

MAINE STATE LEGISLATURE

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September 15, 2015

Tracy B. Bigney
Clerk of the Board
University of Maine System
Board of Trustees
16 Central Street
Bangor, ME 04401-5106

Dear Tracy:

In response to your August 3, 2015, request for the Board of Visitors Annual Report from each university, please find the September 2014 to August 2015 UMaine Board of Visitors Annual Report attached.

The report includes a brief overview of membership, officers, schedule and significant meetings and agenda items for the 2014-2015 year.

If the Chancellor should need further information and/or clarification please do not hesitate to contact me.

With best regards,

A handwritten signature in black ink that reads 'Susan J. Hunter'.

Susan J. Hunter, Ph.D.
President

cc: Anne Lucey, Chair, Board of Visitors
Chris Emmons, Vice Chair, Board of Visitors

University of Maine Board of Visitors

Annual Report

September 2014-August 2015

Overview

Chair Anne Lucey and members of the Executive Committee provided excellent leadership for the UMaine Board of Visitors during 2014-2015. During the past year, the full Board met three times; selected committees and focus groups met more frequently, in person, and by phone.

The major focus points for this year were budget, Signature and Emerging Programs and advancement as well as enrollment management, philanthropy and advocacy.

The BOV, with the support of the Chancellor, also met with the Boards of Visitors at Fork Kent, Machias, and the University of Southern Maine to discuss the One University plan and to coordinate strategic engagement and statewide advocacy.

Membership

There were 17 voting members of the University of Maine Board of Visitors this year. The Board Chairs of the University of Maine Foundation and the University of Maine Alumni Association also attend on an *ex-officio* basis. Of the 19 total members, ten have homes in Maine; the other members reside in Alaska, Massachusetts, New York, and Washington, D.C. but retain close ties to their *alma mater* and the state of Maine as a whole. Five of the 19 members are women. Seventeen of the members are University of Maine alumni. The professional backgrounds of BOV members are diverse and include, but are not limited to, law, healthcare, engineering, finance, banking, market development, policy, education, and nonprofit management. In addition to a balance of gender, geographic location, and career fields, the BOV includes alumni and friends of the University of Maine who represent different cohorts (active professionals, retirees, etc.).

There are three vacancies on the University of Maine Board of Visitors at this time. Outgoing member: Dorcas Wilkinson. New members: Eric Brennan, Owen McCarthy and Matthew Rodrigue.

Officers

Anne Lucey, Senior Vice President for Regulatory Policy at CBS Corporation in Washington, DC, served as Chair and Chris Emmons, President and Chief Executive Officer of Gorham Savings Bank in Gorham, ME, served as Vice Chair.

Schedule

The UMaine BOV met on October 16/17, 2014 on campus in Orono; February 19/20, 2015 as a retreat in Portland, Maine; and May 28/29, 2015 on campus in Orono

Meetings and Agenda Items

October 16/17, 2014

- Reports & Discussion
 - Vision & Role for the BOV (President Hunter)
 - Enrollment Management Update (Provost Hecker)
 - HR Review (V.P. Sanders)
 - Budget Overview & Financial Model (V.P. Low)
 - Update on UM / UMS Relationship (President Hunter)
- Establishing an Advocacy Committee
 - Combining Executive & Nominating Committees
- BOV Communications Strategies
- Update from John Rebar, Executive Director of Cooperative Extension: Advocacy for the Animal & Plant Diagnostic Lab Bond Campaign

February 19/20, 2015

- President's Report and Cabinet Updates
 - Fiscal (V.P. Low)
 - Enrollment (Provost Hecker)
 - Student Affairs (V.P. Dana)
 - Research (V.P. Kim)
- Report from Nominating Committee
- Advancement Alignment Task Force Update
- Confirmation of FY'15 Meeting Dates; Discussion of Future Agenda Items
- Conversation with Chancellor Page
 - University of Maine / University of Maine System Update
 - Business / Law Center Update

May 28/29, 2015

- State of the Campus: Discussion / Q & A
 - Athletics
 - Advancement
 - Academic Affairs
 - Enrollment
 - Research
- Report from Nominating Committee
- Debrief of Thursday Evening's Conversation with Chancellor
 - Synopsis of changes in HR and Finance
 - Takeaways from Discussion with Chancellor
 - Messaging and Next Steps
- Advocacy & BOV "Buddy System"
 - Role of Advocacy Committee
 - Key talking points for volunteers & staff
 - Maine "thought leaders / influencers"



**Board of Visitors
University of Maine at Augusta
Annual Report
Academic Year - September 2014 - August 2015**

Overview

The Board of Visitors met regularly during fiscal year; the meeting cycle is quarterly. President Glenn Cummings and interim President Wyke and key staff and faculty provided the Board with complete information regarding UMA's strategic initiatives, performance, student enrollment and matriculation statistics, financial outlook, enrollments and vital information regarding the current and future year budgets. Ongoing academic program data was provided by the Office of Institutional Research and Planning; UMA's Strategic Plan was presented by the Vice President for Finance & Administration. Enrollment overview and projections was provided by the Dean of Enrollment Services. Another key component to engaging UMA's Board of Visitors was information related to UMA's 50th Anniversary and Capital Campaign. UMA's BOV is particularly interested in the joint BOT-BOV structure and two of our members, Dr. Jan Mokros and Dr. Peter Guzzetti attended the first summit and subsequent meetings.

Membership

As of September 1, 2015, there are 18 members (6 female, 12 male)

Janet Parkhurst, Business Owner, O&P Glass
Larinda Meade, Maine College Compact
Chuck Hays, CEO, Maine General Medical Center
Genie Gannett, retired school teacher and active participant in community activities, Manchester
Donald E. Guild – Central Maine Title Co., Augusta
Dr. Peter Guzzetti, D.O., Internal Medicine Group, Augusta
Chuck Hays, President & CEO, Maine General Medical Center, Augusta
Dr. Jan Mokros, Executive Director of the Maine Math Science Alliance
Peter Thompson, CEO, Kennebec Valley Chamber of Commerce
Stacey Morrison, CEO and owner, Ganneston Construction, Inc., Augusta
Patrick Flood, Retired Senator
Rocko Graziano, IT Business Manager, LL Bean Corp.
Andrew Silsby, CEO, Kennebec Savings Bank, Augusta
Stuart Smith, First Bancorp, Inc., Bay View Management Company
Matthew Walters, Woodlands Assisted Living Facilities
Shawn Yardley, Social Service-Health Care, Government
Charles L. Johnson, III, Kennebec Technologies, Augusta
Dawn Gallagher, Office of the State Coordinator for HIT

Officers:

Janet Parkhurst, Chair
Dr. Jan Mokros, Vice Chair
Dr. Peter Guzzetti, Liaison between the BOT & UMA BOV

All officers are engaged fully in both the community UMA serves and the institution itself. They are excellent ambassadors for UMA.

Outgoing Members:

There are no outgoing members this cycle.

Schedule

Four regular meetings were held during this reporting period:

- October 28, 2014
- February 3, 2015
- April 28, 2015
- July 14, 2015

Meetings and Agenda Items:

UMA Board of Visitors Meeting
Tuesday, October 28, 2014
Klahr Center Classroom

Present: Janet Parkhurst, Glenn Cummings, Joe Szakas, Tim Brokaw, Stacey Morrison, Randy Liberty, Pat Flood, Matthew Walters, Alice Savage, Jan Mokros, Pamela Proulx-Curry, Sheri Fraser, Brenda McAleer, Kathy Dexter, Greg LaPointe, Bob Stein, Wick Johnson, Shawn Yardley, Sheri Stevens, Genie Gannett, Dawn Gallagher,

Absent: Greg Fahy, Larinda Meade, Stuart Smith, Andrew Silsby, Chuck Hays

Randy Liberty made a motion to approve the minutes of the July 29, 2014 meeting.

Jan Mokros seconded the motion. Unanimously approved.

Introductions -- All

BOV Chair's Report: Janet Parkhurst reported on the BOT-BOV Steering Committee; the next meeting will be November 14, 2014. Peter Guzzetti, Janet Parkhurst and Rocko Graziano will be attending. Any/all BOV members are invited to attend.

- Bond issue deals with supporting the Cooperative Extension efforts in the UMS. Please advocate for this important effort.

Academic Updates: Provost Joe Szakas reported that the NEASC draft is in process. Later in the year, work will include the UMA Board of Visitors members. They will need BOV members to be engaged in the evaluation of UMA process. A schedule will be provided for you in preparation of the April, 2015 visit. A draft is being worked on.

Finance Update: Tim Brokaw, VP for Finance & Administration reported a summary of upcoming FY '16-FY '20 fiscal cycles. (PPT attached). For fiscal year FY '16, UMA is projected to experience a 1.5 million shortfall. There are greater dollars coming in based on the increased income tax, but it is due to expire in 2 years. This creates an opportunity for financial support of

UMA. Our goal is to balance FY '16 budget without dipping in to reserve. There may be further assumptions provided by the UMS, which will influence our numbers.

- a. UMA Housing Proposal: On October 31, 2014, UMA's agenda item of requesting to seek qualified developers for a residential facility will go before the Finance, Facilities and Technology committee meeting.
- b. Strategic Planning Open Forum Workshops will be held on November 4th and December 2nd to explain and engage the UMA community (faculty and staff), BOV members and community leaders to begin to address the high-level elements of UMA's next strategic plan. Identical sessions will also be held on our Bangor on November 7th and December 5th. What is the vision, mission and key strategic goals? Where would we search for additional opportunities?

