Board of Trustees Meeting


Absent: Kurt Adams, Mark Gardner, Kevin McCarthy, Bonnie Newsom and James Rier, Jr.

Trustee Collins, Chair, called the meeting to order.

EXECUTIVE SESSION
On a motion by Trustee Baker, which was seconded by Trustee Fournier, 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-D to discuss negotiations and communications with AFUM, UMPSA, COLT, Police, PATFA , and Service and Maintenance Units

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

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

Emmanuel Ross - Travel
Robert Rice – Contract
Ron Mosley – Shared Governance
Jim LaBrecque – UMF Gas Plant

COMMITTEE REPORTS/ACTION
Academic & Student Affairs Committee – Trustee Johnson reported that the Committee met on January 6, 2014 to discuss Veterans’ Service and Support at the UMS institutions. Maine currently has over 130,000 military service members within its population (11.6% of our total population) and more are entering higher education due to the expansion of benefits for post 9-11 veterans. Our campuses have over 1100 students identified as receiving some form of GI bill benefits. Helping these students come back into higher education and achieve the academic credentials will translate into future success that is critical for both their futures and that of the
State of Maine. Also on January 6, 2014, the Academic & Student Affairs Committee invited the Human Resources and Labor Relations Committee to participate in a joint information and discussion session about tenure. The session provided Trustees with a fuller understanding of tenure in academia and the policy and contract framework around tenure in the University of Maine System.

**CHANCELLOR’S REPORT**
Chancellor James Page reported on the following topics:

**Tuition for Veterans**
Chancellor Page commented that the issue of charging in-state tuition for all Veterans will be discussed at the next Presidents’ Council meeting.

**Situation at USM**
The Chancellor publicly commended the staff at USM for handling the recent event at USM. There was a very unfortunate situation where a student barricaded himself and was threatening harm to himself or the community. The respondents from UMS and the Gorham police acted quickly. There were a number of USM senior management on hand throughout the evening to assist the police and ensure the rest of the campus was secure. The USM staff responded professionally and handled a delicate and potentially dangerous situation very well. Chancellor Page asked President Kalikow to pass on his thanks and appreciation to the staff at UMS.

President Theodora Kalikow also thanked the USM staff for their heroic efforts. She stated that the campuses have developed policies and procedures for these types of situations, but it is always hoped that there will never be a need to use them. The staff took very good care of the students and the community. She also added her congratulations to the staff.

**Legislative Update**
Mr. Ryan Low, Executive Director of Governmental & External Affairs, provided a Legislative Update which included information on current Legislative bills, the budget and an update on potential bonds.

**Administrative Reviews**
Chancellor Page commented that the Administrative Reviews are on schedule and the various committees are moving forward.

**New Initiatives**
The Chancellor explained that over the next few months the System will be reviewing the options for a more efficient delivery for on-line courses and development of a coherent policy and consolidation. A number of models from other systems are being used to ascertain best practices and development of a process.

Chancellor Page stated that the UMS must be mindful during severe budget challenges that there is still a need to invest. One of the areas of focus is how to engage the research facilities at all of the campuses with Maine opportunities in our core businesses and industries. President Ferguson and the Chancellor are working with a group of individuals to convene a summit to include research faculty and members of the Board to develop recommendations to invest in
research in order to support Maine businesses. It is anticipate that the recommendations would be presented to the Board by the July Board meeting.

**Structural Gap**

Chancellor Page stated the financial structural gap is significant and severe and must be addressed immediately. This was a major topic of discussion at the December Presidents’ Council meeting. The discussion resulted in two consensus points as follows:

- The structural gap is of the size and magnitude that the campuses’ attempts to meet their respective parts in isolation, even with limited partnership with the System Office, will not yield a satisfactory result because the result would leave every campus significantly diminished. Therefore, collaboration and coordination across the System with all campuses will be required to determine how the UMS will meet the challenges of the impacts.
- Given the size and magnitude of the financial impact the System’s ability to reduce expenses and increase revenues cannot be met using the current business model. Significant structural changes will be required.

