Maine Maritime Academy
Board of Trustees Meeting Minutes

Date: May 1, 2026
Location: Holmes Heritage Room
Chair: Wayne Norton
Recorder: Rachael Cotoni

Trustees: Chairman Wayne Norton, John Webb, Greg Johnson, Elizabeth, True, Mark Gardner, Miles Theeman, Paul Mercer, Bill Eisenhardt, Katy Longley, Alaina Adams, Morten Arntzen, Sue Loomis, Wendy Morrison, Hailey Fardon, Steve Baer (Faculty Rep), Larry Burrill (Chair of the MMA foundation)
Administration: President Craig Johnson, COS Shane Moeykens, Provost & VP Jennifer Waters, VP Janet Waldron, VP David Markow, Director Brock Muir, Director Jamie Coffey, Commandant Justin Cooper, Director Bill Motolla, CTO Will Martell and other MMA faculty and staff.

Chairman's Remarks

- Chairman Norton called the meeting to order.
- Chairman Norton acknowledged Rachael and the President's Office team for their hard work in supporting the Board of Trustees, including meeting preparation, Board materials, and committee coordination. He noted that Board processes are coming together well and expressed his appreciation for the team's continued efforts.
- Chairman Norton recognized the inclusion of developmental Key Performance Indicators (KPIs) in the President's report, noting that they are intended to provide a visual representation of the Academy's strengths and opportunities. He expressed his appreciation for the continued development of the KPIs under Chief of Staff Shane Moeykens' leadership.
- Chairman Norton welcomed Shane Moeykens as the Academy's new Chief of Staff and expressed his enthusiasm for having him join the leadership team.
- Chairman Norton welcomed Professor Stephen Baer as the Board's new Faculty Representative.

Approval of Minutes

- A motion to approve the previous meeting minutes was made by Greg Johnson and seconded by Mark Gardner.
- Hearing no discussion, the minutes were approved by roll call vote.

President’s Report

- President Johnson reported that the Academy received positive feedback from MARAD following the recent TS State of Maine activities, recognizing the successful execution of the project and the exceptional condition of the vessel. He commended Captain MacArthur, Chief Coy, and the entire shipboard team for their efforts.
- President Johnson announced that Maine Maritime Academy will receive the Maine International Trade Center's Service Provider of the Year Award in recognition of the Academy's workforce development initiatives and contributions to Maine's maritime industry.
- He highlighted the continued strengthening of partnerships with organizations including ABS, Bath Iron Works, and other industry partners, as well as the success of recent Academy events, including the TS State of Maine arrival, A Night by the Bay, and the Admirals Dinner. He thanked the faculty, staff, Alumni Relations, Advancement, and all departments involved in making these events successful.
- President Johnson provided an update on the Academy's financial position, noting that work continues to develop a zero-based budget while addressing the projected structural deficit. He indicated that additional financial details would be presented later by the Finance Committee.
- President Johnson introduced the first set of developmental Key Performance Indicators (KPIs) developed in response to the Board's request. He noted that the dashboard is intended to provide a visual representation of institutional performance and will continue to evolve under the leadership of Chief of Staff Shane Moeykens.
- The Board reviewed preliminary KPI metrics related to Advancement, alumni participation, faculty credentials, compensation, enrollment, student financial need, retention, and graduation rates. Trustees emphasized the importance of increasing alumni participation, noting its significance in accreditation efforts and fundraising.
- President Johnson reported that Advancement is approaching its annual fundraising goal of $3.5 million and discussed plans for the upcoming comprehensive campaign. He noted that unrestricted gifts primarily support student scholarships, the endowment, and reducing the Academy's structural deficit unless otherwise designated by the donor.
- Trustees discussed strategies to improve alumni participation and emphasized that rebuilding alumni trust and engagement will be critical to the success of future fundraising efforts.
- President Johnson noted that the KPI dashboard remains a draft and will continue to be refined as additional data becomes available and reporting methods are improved.

Communications & Marketing Report

- The Board received Marketing and Communications materials in advance of the meeting. President Johnson noted that the Marketing and Communications Department will report to Chief of Staff Shane Moeykens moving forward.
- Chief of Staff Shane Moeykens highlighted the media engagement addendum, explaining that it was included in response to Board questions regarding media coverage of the TS *State of Maine*. He noted that the ship's arrival generated extensive media attention and suggested continuing to include similar media engagement summaries in future Board reports. President Johnson announced that the department will report to the Chief of Staff moving forward.

Athletics Report

- Director Motolla reported that both the men's and women's lacrosse teams had advanced to postseason play and were in contention for NCAA Tournament berths. Contingency plans were in place to accommodate student-athletes participating in postseason competition while the TS State of Maine was preparing to depart.
- Director Motolla shared that the second annual Season of Strength Athletics Appeal raised $84,000, an increase from $60,000 the previous year, with 334 former student-athletes making contributions. He noted that Athletics will transition from an annual fundraising appeal to year-round alumni engagement through regular program updates from coaches.
- Director Motolla reported that 119 incoming student-athletes have committed for the fall, with a goal of reaching 162 before the start of the academic year. Football recruiting efforts continue, with coaches actively recruiting in several regions of the country.
- Trustees discussed the importance of maintaining regular engagement with athletic alumni throughout the year. Suggestions included virtual meetings, alumni events, and other outreach initiatives to strengthen alumni relationships, increase participation, and support future fundraising efforts. Director Motolla welcomed the ideas and expressed support for expanding these engagement opportunities.

