



Maine Maritime Academy Board of Trustees

COMMITTEE OF THE WHOLE MEETING MINUTES

November 7, 2024

Holmes Heritage Room

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

Trustees in attendance on zoom: Aliana Adams, Bob Somerville

Faculty Representative in attendance: Jennifer Haddock

Administration in attendance: Interim President Johnson, VP Noel, VP Williamson, VP Waldron, VP Markow

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

CHAIRMAN'S REPORT:

Trustee Norton expressed appreciation to everyone for attending and acknowledged the participation of Board Members Bob Somerville and Aliana Adams, who joined via Zoom. He extended his gratitude to Interim President Craig Johnson, his leadership team, faculty, and staff for their dedication as the Academy embarks on the presidential search process.

Chairman Norton also thanked Trustee Longley for volunteering to serve as Chair of the Presidential Search Committee and noted that Dana from RPA would be providing a brief update on the search.

Additionally, he thanked Rachael for her efforts in organizing the meeting and compiling the necessary materials. Before concluding, he once again expressed appreciation for the previous evening's event, recognizing the hard work of everyone involved and offering congratulations to the award recipients.

PRESIDENT'S REPORT:

I. Infrastructure Projects

- Pier project & NSMV (Piling Driving Expected Mid November) NSMV Arrival Q3 25'
 - Over \$100 million in active projects, including the pier project, NSMV, and our new training ship.
 - The new ship is expected to arrive between July and October next year. Mass Maritime has taken delivery of their ship, and focus is now shifting to ours.
 - Ed Scott ('89) has joined the Collier's team to ensure the ship is delivered in ready-to-operate condition. The team, including the ship's captain and chief engineer, is actively working on this.
- Curtis Hall – Contract Signed with Work beginning Dec 24
 - Curtis Hall renovation begins in about 4-5 weeks, with a phased approach over two years.
- Facilities. Simulators added, Upgraded Welding/Machine Shop/Equipment (Faculty 3M)
 - Thanks to Peter Stewart and the facilities team, the campus continues to look great.
 - Ongoing improvements include new windows in Dismukes, updated simulators, upgraded welding and machine shops, and new engineering and electrical lab equipment.

II. Budget – Eliminating Structural Deficit

Craig stated eliminating the structural deficit remains a top priority.

- Enrollment strategies
 - Undergrad, Grad, Virtual, Training
 - Enrollment strategies and industry partnerships continue to evolve, with a focus on aligning programs with industry needs. David Markow will discuss that in his presentation.
- Advancement strategies (Major Gift Fundraising, Foundation, Corporate)
- State funding 2.0
 - First Institution to Submit Budget
 - State budget challenges continue, but strategic advocacy efforts are in place.
 - Meeting with Governor Nov 8th (With Chair)
 - Meeting with the Governor to discuss institutional priorities, enrollment strategies, and funding needs.
- Federal funding - Federal funding discussions are ongoing for the pier, new ship, and additional maritime industry support. \$525,000 in funding for Brunswick may be available from unused Mass Maritime equipment. Craig has upcoming

meetings in DC SMA presidents & Collins office.

- Pier
- CDS Appropriations
- MIB Funding
- MARAD – Increased Opex for new vessel in current ask.
 - Increased operating costs for the new ship, including higher electrical and maintenance expenses. Seeking a \$3 million annual appropriation (up from the current \$1M per school) to cover these costs.
- Auxiliary Enterprises that can generate revenue.
 - 3-5 Realistic ones with current bandwidth.

III. Student Affairs, Regiment, Campus lifestyle & Culture (many aspects)

- Managing transition and improved communications.
- Upgraded Homecoming with Student/Alumni mix.
 - Homecoming improvements resulted in a great mix of students and alumni engagement.

IV. College Relations - Communications, Marketing, Brand

- Internal; External; Domestic; International

V. Competitiveness in multiple marketplaces & constituencies

- USCG Exam; Licensed Mariners/Mariner Shortage; Curriculum; Programs; Rankings; Fundraising; Fiscal sustainability; Other
 - Ongoing collaboration with the U.S. Coast Guard to address small vessel program challenges and sea-time requirements.

VI. Alumni Affairs

VII. Management

- Began Strategic and Facilities plan updates. Estimated delivery to Board Feb 25'
 - The Strategic and Facilities Plan, initiated last spring, is about 85% complete, with a formal update expected at the February Board meeting. Professor Kirk Langford and student Lydia Lancina have played key roles in gathering input and shaping the plan.
 - Over 1,000 data points were collected from students, faculty, and staff, revealing strong alignment across the community.
 - A shared belief that Regiment and independent students should be more integrated while still maintaining their distinct traditions.
 - Concerns about housing conditions, particularly for first-year students, with some feeling misled about accommodations, potentially impacting retention and long-term alumni engagement.
 - Craig stated that once the Strategic Plan is finalized and adopted by the Board of Trustees, the real work begins. The plan will be actively integrated into the President's monthly report, shared with the Executive Committee,

and tracked in Board meetings to assess progress on key objectives and outcomes. This will not be a plan that simply sits on a shelf—it will be a living document that guides decision-making and institutional priorities.

