UNIVERSITY OF MAINE SYSTEM
Board of Trustees Meeting
at the University of Maine System
September 19, 2011

Board of Trustees Meeting


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

Executive Session

On a motion by Trustee Baker, which was seconded by Trustee Adams, the Committee of the Whole agreed to go into Executive Session under provisions of 1 MRSA Section 405 6A, D & E for the purpose of discussing personnel, collective bargaining and legal issues.

On a motion by Trustee Fournier, which was seconded by Trustee Medd, the Committee of the Whole 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:

- Ron Mosley - Sustainability
- Jon Reisman – The misplaced reliance on wind power and other alternative resources
- Frank Heller – The benefits of hydro power versus wind power
- Jim McClymer – Financial future of UMS
- Dan Remian – UMPI wind project
- Jennifer Monroe – Investing in UMS future
- Ross Ferrell - Finances

Acceptance of Minutes

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

- July 18, 2011 – Board of Trustees Meeting & Board Committee Meetings

Trustee Newsom abstained from the vote because she had not attended.

Chair’s Report

Trustee Hood stated that the UMaine athletic program received a gift in recognition of Trustee Wishcamper’s long and distinguished service to the university. The Maine Leadership Institute is providing the UMaine football team both pre- and post- season leadership profiles of its players.
Coach Gosgrove and the team have found this instrument very useful in the past but did not have the funding for it this year.

Trustee Hood asked for input from the Trustees on strategies to enhance and improve Board communication between meetings. She also asked the Board for ideas relating to the Chancellor’s goals. She shared with the Board the meetings she has had with the Governor and his staff. The Governor and his staff have turned their attention to the higher education agenda and how the agenda can support the State’s desires and needs based on the economic condition of the State and the Governor’s strategies. The meetings have been very positive with open discussion of ideas.

Trustee Hood introduced Mr. Jonathan Nass, Senior Policy Advisor, Office of the Governor, who delivered a letter from the Governor and expressed the Governor’s thanks to the Trustees for their hard work and dedication to UMS and the State of Maine. He stated that the Governor is concerned with the current status of the University System and encouraged the Trustees to do better and challenged the Trustees to think big and bold and make decisions to advance the University System. He commented that the Trustees should not plan on increases in State funding. He encouraged the Trustees to bring business practices to the decision making process and to look at productive and systematic arrangements. He assured the Trustees that politics will not undermine the bold academic decisions that are in the best interest of Maine to promote prosperity and produce a better educated work force. Education is one of the Governor’s top three priorities and he feels it is an appropriate area for reform from kindergarten to post-doctorate work. The Governor has been working with Commissioner Bowen on the K-12 level to adopt charter schools. The Governor recently hosted a jobs conference. Maine has a lack of skilled workforce and UMS needs to produce graduates that will help Maine grow.

Trustee Hood commented that she will have the Committees work on the items outlined in the September 19, 2011 letter from the Governor.

**Chancellor’s Report**

Chancellor Pattenaude stated he appreciated the Governor’s input and assistance and the UMS has efforts underway addressing many of the Governor’s thoughts. He thanked Jonathan Ness for attending. He announced that Presidents Kalikow and Zillman will be retiring as Presidents at the end of the academic year and thanked them for their dedication and leadership. The two Presidential searches will begin in the next couple of weeks.

A work group has been formed to increase UMS outreach to the business community through the Maine State Chamber of Commerce and Maine Development Foundation (MDF) Report: Making Maine Work: The role of Maine’s Public University System. OnlineMaine is rapidly adding programs with 35 programs currently being offered. The UMS has moved from 7% to 10% in total student credit hours being delivered on-line, which is a 41% increase in two years. He stated that online education is now an important part of the UMS delivery system and the governance structure for OnlineMaine is being developed. Too few Maine students enter Maine public higher education. Because of this, the UMS will launch a public outreach and awareness campaign to tell UMS success stories. UMS needs to lift up Maine’s public higher education awareness of the need to build an educated workforce and tell our story to ensure Maine has an educated citizenry to increase the impact of education on the State of Maine.