Commandant's Office Report

- Captain Cooper reported on the successful launch of the Academy's new Leadership Certificate program. Ten students completed the inaugural non-credit-bearing program and were recognized at the annual awards ceremony. Graduates will also wear a special cord at commencement.
- Captain Cooper shared that the Academy is continuing to develop a broader leadership initiative in partnership with the Provost and academic leadership. The Academy is collaborating with the Doerr Institute for New Leaders at Rice University to identify best

practices, and Trustees suggested exploring additional partnerships with organizations such as the Center for Creative Leadership and other established leadership programs.

- During Board discussion, Captain Cooper and President Johnson explained that the Leadership Certificate is intentionally being introduced in phases. While the inaugural program is non-credit bearing, the long-term vision is to develop credit-bearing leadership opportunities that complement leadership instruction already embedded throughout the curriculum and are available to students across all academic programs.
- Student Trustee Hailey Fardon shared that, although the program required a significant time commitment without academic credit, participants found it to be a valuable experience that enhanced their leadership skills and broadened their understanding of the maritime industry. The Board expressed support for continuing to expand the initiative.
- Captain Cooper also reported strong enthusiasm surrounding the upcoming Summer Sea Term aboard the TS *State of Maine*, noting that students have participated in ship tours and orientation activities in preparation for the voyage. He further reported that approximately 176 incoming students have committed to joining the Regiment and expressed confidence that the arrival of the TS *State of Maine* will further strengthen cadet training and enhance the Academy's focus on maritime education and leadership.

Education Policy Committee Report

- Trustee Adams reported that the Educational Policy Committee met on April 17 and noted that the committee meeting minutes were included in the Board materials.
- Trustee Adams welcomed Dr. Stephen Baer as the new faculty representative to the Educational Policy Committee and thanked him for joining the committee.
- Trustee Adams highlighted the positive progress being made on both NECHE institutional accreditation and ABET program accreditation. She congratulated the faculty and staff on the successful preliminary NECHE visit and the positive feedback received from the review team.
- The committee reviewed academic program reviews for the Ocean Studies and Power Engineering Operations programs. Related resolutions would be presented later in the meeting. Trustee Adams also highlighted the proposed Nuclear Engineering Technology Program, which is recommended to begin in Fall 2027, noting that planning efforts are already underway.
- Trustee Adams recognized the upcoming Commencement ceremonies and highlighted resolutions recommending Barbara Fleck for Faculty Emerita status and Captain Larry Wade for Training Shipmaster Emeritus status before inviting Provost Jennifer Waters to provide the academic update.
- Provost Waters provided updates on the Academy's accreditation efforts, noting that the full NECHE accreditation visit is scheduled for September 27–30, with Board member

participation anticipated during portions of the visit. She also reported that the ABET accreditation visit is scheduled for October 25 and informed the Board that the Academy has begun pursuing IACBE accreditation for its business programs.

- Provost Waters reported that the Academy continues to expand both the Center for Student Success and the Center for Faculty Success, with the hiring process for the Director of Student Success nearing completion. She emphasized that improving student retention and graduation rates remains one of the institution's highest priorities.
- The Board reviewed student success metrics and discussed the Academy's current 82% first-year retention rate, with a goal of increasing that figure to 85%. Trustees noted that strong first-year retention is critical to improving long-term graduation outcomes.
- Trustees expressed concern regarding the Academy's graduation rates. The Board reviewed the current 34% four-year graduation rate and 39% six-year graduation rate and discussed the Administration's long-term goal of increasing the six-year graduation rate to approximately 70%. Trustees requested that future KPI dashboards continue to track retention and graduation rates so the Board can monitor progress over time.
- Administration explained that the current graduation data reflects cohorts impacted by the COVID-19 pandemic. Provost Waters noted that national research and faculty observations indicate students continue to experience learning gaps, reduced academic preparedness, and developmental challenges stemming from the pandemic, and that these impacts are expected to continue for several years.
- The Board held an extensive discussion regarding the reasons students leave the Academy. Administration reported that every departing student is contacted to better understand the reasons for departure. While students leave for a variety of reasons, common factors include personal and family circumstances, academic performance, medical concerns, and mental health challenges. Trustees requested additional reporting to better identify trends and measure the effectiveness of student success initiatives.
- AVP Deidra Davis emphasized that mental health has become one of the most significant factors affecting student retention and success. She noted that students with preexisting mental health conditions are increasingly pursuing higher education and that the Academy has expanded support services, including the hiring of an additional counselor. Despite these efforts, Health Services continues to experience a high demand for mental health support.
- Faculty Representative Stephen Baer noted that student athletes generally demonstrate strong academic outcomes because of the high level of structure, mentoring, and early intervention provided through Athletics. He emphasized that research consistently shows students who experience early academic success and who are engaged outside the classroom have significantly higher retention rates.
- Student Trustee Haley shared that the structure provided through the Regiment including accountability, routine, and mentorship contributes to higher retention and graduation

rates among regimental students. She noted that similar support structures could benefit the broader student population.

