



MINUTES OF THE MEETING BOARD OF TRUSTEES August 4, 2022

A regular meeting of the Board of Trustees was held on August 4, 2022, at Maine Maritime Academy. Chair Oney, Vice Chair Norton and Trustees Devine, Dey, King, Mercer, Somerville, Theeman, Webb and Wellington were present, Trustees Adams, Longley, Morrison & Watson participated via Zoom. President Paul, Vice President Haley, Vice President Rosen, Commandant Cashman, Vice President Reilly, Provost Williamson, and faculty representative Asyali also participated. Members of the faculty and staff were also present.

Chair Oney brought the committee of the whole meeting to order at 8:03 a.m. eastern time.

Committee of the Whole

INTRODUCTIONS & WELCOME

The meeting commenced with Chairman Oney introducing himself as the new Chairman, welcomed everyone to the meeting and noted that this month marked 30 years since he began his career at Maine Maritime Academy. He introduced and welcomed our new Trustees, John King, Catherine Longley, new Student Trustee - Roxanna MacGregor - Class of 2023. He reintroduced Rhonda Varney as board secretary and Executive Assistant to the President.

Chairman Oney then introduced MMA's 15th President, Jerry Paul, Class of 1989 and stated he was excited for the future of the Academy under his leadership.

President Paul thanked Chairman Oney for the kind introduction and his dedication and partnership to the Academy. He reported that he is very proud to be back in Castine, and the special connection between MMA alumni is a future worth fighting for.

President Paul thanked Chairman Oney for the introduction and for his support during the first 100 days of his presidency. He noted that MMA has a connective tissue between alumni, staff and faculty that sets it apart from other institutions and that gives us a competitive edge.

PRESIDENT PAUL'S 100 DAY REPORT

- Preliminaries:
 - Reach out to other finalists – seek role for each
 - Establish a Campus Transition Team. Work closely with Trustees to ensure their operational awareness and progress.
 - Ensured proper ceremony was prepared to recognize President Brennan for his service.

- Establishing Campus Presence
 - Build relationships – meet with all key persons repeatedly
 - Build trust
 - Establish new level & frequency of communication with entire MMA community – increase lines of communication.
 - Establish new level of presence and accessibility
 - Assess the current culture
 - Build morale
 - Establish “One Ship” theme
 - Initiate routine of “All-Hands” campus-wide assemblies/Town Halls (periodic + dedicated topics)
 - Begin process of re-establishing our MMA identity
 - Key relationships with Provost, Faculty, individual trustees, Alumni, Capt. MacArthur, SMA presidents, town leaders, congressional delegation, state legislators, MARAD Administrator Ann Phillips.

- Due Diligence – Briefings, Research & Assessments of:
 - Financials & Budget
 - Advancement & Fundraising
 - NSMV/New Training Ship Planning Processes
 - CPMD
 - Enrollment status
 - Campus culture
 - All current programs and curriculum
 - Facilities
 - Staffing (faculty and staff)
 - Athletic programs
 - Tuition & Scholarships

- Project Management – Begin addressing major initiatives
 - Ensure that current teams are working on major projects (especially NSMV, CPMD) have a clear vision and are making progress until we can go deeper together with strategic planning.
 - Initiate a dedicated 2-man *Program & Curriculum* Tiger team with Keith Williamson.
 - Meet CEO of CMP (Joe Purington)

- Prepare outline of strategy to raise new money
 - Federal and State Appropriations
 - New Grants Program

- New Partnerships (Corp, New sectors, Academic, Research)
- Prepare outlines for all other major initiatives for Trustee concurrence
 - Elevated government affairs program
 - Sustainable Enrollment Strategies
 - Tuition Re-balance
 - New Government Affairs Program
 - Elevation of Unrestricted Gifts
 - New Partnerships Program (HBCU's State, Federal Agencies, National Labs, International)
 - NSMV, CPMD, Facilities
 - Football program
- Prepare outline of our process and timeline for updating our Strategic Plan (the "MMA of the Future") Begin process for components dedicated by subject matter:
 - Life Cycle Facilities Master Plan
 - Strategic Communications Plan
 - Strategic Fundraising Plan
 - Vulnerability Assessment
 - NSMV Strategic Plan
 - CPMD Business Plan

Strategic Planning Process

- President Paul has gathered information on our past strategic planning process and found that it is a living document, and he would like to build upon it rather than start over.
- What things are already in the plan that we can work on, and what things are existing that could be built upon?
- Trustee Mercer gave a brief history of how the strategic plan was developed. Using hundreds of different strategic plans from colleges around the country as examples, the planning team came up with a dynamic living document with input from many stakeholders and consultants. They came up with four main pillars, called a strategic goal. Each was assigned to a Vice President. The Vice Presidents created three or four targeted objectives within their division that related to their specific goal. Those objectives, once complete would be replaced with new ones, which kept the document ever evolving and brought the goals closer to completion.
- Chairman Oney asked that the trustees had access to the strategic plan so they could familiarize themselves with it and determine the need for changes or updates for discussion at the next meeting.
- Trustee Adams asked if we should form a committee for strategic planning, Chairman Oney agreed it would be a good idea, once the board is familiar with the current strategic plan and continue that discussion in advance of the next board meeting.

AGB Presentation on Foundations (Captain George Watt, AGB)

- President Paul gave a brief introduction on AGB and introduced Capt. Watt of Charleston, South Carolina (via zoom).
- PowerPoint presentation attached.
- Chairman Oney thanked Captain Watt for his time and asked Vice Chair Norton, Trustees Longley and Theeman to further investigate and report findings at the next meeting.

ACADEMIC REPORT presented by Provost Williamson

Academic Quality

- Several faculty members retired recently. Dr. Williamson thanked the faculty and staff and Captain Cashman for stepping up and helping to get through some early challenges this spring.
- Continuous improvement on curriculum to keep up and adapt to changes in industry is setting MMA apart from other SMA's.

a. Accreditation

Interim reports for accreditation were submitted to ABET on July 1, 2022, for the Marine Engineering Technology and Power Engineering Technology programs. An ABET Team Chair has been assigned to oversee the accreditation process.