Chancellor Pattenaude and Trustee Hood presented a certificate of appreciation to Nathan Grant, Graduate Student at USM who is finishing his term as the Student Representative.
Committee Reports/Action

**Academic Affairs Committee** – Trustee Medd reported that the Committee discussed the China System Initiative, Annual Academic Review Summary Report and the Academic Affairs Committee Annual Work Plan.

Finance/Facilities Committee - Trustee Fournier reported that the Committee agreed to forward to the Consent Agenda the FY2011 Annual Report on Gifts and Fund Raising. The Committee received a financial update and discussed the revenue bond financing.

**Human Resources and Labor Relations Committee** - Trustee Medd reported that the Committee agreed to forward to the Consent Agenda the Implementation of Recommendations of the Employee Health Plan Task Force and the Appointments for Trustee Approval. The Committee reviewed the Board of Trustees Policy #404.3 – Appointments and the Committee Work Plan.

**Student Affairs Committee** – Trustee Medd reported that it received an update on Directory Information, FERPA and Student Rights. The Committee also discussed the 2011-2012 Work Plan.

Consent Agenda

On a motion by Trustee Collins, which was seconded by Trustee Fournier, the following recommendations were unanimously approved by the Board of Trustees:

**Implementation of Recommendations of the Employee Health Plan Task Force.** The Board of Trustees approved the implementation of recommendations of the Employee Health Plan Task Force, as submitted in the Task Force report of June 6, 2011. The actions will be effective January 1, 2012 or as soon thereafter as feasible for all non-represented employees and for employees in any bargaining units that have agreed to implement the Task Force recommendations.

**Appointments for Trustee Approval.** The Board of Trustees approved the appointments to positions at or above the level of Dean or equivalent or with tenure as recommended by the Chancellor, as follows:

Carolyn Ball, Associate Professor of Public Policy and Management with tenure, USM (transfer of tenure from UM to USM)
Katherine Greenleaf, Chief Operating Officer, USM

**FY2011 Annual Report on Gifts and Fund Raising.** The Board of Trustees accepted with gratitude all gifts, donations and bequests received during Fiscal Year 2011.

Discussion Items

**UMS Enrollment Plan**

Chancellor Pattenaude and Rosa Redonnett, Executive Director for Student Affairs, presented an overview of the environmental factors impacting enrollment, key System-level strategies identified to support campus-based initiatives, and enrollment goals for the period FY2012 to FY2016.

The System-wide Enrollment Plan is designed to provide UMS leadership with a “road map” for meeting and overcoming the many enrollment challenges that will be faced by the System and its campuses in the years ahead. The strategies and actions contained in the Plan are those that have been reviewed and endorsed by the newly-formed UMS Enrollment Council and can be impacted by a coordinated System approach. Campus-based enrollment planning has occurred simultaneous to this process is entirely focused on enrollment strategies and actions specific to a given campus.
While there are some strategies that overlap, the intent of this Plan is to both address referenced challenges from a higher level perspective and to also supplement what the campuses will do specific to their own enrollment situation. This Plan will be reviewed and updated annually by the UMS Enrollment Council. The key to overcoming a very challenging enrollment environment will be the development and implementation of exemplary enrollment management practices on the campuses supplemented by a limited number of focused System-level strategies that support and augment the campus-based initiatives.

The key strategies have been identified as follows:

- Form UMS Enrollment Management Council
- Increase the UMS share of the adult market
- Develop and implement an online learning strategy
- Increase the proportion of Maine Community College School students transferring to UMS
- Development of an applicant referral system for denied applicants
- Meet the data and information needs of the System and campuses
- Create a Customer Relationship Management front end solution for recruitment (2011/2012)
- Implement the System branding initiative designed to raise perception and awareness of all of our universities
- Use financial aid strategically
- Work with statewide organizations to increase the “college going” rate and maximize enrollment
- Align resources to support the System and campus strategies (in process; SIF and reinvestments)
- Support campus retention initiatives
- Expand the System-level international initiative
- Cultivate Maine’s guidance community (2012)
- Implement those elements identified within the Academic Program Alignment Strategy

Trustee Fournier suggested the UMS Enrollment Plan – Work Plan Matrix be a standard agenda item for every Board meeting.