- Trustees discussed the value of expanding structured student engagement opportunities across campus, including strengthening advising, early intervention strategies, and student involvement outside the classroom. President Johnson referenced previous summer bridge initiatives and noted that similar programs could improve student confidence and academic preparedness before the start of the academic year.
- The Board discussed the importance of identifying struggling students early through timely midterm grades and regular academic progress reporting. Student Trustee Haley noted that some faculty do not consistently post grades or midterm evaluations, making it difficult for students to understand their academic standing or seek assistance early. Trustees emphasized the important role of faculty advisors in monitoring student progress and providing proactive support.
- Provost Waters acknowledged the concerns regarding grade reporting and advised the Board that improving the consistency and timeliness of academic progress reporting is one of her priorities for the coming academic year.

Advancement Committee Report

- Trustee Gardner reported that the Advancement Committee met on April 13 and noted that the meeting minutes were included in the Board materials.
- Trustee Gardner commended the Advancement team for the volume and quality of work being accomplished by a relatively small department. He highlighted the success of recent events, including the golf tournament and A Night by the Bay, noting strong attendance, alumni engagement, and significant fundraising results.
- Trustee Gardner reported that committee members and the Maine Maritime Academy Foundation have been working toward a proposed comprehensive capital campaign. A related resolution would be presented later in the meeting.
- Trustee Gardner noted that three additional resolutions would be considered later in the meeting, including the acceptance of gifts received between January and March, the establishment of the Class of 1984 Endowed Scholarship, and acceptance of the Captain Richard Quick Fellowship.
- Director Brock Muir reported that Advancement had raised approximately $3 million, or 88% of its $3.5 million fiscal-year goal, through the end of the third quarter. As of the meeting date, fundraising had increased to approximately $3.3 million, or 92% of the goal. He expressed confidence that Advancement was on track to meet or exceed the $3.5 million goal by the end of the fiscal year.
- Athletics representatives provided additional information on the Season of Strength campaign, reporting more than 300 donors, including more than 230 donors who

contributed at least $100, and more than $85,000 raised. Approximately 80% of campaign participants were alumni.

- The Board discussed the connection between long-term coaching relationships and alumni giving. Football and men’s lacrosse experienced particularly strong increases in participation, which was attributed in part to established relationships between coaches and former student athletes.
- It was reported that nearly all full-time coaches participated in the campaign and that the entire women’s basketball team contributed. The women’s basketball program received 76 gifts totaling more than $12,000.
- Trustees discussed the importance of building a culture of philanthropy among current students and alumni. The Board emphasized that participation at any giving level is valuable and that introducing students to philanthropy while they are still enrolled may encourage sustained engagement and giving after graduation.
- Advancement reported that three major golf tournaments were scheduled in Fort Lauderdale, Houston, and Maine, providing additional opportunities for fundraising and alumni engagement.
- Director Brock Muir reported that an end-of-year appeal would be distributed as part of a multivariable testing initiative designed to improve fundraising efficiency and effectiveness. Advancement also launched a Class of 2026 campaign requesting gifts of $20.86 in recognition of the graduating class.
- Looking ahead to FY27, Advancement presented a preliminary fundraising goal of approximately $3.8 million, representing a proposed increase of about 10%. The Board discussed whether that goal was sufficiently ambitious given the Academy’s momentum, the new training ship, the upcoming 85th anniversary, and the anticipated comprehensive campaign. Advancement noted that the proposed figure was conservative and could be revised as Foundation planning progressed.
- Director Jamie Coffey provided an update on Alumni Relations, noting that approximately 21 events were planned over the next 12 weeks. These included alumni receptions associated with the Fort Lauderdale, Houston, and Maine golf tournaments, as well as events connected to the TS *State of Maine* and Schooner *Bowdoin*.
- Planned ship related activities included a bon voyage gathering, events in Galveston, Charleston, Port Everglades, Norfolk, and Boston, and a welcome home event in Castine. Additional alumni programming included class reunions, Homecoming and Family Weekend, and the Senior BBQ.
- Director Jamie Coffey reported that Alumni Relations is working to strengthen the connection between current students and Wyman House, reenergize the class agents program, and expand class-based outreach and challenge campaigns.

- Alumni participation was reported to have increased from approximately 5% to 8%, with a goal of reaching at least 15%. Advancement emphasized that increased participation remains a priority, even when individual gift amounts are small.
- The Board discussed the difference between total fundraising performance and annual fund performance. Advancement explained that larger gifts and endowed gifts had helped the Academy approach its overall fundraising goal, while annual fund participation and smaller gifts remained below target.
- Trustees noted that endowed gifts do not support current operating expenses. Administration emphasized that annual fund revenue is particularly important to the operating budget and that shortfalls in annual fund performance can contribute directly to the Academy's structural deficit.

