



Maine Maritime Academy Board of Trustees

COMMITTEE OF THE WHOLE MEETING MINUTES

**May 3, 2024, 9:00am
Holmes Heritage Room**

Trustees attending: Chair Wayne Norton, Trustees Paul Mercer, John Webb, Liz True, Miles Theeman, Sue Loomis, Katy Longley, Wendy Morrison, Morten Arntzen, John King, Mark Gardner, Anthony Hall, Gregory Johnson, were all in attendance.

Faculty Representative Ender Asyali and Jennifer Haddock, (his replacement) were both in attendance.

Attended Via Zoom – Trustees Adams

Not in attendance: Bob Somerville

Administration attending: President Paul, VP Noel, VP Williamson, COO Johnson, VP Waldron, VP Markow, Commandant Winter, Alumni President, Bill Full

Other members of the MMA staff and faculty were also present.

CHAIRMAN'S REPORT

Trustee Norton welcomed the new trustees and said he was excited to be the new chair. He is ready to support MMA and the students.

PRESIDENT'S REPORT

President Paul welcomed everyone and thanked all for coming to campus and acknowledged those who are attending remotely. He thanked Rhonda for her service and welcomed Rachael to the position as new Executive Assistant to the President.

We are on track with the pier process, budget is a high priority, and we are making substantial progress on the structural portion and the deficit portion of it.

Student Affairs and Regiment are continuing to improve as well as Communications and messaging in College Relations.

Making progress on measurable goals, first time pass rate, rankings, and fundraising.

CPMD is a major focus and has turned a corner, so we are starting to see some net revenue. Alumni affairs President Bill Full will give his report later today. Internally we are working on a host of issues and self-assessment of our priorities.

ADVANCEMENT:

VP Noel reported that she is excited to have our chair on the board and has recently filled 4 open positions, thanked Rachael and Bryan Wolf for their additional work. Brock joining on Monday, an offer to Director of Communications will go out in the near future.

The annual fund continues to grow in strength. We had a targeted campaign for donors and the numbers don't show consistently as they were in the past. We are starting to see the benefits of getting back out into the community – Craig has done a tremendous job of outreach. She expects the endowment gifts to be near 700K, the MGO's are working on that. Seth and Susan have done an excellent job in development and thinking about advancement in new ways in order to reach out to new donors.

She said no one has ever worked harder than Bill Full, he will be presenting a report. There was an Alumni summit last week and there was conversation from many graduates and so many of them are interested in what's happening at MMA. Everyone agreed that efforts around young graduates and women have not been as big a priority as it should be. Tim Leach has done a wonderful job acting as the Alumni director the past couple of months. We had 600 alumni attend events this year. Yacht donation is our hidden gem, the numbers reported do not include that. Joe Lobley is sharp and provides some incredible results.

Advancement – we should be putting at least 3% of our budget into marketing. Right now, we've allotted \$140,000. We have to improve this. We will trim the use of our expenditures to be heavily digital in order to be measured. She pointed out that the new Director of Comms will serve as the editor of the Mariner. Bryan has been a huge help.

Seth said as an alum, the engagement with the Admirals dinner and the recent Night by the Bay event was the best one he's attended. From a MGO he was able to engage with many alumni that he hadn't seen in a while. We've had valuable feedback from both events. He noted the importance of engaging with the trustees as well.

Trustee Morten noted that the tanker and offshore industry and said there are so many companies that have dollars to spend, and we need to tap into those companies. Seth agreed and said the opportunity is to form relationships as well, they want our people, and the best way is to engage them directly with our students. Energy efficiency is their focus, that's where we need to focus our training. Request money for new training technology, then provide students with that training to them. The timing is now. Kate noted that the foundation is working on this as well. Bill Eisenhardt added that getting some of these industry folks involved with the foundation is key.

Susan added that they are always willing to help connect with any people that the trustees know and could introduce them to.

Kate added that Karen and Sara have both done great work, without the benefit of a director. She added that in the past, the Advancement office has not worked with the Enrollment office in relation to incoming families. There will be more of that collaboration going forward this summer.

