

# MAINE STATE LEGISLATURE

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Dannel P. Malloy  
Chancellor

October 20, 2023

To: Kayla Flewelling, Interim Clerk of the Board  
From: Dannel P. Malloy, Chancellor  
Subject: Boards of Visitors Annual Reports

The University of Maine

University of Maine  
at Augusta

University of Maine  
at Farmington

University of Maine  
at Fort Kent

University of Maine  
at Machias

University of Maine  
at Presque Isle

University of  
Southern Maine

University of Maine  
School of Law

The University of Maine System is required to include as a part of the annual report to the Joint Standing Committee on Education and Cultural Affairs the annual reports of the activities of the various Boards of Visitors.

The general format and reporting year of September to August is consistent with past years and was mutually agreed upon by the Presidents. The annual reports from all universities within the University of Maine System, with the exception of the University of Maine School of Law which does not have a Board of Visitors, are attached for submission to the Board of Trustees as an information item with the November Board meeting materials.

Please reach out with any questions you may have.

Encl.



# **BOARD OF VISITORS ANNUAL REPORT**

Board of Visitors  
University of Maine  
Annual Report  
Academic Year – September 2022 to August 2023

## **Overview**

Chair Michael Bourque, Vice Chair position remains vacant, President Ferrini-Mundy, members of her cabinet and board of visitor members engaged in strategic discussions related to NECHE accreditation, UMS TRANSFORMS and ongoing enrollment and budget initiatives. The board of visitors met in person three times and six times virtually.

## **Membership**

During the academic year 2022-2023, six new members joined the board. The board has an equal mix of gender, and no vacant positions. The board chairs of the University of Maine Foundation and the University of Maine Alumni Association as well as a representative from University of Maine Machias Board of Visitors attended in ex-officio status. The board geographic representation includes 17 members from Maine, 2 members from Massachusetts, one from New Hampshire and New Jersey respectively and one from Florida. The professional background of board members includes three President/CEOs from the business sector, two retirees from higher education, two currently serving higher education senior leaders, senior management from the fields of medical research, healthcare, financial planning, state government, two attorneys and three other retirees.

## **Officers**

The University of Maine Board of Visitors is led by the Chair, Michael Bourque.

## **Schedule**

The University of Maine Board of Visitors schedule includes monthly check-in virtual zoom calls for 30 minutes and in person meetings in September and February. The annual meeting is held in June. All meetings allow for in-person and virtual options given the geographic dispersion and schedules of board members.

## **Meetings and Agenda Items**

# BOARD OF VISITORS ANNUAL REPORT

The **September 2022** in person board meeting was held September 29 and 30<sup>th</sup> in Orono. The agenda topics included presentations by the University of Maine Foundation and the University of Maine Alumni Association, updates on UMS TRANSFORMS and initial discussions of the capital campaign.

President Ferrini-Mundy's presentation to the board included the following topics:

- Introduction of New Staff
- Update on the renovations to Holmes Hall and groundbreaking for the new hotel
- Progress on athletic fields upgrades
- Progress in Machias
- NECHE visit
- Research and Development growth
- Maine Jobs and Recovery Projects
- UMaine 2025 launch
- First draft of the potential themes for the next Campaign
- Challenges- Enrollment, Changes to Carnegie Classification and Budget

The **October and November 2022** virtual meeting topics included updates on enrollment and budget as well as NECHE visit, Dining Services transition to Sodexo, Hire of new Dean and Head of Campus in Machias- Megan Walsh, and the search for a new Vice President of Enrollment.

The **February 2023** in person meeting was held at 300 Fore Street in Portland.

President Ferrini-Mundy's presentation to the board included the following topics:

- Recent welcoming of new faculty and staff including Jude Killy, Athletics Director, Scott Marzilli, Associate Provost for Student Success and Innovation, Gabe Parquette, Associate Provost for Academic Affairs and Faculty Development, Megan Walsh, Dean and Head of Campus/UMM, and Giovanna Guidoboni, Dean of College of Engineering and Computing
- UMS TRANSFORMS update
- Highlights from the opening of Ferland Engineering Education and Design Center
- Research and innovation success of ASCC's Bio3D Home
- A successful legislative tour at UM and UMM
- Challenges- Mahaney Dome collapse

Kelly Sparks, Vice President of Finance and Administration, Chief Business Officer provided a FY 23-24 Budget Presentation

**March, April and May 2023** virtual meeting agendas included Presidential updates, enrollment and budget updates and questions and answers from board of visitors and cabinet representatives.

The **June 2023** in person meeting theme was "Shaping the Future" and was held in Orono June 8-9. On June 8<sup>th</sup> board members and cabinet members toured the construction of the P3 Hotel and received demonstrations at the Virtual Environment and Multimodal Interaction (VEMI) Lab.

## BOARD OF VISITORS ANNUAL REPORT

Additional presentations included an update from President Ferrini-Mundy, cabinet member updates highlighting ‘envisioning the future’ and current initiatives, a University of Maine Alumni Association update and a Well Being and Belonging (UMaine Compass) presentation by the President’s Diversity, Equity and Inclusion Council Co-Chair, Margo Lukens.

The **August 2023** virtual meeting included an update from President Ferrini-Mundy, enrollment and budget updates and discussions related to on going post pandemic related student engagement challenges.

Submitted by: (Diane Dunn, President Ferrini-Mundy’s Chief of Staff )  
Date October 22, 2023



Board of Visitors  
University of Maine at Augusta  
Annual Report  
Academic Year – September 2022 to August 2023

## **Overview**

UMA's Board of Visitors is comprised of a group of highly professional, engaged regional representatives that provide guidance and feedback on UMA's mission and its goals. Our BOV met quarterly during the last academic year. They provided strong leadership and valuable insights during the UMA Presidential search process. No significant concerns and/or issues were raised, with the exception of hoping for deeper, more meaningful engagement with the UMS BOT and the overall goals and plans for the Unified Accreditation work.

## **Membership**

See below for a summary of current members and their professional affiliations. We do have open slots for new members.

<b>BOV MEMBER</b>	<b>TERM(S)</b>	
Mr. Richard (Dick) Thompson Deputy Commissioner – State Dept. of Admin & Financial Svcs. <a href="mailto:Dickthompson008@gmail.com">Dickthompson008@gmail.com</a>	2017-2020 (Vic Chair)	2020-2023 (Chair)
Dr. Tom Keller Founder & Director Of STEM Education Strategies LLC <a href="mailto:tom.keller.me@gmail.com">tom.keller.me@gmail.com</a>	2021-2024	
Ms. Jennifer Riggs CNO MGMC/CEO MGCC MaineGeneral Health <a href="mailto:jennifer.riggs@mainegeneral.org">jennifer.riggs@mainegeneral.org</a>	2018-2021	2021-2024(Vice Chair)

Ms. Shenna Bellows Secretary of State – Maine <a href="mailto:Shenna.Bellows@maine.gov">Shenna.Bellows@maine.gov</a>	2021-2024
Mr. Randall Liberty Commissioner – Dept of Corrections, State of Maine <a href="mailto:randall.liberty@maine.gov">randall.liberty@maine.gov</a>	2021-2024
Ms. Laura Fortman Commissioner – Dept. of Labor State of Maine <a href="mailto:laura.a.fortman@maine.gov">laura.a.fortman@maine.gov</a>	2021-2024
Ms Soumia Tber Director of Statewide Payroll State of Maine Controller’s Off. <a href="mailto:soumia.tber@gmail.com">soumia.tber@gmail.com</a>	2023-2026
Ms. Patricia Bernier Sr. VP – Bath Savings <a href="mailto:pbernier@bathsavings.bank">pbernier@bathsavings.bank</a>	2023-2026

## **Officers**

Dick Thompson served as Chair, with his last term ending in July, 2023. Jennifer Riggs serves as Vice Chair during this recent academic year. Jennifer was nominated and approved to serve as Chair for the 2023-2024 annual year.

