



MINUTES OF THE MEETING
BOARD OF TRUSTEES
August 6, 2015

A regular meeting of the Board of Trustees was held on August 6, 2015 at Maine Maritime Academy, Castine, Maine. Chair Peacock and Trustees, Arntzen, Cianchette, Gilman, Greenleaf, Mattimore, Morrison, Oney, Shipway, Somerville, Theeman, and Wellington were in attendance. Trustee Samway participated via conference call.

President Brennan, Vice Presidents Carver, Gardner, Haley, and True; members of the faculty, administration and staff; members of the Board of Selectmen of the Town of Castine; members of the public and members of the press were also present.

Chair Peacock brought the meeting to order at 8:32 a.m. and turned the proceedings over to President Brennan. As the Board will vote to elect the slate of officers, including the Chair of the Board, the President served as the presiding officer and asked the Chair of the Governance Committee for a motion. The Chair of the Governance Committee submitted the following nominations: Capt. Robert Peacock as Chair, Robert Somerville as Vice Chair, Dugan Shipway as Treasurer and Rhonda Varney as Secretary.

President Brennan asked if there were further nominees. There being none, he proposed that all nominations be accepted by acclamation.

Trustee Cianchette moved that the slate of officers be accepted as read. Trustee Arntzen seconded the MOTION and the Board voted unanimously in favor of the MOTION.

President Brennan then congratulated all of the elected officers for the upcoming year.

1. MINUTES OF MAY 1, 2015 MEETING

Chair Peacock asked for a motion to accept the minutes of the May 1, 2015 meeting of the Board.

On a MOTION by Trustee Arntzen and seconded by Trustee Somerville, the Board voted unanimously to accept the minutes of the meeting of May 1, 2015 as distributed.

2. ALUMNI ASSOCIATION REPORT

- Jim Proulx, President of the Alumni Association began his report by noting that the Alumni Office has been very busy with summer reunions, noting that his own class, that of 1985, met in July and had a great time. He thanked the Alumni Office for a well-planned and well executed reunion.
- Several Cruise receptions were held and indications from Facebook and other social media indicate that participants were very pleased with those events.
- The Wilbur Brown golf tournament was well attended.
- Much planning is now going on for Homecoming.
- Mr. Proulx concluded his report by noting that the Alumni Board has just approved their new Strategic Plan.

3. CHAIR'S REMARKS

- Chair Peacock began by welcoming the town manager and town selectman to the meeting.
- He went on to announce that we have just lost a graduate of the school, Bill Leavitt. Bill ran Chase, Leavitt, one of the premier ship's agencies and the company is now being continued and diversified by his children. Bill's father was the founder of Maine Maritime Academy and Bill was a graduate of the class of 1949. Chair Peacock noted that there are still many members of the original classes around and that we should make a special effort to honor them as we approach the 75th anniversary of our founding.
- Chair Peacock concluded his remarks by expressing his appreciation for yesterday's discussion regarding the future direction of Maine Maritime Academy. He noted that it was the most low key meeting he has experienced in his twelve years on the Board and he is delighted that we are now able to look to the future of the institution.

4. PRESIDENT'S REPORT

- President Brennan began by noting that much has happened since the last Board meeting. We held the commencement ceremony for the Class of 2015, graduating 243 women and men, the largest in the Academy's history and by the end of this month we should see in excess of 90 % of those graduates placed within their career fields. Among those graduating that day was Jeffrey Pollock who, together with his family, made a \$500,000 contribution to the Bowdoin Centennial Campaign. There is no precedent at MMA and perhaps at any college in this country for accepting such a gift from a student.
- The training ship departed as scheduled on May 5th and returned a week ago last Monday. President Brennan joined them in Norfolk and it was his sense from talking with students, crew and staff that, despite this being a much longer cruise than in the past, it seems that things went very well overall. All are aware of the incident involving the sailing vessel *Prodigal* and the at-sea rescue that generated such favorable attention to our students and ship's crew. President Brennan took the opportunity to congratulate them all.
- In association with the training cruise, alumni receptions were hosted aboard the ship in Charleston, Portland and Norfolk. There was also a very successful "Night by the Bay" at a new location this year, the Ocean Gateway Terminal in Portland. As Alumni President Jim Proulx reported, he was the President's date for the Boston Marine Society dinner in Boston and then he, Paul Mercer and the President attended a reception aboard the California Maritime Academy's training ship *Golden Bear*, during her visit to Boston. And, in keeping with the training ship theme, the Kings Point Training Ship *Kings Pointer* visited Castine on the 20th of June.
- The Academy has hosted three reunion classes this summer, Captain Morrison and President Proulx's 1985 Class, the Class of 1980, and Vice Chairman Somerville's Class