Foundation Update

- Chairman Norton introduced Larry Burrill, Chair of the Maine Maritime Academy Foundation, and recognized the significant volunteer time and leadership he has provided. He noted that Academy and Foundation leadership meet regularly to maintain alignment and prepare for a comprehensive campaign.
- Mr. Burrill expressed appreciation for being included as a non-voting member of the Board of Trustees and emphasized that building a culture of philanthropy requires a long term, sustained commitment.
- Mr. Burrill reported that the Foundation Board has grown to six full members, including Jeff Harris, who recently served as Chair of the Rochester Institute of Technology Board of Trustees. Mr. Harris has provided experience and guidance related to major fundraising campaigns.
- Representatives from the Board of Trustees, Foundation, and Academy leadership recently participated in a full day retreat in Portland to improve alignment and discuss campaign planning. The Foundation's report summarized a detailed campaign plan that outlines a proposed quiet phase, public phase, fundraising strategies, and campaign readiness considerations.
- The Foundation has identified more than 2,200 prospective donors, including approximately 27 prospects with the potential capacity to make major seven-figure gifts and more than 600 prospects within other major gift categories. Mr. Burrill emphasized that campaign success will depend not only on donor capacity, but also on effective cultivation and strong relationships.
- Mr. Burrill discussed the favorable environment for a comprehensive campaign, including the arrival of the new training ship, renewed national attention on the maritime industry, workforce needs, and recent federal investments in the Academy.

- The Foundation is prepared to lead the campaign's major gift prospecting, cultivation, and solicitation efforts in coordination with the President, Board of Trustees, Advancement, Alumni Relations, faculty, staff, and other Academy representatives.
- Mr. Burrill emphasized the critical role of President Johnson as the Academy's lead fundraiser. Major donors will expect to hear directly from the President regarding the Academy's vision and how their support will create a meaningful institutional and student impact.
- The comprehensive campaign is expected to include three primary areas: scholarships, academic programs, and facilities. Additional work is needed to establish clear funding priorities, project plans, donor narratives, and supporting justification for each campaign area.
- The Foundation presented a campaign readiness assessment identifying areas of strength and areas requiring additional development. Mr. Burrill stated that the Foundation is seeking a shared direction from the Board of Trustees before proceeding further.
- The proposed campaign strategy includes the use of artificial intelligence and other technology platforms to support campaign planning, prospect management, action tracking, and customized playbooks for campaign participants. Mr. Burrill noted that this approach may allow the campaign to operate at a lower cost than a traditional consultant-led campaign.
- The Foundation requested participation from members of the Board of Trustees, including a Trustee campaign co-chair and additional Trustees to serve on the campaign steering committee. The anticipated time commitment was estimated at approximately four to six hours per month, with an emphasis on making introductions, leveraging professional networks, and assisting with donor engagement.
- Mr. Burrill explained that campaign participation would follow a "give or get" model, with contributions based on each participant's capacity and ability to help secure support from others. The campaign will rely heavily on identifying and cultivating several major donors.
- The Foundation intends to provide quarterly campaign reports to the Board of Trustees, including numerical results, progress toward milestones, and action tracking. Mr. Burrill emphasized the importance of establishing measurable expectations and regularly evaluating campaign performance.
- Trustees commended the Foundation for the extensive preparation completed before formally launching the campaign. Several Trustees noted that the planning work provided confidence that the campaign was being positioned for long-term success.
- The Board discussed the importance of clearly defining financial responsibilities, staffing needs, campaign expenses, and the respective roles of the Foundation and the Academy.
- President Johnson clarified that the Academy does not plan to hire a Vice President for Advancement or dissolve the existing Advancement Department. Advancement, Alumni

Relations, and the Annual Fund will continue to operate within the Academy and will work collaboratively with the Foundation.

- President Johnson reported that the Foundation intends to hire a chief fundraising officer to support the comprehensive campaign. He emphasized that the Academy and Foundation will coordinate their fundraising efforts for the overall benefit of Maine Maritime Academy, regardless of whether individual gifts are received directly by the Academy or through the Foundation.
- Trustees discussed the importance of avoiding donor confusion and ensuring that the Board, Foundation, Academy leadership, Advancement, Alumni Relations, faculty, and staff consistently communicate the same message regarding the campaign.
- The Board recommended developing clear, concise talking points that Trustees and other campaign representatives can use when discussing the Foundation and comprehensive campaign with alumni, donors, and external partners.
- Trustees also emphasized that donor cultivation will require long-term relationship building and that bringing prospective donors to campus to meet students, faculty, and Academy leadership will be an important part of the fundraising process.
- The Board discussed the need to establish clear performance milestones and periodically assess whether the campaign strategy and Foundation partnership are producing the desired results. Foundation and Academy leadership agreed that progress should be measured well before the campaign reaches a two-year point.
- Trustees discussed whether some donors may prefer to give directly to the Academy rather than through the Foundation. It was agreed that donor preferences and gift requirements should be respected and that each opportunity should be handled collaboratively.
- Mr. Burrill emphasized that the comprehensive campaign is not solely a Foundation initiative or an Academy initiative, but a shared effort requiring participation from the Board of Trustees, Foundation Board, President’s leadership team, Advancement, Alumni Relations, faculty, staff, students, and alumni.
- Mr. Burrill concluded by encouraging all participants to “pick up an oar” and work together toward a common goal. Trustees expressed appreciation for his leadership and for the extensive work completed by the Foundation Board.