## **Schedule**

The University of Maine at Augusta schedules quarterly meetings for our Board of Visitors. Our annual meeting was scheduled for July 25, 2023. Although all members are encouraged to attend in person, we always create and distribute a Zoom meeting link in order to encourage increased attendance.

## **Meetings and Agenda Items**

The meetings scheduled for the AY 22-23 are as follows:

October 25, 2022 (10 attendees)

Agenda Items:

**Welcome & Opening Remarks**

**Approval of Minutes from the April 26, 2022 BOV Mtg.**

**BOT/BOV Executive Committee Report**



**BOT/BOV Representation**  
**President's Remarks & Academic Update**  
    \*NECHE Site Visit  
    \*DEI Council & Work  
**Bangor Campus Update**  
**Enrollment Update**  
    \*Early College Updates  
**Budget Update**  
**Other Business**

January 24, 2023 (8 attendees)

Agenda Items:

**Welcome & Opening Remarks**  
**Approval of Minutes from the October 25, 2022 BOV Mtg.**  
**BOT/BOV Executive Committee Update**  
**President's Remarks & Academic Update**  
    \*UMA Presidential Search Update  
    \*NECHE Updates  
**Enrollment Update**  
**Budget Update**  
**Other Business**

April 25, 2023 (12 attendees)

Agenda Items:

**Welcome & Opening Remarks**  
**Approval of the Minutes from the January 24, 2023 BOV Mtg.**  
**BOT/BOV Executive Committee Report**  
**President's Remarks & Academic Updates**  
**Enrollment Update**  
**Budget Update**  
**Other Business**

July 25, 2023 (10 attendees)

Agenda Items:

**Call to Order**  
**Approval of Minutes from the April 25, 2023 BOV Mtg.**  
**BOT/BOV Executive Committee Report**  
**BOV Resource Guide for BOV Members**  
**UMA President – Updates & Remarks**  
**Academic Updates**  
**Enrollment Update**  
**Budget Update**  
**BOV Meeting Dates for the next year (all)**  
**Other Business**

Submitted by: Joyce Blanchard, Exec. Director of Advancement & Strategic Projects  
Date: October 9, 2023



**UMF Board of Visitors  
University of Maine at Farmington  
Annual Report, September 2022 - August 2023**

**Overview**

The 2022-2023 meetings of the UMF Board of Visitors (BOV) focused on Strategic Planning and initiatives, marketing, budgeting, and fundraising.

**Membership**

The Board had 13 voting members, 7 women, 6 men representing the private, nonprofit, and education/public sectors. The Board of Visitors membership was made up as follows:

Private Sector

Todd Chamberlain '03, Pro Search Inc.  
Jennifer Bjorn, Kyes Insurance  
Greg Patterson, Farmington Walmart  
John Moore, Narrow Gauge Cinemas

Non-Profit Sector

Eileen Kreutz, Gold LEAF Senior Institute (*ex officio*)  
Barbara Sergio, Franklin Community Health Network  
Mana Abdi '17, Bates College, and Disabilities Rights of Maine  
Thomas Dukes '90, Brigadier General

Education Sector

Jennifer Dorman '93, Skowhegan Area Middle School  
Jonathan Moody '98, Superintendent MSAD 54  
Cathryn Wimett, UMF professor (retired)  
Mattie Jernigan '19, Educare Central Maine  
Peter Osborne '09, Maine Municipal Association

One *ex-officio* position is always reserved for a board member the President of the Gold Leaf Institute, UMF's senior college.

**Officers**

Cathy Wimett, served as Chair.  
Peter Osborne, served as Vice-Chair

**Schedule**

The Board met four times this year with a hybrid model during the reporting year. Board members were also invited to All-Campus meetings, Chancellor meetings, Strategic Planning interviews,

Connecting with the Community, Symposium, UMF fundraiser event, and other events and forums on and off campus throughout the year.

### **Meeting Summaries**

#### **September 9, 2022**

*Board Administration. 13 members in attendance.*

Chair Cathy Wimett welcomed the BOV, introduced the new members, and reviewed recent and upcoming encounters.

Cathy expressed the need for financial viability and engagement with UMF. UMF is important to the community. She expressed a desire to have adults come back to the school to get a degree, to continue their degree, and graduate from UMF. A desire for athletic improvement was expressed with updating the facilities. An example would be a new turf field.

President Joe McDonnell reported to the BoV members about enrollment and retention. UMF must work hard to recruit students and to move students from the college experience to a career.

Looking forward, the President addressed the need to continue to focus on the traditional aged students, but to expand to transfers, adult learners, early college, and graduate education. UMF strength is in experiential education. We will seek to create articulation agreements for community colleges, hands on education, and a primary focus on teaching. This is an advantage for the university.

We must do more with graduate level work as well as early college. There are growth opportunities in, outdoor recreation, education, wellness, early learning and childcare, and global education.

#### **Enrollment Planning:**

Christine Wilson, VP for Enrollment and Student Services updated the BoV about staff vacancies and new staff hires. The Ferro Alumni House is being revitalized and events are going to be schedule at that facility.

Christine talked about the turf and track opportunities and how that could grow enrollment. This would provide an opportunity for additional income with tournaments in the summer months that could be hosted by the community. The first step would be bringing in stakeholders to develop a plan to secure the turf field. The goal would be to secure a turf field with the least amount of investment from the community.

Meeting adjourned

#### **December 2, 2022**

*Board Administration. 16 members in attendance.*

Chair Wimett welcomed the BOV, reviewed the agenda, and made introductions.

Cathy had a discussion with the chair of the Board of Trustees about a candidate to represent Western Maine. There was a committee meeting on December 9<sup>th</sup> about the turf field, which would include lighting and further discussion would be taking place.

President Joe McDonnell reported a dramatic increase in online education throughout the country, but not at UMF.

Special Education continues to be a unique to UMF and the need to expand this program. There was also a discussion about how the health and outdoor recreation might also expand, Outdoor recreation, tourism & hospitality, actuarial science is a few of the areas in which UMF offers distinctive programs. BoV member Steve Hewins mentioned that UMF is a rural University and should build on its rural character in education to attract new students.

