



MINUTES OF THE MEETING

BOARD OF TRUSTEES

November 12th, 2020

A meeting of the Board of Trustees was held via Zoom on November 12th, 2020. Chair Cianchette and Trustees Arntzen, Brodsky, Devine, Fryer, Morrison, Oney, Peacock, Porter, Sawyer, Theeman, Watson, and Wellington participated in the meeting. President Brennan, Vice Presidents Haley, Rosen, True and Mark Cote in his capacity as acting Dean also participated. Provost elect Keith Williamson sat in on the meeting and Trustee Fryer announced that he would have to leave the meeting at 9:30 a.m. and some other members were unable to participate in the entire meeting. Twenty-four faculty and staff members, a representative of the Town of Castine and one alumnus were also present.

Chair Cianchette brought the meeting to order at 9:01 a.m. eastern time.

Chairman Cianchette began by introducing himself to those Trustees who he has not yet met and stated that he looks forward to meeting everyone in person and hoping that that may be in February since he is always an optimistic person. At that time, he hopes to continue to work together, face to face for the success of the school.

The Chair went on to remark that President Brennan, the faculty and staff have done a marvelous job of navigating through all of the challenges we have had getting students accepted into school, to get them into a program and to get as much in-place learning as possible. He noted that Maine Maritime Academy is a difficult place in which to learn remotely and get the hands-on learning experience for which we have become known. He went on to note that we are now about a week away from finishing the first semester which has been successful. President Brennan will speak in more detail about the rest of the school year and how we will address the upcoming issues. He stated that it is to be hoped that by next year we will be back on track with cruises, personnel, sea time, etc. The Chair once again congratulated President Brennan and staff for a job well done. It is a major accomplishment that we were able to have 90% of classes take place on campus.

Chair Cianchette then turned the meeting over to President Brennan.

President Brennan thanked the Chair for those accolades on his own behalf and that of his staff. He then went on to introduce a person he is quite proud of noting that Ashley Porter is the individual who was selected by the Governor to be our Student Trustee but unfortunately the Legislature adjourned due to the Covid virus before Ashley was able to go through the confirmation process.

However, Ashley has done incredible work to support us, in fact, she has been put in the awkward position of identifying candidates to succeed her when she has not even officially been confirmed as a Board member. The President stated that he believes it is important for Ashley to participate in this meeting even though she cannot cast a vote. He went on to note that Ashley is a wonderful example of the type of students we have here. She is a senior in the Power Engineering Technology major and President Brennan as well as Trustee Peacock have a long association with her father. Ashley was then given the opportunity to speak and announced that she is pleased to be able to participate today even though she has not yet been officially appointed to the Board.

President Brennan then turned the meeting back over to the Chair who welcomed Ashley and added that he looks forward to working with her at the February Board meeting. The Chair then proceeded to ask for a MOTION regarding the minutes of the August meeting.

MINUTES OF AUGUST 13, 2020 MEETING

On a MOTION by Trustee Peacock and seconded by Trustee Theeman, the Board voted to accept the minutes of the meeting of August 13, 2020 as presented.

CHAIR'S REMARKS

Chair Cianchette began by sharing some of the highlights of the Executive Committee meeting held on October 20th via Zoom. All members of the Committee were present and the first item of business was a report from the Audit Committee which had met earlier that week to consider the audited statement. After reviewing the report, the Executive Committee, on behalf of the Board, voted to approve the audit. The Chair then asked President Brennan to address other aspects of the meeting of the Executive Committee.

President Brennan noted that essentially, the Committee met to review the impact of the Covid pandemic on the finances of the Academy this semester and to receive a report on our plans for the upcoming semester. President Brennan also gave the Committee a report on the status of CPMD. He noted that in essence, that is what we will be presenting to the Board today. Although the agenda was laid out for Board members in the usual format with separate Committee meetings, because of the truncated nature of this meeting, we will be presenting the status of our operations here during the first semester and cover the status of our financial situation as well as plans for next semester and the status of the cruises.

Chair Cianchette noted that there were no other actions taken during the meeting of the Executive Committee. President Brennan announced that the full Board does need to vote on the action taken by the Executive Committee in approving the results of the audit. President Brennan then made a MOTION on behalf of the Executive Committee as follows:

RESOLUTION #1

BE IT RESOLVED that the Maine Maritime Academy Board of Trustees hereby accepts the independent auditors preliminary draft report for the years ended June 30th, 2020 and 2019.

On a MOTION by Trustee Theeman and seconded by Trustee Peacock, the Board voted to accept the independent auditors preliminary draft report for the years ended June 30th, 2020 and 2019.

