Maine's Public Universities

UNIVERSITY OF MAINE SYSTEM

December 28, 2016

TO: Members of the Finance/Facilities/Technology Committee

FR: Tracy B. Bigney, Clerk of the Board

RE: **January 6, 2017 Finance/Facilities/Technology Committee Meeting**

The Finance/Facilities/Technology Committee will meet from **9:00 am to 1:00 pm on January 6, 2017.** The meeting will be located at the University of Maine System Executive Offices, Rudman Conference Room, 253 Estbrooke Hall, 15 Estabrooke Drive in Orono. In addition to the Estabrooke Hall location, the following Polycom locations will also be available:

> UMA – 125 Robinson Hall
> UMF – 319 Education Center
> UMFK – Alumni Conference Room
> UMPI – Executive Conference Room
> UMM – Executive Conference Room, Powers Hall
> USM – 203 Wishcamper Center, Portland

Lunch will be provided at the UMS and the USM locations. The meeting materials will be posted to the Diligent Board Portal as well as the Board of Trustees website (http://www.maine.edu/about-the-system/board-of-trustees/meeting-agendas/finance-facilities-committee/).

If you have questions about the meeting arrangements or accessing the meeting materials, please call me at 581-5841. If you have any questions or desire additional information about the agenda items, please call Rebecca Wyke at 621-3420 or Ryan Low at 581-1541.

cc: James Page, Chancellor
        Trustees who are not members for the FFT Committee
        Presidents
        Rebecca Wyke
        Robert Neely
        Ryan Low
        Dick Thompson
        Tracy Elliott
        Chip Gavin
        Miriam White

University of Maine System

15 Estabrooke Drive, Orono

Rudman Conference Room
253 Estabrooke Hall, 2nd Floor
15 Estabrooke Drive, Orono
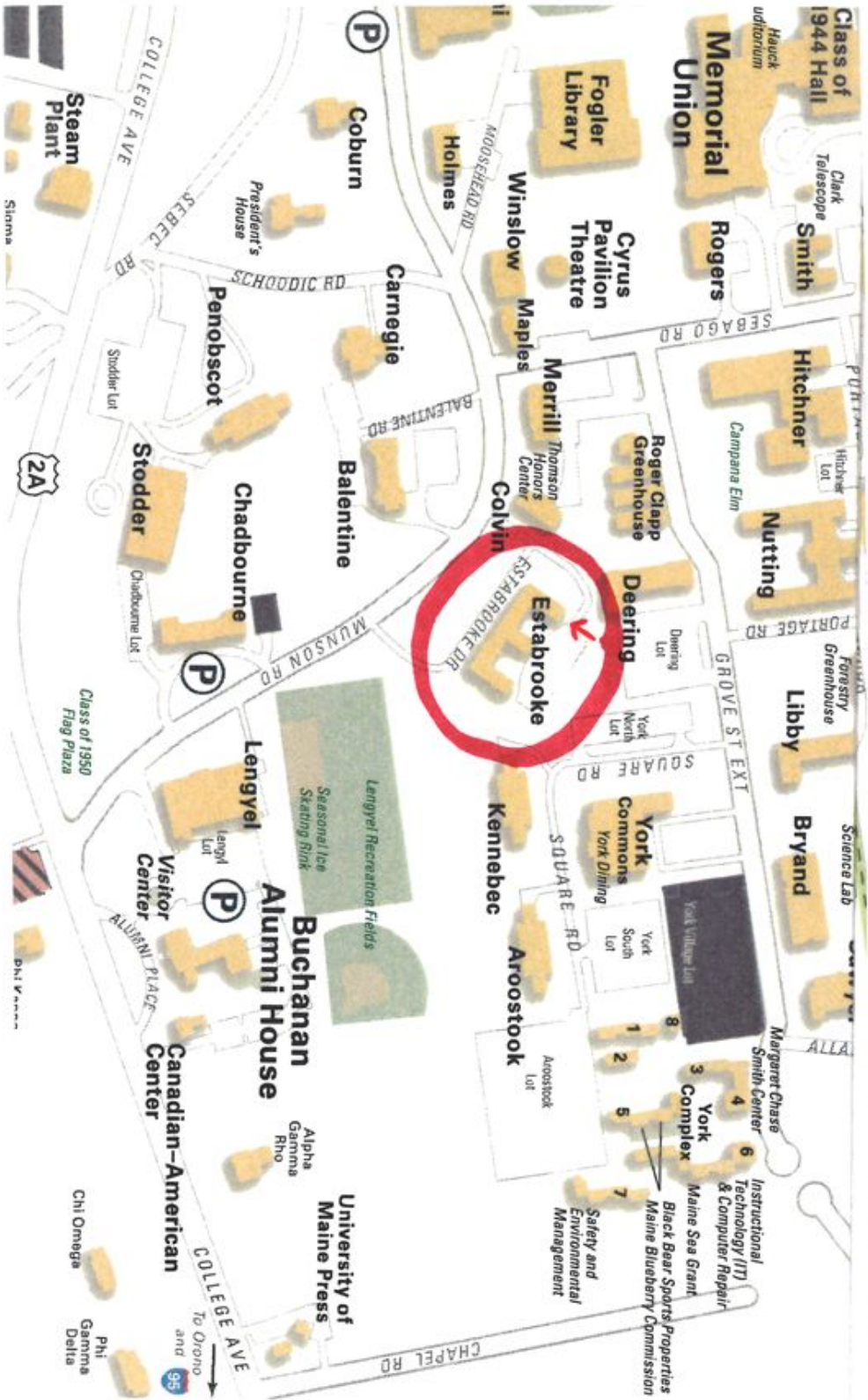
Directions to the UMS located on the UMaine Campus

From the South on I-95: take exit 191 to Kelly Road and turn right. Continue on Kelly Road for 1 mile until you reach the traffic light, then turn left onto Route 2 and go through downtown Orono. Cross the river. Turn left at the lights onto College Avenue. Buchanan Alumni House will be the first campus-related building on your right. Right after the Buchanan Alumni House, take a right onto Muson Road. Estabrooke Hall is the building on the right after Lengyel.

From the North on I-95: take exit 191 to Kelly Road and turn left. Continue on Kelly Road for 1 mile until you reach the traffic light, then turn left onto Route 2 and go through downtown Orono. Cross the river. Turn left at the lights onto College Avenue. Buchanan Alumni House will be the first campus-related building on your right. Right after the Buchanan Alumni House, take a right onto Muson Road. Estabrooke Hall is the building on the right after Lengyel.

The UMS is located on the 2nd floor of Estabrooke Hall. Enter Estabrooke Hall from the back of the building, the entrance closes to Deering Hall.