Christine Wilson, VP for Enrollment and Student Services updated the BoV about the mental health needs on campus. There is a need to identify students who are suffering from mental health challenges and give faculty the tools to better support students. BoV member Jennifer Dorman stated that this begins with students at the middle school and continues throughout the student's education career. She suggested creating programs at the university designed to directly address mental health struggles.

Kathy Yardley, Provost and Dean of Education, Health and Rehabilitation gave an update on the 4:3 credit transition. We are ninety percent done, after finalization from the Faculty Senate, transition plans will be taking place.

#### Articulation Agreements:

Kathy discussed looking ahead to create templates to help develop and host conversations with the community for its students to transfer into UMF.

#### Programs in Development:

New undergraduate programs are in development in Forensic Psychology, and middle-level education, Graduate certificates are being developed in S.T.E.A.M for teachers, nature-based education, professional writing, climate education sciences, and human resources.

Meeting adjourned.

### **March 3, 2023**

*Board Administration. 13 members in attendance.*

Chair Wimett welcomed the BOV, reviewed the agenda.

Chair Wimett explained the way the Chancellor communicates with individual BOVs. The UMF BOV can have up to three people at these meetings, and every campus is represented. It's essential that the UMF BOV be an active participant in their meetings.

Cathy expressed that here are openings for new BoV members, and the board should begin looking for potential members who could assist in growing the board and the university. Suggested

representatives from Franklin Savings Bank, more UMF alumni, the Farmington Community Center, teachers and leadership from the local schools, Maine State Representatives, and other influential people from around the local community.

The men's basketball and ski team both had successful seasons with the men's basketball team making it to the NAC final.

President Joe McDonnell reported about bringing in new students to the campus. There is a need to teach career orientated skills, online education, graduate education, and Early College programs. UMF needs to be competitive to recruit the same students that the other bigger universities are looking to recruit. BoV member Steve Hewins explained that articulation agreements and transfer students will be important for the universities continued success.

Working with the community colleges are important due to their rise in success in recruiting students. UMF is looking to accept Gen Ed classes from the community colleges so students can have more flexibility. Other ideas about how to make the campus more attractive are to create a pet friendly campus and host an open house for the community to come and see what the university has and will be doing.

BoV Member John Moore talked about holding a fundraiser to help the university in these programs. He stated that there is plenty of local support if the university reaches out and ask for their involvement.

Associate Provosts Kathy Yardley and Steve Quakenbush talked about UMF hosting the community colleges to show what the university is all about. There were multiple visits with positive feedback. Workshops were held with conversations on how the transition can be smooth and successful for both parties.

There are three new educational certificates available, and they are nature based, climate, and science/math.

Support is growing for a new turf field and request have been made on the cost of the field. Energy Service Company (ESCO) arrived on the campus to start working on energy projects.

The Sweatt-Winter building continues to make strides as windows are up in the observation rooms and the floors were placed down. The schedule for opening is August. Tours are going to be available for the BoV members to see first-hand the progress of the building.  
Meeting Adjourned.

## **June 9, 2022**

*Board Administration. 20 members in attendance.*

Chair Wimett welcomed the BOV and reviewed the agenda, recent engagement reports, as well as recent and upcoming encounters.

Cathy Wimett discussed her attendance at the teacher of the year conference. Farmington was well represented. There is a need for more teachers in Maine and UMF continues to develop many teachers for Maine. BoV members Jennifer Bjorn and John Moore are going to host a fundraiser at their home on June 24<sup>th</sup>. The goal will be to bring the community together and have a social gathering with the chance to make a financial contribution to the university and the programs taking place there.

President McDonnell went on the Tom Saviello radio show and had the chance to promote UMF and what the university has been doing. The show went well and was looked at as a success. BoV member Todd Chamberlain talked about hosting a network event monthly to give the university a platform to inform the community what is happening around the campus.

There were several openings for new BoV members, and the following were selected to be voted on: These names will be presented at the next BOT meeting and voted on.

Tim Thomson, Franklin Savings Bank President

Steve Hewins, Independent Hospitality

Byron Davis, Riverbend property owner

Shawn Roderick, Legislative Aide and Alumni '06

Jason Judd, Ex Director of Educate Maine, and Alumni '05

Theresa Overall, Retired UMF Faculty in Secondary Education

Monique Poulin, RSU 9 Instruction, Curriculum, & Grants

There was a need also to elect a new Bov Chair and Vice Chair.

Peter Osborne was elected as the Chair.

Steve Hewins was elected as Vice Chair.

Cathy Wimett was appointed to be the representative for the Gold LEAF position taking the place of Eileen Kreutz.

Cathy acknowledged the BoV members who were stepping down this year due to their time being over. Todd Chamberlain, John Moore, and Eileen Kreutz. Gifts were given to them along with Cathy for her great work as the BoV chair for the many years.

President Joe McDonnell reported the experience at the 2023 UMF Commencement. Doris Santoro was the honorary recipient this year and she also was the speaker. She talked about the decline in teachers and how to overcome this challenge.

The Energy Service has begun to update the campus with a new boiler to help lower the budget. Purington and Mallett housing units are getting major upgrades with new bathrooms, wiring, and plumbing.

The President spoke about a future where the student can take an online class from anywhere in the system. The student can pick and choose where they want that class to come from so the university must get ahead and be ready to have this available to the students. International relationships are in development with the university looking at a relationship with China and other countries. UMF is getting into high school and presenting an early college program that will attract students to continue their college career at the university. UMF will send faculty to the high school to make presentations and represent the campus.

Christine Wilson of Student Affairs reported on the success of employed students in the system and UMF being the highest. Next year the university is going to have an assessment website that will display class projects and major research projects so the community can see them.

UMF is being successful in the retention of 2<sup>nd</sup> to 3<sup>rd</sup> year and 3<sup>rd</sup> to 4<sup>th</sup> year students along with improving 1<sup>st</sup> to 2<sup>nd</sup> year student retention.

The Scholarship inventory is taking place and to understand exactly what each one covers. Most of UMF is education based and there is an effort looking to create a career fund that is used for plane tickets, clothing, etc.

Jaime O'Connor was introduced as the Director of Alumni Relations. She reports about visiting many alumni outside Maine in Colorado, Florida, and California. These are places that events could take place. Her goal is to host events in the top 12 states with most UMF alumni in 2024. She has started connecting with alumni via Facebook and emails. Jaime mentioned upcoming events like Bob Marley concert, Alumni Council event, Woodshed event, and an Orono brewery tour in September.

Increasing enrollment must continue to be our focus. Enrollment is consistent with national data. We're seeing growth in graduate.

Kathy Yardley the Co Provost reported that 73 articulation agreements have been received and now just need to be finalized. There is the opportunity to grow a relationship through these agreements.

The meeting adjourned and everyone traveled to the Sweatt-Winter Building to have a tour with Keenan Farwell. This building will open sometime in the fall.

