University of Southern Maine  
Board of Visitors  
2015-2016 Annual Report  
October 12, 2016

Overview
In 2015-2016, Tony Payne served as the University of Southern Maine’s Board of Visitors (BOV) as Chair, with Clif Greim as the Vice-Chair. The BOV focused its attention on the following areas: supporting, collaborating and helping USM achieve its goals, especially in the areas of enrollment, retention and the employment of USM graduates; participation in system-wide joint BOT/BOV meetings; advocating for a graduate center on the Portland campus; and updating the BOV by-laws, among other issues.

2015-2016 Membership
The USM Board of Visitors had sixteen members with 4 vacancies. There were 10 men and 6 women. Fourteen 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 (4)
- Government/State (2)
- Financial (1)
- Arts (1)
- Education (1)
- Accounting (1)
- Health care (1)
- Real Estate (1)
- Insurance (1)
- Architecture (1)
- Management (2)

Officers
Chair: Tony Payne  
Vice-Chair: Clif Greim

Schedule
The USM Board of Visitors met six times in 2015-2016. The Annual meeting is scheduled in June of each year. Poly-com or conference calls were not used, however, the USM Board of Visitors recently amended its by-law to allow participation in that manner.
Meetings and Agenda Items

Tuesday, August 25, 2015 (9 voting members attended, 3 Ex-Officio, and 2 staff)
Chair Tony Payne provided opening remarks and an overview of BOV goals of supporting, collaborating and helping USM achieve its goals. The top three goals identified by the Chair are: enrollment, retention and the employment of USM graduates.

President Cummings thanked the BOV for its support and perseverance. He outlined various positions that were open and needed to be filled, including Human Resource Director, Provost, Dean, and others. He recapped some of the changes currently underway in enrollment, admissions and student life, to provide a more customer-service model. At the President’s request, Buster Neel, Chief Budget Officer, spoke briefly about the budget and contingency plans in place for the current fiscal year. CBO Neel also reported that the projected enrollment deficit has been reduced from the initial projections by about half.

President Cummings also described some of the investments being made, specifically in scholarships and marketing. He explained the move of his office into the center of campus, making the President’s office more accessible to students, faculty and staff.

President Cummings laid out his goals for USM in Five Years:
1. USM will be known for excellence in real world challenges and experiences as a core part of its academic program
2. 80% of our students will state that at least one individual (staff or faculty) knows them well, supports them, and believes in them (NCCE, now below 60%)
3. 72% of our students will remain between each school year (IPEDs, now 63%)
4. 10% of our alumni will give annually (now 2%)
5. The USM Foundation will raise $50M in scholarships, infrastructure and investments for our students. (Now $17M)
6. USM head count enrollment will reach 10,000 (IPEDS, now 8,900)
7. USM will be designated as a “Great Place to Work”
8. 80% will recommend USM to others (post grad survey, now 61%)

Discussion followed on the goals with suggestions and specific ideas on how to move forward on the goals presented.

Friday, October 30, 2015 (12 voting members attended, 8 Ex-Officio, 6 staff and 3 guests)
Chair Tony Payne gave a brief overview of the upcoming joint meeting of the Board of Visitors of USM and UMaine. He also emphasized the importance of all the constituencies of USM focusing on enrollment.

Nancy Griffin, Vice President for Enrollment Management, gave an extensive report on the state of the University’s enrollment. She also outlined the goals for her division and the action plans for each. A discussion followed. Tony encouraged BOV members to be in contact with Nancy directly with feedback, thoughts, ideas and suggestions.
Eliot Cutler reported on the Maine Center for Graduate Professional Studies, which is an initiative recently launched to join University of Maine System graduate programs in law, business and public service. Robert Martin, who is working with Eliot on this initiative, presented some of the background, plans and importance of this program. He articulated the importance of lawyers, business leaders and public servants to the infrastructure, not only for the greater Portland area, but to the fringe counties as well. Work is underway to provide a plan to the UMS Board of Trustees. The Harold Alfond Foundation has invested $1.75 million in the planning process. After the presentation, Board members participated in a discussion of the Maine Center for Graduate Professional Studies.

**Thursday, December 3, 2015 (12 voting members attended, 6 Ex-Officio, 3 staff and 2 guests)**

After opening remarks by Chair Tony Payne, President Cummings provided an update on University issues, including the formation of the new Diversity and Inclusion Council. He emphasized that diversity is essential: morally, ethically and also for the University to grow. The President also gave a brief overview of discussions at the University of Maine System level around One University. Discussion about the One University concept and diversity issues followed.