UMA President's Report: The UMS is in a financial crisis; quality of product and delivery has to remain. The Chancellor and Trustees are working really hard to figure out how to maintain integrity and increase revenue. There are discussion about unifying the system by outlining clear goals, streamlining and holding production accountability standards. Some functional areas are already being affected (IT, HR, Procurement). The unified system will require macro-level accountability with goals combined with micro-level freedoms. 50 faculty (24 through retirement) and 100 staff will be eliminated at USM.

Unified Online/Distance Ed Model for the UMS: Will UMA retain the dominance in that modality? The chancellor is considering the Online report and we are trying to make the argument the UMA should lead the online enterprise.

UMS Process Oversight Committee Update: Kathy Dexter, Dean of Students and Joe Szakas, Provost reported on the Academic Portfolio Review and Integration Process (APRIP) Process Oversight Committee (POC) will review and 'reimagine' the portfolio of academic programs across the UMS to:

- Strengthen programs
- Broaden access
- Achieve financial sustainability

The goal is to save \$18 million over a 5-year period. Currently, each campus is addressing the problem individually. The first set of academic portfolio reviews include nine disciplines; each offered by more than one UMS university and several currently engaged in formal cross-campus collaboration.

Many want a Master's Degree in Education. Sub-teams will be formed to think through the details of collaboration in order to move forward. Barriers include: a long history of competition among the campuses, financial disincentives, varying policies, Mainstreet challenges, academic calendars for campuses, limited capacity with technology. UMF President, Dr. Kate Foster will be visiting with her team to each campus. UMA's date for engagement is Monday, November 10th from 9:30 a.m. – 11:00 a.m. The idea of a cohort helps move students through at a predictable pace while providing a support system for each other.

The Governor's STEM council is considering requiring K-8 teachers in the state they must take either a math or a science course. How do we coordinate that so that UMA can respond to that change?

University Advancement Update: Bob Stein, Executive Director of External Relations

- a. 50th Anniversary Update: UMA is embarking on this campaign because we are looking to increase the visibility of what we do best: increase the college attainment level of Maine adults. UMA has a large number of student veterans. Online modality for UMA; we are a leader.
- b. Annual Appeal
- c. Handley Hall Dedication Event Debrief

Enrollment Update: Sheri Fraser, Dean of Enrollment Services provided an update on UMA CareerLink where employers can post internship opportunities and positions. This is a nationwide listing. The UMS released the Fall 2014 enrollment report. We are down 2.2% for in-state students. First time students we are down 10.9%. Non-traditional students dropped 14.6% since 2010. Husson is doing well based on their focus on allied health programs as well as Master's level degree programs. The three different cohorts we were admitting to ended up being transferred UMFK. The changing nature of the UMA-UMFK nursing program cohort affected negatively our numbers in that program.

Institutional Research and Planning Update: Greg LaPointe, Executive Director of IR & Plng.

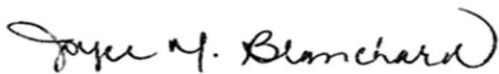
- a. Research on Non-Attending: Greg reported the research information on those students who applied and accepted, but then do not actually attend (see attachment). The survey numbers show there are several opportunities to increase our enrollments.

Administrative Services Update – Sheri Stevens, Executive Director of Administrative Services

- a. Title IX Update: There will be training opportunities for staff and students about title IX. There is legislation surrounding sexual assault and harassment. The training is about educating people about rights and responsibilities.
- b. UMS HR Administrative Review Update: There will be a re-organization of HR at each campus where everyone will receive the same level of service from a core team of highly –trained team members. This roll-out will take approximately three years to complete.

Meeting adjourned at 3:10 p.m.

Respectfully Submitted by Joyce M. Blanchard



**UMA Board of Visitors Meeting
Tuesday, February 3, 2015**

Present: Janet Parkhurst, Chair, Stacey Morrison, Rocko Graziano, Shawn Staples, Jan Mokros, Chuck Hays, Andrew Silsby, Don Guild, Matthew Walters, Wick Johnson, Peter Thompson, Patrick Flood, Kathy Dexter, Pamela Proulx-Curry, Sheri Fraser, Greg Fahy, Joe Szakas, Tim Brokaw, Glenn Cummings, Sheri Stevens, Bob Stein, Greg LaPointe, Joyce Blanchard

Andrew Silsby made a motion to approve minutes, Chuck Hays seconded the motion. The motion was unanimously approved.

Janet Parkhurst, Board of Visitors Chair's Report – reported on the continued work of the BOT and individual BOVs (now there is an executive committee – Dr. Peter Guzzetti is UMA's rep). Specific

tasks that our BOV members can engage in: continue being ambassadors for UMA, be positive about the change occurring within the UMS. Competition continues to be strong; enrollments numbers are down 2.5%. The State budget number put forth is positive in terms of supporting the UMS; there are 40 bills dealing with education in the pipeline. The new directives and initiatives that are being highlighted by the Chancellor warrants another look at reconstituted committee structures. Janet strongly encouraged all members to give to the annual campaign.

1. President's Updates
 - a. Events – thanks to all for attending the various events surrounding our 50th anniversary kick off campaign.
 - b. US News & World Reports – UMA ranks 40th in best on-line baccalaureate program.
 - c. January 26, 2015 BOT meeting – chancellor released his vision/initiatives going forward. Chancellor Page has decided that each campus will have a president; the starting point for a unified degree will be the work of the APRIP committee. The transferability issues are ongoing; each business department might have individual certifications. The Chancellor has brought a couple of new people on to the team.
 - d. Search for UMA President: Marge Medd, BOT member, will chair the search committee for a new president at UMA. President Cummings hold a one-year contract.
 - e. There will be a bill put forth that will merge the Trustees from both systems in to one. The model will include a 'staggered' approach to building the new board. Data sharing and back-end sharing of services would yield savings.
 - f. Restriction on spending to focus on classrooms only; The Governor's budget includes an increase (just under 2%) to assist our initiatives.
2. Academic Updates – Provost Joe Szakas. We are working on narrowing down our DRAFT; visit is to occur in April, 2015. The resource room will be in the Randall Student Center (218 -2nd floor); the NEASC visiting team will want to engage in coversations with BOV members.
3. Bridge Year Initiative – Dean Greg Fahy reported on UMA's first year pilot of the Bridge Year Program where our work attracts B-level students who need some work before being admitted to a 4-year program. UMaine is the only other campus participating at this point; we have far more cohorts. Students get the courses at a greatly-reduced rate (\$45 per course); a tremendous advantage to Maine families. Senator Langley still is serving on the education committee (and was part of the original supporters). The program has the potential to affect a cohort of high school students where their schools are too small or curriculum too narrow.
4. APRIP Update: The committee has been formed, day-long meeting where discussions have begun to examine duplication of programs. Nine different groups met to talk about academic areas under investigation; very positive interactions. Looking at all the different ways to work together (campuses) along with ways to influence policy and legislative actions. Financial savings, composition of leaders/thinkers to affect change. How will specialize programs be more widely available to more people? This first group of programs will set the standards for the work. There were ideas/examples of projects. First report expected late April/early May. The CAOs will determine what the next group of programs will be. UMA may have a 'pre-engineering or pre-history' track option.

Incentives for collaboration are also being considered. UMA/UMFK Nursing Program collaboration is a good example of sharing resources and services among campuses.

5. Finance Update – VP for Finance & Administration, Tim Brokaw. The UMS budget overview session has been re-scheduled to February 17th. See Tim’s packet attached; FY 16 is expected to show a \$233K deficit position. State appropriation will go up 1.7%; the original ask was 3.5%. Pre-nursing and vet tech are influencing negatively our enrollment numbers. No tuition rate increase; UMA provides the best value in the system. Depreciation and procurement efforts factor in to savings. 70.1% of the budget is tied to compensation. We are exploring other energy sources to further our savings. Moving toward a two-college model also yielded savings from reduced administration. Professional development is now funded out of E&G; opposed to being funded historically through reserves. Scholarships are also an area under review. Our bookstore operation is being challenged; many students purchase books on-line and there is less foot traffic where additional items are often sold. Reserves must first go to our students (either capturing them or retaining them). We will be asking our BOV members to approve earmarking some reserves for retention efforts. UMA’s debt level is the lowest in the System (2.4 million). It’s another potential lever. The Obama administration is coming out with three criteria to rate colleges: 1) price point 2) retention – how likely are they to complete? 3) what is the job placement rate for the college? How likely are they to get a job? UMA needs to work on the retention piece.
 - a. Strategic Plan Update – Advancing academic programs; increasing staff engagement, workforce needs are increasing with the baby-boomers getting retiring within the next 7-10 years. Is there some sort of external evaluation of success?
 - b. Student Housing Initiative – UMA will be evaluating respondents to our offer to engage in the project. Out of this pool, we will be selecting a developer.
6. University Advancement Updates – Bob Stein reported that the 50th Anniversary Campaign is going very well. Our goal is 5 million by the end of 2015; we are close to 3 million at this time. We have about 1.5 million out in asks or who plan to solicit where there is a realistic chance of securing gifts. Thank you to all Board of Visitors members who have given; it is so important that we have 100% participation. Any amount is wonderful and is appreciated. The annual appeal has been launched and is underway; these gifts will be counted within the capital campaign.
 - a. Transitions: Our contract with CCS has now been concluded; Adam Dawkins is staying in Maine and has offered to continue helping us as a volunteer. We are searching for a part-time, temporary position that will help keep the focus on the campaign and moving forward. The third candidate is coming today; once the decision is made a background check will be done. We anticipate offering the position soon.
7. Bangor Campus Updates: Dean of the Bangor Campus, Pamela Proulx-Curry provided updates about the Bangor campus. The decision to transition the Vet Tech program has re-invigorated the campus. Pam is working on re-energizing the Advisory Board; increasing visibility. Action Committee of 50 met last month to look at expansion of the gas pipeline. Building Bridges program met on the campus.
8. Enrollment Update – Dean of Student, Sheri Fraser provide an update on enrollments (see attached enrollment report). There are several suggestions to assist our students in registering and using those student services (tutoring, note-taking sessions) to assure greater success. UMA has experienced a 10% growth in on-line courses. Some web growth (new sections of web) and some of it is delayed viewing. Pending incomplete number seems high; these are individuals who have not finished the process of registration. Some students have

not been able to get transcripts from other institutions due to student loan debt; UMA being closed 3 ½ days over the past two weeks has also influenced these numbers. We need to review some of the items that are prohibiting some students from registering. Are there ways we can be more welcoming to students so we can actually get them registered? These students are also asked about deferring to summer or later (we keep them in our inquiry pool).