Chair Cianchette asked if there were any questions or comments, to which Trustee Arntzen, Chair of the Audit Committee commented that, as in the past, the auditors were very complimentary

regarding the cooperation of the staff. This was an unusual year since their audits with all their clients were being done remotely which made staff cooperation even more important. It was a very clean audit and they concluded that our financial position is stronger this year than it was at the end of last year, that there is no evidence of fraud, and that the systems and controls are working. The Audit Committee was very pleased with what they heard. There was an additional paragraph added to the end of the audit report, (both ours and everyone else's) this year to the effect that we are in an evolving pandemic world which is having unforeseen consequences for everyone and surprises in a lot of places and that we should be aware that while the Academy is in a strong position now and functioning well that upsets can occur and both the Board and the administration need to stay on top of that.

Trustee Arntzen went on to remark that he is extremely pleased with the quality of what we received from the auditors and the cooperation from the financial team was exemplary.

Trustee Fryer noted that it is important that we all recognize that from a cash standpoint, the brunt of whatever risks there are will fall not in the year that just ended, but in the upcoming year and maybe even the year after that. He commented that it was a relief to see that the Academy is in excellent financial condition as of the end of June but clearly there remains a large burden on the administration, staff, faculty, students and Board members going forward to manage what are extraordinary risks.

There being no further discussion on the audit, and the MOTION to approve the same having been voted upon, Chair Cianchette turned the meeting back over to President Brennan.

PRESIDENT'S REPORT

President Brennan began by reiterating that we have been faced with serious challenges during this semester and stressed how pleased he is with the way in which everyone has engaged with this. Yesterday a decision was made to go completely on-line with instruction as of Monday. This is in reaction to what we are seeing in the state of Maine and is also being reflected here on campus with the increase in the number of positive tests. He noted that apparently Maine has the distinction of being the state with the highest rate of transmission. President Brennan then turned the meeting over to Provost Cote and Dr. True so that they might report on plans going forward.

STUDENT AFFAIRS AND EDUCATIONAL POLICY UPDATE

Dr. True reported that as of today, we have thirteen active cases of Covid 19 in our student population as well as an additional three probable cases. She noted that all of our contact tracing and testing protocols have been implemented and as a result, almost eighty individuals are in quarantine due to contact with positive cases. The majority of these are students, but a few are faculty or staff. Re-testing has shown there to be very few positive cases among the student contacts and none among the faculty and staff. The CDC epidemiologist with whom we are working indicated that the five original unrelated cases were inevitable given the rate of community spread in the state. The five cases expanded to sixteen due to unmasked socializing, eating together or travel outside the state. Dr. True went on to remark that in general our students have been doing a wonderful job in following our "twelve ways to twelve weeks" but outside forces caught up with us.

Dr. True then thanked several key individuals who made it possible for us to quickly test, trace and quarantine our students. First, our medical staff, Tammy Tyler and Dorothea Woods, her assistant. Both have done herculean work and have put themselves at risk by being with all the students every day. Special thanks also to Deidre Davis. Over the course of the summer, we asked several of our staff to take the Johns

Hopkins contact tracing course which is a lengthy six-hour course. Deidre was one of those who participated and worked weekends to track down students and get them quickly into quarantine approximately two days sooner than the Maine CDC contact trainers would have. Dr. True also thanked Janice Folk who did an amazing job of moving around those who had to be quarantined in order that they had a private room and bath which is no small task on this campus. Dr. True then turned the meeting over to Provost Mark Cote.

Provost Cote began by stating that in order to accomplish our educational mission while operating safely, we are transitioning at the end of this week to remote learning. On November 12th and 13th, labs and face to face courses that are conducting required assessments for mandatory in-person experiences will operate as planned but all other courses will be provided by remote instruction. As of Monday, November 16th, all classes will be provided by remote instruction for the final week. He went on to report that final exams will not be held in person this term. Course faculty will determine the format for their final exams and will notify students of their plans in the coming days. Unfortunately, this means that there will be some exams and assessments that will need to be held when we return for the spring semester because they cannot be done remotely.

A Town Hall Zoom session was held with the faculty yesterday afternoon and several of their questions were resolved. The Provost went on to say that he cannot emphasize enough how adaptable, flexible and hard working our faculty have been during this term as we have worked to give our students the knowledge and skills they need. The faculty have done their best in this unique situation to keep our students engaged, involved, and hopefully on track.

The meeting was then turned back over to Dr. True so that she could discuss the student life changes necessary as we make this pivot.

Dr. True reported that we are not closing our residence halls until Wednesday to allow students time to pack and arrange travel home. Any students who are currently being quarantined on campus will complete the necessary time before leaving in order not to go out into the community and possibly spread it further.

Dr. True then announced that a student Town Hall meeting was held last night via Zoom after the faculty meeting. About forty students participated and the meeting was recorded for those who could not attend. Our web site has also been updated with information for students. Parents have noted that they appreciate the frequent communications from President Brennan and others. Dr. True once again thanked her incredible staff for the way they have learned an entirely new way of doing things.