Susan McWilliams, Director of the Community Engagement and Career Development Center, and Travis Blair, Coordinator of Internships gave an overview of the Community Engagement division and their mission to increase student engagement through career development, internships, service and volunteerism. Recent improvements in Community Engagement include a customer-service focus, integration of career development into the academic programming, implementation of a new job-posting software, and the one-stop-shop concept. Susan provided specific ways that BOV members and business leaders could assist USM with its internship program.

Travis Blair reported on a new internship program at USM through the Maine Economic Improvement Fund (MEIF). The program will pay the entire stipend for the intern, and tend to be STEM-focused. Companies and students apply to the program, and they will be matched and shepherded through the process.

In the discussion which followed, Linda Varrell spoke briefly about a statewide initiative to help advance and promote internships, Maine Intern Magnet Project, which seeks to educate employers of all sizes about interns: where to find them, how to train them, how to pay them, and how to work within labor laws.

The BOV members also discussed the importance of siting a proposed graduate center on the Portland campus of USM to foster smart growth, fiscal responsibility as well as provide undergraduates with a visible presence for post-graduate aspirations. The BOV authorized Board Chair Payne to communicate the BOV’s support for the on-campus center to the UMS Board of Trustees.
Friday, February 5, 2016 (9 voting members attended, 5 Ex-Officio and 10 staff)
After opening remarks from Chair Tony Payne, Denise Taaffe provided an update on the BOV by-laws review. The BOV by-laws have not been updated since 1998. Joe Gray and Denise are reviewing and will provide the BOV with recommended changes at the BOV’s April meeting.

A vote of 2/3’s of the BOV is required to amend the by-laws. Most of the recommendations will be housekeeping changes. One significant change involves the Board Member terms. Each member’s term is three years and service is limited to three terms. The by-laws provide for the immediate past chair to serve one year on the Executive Committee. According to current by-laws, if a person is elected as chair in the last year of their three year term, as in Tony’s situation, a sitting chair would not be able to serve the customary two year stint on the Executive Committee the following year as immediate past-chair. The by-law change would allow a first-year chair in his/her ninth year to complete a two-year term and serve an additional year as immediate past chair. There was general discussion about this proposed change with many of the BOV members supportive.

Tony advised that there are current BOV member vacancies and asked that anyone who had recommendations for Board members to contact him directly.

President Cummings provided an update on various items including a dual admission program between USM and YCCC, SMCC, and CMCC which would provide guaranteed admission to USM for community college students who successfully complete an associate’s degree. The Honors Program has received a gift from the Hamlin family which will fund international internships for USM students through Reykjavik University, Iceland. Any student in the Honors Program will be guaranteed and international internship experience within the first two years.

Additionally, President Cummings advised that work has been undertaken to close a $3 to $3.4 million gap in the FY17 budget. The USM Leadership Team has met to find ways to close the gap without using all of USM’s reserves. The FY17 budget goal is to achieve flat enrollment for the first time in four years. This would improve the budget position which has worked with negative enrollment figures in recent years. Enrollment signs are encouraging at the moment and there will be a better understanding of the enrollment picture once deposits are made in May and, again, when students officially arrive on campus in September.

Vice President of Advancement George Campbell provided the following updates and presentation on his vision for recreating the USM Foundation:

George has been working on the goals set forth by President Cummings to reach $50 million in scholarships and to increase alumni giving from 1.4% to 5%. The key to this fundraising will be increasing community engagement with USM, as well as USM’s engagement with the community. Additionally, George outlined a model for strengthening the USM Foundation and realigning all development and advancement staff and duties under a new Foundation structure. This would allow the President of the Foundation to report directly to the Foundation Board. A Real Estate Advisory Board will be established to focus on property issues, thereby allowing the Foundation to focus on its own mission. All of these efforts would be in partnership and in furtherance of USM’s mission. The Alumni Board would remain a separate entity. George
advised that the Foundation Board will be considering and voting on his proposal next week. Discussion followed the presentation with Board members suggestions and advice.

**Friday, April 8, 2016 (7 voting members attended, 5 Ex-Officio, 5 staff and 4 guests)**
Denise Taaffe provided an overview of the proposed changes to the BOV by-laws. The by-law changes will be presented for discussion and a vote at the June 3, 2016 meeting, given the lack of a quorum.