The Loeb Sullivan School of International Business and Logistics obtained membership in the International Accreditation Council for Business Education (IACBE). The Bachelors and master's programs will be presented to IACBE for consultation and planning for accreditation.

b. USCG Audit

Preparations are underway for an USCG audit of the Academy's licensed programs during Spring 2023. We are in good shape for the audit and process updates will be provided.

c. New Faculty and Staff

The Academy continues to attract talented faculty and staff to accomplish its mission. Following are recent additions:

1. Director of Career Services – Deb Harmon
2. Director of Library and Academic Success – Lauren Gargano
3. Coordinator for Accessibility Services – Sally Chadbourne
4. Assistant Professor of Engineering – Leon Hubbard
5. Assistant Professor of Engineering – Marsden Davis
6. Assistant Professor of Marine Transportation – Chris Monroe
7. Assistant Professor of Marine Transportation – Rob Carter
8. Assistant Professor of Mathematics – Kristi Pratt
9. Assistant Professor of Ocean Studies – Kerry Whitaker

Cruise Status

The Summer 2022 Training Cruise was completed as planned on June 23rd, 2022. The training ship is currently in drydock in Boston. The estimate for the current drydock package is \$10.5 million, all funded by MARAD. Much of the work is regulatory and required for inspection but upgrades are planned for lifeboats and davits, installation for both a new fire detection system and ballast water treatment system.

The drydock package was awarded for 90 days, ending September 30th. TSSOM is estimated to return to Castine in mid-October. Maintenance classes are still scheduled for fall; however, students will earn roughly one-half the sea days from maintenance. For upper class students, the lost sea days will be recovered through additional watch-standing or other means. For first-year engineers, additional sea days will offset the lost sea days.

Cruise update from Captain Cashman and Regiment of Midshipmen

The Regiment supported the Summer 2022 Sea Term that saw 170 cadets; and 45 crew, faculty and staff travel from Castine to Charleston, SC; Fort Lauderdale, FL; Ponta Delgada, Azores; Reykjavik, Iceland and finally Portland, Maine before returning to Castine. The cruise encompassed 62 sea days starting on April 24th and concluding on June 24th.

A 'Bluenose' ceremony was held onboard accepting all newcomers into the Realm of the Arctic on June 3rd. In addition to faculty and permanent crew, we sailed with three Strategic Sealift Officers and a broad range of temporary officers including MMA alum Peter Johnson and Eleish Higgins. Following cruise, Captain MacArthur along with the permanent and temporary crew sailed TSSOM to Boston for its 90-day MARAD funded drydock.

On July 11th, four MMA cadets along with members of the senior staff and TSSOM crew attended the steel cutting ceremony for NSMV III (Future T/S State of Maine). The newly appointed MARAD administrator was also in attendance along with several senior MARAD, Tote and Philadelphia Shipyard representatives. The day concluded with a tour of the shipyard and NSMV I.

Preparations for Fall 2022 are well underway. We will welcome 80 upper-class students back to campus on Thursday, August 18th to commence their training as Strykers (Midshipmen Training Officers). The incoming MUG class reports on Sunday, August 21st for the start of Regimental Preparatory Training (RPT). We anticipate 138 unlimited license students (51 Deck, 87 Engine) as well as 12 voluntary regimental members. RPT will conclude on Sunday, August 28th with the traditional Ship Jump.

Looking to improve communications and additional persons on board for next year. We would like to have additional medical crew on board for added support. Sodexo has also struggled to have a full staff for cruise and hopes to be fully staffed for 2023.

He added that cruise is more complicated than it used to be and more difficult to manage to and applauded the commandant's efforts to do so. He added that due to the increasing price of crude oil, the cost of fuel has nearly tripled since this time last year. Currently, MARAD provides \$3.8m for all SMA's, Fortunately, Senator Collins put in for 6.8m for each SMA. MMA will have to make up any difference if the earmark is less.

Fall 2022 semester update

The fall 2022 semester will begin with a Faculty Orientation/Welcome on August 26th, 2022. Courses will run from August 30, 2022, through December 9, 2022. There are 525 total course sections planned for in person instruction.

We have the capacity for 320 sections, and 80 faculty members. As part of MMA's quality standards, we may need some additional faculty to meet the demand to maintain our high standard of teaching excellence.

Spring 2023 semester plan

The spring 2023 semester will begin with a Faculty Orientation/Welcome on January 5, 2023. Spring courses will run from January 17, 2023, through May 5, 2023. The Spring semester includes spring break during the week of March 6th -10th. Commencement will be on May 6th, the day before TSSOM cruise on May 7th, 2023. The cruise is scheduled from May 7th through July 19th.

Partnerships and External Funding Initiatives

The Academy continues to leverage its strong reputation to strengthen and build partnerships that reflect state and national priorities for economic drivers including renewable energy, digital disruptions, and decarbonization. Key partnerships include:

- a. Pinetree Offshore Wind – collaboration with Northern Maine Community College for \$2.6 million earmark (submitted to Senator King) for a Mid-coast Center for Workforce Innovation for Offshore Wind. The project is slated for the Bucksport campus and will provide and expand basic safety training and sea survival for Floating Offshore Wind. The training establishes new benchmarks above minimums established by Global Wind Organization certification.
- b. SailPlan, Nuvve, Bath Iron Works, and ExxonMobil – MMA initiative to establish a Center for Vessel Optimization and Digitization with a \$2.5 million earmark (submitted to Senator Collins) to address digital disruptions and decarbonization. The project will strengthen and expand infrastructure for product lifecycle management (PLM) tools, internet-of-things (IoT) emission sensors, and smart ship technology. This initiative strengthens efforts involving the R/V Quickwater (autonomous capability) and the Shore Control Center in Bucksport.
- c. Bath Iron Works – revised our ongoing three-year contract to strengthen oversight of the Associates in Ship Production degree and to use online delivery to expand BIW instructional site to grow MMA enrollment by adding more MMA degree options plus General Education courses.