Ad-Hoc Enrollment Committee Report

- Trustee Longley reported that there continues to be strong interest in Maine Maritime Academy and noted that many individuals are surprised to learn the Academy continues to face enrollment challenges given the current demand for maritime careers.
- Trustee Longley invited Vice President David Markow to provide an enrollment update, noting that the May 1 enrollment deposit deadline marked a significant point in the

admissions cycle, while recognizing that enrollment activity would continue throughout the summer.

- Vice President Markow reported that Admissions remains cautiously optimistic about meeting its enrollment targets. As of the meeting, the Academy had 951 admitted students, with 281 deposited students, and an enrollment goal of 296 incoming students. The admissions team continues to monitor deposits and expected summer "melt" as students finalize their enrollment decisions.
- Administration explained that the Academy expects approximately 360 deposited students during the admissions cycle, with projected summer melt resulting in an incoming class of approximately 296 students.
- Admissions staff reported that recruitment efforts continue to expand through partnerships with secondary schools, military academies, STEM programs, robotics organizations, and the Boy Scouts, while increasing recruitment efforts throughout Maine and in key out-of-state markets, including Florida and Washington.
- The Board was advised that enrollment activity continues well beyond the May 1 deposit deadline, with students continuing to deposit through July and early August. Administration also reported that only eight deposited students had withdrawn ("melted") at that point in the cycle.
- Admissions implemented a revised communication plan for admitted students that emphasizes consistent engagement, combining welcome messages with timely reminders and required enrollment tasks. Administration believes the enhanced communication strategy will improve student engagement and enrollment retention throughout the admissions process.
- Trustees noted that enrollment deposits were slightly behind the previous year at the same point in the cycle but were advised that enrollment numbers continue to change daily and remain on track with institutional projections.
- Administration reported a very strong response to the proposed Nuclear Engineering Technology program during Open House, with standing room only attendance at the program presentations, indicating significant prospective student interest.
- The Board also reviewed the geographic makeup of the incoming class. Administration reported that approximately 48% of deposited students were currently from Maine and discussed continued recruitment efforts throughout the state and nationally, including the number of high school visits conducted by the Admissions team.

Student Affair Committee Report

- Trustee Morrison reported that the Student Affairs Committee met during the first week of April. The committee reviewed the Student Affairs Strategic Plan, which has been aligned with the Academy's Strategic Plan and was provided to the Board for review and feedback.

- Trustee Morrison thanked President Johnson for working directly with the National Maritime Center to assist students in obtaining Merchant Mariner Credentials (MMCs) and medical clearances during the Department of Homeland Security shutdown.
- The committee discussed ways to better support students with short term disabilities by exploring transportation and accessibility options to help students navigate campus while recovering from temporary injuries.
- The committee discussed several incidents involving antisemitism, racial discrimination, graffiti, and cyberbullying occurring during the academic year. Student Affairs reported that while many incidents cannot be traced to an individual, the Academy continues to investigate each report and provide support to affected students.
- Student Affairs discussed the anonymous social media application Yik Yak and its role in facilitating anonymous cyberbullying. Administration reported that several institutions have restricted the application from their campus Wi-Fi networks and that MMA is exploring whether a similar approach is technically feasible.
- Student Affairs staff emphasized that cyberbullying remains an institutional concern and that education, student support, and early intervention will continue to be priorities. The Board discussed the importance of reinforcing expectations regarding respectful conduct beginning with student orientation and throughout the academic year.
- Trustees reaffirmed that the Academy has zero tolerance for discrimination, harassment, and bullying. The Board discussed the importance of enforcing the Student Code of Conduct and Honor Code while recognizing the challenges of identifying anonymous offenders. Trustees requested to be informed if future Board action or policy changes become necessary.
- Captain Cooper reported that all cadets participating in Summer Sea Term will receive clear expectations regarding conduct before boarding the TS State of Maine. He noted that serious misconduct aboard the ship may result in immediate removal from the Sea Term, referral through the student conduct process, and, when applicable, investigation under Title IX procedures.
- Student representatives noted that many students actively report inappropriate posts on anonymous applications and emphasized the importance of creating a campus culture that discourages cyberbullying rather than relying solely on technology restrictions.
- Administration reported that Student Affairs staff will participate in Summer Sea Term by sailing aboard the TS State of Maine alongside student affairs professionals from Texas A&M Maritime to support student engagement and wellbeing throughout the voyage.
- Student Affairs provided an update on the Academy's International Safety Management (ISM) audit and reported that improvements are being made to the random drug and alcohol testing program to ensure compliance with U.S. Coast Guard reporting

requirements. Administration noted that the primary need is improving communication and documentation between the ship and campus to ensure all required information is reported accurately.

