of March of 3.6% and -1.7% for the fiscal year to date.

**Operating Fund.** Operating Funds, with a market value of \$269 million, returned 1.5% for the month of March and -0.7% for the fiscal year to date.

#### **Unified Budget Update.**

Mr. Low thanked the Chief Financial Officers and the campuses for their efforts with the Unified Budget. Five teams were established to develop recommendations. A large component of developing the Unified Budget was visiting all of the campus to receive feedback. There have been 50 listening sessions since October and more than 80 hours of feedback on the Unified Budget. As the next phase is rolled out, Mr. Low stressed that he would like the dialog from the campuses to continue. The draft recommendations were posted on May 12 on the mission excellence website. Currently there is an open comment period on the draft recommendations until July 1<sup>st</sup>. Following the open comment period, the recommendations will be amended based on the feedback received. The recommendations will be presented for discussion at the July Board meeting with Board approval at the September Board meeting.

**Multi-Year Financial & Structural Gap Analysis.**

Mr. Low presented an update of the Multi-Year Financial Analysis for fiscal years 2017 – 2021. The FY2016-FY2020 Structural Gap was reduced through a combination of spending reductions, revenue increases (tuition and appropriation), and other reallocations at the campus level. The assumptions used were as follows:

	FY2016	FY2017	FY2018	FY2019	FY2020
Tuition/Unified Fee	0%	<b>CPI</b>	<b>CPI</b>	<b>CPI</b>	<b>CPI</b>
Appropriation	1.7%	1.9%	CPI	CPI	CPI
Compensation	1%	1%	2%	2%	2%
Medical	7% Trend				
Depreciation	<b>79%</b>	<b>85%</b>	<b>90%</b>	<b>95%</b>	<b>100%</b>

The structural gap from FY2017 to FY2021 was reduced from \$89.6 million to \$26.4 million after adjustments for enrollment projections. The budget drivers are enrollment; in-state, undergraduate tuition; unified fee rate; appropriations; compensation; benefits; non-compensation expense; and capital expenditures.

The annual projected budget gap results in \$7.2 million in FY2017, \$6.2 million in FY2018, \$3.9 million in FY2019, \$2.1 million in FY2020 and a budget surplus of \$406 thousand in FY2021.

**COMMITTEE REPORTS**

Audit Committee. Trustee Hood reported that the Committee met on May 16, 2016. Representatives from Berry Dunn McNeil and Parker LLC (BDMP) presented the highlights of the OMB Circular A-133 audit of the University of Maine System for fiscal year ended June 30, 2015. BDMP opinion on compliance was a favorable (unmodified) opinion and no material weaknesses were identified. BDMP lead a discussion which included required communications, significant areas for the University of Maine System fiscal year 2016 financial statement and Uniform Guidance audits, timeline, emerging accounting issues and planning questions. The Committee was provided an update on the UM Department of Athletics Agree-Upon Procedures.

Executive Committee. Trustee Collins reported that the Committee met on May 13, 2016. In Executive Session the Committee discussed a recommendation for Emeritus status for a President. Following the conclusion of the Executive Session the Committee, acting on behalf of the Board of Trustees, approved the recommendation to award Emeritus status with the announcement of the award to be made by the campus. The following day at commencement, the University of Maine at Machias announced that the Board of Trustees awarded Emeritus status to former President Cynthia Huggins. The Board was pleased to make this award to Cynthia in recognition of her outstanding contributions to UMM and the UMS as a faculty member, Provost, Interim President, President and System Chief Academic Officer during her 19 years of service.

Finance/Facilities/Technology Committee. Trustee Fournier reported that the Committee met on May 3, 2016. The Committee discussed and agreed to forward to the Board for the May 23, 2016 meeting the FY2017 Proposed Unified Operating Budget, Recommended Student Charges, and Proposed Transfers from the Budget Stabilization Fund and Campus Reserves. The Committee agreed to forward to the Consent Agenda for the May 23 Board meeting the approval of the Alford Gift and ASCC Update at UM. The Committee approved the Science Building Lab Upgrade Update at USM and received updates on the State of IT Plan, Information Security, Capital Projects Status Report, the Unified Budget, the 5-year Capital Plan for IT and the 5-year Capital Plan for Facilities.

Human Resources and Labor Relations Committee. Trustee Erwin reported that the Committee met on May 6, 2016. The Committee received an overview of the Turnover Analysis, the 2015 Workforce Profile and the University Services HR initiation of its Learning and Organizational Development Center of Excellence.