Trustee Mercer asked about the new faculty and their credentials, Hubbard is a Chief Engineer, Professor Marsden Davis is an electrical engineer, Captain Monroe and Carter have unlimited licenses.

ADVANCEMENT DIVISION Quarterly Report introduced by Chairman Oney presented by Vice President Christopher Haley.

Development Financials

MMA gifts finished lower overall in fiscal year 2022 than in fiscal year 2021, having received \$2,667,893 in new gifts and pledge payments from July 1, 2021, through June 30, 2022 compared to \$3,198,751 the prior fiscal year. This represents a 19.9% decrease in total giving.

We were down \$174,558 in total Annual Giving (gifts made to the unrestricted fund, as well as restricted annual funds). Gifts to restricted accounts, including pass-through scholarships, are up by \$156,105, but unrestricted giving to the annual fund was down by \$168,229. Alumni participation in the annual fund dipped in this period to 10.68%, lower than last year's 15.88% and significantly less than our record high of 24.50% in fiscal year 2020, when the Alford Challenge was secured.

The total number of donors to the Academy this year was up by 43% primarily because of events opening back up. Donors to the Annual Fund were down this fiscal year by 712 compared to last fiscal year, while contributors to endowment were also down by 326.

Several macro and micro factors help to explain the decrease in fiscal year 2022. On the macro front, we have heard from our volunteers, alumni, and other donors that supply chain issues, food and fuel costs, the war in Ukraine, new variants of COVID, the Great Resignation, and more recently the diminution of the stock market losses factor negatively affecting their business and personal lives, as they affect the entire country. We have heard that time and money (and patience) are in much shorter supply than they were at the start of the pandemic. On the micro front, these factors have affected MMA as well. Over the past year, significant staffing transitions have taken place and vacated positions in the Development Office have taken many months to fill; some remain open.

The inability to fill much-needed positions resulted in a decision to place a hold on the activity of our Annual Giving Committee volunteers as we did not have the team necessary to support the activity of 60 volunteers as well as the Campaign Core Team. The net effect was a loss of momentum. In addition, the Maritime Alumni Challenge, a fundraising competition between state Maritime Academies ended as the other academies withdrew in fiscal year 2021 which impacted our spring giving. COVID concerns and short staffing also prevented our annual Community Giving Day, Senior Class BBQ, casual get-togethers with donors, and use of the *Bowdoin* for outreach and donor stewardship purposes.

What are we doing to reverse last year's results pertaining to the Annual Fund? This year's Annual Fund strategy kicks off with a letter to our constituents from President Paul and VP for Advancement Chris Haley summarizing our FY22 year and articulating the need for philanthropic support. There is no ask. That letter will be followed within a day or so with a video message from President Paul again articulating the need for support and a greater call to action.

The video will be followed a couple weeks later with an appeal from President Paul with a specific ask – the first of five appeals to alumni. We also plan two appeals to current parents and two appeals to friends and others. Finally, we are planning a spring competition among our alumni to replace the competition with the other schools with a Mariner Challenge inviting classes and decades to compete against one another for bragging rights. The Senior BBQ is tentatively scheduled for this fall.

Campaign work is continuing to move along. To date, we have secured \$13.9 million in campaign gifts including reach-back gifts, documented and verbal pledges, and estate provisions. Version #7 of the campaign case statement has been drafted, but there are questions that need to be answered surrounding the waterfront, student life and wellness center, and new thinking which necessitates revised prioritization and goals. Conversations will commence with President Paul.

President Paul has mailed approximately 90 introductory letters to the Board of Trustees, the Alumni Association Board, the leaders of our Alumni Chapters, and our top donor prospects. He is in the process of making follow-up calls, which will then be followed by fact-to-face meetings. President Paul will be joining the Campaign Core Team meetings on an occasional basis moving forward.

The priority prospect pipeline has been adjusted to reflect new ask deadlines, action steps and the person (staff or volunteer) responsible for the action steps. This work resulted in the evaluation of 30 prospective donors, representing nearly \$60 million in campaign requests. Between now and July 31, we have scheduled 15 actions to cultivate prospects with a total ask target of \$40.6M.

Two new Major Gift Officer positions are currently being advertised and will be based in areas strategic to cultivating alumni. The two positions currently open in the Castine office will need to be revisited and an assessment made of our inability to fill them, and steps taken achieving a successful outcome.

Alumni Relations

Alumni Relations has been busy engaging our alumni since our last report. April 4 was the annual Mariner Golf Classic in Texas along with an event to introduce President Paul. After a two-year hiatus, the Senior Alumni Banquet returned on April 12 in Bangor. On April 15, 75 alumni and friends of MMA joined us at the Maine Mariners Hockey Game in Portland. There was a Connecticut/Rhode Island chapter event with beverages and pizza on April 27.

On May 5 in Charleston, SC, we had up to 200 tickets available for an event at the Charleston RiverDogs AA baseball game in conjunction with TSSOM being in port. Due to a Covid outbreak on the ship, our student attendance was impacted. The Seacoast chapter held a cookout on May 13. A dinner was held on May 18 in Tampa, FL.

In June, there was an event in Warren, ME focusing on the *El Faro* Salute on the 18th. On June 20, 250 alumni and friends celebrated the arrival of TSSOM into Portland with an event at Ocean Gateway. Over 150 golfers attended the Mariner Golf Classic in Brunswick on June 27.

In July, a small gathering from the Class of 1965 returned to campus for their reunion. On July 15, 150 alumni and friends attended the Portland Sea Dogs game. On July 23, the Southern California chapter will host its annual lobster feed.

Upcoming reunions in August include the Classes of 1967 (1st-3rd) followed by the Class of 1962 (8th-10th).

Homecoming is scheduled for September 17.

During the 2022 fiscal year, Alumni Relations hosted or participated in 38 events in a COVID- cautious environment.