- Trustees recommended evaluating the use of an independent random selection system for drug testing to strengthen documentation and reporting capabilities.
- Administration reported that Student Affairs is preparing for summer orientation programs, fall student move-in, and the arrival of the incoming class. The department also announced plans to hire an additional counselor to expand mental health services and better support student wellbeing.

Operations Committee Report

- Trustee Mercer reported that the Operations Committee met several weeks before the Board meeting and requested that future Operations Committee meetings be scheduled at least three weeks before each Board meeting to provide sufficient time for preparation and review.
- Trustee Mercer reported that work on the pier project and Curtis Hall continues to progress well. He noted that Facilities has a significant amount of work scheduled for the summer and that the committee has also received updates from Information Technology and Human Resources as part of its broader oversight responsibilities.
- Trustee Mercer expressed appreciation to Vice President Janet Waldron, the Facilities team, the Waterfront team, and other staff members whose work directly supports students and campus operations. He emphasized the important contributions of staff and directors across the Academy and specifically recognized the positive impact of Waterfront staff member Chris Grindel.
- Trustees commended the coordination among Academy staff, contractors, and project partners. The Board noted that maintaining continuity among the project team has contributed significantly to the successful progress of the Academy's major construction projects.
- Vice President Waldron encouraged Trustees to review the Capital Facilities Plan included in the Board materials. The plan organizes campus buildings according to age and condition and includes the Academy's Facilities Condition Index and total deferred maintenance obligation.
- The total deferred maintenance burden was estimated at approximately $108 million. Vice President Waldron noted that the upcoming comprehensive campaign may provide opportunities to address portions of the Academy's capital and facility needs.
- The Academy's Facilities Condition Index was reported as 3.5 on a scale of 1 to 5, with 1 representing poor condition and 5 representing good condition. Vice President Waldron noted that the rating was favorable given that the average age of the Academy's buildings is approximately 58 years and reflects the campus's continued stewardship of its facilities.

- Administration stated that the Facilities Condition Index will serve as a benchmark for future capital planning, with the goal of maintaining and improving the overall condition of campus facilities. More detailed information regarding individual building systems, subsystems, and estimated project costs is maintained at the campus level and will guide future capital investment decisions.
- Vice President Waldron reported that the Curtis Hall project remains on schedule and is meeting the timelines required to relocate students and complete each phase of the work. Contractors continue to identify appropriate opportunities to reduce costs without sacrificing quality.
- Ed provided the Board with a detailed update on the waterfront pier project. Phase One includes construction of the outer pier, three mooring dolphins, mooring fixtures, catwalks, and the outer boat basin floating docks. Phase One was expected to be completed by the end of June, allowing the pier to be mechanically operational for the return of the TS *State of Maine* on July 12.
- Phase Two will include demolition and reconstruction of the existing pier, refurbishment of the existing mooring and berthing dolphins, completion of the remaining boat basin structures, and installation and commissioning of shore power, lighting, and other functional pier systems.
- Administration reported that all main pier piles and dolphin piles had been completed. Approximately 287 drilled, concreted, and anchored piles were installed as part of the main pier structure. With the critical-path drilling substantially complete, the remaining drilling work will focus primarily on floating docks, breakwater structures, and other non-critical-path elements.
- Significant progress was also reported on the precast and cast-in-place beams, perimeter supports, deck panels, topping slabs, mooring dolphins, catwalks, and associated pier infrastructure. Portions of the finished deck were already complete, with additional deck placements continuing from west to east.
- Administration explained that temporary barges, catwalks, and gangways will provide access between the shore and the new pier for approximately six months while the gap created by the reconstruction of the existing pier is completed.
- Ed reported that the primary remaining item not yet on site was the plate fender system, which was being manufactured in Spain. Delivery was expected during the first and third weeks of June, and the installation was not anticipated to delay completion of Phase One.
- Trustees were reminded that a live construction camera is available through the Academy's website and mobile application, allowing the campus community and the public to monitor daily progress on the pier project.
- The Board discussed safety and access planning for the return of the TS *State of Maine* on July 12. Administration reported that barricades and other safety measures would be installed and that the existing pier structure would remain temporarily in place to assist

with disembarkation. Full demolition would begin after the ship's arrival activities were completed.

- Administration reported that the Academy is managing approximately $165 million in active capital projects funded through a combination of federal, state, bond, and other sources. Trustees commended the Finance and project-management teams for managing invoices, cost validation, funding requirements, and project controls without significant issues.
- Vice President Waldron reported that Human Resources has implemented a more formal exit interview process for departing faculty and staff following discussion at a previous Operations Committee meeting.
- Administration also provided an update on the proposed enterprise-wide information technology system. The initial request for proposals did not identify a single vendor capable of meeting all institutional requirements. The project will therefore be divided into two separate components, which Administration believes may simplify implementation and reduce overall project risk.