Board of Trustees

Finance, Facilities & Technology Committee

January 6, 2017, 9:00 am to 1:00 pm
Rudman Conference Room, 253 Estabrooke Hall, Orono

AGENDA

9:00 am   Finance Items

   TAB 1 - USM Advancement Transition to USM Foundation
   TAB 2 - FY2016 Annual Report on Gifts, Fund Raising and Endowments

9:45 am   Facilities Items

   TAB 3 - Master Planning Updates, UMS, UMF & USM
   TAB 4 - Aquatic Animal Health Facility, UM
   TAB 5 - Real Property Acquisition   41 Pleasant Street, UMFK
   TAB 6 - Real Property Acquisition   70 Pleasant Street, UMFK
   TAB 7 - Anderson Hall Renovation, USM
   TAB 8 - Building Access Project, USM - **Deferred to March Meeting**
   TAB 9 - Science/Bio Science Build-Out, USM
   TAB 10 - Local Food Update
   TAB 11 - Capital Projects Status Report

Noon   Break for Lunch

12:15 pm   Technology Items

   TAB 12 - State of IT Report 2016
   TAB 13 - Maine Regional Optical Network (MaineREN) Upgrade Project Approval
   TAB 14 - Review of Projects with a Value of $250,000 or Greater

Items for Committee decisions and recommendations are noted in red.

Note: Times are estimated based upon the anticipated length for presentation or discussion of a particular topic.
An item may be brought up earlier or the order of items changed for effective deliberation of matters before the Committee.

AGENDA ITEM SUMMARY

1. **NAME OF ITEM**:   USM Advancement Transition to USM Foundation

2. **INITIATED BY**:   Norman L. Fournier, Chair

3. **BOARD INFORMATION**: X   **BOARD ACTION:**

4. **BACKGROUND:**

The USM Foundation Board and USM Advancement Team, with the support of President Cummings and guidance from General Counsel, have worked diligently for the past year to transition USM's advancement efforts to the USM Foundation. The purpose of this report is to update the Finance, Facilities and Technology Committee on the intent of the transition, actions to date and remaining steps to complete the changes.

As the UMS Metropolitan University, USM is committed to meaningful civic and corporate engagement. As the outward facing organization for that engagement the USM Foundation needs to restructure its operations in order to increase philanthropy, enhance corporate engagement, and achieve alumni engagement goals. The path chosen is modeled after the UMaine and UMaine Foundation's operational and gift processing agreements of the past three years. The USM Foundation is moving from an institutional board model to a Board Member engaged organization (see charts). Attached is the summary explanation of the USM Foundation, its mission, current efforts and goals.

Progress Update
- Updated Foundation By-laws (May 2016).
- Updated long standing MOU with UMS System/USM & USM Foundation (Jul 2016).
- Created gift processing agreement modeled after UMaine/UMaine Foundation (Dec 2016).

Actions
- Transfer President/VP/new hires and some temporary personnel to Foundation effective 1/1/2017. Currently USM Advancement employs five UMPSA employees.
- Mark Schmelz, Director of UMS Labor Relations is discussing with UMPSA representatives the adoption of the same agreement utilized by UMaine. Once this agreement is finalized, individual agreements with each of the current UMPSA employees who intend to transition to the USM Foundation will be completed.

Attachments: Current Foundation and Future USM Foundation Arrangement; About the USM Foundation.

12/28/16

About the USM Foundation

Now in its 20th year, the USM Foundation ensures the success of University of Southern Maine as a Metropolitan University through philanthropy and community engagement. We are a nimble and responsive partner that helps USM achieve its goals and vision more quickly than it could otherwise.

The USM Foundation is an independent 501(c)3 non-profit organization established in 1996 to support USM. The USMF President is nominated by the USM President and appointed by a community Board of Directors, who have full autonomy and ownership for the organization's governance, strategy and activities. The Foundation is also responsible for directing and supervising all Advancement efforts for USM.

We do meaningful work that makes a difference in the lives of USM students. Our students are often the first in the family to go to college, they are adults in and out of the workforce, they are newly arrived immigrants, they are struggling financially, they are people who have tried college before but left short of graduation, and they are veterans who have served our nation.

Our Values

- **We are student-centered.** We constantly ask: "what do our students deserve from us?"
- **We serve.** We serve the students, faculty and staff of USM to bring resources so they can do all the great things they do. We also serve the present and future needs of our community and our workforce.
- **We innovate.** We look for new and innovative approaches, partnerships and solutions to tackle the issues facing USM and its students, our workforce and our community at large.
- **We engage.** We engage alumni, business and community leaders, philanthropists and other stakeholders, connecting them to USM to meaningfully invest their time, skill and resources.
- **When we serve, innovate and engage, with students at the center, it shows how we care.**


2016-17 Goals

1. **Raise $7.8 million,** leading to $720,000 in USM Foundation revenue—toward the USM President's five-year goal of increasing endowed scholarships to $50,000,000 *(currently ~$24M)*
2. **Increase alumni philanthropic participation to at least 3%** (1560 donors)—toward the USM President's five-year goal of 10% alumni engagement. *(1,013 alumni donors last year)*
3. **Build the base:** strengthen visibility, engagement, and philanthropic leadership of key ambassador communities to catalyze future growth
   - Key USM boards
   - Alumni of USM and its predecessor institutions
   - Leadership and Legacy Donors
   - USM Corporate Partners and top Corporate Leaders
4. **Successfully transition to the USM Foundation**, moving from an institutionalized to community-engaged organizational structure.

Key 2016-17 Projects

- **USM Day of Giving:** Raise $1,000,000 in scholarships, culminating November 15, 2016.
- **USM Master Plan:** Counseled by USMF Supporting Council, engage in planning and execution of Portland Campus master planning projects including Portland housing/Student Center, Performing Arts Center, potential Graduate Center, and closing Bedford Street and Stevens Avenue Extension.
- **Inauguration & President's Gala:** December 2, 2016
- **Corporate Engagement:** Revamp and build USM Corporate Partners, holistically engage top business cohort, internship scholarships & key program investment, "USM Works for ME" campaign
- **Planned Giving:** Increase Legacy Society membership, rebuild PG Advisory Council, marketing