Trustee Peacock asked if the Academy has testing on site in Castine. Dr. True responded that we have an amazing program with Jackson Lab with whom we partner. Samples are collected on campus with a nasal swab test which is then shipped to Connecticut to Jackson Lab where it is processed and turned around in 48 hours or less. Surveillance testing has been performed throughout the semester and that is why we caught these most recent cases. We are not currently able to complete testing on campus but are looking into various rapid testing options for the spring semester. Though the rapid tests are not as accurate, they will allow us to turn things around more quickly. On Friday we will be conducting a pilot test with saliva-based testing, partnering with Jackson Labs. President Brennan was the first to volunteer for the test and we are the first college in the state to participate in this. Our partnership with Jackson Labs has been amazing and they have been so responsive. They provide our supplies and have helped to bring the cost down for us.

Trustee Arntzen asked if with numbers of students testing positive there has been an increase in the numbers in Castine itself. Dr. True responded that she does not know as it is hard to tell from the Hancock

County statistics. However, she suspects that the increase in numbers is probably attributable to the outbreak at Kids Peace as well as our numbers. Because of the testing we perform here, we have uncovered cases where the students have been asymptomatic, which is quite typical in the college population. President Brennan noted for the benefit of those Board members who live in the town of Castine that we have been working very closely with the town office and also with the school district and part of the reason we have taken the decision we have is an abundance of concern for the community and our neighbors here in Castine. He remarked that if we were in a more metropolitan area, our decision might have been different, but this seems the most prudent course of action at this time.

Chair Cianchette asked if we have any students who are unable to go home for this extended break from Thanksgiving to the end of the year. Dr. True responded that everyone is able to go home but that there are a certain number of students who choose to stay here to be paid watch standers. Those students will be housed in The Commons or one of the houses on campus and will be responsible for cooking and taking care of themselves. Because the break is quite long, even the international students are able to leave and go home or stay with family in the U.S. At the beginning of the year those students were informed that there would be no housing on campus during the breaks and as a result, several of them have chosen to live off campus.

Provost Cote continued with a discussion of academics and the items that are listed in the Board folders. He began with the extremely good news that Dr. Keith Williamson will be joining us in January as our new Provost. Dr. Williamson has been on campus once already this fall and has participated in a lot of different meetings, including our leadership meetings via Zoom over the last several weeks. Provost Cote has been working with him multiple times a week to try to get him up to speed as he prepares to lead our academic division. Dr. Williamson was asked if he would like to make any comments to which he responded that he is happy to be here.

Provost Cote then presented some updates. With the exception of our firefighting training that was left over from the spring semester, we have completed all of our makeup work. We don't have access to a live burn facility at the moment and that likely won't happen until this coming spring.

With regard to the spring semester, Provost Cote remarked that we have a unique situation wherein in 2021, we have to get all four years of our unlimited license and limited license students out for sea terms on the *State of Maine* or the *Bowdoin*. That is resulting in us trying to extend the length of our summer break which will allow more opportunities for our students to go on cadet shipping experiences. The decision was made earlier this semester that next semester will also be a twelve-week semester, starting on January 11th with the week of January 4th being our screening week. Base line testing will be performed on all faculty, staff and students and all will be quarantined before they start mingling on the 11th. Dr. True and her staff have been doing an amazing job of laying out how that will happen.

Provost Cote went on to say that right now, the plan is to end classes on April 9th go on a thirty-seven-day cruise with current seniors and sophomores of the classes of 2021 and 2023 that will end in mid-May. The seniors will come off the ship, take their Coast Guard exams here in Castine and following that there will be a Commencement though that may have to be virtual. There will then be a break of roughly five weeks, then the second cruise will begin around the 1st of July, involving the classes of 2022 and 2024. That cruise will end early to mid-August. We are still looking at the possibility of a third cruise between the fall and spring semesters of that year because we will probably have a number of students who will need that sea time. This will be factored into the academic calendar for the 2021-2022 school year which we hope to make public in early March. He went on to say that we have been working with the other Maritime Academies and the Coast Guard to determine what accommodations they may be able to grant us due to the current state of the world as far as leniency regarding sea time for our graduates. Last week we received

the formal response from the Coast Guard regarding what they will allow us to do and that will determine whether or not we will need to plan for a third cruise.

The last item reported by Provost Cote is that we did have a virtual accreditation visit for two of our Engineering Technology programs earlier this month. The team contacted a number of people on campus through Zoom meetings and reviewed a lot of documentation which we had placed on a remote server. They identified one weakness for each program which means that while we are meeting the standards, they do see areas in which we can improve. We will continue to work with ABET and we should receive the formal report on their findings after the beginning of the year. Their final determination on our accreditation should be received by the end of August 2021. The Provost also noted that we have a five-year accreditation report update due for our regional accreditors and we have started developing the teams to put that together with our faculty and staff on campus. The process will continue through the spring term and the report is due in August of 2021.