of 1965. The 1965 Class was here coincidentally during the visit of the French replica frigate *L'Hermione*, which was an incredible event here in Castine. We've received several thank you's for the Academy's involvement, and President Brennan read the letter just received from Castine's Town Manager, Jimmy Goodson as follows:

"It has been 2 weeks since the L'Hermione event but I wanted to express the Town of Castine's gratitude for the multiple roles Maine Maritime Academy played in supporting the events around the frigate's historic voyage to Castine.

By all accounts, this was likely the largest event Castine has ever seen and your staff worked selflessly to ensure its complete success. From the waterfront coordination of Dana Willis and Chris Grindle to traffic control and parking through Ryan Kuhl and his Campus Safety staff.

And Liz True, representing the Maine Maritime Academy leadership team, made certain all communications happened on a timely basis. Without your resources and talented staff, including the Sodexo team, this event would never have happened.

We value highly our ongoing Town and Gown relationship and we are grateful for Maine Maritime Academy's role in making the Hermione's visit such a delightful occasion."

- In May, we welcomed 20 students and their advisor from King Abdul Aziz University in Jeddah, Saudi Arabia who were here participating in a logistics training seminar that Dr. Maier and the faculty of the Loeb-Sullivan School conducted. This was part of the Saudi student's Port & Terminal Management program. President Brennan was very pleased with its success and thanked Dr. Maier and his Department for a fine job. The President also thanked Trustee Theeman who gave the commencement address at the completion of the program in June and Chairman Peacock who joined us for that celebration.
- President Brennan then announced, for the record, that for the second year in a row, Maine Maritime Academy is the number 1 best public college in America according to *Money Magazine*. We were the 7th best college of the top 50 for adding the most value for the higher education investment and interestingly, there were no other Maine colleges or state maritime academies on that list, and we were ranked the 8th best college overall with Bowdoin ranked number 56, Massachusetts Maritime Academy ranked number 59 and California Maritime Academy ranked number 82. The credit for this incredible achievement goes to a lot of people over the years, including the Board of Trustees, so thank you all.
- President Brennan concluded his report with some information regarding personnel. As was previously announced, Darrell Donahue, our Vice President for Operations and Research Director, has left the Academy to take on a new position as Director of Research for Michigan State University. This was a wonderful opportunity for Darrell – one that he could not pass up and one that the President encouraged him to take. During his time at the Academy he developed a fully functional research effort and now we are close to securing our federal indirect rate, something that Darrell pursued vigorously. During his brief time as Vice President of Operations, he helped significantly in the management of the institution.
- Jim Soucie has retired after 20 years of service to the Academy. As can happen in the State of Maine because of its small community dimension, Jim and President Brennan happened to have worked together for many years, going back to his time as Commissioner of Marine Resources back in the 1980s and later when the President was here as the Sawyer professor in the late 1990s. Jim began his service to the Academy in

1995 as Director of Administrative Operations and Compliance. Over the years he had many roles including planning, compliance, facilities operations, and for many years as Director of Human Resources, until he was elevated to the Vice President level as our CFO. As a senior member of the Academy's Leadership Team, Jim's steady hand helped guide this institution and President Brennan valued and trusted his counsel. Jim and his wife Sue have been valued members of the Maine Maritime Academy family over the years and they are also the parents of three Academy graduates, their sons Jim and Dan, and their daughter Rachel. On behalf of the entire Maine Maritime Academy, President Brennan congratulated Jim and thanked him for all he has done to make MMA the success it is today. And, in that spirit, the President offered the following motion for the Board's consideration, set forth as RESOLUTION Number 2 attached to these minutes.