Current USM Advancement & Foundation Arrangement

An Institutional Model
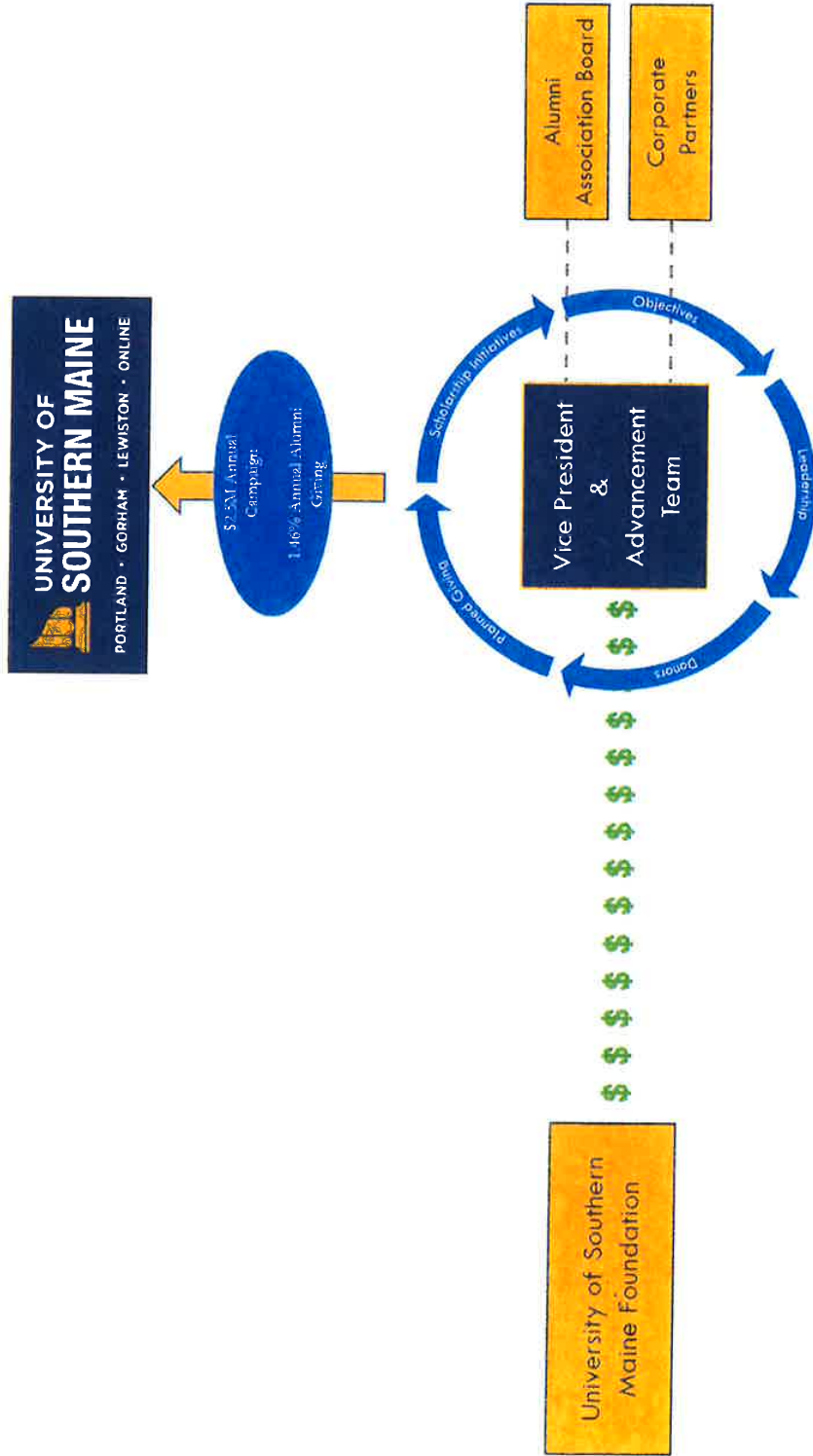
CURRENT USM FOUNDATION ORGANIZATIONAL CHART 1.25.16

POTENTIAL USM FOUNDATION ORGANIZATIONAL CHART 1.18.16

Maine's
Public
Universities

UNIVERSITY OF MAINE SYSTEM
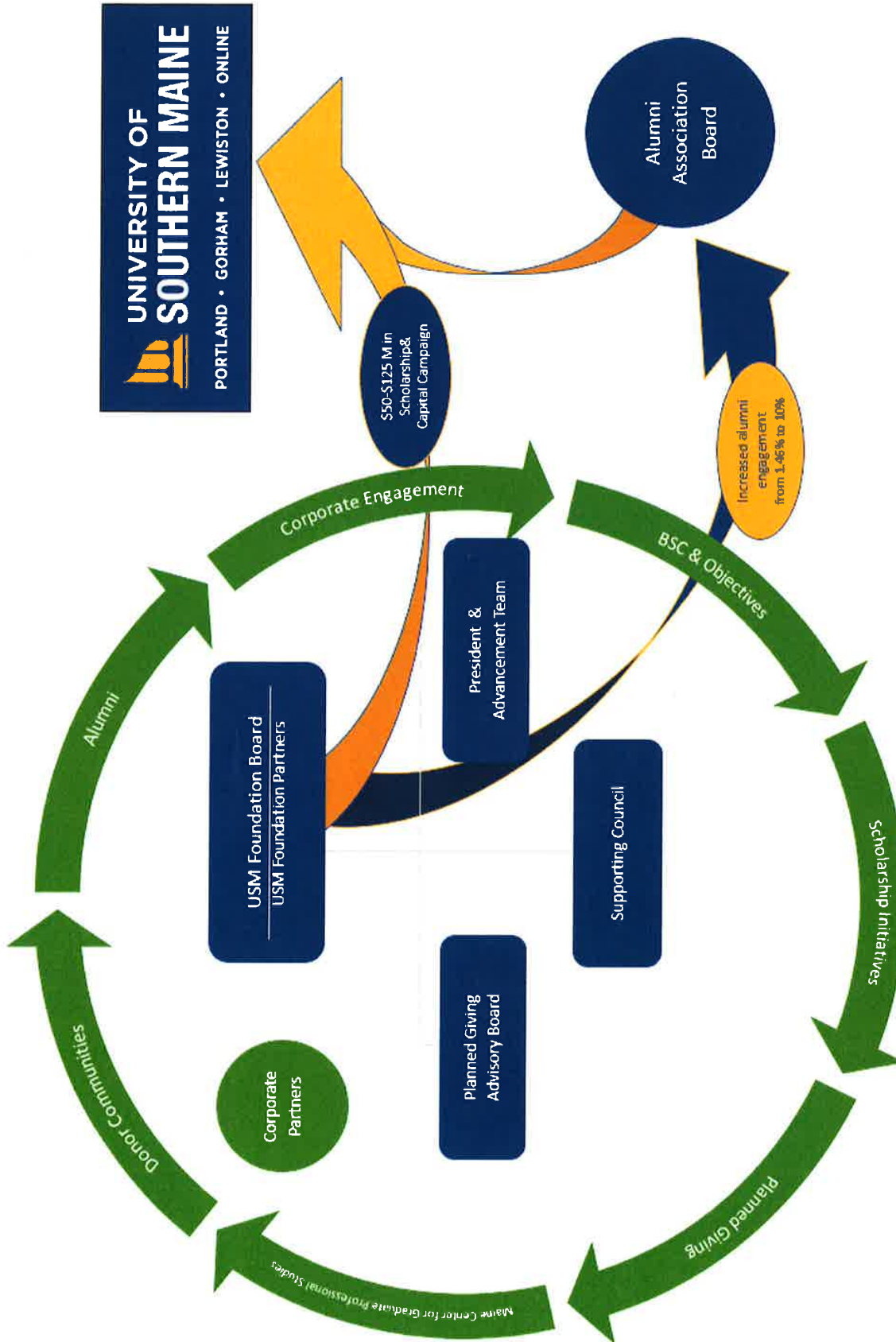
AGENDA ITEM SUMMARY

1. **NAME OF ITEM**:   FY2016 Annual Report on Gifts, Fund Raising and Endowments

2. **INITIATED BY**:   Norman L. Fournier, Chair

3. **BOARD INFORMATION**: X   **BOARD ACTION:**

4. **BACKGROUND:**

The University of Maine System (UMS) Annual Report on Gifts, Fund Raising and Endowments for the year ended June 30, 2016 is enclosed. This report presents:

- Total gifts received by restriction type, purpose, donor type, and campus.
- The UMS gift balances by fiscal year which includes pledges outstanding, non-endowed gift balances and endowment market values.
- UMS affiliated fund raising organizations' gifts received and endowment balances.
- The financial status of capital campaigns.