**DISCUSSION WITH THE BOARDS OF VISITORS.** Chancellor Page welcomed the representatives of the Boards of Visitors. He stated that he hopes the discussion will further advance the understanding of how the Board of Trustees and Boards of Visitors can best support each other and collaborate. This involvement is part of the broader initiative to enhance the effectiveness of both the Board of Trustees and the Boards of Visitors by increasing communication and dialog.

The following members of the Boards of Visitors introduced themselves:

- UM – Chris Emmons
- UMA – Peter Guzzi
- UMF – Gerald Cayer
- UMFK – Dana Saucier, Chair and Kelly Martin
- UMM – Blaine Jones
- UMPI – Stephen Richard (was not able to attend due to inclement weather)
- USM – Denise Taaffe

Chancellor Page led the discussion to focus on development of a calendar of engagement and the following six priorities for 2014.

1. Board of Trustees minutes (BOT) and communications of specific interest to Boards of Visitors (BOV) should be distributed to BOVs following every BOT meeting. Likewise, BOV minutes and communications of specific interest to the BOT should be sent to the BOT Clerk following every BOV meeting for appropriate distribution.
2. The BOT sponsor an annual retreat with representatives of each BOV. The agenda should include both:
   (a) intra-BOV opportunities for mentoring, shared learnings and best practices (reflecting that different BOVs have different experiences and are in different stages of their developments); and
   (b) BOT/BOV have interactions to discuss, comment, and advocate for both existing and proposed strategic and statewide UMS priorities.
3. The BOT should communicate strategic priorities and actions to all BOVs no less than annually.
4. BOT meetings on a campus should include a scheduled meeting with the BOT and local BOV to discuss items of importance including strategies and initiatives. Social interactions with BOV members at, e.g., trustee dinners should continue.
5. Annual BOV reports should be delivered by BOV representatives and discussed as part of the regular BOT agenda, as opposed to being included for information purposes only.
6. The Chancellor’s office will continue to invite and encourage BOV participation at important community and legislative occasions.

The Chancellor explained that he would like to schedule a one day retreat for the Board of Trustees and the Boards of Visitors. He suggested the event should not be scheduled during the summer. Mr. Chris Emmons, UM BOV member, offered to host the event at UM. It was suggested that the retreat focus around action items not information sharing.

The following individuals volunteered to serve on a Steering Committee. The Steering Committee will be staffed by Tracy Bigney as Clerk of the Board and will be charged with setting the date for the BOT/BOV retreat, development of the retreat agenda and establishment of an annual calendar of events:

- Chancellor Page
- Trustee Norman Fournier
- Trustee Victoria Murphy
- Cynthia Huggins – President, UMM
- Chris Emmons – BOV, UM
- Gerald Cayer – BOV, UMF
- Kelley Martin – BOV, UMFK
- Denise Taaffe – BOV, USM
- Peter Guzzetti – BOV, UMA

Chancellor Page thanked the Boards of Visitor members for attending and participating in the discussion. Trustee Collins also expressed his appreciation to the Boards of Visitor members for their dedication and engagement.

**CHAIR’S REPORT**

Trustee Collins explained that Chancellor Page and the Vice Chair Johnson needed to leave the Board meeting in order to attend a meeting in Augusta. Therefore, Trustee Collins appointed Trustee Fournier as the Vice Chair pro tem for the remainder of the meeting.

**Resolution for Charles J. O’Leary**

Trustee Collins read the following resolution in memory of Charles J. O’Leary. On a motion by Trustee Medd, which was seconded by Trustee Baker, the Board of Trustees approved the following resolution for Charles J. O’Leary:

Whereas Charles O’Leary served with distinction on the University of Maine System Board of Trustees from September 2005 through May 2011;

Whereas, while on the Board, Mr. O’Leary was a member of the Academic Affairs Committee, the Audit Committee, the Executive Committee, the Finance/Facilities
Committee, the Investment Committee, the Student Affairs Committee, the Trustee Affairs Committee and the Strategic Planning Subcommittee. Mr. O’Leary served as Chair of the Human Resources & Labor Relations Committee from 2009-2010;

Whereas, Mr. O’Leary also served as the Board of Trustees representative to the Maine Public Broadcasting Network, the University of Maine Foundation, and the University of Maine at Fort Kent Presidential Search Committee;