4. PRESIDENT'S ACTION

RESOLUTION#2

BE IT RESOLVED that the Board of Trustees confers Emeritus status on E. James Soucie as set forth in RESOLUTION # 2 attached to these minutes.

On a MOTION by Trustee Wellington and seconded by Trustee Somerville, the Board voted unanimously to confer Emeritus status on E. James Soucie.

6. STANDING COMMITTEE REPORTS

a. Operations Committee

- Trustee Cianchette announced again that Darrell Donahue has left and that Paul Mercer will serve as the interim Operations manager.
- There was a good meeting of the Facilities Division yesterday and it was reported that the ABS building is now complete with contractors finishing the punch list so that we will be fully operational this fall. Arts and signage issues are being addressed in coordination with the state of Maine. Other projects include some renovations in Leavitt Hall, the heating plant, student center roofing as well as finishing up other projects that were needed, planned for and funded.
- The IT report included some updates on the Bridge Simulator.
- The Safety Department has been re-organized over the last year and last evening over dinner there was a good discussion with Ryan Kuhl and Mike Young regarding integrating campus safety with ship-board safety.
- At the waterfront, the *Pentagoet* is being re-powered.
- In the Human Resources department, Carrie Margrave is fitting in very well and getting up to speed.
- Concluding his report, Trustee Cianchette noted that we will be looking for a new Research Director and Vice President of Operations.

Chair Peacock remarked that Curtis Hall has been undergoing continuous upgrades and invited Board members to take a walk through as he did yesterday. He complimented all who have been involved in the upgrades saying that they have done a wonderful job.

b. Education Policy Committee

- Trustee Mattimore asked Dr. Gardner to report on yesterday's Committee meeting.

- He began by saying that the NEASC self-study is progressing well and will lead to the accreditation visit which is scheduled to take place in November of 2016. The self-study report is now in chapter draft form and key findings will be shared in the next progress report of the NEASC Committee. The NEASC organization has appointed Dr. Mike Alfultis, President of SUNY Maritime Academy as the Chair of the evaluation team.
- Dr. Gardner reported on the activities of the Maritime Advisory Council, an assembly of officers from state maritime academies. The group will be meeting next Wednesday with personnel from the National Maritime Center at Coast Guard headquarters with a robust agenda to be discussed. It is Dr. Gardner's assessment that these discussions which take place at least twice a year are very beneficial to promoting the interests of the academies and aligning the academies with NMC as it evolves into its own role.
- A formal MAC response to the GAO was distributed. This resulted from a letter of inquiry from the Congressional Secretary of Transportation. A copy of this is included in the Trustees' binders.
- The Committee received a presentation on the Offshore Program presented by Mike Young in tandem with the notion of developing an Offshore Safety and Survival institute as presented by Nate Gandy. The crux of this was the recognition that as the industry develops and as the new STCW requirements come into effect by 2017 mariners will be required to meet significantly higher standards of certification. These will need to be renewed on a five-year basis. There appears to be a market demand for a comprehensive safety and survival institute. We are in the early stages of investigating what that would look like. The group leading the discussion is comprised of Nate Gandy, Dr. Gardner, Paul Mercer and Don Maier and they will be reporting back periodically as they work towards a business plan. This will have to be done in a timely manner as it will have to be pushed along quickly.
- Dr. Gardner commented on the Saudi Seminar which was held in May and June, and which brought in over \$150K. The Dean of that program will be returning on August 17th and 18th to explore ongoing collaboration between Maine Maritime Academy and King Abdul Aziz University. Associate Dean Sue Loomis attended the graduation ceremony at Dokuz Eylul University in Turkey this June and that included a celebration of the first joint degree recipient from the two universities.
- Maine Maritime Academy will have two visiting professors in the Department of Engineering for the spring of 2016, one from Dokuz Eylul University in Turkey and the other from Admiral Makharov University in Russia. These academic collaborations continue to strengthen both the scholarship and the teaching here at Maine Maritime Academy and at the partnering universities.
- Nate Gandy will be attending the Arctic Marine Conference at the World Maritime University in Sweden from August 25th to 27th and presenting a paper co-authored by him and Dr. Gardner. The paper is entitled "*Educating the Professional Mariner for High Latitude Stewardship*" and a copy of that is available on our web site. This is an important step in continuing our involvement in the Arctic and goes hand in hand with the Arctic grant that we have. We continue to look for other ways to have a presence in the ongoing discussions.
- Space renovations which have an impact on academics were discussed. Some offices have been moved which means that we have more space for faculty offices and seminar rooms. In the library, new carpet has been installed and a new computer space all of which should improve our academic programs.