Of the 20 chapters and groups, 14 hosted at least one event (~1,500 total Alumni). Of the six not hosting events, one is scheduled for a Zoom meeting with President Paul in August, three have introduced new leadership this spring to rejuvenate their missions, and two have been dormant.

The Alumni Association hosted five events at professional minor league venues, including three hockey games (ME, VA) and baseball, (ME, SC) with response being very strong and favorable. SC was the only venue that was sub-par due to COVID, which impacted student attendance (ship was in Port Charleston) but drew ~ 340 alumni and friends.

Two editions of *Mariner* magazine (to 7,000 alumni) and three editions of the *Shipmate* electronic newsletter (to 4,750 alumni) were distributed.

Welch Sign of Scarborough is creating a perpetual display for Wyman House that will include a Wall of Honor to include Outstanding Alumni; Humanitarian; Honorary/Associate Members; Past- Presidents.

Yacht Donation Program (YDP)

We have just recently put the Hatteras 65' (\$450K net) and the Whisper Jet 55' (\$200K net) on charter, The Hinckley 59 (\$225K net) and the Bristol 41 (\$75k net) are under contract pending final survey. We have a new offer for *Cordina* (\$600K net) contingent on the air conditioning system repair being completed. The Tiara 52' (\$200K net) is drawing a lot of attention but we are waiting for a new generator to be installed. The generator has been on order for six months and there is no idea when the unit will be available. The supply chain issues have hit the boat industry at all levels.

Recent donations are the Trumpy 63' (\$225K net) and the Herreshoff 44' *Wizard* (\$250K net). *Wizard* is entered in the Camden Classic and the Eggemoggin Reach Regatta with a crew made up of students and faculty. This boat has created a positive buzz in Castine, and surrounding areas and we have already received several offers to consider once the races are completed. The Yacht Donation Program is funding the race expenses as an advertising and public relations effort.

One of the more interesting donations the YDP has received is a large amount of teak (70K board feet) and Spanish cedar (20k board feet with an appraised value of \$1.6 million). We are moving the wood to a climate-controlled warehouse; will use some for waterfront projects and then sell the rest at the end of the three-year holding period. A net of \$750K to \$1 million is estimated.

There have been considerable inquiry and more formal conversations with brokers regarding several high-dollar boats. As predicted, we are entering into a favorable economic climate for donations. Currently, we have 19 boats on charter and eight available for sale or charter.

As always, Joe extends his gratitude to Tina Pitchford, Alice Herrick, Amanda McGuire, Susie Hutchins, Shayna Glick, Kathy Heath, and Hildy Lowell, for all their assistance.

FINANCE REPORT Presented by Treasurer Theeman and VP Rosen

Fiscal Operations

For the year ended June 30, 2022, preliminary pre-audit financial results show actual income and expenditures in balance, overcoming a budgeted \$865,000 shortfall. Overall revenue was favorable to budget by \$1.8M and year-end expenses, before adjustments and transfers, were under budget by \$905,000.

Major budget variances in fiscal year 2022:

- Tuition & fee revenue was unfavorable to budget by \$1.4M (-6.3%)
- State & federal appropriation was favorable to budget by \$2.92M (+30%)
- Undergraduate Instruction costs were unfavorable to budget due to an additional scheduled training cruise by \$1.169M (+12%)
- Scholarships and Fee Waiver expenses were unfavorable to budget by \$747,000 (+77%)
- Employee Benefit costs were favorable to budget by \$1.4M (-19.7%) due to routine staff vacancies and the State Employee Health Commission 2021 premium holiday.

Financial Audit:

The MMA finance group is actively engaged with the team from Baker, Newman & Noyes, LLC as they conduct the annual financial audit and grants guidance audit for fiscal year 2022.

Investments:

During the fourth quarter of FY22, management of the Academy's endowed funds was transferred from the Managed Investment Pool with the University of Maine System to The First National Bank Wealth Management.

The June 30, 2022, account balance under management with The First is \$59,581,807 vs the June 30, 2021, balance of \$61,532,497 under management with the University of Maine System MIP.

The total value of MMA's reserve funds managed by Camden Wealth Management totaled \$15,279,488 as of June 30, 2022, compared to \$16,097,465 as of June 30, 2021.

- **The Supplemental Budget Proposal** President Paul addressed the board and outlined the requested additions. MMA's goal is to increase enrollment, through various avenues, such as airport signage, grant writer and more field reps to build relationships with feeder high schools. There is also immediate need for a communications director, and some funding will be directed toward that goal. The funding will include funding the Chief Operating Officer position, which will replace the previous Chief of Staff position that was held by the previous Executive Assistant.
- Chairman Oney asked that we have a way to track the results of the additional marketing in order to justify the cost.

Information Technology

- MMA has researched, vetted, and run an RFP for a replacement of the Advancement software, Raiser's Edge by Blackbaud. Exploring conversion process to the new product Boomerang.

- Completed advanced integration of the Power Campus database with the Admissions Slate software.
- Built a new Athletic Facilities membership website and payment processing website and service.
- Completed IT setup and support for Summer Cruise 2022 and got the TSSOM online in dry dock at Boston.
- Re-established a new Microsoft Campus licensing agreement for all Microsoft products good for the next three years.
- Established a new firewall routing and VPN system for off-campus connectivity and TSSOM deployment.
- Completed Exchange email conversion from on-premises to M365 online.
- Finished multifactor authentication project for all Faculty and Staff accounts.

Campus Facilities & Safety

- Site work and assembly of the Fire Training Facility in Bucksport CPMD is underway
- Waterfront redevelopment project moved to the design & engineering phase
- Curtis Hall renovation project has received input from Academy focus groups
- Renovations and upgrades of Abbott House, the official residence of the MMA President.
- Leavitt Lawn is benefiting from a significant campus beautification upgrade.
- The Smith Gymnasium court and bleachers are scheduled for total replacement late spring 2023
- The Maine Department of Public Safety Fire Marshal Northern Field Division Headquarters has leased office space at Bucksport CPMD
- Electric Car chargers have been installed on campus
- New coordinated directional signage is installed across campus

Human Resources

During the quarter MMA HR hired and processed paperwork for 41 employees including 26 full time: 5 part time positions as well as 10 positions on the TSSOM training cruise. HR processed employee resigning/retiring departures for 37 full time and 16 part time members.