Provost Cote also asked that for a MOTION regarding those students scheduled to graduate in December as follows:

RESOLUTION #2 CONFERRAL OF DEGREES

Upon the recommendation of the faculty I present to the Board of Trustees the following candidates (included in the Trustees' folders and appended here as Attachment A) for the Master of Science and Bachelor of Science degrees and ask for Board authorization to confer said degrees upon successful completion of degree requirements.

On a MOTION by Trustee Peacock and seconded by Trustee Watson, the Board voted unanimously to authorize the conferral of said degrees as set forth in Attachment A appended to these minutes.

Chair Cianchette thanked Provost Cote for taking on the position of interim Dean just prior to his retirement remarking that this has been the most trying of times and that he and the Academy deeply appreciate all that he has done.

President Brennan seconded the Chair's remarks regarding Mark Cote noting that it has been a huge help to him personally and in the management of this institution during such a troubled time.

The next item on the agenda is the Finance Report. President Brennan turned the meeting over to Richard Rosen, Vice President for Financial and Institutional Services who works along with Miles Theeman, Chair of the Finance Committee.

FINANCE REPORT

Due to technical difficulties, Trustee Theeman was not able to present the report and deferred to Vice President Rosen who began by saying that in the first quarter financial report, that is for the three months ending September 30th, income came in above budget by about half a million dollars. This was due primarily to timing and the amount of Federal funding that came in. The Academy's application for \$438,000 for emergency institutional relief from the Federal Cares Act was granted, however, it should be noted that that amount is insufficient to offset Covid 19 related costs. Income from student fees and Continuing Education is running about 5% below budget which tracks the 6% decline in fall student enrollment. In addition, our safety guideline regarding small groups and social distancing has decreased student housing occupancy to 81% which coupled with the compressed fall term reduces dining and residential revenues. The Covid 19 impact on the state has resulted in the reduction of our current state

appropriation in the amount of approximately \$458,000. Included in this is a reduction in the casino revenue fund so that funding source is significantly reduced due to occupancy issues. The Legislature adjourned and did not take action on the funding for our cost-of-living adjustment. The Governor did submit a proposal last spring to allow the Academy to borrow \$8.2 million to help fund those renovations in Curtis Hall that were noted in the Ames report. That proposal was never acted upon due to the adjournment of the Legislature. The new Legislature will be sworn in in December and the proposal will be resubmitted at that time.

Vice President Rosen went on to report that the Finance Committee launched a phase one \$2.4 million budget recovery initiative on September 2nd in order to address the projected budget gap for the fall term by placing a freeze on filling vacant positions and reductions in budgets for travel, meals, events, technology, utilities and plant maintenance spending. The Board has acted on the 2020 audit and Vice President Rosen remarked that he and his team enjoyed the review by the Audit Committee, the Finance Committee and the Executive Committee and appreciated the action as stated as we received a clean and unqualified opinion regarding the 2020 audit. We have also submitted the Academy's application and the supporting material to request forgiveness for the Federal Paycheck Protection Program loan that we received and we kicked off budget planning for fiscal year 2022 in October and conducted training for budget managers.

Included in the Board packets are the end of September market valuations for the pooled investment funds for the University of Maine and for the Camden Wealth Management accounts. Both of those look positive. The report also highlights the significant amount of work either completed or still underway by the Information Technology group as well as the Facilities and Safety departments and Human Resources. Vice President Rosen noted that he wishes to personally commend the positive attitude, the ingenuity and the amazing commitment from all of the support services as well as all of the faculty and staff who worked to make this a successful semester for over 900 students. Their ethic and their flexibility has been quite remarkable and is greatly appreciated.

There are two RESOLUTIONS to be brought before the Board. The first of these is concerning the endowment fund spending level and in association with this, there is a one-page analysis and the information that provides the backup for the scholarship calculation included in the Trustees' packets.

RESOLUTION #3

BE IT RESOLVED by the Board of Trustees of the Maine Maritime Academy that the spending level from scholarship endowment funds during the 2021/2022 academic year be authorized at an amount of \$1,200,000.

Chair Cianchette noted that in past years this has been reported as a percentage basis. Vice President Rosen directed attention to the pages in the Board packets that outline the calculations, based on a five-year rolling average which is \$23.98 million for a suggested amount of 5% for the academic year in question. This falls within the range of previously allowed disbursements and represents an increase of 14.7% over the previous year.

Chair Cianchette stated that this represents the percentage which has customarily been authorized by the Board. and the good news is that it indicates a 14.7% increase in one year.

On a MOTION by Trustee Watson and seconded by Trustee Theeman, the Board voted unanimously to authorize the spending level from scholarship endowment funds during the 2021/2022 academic year at an amount of \$1,200,000.