Chair Tony Payne highlighted that the BOV had opportunities to assist USM in supporting internships for students. Internships provide a keystone of experiential learning which integrates employers, students and businesses. The role of the BOV should be to find those individuals, organizations and individuals who are committed to working with faculty and administration in providing these experiences to the students.

Roxane Cole, Chair of the Nominating Committee, indicated that the committee had completed its work in selecting a list of candidates for nomination. Roxane stated that the slate which she, Denise and Clif finalized was an outstanding group who would be excellent additions to the BOV. Roxane suggested that the process could be improved by allowing a time when potential BOV members could be contacted to discuss possible interest. There are currently seven openings on the BOV. The Nominating Committee also put forth the following slate of officers—Tony Payne, Chair and Clif Greim Vice-Chair pending proposed changes to the by-laws.

Albert Bean, Director of Athletics, welcomed everyone to the Costello Sports Center and provided a brief history. Al elaborated that USM supports 22 intercollegiate teams, involving 400-500 athletes (one third from out of state) who are attracted to USM because of both our academic and athletic programs. This number is growing due to the availability of scholarships and increasing interest in USM. Al went on to announce that Phase 2 of the softball project had just been completed.

Student Aaron Tomen thanked the BOV for allowing him to speak regarding his experience as a student and an athlete at USM. Aaron shared that at USM he was able to grow and overcome some difficulties academically to find an area of study in which he has found fulfillment. He was appreciative of the support that he has received both academically and athletically at USM.

Dan Demeritt, Executive Director of Public Affairs for the University of Maine System, provided an overview of the System-wide public affairs process to promote what is happening at specific universities, while also finding ways to further the One University initiative. Dan also seeks out opportunities to promote partnerships between universities and issues that cross all universities.

Bob Stein, Executive Director of Public Affairs for USM discussed the structure of marketing and communication at USM. Bob seeks to find ways to further the three areas of importance identified by President Cummings; 1. Community engagement (metropolitan university and internships), 2. Student centered campus (students feel connected to USM) and 3. Path to graduation that is affordable.
Tracy St. Pierre, USM Marketing and Brand Management Director, explained how the marketing budget is allocated in various marketing areas upon the audience and the type of media that is most effective in reaching that audience. USM uses traditional print, TV and radio media, along with web, digital and social media messaging. Analytics are used when making decisions about the use of media and how best to reach the intended audience. Marketing also assists with fliers, brochures, etc. and ensures that the USM logo is used in a consistent manner.

After the presentations, discussion ensued about identifying markets and advertising in Maine and beyond.

**Friday, June 3, 2016 (11 voting members attended, 4 Ex-Officio, and 5 staff)**
The meeting opened with a discussion of the BOV by-law changes. Denise Taaffe explained some of the recommended changes, with the main change being to allow the Executive Committee to recommend that a BOV member be extended another term when it is in the best interests of the BOV, such as allowing a Chair to complete his or her term. After discussion and an amendment, the by-law revisions with the amendment were unanimously approved.

The Nominating Committee then provided its recommendations regarding officers. Roxane Cole, Chair of the Nominating Committee, put forth the nominations of Tony Payne as Chair and Clif Greim as Vice Chair. With no further nominations, Chair Payne and Vice Chair Greim were unanimously returned to their respective offices.

Chair Payne discussed developing an orientation to onboard new BOV members in late summer. All BOV members will be invited to attend and be engaged in the process. A discussion ensued regarding ways that the BOV can partner with USM for community engagement opportunities. Several BOV members provided information regarding current or prior internships, employment or other engagement activities with USM students and faculty.

President Cummings provided an update on various items, including, the hiring of Jeannine Uzzi as Provost and the balancing of USM’s budget this year without the need for University of Maine System funds. President Cummings also advised that new students will receive a 1½ hour orientation with an advisor prior to beginning their studies. Luther Bonney has been updated and renovated with a computer lab, as well as one-stop student services, including financial aid, advising registration, etc. Finally, President Cummings stated that USM continues to strive for each academic program to provide students with an opportunity to intern in their desired field of study. As part of the President’s update, George Campbell added that there have been some initial discussions on proposed dormitory housing on Portland’s campus.

In closing, Chair Payne thanked exiting BOV members--Charles Morrison, Lisa Martin and Joe Gray--for their years of service. All received a USM clock as a gift from the BOV.

Submitted by Anthony Payne, Chair USM Board of Visitors
Date October 12, 2016