Finance Committee

- Trustee Theeman reported that the Finance Committee met on April 23, and the meeting minutes were included in the Board materials.
- The committee received its regular quarterly investment report regarding the Academy's endowment. As of March 31, the endowment totaled approximately $81.7 million. Trustee Theeman reported that, after a $2 million scholarship withdrawal, the current endowment value had increased to approximately $83.7 million, or approximately $85.7 million before the withdrawal. He noted that the investment portfolio continues to perform well relative to its benchmark.
- The Finance Committee reviewed the Academy's third quarter financial report. Vice President Janet Waldron reported that the projected structural operating deficit had improved from the original budgeted $2.9 million to approximately $1.9 million, reflecting stronger than anticipated revenues and continued financial oversight.
- The committee reviewed the proposed Nuclear Engineering Technology Program and unanimously voted to recommend approval of the resolution establishing the program, which would be considered later during the Board meeting.
- Administration reviewed the Academy's "known unknowns" list, including anticipated revenues, grants, and other financial variables that continue to be monitored throughout the fiscal year.
- Vice President Waldron reported that the Academy has received approval for a Department of Energy grant supporting the Nuclear Engineering Technology Program, along with a $10 million U.S. Navy award expected to be recognized during FY27 and

FY28. Final implementation details remain under development, but both awards are expected to offset future program expenses.

- Administration reported that the teak donation project remains unresolved and continues to be monitored.
- Trustees expressed appreciation to VP Janet Waldron, Wendy Haslam, Alice Herrick, and the Finance Office staff for the high quality financial reporting and detailed work that supports the Finance Committee and Board.
- Vice President Waldron reminded the Board that the FY27 operating budget had already been approved at the previous Board meeting and noted that the current report represented the regular quarterly financial update.
- Administration reported that tuition and fee revenue exceeded budget projections by approximately $956,000, primarily due to stronger enrollment and a favorable mix of in-state and out-of-state students.
- Vice President Waldron reported that scholarship and tuition waiver expenses exceeded the FY26 budget; however, the FY27 budget was adjusted to reflect the increased level of institutional financial aid.
- Administration noted that enrollment trends continue to support the FY27 financial outlook. The approved FY27 budget reflects a projected operating deficit of approximately $1.4 million, an improvement from the FY26 budgeted deficit of $2.9 million.
- Vice President Waldron reported that the FY27 budget has been fully loaded into the campus financial system ahead of the new fiscal year, ensuring compliance with budget and reporting requirements.
- Administration discussed ongoing work related to IPEDS and other required higher education data reporting. Vice President Waldron suggested providing future Board presentations summarizing key institutional metrics and benchmarking data to better understand how Maine Maritime Academy compares with peer institutions.
- Administration also reported that an open position within the Finance Office had been filled, allowing the department to eliminate the backlog of accounts payable processing and return vendor payments to a current schedule.
- Trustees discussed comparative endowment information among the state maritime academies. Publicly available data indicated approximate endowment values of $54 million for Massachusetts Maritime, $47.6 million for Maine Maritime, $15.9 million for California Maritime, and $10.6 million for SUNY Maritime based on available reporting. Trustees also discussed foundation asset levels reported through publicly available IRS Form 990 filings while acknowledging that comparisons vary depending on whether institutional endowments or independent foundation assets are being reviewed.

Governance Committee Report

• Trustee Johnson reported that the Governance Committee met on April 24 and reviewed trustee appointments, Board governance matters, Board evaluations, officer nominations, succession planning, and future governance initiatives.

• Trustee Johnson announced that Patrick English has been nominated and confirmed as the newest member of the Board of Trustees and is awaiting his official swearing in. He will succeed John King and is expected to participate in the August Board meeting.

• Trustee Johnson reported that discussions continue with the Governor's Appointments Office regarding additional trustee appointments. He expressed optimism that John McDonald will be nominated to fill the vacancy created by former Trustee Bob Somerville.

• The committee reviewed the status of trustee terms and noted that several trustees whose appointments have expired have agreed to continue serving until they are either reappointed or replaced, ensuring continuity of Board operations while the State completes the appointment process.

• Trustee Johnson provided an overview of upcoming trustee term expirations through 2029 to assist with long term Board planning and recruitment.

• The committee reviewed plans for the 2026 Board of Trustees Self-Evaluation. Trustee Johnson reported that the survey will again be administered through SurveyMonkey, with results to be reviewed by the Governance Committee before presentation to the full Board.

• Trustee Johnson reported that committee self-evaluations will also be conducted. Each committee chair will administer the evaluation to their committee, review the results, and report key findings during future committee meetings as part of the Board's governance best practices.

• Trustees discussed the survey feature available within the OnBoard platform. Trustee Johnson agreed to review how the feature functions and determine whether it could complement or replace portions of the current evaluation process.