*Submitted by President Joseph W. McDonnell  
October 2023*





**Board of Visitors**  
**University of Maine at Fort Kent**  
**Annual Report**  
**Academic Year- September 2022 to August 2023**

**Overview**

The Board of Visitors (BOV) met quarterly during the academic year via Zoom and on campus. The Executive Committee met prior to each meeting at the request of President Hedeon to set the agenda. At each regular meeting, University Administrators, Cabinet Members and other University staff, faculty and students provided the Board with information and updates on the System and Campus, Finance and Facilities, Development and Foundation, Enrollment, Early College, Alumni and Academics.

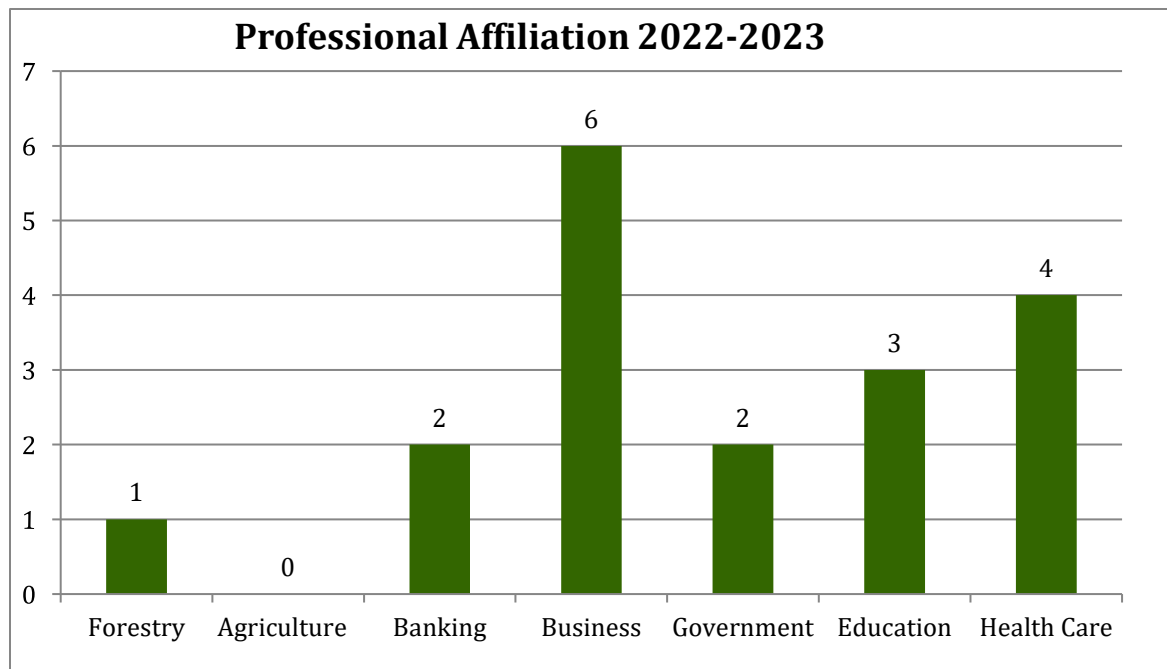
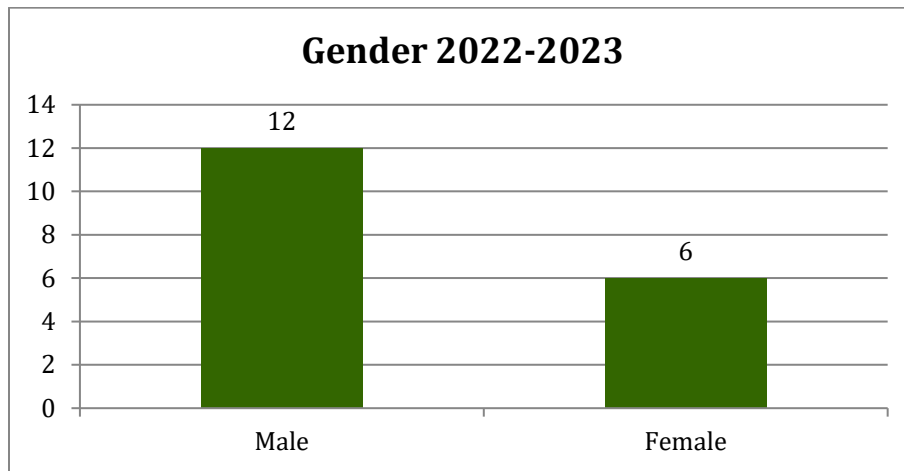
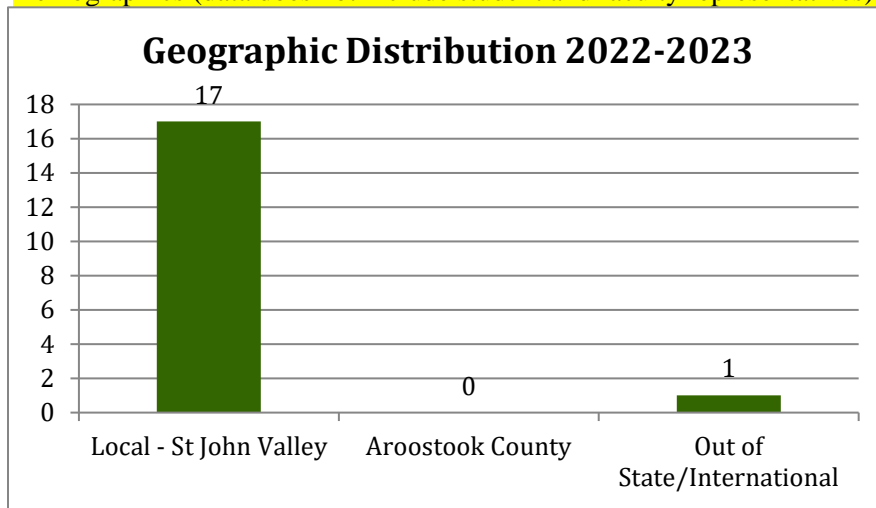
In addition to regular updates, the Board was provided a presentation on a program project or requested topic/area of interest. The following were also reported on and/or discussed throughout the year:

- Recruitment and Retention
- System, Campus & Budget Updates
- UMFK Foundation and Alumni accomplishments, special events, and other fund-raising/outreach activities.
- New faculty and staff throughout the year.

**Membership**

The membership of the Board runs from July 2022 to June 2023.