9. Institutional Research & Planning Update – Executive Director of IR & Planning, Greg LaPointe provided an overview of the 2011-16 Strategic Plan Actions Update. This chart is a view of the actions we are undertaking to reach goals.
 - a. US News Ranking focuses on the following rankings (student engagement; faculty credentials and training; student services and technology; peer reputation). Our goal is to be #25. About 300 or so institutions apply for this ranking.
 - b. The Outcomes Based Funding model does not acknowledge or reward being a ‘feeder’ institution for USM and UMaine.
10. Administrative Services Update: Executive Director of Administrative Services, Sheri Stevens, reported that the administrative reorganization (Facilities, HR, Finance, Procurement and IT) activities have kept us all busy. We are working on reducing our campus footprints. 16 Central Street will be vacated by December, 2015. Staff will be relocated to the various campus locations. Title IX training is ongoing (with students and staff) and it also covers domestic violence issues, which impacts greatly students’ experiences here on campus. Several retirements will be occurring this year.

Meeting adjourned @ 3:10 p.m.

Respectfully submitted,

Joyce M. Blanchard

**UMA Board of Visitors Meeting
April 28, 2015
Summary Notes**

Present: Janet Parkhurst, Chuck Hays, Andrew Silsby, Shawn Yardley, Randy Liberty, Stacey Morrison, Rocko Graziano, Peter Thompson, Glenn Cummings, Joe Szakas, Tim Brokaw, Brenda McAleer, Bonnie Sparks, Greg LaPointe, Kathy Dexter, Sheri Stevens, Bob Stein, Pamela Proulx-Curry, Sheri Fraser, Joyce Blanchard

Absent: Peter Guzzetti, Jan Mokros, Pat Flood, Larinda Meade, Genie Gannett, Greg Fahy

A motion was made to approve the minutes of the 2.03.15 BOV meeting. All were in favor; unanimously approved.

Introductions: All

Chair’s Report – Janet Parkhurst remarked that it is a very exciting time to be on the Board of Visitors for UMA. Janet reported that the Chancellor’s model of ‘One University’ is rolling out in several venues. The Chancellor has asked for strategic plans from all of the campuses. The NEASC Accreditation visit went very well. Graduation is coming up fast; please feel free to attend on Saturday, May 9th.

President’s Report: UMA President Glenn Cummings reported that the consolidation of the administrative functions within the UMS continues. A recent adjustment will be that the UMS will

examine seeking accreditation for the entire UMS (not individual campuses). We continued getting good feedback on the strategic plan. The next BOT meeting is scheduled for May 18th & 19th – all feel free to provide feedback after today’s presentation.

Academic Updates: Provost Joe Szakas reported that the NEASC visit, although intense, was very good. Our Gen Ed effort was considered a strength for UMA as well as our assessment work. Vet Tech will fully enroll in Fall 2016. The Aviation Program in Brunswick is expanding. The perfect confluence of 3 things: only program in the state where we can compare ourselves to Embry-Riddle, strengthens our ties with the Bath/Brunswick Center and the location is just across the street from the largest campus of the Community College System, SMCC who will be helping with housing options for our students.

Cyber Security is a growing academic educational area and UMA will be collaborating with other UMS campuses to create and offer a program. UMA is the second-largest IT producer in the state of Maine, so this is a great fit for us.

The Bridge Year initiative is a dual-enrollment program where high school students take courses at UMA; it is an opportunity to establish and strengthen the K-12 pipeline. 600-700 students are our potential market. Bangor is the largest player, but also Messalonskee and Waterville high schools do participate. The housing options for students will attract out-of-state, international students and will also support the Architecture (currently at ½ capacity) and Aviation programs at UMA.

Enrollment Update – Sheri Fraser reported on Enrollments.

- a. Summer 2015/Fall 2015 – 10% down for both. Some strategies to address the continued downward trend include: making sure appropriate aid levels are disbursed; on-line lab sciences are built back in to the summer sessions; pre-vet track information out there. New student enrollments are up at Augusta (approximately 40), Bangor is down about 40 students and UCs are down about 30 students.
- b. Marketing efforts; we have been running radio continually, next week we will add in TV ads – will run through the first two weeks of July. Full frontal digital (Google ads, UTube, Facebook) also running banner ads as well. We will pull from reserves 100% increase in marketing monies to support our advertising efforts to go further in to the fall semester. Next year we will begin these efforts sooner in the spring. We are embarking on a direct mail campaign targeting just adults – in an attempt to affect fall. Fall 2015 will also be a time when we try to influence Spring 2016 numbers. We will be adding stories; current ads are highlighting alums and the impact of their degrees on their careers.
- c. To date, there is \$360K in scholarship funds that have been yielded from the campaign so far.
- d. Through the current legislative action (commissioner Maheaux) 10,000 Mainers will lose their benefits if they are not either enrolled in a training program or a volunteer contract.

Finance Update – Tim Brokaw reported on several items related to UMA’s Finances:

- a. FY ’16 Budget Update: A second reading will occur next week at the system level; UMA is the only campus with in the UMS fully funding depreciation as well as paying all of our bills. UMA is also on the agenda next week to gain approval to spend 1.6 million in support of our strategic plan and to address the enrollment trend we are hoping to turn around. See attached financial handout for details.
- b. Housing Update: We did complete the RFQ for the housing project; there were 2 competing proposals. Developers Collaborative is the key principle. The intent is that UMA will provide the ground lease—and the developers will bear the majority of the risk in terms of finances and occupancy. This will be the first housing model of its kind in the UMA. We

will begin in May to meet and build a detailed proposal that will go to the Trustees. Dan Stirrup from Orono will assist with some logistics; Nina Lavoie will provide some legal counsel throughout the process. Some internal UMA folks will be added to the team.

UMA Strategic Plan Overview – (see Power Point presentation attached)

BOV Comments:

Rocko – How do we know if the increase from 13 – 18% is realistic in terms of comparison to peers? Add comparative data so that we can see what it looks like among a group.

Shawn – There are many variables outside UMA’s control that affect enrollment and retention. How do we compare and contract those that we can affect so that folks will stay and graduate? Our retention rate could be more closely related to who we let in our doors than what we do to keep them. Employer feedback is needed.

Peter T: where do you see a graduate program fitting in to UMA? We are working with Lewiston/Auburn College (USM) to offer a course of theirs at our campus.

Working with employers is a unique opportunity to highlight exactly what our value is. Increasing branding and visibility; key components – look at enrollment funnel.

Peter T.

Will some of the marketing be applied to the initiative of getting UMA’s new name out there?

Janet P. – many people don’t know that UMA has an Augusta campus, a Bangor campus and have related Centers, as a service to get our ‘educational’ product out there. We need to get our story out there through this strategic plan.

Rocko – name change is a struggle; not in love with the idea or the actual name. How does that action fit in with the One University model/initiative?

Chuck Hays – we need to add outcome measures, less process measures.

Peter Thompson made a motion to endorse as a group, UMA’s new strategic plan. Andrew seconded. Unanimously approved the endorsement of the strategic plan.

Meeting adjourned at

Respectfully submitted,

Joyce M. Blachard
Chief of Staff

**UMA Board of Visitors Meeting
Tuesday, July 28, 2015
Summary Notes**

Present: Janet Parkhurst, BOV Chair; Randall Liberty, Patrick Flood, Joe Szakas, Tim Brokaw, Greg Fahy, Pamela Proulx-Curry, Sheri Fraser, Chuck Hayes, Shawn Yardley, Matthew Walters, Genie Gannett, Stacey Morrison, Greg LaPointe, Bob Stein, Sheri Stevens, Kathy Dexter, Bonnie Sparks, Joyce Blanchard

Absent: Rocko Graziano, Dawn Gallagher, Jan Makros, Stuart Smith, Wick Johnson

1. Approval of Minutes of the April 28, 2015 BOV meeting. Peter Guzzetti made a motion to accept the minutes and Randy Liberty seconded the motion. The motion was unanimously approved to approve the minutes of the 4.28.15 BOV meeting.
2. Introductions – All

3. President's Updates. Cybersecurity is a new program that is being rolled out. There is interest at Central Maine Power company for their employees to find out more information about this program. Provost Szakas, Deans McAleer and Fahy will go to CMP for an informational meeting with employees this fall.