New Challenges, New Directions Annual Update

Chancellor Pattenaude provided the annual update on the New Challenges, New Directions (NCND) initiative. The UMS continues to make steady progress on the three broad goals of the NCND initiative as approved in November 2010:

- Serve the educational needs of Maine
- Keep the cost of attendance affordable
- Reduce the cost of operation

The UMS has made swift work of the NCND and has completed most of the specific actions. The System is far healthier today than two years ago thanks to the hard work of the System staff, Presidents and the campus faculty and staff. Our budgets, although very tight, are balanced and our financial ratios steadily improving. The UMS approved the lowest tuition increase in 10 years for the current year. There are numerous new academic programs, traditional and online, being generated in response to the needs of Maine as the System aligns the curriculum with the future growth of the State. There is much more to do and the System needs to maintain our brisk pace but it is clear much has been accomplished. Maintaining and increasing enrollments continues to be a challenge and is important for the State as it is the heart of creating a citizenry and workforce prepared for life and work in the
NCND was clearly a product of its time and context, i.e. rapid economic decline, lack of shared direction, and eroding resources. Although only three years have passed since the discussions for this plan began and two years since it was endorsed, the greater portion of the work is done and its value realized. Many items in it are ongoing; the goal was to get them in place and thus they are completed. Perhaps as important as anything, it demonstrated that we could build a System Plan that had broad-based input and support.

As the statewide academic community begins the process of selecting the next Chancellor, the timing is ideal in terms of strategic planning. It will be important to quickly turn to generating the successor plan to New Challenges, New Directions in order to reflect the changed conditions in Maine and to embrace the combined vision of the current Board and a new Chancellor.

Enrollment Projections and FY2012 Budget
Ms. Rebecca Wyke, Vice Chancellor for Finance and Administration and Treasurer, discussed the FY2012 aspiration credit hour targets versus budget. The campus budget and the aspirational budget for three campuses, UMF, UMM and UMPI, are the same amount. The revenue utilization for the other four campuses are outlined below.

<table>
<thead>
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<th>Campus</th>
<th>Additional Aspirational Credit Hour Target</th>
<th>Additional Tuition &amp; Fee Revenue</th>
<th>Revenue Utilization</th>
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<tr>
<td>UM</td>
<td>1,500</td>
<td>$1,174,973</td>
<td>$500,000 enrollment management initiatives</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>$500,000 capital improvements</td>
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<td></td>
<td></td>
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<td>$174,973 emergency reserves</td>
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<td>UMA</td>
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<td>$454,814 capital improvements, deferred maintenance, marketing, and/or website design &amp; maintenance</td>
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<td>UMFK</td>
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<td>$15,986 enrollment management initiatives</td>
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<tr>
<td>USM</td>
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<td>$29,092 financial aid</td>
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<tr>
<td>TOTALS</td>
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<td>$1,738,988</td>
<td>$1,738,988</td>
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</tbody>
</table>

Trustee Hood asked how this data will be tracked. Ms. Wyke stated that it would be tracked through the Enrollment Management Reports and the forecasts.

Action Items
Confirm Student Representative to the Board of Trustees. Chancellor Pattenaude discussed the nomination of the Student Representative to the Board of Trustees from the University of Maine at Augusta. The nomination was forwarded through the respective campus President to the Chancellor for submission to the Board for approval as follows:

Student Representatives:
Laurie Lynn Murphy, effective September 2011 (finishing Zole Hawthorn’s term)

On a motion by Trustee Fournier, which was seconded by Trustee Medd, the Board approved the recommendation.
**Information Items**
The following items were included in the agenda for information only:
- FY2011 Annual Report on Strategic Investment Fund (SIF)
- Annual Report on Real Estate and Lease Activity
- Named Chairs and Professorships Annual Report for FY2011
- Pension and Endowment Fund Annual Report
- Board Approved Active Facility Project Funding Summary
- Dashboard Indicators
- Agenda Calendar

**Date of Next Meeting**
The next meeting of the Board of Trustees will be held on November 13 & 14, 2011 at the University of Southern Maine.

Adjournment.

Ellen Doughty for
J. Kelley Wiltbank, Clerk