- Additionally, with NECHE accreditation on the horizon, we are taking proactive steps to align our initiatives with accreditation standards. Dr. Williamson and I recently attended a New England accreditation meeting at Colby College to stay ahead of the process and ensure we meet expectations.
- Beginning, a new group focused on Collegiality amongst Staff, Faculty, and Students.

VIII. Faculty Engagement

- Increased Accessibility; Increased Scholarship & Professional Development; Program development support
- NECHE planning now for 26'

Enhanced Revenue Generation - These initiatives are critical to expanding funding sources, strengthening industry partnerships, and ensuring long-term financial sustainability for MMA.

1. Third round of state appropriations request. Began fall messaging.
 - Continued push on both sides of the house and Governor.
2. Portsmouth Naval Shipyard – Program Net of 400K achieved.
 - Successfully placed 52 students into the workforce, the largest cohort for the Navy. The Navy has now adopted this curriculum for future projects, with discussions underway for additional programs.
 - Orbis Nuclear Endowment: Guy Mossman, CEO of Orbis, has committed a \$1.5 million endowment to support a nuclear chair, with an initial \$375,000 contribution expected soon. Looking at additional Endowment Matches.
3. BIW – Expanded AS Program, Leadership (1M/Yr.) Ongoing
 - Lease signed; Classes began in Nov 4th
 - Leadership Program Funded – 300K/yr. for FY 25/26
 - Expanding new opportunities with partnerships. (Possible 560K for Training Equip)
 - Craig stated the Brunswick campus is set to launch next week, thanks to the hard work of Peter's Facilities team and Janet's staff. The facility is already in use, with potential rental agreements being explored to generate revenue. Currently looking at sharing space with 4-5 different partners, shared machinery space.
4. Continuing Education – Growth from (500K to 4M) over 4yrs (Budgeted 1.4 Mil FY 25)
 - MOU Signed with MAERSK for Offshore Wind Training.
 - Additional Programs and grants being administered.
 - The Maine State Ferry is starting to train. (250K Contract Signed-Ongoing)
5. Admiral's Dinner / Night by The Bay
 - Admirals Dinner 24' event with a goal of 150K delivered toward scholarships.
 - \$100,000 raised so far, with a goal of \$150,000–\$180,000.

- Christian O’Neill, CEO & President of Kirby, will be honored as Mariner of the Year.
 - Event expansion includes annual fundraising nights in both Houston and Maine, enhancing outreach to local and national industry partners.
 - Night by the Bay – Spring of 25’ (Brunswick)
6. Schooner Bowdoin request – Expanded outreach/fundraising from Arctic trip.
 7. Maine Defense Industry Alliance
 - Mark Winter now Director, MMA holds a board seat, providing a pathway for securing defense-related funding.
 - The alliance serves as a central hub for federal funding, working with organizations like Blue Forge Alliance and *Cinedia*?? to support defense projects.
 - Liz True asked about MDIA Operating Costs and Craig stated that it’s funded by an initial grant *from Cinedia*?? and Blue Forge—MMA does not contribute financially.
 - The alliance operates on a 5% administrative fee from awarded grants.
 8. Expanding Yacht Donations - (3M/Yr.)
 - Yacht donation revenue projection adjusted to \$1M annually.
 9. Capital Campaign Planning:-(65M over 5yrs) Q3/4 2025 Goal
 - The goal is to launch a capital campaign once the Strategic and Facilities Plans are completed.
 - Expecting meaningful updates at the February Board meeting, with a potential campaign launch by May.
 10. FUNDED Fed CDS – FY 25 -\$5.2M in federal funding is awaiting approval.
 - Collins
 - BIW (\$3M) - FUNDED
 - Facilities (\$2M) – FUNDED
 11. Submitted Fed CDS – FY 26 (Moved forward- Awaiting Final Approval)
 - Collins
 - BIW/MMA Apprentice (\$2.4M)
 - TSSOM Equipment (2.8M)
 - King
 - BIW/MMA Apprentice (\$2.4M)
 - CPMD/FireStack (300K)

PRESIDENTIAL SEARCH COMMITTEE:

Katy L. opened the discussion that they have our retained search partners, Dana, Kira, and Isaac, joining us via Zoom to provide a brief update and answer any questions. The Presidential Search process is progressing well, with all constituent meetings now completed, including a recent discussion with Castine town representatives. The meeting was positive, with strong support for the Academy and appreciation for the Town Gown meetings, which have resumed after a pause. Interest in the position has been strong, and we are pleased with the level of engagement so far. The timeline remains on track, with the application deadline set for November 18th, followed by RPA’s evaluation process, due diligence, and initial interviews planned for mid to late January after the holidays. We will provide a more detailed update at the February Board Meeting. Thank you to the

Search Committee members for their hard work and dedication. To discuss specifics further, we will move into executive session with Dana and his team before continuing with the agenda.