Human Resources is implementing a new software solution for the recruiting process that will provide enhanced value to the campus community and a superior experience for potential candidates.

Institutional Research & Financial Analysis

Several important surveys were completed including: The Integrated Postsecondary Education Data System IPEDS, College Board Big Future, Peterson's, and U.S. News and World Report Best Colleges.

The spring version of the MMA Fact Book has been restructured to better highlight licensed enrollment details. Enrollment was reorganized, grouping the majors by license category and a graph was added showing the total counts by license type to illustrate the make-up of the undergraduate class. Maine resident students and Regimental status now have graphics to better illustrate the percentages of the student population represented. Lastly, a table was added showing degrees granted by academic year, grouped by license type.

Vice President Rosen thanked his team for their dedication and hard work and recognized them individually. Alice Herrick, Peter Stewart, Heidi Pugliese, Will Martell, Wendy Haslam, Rachael Cotoni, Carmen Montez of Sodexo and Kathy MacArthur of Follett Bookstore.

ENROLLMENT MANAGEMENT & MARKETING REPORT introduced by President Paul and presented by Kimberly Reilly, Vice President of Enrollment Management and Marketing

Admissions

Undergraduate:

We are finalizing the Strategic Enrollment Management (SEM), planning process for the Fall 2023 recruitment cycle, and taking a data informed approach for not only our recruitment efforts, but also our scholarship leveraging.

For **recruitment**, we are utilizing data to develop our desired applicant pool, which includes building a student profile. We have requested access to National Student Clearinghouse reports that will show us where any student we have admitted in the past five years chose to go to school if they did not enroll at MMA. It will also show us where students who have attended, but then left the institution, chose to go. This data tells us who our competition is, and how we have to craft our recruitment message in response to that competition. Our recruiters will have assigned territories in Slate this year and will be accountable for recruiting students from the high schools in those territories. We will have application and enrollment goals for each recruiter, and we are starting to build student profiles by high school and by program. This data informed decision making will guide our SEM planning process and help us put together a 5-year SEM plan for the institution over the course of the next year.

Part of the message that our recruitment team will be taking to students, parents and school counselors focuses on what's new at MMA? How has the story of who we are and what we offer gotten even better? Our recruiters will be talking about the fact that we changed the way in which we offer merit scholarships as of last year, so we are leveraging those funds and making more students eligible for funding during the admissions cycle. Our recruiters are going to talk about the many accolades that MMA has received including that we were identified as the number one public institution for return on investment for low-income families in a Georgetown University study. They're going to emphasize our job placement rates, and finally, that we have a state-of-the art new ship coming in 2024.

Dual Enrollment for high school students has the potential to help us identify and recruit students who would have previously not met the admission criteria for Maine Maritime. By partnering with local high schools and organizations such as the Bridge Academy to offer students the opportunity to enroll and use coursework to satisfy both high school and MMA program requirements, we are ensuring that students have access to complete the math and science courses that they need for admission to our programs.

CampusESP went live on August 1st with parents of our current students, including those whose students start in Fall 2022, receiving an invitation to the portal. Admissions is creating a CampusESP and website team that will allow our work-study students to support content creation for the parent portal and social media. This team will also be responsible for identifying MMA website pages that

need updating and a schedule for department review. MMA student Wesley Brewer continues to host a podcast on Spotify

The MMA **Blue and Gold** program is designed to invite alumni who have a willingness to participate in the identification and recruitment of qualified students. The Blue and Gold program was presented to the MMA Alumni Board on August 3rd and included a review of the program policy and procedure, selection process for participation, training protocols and oversight responsibility.

The Admissions team will focus on expanding our **MMA Prep** program this year as part of an overall drive to expand our relationship with the Maine Community College system. Admissions is hiring a Transfer Enrollment Specialist who will be responsible for developing and/or expanding existing MOUs with community colleges, both within Maine and in other states. In addition, this position will be a workforce development liaison and will work with maritime and other industry partners to develop MOUs for their employees.

Graduate:

The Slate CRM has been configured to support a graduate application process that includes the purchase of names to build a recruitment funnel, a drip marketing campaign, and the development of a graduate landing page with a linked application. As a marketing test for the grad program designed to calculate interest in the program, we recently spent \$800 on Facebook ads, and we achieved a very good click through rate of 23% on 137,000 impressions. You would typically expect to see a click through rate of about 10-15% on that size population. Next step for marketing the graduate program will be the addition of google ads that will be geo-fenced to specific areas such as seaports.

Our goal this fall is to identify and develop MOUs with businesses and seaports in an effort to expand the workforce development side of our graduate program. We are hiring a Graduate Enrollment Specialist who will have responsibility for increasing enrollment in our graduate program.

Campus Visits:

Our goal this year is to welcome over 5,000 visitors to campus. MMA was recently awarded a \$150,000 grant from the State of Maine to expand our Discovery Voyage program which is designed to offer Maine students from all grade levels an exciting in-person visit that allows them to explore our campus and the many programs offered. The students also get out on the water in an Academy vessel and explore the coastal ecology and marine life in the Castine harbor. Discovery Voyage provides hands on programming for every visitor. The Assistant Director of Discovery Voyage position will assist with this program, campus visits, Open Houses and will have a recruitment territory.

The Admissions Fall Open House is scheduled for Saturday September 24th, and Admissions is currently exploring the idea of having a second Open House in October. The Girl Scouts weekend is from September 30th – October 2nd and MMA plans to eventually welcome every Girl Scout troop from across the state of Maine over the course of the next year.