All gifts received fulfill the policy requirements of the Board of Trustees and the UMS follows the intent of its donors. The UMS expresses its deep gratitude to all donors for their gifts, donations and bequests.

12/28/2016

University of Maine System

Annual Report on Gifts, Fundraising and Endowments

Year Ended June 30, 2016

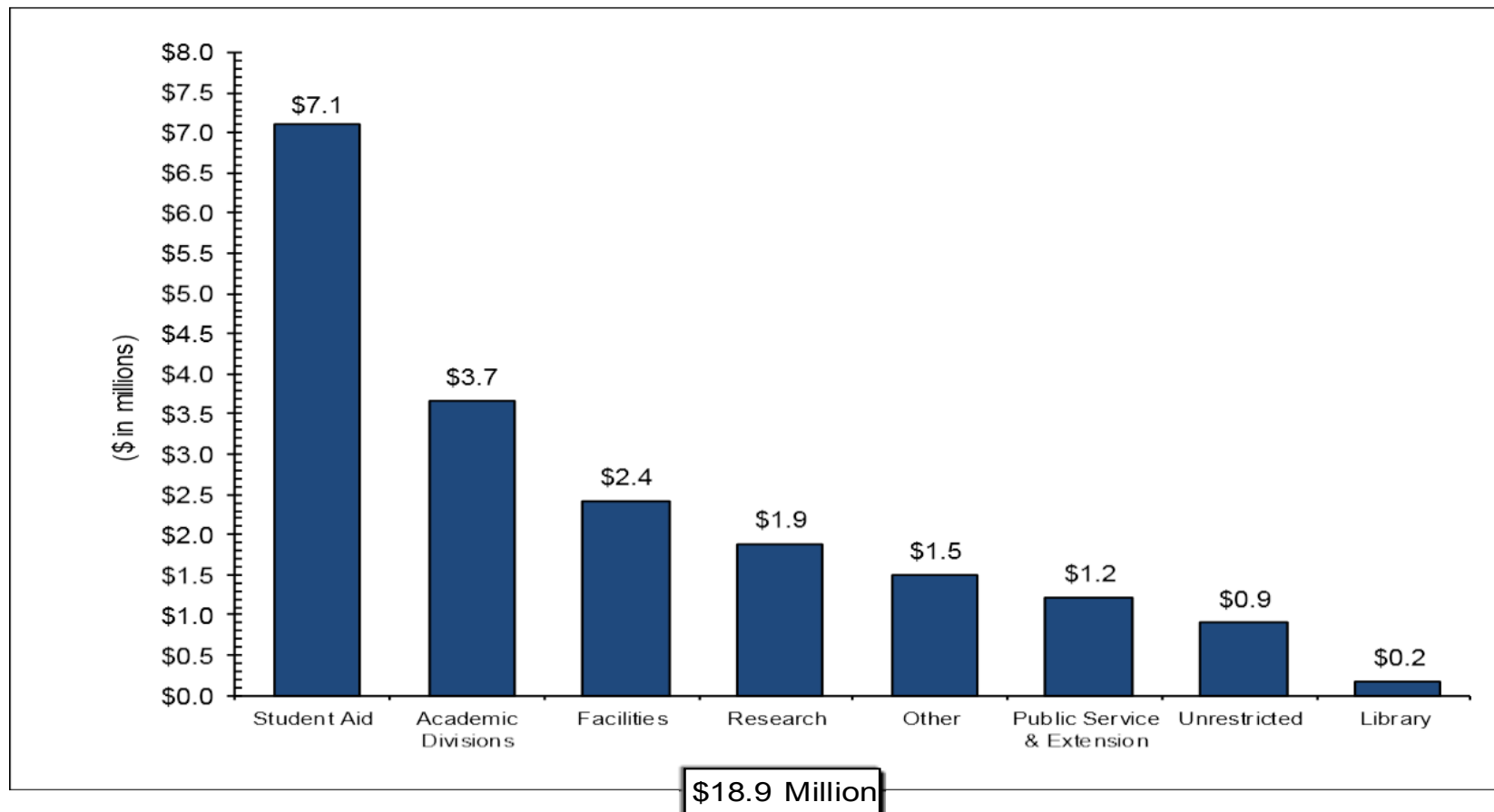# Gifts Received* by Restriction Type
($ in millions)

$19.4 Million in FY15
$18.9 Million in FY16

* UMS gifts reported herein include cash, checks and negotiable securities, and pledge payments. Gifts-in-kind and pledges receivable are not included in these totals.

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FY16 Gifts Received by Purpose
($ in millions)

FY16 Gifts Received by Donor Type
($ in millions)

University
Foundations
$8.4

Corporations $2.9

15.4%

44.5%

3.7%

Alumni $0.7

11.1%

.9%

Individuals
$2.1

24.4%

Alumni
Associations
$0.2

Non-Profit
Organizations
$4.6

$18.9 Million

4
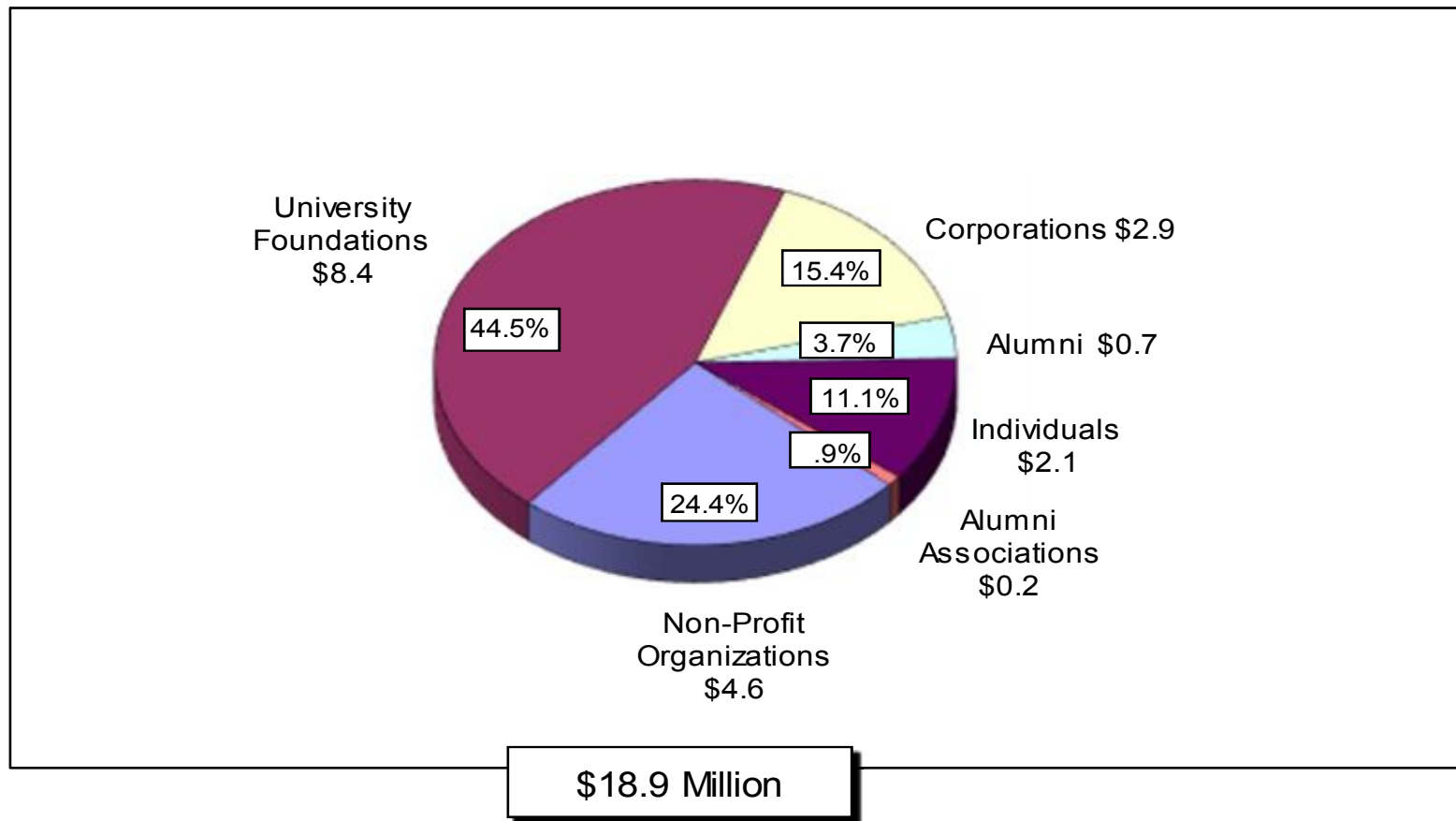
Gifts Received by Campus
($ in millions)