Investment Committee. Trustee Turner reported that the Committee met on April 29, 2016 with the Divest UMaine group. Ms. Tracy Elliott, Jay Roney of NEPC and Trustee Turner met with representatives from Divest UMaine. The meeting's purpose was to answer their questions regarding coal investments, share information regarding divestiture and identify areas of common agreement.

### **ACTION ITEMS**

**Confirmation of Faculty and Student Representatives to the Board of Trustees.** The Board of Trustees approved the appointment of the following Faculty and Student Representatives to the Board of Trustees:

Lisa Leduc, UMPI Faculty Representative - 2 year term – April 2016 to May 2018

Rebekah Powell, UMA Student Representative - 2 year term – May 2016 to May 2018

Alex DesRuisseaux, UMPI Student Representative - 2 year term – May 2016 to May 2018

**Election of Board Officers.** Trustee Collins, Chair of the Board, appointed the following Trustees to the Trustee Nominating Committee: Norman Fournier, Chair; Michelle Hood and Mark Gardner. The Nominating Committee thanked Trustees Collins and Johnson for their leadership and the Committee recommended the reappointment of Trustee Samuel Collins as Chair and Trustee Gregory Johnson as Vice Chair.

On a motion by Trustee Fournier, which was seconded by Trustee Turner, the Board of Trustees approved the Board of Trustees slate of officers for 2016-2017, as presented.

**Approval of the FY2017 Unified Operating Budget, Recommended Student Charges and Proposed Transfer from the Budget Stabilization Fund and Campus Reserves.** Vice Chancellor Wyke and Treasurer Low presented the FY2017 Proposed Operating Budget for the University of Maine System. The initial budget deficit for FY2017 Operating Budget was estimated at approximately \$20 million. The budget gap was closed through a combination of: spending reductions, new credit hour generation, FY2016 budget stabilization funds carry-forward, \$3 million in administrative savings, campus reserve funds and \$4.65 million appropriation commitment from Governor LePage.

### **Budget Stabilization Fund**

The Budget Stabilization Fund was created to enable the UMS to smooth the financial impact of adverse markets, economic conditions, and address other financial challenges. The Fund was established in 2010 and has been built from net investment income that exceeded budget pursuant to the Board of Trustees investment policy. UMS anticipates that the Fund will be negatively impacted again in FY2016 by temporary investment income loss. The budget for FY2016 is \$3 million; realized loss through March 2016 of \$1.1 million; total loss on a budget basis is \$4.1 million. The Treasurer will only authorize all or a portion of the transfer needed to offset a net unrestricted operating loss for each institution at the close of FY2016 and FY2017.

### **Appropriation**

The FY2017 budgets are based on a 1.9% (\$3.4 million) increase in E&G state appropriation per the State of Maine's 2016-2017 biennial budget plus a \$4.65 million FY2017 supplemental budget

request by the Governor in lieu of an in-state, undergraduate tuition and unified fee increase. The State of Maine 2016-2017 biennial budget also includes the second year of \$2.5 million in debt service funding to support a 10-year revenue bond that would allow the University to leverage \$22 million for infrastructure improvements. This appropriation is considered “restricted” and, therefore, not included in the unrestricted operating budget. Campus budgets reflect allocating 20% of the campus appropriation through the Outcomes Based Funding formula. Campus budgets also include an additional \$5.2 million of former University Services appropriation that is being redistributed to campuses to offset the allocation of University Services.

#### Maine Economic Improvement Fund (MEIF)

The MEIF totaled \$17.35 million for FY2017. Of the total fund, the University of Southern Maine was awarded 19% or \$3.32 million, the University of Maine at Machias was awarded 2% or \$250,000, and the Small Campus initiative was awarded 3% or \$520,500, and the University of Maine was awarded 16% or \$13.26 million.

#### Enrollment

The UMS FY2017 enrollment budget is 1.1% below the FY2016 budget and 0.3% above FY2016 actual. The major factors impacting enrollment include:

- FY2017 credit hours are up 0.3% over FY2016 actual credit hours
- FY2017 out-of-state credit hours are up nearly 5% over FY2016 actuals – and up 30% since FY2013.
- Maine public high school graduates will decline to approximately 12,000 through 2030
- Approximately 54% of Maine high school students enroll in college; UMS’s share historically is 30-33% (or 18% of an entire graduating class).