Financial Aid:

Enrollment has an entirely new Financial Aid staff, including Ryan French, Director of Financial Aid. Our goals in the area of financial aid for the upcoming year include ensuring that we are leveraging and reconciling endowed scholarship dollars during the recruitment process and have all incoming students for the Class of 2027 Start Ready by the May 1st deposit deadline. Start Ready means that all students have completed their Financial Aid requirements, have been fully packaged and have been given counseling by the Financial Aid department. In addition, we are developing reports that will help us manage the workload in Financial Aid and ensure that all students have applied for and received the appropriate aid packages.

Financial Aid is also working to implement a new process for awarding our endowed scholarships at the beginning of the recruitment process so that we can leverage these dollars for enrollment and possibly reduce the amount of spend in unfunded merit scholarships. In addition, a 3-way reconciliation between the Advancement, Finance and Financial Aid systems will be conducted for the endowed scholarships. We are also reviewing the unfunded merit awards during the most recent recruitment cycle to determine the effectiveness in recruiting students based on the Academic Ranking (AR) model. Based on the data review we will make the recommendation to adjust the AR1 merit group based on GPA and reduce the initial merit award offered to Maine students.

Marketing:

We will launch an advertising campaign in the Bangor and Portland airports by the end of August. Our new collateral that will be used for high school and campus visitors uses the combined brand tag lines of "Start Here Go Anywhere" and "Be the One to Move the World."

Retention:

MMA will begin tracking retention and persistence statistics utilizing a number of student identifiers including gender, state of residence, academic program, athletics, first generation, and regiment. Starting this fall, we will initiate an intrusive advising plan for the incoming freshman class that will include required check-ins with an advisor twice in the semester in an effort to assist students with identifying and resolving any issues as they come up. We are also identifying upper class students who can serve as mentors to the incoming freshman class and will work in collaboration with the student advisors. Our goal is at least a 95% retention rate for the class of 2026.

- Chairman Oney noted that we need to be sure we are not dismissing students with a lower GPA. A student with a 2.5 might turn out to be the most successful of all their classmates. Let's not only try for 4.0 students.
- Trustee Mercer added that sometimes, the 2.5 students are the ones who assist the 4.0 student when it comes to the hands-on aspects of our programs.
- VP Reilly noted that we do try and fit the profiles based on Academic rankings, but we did give the lower ranking students aid as well as the higher-ranking students.
- Trustee Norton asked how not having football affected enrollment, VP Reilly responded that it did have an impact. There will be a football summit at homecoming this fall for anyone interested in being part of that ongoing discussion.

STUDENT AFFAIRS & OPERATIONS introduced by President Paul and presented by Dean Davis and Peter Stewart.

President Paul asked Dean Davis to touch on a few highlights for new student orientation and Curtis Hall changes.

Ms. Davis reported that this past summer, student services hosted 188 students and their families for the new student orientation over the course of three Saturdays. This was an increase of about 50-60 students that came to orientation last year. One of the main goals of this event is to assist the students in making social connections with other students and leave feeling connected to the institution in some way. Over 15 departments participated in the morning welcome and tremendous support from every department was given.

Over the last two years, a primary goal has been to get every student out on the water on one of our vessels and that went very well this summer.

Working diligently to get a full staff in place before the beginning of the semester. Eve Toomey has been hired as the Director of Counseling, to replace Paul Ferreira, who will be retiring from full time, and starting part time on Sept 2nd.

A Health Services position will be open at the end of August, Northern Light Healthcare is in process of replacing that position.

We have also hired a Director of Residential Life and staff have been working tirelessly to improve on Curtis Hall spaces and making it more appealing to students for both study and leisure opportunities.

Improvement has also been made at The Bilge (student lounge) to make a better-quality experience for the students.

Student Services is prepping for the new students to report to campus this fall. Dean Davis says the total undergraduate full-time headcount is around 880 students.

OPERATIONS COMMITTEE

- Trustee Mercer gave an update on Operations on campus. Over the next 2 years, the operations committee will be under the gun for many projects on campus. He has faith in the team putting everything together and as we move forward, there will be a need for team considerations and quick decisions and on the ground efforts. There will not be a lot of time for high level discussions about many of the projects. The projects are on a very tight timeline and require complex coordination.
- Chairman Oney wants to be sure that all of the new projects be marketed effectively to showcase the great things that we are doing.
- President Paul highlighted some of the recent updates for the new ship
 - Steel Cutting event in Philly at the shipyard
 - March 2023 will be the keel laying ceremony
 - Delivery date of Oct 2024 still on track

- We are working diligently on the shoreside infrastructure necessary to support the vessel when it arrives. The Central Maine Power team is working with us side by side to ensure success of the electrical needs of the new vessel.
- President Paul gave an update on the timeline at the last Town & Gown meeting in Castine.
- Captain Cashman added additional information about the waterfront projects, including the request for qualifications for the design team. We had 5 responses and selected BGS Environmental from South Portland.
- President Paul had a meeting with Joe Purington, President of CMP who offered their support of the project.
- Peter Stewart introduced himself to the new members and gave an update on Curtis Hall, where the improvements we are making are geared toward improving student satisfaction. The fire stack in Bucksport is finally underway. The foundation has been poured and it will be ready for operation in the Spring. We are renting a portion of the building to the State Fire Marshall's office, a 4-year lease.
- Dr. Williamson added that we were a founding member of the International Association of Maritime Universities and now rejoined. He introduced Ender Asyali to give an update on the IAMU and our role in it, which includes a conference that he and President Paul will be attending in Batumi, Georgia this October.

GOVERNANCE COMMITTEE

- Doug Wellington noted that each trustee should have received a conflict-of-interest form to fill out.
- This being the annual meeting, we typically elect officers, and we will be voting on the table of committee assignments found in your binders. Two of the committees need a chair, so anyone interested in that assignment, please let trustee Wellington or Chairman Oney know.
- The Board Self Evaluation survey, provided by the AGB was sent out two weeks prior to this meeting, it was taken by 10 members, it will be sent out again for the November meeting in hopes of more members participating.
- Jerry invited everyone to read through the AGB magazine that is sent out to trustees each month that has a lot of good information and resources.
- There is a resolution to approve meeting dates, which we haven't done in recent history, but it is a by-laws requirement.