Chair Norton entertained a motion that the executive committee move into executive session to discuss the presidential search. Bill Eisenhardt announced Title 1, Chapter 13, Subchapter 1, Section 405, 6.A. On a MOTION by Trustee Webb and seconded by Trustee Mercer, the Board unanimously voted to move into executive session at 9:27am.

AUDIT COMMITTEE:

Morton stated that we received a clean audit from Baker Newman Noyes, with healthy financial statements and full transparency between the finance team and auditors. The audit identified areas for improvement which the financial staff has been proactive in addressing. Janet and her team were praised for their exceptional work in maintaining financial integrity. Additionally, the institution's debt coverage ratio remains strong at 4.6, well above the 1.2 requirement. The committee will now turn it over to Janet and lead auditor Jason Emery for further details.

Miles asked about the management letter and Janet provided it to him at the meeting. Janet mentioned the audit process was thorough and highly engaged, yielding positive results. While the institution's debt has increased due to capital project borrowings, the debt coverage ratio remains strong at 4.6, well above the required 1.2. The audit findings will be further detailed by Jason and his team.

Jason Emery, Director from Baker, Newman and Noves joined us via zoom to discuss the audit.

Trustee Morton reaffirmed confidence in the audit's focus and scope but highlighted the importance of accurate and up-to-date financial controls and documentation given the \$100+ million in expenditures for Curtis Hall and the Waterfront project. The Audit Committee requested Baker Newman to place additional emphasis on these areas. Jason Emery confirmed that they will meet again in the spring to review any further areas of focus and adjust their risk-based audit approach as needed.

Katy asked when the new ship arrives, where would it show up on the balance sheet. The ship will not appear on the Academy's balance sheet as it is owned by taxpayers, not the institution. However, the associated operating expenses will be reflected. Managing the construction process over the next two years will be a complex task, requiring coordination with multiple regulatory bodies, including the Federal Government, VGS, and MARAD. Linda Simpson has been instrumental in navigating these requirements. The Finance Committee has also planned for increased operating costs in the FY26 budget, ensuring transparency in staffing, electricity, and other expenses.

Areas for focus for the 2025 financial statement audit are anticipated to be:

- **Curtis Hall & Waterfront Construction Projects** – Ensuring proper controls, compliance, and documentation.
- **State & Federal Grants** – Reviewing reporting accuracy and compliance requirements.
- **New Lease Agreement** – Verifying proper financial disclosure and reporting.
- **Enrollment & Revenue Impact** – Assessing tuition, room & board trends, and overall financial

effects.

- **Student Loan Delinquency** – Monitoring trends and potential risks.
- **Maine Maritime Academy Foundation** – Beginning next year, financial statements will include the foundation as a separate component unit with dedicated audits and disclosures.

Discussion on Data Integrity & Cyber Security – Not Critical but a recommendation

The discussion centered on data integrity and cybersecurity within the Academy's IT systems, particularly related to Great Plains database changes and logging practices. Auditors highlighted the importance of checksums for detecting data tampering and ensuring financial accuracy. While no critical issues were identified, recommendations for improvements were documented for future follow-ups. Additionally, penetration testing was discussed as a necessary but costly cybersecurity measure, estimated between \$60,000–\$100,000. The challenge of hiring qualified cybersecurity personnel due to competitive salaries was also noted. The Board agreed to delegate further discussion to the audit and finance committees to ensure continued oversight.

When the audit committee meets in the spring Jason Emery will invite their IT dept to have a more in-depth discussion.

FINANCE COMMITTEE:

Trustees Miles provided us with a copy of the finance committee meeting minutes held via Zoom on November 4th. Reviewed investment performance—portfolio value now at \$71.55 million, up from \$59-60 million at transition. Added a new benchmark to better track mid-cap and small-cap stocks. Finance Committee meetings will move from Monday to the prior Thursday before Board meetings to allow for timely adjustments. Expressed gratitude to Janet, Alice, and the finance team for their hard work.

Resolutions for Board Consideration:

- Dues, Fees, and Room & Board Increases: Language updated to eliminate "attempt", making the 3% cap mandatory.
- Spend Review Policy: Ongoing discussion about maintaining the 5-year rolling average vs. shifting to a 3-year model for potential increased returns.