Vice President Rosen reported that the second RESOLUTION deals with the Board authorized upper limit in regard to tuition and fee increases as follows:

RESOLUTION #4

BE IT RESOLVED by the Board of Trustees of the Maine Maritime Academy that the Academy administration is authorized to amend the current schedule of tuition and fees to the extent necessary to ensure a balanced operating budget for the 2021/2022 academic year and in so doing shall attempt to limit the rate of increase in tuition to 3% above the currently established levels and the rate of increase in room and board to no more than 2% of currently established levels.

Trustee Arntzen asked for reassurance that this is just one of multiple things the Academy will be doing in order to manage the budget in a changed operating climate. Vice President Rosen assured him that this is correct.

Trustee Brodsky asked whether if we were to increase to the full extent allowed, that is 3% and 2%, would it impact the number of applications being received. Vice President Rosen responded that in looking at previous resolutions, this amount is in line with the pace that has been authorized in previous years, for instance in 2018 the increase amount proposed for tuition was up to 3% and in 2019 it was 2.5%. The same is true of fees in that we are consistent with the amounts authorized in previous years. Trustee Brodsky responded that her concern is that in 2018 and 2019 we were not dealing with the ramifications of the Covid 19 pandemic and how that is impacting families. Chair Cianchette asked of Vice President Rosen if there might be a scenario in which we would not have to go to the full 3% and 2% increases. Vice President Rosen responded that as things stand, he envisions that we will have to go to the full amount. President Brennan added that this will be in addition to other cost saving measures that we will have to implement.

Trustee Sawyer asked if, having considered the worst-case scenario, we have also considered a scenario in which PPP were to be removed. Vice President Rosen responded that that item appeared on our books as a loan and that we have applied for forgiveness since we feel that we have more than satisfied the requirements of the program. If loan forgiveness is granted, the item would be removed from our books and the funds which were used to fund ten weeks of payroll toward the end of fiscal 2020. The removal of that obligation will certainly help the bottom line. On the other hand, the state of Maine has indicated to all funding departments and agencies across the state that the Governor intends to submit a biennial budget for FY 2022 and 2023 with a 10.4% reduction of state appropriations. This has been taken into account in building our budget for the upcoming years. Budget managers are being asked to present us with spending reductions that would help us in moving toward achieving a balanced budget given the reduced level of state support. If the proposed reduction goes forward, it would reduce support for Maine Maritime Academy to the levels seen in 2012. President Brennan reported that the state maritime academy consortium is working with the appropriations committees in Washington. The House transportation appropriations committee has included thirty million dollars in direct Covid related support for the six maritime academies. The Senate version does not have that but we continue to engage to argue our point. Though the situation in Washington makes it difficult to predict, there is a possibility that we might receive an additional five million as a result of this initiative.

There being no further questions or discussion, Chair Chainchette asked for a MOTION regarding RESOLUTION #4.

On a MOTION by Trustee Watson and seconded by Trustee Peacock, the Board voted to amend the current schedule of tuition and fees to the extent necessary to ensure a balanced operating budget for the 2021/2022 academic year and in so doing shall attempt to limit the rate of increase in tuition to 3% above the currently established levels and the rate of increase in room and board to no more than 2% of currently established levels.

Chair Cianchette then asked President Brennan and Vice President Rosen for an update on our request for a significant amount of money to do some renovations to Curtis Hall, the main source of housing for most of our students. Vice President Rosen noted that Curtis Hall is in dire need of mechanical systems upgrades which were estimated a couple of years ago at approximately \$18 million. Governor Mills did put forward a proposal to borrow \$8.2 million to go toward those systems upgrades and included that in her supplemental budget last spring. The Appropriations Committee conducted a public hearing and that proposal remained on the table. Then when the Legislature adjourned early due to Covid 19, that proposal along with many others died without any action. No information has yet been received regarding whether the proposal will be presented again during the next session.

Chair Cianchette noted that the Curtis Hall building along with others on campus belongs to the state. Vice President Rosen reported that President Brennan has been working with representatives from the other higher eds. This resulted in an appeal that went out from the state to develop a building needs assessment for the three public higher eds and the state government itself. A firm called Sightlines out of Connecticut was awarded that work and each of the three higher eds in Maine developed our own contract to outline the scope of the project. Sightlines is continuing a review and analysis of the buildings. The state hopes to coordinate an overall strategy regarding work to be done in order to plan for funding and prioritizing upgrades to state buildings.

President Brennan then announced that the next item on the agenda is the Student Affairs Committee report.

STUDENT AFFAIRS COMMITTEE REPORT

Dr. True, working in concert with Carolyn Brodsky drew the Board's attention to information in their packets but noted she would be touching upon some highlights. The Twelve Days to Twelve Weeks campaign was launched which addressed the ways in which all members of the community were expected to comply with social distancing. These measures helped us to make it to eleven weeks and might have been entirely successful had not Maine's infection numbers jumped so much. Most activities were conducted face to face but masked and there was some semblance of normalcy this semester. Quite a few changes are planned for the spring semester. Dr. True went on to report that our biggest concerns are student anxiety and isolation but overall the students have done an amazing job under very difficult circumstances. The staff has risen to this challenge and many have added on significant extra responsibilities due to the hiring freeze. The entire athletic staff took on work covering residence hall duties, contact tracing, admissions recruiting, college relations and supporting students in quarantine. In particular, our athletic trainers Jake Heeren and Haley Yager became experts in testing and contact tracing and because of their medical background they have provided key frontline support for our medical staff. In addition, all staff have gone above and beyond in supporting the students.