Whereas, the Board of Trustees benefitted from his professional experience with Maine’s labor movement;

Whereas, that professional experience included positions as Director of the Bureau of Labor Education at the University of Maine and President of the Maine AFL-CIO;

Whereas, Mr. O’Leary was well known for his intelligence, commitment to fairness, and sense of humor;

Be it known to all that we, the University of Maine System Board of Trustees, expresses its profound sadness upon the loss of a friend and former colleague, Charles O’Leary, who passed away on January 3 and offer our most sincere condolences to his family. The Board also expresses its deep gratitude for the contributions he made to public higher education in Maine.

Approved on this 27th day of January 2014, 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.

**COMMITTEE REPORTS/ACTION**

**Human Resources & Labor Relations Committee** – Trustee Marjorie Medd reported that the Committee met on January 6, 2014 and approved the most current revisions to the Presidential Recruitment and Responsibilities documents. Because the Committee suggested additional modifications to the language, the agenda item was forwarded to the January 27, 2014 Board meeting for full Board approval.

**Finance/Facilities/Technology Committee** – Trustee Norman Fournier reported that the Committee met on January 6, 2014 and approved the Bond Project Approvals at UMM and the Morse Field Scoreboard Upgrade at UM. The Committee also approved and forwarded to the Consent Agenda for the January Board meeting the Relocation of University College to Brunswick and the Natural Gas Conversion at UMF. The Committee received updates of the following topics: the Capital Projects Status Report, the FY2013 Annual Report on Real Estate and Lease Activity, the Facilities Management Administrative Review update, the review of Information Technology projects with a value of $250,000 or greater, the Chief Information Office report on implementation activities of the Information Technology Administrative Review recommendations and savings, and an Information Security update.
VICE CHANCELLOR FOR FINANCE AND ADMINISTRATION & TREASURER’S REPORT

Financial Update. Dr. Rebecca Wyke, Vice Chancellor for Finance and Administration and Treasurer, provided a financial update.

Managed Investment Pool (including Endowment Fund)
In December the fund grew by 1.3% and fiscal year-to-date the fund has grown 10.1%. The market value on December 31, 2013 of the Managed Investment Pool (MIP) is $259.6 million. Changes in market value besides market fluctuation include: contributions and distributions, 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
In December the fund grew by 0.8% and fiscal year-to-date the fund has returned 8.5%. The market value on December 31, 2013 of the Pension Fund is $40.1 million.

Operating Fund
In December the Operating Fund grew by 0.3% and fiscal year-to-date the fund has returned 2.5%.

Multi-Year Financial Analysis Update
Dr. Wyke commented that she presented at the November Board meeting the Multi-Year Financial Analysis for FY2015 to FY2019. The Multi-Year Financial Analysis has been updated to reflect the impact of the collective bargaining agreements which results in an increase to the structural gap by approximately to $8 to $9 million. Therefore, the FY2015 structural gap has increased from $29 million to $37 million.

Current Gap Analysis
The Current Gap Analysis reflects a projection of the structural gap of $87 million between revenues and expenses if no change occurs. This is based on the current enrollment plan, a 0% increase in tuition/unified fees; a 0% increase in Appropriation; across the board increases at consumer price index and 1% for merit; and increase in medical expenses at a 7% trend for FY2015 through FY2019.

Dynamic Gap Analysis
The Dynamic Gap Analysis has been revised to reflect the impact of the collective bargaining agreements resulting in an increase in the structural gap at the end of the five year period from $60 million to $69 million. If this gap were to be closed through workforce reduction, it would require a workforce reduction of 793 full-time equivalents (FTE) or 16%. This is based on the current enrollment plan with the following assumptions:

- Tuition growth at 0% in FY2015 and a tuition growth based on the consumer price index for FY2016 through FY2019.
- Unified fee growth at 0% in FY2015 and 1% in FY2016 through FY2019.
- Appropriation growth at 0% in FY2015 and growth at the consumer price index level for FY2016 through FY2019.
• Medical expense will grow at a rate based on the Employee Health Plan Task Force goals.
• Reflects anticipated impact of collective bargaining agreements for FY2012 through FY2015 and across the board increases at consumer price index and 1% for merit FY2016 through FY2019.