$19.4 Million in FY15
$18.9 Million in FY16

5

UMS Gift Balances by Fiscal Year
($ in millions)

6

FY16 UMS Gift Balances by Campus
($ in millions)

$170.1 Million

7

UMS Affiliated Fund Raising Organizations

8

Gifts Received by
UMS Affiliated Organizations

($ in Thousands)

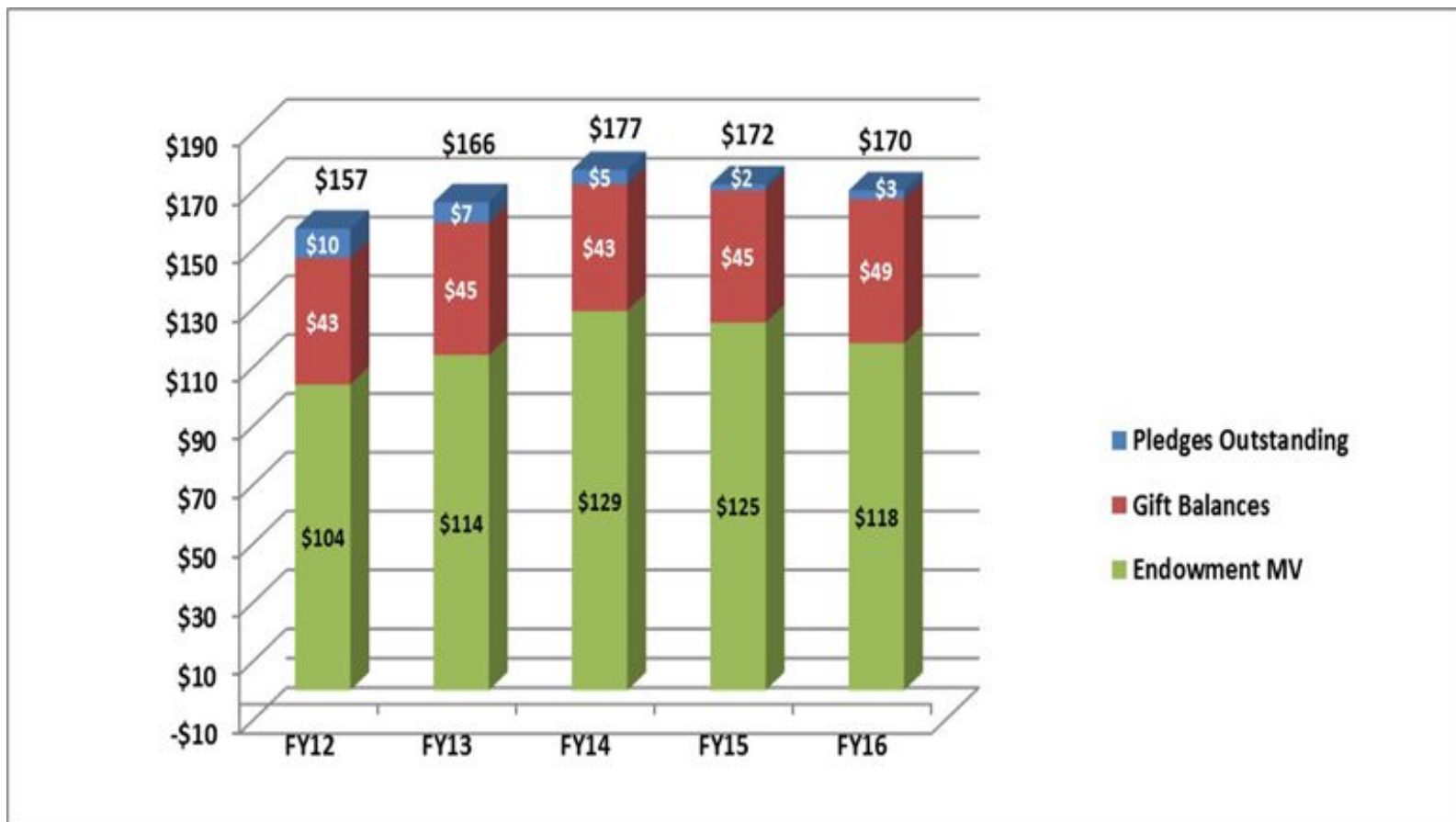|	2015	2016
UM Affiliates		
UM Alumni Association	$ 265	$ 322
UM Foundation	10,563	9,116
UM Pulp & Paper Foundation	282	373
Maine 4-H Foundation	137	192
UMA Foundation	-	-
UMFK Affiliates		
UMFK Alumni Association	7	7
UMFK Foundation	65	53
John L. Martin Scholarship Fund	-	-
UMM Alumni Association	-	-
Foundation of the University at Presque Isle	14	297
USM Affiliates		
USM Foundation	2,141	2,851
Maine Law Alumni Association	186	290
UM Law School Foundation	531	434
Total Gifts Received by Affiliated Organizations	$ 14,191	$ 13,935

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Endowment Market Values for UMS Affiliated Organizations

($ in millions)