Dr. True then moved on to the campus climate regarding sexual assault and prevention and response. In September we had concerns after the blog post from the Maritime Legal Aid Association website which went viral on campus. The Executive Committee developed multiple strategies to disseminate accurate information about our sexual assault prevention and response resources. Listening sessions were convened for our students, faculty and staff and we engaged the services of attorneys from DrummondWoodsum to review our policies and procedures. Student Trustee Ashley Porter has been instrumental in helping us

with this process. Many students are on the Title IX Advisory Committee which has been in place for some time and are working along with other students, faculty and staff to provide guidance on the initiatives being undertaken.

Dr. True then reported that we have been accepted into the professional organization the Culture of Respect Collective which is a two-year program of assessment, goal setting and implementation of strategies to address campus culture and prevention of sexual misconduct. We are the first maritime academy to be part of this project. There are also many other initiatives ongoing. Being involved in this should really push this issue forward and help to improve our campus climate.

Dr. True went on to discuss admissions, noting that our fall enrollment for 2020 was 263, a decrease of 27 from the fall of 2019. Our admissions applications had been on track to meet our goals when the impact of Covid 19 began to be seen in late March when we started to see a real slowdown in the number of deposits. The melt from late May deposits to our fall enrollment was 10%. It is believed that the reduced number of the entering class was caused by the uncertainty regarding the pandemic. Retention was also impacted due to the large number of sophomores and juniors taking a leave of absence for personal reasons and this is particularly unusual as juniors are usually committed to following through. As of October 16th, 2020 when we calculate the fall semester census for Federal reporting our total undergraduate head count was 925 which is about 7% lower than we had projected for budget enrollment targets. Projections for higher eds was estimated to be approximately 20% so we are proud that we have been able to keep our level much lower than that. Dr. True noted that we also estimate that there will be a larger number of students entering in January which is unusual and probably a result of people waiting to see what happened this fall. In spite of all the work that has been necessary to deal with the pandemic, we have still been moving forward with the steps in our enrollment management action plan which was developed in concert with Ruffalo Noel Levitz (RNL). Dr. True asked that Board members look on the website at the academic enrollment pages as they have been completely re-formatted and are much more user friendly and informative. Soon there will be a virtual campus tour posted on the web site and work is being done toward having an outward facing project for students to be able to work with financial aid electronically.

Vice President True noted that during the pandemic recruiting has been very different as it has been impossible to fly across country, visit athletic games and talk to students in person. There are a limited number of admissions tours on campus with very careful social distancing guidelines. This has been very helpful as it has been noted that students who make a visit to campus are far more likely to enroll. In the spring, the admissions office had to develop a virtual open house. It was a great success thanks to the efforts of the admissions and IT staff. We will probably continue to do this in the future as well as our on campus open house. Virtual fairs have also been conducted via Zoom which has allowed us to reach many more people. We have also teamed up with the other maritime academies to do information sessions as opposed to the usual service academy nights. As of November 2nd, we have fourteen students who have accepted the offer of admission for the fall of 2021 including nine who have already paid their deposit. This is slightly ahead of last year. Of the fourteen, four are females, five are from Maine and nine are in the unlimited license programs.

In response to Trustee Brodsky's question regarding cost issues, Dr. True responded that we are concerned in general and don't really have a sense of what other schools are going to be doing. Though there may be some who may not even survive the pandemic, others may discount more heavily so this will be a challenge and we will have to continue to work on explaining the value of our education and why it is worth the cost. The new scholarships we have will help tremendously.

Trustee Wellington asked about our capacity to handle the possible return of juniors who have left this year as well as those who will be juniors next year. Dr. True assured him that we do as students don't always

complete in the four-year time frame, particularly seniors who may get out of sequence if they don't pass a certain class and can't cruise on time. This means that things are fluid and we have to be flexible. She stressed that we will be working with those juniors who left to encourage them to return and complete their degrees. Dr. True also mentioned that the incoming class was 19% women which is the highest figure we have ever attained.

Moving on to our plans for January, Dr. True turned the discussion over to Provost Cote so that he could address the academic calendar, cruise etc.

Provost Cote noted that he had little to add to his former comments regarding the spring semester but asked if there were any questions or concerns. He stated that at this point we don't know what the fall of 2021 will look like because we are still in the process of trying to figure out what the cruise situation will be.