Workforce shortages are propelling us to more partnerships with companies to chip in on efforts to enhance training facilities. Portsmouth Naval Shipyard is an example of this new partnership. We have a goal of \$5M to endow positions. Trustee Mercer said this is especially important and we need to jump on it soon.

President Paul recognized the emerging climate in the Advancement Department and its modernization along with a can-do spirit that is evolving. Trustee Theeman noted that this was the most dynamic presentation he's seen, and the report is superb.

There is a letter in the packet from Larry Burrill, Chair of the MMA Foundation. Chair Norton is working with him on that to get everything finalized before presenting an MOU. It's the intent of the chair and the President that the trustees have a chance to review before it's finalized.

ALUMNI:

Alumni Board President Bill Full gave an update on A Night by the Bay – new record of 156K gross was brought in. The students presented so clearly and illuminating on scholarships and the impacts of scholarships on their lives which really helped bump participation.

The foundation board has 3 exofficio members, the Academy President, Board Chair, and an alumni association representative. Jeff Rydel is a candidate for that position. The Alumni Summit is giving alumni the use of new software called Graduway. It had been talked about in the past and Kate realized that it would be beneficial to combine some new software programs and eliminate ones that are redundant to make processes more efficient. Our current system is antiquated and not as efficient as it could be. There are other features that will help many efforts at the Academy. We are tuning up our class agents to encourage more engagement and hiring a new director of Alumni relations is a big part of the continued success of the department. Tim Leach has an incredible network and is well respected by the students. He will continue to play a role in the Advancement department. He is one of the best fundraisers we have.

EDUCATION

Trustee Adams attended remotely and noted that the Education Committee met on April 12th, they made a fair amount progress with their focus on the Coast Guard Exams.

Adams called out the gap that will exist with not having a training ship on campus, and how we will prepare for the absence and training.

Dr. Williamson started by talking about the first-time pass rate. We have a coast guard approved system, which is the most accurate way to measure. This has been put at the highest priority level. We have consistently met or exceeded the deck pass rates, and roughly 75% of the students graduating tomorrow will have their license in hand. We want that number to be 100%. He is confident that we will get there. President Paul added we are developing a full mock exam and believes there should be a prerequisite for it. There was a discussion about first time pass rates. Trustee Hall noted the students don't understand why the first-time pass rates are so important to the Administration. President Paul responded that the expectations on a ship are not try until you get it right, they need to succeed on the first try and we need to train to those real-life standards.

VP Williamson continued that the mock exams are being coordinated and tested, and we will look at the feedback from that in order to continually improve that process. He thanked Professor Hubbard and Chris Monroe for their assistance on that project.

VP Williamson will be pulling back the faculty promotion resolution until a subsequent meeting.

The process for our ABET accreditation went through with no issues thanks to the hard work of Professors Doug Read, Sarnacki, Don Mcann and Lisa Read.

He continued that there are about 100 students in the new BIW program, which will continue to grow our revenue.

Dr. Williamson briefly explained the Orbis project.

Trustee Arntzen asked if we will be prepared to instruct the students to use the software for the new NSMV and Dr. Williamson responded that we are already preparing for that and have CDS requests in as well to help fund that instruction.

Trustee Loomis congratulated Dr. Williamson and his team for their hard work as well as he and Dean Flood for their constant focus on our NECHE process and the faculty members that are behind them to prepare early for our accreditation visit in 2026.

STUDENT AFFAIRS: Chair Morrison asked Capt. Winter to give the update.

Capt. Winter introduced the new student trustee, Anthony Hall, and thanked the outgoing student trustee, Isaac Jurson, for his service over the last year.

He reported on the state of the regiment and the sad news that we lost a student this past Tuesday, Midn Irish was killed in a motorcycle accident. He had just finished cadet shipping and needed to finish his Senior year. Pres. Paul spoke with his mother and passed on our condolences to the family. President Paul ordered the flag to be lowered to half-staff from Wednesday through Saturday and a moment of silence was observed during the meeting.

The regimental manual rewrite is complete and will be issued to students for the fall semester. Uniforms will be new and less expensive this year. Commandant Winter thanked his team for their help and dedication to help improve the regiment.