Chair Peacock asked what will happen to the Robert Walker building as the Admissions office is scheduled to be moved. Dr. Gardner responded that the building will be used for faculty offices

with the ground floor serving as additional seminar space. It is important that the recognition of the name be preserved and this will be included in our discussions.

c. Student Affairs Committee

- Trustee Mattimore began her report by noting that the Student Affairs Committee received significant new and in-depth information thanks to Dr. True and her team.
- The meeting began with a report from Chris Gilman, our new student trustee who laid out plans for the year with students, one of which is being a point of contact for feedback regarding the extended cruise schedule and the other is his work with student government leadership in engaging the student body more significantly.
- The Committee then received a report on the summer training cruise from Capt. Gandy, highlighting the fact that distribution of training was more valuable to students, cruise operations worked better and that overall the level of training improved, specifically the training the students received in Cobh, Ireland where each of the 236 students received one full day of in-depth training.
- The Admissions report provided a great deal of information, including the expectation that by the first day of fall enrollment, we should have 270 new students, though this number may change in the intervening period. Female enrollment is 17.5% which is a terrific improvement towards increasing female participation and this has been a main focus of the institution.
- There was a lot of information provided on scholarship aid, waivers that are provided and the effort to increase diversity among the student population. We are now at a record level of institutional support for students.
- In conclusion, Trustee Mattimore reported that the Committee then had a discussion on placement for 2014 and 2015 and was joined by Tim Leach for that. Information was provided on the employers with which our students gained employment, where they are located, and whether they are attending graduate school. The value of this information is that it gives us a baseline for comparison and also serves to highlight the importance of the work experience gained by students as part of programs offered here.

d. Advancement Committee

- Trustee Samway asked that Vice President Haley deliver the report on yesterday's meeting.
- Vice President Haley began his report by stating that overall giving totaled 5.4 million dollars for fiscal year 2014 which is evidence of great work by the Advancement staff under the direction of Paul Mercer. Our Alumni participation rate was over 16%, and met the intent of the Alford Challenge.
- Plans were outlined for moving the Advancement office forward this year and beyond. Jen DeJoy summarized the agenda for highlighting Maine Maritime Academy's place as the number one public college and spoke of the marketing campaign that will be continuing over the next year.
- Also, over the next year we will be working on the *Bowdoin* campaign aimed at raising 1.6 million dollars. Vice President Haley concluded by saying that we are already half way towards that goal.

Trustee Samway added her thanks to Advancement staff, led by Paul Mercer, during the extended search period for a new Vice President of Advancement. She went on to note that the following RESOLUTIONS need to be brought forward for consideration.

RESOLUTION #3.

BE IT RESOLVED that the Board hereby accepts with gratitude all gifts and grants of \$1,000 or more and all donated property as set forth in RESOLUTION 3 attached to these minutes.

On a MOTION by Trustee Arntzen and seconded by Trustee Somerville, the Board voted unanimously to accept with gratitude all gifts and grants of \$1,000 or more set forth in RESOLUTION 3.

