UNIVERSITY OF MAINE SYSTEM  
Board of Trustees Meeting  
at the University of Maine System  
July 9, 2012

Board of Trustees Meeting


Absent: Stephen Bowen, Tamera Grieshaber, Kevin McCarthy and Lyndel Wishcamper.

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

Trustee Hood introduced Tyler Hadyniak, the new Student Trustee replacing Ben Goodman. Trustee Hadyniak is a student at the University of Maine at Farmington and lives in Freedom, Maine.

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

Neil Greenburg – employee compensation

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

May 14, 2012 – Finance/Facilities Committee meeting
May 20-21, 2012 – Board of Trustees Meeting and Committee meetings
May 30, 2012 – Investment Committee meeting
June 7, 2012 – Technology Committee meeting

CHAIR’S REPORT
Trustee Hood stated that last year Committee Work Plans were established as a way to increase the efficiency, the opportunity for dialog and execution of good policy at the Committee level to move the System to an operational and governance performance based culture. She commented that the Committee Chairs have been appointed for the 2012-2013 year and the Chairs will be selecting their membership and developing goals and work plans. The Academic Affairs Committee and the Student Affairs Committee will be combined and chaired by one Trustee. Trustee Hood stated that the Strategic Imperatives Committee will be disbanded; instead the Chancellor will utilize the task forces and work groups that have been established for his three strategic initiatives: the Administrative Review of System Operation, the Review of a Performance Based Funding Model, and the Transfer Credit Project. Trustee Hood suggested it would be helpful to define the role or develop a job description for the student and faculty representatives regarding their Committee assignments.
Trustee Hood commented that the Trustees serve as liaison to a number of organizations such as the University of Maine Foundation, the University of Maine Pulp and Paper Foundation and the Maine Public Broadcasting Network. She stated that she would like to add Educate Maine to this list. Educate Maine was created by the merger of the Maine Coalition for Excellence in Education and the Maine Compact for Higher Education. It is a business-led organization whose mission is to champion college and career readiness and increased education attainment. Any Trustee who would like to be the liaison with Educate Maine was asked to contact the Board Chair.

Trustee Hood stated that she has been discussing with the Chancellor the possibility of scheduling a Board Strategic Retreat. She and the Chancellor will develop a survey that will be distributed asking for suggestions on retreat topics.

Trustee Turner suggested adding Faculty and Student Representatives to the Technology Committee and asked for interested representatives to contact him. Trustee Newsom commented that Committee meetings during the Board meeting are difficult with the time constraint and would prefer the Committees to meet off-cycle from the Board meetings to allow more time for Committee work and discussions. Trustee Hood agreed that having Committee meetings separate from the Board meeting can be beneficial and with the use of interactive technology the Committees can be more creative. She suggested that the Committee Chairs discuss this with their Committee membership.

**CHANCELLOR’S REPORT**

Chancellor Page commented on the transition at the University of Southern Maine. The engagement of President Selma Botman as a Special Assistant to the Chancellor for Global Education is a reassignment under her current contract and this will be a cost neutral transaction by the end of the fiscal year. The duties and deliverables for the position are to develop a System-wide strategic approach to global education. The Chancellor and President Botman will be developing a business plan which will be finalized by mid-October and finalizing a long term strategic plan by the end of May 2013.

Chancellor Page stated that he wants to renew the System commitment to the Maine CSIT (Computer Science and Information Technology) Workforce Development Project. This is a public-private partnership between the University, Educate Maine and a number of private corporations. The project’s goal is to double the number of CSIT graduates within four years. The project is currently at the implementation phase and currently there are between 80 and 100 graduates with the hope to increase that number to 160 to 200 within four years. This is a critical test to see if the public-private partnerships can work together for the good of workforce development for the State of Maine. The University of Maine System will commit $100,000 towards moving the project forward.

Chancellor Page provided an update on the following strategic projects.