	2015	2016
UM Affiliates		
UM Foundation	$ 185.6	$ 179.9
UM Pulp & Paper Foundation	16.1	15.7
4-H Camps at Tanglewood & Blueberry Cove	0.1	0.2
Maine 4-H Foundation	3.3	3.1
UMA Foundation	0.1	0.1
UMFK Affiliates		
UMFK Foundation*	1.7	1.7
John L. Martin Scholarship Fund*	0.1	0.1
Foundation of the University at Presque Isle	4.4	4.5
USM Affiliates		
USM Foundation*	16.2	16.2
UM Law School Foundation*	4.1	4.0
Total Endowment Market Value for Affiliated Organizations	$ 231.7	$ 225.5

* Endowment included in UMS Managed Investment Pool

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Status of Capital Campaigns
($ in millions)

Development Activity	Start Date	End Date	Campaign Goal	Value of Gifts Received (as of 06/30/16)	Outstanding Pledges (as of 06/30/16)	Amount to Meet Goal (as of 06/30/16)
UMA 50th Anniversary Fund*	07/01/14	Open	$5.0	$2.7	$2.2	$0.1

* The UMA 50th Anniversary Fund is a celebration of 50 years of achievement and preparation for the next 50 years. Proceeds raised through the campaign are being targeted to five specific areas:
- Scholarships for non-traditional learners
- Veteran support
- Expansion of online and distance education
- Auditorium expansion
- Ongoing support of UMA's existing scholarship funds

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AGENDA ITEM SUMMARY

1.   **NAME OF ITEM**:   Master Planning Updates, UMS, UMF & USM

2.   **INITIATED BY**:   Norman L. Fournier, Chair

3.   **BOARD INFORMATION**:   **BOARD ACTION:**   X

4.   **BACKGROUND:**

The Board of Trustees has encouraged all campuses to adopt master plans for their respective physical campuses as part of a series of facility-related recommendations adopted in March 2015. Trustees required that such master plans be in place not less than 2 years before the next decennial accreditation review for each respective University by the New England Association of Schools and Colleges. This means master plans would need to be in place as soon as 2017 and no later than 2023, depending on the specific schedules for each University.

This is a brief update about the overall effort, and also an introduction to more detailed updates that will be provided by the University of Maine at Farmington and the University of Southern Maine, which were the first two Universities to proceed to carry out the Trustee's recommendation.

In light of the recommendation, the University procured an enterprise master planning agreement with Harriman Associates. It was the result of a public, competitive process and campuses may use the agreement for the duration of the contract period. This avoided the cost, time and inefficiency of multiple solicitations and helped control the cost of the work itself. Having a single provider also avoids duplication of effort, helps coordinate the effort across multiple campuses and ensures that system-wide information and goals are consistently and readily available to individual campuses when they take up the work unique to that campus.

Five campuses now either already have a master plan in place or are in progress as measured by having executed agreements with Harriman for the work. The University of Maine at Farmington is completing its plan. The University of Southern Maine, the University of Maine at Augusta and the University of Maine at Fort Kent all are in various stages of real progress with Harriman. The University of Maine at Presque Isle is soon to begin, with a contract pending signature. The University of Maine already had a long-standing master planning practice in place as well as a current master plan and, under the recommendation and Harriman agreement, has begun its first master plan for its Darling Marine Center. As no campus would yet be required to have a plan in place per the Trustee's recommendation, all of this activity is in keeping with and ahead of schedule. Together, when completed, these plans will comprise the applicable master plan for the system.

The Trustees in their recommendation set forth four criteria that characterize a bona fide master plan. The plan must:

1. Have evidence of external engagement by master planning professionals in its preparation;

2. Incorporate community dialog and input, and reflect the shared, understood, and communicated vision for the future of the campus;

3. Be updated at least once every decade, preferably two or more years prior to the campus due date for the New England Association of Schools and Colleges Commission on Institutions of Higher Education (NEASC) self-study (Appendix B); and,

4. Be tied to the future mission of the institution, with attention to the unique qualities of each campus and its contribution to the University of Maine System as a whole.

The full master planning discussion and recommendation can be found on pages 31-32 of the final report from which the recommendation resulted.

Today, the University of Maine at Farmington, which was first to begin and will be the first to finish under the recommendation, will provide an overview of its master planning process and the plan itself, and request the Trustee's general acceptance of that report.

Also, the University of Southern Maine will provide an interim update about its master planning efforts, which have several time-sensitive components already familiar to Trustees. USM will likewise request the Trustee's general acceptance of that interim report.

5.   **RESOLUTION**

That the Finance, Facilities, and Technology Committee forwards this item to the Consent Agenda at the January 29-30, 2017 Board of Trustees meeting for approval of the following resolution:

That the Board of Trustees acknowledges the campus master planning updates from UMF and, without granting Trustee approval for any specific expenditure or capital project that would otherwise require Trustee consideration, encourages the University to continue its efforts to complete, maintain and act in accordance with that plan as well as other applicable directives of the Trustees, and to return to the Committee and Trustees when the plan is available for detailed, final review; and,

That the Board of Trustees acknowledges the campus master planning updates from USM and, without granting Trustee approval for any specific expenditure or capital project that would otherwise require Trustee consideration, encourages the University to continue its efforts to complete, maintain and act in accordance with that plan as well as other applicable directives of the Trustees, and to return to the Committee and Trustees when the plan is available for detailed, final review.

1/5/2017 - REVISED

ITEM 3.1

The University of Maine at Farmington, which was first to begin and will be the first to finish under the recommendation, will provide an overview of its master planning process and the plan itself, and request the Trustee's general acceptance of that report.

UMF Master Planning Exhibit A

Make No Little Plans: UMF 2017-2037

UMF Campus Master Plan Summary and Next Steps

January 6, 2017

Finance and Facilities Committee, UMS Board of Trustees

Plan Process

❖ **Initiated Fall 2015; Final Report December 2016**

❖ **First UMF campus plan since 2002**

❖ **Partnership with Harriman** *(facilities assessment and campus strategies)* **and Rickes Associates** *(space analysis)*

❖ **Broad campus and off-campus engagement led by Master Plan Steering Committee**

umf2020
experience farmington

Strategic Plan | University of Maine at Farmington

Why? To solidify **what** we stand for, **where** we're heading and **how** we'll get there from now until 2020.

Campus plan aligned with

❖ **UMF Strategic Plan**

❖ **Other UMF plans, including Enrollment, Advancement, and Marketing**

❖ **Town of Farmington Strategic and Capital Plan**

❖ **Sightlines findings**

❖ **Board of Trustees policy**

Guiding Principles

Respect and enhance...