He continued that his team is working on updated safety management systems for MARAD requirements, which is an arduous process. Plans for the upcoming cruise are complete. It begins on Sunday May 5th. The TSSOM will leave Castine for the last time on Wednesday, the 8th of May and won't return as the pier will be under construction this summer. We may need to cruise on the Tanner again next summer, but it won't be from Castine. Capt. MacArthur has been in close contact with his counterpart at Suny Maritime, learning from their experiences with the new Empire State. We will require more crew on the new ship as well.

Capt. winter turned the floor over to Dean Davis, who updated that she and her team are not only wrapping up the current year, but getting our returning students prepared for their summer responsibilities and setting them up to be ready to return in the fall. They will be hosting 3 new student orientation sessions this summer, allowing incoming students the opportunity to learn more about the details of being a student at Maine Maritime Academy. The residential life staff have worked extremely hard adjusting the housing application process and living arrangements in the residence hall to adapt to the change in timeline due to the Curtis Hall renovations.

Blossom Thao and Dan Gardner, the Director, and Assistant Director of Residential Life, respectively are working with the Public Works team to minimize the disruption and inconvenience to the students during this two-year renovation process. In April, MMA launched a Safe Ride program with the help of two students, Lydia, and Jacob, who worked tirelessly with Kate Noel, Peter Stewart, and Brian Wolf to get the program up and running. It will allow students to request a ride between Castine and Bucksport on Friday and Saturday between 6:00 PM & 2:00 AM for any reason. The result of this has been a resounding success among the student body. Since the launch, weekly ridership has averaged between 20 to 30 students per weekend. To date, over 100 students have taken advantage of this program and incredibly positive feedback has been received. This program was initially funded with donations that the Academy received after the tragic automobile accident in December of 2022. Going forward, this initiative will be included in the student affairs budget.

The Student Affairs department is currently fully staffed. One area of concern, however, is the increasing mental health difficulties experienced by our students. We have one full time and one part time counselor. Of their 60 hours a week, between 45 and 55 of those hours are scheduled appointments. This leaves little time for walk-ins, educational efforts, preventative work, and the ability to participate on committees around campus that seek their assistance and expertise.

While we are encouraged that more students recognize the benefits of mental health services, it is an area that we need to continue to monitor to determine if additional resources are needed. The

Trustee True offered to share her resources for online counseling with Capt. Winter.

ATHLETICS:

Athletic Director, Steve Peed continues to do a wonderful job. He continued to perform his duties as the interim women's lacrosse coach and led the team to victory against rival Mass Maritime in Buzzards Bay. It was the second time in two years his team has defeated them on their home field. The athletic department continually delivers success, both in competition and in the classroom. The department held a session with our student athletes to provide them with information on sports betting, which has been legalized in Maine. The program focused on the problem of gambling and addiction and was provided without cost by the NCAA.

Peed was proud to report that Mariner Athletics have won several championships and have been awarded dozens of individual awards over the past quarter. Some of the spring's accomplishments include the men's swimming and diving team capturing the Metropolitan Conference Championship. They were also winners of the North Atlantic Conference Championship for the third year in a row. Coach Tony DeMuro earned Metro Coach of the Year, while Carson Trout earned the NAC Swimmer of the Year award. Women's basketball won a second consecutive NAC title and the accompanying birth in the NCAA Championship tournament, coach Craig Dagan took a NAC Coach of the Year for the fifth time in his career and third time in three years. Sailing coach Patrick DiLalla led the men and women sailing team as it captured the Port of Los Angeles Harbor Cup for the third time. MMA defeated 9 other schools including Cal Maritime, The Naval Academy, The Coast Guard Academy, and the United States Merchant Marine Academy. President Paul gave credit to COO Johnson and his wife for helping with the rise of our sailing teams.

With regards to football, coach Calvin Powell and his team of assistant coaches continue to rebuild the program and are aggressively engaged in active recruiting. Commitments and deposits continue to come in. Overall, 92 athletes have paid deposits for the 24-25 school year. Coaches from all of the sports are continuing to recruit for the incoming class.

Trustee True pointed out that on page 8, the report shows we are at 20% women and announced that it's the first time that we have reached that number of female students in MMA history.