**Administrative Review of System Operations.**

The Information Technology pilot that was introduced at the May Board meeting is on track. The group is working with stakeholders throughout the System to address Information Technology governance and how to define a functioning System asset that is responsible to the clients on the campuses. The interim report is due to the Chancellor by the end of July and the final report is due to the Board by the end of the year. The Review Team for Procurement has
been established and the project schedule has been developed indicating completion of the design phase by the end of the calendar year. The Human Resources Review Team has also been established and the project schedule has been developed indicating completion of the design phase in the first quarter of 2013. The Administrative Function Review Team has also been formed and the project schedule is completed. The analysis of this project will require a complex map of decision, budget and operation functions across the System. Because of the enormity of that task, the Facilities Department has been identified as the pilot with a targeted completion at the end of the calendar year.

Performance Based Funding Model
The Review Team has been established and an outside consultant Dennis Jones, of the National Center for Higher Education Management Systems (NCHEMS), will be assisting with nationwide best practices and benchmarking data. The Review Team is on schedule to delivery preliminary recommendations in October. The cost of the consultant for this project will be approximately $50,000.

Internal expertise is being used for the review and stakeholder teams for cost containment. The total cost of consultants for all of the projects through design phase will be between $100,000 and $150,000.

The UMS now has multiple initiatives underway at different levels. The Chancellor feels there is a danger in triple counting our resources and savings. At one level there is the Board of Trustees Goals and Actions which has outlined a targeted structural savings over three years cumulatively of $24,000. This savings can be reinvested in Board of Trustees identified priorities. At the same time every campus has initiatives underway which duplicate and intersect some of these changes which the Presidents and their staff have already identified. In addition, since the funding from appropriation is uncertain and UMS is forced to make further cuts in reaction to financial contingencies a logical place to look is these areas already identified for efficiencies and savings. To take reductions out of these actions would deprive the System of the funds that need to be reinvested to move our strategic initiatives forward. Therefore, there has to be an important discussion between the Trustees, Presidents and other stakeholders on how the UMS will priorities the investments and safeguard those resources so the System can make strategic investments.

Credit Transfer Project
President Wilson Hess provided a progress report of the Credit Transfer Project Steering Committee.

Today more than ever, publically funded institutions of higher education find themselves in the forefront of addressing the challenges of college affordability, access, and completion. This Credit Transfer Project is aimed at improving the college credit transfer process to make it easier for students to move among Maine's public universities and to transfer from the Maine Community College System to the University of Maine System and vice versa. Led by a Credit Transfer Steering Committee it will direct outcomes leading to the implementation of these programs for academic year 2013-2014 or as directed by the Board of Trustees. The Steering Committee members are Wilson Hess, Susan Hunter, Gregory Johnson, Dahlia Lynn and Rosa Redonnett.

Stage 1- Change Analysis
A. Review of Current Status

1) Within the University of Maine System
   Examples of good practices are found at every one of Maine's public universities. The bad news is that most of our efforts operate in isolation, they have not been implemented "to scale," or they are not embedded within a policy structure suited for statewide implementation. Our review of the current status of System-wide credit transfer practices affirms that the awarding of transfer credits in Maine has grown antiquated in the face of the changing nature of public higher education (technology, adult learners, K-16, etc.) which has outstripped the comparative effectiveness of our present practices.

2) Maine's Community College System completion rates are among the top five in the nation (36%) according to a study funded jointly by the Lumina Foundation and the Bill & Melinda Gates Foundation. One would expect the high ranking of Maine's two-year college graduation rates to be reflected in subsequent enrollments in baccalaureate programs. Surprisingly this is not true. Maine is near the bottom of national rankings of two-year graduates moving on to bachelor's programs.

3) Summary of Current Status
   A fundamental principle from the Steering Committee's review is illustrated in these two cases: Maine needs a reliable, robust college transfer system which includes both a clear and efficient route for students from the community colleges to the bachelor's degree as well as for students navigating through the baccalaureate offerings of the public university system.