Adrian Marquis	Maine Warden Service – Sergeant (resigned 03/15/2023)
Alain Ouellette	Summit Project Management Company - Independent Contractor
André Léger	Les Brasseurs du Petit-Sault Inc. - Co-founder
Doug Taggett	Daigle Oil Company - Information Technology Manager
Gary Stevens	Retired MSAD #27 - Administrator
Gisele Dionne	Madawaska School Department - Superintendent
Jennifer Derosier Daigle	Lakeview Restaurant - Business Owner
Jennifer Malmborg	Fish River Rural Health - Director of Behavioral Health Program
Jessica Combs	Student Representative (non-voting) (resigned 02/16/2023)
Joe Becker	Faculty Representative (non-voting)
John Murphy	Retired UMFK - Administrator
Josh Philbrook	Irving Forest Products - Ashland Sawmill Manager
Justin Dubois	Acadia Federal Credit Union - Commercial Loan Officer, BOV President
Kris Malmborg	Northern Maine Medical Center - Director of Marketing and Public Relations, BOV Vice President
Louis Dugal	Country Village Estates, LLC - Administrator
McKenzie Roy Hafford	Key Bank - Manager
Nicole Marquis	Registered Nurse
Norman Fournier	County Commissioner - Retired FRRH CEO / Trustee
Peter Clavette	United Insurance in Madawaska - Senior VP/Managing Partner
Suzie Paradis	Town of Fort Kent - Economic & Community Development Director, BOV Secretary



## **Officers**

Justin Dubois	BOV President
Kris Malmborg	BOV Vice President
Suzie Paradis	BOV Secretary

## **Schedule**

The Board of Visitors held four regular meetings within this reporting year on September 16, 2022; December 2, 2022, March 03, 2023 and June 16, 2023. Most of the meetings were held in person with availability of a Zoom link for those unable to attend in person.

The Board of Visitors and other representatives were also invited to participate in Town Hall Sessions with Chancellor Malloy and System Staff during their fall and spring campus visits on September 9, 2022 and April 26, 2023.

## **Meeting and Agenda Items**

### **September 16, 2022**

Attendance: 12 Present, 6 Absent, 11 UMFK Faculty/Staff and Other Guests Present

Agenda:

- Welcome
- Focus Area: Rural Practice Clinic
- UMFK Updates and Reports: System, Athletics, Enrollment, Retention and Budget, Arctic Studies, Student, Faculty, Foundation and Alumni
- Committee Reports: Advocacy, Education and Development, Special Projects and Nominating
- BOV Discussion
- Adjournment

### Meeting Summary:

Funding approved for a UMaine School of Law Rural Practice Clinic on the UMFK campus. The goal is to start in Spring 2023. Many visits are expected on campus this fall. Chancellor on September 9; new BOT member Barbara Alexander on campus September 13; and NECHE team visiting UMFK on October 1. Several meetings were held over the summer regarding the Transformative Programs of Distinction. We are looking to diversify our portfolio to help increase credit hour generation. Some options we are reviewing are: The Academy, Veteran's Learning and Living Community, summer conference camps, recruit students from Canada, focus on viable programs. Review of enrollment and budget. Student Rep reported on past events and future plans. Some highlights of faculty activities during the summer. Development Officer reported on the upcoming Stakeholder Retreat, "Bengal Brew", a new beer created by our local brewery First Mile, premiered during the Homecoming weekend. Etiquette Dinner planned in the spring. Significant pledge to the Michael Simon Scholarship received. Review of events that have been held and plans for future events; discussion of scholarship gifts and how they will be awarded to needy students. The Advocacy Committee is planning a Business Breakfast soon. The Nominating Committee is looking to set guidelines regarding attendance at these meetings. The two-year plan was discussed and will be reviewed and updated at the next meeting.

## **December 2, 2022**

Attendance: 9 Present, 9 Absent, 10 UMFK Faculty/Staff and Other Guests Present

Agenda:

- Welcome & Approval of September Minutes
- Focus Area: Bengal Buddies
- UMFK Updates and Reports: System, Athletics, Enrollment, Retention and Budget, Arctic Studies, Student, Faculty, Foundation and Alumni
- Committee Reports: Advocacy, Education and Development, Special Projects and Nominating
- BOV Discussion
- Adjournment

Meeting Summary:

Three forestry professors offered a Forestry Program update.

President Hedeon presented on UMFK Enrollment and Marketing. David Tracy discussed recruitment. Pam Ashby reviewed credit hour comparisons along with budget challenges and solutions. Rachel Johnson, a UMFK student, presented on behalf of Jessica Combs, our student representative who was not able to attend this meeting. Rachel informed us of the Student Senate and Student Activities events, celebrations, and concerns. Joe Becker shared a PowerPoint presentation with information submitted by five faculty members. Shannon Lugdon shared different events that will be happening this spring on behalf of the Development Office, the Foundation and Alumni Association. The Foundation has received \$120,000 gifts this year; awarded \$123,000 in fall and spring semesters. This helped 126 students. An additional \$8,500 was awarded to help 19 students. A \$125 scholarship was awarded to a deserving student. The Advocacy Committee is planning a luncheon meeting at Nowland Hall for a panel discussion featuring local business professionals. The Education, Development and Planning Committee addressed nine action items discussed at the Stakeholders' Retreat. The Nominating Committee discussed the need for 3 new board members to begin in July. Attendance policy approved.

## **March 03, 2023**

Attendance: 10 Present, 8 Absent, 4 UMFK Faculty/Staff and Other Guests Present

Agenda:

- Welcome & Approval of December Minutes
- Focus Area: Immersion Simulation Center
- UMFK Updates and Reports: System, Campus, Budget, Enrollment, Student, Faculty, Foundation and Alumni
- Committee Reports: Advocacy, Education and Development, Planning, and Nominating
- BOV Discussion
- Adjournment

Meeting Summary:

Funding from UMS Jobs Recovery Act enabled UMFK to install an Immersion Simulation Center. It is the only one of its kind in all New England! NECHE Evaluation Team Report was received and reviewed. FY24 deficit will not be as large as originally projected. Some reserves will be used to balance the budget. We need to focus on utilizing our unique location and industries to help us increase enrollment. Admissions will be expanding their recruiting territories. Applications have increased by 43%; admitted students by 11% and matriculated by 54%. Five faculty members submitted highlights of the semester. The Development Officer reported on a Stakeholder Retreat which was held in the fall. Lots of wonderful conversations allowed us to set some guiding principles for our three Boards. There will be a ribbon cutting ceremony for "Light the Field" on Homecoming weekend. Overall gifts to UMFK Foundation for FY 22 were \$267,608.33 which allowed 128 students to receive scholarships in FY23. The UMFK Spring Gala will be on May 13; Trivia Night is on March 23. The Alumni Association hosted Bengal Power Hour which allowed students and community business members to connect with each other to form relationships and potential job opportunities. Ski-Shoe-Ski was successful in bringing together staff, faculty, students, and community members to raise money for scholarships. The Board is preparing for the upcoming BOT meeting on the UMFK Campus in May. The committee reviewed the two-year plan and will use it as a guiding tool for the Board. Campus tours will be highly recommended for all Board members.