#### Residence Hall Occupancy

UMS FY2017 occupancy rate is 92% and ranges from 96% at UM to 76% at UMM. The residence hall occupancy is flat or slightly up at 4 of the 6 campuses with residential operations. Excluding UM, excess capacity at the remaining 5 campuses with residential operations has been reduced by 382 beds since FY2013.

#### Compensation and Benefits

Compensation and benefits continues to be the single largest cost driver representing 73% of the E&G budget or 66% of the overall unrestricted operating budget. The FY2017 internal benefit rate remains at FY2016 levels at 52.4%.

#### Funding Depreciation

Seventy-four percent of the total depreciation expense is funded in the FY2017 budget – up from 72% in the FY2016 budget. E&G budgeted funding for depreciation has increased from 55% in FY2016 to 57% in FY2017. Budgeted funding for auxiliary depreciation continues to exceed the target. FY2017 budgeted capital investments are \$14.9 million or 60% of the total funding.

#### Aging Infrastructure

The UMS owns more than 550 buildings providing more than 9 million square feet of space located across the State with an estimated replacement value of \$2.3 million. The density of the UMS is decreasing. In FY2015, density reached 301 users per 100 thousand gross square feet and is below the Sightlines public average of 466 users per 100 thousand gross square feet. Campus space is aging over time with 40% of space over 50 years old. This trend is expected to continue in the next 5 years.

Minimum capital investment has decreased the net asset value of UMS buildings. The current net asset value of the UMS is 57%.

#### FTE Employee Reduction

From 2007 to 2015 the UMS had a total full time equivalent employee reduction of 902 or 17%.

On a motion by Trustee Fournier, which was seconded by Trustee Gardner, the Board of Trustees accepted the recommendation of the Finance/Facilities/Technology Committee and approved the FY2017 Proposed Unified Operating Budget, Recommended Student Charges, and Proposed Transfers from the Budget Stabilization Fund and Campus Reserves.

#### CONSENT AGENDA

On a motion by Trustee Fournier, which was seconded by Trustee Hood, 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/Technology Committee to the Consent Agenda from its meeting on May 3, 2016:

**Alfond Gift and ASCC Update, UM.** The Board of Trustees accepted the recommendation of the Finance/Facilities/Technology Committee to approve expenditure of up to \$1,500,000 from gift funds to complete equipping of the Alfond W2 Ocean Engineering Lab and the Alfond Thermoplastics Facility at the Advanced Structures and Composites Center at the University of Maine

#### INFORMATION ITEMS

The following items were included in the agenda for information only:

Capital Projects Status Report  
Strategic Initiatives Status Update  
Dashboard Indicators  
Turnover Analysis  
2015 Workforce Profile  
Agenda Calendar

#### EXECUTIVE SESSION

On a motion by Trustee Erwin, which was seconded by Trustee Moody, the Board of Trustees meeting went into Executive Session under the following provisions:

- 1 MRSA Section 405 6-A to discuss the evaluation of personnel and the consideration and discussion of appointments, evaluations, employment and duties.
- 1 MRSA Section 405 6-D to discuss planning for negotiations and communications with AFUM, UMPSA, ACSUM, Police, PATFA, and Service and Maintenance Units.

On a motion by Trustee Turner, which was seconded by Trustee Craig, the Board of Trustees concluded the Executive Session.

#### **Confirmation of Honorary Degree Nomination for 2017, UMF.**

On a motion by Trustee Fournier, which was seconded by Trustee Turner, the Board of Trustees approved the 2017 nomination for Honorary Degree for UMF as presented.

#### **Confirmation of Boards of Visitors Appointments for 2016-2017.**

On a motion by Trustee Erwin, which was seconded by Trustee Newsom, the Board of Trustees confirmed the Boards of Visitors appointments for 2016-2017, as presented.

**Award of Tenure at time of appointment.**

On a motion by Trustee Turner, which was seconded by Trustee Craig, the Board of Trustees approved the recommendation to grant tenure at the rank of Professor to the candidate recommended by the University of Maine.

**Reappointment of the Chancellor.**

On a motion by Trustee Erwin, which was seconded by Trustee Gardner, the Board of Trustees approved an extension of the term of appointment for Chancellor James H. Page by one year, resulting in an appointment ending June 30, 2018.

**DATE OF NEXT MEETING**

The next meeting of the Board of Trustees will be held on July 18, 2016 at the University of Maine System.

Adjournment

Ellen Doughty for  
Tracy B. Bigney, Clerk