❖ **Identity**

❖ **Functionality**

❖ **Aesthetics**

❖ **Community**

❖ **Sustainability**

❖ **Cool Factor**

Character and Conditions

Campus

Community

Facilities Analysis

1 Legacy

2 Mid-Century

GWILYM R. ROBERTS LEARNING CENTER

MYRON STARBIRD LECTURE WING

3 Modern

4 Unique

f

UNIVERSITY OF MAINE
FARMINGTON

EST. 1864

BIRTHPLACE OF PUBLIC
HIGHER EDUCATION IN MAINE

150TH
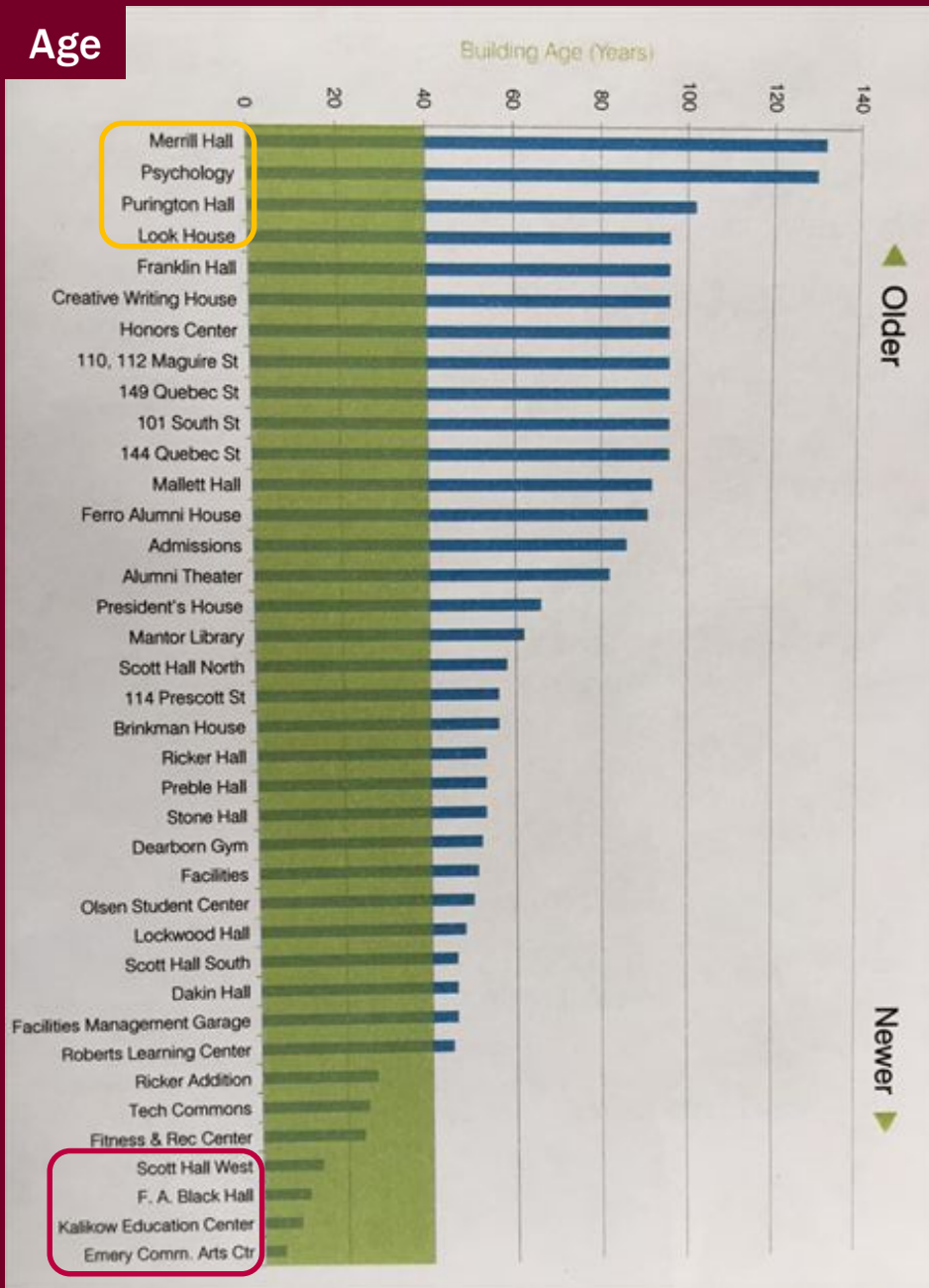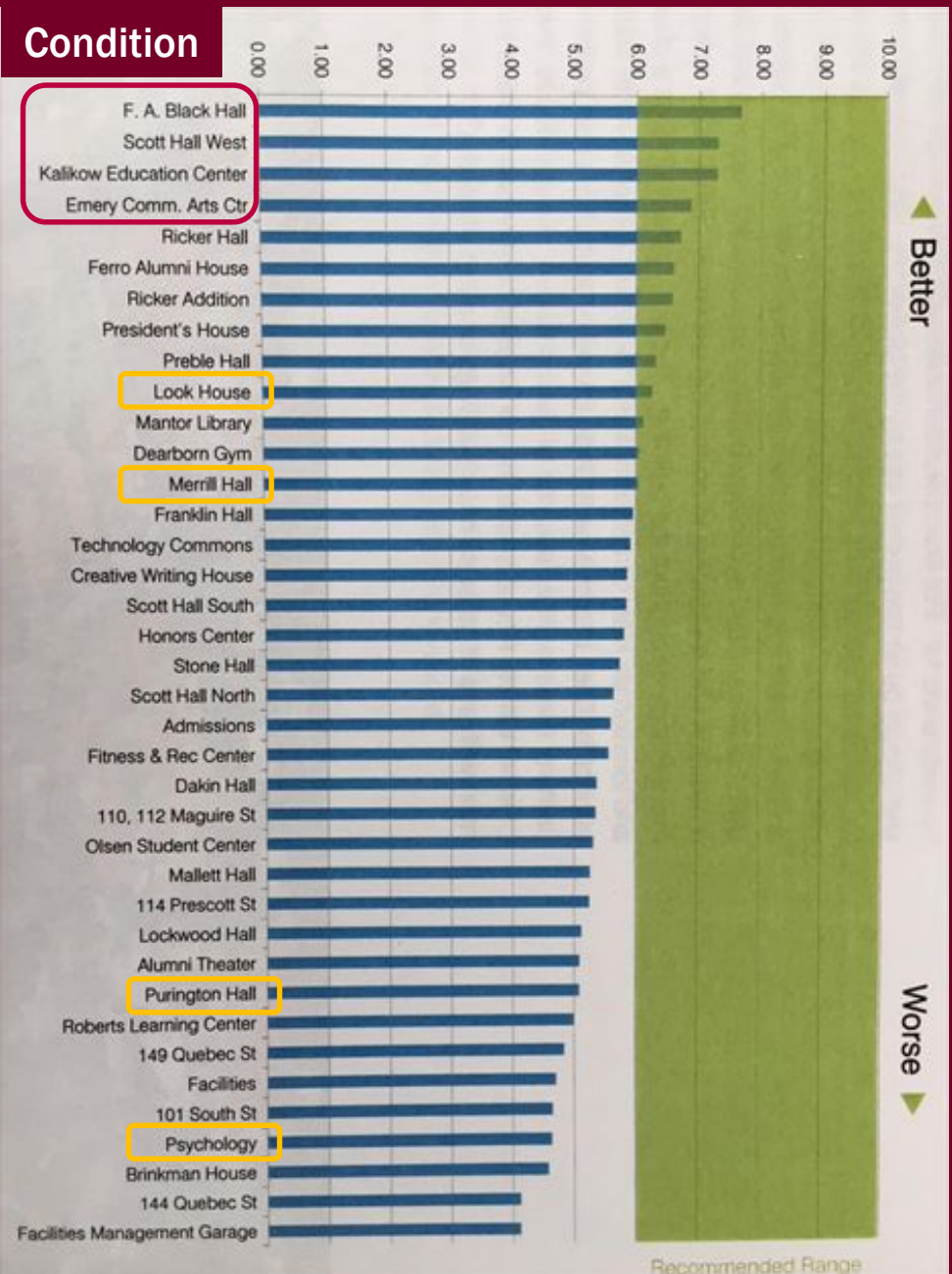
Space Needs Analysis