Budget & Program Updates:

- FY25 budget process and state funding updates to be covered by Janet.
- Yacht Donation Program: Revenue and expenses fluctuate year-to-year, requiring better tracking and clarity, with more details to be provided in February.
- Curtis Hall & Waterfront Projects: Updates provided, with continued oversight.

Janet Waldron provided an overview of FY24 financial performance, highlighting that while the initial \$2.7M deficit was reduced to \$140K, this was largely due to one-time funding and investment gains, not sustainable revenue sources. The FY25 budget remains in deficit at \$1.8M, with efforts underway to manage expenses and seek additional funding. Staffing shortages continue to be a concern, with over 20 unfilled positions, impacting operations. MMA has requested \$9.7M in annual state funding to align with peer institutions, as state support currently covers only 41% of

MMA's budget, compared to 48-68% at other maritime academies. Capital improvement needs include \$5.26M for Curtis Hall and the Field House floor, along with \$3M for additional projects, potentially straining \$19M in unrestricted reserves. Securing sustainable funding, managing tuition rates, and diversifying revenue sources remain key priorities for financial stability.

OPERATIONS COMMITTEE:

Trustee Mercer requested that its reports be separated from those of the Finance and Audit Committee moving forward. The committee expressed confidence in Janet Waldron's leadership and her team's ability to manage ongoing projects effectively. A key update focused on the pier construction project, highlighting recent progress, partnerships, and efforts to maintain strong relationships with Marad, the Town of Castine, and contractors. The committee emphasized the importance of a consistent message regarding the project and its impact. Reed & Reed, the contractor, is currently working on phase one, with the project scheduled for completion by 2027. Additionally, plans are underway for ship christening events, with possible celebrations in Portland and Castine. The committee also noted the institution's compliance with labor regulations and emphasized the critical role of the operations team in managing infrastructure and service delivery across campus. Janet welcomed Jake Jacobs, who is working for Colliers on the pier project and who will be presenting today and providing us with an update. Janet also thanked Michael Dickerson who worked on the power point presentation to MARAD.

Alice Herrick oversees most of the financial reporting included in board materials and leads the financial audit process. She manages state appropriation billing and has worked with Marad for 17 years, ensuring all billing is processed efficiently, accurately, and is audit ready. Under her supervision, the accounts payable team processed 6,200 payments totaling \$42.5 million in fiscal year 2024. She also oversees the purchasing office, a four-person team responsible for receiving and processing approximately 3,200 purchase orders annually.

The accounts payable office is working with IT to transition to a paperless system, with new software already in place. The business office manages all student billing, working closely with financial aid and the Registrar's Office to provide excellent service to students. Additionally, the business office has taken over VA-related waivers and billing, a significant responsibility handled by the senior fiscal operations technician.

Furthermore, Linda oversees grant management and the financial monitoring of major projects, ensuring compliance and efficiency across the institution's business operations.

The HR team has made significant strides in improving budgeting processes. Over the past year, payroll budgeting transitioned from a general total to a position-specific model, a change initiated by former CFO Richard Rosen. This shift required extensive updates to the payroll system, ensuring each position is now assigned an individual budget rather than grouped totals (e.g., 30 custodians under one category). Additionally, new timekeeping software is being rolled out, with a go-live date set for the end of December following the acquisition of their previous vendor.

HR continues to support employees with personal and work-related concerns, oversee payroll adjustments, including union pay increases—and focus on future initiatives such as performance reviews and enhanced onboarding processes.

On the Institutional Research side, the department produces the Factbook, updated twice a year, with the next release scheduled for November. The office also manages reporting for IPEDS (Integrated Postsecondary Education Data System), which ensures compliance for Title IV federal student aid and involves 14 reporting components from August to April. Additionally, the team provides data for U.S. News & World Report, Military Friendly surveys, College Board, Big Future, and Peterson's surveys for marketing purposes. Institutional research is also responsible for Marad reporting, tracking enrollment, graduation rates, and employment rates for unlimited license graduates.

The financial analyst role within Institutional Research supports budgeting and financial reporting, balancing responsibilities that typically require two positions. Despite these demands, the team continues to ensure that data-driven decision-making supports the Academy's operations. When asked whether they could produce a break-even enrollment budget, it was confirmed that each year's budget is initially designed to achieve a net-zero balance.

IT:

Will and his team manage wide range of critical technology services, including network infrastructure, applications, cybersecurity, user support, and simulator operations. The team oversees 206 maintenance contracts for hardware and software, ensuring seamless integration across multiple departments. While the network group has successfully filled a backfill position, the network security engineer role remains vacant, highlighting ongoing challenges in attracting cybersecurity talent due to competitive salaries and industry-wide demand. Despite this, the IT team has worked diligently to maintain cybersecurity defenses, manage system integrations, and support daily operations, including rolling out a new timekeeping system and evaluating potential replacements for Great Plains and PowerCampus. The department also plays a vital role in preparing for the new training ship, ensuring network readiness and connectivity.