FINANCE:

Trustee Theeman reported that the committee held a productive meeting earlier in the week. Our projected loss for the coming year has gone from \$7.8 million to about \$1.5 million. The Finance Committee unanimously voted to recommend approval of the FY25 budget, and there is a resolution to that effect at the board meeting. President Paul noted

that Janet, the entire finance team, and Craig Johnson deserve an extraordinary amount of credit. He turned the floor over to VP Waldron for her report.

VP Waldron opened with an update from the Finance Committee. She thanked Chair Theeman and the committee for their work over the past quarter. She thanked her team and introduced Will Martell and his team, who do incredible work in the IT department, all behind the scenes but offers day-to-day, hour-to-hour kind of help. The help desk service team deserve credit as well for the amount of work they accomplish on a daily basis.

Peter Stewart and his team that heads up the facilities area have been incredibly busy, preparing for graduation and keeping the facilities and grounds in top shape. He finds a balance between maintaining and modernizing our resources and does an excellent job and a shout out to Wendy Haslam who did a fantastic job putting together the MMA fact book. She also pointed out Heidi in HR and her team who have done a tremendous amount of work in her area.

There was a lengthy discussion about our reserve account.

For fiscal year 2025, VP Waldron summarized the budget for the upcoming fiscal year. She will be rigorous in managing this budget to keep it in line. There are some transfers into the budget i.e., football funds that are included in the assumptions. Total revenue of \$52.3M which is an increase of approximately 800K. The student assumptions include 260 students, which is a conservative and achievable number. There should be about 866 total students this coming academic year. The Federal and State revenue is up slightly due to the increases that were given this year and last year. The bill that we have in the legislature passed both branches. This is substantial progress towards our glidepath to parity.

The budget includes the 1.2M that we are taking out from positions as salary savings. Collective Bargaining agreements are progressing, and we have included projections for where we hope to end up. President Paul noted that we are either similar or slightly higher in pay scales to our peer institutions. VP Waldron also noted that we have received an increase in funds from MARAD for fuel for the ship.

OPERATIONS:

Trustee Mercer apologized for not having more committee meetings this quarter. His focus has been on the pier and Curtis Hall construction projects. He did say he would like to develop a campus master plan. He mentioned that Trustee Longley has had experience with that and could add value. He would like the President to produce a plan for devising a master plan at the August meeting.

President Paul noted that there is a Gordian report that was done about a year ago that has extensive detail. He agreed we are behind on deferred maintenance and need to think ahead for increasing what we put into facilities.

President Paul mentioned that we are part of the SMA consortium and that it has been successful in helping to put our requests in for appropriations. He gave President Brennan credit for getting that started when he served as the President.

Trustee Longley suggested having a 3-year financial plan to go with the capital plan.

Trustee Eisenhardt noted that the strategic plan and master plan should all fit together and be up to date. He noted that it's the trustees' job to look at the big picture, not oversee the day-to-day management of the institution. We need to know where we will be in 5 and 10 years.

Trustee Mercer reported he has confidence in the team here and that the bids for the pier recently came in lower than expected, which is good. There are still many balls in the air and it's particularly important that the board is kept up to date on the allocation of funds, and our plans for covering the projected costs. We are continuing to pursue funds from the federal cost share and it's likely that we will have enough from the appropriations by Congress to MARAD for shoreside infrastructure to cover the costs. Senator Collins has been supportive along the way.

Janet commented that we are lucky to have Jerry and Craig's connections during this project. It's an effective team we have working together.

Craig added that we will work out a plan with MARAD as to where we put the new ship before we can dock it. It will be parked in Philly until we are ready.

ENROLLMENT:

VP Markow reported that things are looking positive. All points along the enrollment funnel and is up over last year. We've moved the deposit deadline to the end of May and will be working with students all the way through May and in to the first week of June is when we do registration. We're really working hard with every deposited student to ensure that they are coming with us. We are getting them connected with the financial aid office for counseling if needed. So, I feel good about this. I wish you know would be higher, but progress is going to be made. I think we'll end up in the 275 to 285 range when all is said and done. 325 is our ultimate goal.

We are expanding our out-of-state recruitment efforts and have expanded into Florida, spearheaded by the President as well as a recruiter in that area. The NSMV creates a wonderful opportunity for international recruitment if we can get a transfer model in place, it would open doors for students to get some training on our vessels.