There is a multi-year financial and communications plans for the 'One University Model'. Chancellor Page will be visiting campuses this fall to engage campuses and provide further information on the model going forward. Terry Colby (distinguished educator award) was approved as the faculty rep to the BOT. Three collective bargaining units are approved. Faculty, Professional and Salaried employee units have all reached agreements. The new unified structure has been implemented as of July 1, 2015. The Finance area and Administrative Services areas both have employees who have migrated to the UMS08 unit.

Unified On line (digitally-enhanced teaching & learning) model to be designed by September 30, 2015. Modernize infrastructure; policy and governance. Group think will be the kickoff; there will be two events scheduled. UMA will host the November 15 & 16 BOT meeting; University College will be showcased. Please be thinking about other unique features of UMA that we can highlight. BOV members are invited to the Sunday evening reception and dinner and also will have one hour the afternoon of Sunday to interact with the BOT members.

4. Academic Updates: Provost Joe Szakas and Dean of Students, Kathy Dexter
 - a. APRIP – as a reminder, APRIP is the process of academic program review that will enhance our offerings; the intention is to not overlap with the sister campuses. Our student information system is being expanded so that students who attend across multiple campuses would be visible and information can be more easily shared. Cybersecurity program is an emerging growth and great employment opportunities. 2nd floor Randall Cybersecurity lab will be created. 3D printing lab will also be created on 2nd floor of Randall Student Center. Transfer agreement work includes completing gen ed requirements at one location/campus affiliation – and then the ability to transfer to another.
5. Finance Updates – Tim Brokaw reported on the new unified model of finance and administration. Ryan Low is the new UMS CIO – Chief Business Officers now report to Ryan. Other functional areas' workforce reductions have been approximately 13% over the last 7 years. Stackable certificates are a great motivation/milestone for students on their way toward a BS.
 - a. Student Housing Updates – Kevin Bunker is the partner. There would be a non-transferable lease on the land. This way, UMAs retain control and interest in the arrangement. The bank will dictate the level of risk that (see attachment). Intensive conversation ensues about the three possible sites and feasibility/risk of each. Updates will be provided at the October 28, 2015 meeting.
6. Enrollment Updates – Sheri Fraser. Remove barriers and offer incentives to registering early. Clarify the 'win' for the students. It does help us plan for additional sections.

7. Capital Campaign Update – Bob Stein reports that we have a roadmap in place to reach the 5 million mark; change of Presidents can sometime interrupt the rhythm of progress toward goal. The past two presidents have come in ready to take on the challenge of supporting and moving the campaign forward. The Harold Alfond proposal was somewhat fleshed out previously; President Wyke will advocate toward support of digitally-enhanced teaching and learning within the UMS. Any proposal needs to come from the Chancellor and also to benefit the entire system opposed to any particular campus.

8. Institutional Research & Planning Updates: Greg LaPointe presented data that supports where do UMS graduates go on to Graduate School? USM’s option of law is a good one; students are often going outside our system to get doctoral degrees. Cost does not seem to be an issue
For those gaining advanced degrees elsewhere. What is the ROI? High proportion of students appropriately includes UM and USM engage students while they are finishing their last year here or other sister campuses. Many students are choosing other options – we need to do a better job of marketing the on-line options for programs and degrees. Online services and support need to be greatly expanded.
Bangor Campus Updates – Student Support Services collaborative – services that bring students in; advising and success. Team recruiting efforts are underway – info to local schools regarding school additional programs and course offerings. Veterans support services. Building bridges program – Pam is now the Chair; appointed to the Bangor Chamber of Commercen’s community council – all to raise awareness and profile of the U. Largest number of American Indians on our Bangor campus. Faculty will start thinking about some programming to respond to that population.

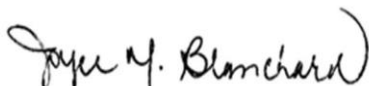
9. University College Updates – Bonnie Sparks, Executive Director of U.C. provided an update regarding the changes in leadership at the Centers and also about the location changes that are ongoing. Bonnie also provided information/feedback on the Faculty Institute.

10. Administrative Services Update – Sheri Stevens reported on the Bangor renovations (Dow Chapel); conversations about renovations to Lewiston Hall are ongoing – this is where many UMS employees may migrate to. Collective Bargaining – four unites have now finalized their agreements. Elevator in Lewiston; system office staffers will be moving to our Bangor campus – as well as other campuses. This will also allow us to re-organize some of the functional areas within Lewiston Hall.

NEXT MEETING DATE: Wednesday, October 28, 2015 from 2:00 – 5:00 p.m. (please note change from our regular meeting time). UMA will be hosting a Kennebec Valley Chamber After Hours event here on the Augusta campus this same evening, to begin at 5:00 p.m. All BOV member are welcome and encouraged to attend.

Meeting adjourned at 2:21 p.m.

Minutes respectfully submitted,



Joyce M. Blanchard

This Board of Visitors Annual Report is respectfully submitted by:

Joyce M. Blanchard, Ed.D.
Chief of Staff
President's Office
University of Maine at Augusta

September 28, 2015



UMF Board of Visitors Annual Report, September 2014 - June 2015

Overview

The 2014-15 meetings of the UMF Board of Visitors (Board) focused on enrollment, budget, strategic plan implementation, One University and affiliated System issues, the structure and operations of the Board and opportunities for greater Board involvement.

Membership

The Board had 17 voting members, eight men and nine women representing the private, nonprofit and education/public sectors, as follows:

Private Sector

Peter Addicott, InterConnect/Fed Ex (retired)
Dana Bullen'88, Sunday River Resort
Gerald Cayer'85, Franklin Community Health Network
Sharon Cullenberg, Stericycle Communication Solutions
Becky Davis-Allen, Bangor Savings Bank
Al Feather, Hammond Lumber

Non-Profit Sector

Jared Cash, George Mitchell Institute (part-year member)
Alison Hagerstrom, Greater Franklin Development Corporation
Lisa Laflin, United Way of the Tri-Valley Area
Ray Therrien'79, Franklin County Adult Education
Myrna Vallette, Gold LEAF Senior Institute (*ex officio*)

Education Sector

Wendy Ault, MELMAC Education Foundation
Ray Glass, UMF professor (retired)
Valerie Huebner, UMF professor (retired)
Betty-Jane Meader, Thomas College professor (retired)
Anne K.W. Richardson, Kents Hill School
Mark Shibles, University of Connecticut School of Education (retired)

One *ex-officio* position is always reserved for the President of Gold Leaf Institute. All members reside in Maine at least part of the year. Alison Hagerstrom, former BoV chair and long-time member, completed her service in June 2015. Two new members, David Levesque and Edmund Cervone, will join the Board in September 2015.

Officers

Gerald Cayer, '85, Vice President for Franklin Community Health Network, served as Chair. Lisa Laflin, Executive Director for United Way of the Tri-Valley Area, served as Vice-Chair.

Schedule

Traditionally, UMF has held quarterly two-hour Board meetings per year, on the first Friday of September, December, March, and June. Under the leadership of Chair Cayer, the Board met six times in the reporting year for three-hours each time. This change in schedule led to deeper discussions on issues of interest and importance, bringing more content and knowledge to Board activities. Board members were also invited to—and many attended—All-Campus Meetings and other forums on campus throughout the year.

Meeting Summaries

September 5, 2014

Board Administration. Chair Cayer expressed thanks on behalf of the Board to previous chair Alison Hagerstrom for her leadership on the Board of Visitors. The Board accepted the resignation of member Sandy Goodwin who has taken a new position incompatible with continued BoV service. Nominations were accepted for consideration for the open Vice Chair position. The Board agreed to an increase in the frequency of meetings, outlining the potential for seven meetings per year.

Updates, Discussions and Activities. The Board heard and discussed reports from two sub-groups. The summer working group (five members) reported on its examination of the roles and responsibilities of the Board to identify opportunities for increased Board engagement. The delegation to the Board of Trustees/Boards of Visitors summit (four members) summarized the daylong agenda. President Foster updated the Board on Fall14 enrollment and University of Maine System administrative reviews and led a discussion on the shift of services from campuses to the UMS. She also updated the Board on: 1) UMF's recently approved Outdoor Recreation and Business Administration program; 2) the resignation of Vice President for University Advancement Kelly Dodge; and 3) the appointment of Provost and Vice President for Academic Affairs Dr. Joseph P. McGinn.

October 24, 2014

Board Administration. Member Lisa Laflin accepted the nomination of Vice Chair.

Updates, Discussions and Activities. Chief Operating Officer Fred Brittain presented UMF's strategic plan implementation process and progress, including the structure, composition, and progress of

implementation teams. He also reported on three new UMF Co-Labs—UMF’s new brand of project- and community-based experiential learning—and announced initiation of an Alpine Operations Certificate program. Chair Cayer led a discussion on the importance of the upcoming November ballot, which includes a bond issue to support new laboratories for the UMS Cooperative Extension. President Foster sought input on a template for a UMF dashboard of metrics, and updated the board on UMF’s FY15 and FY16 budgets.

December 5, 2014

Member Jared Cash has been hired as UMF’s Interim Vice President for Enrollment and thus will be stepping down from the Board, effective January 1, 2015.

Updates, Discussions and Activities.

Member Betty-Jane Meader reported on her participation in the Board of Trustees/Boards of Visitors summit in November, which was also attended by President Foster. VP for Student and Community Services Celeste Branham updated the Board on the Partnership for Civic Advancement’s successful multi-year grant application to the Davis Foundation as well as its renewed funding from the Bangor Savings Bank Foundation. She also briefed the Board on new sexual harassment policies and procedures recently approved by the Board of Trustees. As a result, UMF has increased campus-wide awareness and education for faculty, staff, and students. President Foster gave a presentation on the UMS Academic Portfolio Review and Integration Process and explained her role in the effort. She also solicited Board input on handouts outlining a forecasted FY16 budget gap and sample scenarios to address the projected fiscal shortfall. Members provided helpful feedback on the scenarios and were invited to participate in upcoming Open Sessions the following week.