However, staffing shortages continue to put additional strain on existing personnel, as cybersecurity responsibilities are currently shared among the systems administrator, network engineers, and user support teams. The IT team remains proactive, leveraging best practices and managed detection services to safeguard systems, while also exploring potential solutions such as consulting services or shared positions with other institutions. Janet also noted that Will and his team have been instrumental in launching the Brunswick campus, demonstrating adaptability and commitment to institutional growth.

FACILITIES:

The Campus Facilities and Safety Department oversees a team of 49 employees responsible for maintaining four properties: Castine, Bucksport, Penobscot Lot, and Brunswick facility. Managing the largest residence hall in Maine, which houses 600 students, is a full-time effort requiring constant maintenance and oversight. The safety team conducts briefings, training, and ensures 24/7 campus security, regardless of whether the campus is open or closed. \$100 million large projects, the department works closely with Jake and his team while also handling smaller projects. Grant

funding secured by the Provost and President is helping address long-standing infrastructure needs. However, staffing shortages, particularly the lack of an in-house electrician—continue to pose challenges. To address this, the Academy has partnered with a Bangor-based electrical company that provides 24-36 hours of service per week and remains on-call for emergencies. Despite these hurdles, Peter and his team are committed to maintaining campus infrastructure and upholding a strong safety culture, which was acknowledged and appreciated by Trustee Mercer.

ATHLETICS:

Trustee Morrison reported that the Athletics Committee met on Tuesday, where David provided updates on key developments. The department is preparing to welcome new personnel, including Lamar Reed, who will take over as the women's wrestling coach on Monday. Reed brings 15 years of coaching experience, a two-time NAIA All-American wrestling background, and expertise in Brazilian jiu-jitsu and professional MMA fighting. His family will join him in Castine later this month. Additionally, lacrosse will also welcome new personnel on Monday.

In fall sports, Men's Golf finished third in the North Atlantic Conference (NAC) Championships, marking their best performance since 2013. Brody Hawthorne was named Senior Scholar Athlete of the Year, making him the 22nd recipient of this award since its inception in 2015. Both he and Aiden Marini earned All-Conference Second Team honors. Men's Cross Country placed second in the NAC Championships, their best finish since 2019, with three top 10 finishers. Women's Cross Country saw all competitors achieve personal bests.

Men's Soccer finished 8-8-2, narrowly missing a playoff win after a last-minute loss to Thomas College. Eli Yeaton will be named Senior Scholar Athlete of the Year, marking the 23rd recipient since 2015, while Ronnie Morgan was awarded Defensive Player of the Year, leading six All-Conference selections—double last year's representation. Women's Soccer finished 7-7-5, losing in penalty kicks in the NAC quarterfinals. Kirra Magana, a Marine Systems Engineering student, will be named Senior Scholar Athlete of the Year and Player of the Year, marking the department's 24th such award.

Volleyball is hosting the NAC East Championships this weekend after securing their eighth consecutive undefeated regular season. Football completed its season with 43 players, including 27 freshmen, showing steady improvement against established programs. Sailing placed second at the Intercollegiate Offshore Regatta, with strong finishes at multiple events, including third place at the Penn Bay Open and the Shields Trophy competition.

The Shotgun Club had an outstanding season, with five athletes competing at the USA Play Target National League Championships, where Travis Whitwer finished third in the Silver Division, breaking 189 of 200 targets. The team was featured in USA Play Target's national magazine, reaching 55,000 high school shooters, further boosting MMA's exposure.

Finally, the Student-Athlete Advisory Committee (SAAC), led by Coach Carver, has been actively involved in community service, hosting a Trunk-or-Treat event for Castine and launching a Pen Pal program connecting 45 student-athletes with local 3rd-6th graders across two Peninsula schools.

COMMANDANT'S REPORT:

During RPT we successfully trained 162 MUGs (64 Deck, 90 Engine, and 8 Volunteer Regiment) in one of the largest classes in recent years. Due to the inability to conduct the traditional ship jump, the program culminated in a march through Castine, which was well received by families and the community. The regiment also participated in the Monomoy rowing competition against other maritime academies, securing second place behind the Coast Guard Academy's crew team and earning \$1,500 in scholarship funds.

The Regimental Induction Ceremony (RIC) took place on October 12, officially transitioning MUGs into Fourth-Class Midshipmen. For Veterans Day, the regiment will participate in four major events, including morning muster in Castine, the Bangor Veterans Day Parade, the New York City Veterans Day Parade alongside SUNY and Mass Maritime, and a wreath-laying ceremony at Arlington National Cemetery, where they will represent the merchant marine community.