Regarding retention:

The FAFSA issue, how will it impact melt? David said they have been disbursing award packages and he feels good about where we are right now. Capt. Winter remarked that many of the students who leave stay at the school, they just drop the regiment. In order to minimize the number of students who drop the reg, they hosted a regimental open house so that students and parents could get a real understanding of what it's all about.

Graduate enrollment has 38 registered students and a little over 50 students in the program. has not been it has been increasing, will increase again. Well, there's 38 right now that are registered for spring semester. We have a total of about a little over 50 students in the program. We need to spend some marketing dollars on this effort.

GOVERNANCE:

Trustee Webb thanked the new trustees for being here. He reported that he went down to Houston on behalf of the Board of trustees. He congratulated Craig Dagan and his team, of what a, what a show that he puts on down there along with the rest of the athletic staff.

The Alumni there are always excited to get news from Castine. They wanted to know what was going on with the school and progress on the training ship. He reported that he also attended The Night by the Bay event in Portland and Bill Full did an unbelievable job. It was a record setting performance. It was truly a really momentous event.

Trustee Webb continued that he had an extensive conversation with Larry Burrill. The whole Advancement team will be working together with respect to the MOU and wanted to be sure it was clear to the Governance Committee that it's understood that they've been working closely with AGB to put that letter together. There's no intention in the foundations part to somehow fold advancement into the foundation, nor do they wish to undercut it. They see their vision is synchronic with development, and they are 100% on board in terms of working with us, not against us. They're committed to total transparency.

He remarked that there is some work to do with the strategic plan and the Presidential evaluation but will be planning a meeting to get everyone's thoughts on that.

Committee of the Whole meeting adjourned.



Maine Maritime Academy Board of Trustees

BOARD OF TRUSTEES

**May 3, 2024
Holmes Heritage Room**

Chairman Norton opened the meeting at 3:07 pm.

Chairman Norton introduced the first order of business. To approve the minutes of the meeting from February 15th, 2024, and opened the floor for questions or comments. Trustee King wanted to strike from the minutes the section re: transparency in the process for choosing the slate of officers.

RESOLUTION #1

MINUTES OF THE FEBRUARY 15, 2024, MEETING

On a MOTION by Trustee Theeman and seconded by Trustee King, the Board unanimously voted to accept the minutes of the meeting of February 15, 2024, as presented with the change noted.

Chairman Norton's remarks.

The Chairman remarked that he was happy about the dialog during the committee meetings. It represented the new VP team and the communication within very well. It's comforting to have a wonderful team on board, and he trusts them and knows that they are working together well. He added that we have many challenges ahead, but he is confident in the team here and looks forward to moving ahead.

He added that he is honored to be the new chair and is looking forward to serving.

President's report

President Paul said that it's been wonderful working with Wayne and added that Jason did an excellent job, and he has stepped right in and ensured a smooth transition.

President Paul reported that our greatest asset is our human capital. The VP meetings are full of brand-new people, with the exception of Dr. Williamson and each one of them are great players and each have reduced his need to micromanage. They are all high performers and will take us to be #1.

The Alumni Association Report was given earlier in the day.

Advancement Committee:

There were no additional updates, COO Johnson offered the following resolutions.

RESOLUTION #2

Resolution to Establish Lance Burton Scholarship Fund

BE IT RESOLVED that the Board of Trustees of Maine Maritime Academy that the Lance Burton Scholarship Fund as described in the resolution.

On a MOTION by Trustee Theeman and seconded by Trustee True, the Board voted unanimously to approve the Resolution as set forth above.

RESOLUTION #3

Resolution to Establish the Phyllis Tenney/Alpha Phi Omega Endowed Scholarship Fund

BE IT RESOLVED: by the Board of Trustees of the Maine Maritime Academy that **THE PHYLLIS TENNEY/ALPHA PHI OMEGA ENDOWED SCHOLARSHIP FUND**, as described below, is hereby established.

On a MOTION by Trustee Theeman and seconded by Trustee Norton, the Board voted unanimously to accept the resolution as set forth above.