**June 16, 2023**

Attendance: 11 Present, 6 Absent, 10 UMFK Faculty/Staff and Other Guests Present

Agenda:

- Welcome & Approval of March Minutes
- Focus Area: BOT Presentation from the May 21 & 22 Meeting at Orono
- UMFK Updates and Reports: System, Campus, Budget, Enrollment, Nursing Accreditation and Updates, Student, Faculty, Foundation and Alumni
- Committee Reports: Advocacy, Planning and Development, Nominating, Acknowledgement of Outgoing, Executive Board, Extended Terms, and Incoming Board Members
- Adjournment

Meeting Summary:

Review and discussions of the presentation that was shared at our BOT meeting in Orono on May 21 & 22. Campus updates included employee transitions on campus. Review of UMS Strategic Plan 2023-2028. Link to website was shared and hard copies were distributed. Everyone is strongly encouraged to read it and familiarize themselves with it. We reviewed data, trend and credit hour projections, reserves, budgeted revenues and expenses, net change in cash and reserve transfers and FY24 final budget with Chief Business Officer. Our new Director of Marketing and Brand Management discussed changes in the admissions department and a marketing update. The Dean of Undergraduate Nursing provided us with an overview of the accreditation process and results. Five faculty members provided updates in their field of work. The Foundation reported the Gala was a huge success. End-of-year numbers will be presented at the September BOV meeting. The Alumni Association has already started planning for our Homecoming weekend September 22 through 24. The Advocacy Committee will start looking at sponsoring Business Breakfasts soon. Special Projects reported on co-chairing the successful search for the Dean of Arts and Sciences position. Progress is being made on the Light the Field Project and planning will begin shortly on the Fox Auditorium Renovation Project. The Nominating Committee acknowledged outgoing members and made recommendations for new officers and members for FY24.

Submitted by: Lisa Roy on behalf of President Deborah Hedeon and BOV President Justin Dubois  
June 23, 2023

# **BOARD OF VISITORS ANNUAL REPORT**

Board of Visitors  
University of Maine at Machias  
Annual Report  
Academic Year – September 2022 to August 2023

## **Overview**

Chair Kyle Winslow, Vice Chair, Charley Martin-Berry, President Ferrini-Mundy, members of her cabinet and board of visitor members engaged in strategic discussions related to how the board of visitors could help advance strategic initiatives. The board of visitors met in person seven times and held two virtual planning meetings.

## **Membership**

During the academic year 2022-2023, six new members joined the board. The board has 17 members (10 female and 7 male) and one faculty representative. The board geographic representation includes 16 members from Washington County and 1 member from Penobscot County. The professional background of board members includes three senior managers from community non-profit organizations, a retiree from higher education, high school principal and community college president, senior management from the fields of healthcare, banking, town manager, and nursing.

## **Officers**

The University of Maine at Machias Board of Visitors is led by the Chair, Kyle Winslow and Vice-Chair, Charley Martin-Berry.

## **Schedule**

The University of Maine at Machias Board of Visitors schedule includes in-person meeting every two months and an annual meeting is held in July. All meetings allow for in-person and virtual options given the geographic dispersion and schedules of board members.

## **Meetings and Agenda Items**

## BOARD OF VISITORS ANNUAL REPORT

In **September of 2022** the members of the Regional Campus Task Force provided a subcommittee report and reviewed recommendations for further action.

In **October 2022** the Board of Visitors hosted a Machias Business leaders forum to discuss opportunities for partnerships between UMM and the business community and how to best advance the needs of businesses in the community. The predominate recommendation was to increase internships.

The **November 2022** in person meeting included an update from President Ferrini-Mundy to include follow up from the business leaders meeting, a report from the Interim Dean, Heather Ball on the progress of the Dean and Head of Campus search and an update on academic integration. Program updates came from Hope Shore and Patty Keene from the Rec Center. The Chair, Kyle Winslow, discussed ways to better understand connections to community capabilities and presented a plan to map community connections.

The highlight for the **January 2023** agenda was an opportunity to welcome the new Dean and Campus Director, Megan Walsh and to present campus updates to the Maine Development Foundation's Legislative Bus Tour of over 50 legislators and guests.

The **March 2023 Agenda** included:

- Annual Meeting planning led by the Chair, Kyle Winslow. The theme chosen was honoring our UMM legacy and looking forward.

- Board of Visitors Subcommittee for Recruitment – Kyle Winslow

- Bill Kitchen, Kyle Winslow, Jackie Leonard, Diane Dunn, Rhiannon Hampson.

- Discussion about who is leaving and how many to recruit.

- A vote is needed for a new BoV Chair.

- President's Report – President Joan Ferrini-Mundy

- The Chancellor and the Board of Trustees have released messages regarding COVID vaccinations not being required for students going forward. Meredith Whitfield has accepted the position of Chief Marketing and Communications Officer at UMaine and UMM. Next Board of Trustees meeting will be jointly hosted by UMaine and UMM. UMM Transforms continues and we are focusing on Pathways to Careers as part of student success. Enrollment and recruitment is on-going with some challenges. No checks for vaccinations at Commencement this year.

- Dean's Report – Megan Walsh

- Clipper Legacy, retiring and honoring our logo. Financial Challenges and Solutions: UMM is running a deficit. Need to increase efficiencies and seek growth opportunities. Look for streamline programing and combining academic calendars. Dean Walsh suggested consideration of courses that are offered once a year, every semester, several sections or combined, etc. She highlighted the need to return to the standard of having 12 students registered per course to run the course. Dean Walsh outlined upcoming facilities renovations and repairs. She announced that an on campus Public Safety Officer will be hired for fall and that an Emergency Operations Center for Law Enforcement will be housed in

# BOARD OF VISITORS ANNUAL REPORT

Torrey Hall. Jude Killy is working with UMM to consider athletics options for the future.

**May 2023 Agenda** highlights included:

Commencement review, retirement ceremony and capital project highlights. Provost Volin provided detailed information regarding the budget challenges and status of faculty positions. He explained the goal to have seamless course transitions. Dean Walsh presented updates on the UMS strategic plan, UMM athletics task force, and marketing and communications as a shared resource. Associate Provost for Academic Affairs and faculty Development, Gabe Parquette provided an overview of faculty support programs. Vice President for Enrollment Management, Kevin Coughlin discussed new strategies for enrollment and admission.

**July 20, 2023**, Annual Meeting held at the Reynolds Center.

The BOV elected Sarah Craighead Dedmon as its new chair. Four new members were also added: Kyle Pepperman, Betty Mason, Dean Preston, and Jackie O'Clair. There were continued discussions regarding workforce development and brainstorming session regarding seafood distribution and solutions. There are 10 interns at Downeast Institute this summer. There are ongoing opportunities to increase presence and work with K-12 schools and students Downeast.

Submitted by: (Diane Dunn, President Ferrini-Mundy's Chief of Staff )  
Date October 22, 2023





## **Board of Visitors University of Maine at Presque Isle**

# **ANNUAL REPORT**

**Academic Year – September 2022 to August 2023**

### **OVERVIEW**

Our year was highlighted by discussions of the growth of the YourPace (competency-based) program, and the opportunities afforded for working adults both within the local communities and much farther afield. BOV members were included in discussions about the recovery of residence hall enrollments and the continuing impact on auxiliary budgets. Regular discussions involved monthly updates on the budget and enrollments, including the fiscal gap created by the fees paid to the third-party providing marketing/recruitment to the YourPace program and the process of ending that arrangement. The BOV was also updated on changes to the organizational structure and the dispensation of off-site properties. The BOV engaged in discussions regarding congressionally directed spending and the potential for significant capital investments (i.e., the Gauvin Family Auditorium in Wieden Hall), as well as the importance of pursuing a turf field both to ensure competitiveness of the campus regarding NCAA Division III schools in the region and to solidify and increase athletic recruitment. The BOV was also briefed on the new “EXPECT” marketing campaign prior to its public introduction. Service on multiple UMPI committees continues to engage the BOV with the campus community generally, including on University Senate, Resource Allocation Committee, as well as the standing committees of the BOV. New BOV members brought new or continuing connections to local business, municipalities, health care organizations, as well as non-profits.