Committee of the Whole meeting concluded at 2:47 p.m.

MMA ANNUAL BOARD OF TRUSTEES MEETING

The meeting commenced at 3:00 p.m.

Chairman Oney introduced the first order of business.

MINUTES OF THE April 22, 2022 MEETING

On a MOTION by Trustee Theeman and seconded by Trustee Mercer, the Board unanimously voted to accept the minutes of the meeting of April 22, 2022 as presented.

Chairman Oney's remarks

Chairman Oney gave welcome and introduction of new members as well as President Paul on his first official board meeting as President.

President Paul thanked Chairman Oney and commented that during the committee meeting, he gave his 100-day report and opened the floor for questions. There being none, Chairman Oney moved on to the Alumni Association Report, which is included in the minutes, but no oral report was given.

Education Committee Report

The Education Committee report was given by Dr. Williamson, who offered the following resolution for a conferral of Associate of Science Degree.

Resolution #1 To Confer Associate of Science Degrees

AUTHORIZATION TO CONFER DEGREES

Upon the recommendation of the Faculty, I present to the Board of Trustees the following candidates for the Associate of Science degree and ask for Board authorization to confer said degree upon successful completion of degree requirements.

Associate of Science Degree

Joseph Card, *Bath Maine*

On a MOTION by Trustee Webb and seconded by Trustee Wellington, the Board voted unanimously to confer associates degree as set forth above.

ADVANCEMENT COMMITTEE REPORT

The Advancement committee was given by Vice President Haley. There was a discussion about the development financials from last year and our plan moving forward for fiscal year 2023. We discussed the campaign as well as a brief update from Alumni relations and the good work they are doing. The hard work by yacht donation manager, Joe Loblely was also presented.

The Advancement Committee has four resolutions to put before the board for approval.

ADVANCEMENT RESOLUTION #1 presented by VP Haley Acceptance of Gifts and Grants of \$1000 or more

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 below.

On a MOTION by Trustee Wellington and seconded by Trustee Dey, the Board voted unanimously to accept with gratitude all gifts and grants of \$1,000 or more as set forth above.

ADVANCEMENT RESOLUTION #2 presented by VP Haley To Approve the Capt. William F. Brennan & Dr. William J. Brennan Endowed Scholarship Fund

RESOLUTION

THE CAPTAIN WILLIAM F. BRENNAN USN (RET) '43 AND DR. WILLIAM J. BRENNAN ENDOWED SCHOLARSHIP FUND

BE IT RESOLVED: by the Board of Trustees of the Maine Maritime Academy that **THE CAPTAIN WILLIAM F. BRENNAN USN (RET) '43 AND DR. WILLIAM J. BRENNAN ENDOWED SCHOLARSHIP FUND**, as described below, is hereby established.

THE CAPTAIN WILLIAM F. BRENNAN USN (RET) '43 AND DR. WILLIAM J. BRENNAN ENDOWED SCHOLARSHIP FUND

A permanently endowed trust fund established in 2022 by generous gifts from family and friends of Captain and Dr. Brennan on the retirement of Dr. William J. Brennan as president of Maine Maritime Academy; said fund to be used to provide scholarship assistance to deserving students.

Preference will be given to:

- An incoming first year student(s) with demonstrated need.
- Who is a legacy student meaning a parent, uncle, or aunt graduated from MMA.

- If the above criteria are not met, the income is to be used for an incoming student with demonstrated need with no restrictions.

All of the income and an undetermined amount of the realized and unrealized capital appreciation of said Fund, as the Trustees of Maine Maritime Academy may from time to time direct, may be expended for the purposes specified by *The Captain William F. Brennan USN (Ret) '43 and Dr. William J. Brennan Endowed Scholarship Fund*. However, at no time shall the current market value of said Fund be reduced by reason of such expenditures below the aggregate amount of all gifts and bequests to the Fund, and any future amounts which may be added to said Fund by gift or bequest shall be administered in the same manner.

In the administration of the authority herein granted, the Trustees and any person or persons whom they employ as investment advisors shall exercise ordinary business care and prudence under the facts and circumstances prevailing at the time of the action or decision, and in so doing they shall consider long- and short-term needs of the Academy in carrying out its educational purposes, its present and anticipated financial requirements, expected total return on its investment, price level trends, and general economic conditions.

If in future years at the discretion of the Trustees, altered circumstances make it impractical to use the Fund for the purpose originally intended; the Academy, by vote of its Trustees, may use the principal and/or income of the Fund for such purpose or purposes as, in the opinion of the Trustees, will then most nearly fulfill the wishes of the donor as stated above.

On a MOTION by Trustee Devine and seconded by Trustee Theeman, the Board voted unanimously to accept the resolution to fund the Captain William F. Brennan & Dr. William J. Brennan Endowed Scholarship Fund as set forth above.

**ADVANCEMENT RESOLUTION #3 presented by VP Haley
To Approve the McCarthy Family Endowed Scholarship Fund**

RESOLUTION

THE MCCARTHY FAMILY ENDOWED SCHOLARSHIP FUND

BE IT RESOLVED: by the Board of Trustees of the Maine Maritime Academy that **THE McCARTHY FAMILY ENDOWED SCHOLARSHIP FUND**, as described below, is hereby established.

THE McCARTHY FAMILY ENDOWED SCHOLARSHIP FUND

A permanently endowed trust fund established in 2022 by a generous gift from John McCarthy and his family; said fund to be used to provide scholarship assistance to deserving students.

Preference will be given to:

- An incoming first-year student(s) with demonstrated need;
- From Cheverus High School in Portland, Maine;
- Any other Catholic High School in Maine or the United States;
- The scholarship may stay with the student through graduation;
- If none of the above criteria are met, the proceeds may go to any first-year student with demonstrated need.