**FY2013 Core Financial Ratios**

**Primary Reserve Ratio**
The Primary Reserve Ratio answers the question: *Are resources sufficient and flexible enough to support the mission?* It provides a snapshot of financial strength and flexibility by indicating how long the institution could function using its expendable net position without relying on additional net position generated by operations. The ratio is calculated by dividing the expendable net position by total expenses. The benchmark for this ratio is 0.40 which represents approximately 5 months of reserves. The UMS achieved this benchmark for the first time in the past eight years.

**Net Operating Revenues Ratio**
The Net Operating Revenues Ratio answers the question: *Do operating results indicate the institution is living within available resources?* Operating results either increase or decrease net position and thereby impact the other three core ratios in this analysis. The ratio is calculated by dividing Operating Income (Loss) plus the Net Non-Operating Revenues (Expenses) by Operating Revenues plus Non-Operating Revenues. The benchmark target for this ratio is between 2% and 4% and the UMS is currently below the low end of the benchmark.

**Return on Net Position Ratio**
The Return on Net Position Ratio answers the question: *Does asset performance and management support the strategic direction?* This ratio demonstrates whether the University is financially better off than in the previous year by measuring total economic return. An improving trend indicates that the UMS is increasing its net position and is able to set aside financial resources to strengthen its future financial flexibility. The ratio is calculated by dividing the Change in Net Position by the Net Position at the Beginning of the Year. The benchmark for this ratio is 6% and the UMS is currently below the benchmark.

**Viability Ratio**
The Viability Ratio answers the question: *Are financial resources, including debt, managed strategically to advance the mission?* This ratio measures the expendable resources available to cover debt obligations and indicates the ability of the University to assume new debt and is calculated by dividing Expendable Net Position by Long-Term Debt. The benchmark for this ratio is 1.25 and the UMS has exceeded this benchmark since FY2011.

**Composite Financial Index**
The Composite Financial Index blends the four other core ratios into one overall financial measurement of the University. A score of 1.0 indicates poor financial health; a score of 3 achieves the low benchmark and indicates a relatively stronger financial position; while a score of 10 achieves the high benchmark for overall financial health. The University is just below the low benchmark at 2.7, having exceeded it only twice in the last 8 years.
Retirement Incentive Update
Ms. Lynda Dec, Chief Human Resources Officer, provided a brief update on the retirement incentive. The Associated Facilities of the University of Maine (AFUM) collective bargaining contract effective December 19, 2013 offers to eligible employees age 62 or above with 20 years of eligible service, at the date of retirement, a special retirement incentive. The total eligible population is 259 people. The Presidents have asked that this retirement incentive be promoted and encourage individuals to seriously consider the incentive in order to help meet the financial challenges.

The Human Resources Department has developed a robust communication plan. One-third of the eligible population is under the age of 65; therefore, the cost of the retiree health care is substantial and could exceed $1000 per month. Some of the ways the UMS has addressed this issue have been an initial communication notifying employees of their eligibility; then a second communication will be sent which outlines the amount they would receive through the regular retirement option as well as the special retirement incentive plan. Retirement sessions with the retirement vendors will also be held on all of the campuses. These sessions will outline options so employees will know the alternatives. The Employee Benefits Center staff will be trained to answer questions from staff regarding the retirement incentive. The Human Resources Department will be compiling tracking data to report back to the campuses on the process.

VICE CHANCELLOR FOR ACADEMIC AFFAIRS’ REPORT.
Dr. Susan Hunter, Vice Chancellor for Academic Affairs, reported on the following topics:

Joint Session with the Academic & Student Affairs Committee and Human Resources & Labor Relations Committee. Dr. Hunter stated that on January 6th there was a joint session with the Academic & Student Affairs Committee and the Human Resources & Labor Relations Committee for a discussion on tenure. At the meeting Dr. Hunter presented data from the March 2013 Tenure Report. The next Tenure Report will be available in March 2014. Ms. Tracy Bigney, Clerk of the Board, presented various aspects of the Associated Faculties of the Universities of Maine (AFUM) contract regarding tenure.