RESOLUTION #4

THE D. CAVANAGH ENDOWED SCHOLARSHIP FUND

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

On a MOTION by Trustee King and seconded by Trustee Longley, the Board voted unanimously to accept the resolution as set forth above.

RESOLUTION #5

Resolution to Accept Gifts, Grants and Donated Property

BE IT RESOLVED that the Board of Trustees of Maine Maritime Academy accepts the gifts, grants, and donated property as listed on the resolution.

On a MOTION by Trustee Mercer and seconded by Trustee Arntzen, the Board voted unanimously to accept with gratitude the gifts, grants, and donated property as listed above.

Education Committee

VP Williamson had no additional updates and offered the following resolutions.

RESOLUTION #6

AUTHORIZATION TO CONFER DEGREES

May 3, 2024

By Trustee Adams: Upon the recommendation of the Faculty, I present to the Board of Trustees the following candidates for the Bachelor of Science degree and ask for Board

authorization to confer said degree upon successful completion of degree requirements.
(list of names are attached to these minutes.)

MASTER OF SCIENCE DEGREES
ASSOCIATE OF SCIENCE DEGREES
BACHELOR OF SCIENCE DEGREES

On a MOTION made by Trustee Arntzen, and seconded by Trustee Loomis, the Board voted unanimously to accept the resolution as set forth above.

VP Williamson had one additional resolution, do confer an Honorary Doctorate for Senator King

RESOLUTION #7
EMERITUS STATUS

By VP Williamson, BE IT RESOLVED that the Board of Trustees confers emeritus professor status upon:

Associate Professor Kirk Langford

Trustee Theeman made a motion, Trustee Loomis seconded it. There were no objections and the motion passed unanimously.

RESOLUTION #8
AUTHORIZATION TO CONFER DEGREES

May 3, 2024

Upon the recommendation of the Faculty, I present to the Board of Trustees to bestow an Honorary Doctorate Degree upon Senator Angus King.

On a MOTION made by Trustee Theeman, and seconded by Trustee Longley, the Board voted unanimously to accept the resolution as set forth above.

Finance Committee

Trustee Theeman noted that VP Waldron's comments will be included in the board minutes. There was an update on the endowment update, Camden National funds, and Investment funds. The committee is delighted about the status of those accounts.

RESOLUTION #9

Resolution Concerning Budget

By Trustee Theeman, BE IT RESOLVED, by the Board of Trustees of Maine Maritime Academy that they approve the 2025-2026 Budget as presented.

On a MOTION made by Trustee Longley and seconded by Trustee True, the Board voted unanimously to accept the resolution as set forth above.

Operations Committee

Operations:

Trustee Mercer noted all going in the right direction for the projects on hand. He's missing any press about the graduation speaker and President Paul responded that the press release went out today in coordination with Senator Kings office.

Enrollment management/student affairs

There were no additional updates for Enrollment.

Governance Committee

Gov committee – Trustee Webb thanked Richard Rosen, Rhonda Varney, Trustees King and Mercer for their work and assistance to him since the last board meeting. In the committee meetings earlier today, we discussed an on boarding process for trustees. The committee will work on that process and will consult with other new members and present their findings at the next meeting. The Strategic Plan was discussed, he will distill those discussions and report back to the committee and at a future meeting.

Chair Norton thanked everyone who is willing to serve on the committees. He pointed out in his note that changing the committee structure has been a dynamic process. His recommendation based of conversations with members of the Executive Committee is to form an Ad Hoc committee to cover the enrollment division now that it has been separated from student affairs for a year, then revisit to determine if it should have its own formal committee.

Trustee Webb offered the following resolution.

RESOLUTION #10

Resolution to Approve the Committee Assignments

BE IT RESOLVED by the Board of Trustees of the Maine Maritime Academy that the Academy administration approves the Committee Assignments as presented.

On a MOTION by Trustee Mercer and seconded by Trustee Loomis, the Board voted unanimously to accept the resolution as set forth above.

Chair Norton asked if there was any other business, there being none, he asked for a motion to adjourn the meeting.

On a MOTION by Trustee Theeman and seconded by Trustee Longley, the Board voted unanimously to adjourn.

The Regular Board of Trustees meeting concluded at 3:25pm