Academic support within the regiment has expanded, with increased study hours and tutoring programs, led by Lieutenant Commander Gualtieri and Owen Tyler in collaboration with the Bouy Center. Looking ahead, preparations are being made for the arrival of the new training ship, which may accommodate three classes, prompting the request for an additional company officer. Discussions are ongoing about a leadership lecture series to bring high-profile guest speakers to campus. The regiment will also continue its tradition of sending students to the Naval Academy Leadership Conference, providing valuable leadership development opportunities for both regimental and independent students.

ADVANCEMENT COMMITTEE:

Trustee Gardner emphasized the committee's ongoing efforts to enhance stewardship and donor accountability, ensuring gifts are properly allocated and tracked. While progress has been made in gift reporting and transparency, continued improvements are necessary. The Yacht Donation Program is under review by the Board and Administration to evaluate policies and operations. Several gift-related resolutions will be addressed later today, reflecting continued growth in advancement efforts.

VP Kate Noel provided an update on Advancement, Alumni, and College Relations, reporting that fundraising is on track, with over \$700,000 raised this quarter, largely driven by fall appeals and corporate sponsorships. The Captain Bullard Scholarship has been restored to its original donor intent, adding \$13 million to the endowment. A planned giving web portal is in development to enhance donor resources, and the Scholarship Committee has been reinstated to ensure donor intent is followed.

Homecoming was a major success, increasing alumni and student participation while saving \$20,000–\$22,000 in costs. 100 students attended the Senior BBQ, and the Alumni Association sponsored 150 seniors for events. Honor Alley was well received, with alumni appreciating the enhanced engagement efforts. The advancement team continues to focus on expanding scholarships, endowments, and alumni involvement, ensuring sustained support for the academy.

Seth Brown was hired as Director of Alumni Relations and Advancement since the last board meeting, joining Sara and Karen C. in leading donor engagement efforts. Efforts are being made to drive alumni participation in key projects, offering broader giving categories based on donor preferences.

New Endowed Chair Position – A \$1.5 million endowed chair was received today, thanks to Craig Johnson's efforts.

Foundation Update (Larry Burrill) – The foundation welcomed two new board members, Dale Thomas and Jeff Harris (brother of Jay Harris), and has secured \$500,000 in pledges. The focus remains on building strong relationships and integrating donor data into a unified database. The MOU has been circulated through both boards, with adjustments made, and will be executed soon.

Alumni & Homecoming Response – Reactions to the Foundation's role at Homecoming varied from uncertainty about its purpose to enthusiasm for its establishment and mission. Kate, Larry, and Leah Harris are engaging with other foundations to enhance advancement strategies.

Upcoming Efforts – Kate Noel will provide an update on Major Gift Officer (MGO) events by May. Year-over-year giving has increased from \$1.3M to \$1.5M, reflecting strong donor engagement. Plans are in place to take a student to meet the Bullard family, further strengthening donor relationships.

Trustee & Leadership Reflections – Vice Chair Webb and Trustee Hall praised Homecoming as a successful collaboration, reinforcing the importance of continued alumni engagement. Trustee King noted that adjustments to the MOU will be reviewed by the Executive Committee.

EDUCATION COMMITTEE:

Provost Keith Williamson reported on activities within the Academic Affairs Division. He congratulated student trustee Anthony Hall for being recognized at the Academic Achievement Award and for being a Sheel Scholar. Williamson also thanked the Board members for attending the event. Williamson discussed significant regulatory changes regarding U.S. Coast Guard competency requirements that mandate a standardized task list for assessments involving Standard Training Certifications for Watchkeeping.

Dr. Williamson also reported on the Academy's ten-year NECHE –Institutional accreditation review. He discussed the Steering Committee kickoff for the nine standards committees on October 23rd. He reported that the self-study will be co-chaired by Dean Laurie Flood and Dr. Ann Cleveland. The self-study report will be completed in about 18 months (Summer 2026) for a visit team in Fall 2026. Williamson also reported that academic program review is underway for Marine Engineering Operations and Power Engineering Operations. The program review involves data analysis of student achievement, resource allocation, and enrollment trends. The internal program review is supported by an external evaluator to bring an outside perspective. This is a regional accreditation standard.

Regarding grant resources, Williamson reported that the Academy is investing \$13 million in training and lab equipment, including a \$600,000 electrical switchboard simulator. He discussed that grant resources provide a pathway for a new organizational structure to unify the graduate online program in Castine, with CPMD in Bucksport, and the BIW program in Brunswick. The new structure will be headed by a new Dean of Graduate & Continuing Education. Williamson discussed that the new structure supports the Academy's strategic growth plan to increase student credit hours from 30,000 to 45,000 while maintaining financial stability and reducing reliance on reserves, a critical factor in accreditation evaluations.

In response to a question about leadership courses, Williamson responded that planning is underway to integrate leadership courses within the regiment under the general education program. This is establishing a pathway for making a leadership minor available to all students. Williamson acknowledged efforts from the Advancement Division to engage alumni to fund specific academic programs and labs. This would be an increasing donor impact.