April 3, 2015

Board Administration. Chair Cayer commended the strong commitment by the Board to the UMF Annual Fund in fiscal year 2015. Chair Cayer also notified the Board that President Foster’s three-year “360 review” would take place in coming weeks, overseen by external reviewer Dr. Mary-Linda Armacost. He invited the Board to participate in the review over dinner with Dr. Armacost.

Updates, Discussions and Activities. The Board welcomed UMS Chancellor James Page and Tracy Bigney, Clerk to the Board of Trustees who summarized and took questions and comments on “One University,” the UMS strategy to create a more fully integrated university with mission-differentiated campuses. Following the discussion, President Foster shared highlights of the semester, including faculty and staff achievements and Board member participation in campus events and UMS summits. She also presented UMF’s proposed “bridge year” budget for FY16. Interim Vice President Jared Cash provided a Fall15 enrollment update.

June 15, 2015

Board Administration. Chair Cayer extended thanks to member Alison Hagerstrom for her long-time service to the Board. Chair Cayer also led a discussion on a committee structure for the Board, which culminated in a proposal to explore committees on external funding sources, external communications, and a possible response to the Board of Trustees regarding the tuition freeze.

Updates, Discussions and Activities. Chair Cayer thanked Board members for recent involvement in University activity, including APRIP sub-teams, the groundbreaking for the Central Heating Plant, and President Foster's three-year review. President Foster updated the Board on Commencement and recent achievements in academics, physical plant, budget, and faculty/staff professional endeavors. Interim Vice President Cash updated the Board on enrollment, including strategies and tactics recently employed to increase enrollment, engage alumni in the admissions process, and strengthen the pool of applicants. Strategic Plan Implementation Team member Rachel Groenhout briefed the Board on plan implementation progress. In just the first year of implementation, UMF has launched or developed an Alpine Operations certificate program, a creative technology summer camp, a new graduate program in math coaching, UMF Co-Labs, cooperative housing, and alumni travel programs. The College of Education has also initiated a new hybrid education program and partnership with Presque Isle.

Submitted by President Kathryn A. Foster

September 2015

**BOARD OF VISITORS
UNIVERSITY OF MAINE AT FORT KENT
ANNUAL REPORT
ACADEMIC YEAR SEPTEMBER 2014-AUGUST 2015**

OVERVIEW

The 2014-2015 Academic Year focused on the advocacy role of boards of visitors with the University of Maine System, how their role may change under the “One University” structure, their role in institutional planning, and academic program review.

The Board of Visitors also reached out to the University of Maine at Fort Kent Foundation and University of Maine a Fort Kent Alumni Association to foster an atmosphere of broader collaboration, financial support, and advocacy.

MEETING SUMMARIES

At the **October 2014 meeting** the Board received reports from the administration on the new, accelerated cycle of budget preparation; approaches UMFK is taking to better assist adult learners; enrollment increases at UMFK; retention efforts; projected revenues; the self-study process for regional accreditation; and fund-raising efforts. The Board was briefed on the Partners in Nursing Education (PINE) UMA/UMFK Nursing collaboration, its funded, logistics, service to students across the state in connection with our Rural University vision.

Committee work that focused on . . .

- **Education & Development** efforts including a new orientation video and education for new Board of Visitor members on our campus, as well as other UMS campuses, and promoting a deeper understanding of how highly effective boards can foster organizational growth and change throughout the University of Maine System
- **Advocacy** efforts in support of the statewide bond referendum (including the UMFK Foundation’s funding of the university’s share of statewide advertising in support of the referendum) including a Business Breakfast surrounding this topic, and efforts to promote higher levels of BOV/BOT engagement.
- **Planning** efforts included preparing the BOV Strategic Plan presentation given at the Board of Trustees meeting in September and discussions on the outcome. The presentation was well-received and goal-oriented.
- **Special projects** included participation in a donation campaign specifically to a BOV Endowed Scholarship; a “Stripes” veteran recruitment effort in Camp Lejeune, NC; information regarding the System-level Process Oversight Committee, its functions and responsibilities, members, and possible issues.

The Board received a report from a representation of the UMFK Foundation on its paver campaign, upcoming fall performance, and annual Phonathon initiative.

At the **January 2015 meeting** the Board received reports from the administration with a theme of “The Change Within the System”. Reports were received about: finance and enrollment; growth in RuralU high school partnerships and accolades from the Governor; UMFK’s tenure candidates; APRIP update, projected revenues and expense reports; progress towards “Paver Project” campaign goals; UMFK’s most recent accomplishments; UMFK’s changing role within the System and our role as advocates; and the self-study process for regional accreditation.

The Board also received reports on UMFK’s increasing enrollment (mostly on-line), residence hall increase, mandatory Title IX (sexual assault) training, student events on campus, APRIP updates, and Foundation donations, as well as a discussion about challenges facing higher education and the UMS. Reports were also received about the November BOV Summit and perceptions of this event.

Committee work focused on . . .

- **Advocacy** efforts reviewed the importance of advocating for UMFK during these turbulent times. Mention was made of Chancellor Page speaking about the “One University at the Business Breakfast on March 5th.
- **Education & Development Chair** spoke of a Spring Retreat with a speaker that would revolve around the “One University” topic.
- **Planning** reported that the UMS BOT had a positive reception to UMFK’s Strategic Plan. The NEASC process is moving forward and the Planning Committee will see drafts soon. Progress is being made on the BOV Scholarship.
- **Special projects** reported the efforts to find a time to present UVISE (a veterans’ on-line support program) to the BOT. The BOV Endowed Scholarship continues to accept donations.

Representatives from the Alumni Association and the UMFK Foundation reported on their activities.

At its **April 2015 meeting**, the Board of Visitors acknowledged outgoing UMFK presidential assistant Naomi Nicolas for her 47 years of service to the University and the BOV. UMFK continues to get noticed by the press for their noteworthy accomplishments. It received reports on FY16 increasing expenses and increasing enrollment, updates on RuralU, the Foundation’s endowments and upcoming Foundation Dinner, as well as an update on APRIP and NEASC.

The Board of Visitors received a presentation on “One University and Accreditation” which attempted to explain the difficulty in understanding the BOV’s role in the change process. Special recognition was brought to the acceptance of the BOV/BOT Charter and its meaning as it stands.

Committee work focused on . . .

- **Advocacy** reported on attempting to digest changes at the System level regarding “One University”, the successful Business Breakfast held on March 5th and the desire to continue serving as a bridge to the community.
 - **Board Education & Development** efforts on the Spring Retreat have been postponed to summer in order to accommodate all changes going on in the System.
 - **Planning** efforts included an update on the BOV Scholarship and his views regarding protecting UMFK.
 - **Special projects** included the expiration of the term of the “Stripes” Sub-Committee since UMFK’s recruiting veteran efforts are better in that aspect. Special Projects is considering additional sub-committees including one that ties in RuralU and Canada.
 - The Nominating Committee pinpointed the final selections to fill upcoming vacancies.
- Process Oversight Committee** reported the APRIP Oversight Committee developed a program integration last fall which was launched in January of this year. The University’s Strategic Plan has been placed simultaneously, which is a multi-year process; they are looking at the CAO’s and President’s Council to identify academic programs less able to meet some of the criteria. A motion was passed to form a subcommittee under the Special Projects Committee to review the proposed charter between the BOT and BOV.

The Board also received reports from the UMFK Foundation, the announcement of a new endowment, the Ben and Nancy Paradis Scholarship Fund, which will help St. John Valley students of Acadian descent.

The Alumni Association reported the Acadian Kitchen Party has had a successful year and is expected to raise thousands of dollars throughout the process.

At its **July 20015 meeting**, the Board of Visitors welcomed the new BOV members in attendance, John Murphy was introduced as UMFK’s interim President and he proceeded to introduce Director of Administrative Services Pam Ashby to the Board. Three BOV resignations were announced and there was discussion of filling the vacancies. Thanks and well-wishes were given to President Wilson Hess. President Hess’s report was based on “Transitions.” John explained changes in Operating and Capital budgets and reports on Administrative Reviews. Reports were also given on Enrollment Management, Student Life and upcoming events, RuralU, Transfer Credit Audits, and Development. Discussions were held about the BOV Retreat that was held on July 24th. Reports were also given by the Foundation and Alumni Associations.

Committee work focused on . . .

- **Advocacy** reported on the “One University” focus from independence to identity and a collaborative spirit. The Business Breakfast is currently in the works and may only happen in November.
- **Board education** reported the success of last week’s BOV Retreat. Input was that the Retreat should continue to precede the first BOV meeting, and that the facilitation by Terence MacTaggart was very good, as well as Norman Fournier’s piece regarding BOT/BOV relations.

- **Planning** efforts included explaining to new members the “One University” concept, tuition rates, single accreditation, and overall financial consolidation.
- **Special Projects** reported needing to reappoint the Nominating Committee, since they’ve lost members. The BOT/BOV Charter Special Committee members were listed.

