## MEETING DETAILS

<table>
<thead>
<tr>
<th>Date</th>
<th>Monday, February 8, 2021</th>
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<tbody>
<tr>
<td>Time</td>
<td>8:00am – 10:00am</td>
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### Board of Visitors

<table>
<thead>
<tr>
<th>Name</th>
<th>Present</th>
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<tbody>
<tr>
<td>Luc Nya (Chair)</td>
<td>X</td>
<td></td>
<td>Jana Lapoint</td>
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<tr>
<td>Jane Eberle (Co-Chair)</td>
<td>X</td>
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<td>Chris Lavoie</td>
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<tr>
<td>Clif Greim (Past Chair)</td>
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<td>X</td>
<td>Adam Lee</td>
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<td>Roxane Cole</td>
<td>X</td>
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<td>Jennifer McCarthy</td>
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<tr>
<td>Rebecca Conrad</td>
<td>X</td>
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<td>Kent Peterson</td>
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<tr>
<td>Reid Crewe</td>
<td></td>
<td>X</td>
<td>Aimee Petrin</td>
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<td>Kim Hamilton</td>
<td>X</td>
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<td>Nasir Shir</td>
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<tr>
<td>Glenn Hutchinson</td>
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<td>X</td>
<td>Julia Sleeper</td>
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<td>Michael Hyde</td>
<td>X</td>
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<td>Julia Trujilo</td>
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<td>Neil Kiely</td>
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### Ex-Officio Non-Voting Members

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<tr>
<th>Name</th>
<th>Represent</th>
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<tbody>
<tr>
<td>Dan Crewe</td>
<td>USMF Representative</td>
<td>X</td>
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<tr>
<td>Linda Verrill</td>
<td>Corporate Partners Representative</td>
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<tr>
<td>Jeff Jordan</td>
<td>Corporate Partners Representative</td>
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<tr>
<td>Hannah Qiu</td>
<td>Student Body President</td>
<td>X</td>
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<tr>
<td>Jordon Jasper</td>
<td>Student Senate Chair</td>
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<td>X</td>
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<tr>
<td>Blake Whitaker</td>
<td>Faculty Senate Chair</td>
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<tr>
<td>Irene O’Leary</td>
<td>Classified Staff Senate Chair</td>
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Marge Jarry  Professional Staff Senate Representative  X
Charles Micoleau  Muskie BOV Chair  X
Corey Hascall  Executive Director of Alumni & Public Engagement  X

**President’s Cabinet**

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<tr>
<th>Name</th>
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<td>Glenn Cummings</td>
<td>X</td>
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<td>Jeanne Paquette</td>
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<tr>
<td>Jared Cash</td>
<td>X</td>
<td></td>
<td>Alec Porteous</td>
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<td>Idella Glenn</td>
<td>X</td>
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<td>Jeannine Uzzi</td>
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<tr>
<td>Natalie Jones</td>
<td>X</td>
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<td>Ainsley Wallace</td>
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**Invited Guests**

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<th>Name</th>
<th>Represent</th>
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<tr>
<td>Steven Gregory</td>
<td>Secretary to the USM BOV</td>
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<tr>
<td>Dannel Malloy</td>
<td>Chancellor, UMS</td>
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<tr>
<td>Nancy Griffin</td>
<td>Former VP of EMSA and COO</td>
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**Agenda**

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<th>Item</th>
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<td>Chancellor Malloy</td>
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<td>Great University Campaign</td>
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<td>President’s Update</td>
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<td>Enrollment Plan</td>
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**Introduction – Chair Nya**

**Chancellor Malloy**

- Proud of our efforts with testing
- T3 will be our testing provider for this semester
- Lab in Orono will be starting next week – allow us to get our results faster
- This semester we will be testing everyone (faculty, staff, and students) who have experience on our campuses
- Unified Accreditation was granted to the system – we are now looking at the opportunities that affords all our campuses
• Received a large increase in funding from the Alfond Foundation
  o UM Athletics get a large infusion of dollars – looking at gender equity issues around that infusion
  o Student Success and retention – 20M grant with a 20M match
  o 55M commitment, required 50M match – for Graduate Center
    ▪ Hope the center will be built on USM’s Portland Campus
  o 75M for a multi-university partnership in Engineering, Computing, and Information Science
• Estimate our total loss revenue at about 100M at the start of the Covid experience and the end of the fiscal year – offset in part by Cares act and early rounds of aid (as much as 40M-large amount directly to students).
• Large amount of Cares act to States – Governor covered the cost of our first semester testing protocols. We can carry the funds we set aside to the second semester.
  o 1st semester – about 6M, 2nd – 18M to 20M
• Our Universities are doing well – Graduate enrollment is doing well, undergraduate is spotty
• System seems to be responding better than most of the nation
  Jane Eberle: Competition around engineering programs?
    Chancellor: This will be an infusion to attract students from Maine and outside into those fields. Strengthen our output of graduates in those areas. Going to take a lot of cooperation. I want more graduates in the area that are going to drive our economy.
  Luc Nya: Sounds like we are going to need to invite you back to continue this invitation.
    Chancellor: I am happy to come, just send me an invitation. Been great to work with folks at the University. I am 100% supportive of the building projects at USM. I think the growth opportunities at an urban campus are enormous.