There is also a Resolution regarding the Eugene J. Silva Regimental Award Scholarship which was established some time ago, but never formally acted upon by the Board. There is approximately \$20,000 in the fund and it is the intention of the donor that a \$500 scholarship per year be awarded to a student that meets the terms of the award.

Trustee Wellington suggested that the Board ratify any distributions that have already been made from this fund as part of the RESOLUTION.

RESOLUTION

On a MOTION by Trustee Theeman and seconded by Trustee Somerville, the Board voted unanimously to establish the Eugene J. Silva Regimental Award Scholarship and to ratify all distributions that have formerly been made, as set forth in the attached RESOLUTION.

The Chair then recognized Lee Fournier, class of '72, who noted that Jim Proulx and Bill Full motivated and rallied for alumni support in order to meet the Alford Challenge. It was a huge undertaking to realize a 16% Alumni participation and this may well be a record. Mr. Fournier praised them for their efforts and this sentiment was endorsed by the Chair and the President.

e. Finance Committee

- Trustee Shipway announced that the Committee welcomed our new CFO, Petra Carver who has been onboard for about a month. Ms. Carver's first goal was to take a look at our present position as we complete fiscal year 2015 and set the plan for FY 2016. As we finish the accounting for 2015, we expect to put back into the plant renewal fund approximately one million dollars. Looking at FY 2106, based on a 950 student enrollment, expenses and income seem to be in balance so we may exceed that as we go through the year.
- The Committee reviewed the University of Maine investment pool using data through the end of May. At the end of December we had 28.5 million dollars, in March we had just under 30 million dollars but over the last three months, gains have been almost flat. During that period we also removed some funds for scholarships.

f. Governance Committee

- Trustee Wellington reported that in addition to the nomination of Board officers, the Committee also reviewed the questionnaire filled out by Board members regarding Board effectiveness. It appears that the Board is relatively pleased with how everything is proceeding in terms of Board governance. There were two issues that arose, one being whether the Board had ever approved any comprehensive personnel policies that have been reviewed by a qualified professional. The Board has basically left it to President Brennan to determine if that is best practice and get back to them at the November meeting. The other issue was the structure of the Board and the timing

of meetings. After a vigorous discussion, it appears that the Board has determined that the current structure seems to work well for the Academy.

g. Other Business

Trustee Shipway noted that the *L'Hermoine* visit to Castine was amazing and his pleasure to experience. He thanked the town for taking on the planning and organization of that visit which was a superb event.

Chair Peacock added to the comments made by Lee Fournier by saying that we have been trying for many years to up the participation from Alumni. We know from the Alford Foundation and other donors that the greater our level of participation, the more they are willing to donate. He noted that the level of participation at the University of Maine is around 5% and certainly, our current level of 16% is the highest we have ever seen. As time goes on, we expect to see this grow and it is very important that we, as a Board, continue to encourage that hard work and applaud the work of the Alumni Association and the staff. Many of our younger graduates are already making good salaries and we should encourage them to contribute on a regular basis. No matter how small the donation, it signals donors and the legislature that our alumni are invested in the future of this institution.

Trustee Cianchette remarked that the participation level has actually doubled in the past eight years and this should be a sustained effort.

Mr. Fournier observed that the Alumni Association has established strategic goals, one of which is to address this issue and they are looking forward to working with Vice President Haley to achieve a higher rate of contribution and financial support from the alumni.

Trustee Theeman expressed appreciation for the Public Relations and communications staff that has provided articles to the Board. He noted that it is helpful to have those reminders about things that are going on that they might otherwise be unaware of. He thanked the team and urged them to keep up this practice.

There being no further business to address, Chair Peacock announced that the next meeting of the Board will take place on November 6, 2015.

On a motion by Trustee Cianchette and seconded by Trustee Shipway the Board moved unanimously to adjourn at 9.13 a.m.

Respectfully Submitted,

Rhonda Varney
Secretary to the Board of Trustees
Maine Maritime Academy