<i>VISION 2020 STRATEGIC DIRECTIONS</i>	
Direction 1:	Increase Enrollments and Diversify the Enrollment Base by Providing Affordable Access to Higher Education throughout Rural Maine and Beyond
Direction 2:	Build Enrollments by Fostering Student Success and Degree Completion
Direction 3:	Provide Professional Education and Career Pathways which Serve the Needs of Rural Maine
Direction 4:	Be a Center of Excellence in Pedagogies and Educational Technologies that Serve the Needs of Rural Communities
Direction 5:	Exemplify Academic Excellence in the Teaching and Learning Experience
Direction 6:	Cultivate a Culture of Collaboration and Personalized Service
Direction 7:	Integrate Financial Resource Sustainably by Aligning Planning and Assessment within the Budget Process

- **Special projects** asked, in accordance with its two-year limit on special committees that the board gratefully acknowledge the work of the Biomass Committee and Economic Development Committee which were officially disbanded.

The Board received the report of the UMFK Foundation on establishing a permanent home on campus for the *Cloche de Fer* and raised funds from members to purchase a paver as part of that project.

The Board President recognized the appointment of Dana Saucier to the System Process Oversight Committee which is reviewing academic collaborations.

Wilson G. Hess, President
University of Maine at Fort Kent

September 2014



THE UNIVERSITY OF MAINE AT MACHIAS

Naturally!

BOARD OF VISITORS University of Maine at Machias Annual Report Academic Year — September 2014 to August 2015

OVERVIEW

Over the past year, the UMM Board of Visitors once again provided valuable support and direction to President Cynthia Huggins, President Joyce Hedlund and the campus administration. The BOV members' breadth of professional experience, combined with their depth of knowledge about the Washington County culture and economy, proves extremely helpful as the University continues to struggle with enrollment, finances, and the challenges inherent in UMM's academic turnaround process and strategic shift from the Environmental Liberal Arts to Maine's Coastal University brand, as well as the work of One University and campus differentiation. The overall concern of the BOV is the long term sustainability of UMM. Members of the BOV are working with the campus on developing the proper message and brand. For example, Traci Sanborn from Machias Savings Bank has met with employees to discuss marketing efforts and the role that the bank can play in assisting UMM in developing a strong message.

Members of UMM's Board of Visitors were especially helpful in President Hedlund's transition to President, and they played a key role in welcoming the NEASC Review Team's visit to campus in October. BOV members also served on various campus committees, such as the Planning and Budget Advisory Committee and *ad hoc* work groups addressing Marketing, Student Retention and Success, and Facilities Use. Members routinely attended campus events and meetings, and they took advantage of the Murdock Fitness and Aquatics Center and Merrill Library. Over the past year, Board members were in attendance at such campus events as Homecoming and Family Weekend, the Holiday Party in December, Honors Convocation in April, and Commencement in May.

The Board of Visitors has been transitioning to a more independent entity, tied to the other boards of visitors in the system. They have reorganized the meeting structure to have a set agenda around the work of the BOV and are working on the development of subcommittees to extend the work of the Board. As part of the One University work, a meeting with the BOV from the University of Maine was held and seen as highly positive by the Board.

MEMBERSHIP

Joyce Hedlund and Sharon Kiley Mack resigned from the Board following a single term, because of changes in their personal circumstances. New members added to the Board effective July, following approval by the UMS Board of Trustees in May, were Joseph Cassidy and Charles Rudelitch. Board membership for 2014-15 was 14 members, including 7 men and 7 women. Members come from throughout Washington County for a wide geographic spread, and represent a good array of

Washington County businesses and industries. The Board is committed to having a full contingent of Board members representing the various businesses and organizations in Washington County.

Ron Beckwith, Jr.	Executive Director, Roosevelt Campobello International Park (New Brunswick and Dennysville)
Tom Boutureira	New England Field Representative, The Conservation Fund (Brunswick)
Joseph Cassidy	President, Washington County Community College (Calais); Interim President, Eastern Maine Community College (Bangor)
Susan Corbett	Founder and CEO/CFO, Axiom Technologies (Jonesport)
Bonnie Fortini	Former Director, Machias Adult and Community Education (Roque Bluffs)
Wendy Harrington	Director, the Downeast Campus of Maine Sea Coast Mission (Cherryfield)
Doug Jones	Former CEO, Down East Community Hospital (Ellsworth)
Rebecca McKenna	Owner, McKenna's Administrative Support Services (Machias)
Anne Perry	Family Nurse Practitioner, Calais Regional Medical Services; former State Representative for House District #31 (Calais)
Charles Rudelitch	Executive Director, Sunrise County Economic Council (Harrington)
Dwayne Shaw	Executive Director, Downeast Salmon Federation (Columbia Falls)
Kathy Sparaga	Owner and Office Manager, Machias Dental (Machias)
Marjorie Withers	Director, Community Caring Collaborative (Cooper)
Ian Yaffe	Executive Director of Mano en Mano (Milbridge); firefighter (Ellsworth)

OFFICERS

Tom Boutureira was elected Chair for the 2014-15 year, and Ron Beckwith was elected Vice Chair in September after Sharon Kiley Mack resigned from the Board. Tom and Ron are among UMM's strongest supporters, both heavily involved in campus activities and initiatives and proud of their roots as alumni of UMM and UMFK.

SCHEDULE

UMM's Board of Visitors typically meets as a full board six to eight times during the academic year, including an Annual Meeting in July. BOV members have the option of attending meetings via conference call or teleconference, though most choose to attend in person.

09-16-14	Fall dinner meeting
10-20-14	Fall dinner meeting
11-10-14	Fall dinner meeting
12-01-14	Winter dinner meeting
03-09-15	Winter dinner meeting
05-04-15	Spring dinner meeting
07-13-15	Annual dinner and meeting

In addition, the Board met twice with Chancellor Page to discuss new leadership at UMM and to address the challenges and changes facing UMM and the University of Maine System.

10-03-14	Lunch meeting with Chancellor Page
04-07-15	Lunch meeting with Chancellor Page

Of note is that the UMM BOV met with members of the University of Maine Board of Visitors during the Annual Meeting on July 13, 2015. The Boards discussed collaborative efforts to better support the System's One University structure. The meeting was viewed as extremely positive.

MEETINGS AND AGENDA ITEMS

September 16, 2014

Our first meeting of the year was attended by eight of twelve members. The agenda included information on UMM's 10 year review by the New England Association of Schools & Colleges (NEASC). The remainder of the meeting focused on the University's leadership transition pursuant to President Huggins' retirement announcement.

October 20, 2014

Nine of the twelve members were in attendance at this dinner meeting. The agenda included an update on the NEASC visit and the Board of Visitors' role in the review. The Board was updated on the Chancellor's visits to campus to communicate with faculty and staff about the leadership transition. The remainder of the meeting included an extended discussion about UMM's revised Strategic Plan.

November 10, 2014

Eight of twelve members attended the meeting. Tamara Mitchell, Director of Organizational Effectiveness for the University of Maine System, attended to facilitate further discussion on the search for a new campus President. The Board of Visitors provided additional suggestions for the revision of the Strategic Plan.

December 1, 2014

Twelve of fourteen members attended this dinner meeting, including the two new members of the Board, Joe Cassidy and Charles Rudelitch. The agenda included an update on enrollment numbers, the FY16 budget and various construction projects on campus. Reports on the Board of Trustees/Board of Visitors Joint Summit and the NEASC accreditation visit were provided. The Board of Visitors approved the final Strategic Plan.

January 20, 2015

This was the first meeting chaired by President Hedlund. Ten of fourteen members were able to attend the meeting, which was rescheduled after a snowstorm on the initially scheduled date. President Hedlund shared her vision for the University, reviewed the strategic plan, and answered questions regarding changes to the System, enrollment, facilities issues on campus and recruitment and retention. The Board closed the meeting with a discussion of ways in which it can help UMM build stronger connections with the community. The message that came from this meeting is that the BOV must understand the programs and resources of UMM prior to engaging the community.

March 9, 2015

Seven of fourteen members attended this meeting. Tom Boutureira provided an overview of Chancellor Page's State of the Union address in Augusta and his and President Hedlund's subsequent dinner meeting with legislators from Washington County. An in-depth discussion of community collaboration ensued. Lastly, nominations to fill the six empty Board of Visitors seats were solicited.

May 4, 2015

Ten Board members attended this dinner meeting. UMM's three Division Chairs presented brief overviews of their division. President Hedlund gave an update on the development of One University, including its efforts to pursue one accreditation for the entire System. Dr. Mel Adams provided information on admissions data to date in comparison to the previous three academic years. Suggestions for a formal Board of Visitor Orientation and communication preferences were also discussed.

July 13, 2015

The Annual Meeting, attended by twelve members, was a formal dinner in which four new members were welcomed. Nichole Cote, Director of Student Engagement, presented information on UMM's registration program. The Board members elected Charles Rudelitch as Chair and Kathy Sparaga as Vice Chair, approved its meeting schedule for the upcoming year, and discussed potential changes to its by-laws. The Board approved the creation of three subcommittees: Membership/Nominations, Promotion/Marketing and Community Engagement. UMM's marketing strategy and the role of the BOV in promoting the University was discussed. Finally, five members of the University of Maine's Board of Visitors joined the meeting to collaborate and discuss shared issues.

Submitted by: Dr. Joyce Hedlund, President

Date: September 10, 2015

September 15, 2015

Chancellor Page
Board of Trustees

It is my pleasure to submit the Annual Report from the Board of Visitors at the University of Maine at Presque Isle.

OVERVIEW

The Board of Visitors supported President Schott and her staff in regards to increasing enrollment and strengthening the budget. The Board also continues to increase its involvement with the University and has elected a new chair and six new members.

MEMBERSHIP

Currently, the board has 18 members, consisting of 13 men and 5 women, 12 are very active participants at our board meetings.