Following the Joint Session, there was a meeting of the Academic and Student Affairs Committee and the discussion focused on Veterans’ Services and Support within the UMS.

Academic Program Analysis. Dr. Hunter commented that with the assistance of the Chief Academic Officers, a System-wide Academic Program Analysis is being built which will include various metrics associated with program enrollment, the number of faculty positions within programs, and student full-time equivalent data.

Collaborative Approaches to Academic Programming. Dr. Hunter talked about System-wide collaborative approaches to academic programming. Some examples are the Liberal Studies, Classics program developed at USM and collaboration with faculty and students in residence at one campus and the degree housed at another site. Other approaches are being developed with the Chief Academic Officers and the faculty.

NEASC Accreditation. Dr. Hunter stated that all of our System institutions are accredited by New England Association of Schools and Colleges (NEASC). In anticipation of possible
accreditation questions as the academic landscape is re-developed, she is soliciting information from NEASC to assist with answering the following questions:

- Are there institutions within the NEASC region that have formed collaborative arrangements such that a student in residence at campus A completes the requirements for a major at campus B and is awarded the campus B degree (and not a degree from campus A)?
- Are institutions making changes in residency requirements to allow greater flexibility?
- Are smaller institutions within systems merging or coalescing programs as a cost-savings strategy?
- We are anticipating the need to deploy/utilize faculty across our system. Faculty might be formally appointed on two campuses or programs might be merged across campuses leading to a multi-campus collective academic unit. Are there systems where faculty have formal (i.e. tied to salary) appointments at more than one institution?
- Is there an evolving role for system offices in the accreditation process? Over my years on campus my involvement with our system office and leadership regarding NEASC was minimal to non-existent. Is this changing as more institutions are struggling with the same issue we are?

**ACCEPTANCE OF MINUTES**

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

- November 15, 2013 – Investment Committee
- November 17-18, 2013 – Board of Trustees Meeting
- November 18, 2013 – Student Representatives’ Session
- January 6, 2014 – Human Resources & Labor Relations Committee
- January 6, 2014 – Joint Session between the Academic & Student Affairs Committee and the Human Resources and Labor Relations Committee
- January 6, 2014 – Academic & Student Affairs Committee
- January 6, 2014 – Finance/Facilities/Technology Committee

**CONSENT AGENDA**

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

The following agenda items were forwarded by the Finance/Facilities/Technology Committee to the Consent Agenda from its meeting on January 6, 2014:

**Relocation of University College to Brunswick, UMA.** The Board of Trustees approved the recommendation to authorize the University of Maine System acting through the University of Maine at Augusta to lease approximately 6,800 square feet at the Brunswick Naval Air Station for a period of five (5) years, with the option to renew for one additional five (5) year term and to terminate its lease in Bath. The final terms, including rate, associated costs and other terms, shall be negotiated by the University of Maine at Augusta in the best economic interest of the University, subject to review and approval by the University of Maine System Vice Chancellor of Finance and Administration and General Counsel.
**Natural Gas Conversion, UMF.** The Board of Trustees approved the recommendation to authorize the University of Maine System acting through the University of Maine at Farmington to enter such agreements as may be necessary but not to exceed a term of 15-years to secure the delivery of natural gas to the campus and the facility improvements on campus necessary to consume that energy. The final terms, including rate, associated costs and other terms, shall be negotiated by the University of Maine at Farmington in the best economic interest of the University, subject to review and approval by the University of Maine System Vice Chancellor of Finance and Administration and General Counsel.

**ACTION ITEMS**

**Presidential Recruitment and Responsibilities.**
The Human Resources and Labor Relations Committee of the Board has conducted a review of policies and procedures related to presidential recruitment and responsibilities. Proposed changes to these policies and procedures were included in the November Board agenda as an information item. Following that meeting, the presidents and faculty and student representatives to the Board were invited to provide input to the policies. This input was received and reviewed at the January 6th meeting of the Committee. The following documents have been updated to reflect the input:

- Board policy 204, Appointment and Responsibilities of Presidents
- Procedures for the Recruitment and Selection of Presidents
- Charge to the Presidential Search Committee

The proposed changes are intended to ensure that the presidential search committee, the Chancellor and the Board of Trustees are aligned regarding preferred characteristics for the new president and that the candidates for president are fully apprised of the responsibilities and expectations of UMS presidents.