There being no questions, Dr. True resumed the discussion regarding plans for addressing the Covid 19 issues for the spring of 2021. In the fall, all students, faculty and staff were tested but students were not placed in quarantine if they were inside the six states in the Governor's travel restrictions. During fall baseline testing, two of the students who tested positive were actually from Maine. Now, all students will be tested and enter quarantine until test results are returned. Students will also be asked to test before they arrive and bring test results with them, the aim being to be as Covid-free as possible when we start the semester. Broad surveillance testing as well as contact tracing and quarantining will be ongoing and the corps of trained contact tracers will be expanded. Also quarantine housing here on campus will be increased by using the *T.S. State of Maine* which will double our capacity. Dr. True went on to say that we are asking a group of 18 to 21 year-olds whose brains are not fully developed to suspend their sense of invincibility and not do all the things they would naturally like to do. Planning and programming activities are going to be adapted to get them to engage in socializing in socially distanced ways. The advantage in the spring semester is that we will be moving toward nicer weather and the ability to get the students outside.

ADVANCEMENT COMMITTEE REPORT

Trustee Watson asked that Vice President Haley present the report of the Advancement Committee. Vice President Haley drew attention to the report in the Trustees' packets and highlighted some of the items mentioned. As of October 15th we were about \$300,000 ahead of where we were a year ago. The Annual Fund is down about \$2,700 from a year ago and our donors are down by about 270. The reason for this is that the Advancement Office was intentionally behind in getting our appeal letters out, compared to a year ago. Vice President Haley went on to report how pleased he is that the scholarship campaign surpassed its \$20 million target with the receipt of the \$750,000 check from the Alford Foundation which was received in September so the target was reached 20 months prior to the projected end of that campaign. A press announcement will go out to our social media later this month announcing the wrap-up of the "Opening Doors, Changing Lives" campaign. Plans will then begin for a new campaign.

Vice President Haley announced that Alumni Relations held their biennial election of officers and a new record was set for the number of ballots returned. More than 700 alumni sent back ballots which is a testament to the engagement of our alumni as five years ago the rate of return was probably 200-300. Kudos to Jeff Wright and Karen Cukierski for engaging our alumni. There is a new alumni web site which Trustees are encouraged to look at as it is cleaner and much easier to navigate. Jeff and Karen have spent a lot of time creating virtual events for our alumni since we are not able to be out hosting regional gatherings.

Vice President Haley went on to note that most of the Trustees should have received Close Up, the President's report on the state of the Academy as of June 30th. This was the first publication that was done in this vein. With regard to college relations, twenty academic pages were built primarily for ease of

reading for students who are looking to come to the Academy and Shipmates which is our online alumni newsletter was sent out. The last item of note was the President Brennan sent to each of the Trustees notification that Jen DeJoy is leaving her post as the Director of College Relations. Her last day will be December 4th. Vice President Haley recognized Jen's eight years at the Academy and the marvelous job she did of building a terrific program and moving us forward.

With regard to the yacht donation program, Vice President Haley remarked that the manager of that program, Joe Loble, has done a phenomenal job and is looking at seven-figure yachts that typically will yield the Academy between \$700,000 and \$1 million. We are also engaging several alumni who have been cultivated since Mr. Haley came to the Academy that are starting to donate yachts as well. This is a real testament to Joe and the efforts he is making.

Vice President Haley asked if there were any questions and Trustee Wellington asked how the hiring freeze and Jen DeJoy leaving will affect the Advancement Office. Vice President Haley responded that he has been working with Carrie Margrave, Director of the Human Resources Department to put together a job description and the plan is to move forward noting that short-term, he will take on the management of that department and has just started participating in their weekly meetings in order to take over when Jen leaves to ensure that projects are completed on time.

RESOLUTION #5

BE IT RESOLVED that the Board of Trustees of the Maine Maritime Academy hereby accepts with gratitude all gifts and grants of \$1,000 or more and all donated property as set forth in Attachment B appended to these minutes.

On a MOTION by Trustee Arntzen and seconded by Trustee Theeman, the Board voted unanimously to accept with gratitude all gifts and grants of \$1,000 or more as set forth in Attachment B appended to these minutes.

RESOLUTION #6

BE IT RESOLVED by the Board of Trustees of the Maine Maritime Academy that the Captain and Mrs. Nathan '92 Gandy Endowed Scholarship Fund as described in the Trustees' packets and appended to these Minutes as Attachment C is hereby established.

On a MOTION by Trustee Dey and seconded by Trustee Theeman, the Board voted unanimously to establish the Captain and Mrs. Nathan '92 Gandy Endowed Scholarship Fund as set forth in Attachment C appended to these minutes.

RESOLUTION #7

BE IT RESOLVED by the Board of Trustees of the Maine Maritime Academy that the Cushman Family Summer Student Faculty Research Endowed Fund as described in the Trustees' packets and appended to these Minutes as Attachment D is hereby established.