OFFICERS

Carl Michaud has been appointed as the new Chair of the Board, replacing Stephen Richard, whose term on the board expired in August 2015. Nate Berry remains as the Recording Secretary.

SCHEDULE OF MEETINGS

UMPI's BOV meets on the third Tuesday of the month, excluding the months of December, June and July. We meet in the Alumni Room of the Campus Center at 7:30am and the meetings last for approximately 1 hour.

MEETING SUMMARIES

Attached you will find meeting minutes for August 2014, September 2014, February and April of 2015. The January meeting was cancelled due to weather.

In the month of August, we reviewed the budget as presented and discussed ways to close the gap on the 1.27 million dollar shortfall. The University is rolling out the Proficiency Based Learning process and will be looking at it closely this first year. Enrollment is down again this year, although, at 3.3%, it is much better than last year's 13% decrease. The University has contracted with Royall & Company to study reasons why enrollment has dropped and to create a marketing plan to increase enrollment as well as retaining current students. Center enhancements were also discussed as well as the ongoing connection with students from China.

In September the Board welcomed Dan Demerit, Public Relations for the University Maine System. The majority of the meeting revolved around Dan's presentation about the upcoming bonds on this fall's ballots and how they can positively affect each university in the system. Recruitment of new board members was also discussed.

In November, Steve Richard and Carl Michaud attended the BOT/BOV Summit held at the University of Maine at Ororo.

In February, the re-accreditation letter was received with positive notes. The budget was discussed and presentation by Chris Bell on the historical budget and ongoing expense reviews in order to bring this current budget and future budgets into compliance. Enrollment projections were discussed and President Schott presented information obtained by Royall and Company regarding enrollment and retention.

In March the Board had lunch with Chancellor Page where he presented the One University concept. The presentation was followed up by great discussions on how this concept would improve not only the University System but also each university individually.

In April, the Board had lunch with Dr. Mary-Linda Armacost. Dr. Armacost was on site to conduct an external review as part of the Board of Trustees policy of evaluation of university presidents.

In May, the Board welcomed new members as well as recognizing outgoing members. A presentation of the University's Strategic Plan was presented and discussed.

In September 2015, outgoing Board Chair Stephen Richard's term on the Board expired and the Board appointed Carl Michaud as its new Chair.

SUMMARY

In the next year, the Board will look to strengthen its enrollment and activity within the University. Supporting President Schott on budgetary, enrollment and retention issues will be in the forefront of our duties. The Board will also focus on increasing involvement and collaboration with the City of Presque Isle and surrounding communities.

BOV Meeting
Tuesday, May 26, 2015
7:30 AM
Alumni Room

AGENDA

- Welcome new members
- Recognize outgoing members
- Strategic Planning Update—TK20 software (Bryan Thompson)
- Royall & Co.—August presentation
- Next meeting

*Board of Visitors
Tuesday, April 28, 2015
7:30 AM*

Agenda

- Welcome Steve Richard

- Campus Update Linda Schott
 - Enrollment
 - RAC Committee
 - VP for Finance

- Financial Update Chris Bell

- Election of Chair Steve Richard

***Board of Visitors
Tuesday, February 24, 2015
7:30 AM***

Agenda

- Welcome Steve Richard
- Campus Update Linda Schott
- Budget Overview Linda Schott, Ray Rice, Chris Bell
- Luncheon Meeting w/Chancellor Page Steve Richard
- Next Meeting...March 24

February 24, 2015 UMPI Board of Visitors Meeting

Attendees: Steve Richard, Nate Berry, Sue Brown, Linda Schott, Carl Michaud, Dan Bagley, Mark Putnam, Jeff Ashby, Darlene Higgins, Chris Bell, Ray Rice, Steve Farnham

7:30 Meeting Called to Order

1. Campus Update: Re-accreditation letter received, positive.
2. Chris Bell, Budget Update: Historical budget projections for revenue have been accurate. But for '14 \$7.9M was budgeted, but actual was \$6.9M. \$6.2M expected for '15, \$1.9M behind budget.

\$1.4M deficit in '14 absorbed by reserves. '15 base budget shows \$1M shortfall, but could be \$2.3M to \$2.5M. Aggressively looking at expense side. '16 original budget was on track for \$3.7M shortfall, but through revisions is down to \$2.5M shortfall (this is the budget that will go to the Chancellor). Continuing to look at '15 and '16 for savings. Hiring, travel, spending freezes in place.

Question from Mark on status of reserves. Chris: \$2.3M to \$2.6M in unrestricted reserves.

No tuition increases for '16. Slight increase (2.4%) in room and board.

3. Enrollment Projections (Linda)

320 new first year students compared to 282 in Fall '14. Improved retention (2-3% increase). Looking into better communication to new students. For the first time, offering scholarships for transfers from Community College. Increasing Canadian recruitment efforts (social work and medical lab tech focus).

Overview of Royall & Company reporting on applications '15 vs. '14, showing a much wider mix throughout the Northeast. Also showing applications out of the target high schools (focused on proficiency based education) from '13 to '15, demonstrating the goal of creating a pipeline from these high schools.

Royall also shows the increase in Applicants (1,246 from 468), Accepted (847 from 334), and Confirmed (50 from 43). Also shows increase in non-resident applications and diversity of applicants. It will take 2-3 years to see full benefits from investment in Royall & Company.

There will be a press conference Friday regarding first dual degree program in State between UMPI and MSSM. Phase 2 will be early admission program for rising Juniors and Seniors from MSSM. Housed at MSSM, but will have full access to UMPI. Will allow students to stay in the MSSM to UMPI pipeline, then maybe stay in the system for UMaine for Engineering or other programs.

4. Steve: March 3, Joint Session of Legislature. Chancellor visiting each campus and will be here March 5 for a noontime meeting in Alumni Room. He will be discussing the One University concept, the budget process (system-wide), and more.

Last Tuesday Linda presented financial picture and asked for assistance from the system so reserves do not need to be drained. They were unable to answer last week. To eliminate a program can take 18 months, so Linda needs notice. Some will depend on the financial picture at USM, and if they need financial assistance.

One University includes a system with differentiation amongst campuses, which UMPI has led the way with through competency based education. With the resignation of Marty Parsons, more of that role will be shifted to the System.

HR is going through centralization process, Jenny Savage will be taking a position in Augusta.

8:34 Meeting adjourned.

**Board of Visitors Meeting
Tuesday, November 25, 2014
7:30 AM
Alumni Room**

AGENDA

- UM-Presque Isle Budget Linda Schott & Marty Parsons
- Report on BOV/BOT Summer Steve Richard
- Role of BOV/Lobbying your Legislators John Lisnik, Interim Executive Director of
Government and External Affairs

September 23, 2014 UMPI Board of Visitors Meeting

Attendees: Mike Kelley Sr., Ray Rice, Dan Demeritt, Sue Brown, Steve Farnham, Linda Schott, Tim Poitras, Mark Putnam, Nate Berry, Roger Sullivan

7:30 Meeting Called to Order

1. Introduction of Roger by President Schott.
2. Dan Demeret – PR for UMaine System. Dan gave an overview of his past. He was hired to run political campaign around higher education bonds. The business model has changed and we need to better community to the public. Began career working in Susan Collins campaign, then working 3 years for her Lewiston office. He then went to Washington DC for a few years. Owned some small businesses, then went on to work for the LePage campaign. Focused on the hospital debt repayment. He left and started his consultancy firm last fall and worked the tar sands/waterfront campaign issue, and after being down 30 points came back and won. Joined the System in June and has had 4 Presidential changes since then.

The \$8M bond (Question 2) revolves around plant/animal diagnostic lab at UMaine. Strategy is to show that the System is an indispensable public partner which will focus work on ticks, bed bugs and other issues of public concern.

For help from us, he wants to identify and champion the project. Use direct advocacy to go talk to legislators, explain the importance to constituents.

He believes in working more towards a true system. The success of one campus should not mean the failure of 3 others. Students shouldn't get 4 pieces of mail from 4 campuses. They should be able to go onto the UMPI campus and have access to the entire system to find the best option for them.

Mike Kelley Sr: Feels we cannot just focus on the issue leading up to the vote. When there is a success, that success should continue to be promoted after the fact.

Linda Schott: Should be a plan for follow-up communication surrounding last year's bond. She went out before and showed the old pictures, should go out now and show the improvements.

Dan Demeret: Marketing and communication gets pushed off because other stuff comes up. So he recommends that results from the past be communicated (successes) to show return on investment.

Dan will be on campus today to learn more about what is going on. We are set up like a food chain now (McDonalds) but he feels we should be set up like a food court with different choices.

Linda Schott: The recent article closing the system office in Bangor leads quickly to the "Close campuses in rural Maine" elephant in the room.

Dan: Continue to beat the drum that the campus is the indispensable partner that will help with economic development.

Linda: UMFK BOV had a good showing, has been aggressive in outreach, and UMFK enrollment has surpassed UMPI.

Dan: Need 7 campuses fighting for themselves. But also need to work on making the system piece of the pie larger, which will make the fight for those students easier.

Mike: Exciting things are going on, we need to realize that. It feels that there is a wall being broken down between the community and campus.

Roger: Successful enrollment strategies don't necessarily hurt other campuses.

Dan asked about business leader mentoring (students) program, and Linda said that it's an idea that M. Kelley came up with a year ago and they plan to move forward.

Mike: Taking the time to find out who is in the offices around Presque Isle is important for the students.

Linda: Some initiatives are underway to help make the matches. Businesses have stepped up, but now we need to provide the students and work it into the curriculum.