• The committee reviewed the upcoming Board officer elections. Trustee Johnson reported that, consistent with the Board's bylaws, the Governance Committee will recommend the reappointment of the current Chair and Vice Chair, both of whom have agreed to continue serving. The Treasurer and Secretary positions will also be reappointed in accordance with the Academy's bylaws, which designate those positions by office.

• Trustee Johnson noted that all trustees will be contacted prior to the August meeting to solicit feedback on the proposed slate of officers before formal nominations are presented to the Board.

• The committee discussed Board succession planning and emphasized the importance of developing future Board leadership. Trustees discussed identifying future committee chairs and Board officers while providing opportunities for additional trustees to serve in leadership roles.

• Trustees reviewed the bylaw provision recommending that committee chairs generally serve no more than two consecutive five-year terms and discussed the importance of rotating committee leadership to broaden Board experience and strengthen succession planning.

• Trustee Johnson encouraged trustees to continue identifying potential improvements to the Board bylaws throughout the year. Rather than waiting several years between revisions, trustees were encouraged to maintain an ongoing list of recommended updates so future revisions can be completed more efficiently.

• Trustees discussed the possibility of incorporating a formal bylaw review cycle, such as every five years, while agreeing that the Governance Committee should continue reviewing governance practices and bylaws on an ongoing basis.

Strategic Plan Update

• President Johnson reported that implementation of the Academy's Strategic Plan continues to progress. He recognized Chief of Staff Shane Moeykens and Strategic Planning Director Kirk Langford for their ongoing work to ensure that strategic initiatives are being tracked, measured, and aligned across all divisions of the Academy.

• President Johnson noted that measurable progress has been made during the first six months of implementation and that departments continue to report on the status of their assigned strategic initiatives.

• Trustees reviewed the Strategic Plan progress report and requested that future reports include an acronym legend to clearly identify departmental abbreviations and strategic initiative references, making the report easier to interpret.

• Trustees also requested additional explanation regarding the percentage completion metrics included within the report so that the Board can better understand how progress is being measured and whether initiatives are on track.

• Faculty Representative Stephen Baer shared feedback from the Faculty Senate that many faculty members are not familiar with the Strategic Plan or its current implementation. He suggested that additional communication and campus-wide education would improve awareness and engagement.

• President Johnson acknowledged the feedback and noted that Kirk Langford has agreed to attend an upcoming Faculty Senate meeting to review the Strategic Plan and answer questions. Additional communication with faculty, department leaders, and staff will also be pursued to increase campus awareness.

• Trustees noted that while faculty and students contributed significantly during development of the Strategic Plan, additional communication following its adoption would strengthen campus understanding and support for the plan.

• Trustees requested that future Strategic Plan reports incorporate a visual "heat map" or red-yellow-green status indicator to provide a quick assessment of progress toward strategic objectives. President Johnson agreed that this enhancement would improve readability and provide additional context for Board oversight.

• President Johnson agreed that future reports will continue to evolve to provide clearer reporting, greater context, and more meaningful performance measures as implementation of the Strategic Plan progresses.

Resolutions

Chair Wayne Norton recommended that all resolutions be considered together for efficiency.

- Motion: Trustee Miles Theeman
- Second: Trustee Mark Gardner

Hearing no discussion, the Board proceeded to a roll call vote.

Resolutions Approved

The Board approved the following:

1. Resolution to Authorize and Launch a Comprehensive Fundraising Campaign
2. Resolution to Approve FY26 Q3 Gifts and Grants over 1,000
3. Resolution to Approve the Class of ’84 Endowed Scholarship
4. Resolution to Approve the Captain Richard Quick Scholarship
5. Resolution to Approve the Establishment of the Bachelor of Science, Nuclear Engineering Technology Academic Program beginning the fall semester of 2027
6. Resolution to Approve the Closure of the Associate of Science, Small Craft Design and Associate of Science, Small Craft Systems - Joint degree programs with The Landing School of Boatbuilding and Design (“Landing School”) Academic Program
7. Resolution to Approve the Closure of The Power Engineering Operations Academic Program
8. Resolution to Approve Faculty Promotions
9. Resolution to Approve the Confer of Honorary Degrees
10. Resolution to Approve the Confer Degrees
11. Resolution to Approve the Academic Probation for the Coastal and Marine Environmental Science Academic Program
12. Resolution to Approve the Academic Suspension of Oceanography
13. Resolution to Confer Emerita/Emeritus Status

- Trustee Adams – Yes
- Trustee Johnson – Yes
- Trustee Longley – Yes
- Trustee Gardner – Yes
- Trustee Theeman – Yes
- Trustee Mercer – Yes
- Trustee Eisenhower – Yes
- Trustee Arntzen – Yes
- Trustee Fardon – Yes
- Trustee Loomis – Yes
- Trustee Webb – Yes
- Trustee Morrison – Yes
- Trustee Norton – Yes
- Trustee True – Yes

Result: All resolutions passed unanimously.

Adjournment

A motion to adjourn was made, seconded, and approved.

The meeting was adjourned.