All of the income and an undetermined amount of the realized and unrealized capital appreciation of said Fund, as the Trustees of Maine Maritime Academy may from time to time direct, may be expended for the purposes specified by *The McCarthy Family Endowed Scholarship Fund*. However, at no time shall the current market value of said Fund be reduced by reason of such expenditures below the aggregate amount of all gifts and bequests to the Fund, and any future amounts which may be added to said Fund by gift or bequest shall be administered in the same manner.

In the administration of the authority herein granted, the Trustees and any person or persons whom they employ as investment advisors shall exercise ordinary business care and prudence under the facts and circumstances prevailing at the time of the action or decision, and in so doing they shall consider long- and short-term needs of the Academy in carrying out its educational purposes, its present and anticipated financial requirements, expected total return on its investment, price level trends, and general economic conditions.

If in future years at the discretion of the Trustees, altered circumstances make it impractical to use the Fund for the purpose originally intended; the Academy, by vote of its Trustees, may use the principal and/or income of the Fund for such purpose or purposes as, in the opinion of the Trustees, will then most nearly fulfill the wishes of the donor as stated above.

On a MOTION by Trustee Wellington and seconded by Trustee Mercer, the Board voted unanimously to accept the resolution to fund the McCarthy Family Endowed Scholarship Fund as set forth above.

**ADVANCEMENT RESOLUTION #4 presented by VP Haley
A Resolution Concerning Disbursement of the Estate of Betty L. Goff**

RESOLUTION

Resolution Concerning Disbursement of the Estate of Betty L. Goff

BE IT RESOLVED: by the Board of Trustees of the Maine Maritime Academy that Jerald S. Paul, President, is hereby authorized on behalf of Maine Maritime Academy to accept and convey, assign, transfer or otherwise dispose of all shares, stocks, bonds, debentures, debenture stock, and other securities from the account being established at Citizens Securities, Inc. for the disbursement of the estate of Betty L. Goff to Maine Maritime Academy.

On a MOTION by Trustee Wellington and seconded by Trustee Mercer, the Board voted unanimously to accept the resolution concerning the disbursement of the Estate of Betty L. Goff as set forth above.

Finance Committee Report

The Advancement committee report was given by Finance Committee Chair, Trustee Theeman. As of July 31, 2022 the endowment has been transferred from the University of Maine system to the First, the fund value is \$62,392,925. We reviewed the statement of investment funds for the Academy, the final changes were reflected based on the May 24th finance committee meeting.

Trustee Theeman offered the following resolution for board approval.

RESOLUTION

Resolution to Adopt Revised Investment Policy

BE IT RESOLVED that the Maine Maritime Board of Trustees adopts the revised Maine Maritime Academy Statement of Investment Policy for Invested Funds of the Academy.

On a MOTION by Trustee Dey and seconded by Trustee Mercer, the Board voted unanimously to accept the resolution to adopt the revised investment policy as set forth above.

Theeman continued with his report to say that Mr. Rosen reviewed the pre-audited FY end of year financials for the audit in process. The final item of the Finance Committee was President Paul's outlined changes to the 2023 budget which were approved by the Finance Committee.

RESOLUTION

Resolution to Adopt Adjustments to the FY2023 Operating Budget

BE IT RESOLVED that the Maine Maritime Board of Trustees adopts Supplemental Appropriations and Revenue Adjustments to the FY2023 Maine Maritime Academy operating budget.

On a MOTION by Trustee Dey and seconded by Trustee Devine, the Board voted unanimously to accept the resolution to adopt adjustments to the FY2023 Operating Budget as set forth above.

Enrollment Report

Vice President Reilly had nothing additional to add to her report from the committee meeting earlier in the day.

Operations Report

Trustee Mercer reported that during the committee meetings, we received an update from Captain Cashman regarding the waterfront project and updates from Facilities Director Steward that were very informative and informational and cordial. He thanked them for their diligent work on those projects.

Governance Committee Report

Trustee Wellington reported that the AGB board assessment tool survey results were provided and he will look at the resources available to do assessment of individual board members and report back in November. He put forth three resolutions on behalf of the Governance Committee for board approval.

Governance Resolution # 1 Concerning the Nomination for Board Officers.

RESOLUTION

Resolution Concerning Nomination for Board Officers

BE IT RESOLVED The Governance committee submits the following nominations: Jason Oney for Chairman; Wayne Norton for Vice Chairman; Miles Theeman for Treasurer; Rhonda Varney for Secretary.

On a MOTION by Trustee Somerville and seconded by Trustee Mercer, the Board voted unanimously to accept the resolution to approve the nomination of Board Officers as set forth above.

Governance Resolution # 2 to Approve the Board Meeting Dates for 2023

RESOLUTION

Resolution Concerning Board of Trustees Meeting Dates for 2023

BE IT RESOLVED: by the Board of Trustees of the Maine Maritime Academy that the following dates have been approved for 2023.

MMA Board Meeting dates for 2023 are:

- February 23, 2023
- May 5, 2023
- August 3, 2023
- November 9, 2023

On a MOTION by Trustee Norton and seconded by Trustee Mercer, the Board voted unanimously to accept the resolution to approve the Board of Trustees meeting dates for 2023 as set forth above.

Governance Resolution # 3 to Approve Committee Assignments

RESOLUTION

Resolution Concerning Committee Assignments

BE IT RESOLVED: by the Board of Trustees of the Maine Maritime Academy that the committee assignments voted upon be approved.

Discussion about Committees that don't currently have a chair, Chairman Oney stated that he would be looking for volunteers to chair those committees and we will finalize at the November meeting.

On a MOTION by Trustee Mercer and seconded by Chairman Oney, the Board voted unanimously to accept the resolution to approve the current committee assignments as shown on the committee assignment sheet.

Chairman Oney asked if there was any other business that needed to be addressed by the Board, there was none.

On a MOTION by Trustee Norton and seconded by Trustee Mercer, the Board voted unanimously to adjourn.

The meeting concluded at 3:26pm.