Dan: Went to Colby and didn't really get anything non-coursework (internships).

Linda: There is at least one professor at UMPI putting on the syllabus what the transferable job skills from the course is, which is an important first step.

What Dan would like us to focus on:

1. Will put out talking points.
2. Best way to engage with us?
3. Will coordinate weekly conversations with campus/Linda
4. Will participate in any press events
5. Find the 2 or 3 shining points to win people over.

Linda: We have made some steps to revitalize downtown. MMG has asked how to deliver a Risk Management program like USM. But instead of re-creating the program, she is looking to find out how we can deliver their program on campus either with technology or by bringing instructors here. MMG has agreed to help invest in infrastructure.

8:40 Meeting closed

August 26, 2014 UMPI Board of Visitors Meeting

Attendees: Steve Richard, Nate Berry, Sue Brown, Linda Schott, Carl Michaud, Dan Bagley, Marty Parsons, Ray Rice, Mark Putnam, Jeff Ashby, Mike Kelley Sr.

7:30 Meeting Called to Order

1. Linda's Update: Busy summer embarking on a period of change, will start off with budget update by Marty.
2. Marty Parsons – Budget Update: Distributed financial information through June 30, 2014. Revenue down about \$1M vs. budgeted. State appropriations were flat, so the dip in enrollment is the major contributor.

Expenses: There was \$3.4M in budgeted faculty salaries. Actual budgeted amount was \$3.9. The rest were fairly in-line with budgeted amounts. Shortfall (\$1.27M) came from reserves. Was just over \$4M when Marty arrived, so about \$2.5M left in reserves.

Capital investments over the last 10 years have been lacking, so Marty is working on making the necessary proposals to the System for improvements. Funding for depreciation hasn't been done over the last decade, up until last year.

3. Next week is the roll out of the proficiency-based education, so Ray Rice joins us today to discuss. Distributed a handout on the Essential Learning Outcomes, General Education Learning Outcomes, etc.
4. Update on fall enrollment: Down 3.3%, last year was down 13%. The hope is to finish up about flat when the semester starts, and then start growing going forward. All campuses are down (at this point) with the exception of UMFK and Orono.
5. Marketing Update: Royall & Company has been charged with increasing the number of students who show interest in the University. They identify students you want, and then time the correspondence to them based on their research. UMaine has also hired them. \$300,000 for their services, a program that reaches out to Sophomores, Juniors and Seniors. National average is a 13% net increase in tuition revenue. Marty feels that maybe we can get to 8%. Break even is 1%.
6. Retention: Needs to be a major focus as it's as important as getting new students. Roger Sullivan has been hired as a consultant to work on enrollment management. Focus will be working with enrollment department, but then working on what we can do to keep them as students. 40% of students who start this fall won't return next fall. Sites like collegemeasures.com show stats on the cost of this, and parents will start looking at research like this when making their decision.

7. Partnership with Straighterline. Students can take intro courses through this site, and then finish up online or on campus. UMPI is the sole partner with them in Maine.
8. Campus Enhancements: Focus on what has impact with the students.
 - a. Center for Innovative Learning (library). Furnishings have been ordered, concrete patched/fresh paint, discussions with Aramark for café. Reed Art Gallery will move to 2nd floor of library. Reason is to get more people into
 - b. Student Center. 2nd floor of the library will be the place for receptions, business meetings, etc.
 - c. Student One Stop shop (2nd floor of Preble) –registrar and student financial services will be working closer.
 - d. Art studio: new workspace, storage units, project/privacy area
 - e. Grounds: New curbs, new ADA compliant walkways, new catch drain basins (and plan to empty them), lines on basketball court, new sign posts
9. Trip to China, agreement with Chinese University – one more direction to take to increase enrollment. 8 or 10 new Chinese students as part of outreach.
10. September meeting will be at the President's house for breakfast. Will discuss membership amongst other things.
11. Steve asked about collaboration with Wintergreen Arts. Building hasn't panned out as hoped. \$200,000 of grants has been awarded the last 18 months, but cannot be used for infrastructure. They are looking for alternatives.

8:40: Meeting concluded

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Overview:

In 2014-2015, Denise Taaffe '78 represented the University of Southern Maine's Board of Visitors (BOV) as chair, with Anthony Payne as the vice-chair. The BOV focused its attention on the following areas:

Supporting USM in the Community – Advocating for USM as it works to create a balanced budget through close scrutiny and examination, and a number of cost-saving, proactive activities.

Presidential Search – Participating in the process of securing a permanent president to provide stable ongoing leadership for USM.

Metropolitan University – Helping to establish and promote the University of Southern Maine as a place where students can extend their academic experience beyond classroom walls and into their communities.

Membership

The USM Board of Visitors currently has 16 members with 4 vacancies. There are 10 men and 6 women. 15 members reside in Portland or its surrounding southern Maine communities; 1 resides in Lewiston/Auburn; 1 resides in the mid-coast region.

Members' professional backgrounds:

Technology and Manufacturing (3)

Government/State (2)

Financial (2)

Arts (2)

Education (1)

Accounting (1)

Health care (1)

Real Estate (1)

Insurance (1)

Architecture (1)

Management (1)

Officers

Chair: Denise Taaffe

Vice-Chair: Anthony Payne

Schedule

The USM Board of Visitors meets six times annually.

The Annual meeting is scheduled in June of each year.

Meetings and Agenda Items

Tuesday, August 26, 2014 (12 voting members attended, 2 Ex-Officio, 1 guests, and 7 staff)

Denise Taaffe welcomed the group and introduced the new members. President David Flanagan then discussed his leadership team and the work that would be the focus of his presidency: Balancing the budget; student enrollment and retention; advancing the Metropolitan University vision. Guest John Rebar from U Maine presented information on an upcoming bond referendum to support Maine agriculture through the Cooperative Extension. Susan Campbell gave an update on enrollment. Cecile Aitchison gave an update on Fundraising efforts. Tony Payne informed the board about the USM Presidential Search, and concluded by giving an overview of the Communications Task Force which was formed to help USM effectively communicate with the community.

Friday, October 30, 2014 – (13 voting members attended, 3 Ex-Officio, 7 staff)

After Chair Denise Taaffe's welcome, President Flanagan gave an extensive report on progress toward goals, including budgeting, enrollment and communication. Vice-Chair Tony Payne briefed the board on the ongoing search for a permanent president for USM, and on the activities of the volunteers for the communication project. The closing presentation was from Dick Barringer on the advancing movement of the Metropolitan University project, which included input from both faculty and staff of USM, as well as the community at large.

Thursday, December 4, 2014 (15 voting members attended, 1 Ex-Officio, 1 guest, and 6 staff)

Denise Taaffe delivered the opening remarks. President Flanagan's report touched on the budget, the restructuring, including layoffs and retirements, and next steps toward making USM stronger. Vice-Chair Tony Payne updated the board on the presidential search and shared a portion of a presentation given to the Board of Trustees which illustrated the reality of the fiscal situation faced by USM. Chris Quint gave a brief legislative update. Dick Barringer introduced members of the Metropolitan University team, as well as guest Barbara Holland of the Coalition of Urban and Metropolitan Universities. All attendees participated in an extensive discussion about the metropolitan university concept and its components. Final thoughts included the conviction that USM is in the process of transformational change.

Friday, February 6, 2015 (10 voting members attended, 4 Ex-Officio and 7 staff)

Denise Taaffe opened the meeting with a report on board membership and the upcoming activities of the membership committee. President Flanagan's report included the introduction of interim CFO Buster Neel, and updates on the presidential search and ongoing budget work at USM. Provost Joseph McDonnell provided an academic update, including retirements and retrenchments, the expansion of career opportunities for liberal arts students through new minors, and efforts to enhance the first-year experience for students. Chris Quint provided a brief legislative report. Professor Martin Zanghi, MSW gave a presentation on the Youth and Community Engagement Team at the Muskie School of Public Service, and their work with Portland Empowered and other groups to provide a bridge and support for students from high school through to college and careers. Finally, Chris Quint also reported on the communications plan for the rollout of the Metropolitan University concept.

Friday, April 10, 2014 (14 voting members attended, 2 Ex-Officio, 2 Guests and 7 staff)

Denise Taaffe welcomed Chancellor James Page. President David Flanagan gave a brief update on new curriculum at the Muskie School and the new Law School and Business Center. Buster Neel reported on system assets and the University of Southern Maine's financial status. Chancellor Page gave a system-level update, including legislative issues, and then gave an overview of the three points of the One University for Maine initiative: commitment to the multi-

campus structure; right-sized administration; coordination and distribution of academic programs across the system. The meeting concluded with time for questions from the board members to the Chancellor.

Friday, June 5, 2014 (12 voting members attended, 2 Ex-Officio, 1 guest, and 6 staff)

Denise Taaffe gave brief opening remarks. President David Flanagan updated the board on several initiatives, including the balanced budget, academic enrollment and capital expenditure challenges. Denise thanked David for his work and introduced incoming president Glenn Cummings, who outlined some of his plans in enrollment management, transfer agreements with the community colleges and the attraction of out-of-state and international students to USM. Buster Neel gave a brief financial report. Chris Quint gave a legislative update. Cecile Aitchison reported on fundraising results, highlighting a new \$1M gift to endowed need-based scholarships. Denise outlined the process of the nominations committee, including the plan to select and recruit new members. The nominating committee recommended Tony Payne for Chair and Clif Greim for Vice-Chair of the USM Board of Visitors. The board voted unanimously to accept the slate of officers as presented. Tony Payne gave a brief statement about the role of the board in the community.



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