In conclusion, Dr. Williamson reported that faculty recruitment remains a priority, with two open positions expected to be filled by January 2025. Williamson shared that faculty-led research initiatives continue to gain recognition, including PFAS research by Dr. Carey Friedman and Dr. LeAnn Whitney funded by the Broad Reach Foundation, a \$10,000 NASA grant for marine robotics to engineering professor Dr. Nicholas Rigas, and a Bangor Daily News feature on Ocean Studies Professor Jessie Muhlin about innovative seaweed-based cookies.

Dr. Williamson presented two resolutions, the first for December graduates and the second for faculty promotions.

ENROLLMENT & STUDENT AFFAIRS:

The Enrollment Committee, established as an ad hoc group at the beginning of the year, has been actively working on strategic enrollment plans for both undergraduate and graduate programs. A draft undergraduate enrollment strategy was shared with the committee for review, and a graduate enrollment plan is set to roll out soon. The committee aims to finalize and integrate feedback by the May board meeting.

Current enrollment trends indicate a 1% increase in undergraduate enrollment, totaling 892 students, with identified weaknesses in international business and ocean studies programs. Efforts are underway to improve conversion rates in these areas through targeted communication strategies. The graduate program currently enrolls 49 students, with a growing number of part-time students affecting full-time enrollment metrics.

Discussions also touched on recruitment challenges, particularly in attracting in-state students as Maine's high school graduation numbers decline. The committee is exploring ways to better engage Maine students and strengthen partnerships with community colleges to facilitate smoother transfers. Additionally, concerns were raised about ensuring prospective students fully understand

the regiment experience before committing. The recruitment strategy aims to bridge the gap between expectations and reality to improve retention.

The Curtis Hall renovation project was another major focus, with ongoing efforts to manage student relocations and minimize disruptions. Students in the affected sections have been given relocation options, with efforts to provide study pods and alternative housing solutions. The institution is also examining potential future use of the new training ship for student housing, though regulatory and operational challenges remain.

On the student affairs side, the department has filled two vacant positions, including a new Director of Residential Life and an Assistant Director of Student Activities. Student experience remains a priority, with initiatives such as the shuttle program, which has successfully provided transportation for over 130 students and is being considered for long-term funding. Additionally, discussions highlighted the need for a strategic plan for student affairs, recognizing past inconsistencies in leadership and the need for a more structured approach to student engagement and support.

GOVERNANCE COMMITTEE:

The Governance Committee met on October 23rd to review bylaws, board appointment processes, and institutional governance practices. The committee, composed of experienced trustees, is conducting a thorough review of the Academy's enabling legislation from 1941 to ensure alignment with current bylaws. Initial findings indicate discrepancies, such as changes in board composition, prompting a comprehensive analysis to update governance documents. The goal is to finalize necessary revisions by the next annual meeting. Additionally, the committee reviewed the 2014 strategic plan, noting the need for a refreshed, integrated approach given ongoing institutional developments, including expansion in Brunswick and Portsmouth.

A key discussion focused on the board appointment process, which is controlled by the Governor of Maine, making it inherently political. While the board cannot directly appoint members, it can influence selections through relationship-building with state leadership. Trustees are encouraged to identify qualified candidates and engage in informal advocacy. The committee also confirmed the sufficiency of the existing conflict of interest policy, emphasizing the importance of mutual trust and annual disclosures. Another point of discussion was compliance with public meeting laws for committee sessions, which the committee will further investigate in consultation with legal counsel.

Lastly, the committee highlighted the importance of understanding the Academy's legislative foundation, as new degree programs or structural changes may require state approval. Trustees were encouraged to familiarize themselves with these historical documents to guide future strategic decisions effectively. The committee remains committed to ensuring governance practices align with institutional goals and legal requirements, supporting the Academy's continued growth and evolution.

Committee of the Whole meeting adjourned at 3:14pm

On Motion by Trustee Theeman and seconded by Vice Chair Webb that they move into executive session at 3:14pm.



Maine Maritime Academy Board of Trustees

BOARD OF TRUSTEES Full Board Meeting

November 7, 2024
Holmes Heritage Room

Chairman Norton opened the meeting at 3:25pm

Chairman Norton introduced the first order of business.

RESOLUTION #1

TO ACCEPT THE MEETING MINUTES OF AUGUST 8TH, 2024, BOARD MEETING
On a MOTION by Trustee King and seconded by Trustee Theeman, the Board unanimously voted to accept the minutes of the meeting of August 8th, 2024.