On a motion by Trustee Turner, which was seconded by Trustee Erwin, the Board of Trustees approved the revisions to the following documents as presented: Board policy 204, Appointment and Responsibilities of Presidents; the Procedures for the Recruitment and Selection of Presidents; and the Charge to the Presidential Search Committee

**Approval of Appointment to the UMaine Board of Agriculture.** Chancellor Page explained that in 1998 the Maine Legislature formed the Board of Agriculture to advise the Chancellor and the University of Maine President on matters concerning agricultural research and extension. The legislation forming the board stipulates that members of the Board serve five-year terms. They may be reappointed or replaced at the end of that five-year period.

The legislation provides that two research faculty members associated with agricultural research at UMaine serve on the Board, with the approval of the Board of Trustees. Dr. Vivian Wu, Associate Professor in the Department of Food Science and Human Nutrition, was appointed to the Board of Agriculture for a five-year term beginning 2013. Dr. James McConnon, Extension Business and Economics Specialist and Professor of Economics, has served a term that ends December 31, 2013. The research faculty member recommended to succeed Dr. McConnon is: Dr. Susan Erich, Professor of Plant and Soil Chemistry and Director of the School of Food and Agriculture, to serve as a faculty representative to the Board of Agriculture for a five-year term beginning in 2014.
On a motion by Trustee Medd, which was seconded by Trustee Baker, the Board of Trustees approved the UMaine Board of Agriculture research faculty appointment of Dr. Susan Erich for a five-year term beginning in 2014.

**Honorary Degree Nomination for 2015.** On a motion by Trustee Fournier, which was seconded by Trustee Medd, the Board of Trustees approved the Honorary Degree Nomination for 2015 for UMFK, as presented.

**FY2014 and FY2015 Compensation and Benefit Changes for Non-Represented Employees.** On a motion by Trustee Medd, which was seconded by Trustee Baker, the Board of Trustees approved the recommendations of the Chancellor for wage and salary adjustments and changes in benefits and policies for non-represented employees for FY2014 and FY2015 as presented.

**Collective Bargaining Agreements.** On a motion by Trustee Medd, which was seconded by Trustee Baker, the Board of Trustees authorized the Chancellor to execute the collective bargaining agreement with the Universities of Maine Professional Staff Association, (MEA/NEA) upon notice that the agreement has been ratified by the union.

On a motion by Trustee Medd, which was seconded by Trustee Fournier, the Board of Trustees authorized the Chancellor to execute the collective bargaining agreement with the Associated Clerical, Office, Laboratory and Technical Staff of the Universities of Maine (MEA/NEA) upon notice that the agreement has been ratified by the union.

On a motion by Trustee Medd, which was seconded by Trustee Erwin, the Board of Trustees authorized the Chancellor to execute the collective bargaining agreement with the Fraternal Order of Police Lodge #100, upon notice that the agreement has been ratified by the union.

**INFORMATION ITEMS**
The following items were included in the agenda for information only:
- Boards of Visitors Annual Reports for 2013
- Annual Report on Financial Aid FY2013
- FY2013 Annual Report on Real Estate and Lease Activity
- Capital Projects Status Report
- Dashboard Indicators
- Agenda Calendar

**EXECUTIVE SESSION**
On a motion by Trustee Fournier, which was seconded by Trustee Baker, 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-D to discuss negotiations and communications with AFUM, UMPSA, COLT, Police, PATFA, and Service and Maintenance Units

On a motion by Trustee Erwin, which was seconded by Trustee Baker, the Board of Trustees concluded the Executive Session.
DATE OF NEXT MEETING
The next meeting of the Board of Trustees will be held on March 23 & 24, 2014 at the University of Maine at Machias.

Adjournment

Ellen Doughty for
Tracy B. Bigney, Clerk