### **MEMBERSHIP**

Our board consisted of 7 women and 9 men, all of whom live and work in the Central Aroostook County area.

#### **NAME**

#### **AFFILIATION**

Ginger Buck

MMG Insurance Company

A.J. Cloukey

MMG Insurance Company

Matthew Cummings

Fort Fairfield Police Department

Judy Dionne

Columbia Forest Products

Janet Doak	Katahdin Trust Company
William Flagg	Cary Medical Center
Ben Greenlaw	MSAD 1
Chelsea Henderson	FA Peabody Company
Laura Turner	Northern Light AR Gould Hospital
Donna Lisnik (Chair)	Retired School Teacher
Thomas Powers (Vice Chair)	Presque Isle Industrial Council
Tom Richard	Northern Maine Community College
Ron Silliboy	Ward Log Homes
Leigh Smith	Re/MAX Realty
Trey Stewart	Maine State Legislature
Amber Wire	Houlton Band of Maliseet Indians

## **OFFICERS**

For the 2022-2023 Academic Year, the officers were:

Donna Lisnik, Chair  
 Thomas Powers, Vice Chair  
 Tom Richard, Secretary

## **MEETING SCHEDULE**

The UMPI BOV met 8 times in 2022-2023 from September to May. Meetings were held on the last Tuesday of the month from 7:30-8:30AM, with the exception of December. Meetings took place in-person in the MMG Center located in the UMPI Campus Center and were also available via Zoom or conference call to enable those at a distance to easily participate.

The annual meeting was held on May 30, 2023.

## **MEETINGS & AGENDA ITEMS**

### **SEPTEMBER 27, 2022**

11 members and 4 UMPI Representatives were in attendance.

#### **Agenda items included:**

Welcome & Introduction of new members.  
 BOV Election of Officers  
 BOV Annual Report  
 BOV Handbook  
 Campus Budget Update (presentation by Betsy Sawhill Espe)  
 President's Update – Fall 2022 Enrollments, UMPI Strategic Plan, Unified Accreditation, EXPECT Campaign, September BOT meeting.

The President welcomed and introduced members new to the Board and gave a brief overview of the BOV handbook, subcommittees, and provided general meeting information. The Election of Officers took place at this meeting as well as the review of the Annual Report – both of which required the approval of the members. Otherwise, no motions or major action items were voted on during this meeting. Updates at the meeting included Fall enrollments, a budget report, NECHE Accreditation visit information and a report out of recent campus activities.

### **OCTOBER 25, 2022**

12 members, 4 UMPI Representatives and 2 UMPI guests were in attendance.

#### **Agenda items included:**

President's Update – UMPI Strategic Plan & Huron Visit, Fall 2022 Enrollment Report, and Unified Accreditation/NECHE Visit Update  
BOV Committees & Committee Assignments  
BOV Member Resignation & Replacement  
EXPECT Campaign (presentation by Rachel Rice)  
Campus Budget Update (presentation by Betsy Sawhill Espe)  
Wieden Gym Renovation Update (presentation by Betsy Sawhill Espe & Joe Moir)

Numerous updates were provided on all agenda items to better inform the BOV as they meet with external constituencies. Assignments were made to each of the BOV sub-committees and a member's resignation was accepted. UMPI's new marketing campaign – "EXPECT" was presented and an update of the Wieden Hall Gymnasium was provided. Other than voting to approve the minutes from the May and September meetings, no motions were presented, or votes taken.

### **NOVEMBER 29, 2022**

6 members, 4 UMPI Representatives and 2 UMPI guests were in attendance.

#### **Agenda items included:**

President's Update—11/21 Town Hall Presentation, Enrollment Update, NECHE Visit Update  
BOV Committee Membership, Updates and Report Outs  
Enrollment Update (presentation by Sue White)  
Campus & UMS Budget Update (presentation by Betsy Sawhill Espe)  
Wieden Gym Renovation Update (presentation by Betsy Sawhill Espe & Joe Moir)

Numerous updates were provided including a report on the recent NECHE Accreditation visit, Admissions Early-bird application incentive, enrollment projections and a condensed budget presentation. Other than the October meeting minutes no motions or major action items were voted on during this meeting.

## **JANUARY 21, 2023**

11 members, 4 UMPI Representatives and 2 UMPI guests were in attendance.

### **Agenda items included:**

President's Update—Enrollment Snapshot, Tuition Update, Earmarks (Turf Field)  
Wieden Gym and Park Hall Renovations Update (presentation by Betsy Sawhill Espe & Joe Moir)  
Athletics Update (presentation by Dan Kane)  
Budget Update (presentation by Betsy Sawhill Espe)

Several updates were provided including streamlining of the academic structure, athletics and congressionally directed spending (turf field), as well as a report on the status of the residence hall and gym renovations. November meeting minutes were voted on and subcommittee Chairs were tasked with holding meetings with their respective subcommittee members during the month of February. No other motions were presented, or votes taken.

## **FEBRUARY 28, 2023**

9 members, 4 UMPI Representatives were in attendance.

### **Agenda items included:**

Presidents Update—Enrollment, YourPace Spring Session Update, Dean of Faculty/Academic Affairs & VCASA Searches, Appropriations Hearing Update  
BOV Subcommittees Report Outs

Numerous updates were provided in the President's Report and information regarding UMPI's Commencement Exercises was shared. Subcommittee Chairs reported on their recent subcommittee meeting activities. Other than voting to approve the minutes from the January meeting, no motions were presented, or votes taken at this meeting.

## **MARCH 28, 2023**

9 members, 4 UMPI Representatives were in attendance.

### **Agenda items included:**

President's Update – Tenure & Promotion, Congressionally Directed Spending updates, Enrollment Snapshot, Strategic Plan  
Budget Update (presentation by Betsy Sawhill Espe)  
Mindbridge Community Event  
BOV Membership

Several updates were provided on all agenda items including an enrollment snapshot, congressionally directed spending status, tenure conferral and residence hall renovations. Board members were asked to submit recommendations to replace those rolling off the BOV as well as an earlier resignation. Information about an upcoming implicit-bias training and

community discussion event was disseminated for those interested in attending. Other than the February meeting minutes being voted on, no other motions were made, or votes taken.

#### **APRIL 25, 2023**

10 members, 3 UMPI Representatives and 2 UMPI guests were in attendance.

##### **Agenda items included:**

President's Update – Strategic Plan  
BOV Sub-committee Updates  
Budget Update (presentation by Betsy Sawhill Espe)  
Enrollment Update (presentation by Sue White)

Updates were provided on agenda items and information on the Strategic Plan was shared and comments encouraged. Budget and Enrollment information was also presented. Other than the March meeting minutes being voted on, no other motions were made, or votes taken.