B. Best Practices

Best practice solutions exist which can be implemented to create a comparative advantage for Maine's public universities, though they may require radical changes in our understanding of how transfer students are treated. In a recent study the Education Commission of the States concluded that states can improve transfer rates by creating State-wide and System-wide policies. State-wide transfer programs, whether codified in legislation or negotiated through cooperative agreements among higher education systems, offer a model pathway toward bachelor's degree completion.

After reviewing two dozen best practices from the national literature, the Steering Committee's change analysis review has selected six (6) best transfer practices for implementation.

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<tr>
<th>System-wide Best Practices</th>
<th>Inter-System Best Practices</th>
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<td>To Improve the college credit transfer process to make it easier for students to move among Maine's public universities</td>
<td>To improve the college credit transfer process to make it easier for students to move between Maine's public universities and the Maine Community College System</td>
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<td>Electronic communication tools</td>
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<td>Block Transfer / General Education Common</td>
<td>Block Transfer Credit/ (lower division general education components)</td>
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<td>Major (program-to-program) Articulation</td>
<td>Major (program-to-program) Articulation</td>
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<td>Adult &amp; Transfer degree completion – including Prior Learning Assessment (PLA)</td>
<td>Transfer Associates Degree</td>
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An initial meeting in early July with high level representatives from the Maine Community College System produced fundamental agreement on the Inter-System Best Practices as mutual goals.

COMMITTEE REPORTS/ACTION

Academic Affairs Committee – Trustee Johnson reported that the Committee met on July 9, 2012 and forwarded to the Consent Agenda for action the Awarding of Tenure to Dr. William Dee Nichols, Dean of the College of Education and Human Development and Tenure as Professor of Education; the Strategic Plan for UMaine; the UMM Mission Statement; and the elimination of the Master of Science Degree in Accounting Program at UMaine. The Committee received an update on the Reinstatement of the Bachelor of Arts in Theatre at UMaine and a briefing from the Chancellor that he has suspended the Office of the Vice Chancellor for Academic Affairs.

Finance/Facilities Committee - Trustee Fournier reported that the Committee met on July 9, 2012 and received a financial update, reviewed the Capital Projects Status Report, and an Energy and Sustainability Update. The Committee approved the Acquisition of Property at 114 Prescott Street in Farmington and forwarded to the Consent Agenda the Stewart Art/New Media Complex budget adjustment at UMaine.

Human Resources & Labor Relations – Trustee Marjorie Medd reported that the Committee met on July 9, 2012 and forwarded to the Consent Agenda the appointment of Dr. Richard Cost as President Emeritus of UMFK; the Approval of the Collective Bargaining Agreements from the PATFA and Service and Maintenance Units, the Compensation Program Review Recommendations; the Appointment of Dr. Selma Botman as the Special Assistant to the Chancellor on Global Education and the Appointment of Dr. Theodora Kalikow as President at USM.

Investment Committee - Trustee Baker reported that the Committee met on May 30, 2012 and approved the reappointment of John Moore as a non-Trustee, non-voting committee member. The Committee selected Loomis Sayles as a High Yield Manager with a 5% allocation in the Managed Investment Pool with funds from Commonfund Multi-Strategy Bond Fund and a 5% allocation in the Pension Plan with funds from PIMCO Total Return. New England Pension Consultants provided a market update for the Managed Investment Pool, the Pension Plan and the Operating Fund. The Committee approved a rebalancing of the portfolio by moving $10 million from PIMCO Floating Income to Vanguard Core Bonds and reduced the Vanguard S&P 500 index by $3 million and rebalanced to Windhaven. The UM School of Law will be voting in the near future to invest its endowment funds in the UMS Managed Investment Pool with a market value of approximately $3 million.