**Great University Campaign**
• Ainsley: We spoke to you back in October. This is the first comprehensive campaign USM has undertaken in over a decade. Approved by the BOT
• Working goal of 46M – hoping that while we hit success we might be able to increase that goal
  o Scholarships: 15M
  o Center for the Arts: 15M
  o Program Excellence: 11M
  o CSSC: 5M
• FY21 goal: 15.9M
  o Raised to date: 13.3M (83% of Year 1 goal)
• Recent developments:
  o Over 10M donated to the center of the arts
  o Full endowed Promise Scholars – can support 100 scholars ever year
  Dan Crewe: one of the most daunting and rewarding things I’ve done in the past number of years
  • University has never properly been recognized for this quality and depth
  • I am convinced the things we are doing are essential
  • This is for the University, this if for the students, this is for the future of Maine
  • Each of you we do approach – there is a philosophy in Fundraising – give us serious consideration – stretching in giving is a very valuable process – it ensures your commitment. You’re a spokesperson as well as a donor. Important for you to be our champion. It is going to transform so many things we thought were possible but never realized.
  • Crewe Foundation: Made the largest gift we ever made – not public yet – huge for us and significant for the campaign. Made the decision early.
President’s Update

- Roux
  - Profitable partnership
  - 4 years with USM 1 year w/ roux to earn a masters
  - Interested in Cutler and Dorms

- Development Project
  - Handshake on the table right now- there is a deal with the contractors so they can’t jack up the price down the road

- Finances
  - Gov. mills gave flat funding for the System
  - 8.2 mil
  - Presenting budget on the 26th
    - Submitting a budget “in the black”

- Enrollment
  - Historic highs in applications
  - Out of state first year is up 23%
  - In state in only down 2.2%
  - HS councilors said we are on point with delivery custom solutions to students during this time

- Testing
  - Major up from last semester
  - Weekly testing
  - 7 cases right now at USM

- Questions
  - Grad student applications – Uptick in all apps especially education
    - Jared: 34% increase
  - 7th year of budget in the black, if you can do that the past year or two, can you sustain-pre covid they could put 1 or 2 mil into the reserves each year
    - Our reserves are at about 6 or 7 mil but we want to be at 13 mil
    - There are soft spots- we are paying all our bills but there are places where we need stronger investment

Enrollment Plan

- Five Year Enrollment Plan
  - 2026 is a major demographic cliff
  - Trying to radically change how we recruit
  - Not pretending there is an ocean of students coming – promoting that our product is better
  - Did a full review of national, regional and state data
  - What could be action items that would move the needle for USM
    - Paul Cochran – CTEL
    - Paul Dexter – Learning commons and academic report initiative
  - Headcount growth, Credit Hour growth, Early HS growth, more students are coming to the school with a declared major
    - 14% growth in nursing
  - Retention Rate increase
  - Graduate enrollment is at a record high
    - NEBE Rate- made grad school more affordable for out of state
  - Nationally and regionally Undergrad - Decrease in underrepresented students
For-profit, online institutions saw an enrollment increase
Covid is keeping kids out of college – not changing their college plan
Fewer are enrolling and fewer are returning
  - USM numbers don’t reflect this trend

- Impact of Covid in admissions
  - Families are searching for schools within driving distance
  - School counselors could not focus on the college process – they were focused on getting students online
  - USM admissions officers were not able to visit HS and tours were not able to be given
  - Students expect a lower tuition and fees if it’s online
  - Underrepresented students faced more hurdles and were less likely to apply to schools with SAT/ACT
    - Stronger interest in attending college but regional U or community college
  - The number of students going to college will decrease over the next 5 years
  - Having an affordable price without the knowledge of academic excellence in hurting USM

- Action Plans
  - Focus: Retention (it takes a village), the product and the academic offering
  - Immediate actions that are no financial cost
  - Degree Progress Report – Provost is working on it
  - Enrollment Management Council should be a Presidents group
  - DACA Students and Dreamers
  - Marketing focus in academic excellence
    - Students do not see USM as an institution with a high academic reputation

- Commercial working well
  - Targeted out of state advertising

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