On a MOTION by Trustee Arntzen and seconded by Trustee Brodsky, the Board voted unanimously to establish the Cushman Family Summer Student Faculty Research Endowed Fund as set forth in Attachment D appended to these minutes.

RESOLUTION #8

BE IT RESOLVED by the Board of Trustees of the Maine Maritime Academy that the Trenton Lloyd-Rees '19 Endowed Scholarship Fund as described in the Trustees' packets and appended to these Minutes as Attachment E is hereby established.

On a MOTION by Trustee Sawyer and seconded by Trustee Peacock, the Board voted unanimously to establish the Trenton Lloyd Reese '19 Endowed Scholarship Fund as set forth in Attachment E appended to these minutes.

In an editorial comment, Vice President Haley noted that Trenton passed away in a tragic shipping accident in August and that in the 30 years he has been in the business of fundraising he has never seen a memorial scholarship be funded as quickly and as generously as this one. The total at this point is \$150,000 and it is a testament to who he was.

RESOLUTION #9

BE IT RESOLVED by the Board of Trustees of the Maine Maritime Academy that the Class of '92 Gray Ghost 5.15 Endowed Scholarship Fund as described in the Trustees' packets and appended to these Minutes as Attachment F is hereby established.

On a MOTION by Trustee Sawyer and seconded by Trustee Brodsky, the Board voted unanimously to establish the Class of '92 Gray Ghost 5.15 Endowed Scholarship Fund as set forth in Attachment F appended to these minutes.

Chair Cianchette then turned the meeting back over to President Brennan who commented that he had a brief report on CPMD and then suggested that the discussion be opened up for any questions or concerns the Board members might have.

OTHER BUSINESS

President Brennan reported on CPMD noting that during March at the outset of the Covid 19 pandemic along with the rest of campus, the Bucksport facility was closed. During the closure, the team continued its forward progress working with the National Maritime Center to transition eleven courses to four partially remote capable and during the closure, CPMD was still able to hold 22 courses with a total of 55 enrollees. Since re-opening which occurred close to the beginning of the new fiscal year CPMD has held 53 courses with 99 students. He went on to report that we now have a full slate of courses for November and December with in excess of \$120,000 in revenue to date in this fiscal year. We have added courses as we locate instructors and gain Coast Guard approval. CPM has also hired three part-time as needed instructors adding a wealth of experience and depth to their course catalogue. Build out continues with receipt of the site location permit and Bucksport permit approval. We have had some challenges with bids for the fire stack that have come in well above budget but we have a new approach with a lower cost solution using a prefabricated facility instead of the design builders we had originally proposed. We are preparing to apply our suite of desktop simulators which will enhance current offerings and allow us to create more opportunities: they will also eliminate the need to juggle campus simulators here in Castine with the undergraduate program and expand our ability to offer popular courses. Lastly, Aim the former owner of the facility has given us permission to use the large sign that they own at the entrance of the overall property and we are preparing a display for that soon.

Chair Cianchette then commented that he is aware that there are some Board members who are up for their re-confirmation hearing and he believes that it is now scheduled for some time in the next session of the

Legislature. He suggested that in the intervening period, Board members should carry on with the great work they are doing. President Brennan noted that the Governor's office has reached out to him to report that they are creating a slate of candidates for nomination to the Board and that it would be their intention to submit the list to the new Legislature when it convenes on December 6th. President Brennan imagines that during the first couple of months of the new year the Legislature will be prepared to handle hearings. The President stated that he would keep all Board members apprised as he receives additional information.

Trustee Peacock stated that he attended the CPMD school in August for three or four courses that he needs to maintain his license and noted that trying to deal with the National Maritime Center is extremely difficult largely because of the impact of Covid 19. He stated that our facility is fabulous and when we can get more computers in there and gear up for other courses it will be even better. He also reported that he attended the firefighting course in August. He stated that he was impressed with the level of instruction and the instructors in firefighting, first aid and other courses that he took. While Covid has certainly slowed down the development of the Center, once it is up and running at full capacity the facility will be a great addition to both the Academy's offerings and the Bucksport community.

Chair Cianchette thanked Trustee Peacock for his comments noting that it is really good to hear from somebody who participated in the CPMD experience.

President Brennan stated for those who are not familiar with the different institutions involved, Captain Peacock was referring to the National Maritime Center which is in West Virginia where the staff is currently working from home, hence the sounds of children and dogs in the background, President Brennan also thanked Trustee Peacock for his comments.

Chair Cianchette then thanked everyone for participating via Zoom and stated that he very much looks forward to seeing everybody and collaborating face to face. He concluded by saying he hopes we can do that in February. He also extended thanks to Ashley Porter the Student Trustee for joining the meeting today. He also noted that he looks forward to seeing the new Dean, Dr. Keith Williamson in January.

The meeting was adjourned at 10:46am.

Respectfully Submitted,

Janet Acker

Janet Acker
Secretary to the Board of Trustees
Maine Maritime Academy