Technology Committee – Trustee Turner reported that the Committee met on June 7 and Vice Chancellor Wyke provided an update on the UMaine Security Breach. The Committee received an update on the Information Security Plan, an overview on the Administrative Review of Information Technology and a update on the Data Center Project at UMaine. The Committee reviewed the status of ongoing Information Technology projects.

CONSENT AGENDA

On a motion by Trustee Collins, which was seconded by Trustee Baker, the following recommendations were unanimously approved by the Board of Trustees:
Appointment of Richard Cost as President Emeritus at UMFK. The Board of Trustees awarded the title of President Emeritus of the University of Maine at Fort Kent to Richard Cost in recognition of his service and contributions.

Approval of Collective Bargaining Agreements. The Board of Trustees authorized the Chancellor to execute the collective bargaining agreement with The Maine Part-Time Faculty Association, American Federation of Teachers Local #4593, AFT-Maine, AFL-CIO upon notice that the agreement has been ratified by the union. The Board of Trustees authorized the Chancellor to execute the collective bargaining agreement with Teamsters Local Union #340 Service and Maintenance Unit, subject to reaching a complete tentative agreement and upon notice that the agreement has been ratified by the union.

Compensation Program Review Recommendations. The Board of Trustees approved the changes to Board of Trustee Policy #404.3 as proposed.

Appointment of Dr. Selma Botman as Special Assistant to the Chancellor on Global Education. The Board of Trustees appointed Dr. Selma Botman as the Special Assistant to the Chancellor on Global Education and for purposes contemplated in this reassignment continue to use the title of President.

Appointment of President, University of Southern Maine. The Board of Trustees approved the appointment of Dr. Theodora Kalikow as President of the University of Southern Maine for a two-year term effective July 9, 2012 at an annual salary of $203,000.

Awarding of Tenure, UM. The Board of Trustees awarded tenure to Dr. William Dee Nichols, Dean of the College of Education and Human Development at the University of Maine and tenure as Professor of Education.

Strategic Plan, UM. The Board of Trustees approved the University of Maine Strategic Plan, Blue Sky Project, as presented.

UMM Mission Statement. The Board of Trustees approved the new mission statement for the University of Maine at Machias, as presented.

Program Elimination, UM. The Board of Trustees approved the elimination of the Master of Science Degree in Accounting Program at the University of Maine.

Stewart Art/New Media Complex Adjustment, UM. The Board of Trustees authorized a project budget of up to $10,042,000 for the Stewart Art/New Media Complex at the University of Maine.

**ACTION ITEMS**

Confirm Student Representatives to the Board of Trustees. On a motion by Trustee Medd, which was seconded by Trustee Mitchell, the Board of Trustees approved the recommendation of the following appointments as Students Representatives to the Board of Trustees which were
recommended by the Presidents to the Chancellor for Board approval:
   Rebecca Warren, Student Representative from USM
   Melinda Torrens, Graduate Student Representative from USM

Confirm Board of Visitor Nomination, USM. Although the Board voted to confirm the Board of Visitor appointment for USM, as presented, the nominee is already a member of another Board of Visitors and is ineligible for another appointment.

INFORMATION ITEMS
The following items were included in the Agenda for information only:
   UMS Workforce Overview
   Progress Report on Implementation of Recommendations of the Employee Health Plan Task Force
   Chancellor Update on Academic Affairs
   Academic Program Reinstatement, UM
   Financial Update
   Capital Projects Status Report
   Energy and Sustainability Update
   Agenda Compiled by Student Representatives
   Board of Trustees Committee Chair Appointments for 2012-2013
   Report on Management Group Appointments
   Named Chairs and Professorships Annual Report for FY2012
   Dashboard Indicators
   Agenda Calendar

DATE OF NEXT MEETING
The next meeting of the Board of Trustees will be held on September 24, 2012 at the University of Southern Maine, Portland campus.

Adjournment

Ellen Doughty for
J. Kelley Wiltbank, Clerk