#### **MAY 30, 2023**

10 members, 4 UMPI Representatives were in attendance.

##### **Agenda items included:**

President's Update –Mindbridge training Debrief, Commencement Debrief, Strategic Plan, Dean of Academic Affairs, Faculty & Staff Retirements  
BOV Nominations for 2023-2024  
Election of Officers  
Capital Project & Housing Update

This meeting served as the annual meeting and included the Election of Officers and a vote by members. A motion was made and a vote taken to accept the nominations of six new members for 2023-2024. Debriefs were provided on Commencement and the recent campus and community implicit-bias training event. Information on recent retirees, hirings and upcoming searches for faculty and staff was shared. Additionally, a Capital Project and Housing update was presented.

**Submitted by:** Raymond J. Rice, President/Provost

**Date:** 10-17-23

# BOARD OF VISITORS ANNUAL REPORT

## Board of Visitors University of Southern Maine Annual Report Academic Year – September 2022 to August 2023

### Overview

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In 2022-2023, Rebecca Swanson Conrad served as Chair of the University of Southern Maine Board of Visitors (BOV), with Julia Trujillo serving as Vice-Chair. The BOV focused its attention on welcoming the new President and leadership team, community engagement and understanding, workforce and career pathways for students returning to higher ed and New Mainers, and plans for the Lewiston-Auburn campus.

### Membership

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During AY22-23, the Board had 17 members and 3 vacancies. The members included 9 women and 8 men. The geographic distribution of the members follows: 10 members resided in Portland or its surrounding communities; 5 resided in the Lewiston-Auburn area; 1 resided in the mid-coast region; and 1 resided in another part of Maine.

Member names and affiliations:

- |  |   |
|--|---|
| 1. Rebecca Swanson Conrad, Chair, Auburn   | <i>Principal, RSC Consulting</i>                                    |
| 2. Julia Trullio '06, Vice Chair, Portland | <i>Director, Maine Economic Development Plan, DECD</i>              |
| 3. Luc Nya '96 '99 '08, Past Chair, Saco   | <i>Children's Behavioral Health Program Coordinator, DHHS</i>       |
| 4. Kelly Barton, Freeport                  | <i>COO, Community Health Network</i>                                |
| 5. Annie Hall '17G, South Portland         | <i>Guidance Counselor, Yarmouth High School</i>                     |
| 6. Neil Kiely, Portland                    | <i>President and CEO, Androscoggin Bank</i>                         |
| 7. Jana Lapoint, Falmouth                  | <i>Retired Educator &amp; Charter School Commission Member</i>      |
| 8. Chris Lavoie, Scarborough               | <i>Owner, Lavoie Group Real Estate</i>                              |
| 9. State Representative Adam Lee, Auburn   | <i>Attorney, Traften, Matzen, Belleau &amp; Frenette</i>            |
| 10. Muhidin Libah '15, Lewiston            | <i>Executive Director, Somali Bantu Community Association of ME</i> |
| 11. Fowsia Musse, Auburn                   | <i>Executive Director, Maine Community Integration</i>              |
| 12. Aimée Petrin, Freeport                 | <i>Executive Director, Portland Ovarians</i>                        |
| 13. M. Nasir Shir '02G, Cape Elizabeth     | <i>Director, Geospatial Services, Sewall</i>                        |
| 14. Reid Crewe, Falmouth                   | <i>Vice President, The Crewe Foundation</i>                         |
| 15. Michael Hyde, Trenton                  | <i>Management Consultant/Executive Coach</i>                        |
| 16. Julia Sleeper-Whiting '11G, Lewiston   | <i>Co-Founder/Executive Director, Tree Street Youth Center</i>      |
| 17. Glenn Hutchinson, '80, '89, Bath       | <i>CEO, Bath Savings Bank</i>                                       |

# BOARD OF VISITORS ANNUAL REPORT

Summary of member professional backgrounds:

Business	(6)	Financial	(2)
		Healthcare	(1)
		Real Estate	(1)
		Technology and Manufacturing	(2)
Education	(3)		(3)
Government/Law	(3)		(3)
Non-profit Management	(5)	Arts	(2)
		Social Services	(3)
Total	(17)		(17)

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## Officers

BOV Chair Rebecca Swanson Conrad and Vice-Chair Julia Trujillo have contributed great energy and assistance to helping President Edmondson and her leadership team think through how the membership and activity of USM's Board might best represent the constituents of each campus and effectively advise/advocate for the University. The Annual Meeting was held in June.

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## Schedule

The BOV met six times during AY2022-23: 8/26/22 (Gorham), 10/21/22 (Portland), 12/9/22 (Portland), 2/10/23 (Portland), 4/7/23 (Lewiston-Auburn), 6/9/23 (Portland). Meetings were held on Fridays from 8:00 – 10:00 a.m. A Zoom option was provided for all meetings except the orientation meet-and-greet in Gorham on 8/26/22.

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## Meetings and Agenda Items

**August 26, 2022 (Gorham)** – 3 members attended.

1. Introductions: Members and Staff
2. Overview of BOV Purpose and Relationship to the University
3. Discussion: AY2022-23 Meeting Locations
4. Establishing a working group to review the bylaws.

**October 21, 2022 (Portland)** – 10 members attended

1. Introductions: New Members
2. President's Report: BOV Priorities and Commitments
3. Discussion: Future AY2022-23 Meeting Locations
4. Cabinet Reports

# BOARD OF VISITORS ANNUAL REPORT

## **December 9, 2022 (Portland) – 5 members attended**

1. President's Report and Discussion: How we are engaging communities in understanding the value of public higher education?
  - What is public education meant to be?
  - What barriers prevent people from continuing in/returning to higher education?
2. Report from Dr. Idella Glenn, Vice President for Equity, Inclusion, and Community Impact, regarding workforce and second career options.
  - How is USM supporting pathways for people changing careers, including New Mainers?
3. Student Report: Bri Demaso, President, Student Government Association

## **February 10, 2023 (Portland) – 4 members attended**

1. Welcome (Chair Conrad)
2. President's Report
3. Review of BOV Membership and By-laws
  - o Discussion of new members
  - o Proposed revisions to bylaws

## **April 7, 2023 (Lewiston-Auburn) – 3 members attended**

1. Orientation to LAC (Chair Conrad)
2. President's Report: Update on Degree Programs at LAC
3. LAC Federal Earmark Proposal
4. Preparations for Nominating New Members
5. Tour of Lewiston-Auburn Campus

## **June 9, 2023 (Portland) – 6 members attended**

1. Introduction: Provost Georita Frierson
2. Southern Maine Pathways
3. LAC Updates
4. President's Vision for the BOV
5. Nomination Process for AY24:
  - Member roster
  - Open seats
  - Call for nominations
  - Bylaw updates
  - Set desired meeting schedule for AY24
  - Special July meeting?:
    - o Vote on roster and bylaw changes
    - o Confirm meeting schedule for AY23-24

Submitted by: Theodore Chelis, Deputy Chief of Staff

Date: October 16, 2023