RESOLUTION #2

TO ACCEPT THE FY '24 AUDITED FINANCIAL STATEMENTS
On a MOTION by Trustee Gardner and seconded by Trustee Eisenhardt, the Board unanimously voted to accept the FY' 24 Audited Financial Statements

RESOLUTION #3

TO ACCEPT THE ENDOWMENT SPENDING LEVEL
On a MOTION by Trustee Longley and seconded by Trustee King, the Board unanimously voted to accept the Endowed Spending Level

A discussion was raised regarding the annual approval of the endowed spending level resolution. Trustee Mercer proposed that the board consider increasing the spending level from 5% to 6%, with the additional funds specifically directed to in-state Maine students.

The importance of this proposal was acknowledged but emphasized that it is a broader policy issue that requires careful consideration across multiple areas, including enrollment, budgeting, and financial planning. Given its complexity, the board agreed that this topic warrants further discussion rather than immediate action within the current resolution.

It was determined that Trustee Theeman will develop a formal recommendation, which will be presented for discussion at the February board meeting.

RESOLUTION #4

TO ACCEPT THE INCREASE TUITION & FEES, ROOM & BOARD

On a MOTION by Trustee Morrison and seconded by Trustee True the Board unanimously voted to increase tuition, fees, room and board.

The Finance Committee presented a revised recommendation regarding the endowed spending level, modifying the original recommendation. Initially, the committee recommended maintaining the spending level at 3% to the extent possible. However, the revised resolution caps the spending level at no more than 3%, ensuring a structured and sustainable approach to fund allocation.

RESOLUTION #5

TO ACCEPT GIFTS, GRANTS, AND DONATED PROPERTY

On a MOTION by Trustee Mercer and seconded by Trustee Arntzen, the Board unanimously voted to approve to accept the gifts, grants and donated property.

Trustee Theeman inquired about the purpose of the Development Gift Suspense account, to which VP Noel provided clarification. She explained that this account is used for gifts that have not yet met the minimum threshold required to establish an endowed fund, allowing them to remain in suspense until they accumulate enough to be officially designated. Additionally, the account holds gifts that are large enough to be endowed but are awaiting Board approval before being assigned to a specific fund.

RESOLUTION # 6

TO ACCEPT THE PETER R. BLAIS '94 WESTERN MAINE REGIMENTAL ENGINEERING ENDOWED SCHOLARSHIP FUND

On a motion by Trustee King and seconded by Trustee Morrison, the board voted unanimously to accept the resolution to accept the Peter R. Blais '94 western maine regimental engineering endowed scholarship fund.

RESOLUTION #7

TO ACCEPT THE DEANE E. DESHON ENDOWED SCHOLARSHIP FUND

On a motion by Trustee King and seconded by Trustee Morrison, the board voted

unanimously to accept the resolution to accept the Deane e. Deshon endowed scholarship fund.

RESOLUTION #8

TO ACCEPT THE MMA ALUMNI CHAPTERS OF DELAWARE VALLEY AND DC
ENDOWED SCHOLARSHIP FUND

On a MOTION by Trustee King and seconded by Trustee Morrison, the Board voted unanimously to accept the resolution to the MMA alumni chapters of Delaware valley and DC endowed scholarship fund.

RESOLUTION #9

TO ACCEPT THE CLASS OF 1992 GRAY GHOST 5.15 ENDOWED SCHOLARSHIP FUND

On a MOTION by Trustee King and seconded by Trustee Morrison, the Board voted unanimously to accept the resolution to accept the Class of 1992 Gray Ghost 5.15 Endowed Scholarship Fund

RESOLUTION #10

TO ACCEPT THE AMENDED CAPTAIN WILLIAM L. BULLARD SCHOLARSHIP FUND

On A Motion BY Trustee King and seconded by Trustee Morrison, the Board voted unanimously to accept the Amended Captain William L. Bullard Scholarship Fund

RESOLUTION #11

TO ACCEPT THE EDWARD MOSSMAN AND GUY E. MOSSMAN ENDOWED CHAIR OF
NUCLEAR AND RELIABILITY ENGINEERING

On a MOTION by Trustee King and seconded by Trustee Morrison, the Board voted unanimously to accept the Edward Mossman and Guy E. Mossman Endowed Chair of Nuclear and Reliability Engineering.

RESOLUTION #12

TO ACCEPT CONFER OF DEGREES FOR DECEMBER COMPLETION

On a MOTION by Trustee True and seconded by Trustee Theeman, the Board voted

unanimously to accept the Confer of Degrees for December Completion.

RESOLUTION #13

RESOLUTION TO ACCEPT FACULTY PROMOTIONS

BE IT RESOLVED the Board of Trustees accepts the faculty promotions of David Avery to full professor.

On a MOTION by Trustee King and seconded by Trustee Longley, the Board voted unanimously to accept the faculty promotions.

Chair Norton entertained a motion to adjourn.

All in favor, yes.

Meeting adjourned at 3:33pm.