❖ Roughly correct amount of sq. footage, but poor distribution

❖ Too little meeting, storage, lab, studio, athletics and support spaces

❖ Too much office space

❖ Legacy and unique buildings inefficient and inappropriately designed for current function

❖ 20 of 39 classrooms have utilization <55% vs. target of 67%

❖ Proliferation of non-standard time blocks in scheduling

❖ Most classrooms below recommended 22-25 assignable sq. ft. per occupant

Master Plan Recommendations

❖ **Strategically implement 12 transformative elements**

❖ **Create unified look, clear gateways, four quads** (*Mantor, Arts, Residential, Roberts*), **athletic facilities, and universal accessibility**

❖ **Construct 3 new buildings; Raze 3 buildings**

❖ **Modify public streets, with town approval**

❖ **Estimated 126 months (10.5 years) of projects within 20 years**

❖ **Estimated $47-$69M in 2016 dollars to fully execute**

❖ **Increased NAV with no increase in sq. footage**

UMF 2016 MASTER PLAN ELEMENTS

- Ⓐ Student Center
- Ⓑ Main Street
- Ⓒ Mantor Green
- Ⓓ South Street
- Ⓔ Arts Quad
- Ⓕ Residential Quad
- Ⓖ Roberts Quad
- Ⓗ Lincoln Street
- Ⓘ Fitness & Rec Center
- Ⓙ Athletic Fields
- Ⓚ Day Care Center
- Ⓛ Trail System

Project Cluster 1:
Campus Center

❖ **Renovate extensively and add new entrance to Student Center**

❖ **Improve hardscape and landscape on Mantor Green; relocate Art Gallery & raze building; relocate Daycare Center; raze half of Franklin Hall**

❖ **Redevelop South Street for one-way traffic, narrowed street, angled parking, green space, signage**

❖ **Create entry gateway**

Project Cluster 2:
Residential Village

❖ **Close Perkins Street from High to Maguire**

❖ **Create strong east-west pedestrian path from academic campus to Fitness Center**

❖ **Enhance campus housing with green spaces and recreation between residence halls**

❖ **Relocate parking to Lincoln Street; relocate Honors program; raze Honors House**

❖ **Provide continuous, improved sidewalk on Lincoln from High Street to Fitness Center**

Project Cluster 3:
Arts Quadrangle

❖ **Create arts quadrangle with walkways, steps, benches, and creative works**

❖ **Raze Brinkman and relocate programs to Ricker Addition**

❖ **Build new Fine Arts Building with studios, offices, classrooms, and gallery space**
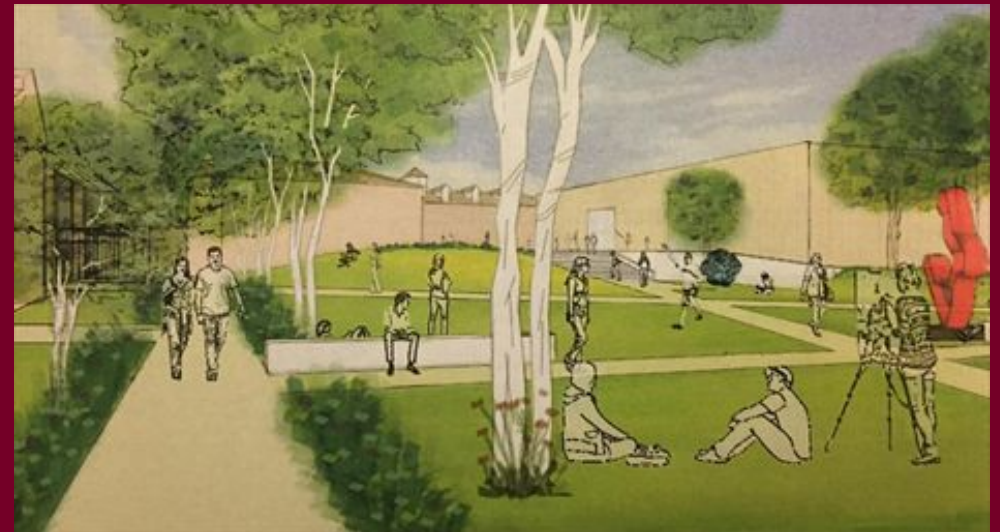
Project Cluster 4:
Athletics Facilities

❖ **Secure Prescott Field; improve with base, drainage, turf, track, lighting, playing surface, and other elements**

❖ **Renovate and expand Fitness and Recreation Center**

❖ **Program Dearborn Gym for varsity athletics**

Project Cluster 5:
Roberts Quadrangle

❖ Screen social spaces from service spaces

❖ Introduce outdoor café outside the Student Center snack bar

❖ Redesign large planter to allow better circulation and interaction

Project Cluster 6:

Town-Gown Projects

❖ Create unified "New England college town" aesthetic for sidewalks, exterior lighting, signage, and other elements along Main Street to link campus and downtown

❖ Manage street projects: South, Lincoln, and Perkins streets and implications for Academy Street

First Steps

Spring-Fall 2017

❖ Realize quick wins with lighting and flooring upgrades to the Student Union

❖ Finalize plans and advocate for bond proposals for Student Union and Residence Halls

❖ Assess fundraising potential for incremental and major capital projects

❖ Establish a palette and standards for a coherent UMF identity

❖ Plan short- and long-term projects with Town of Farmington

❖ Finalize a project and phasing plan for universal accessibility

❖ Complete and submit funding proposals for athletic field improvements

ITEM 3.2

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USM Interim Master Plan Update
Update for Finance, Facilities and Technology Committee
January 6, 2017

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Introduction
The University of Southern Maine has developed some initial findings and recommendations as part of its master planning initiative and is currently considering a timeline that would have it complete its full master plan by the end of calendar year 2017 or shortly thereafter.

At this time, the University is updating the Trustees about its activity, about the timeline and about the direction it intends to proceed with regard to certain infrastructure issues in the interim about which the master planning effort already has provided clear information.

USM has done preliminary planning with a priority on the Portland campus need for student housing and a revitalized student center to assist in the recruitment of students, especially graduate and law students. Additionally, the preliminary planning sought to ensure that the Portland campus could accommodate the Maine Center for Graduate Professional Studies, once a decision is made on its location. (A schematic of the Portland campus preliminary work is attached here as USM Master Planning Exhibit A.) The University is poised to begin a complete master plan for Portland, Gorham and Lewiston-Auburn. A timeline of this master plan process has been developed by Harriman and Associates provides for the master plan project to be complete by the end of calendar year 2017 or shortly thereafter, provided the work begins in full within the first quarter of 2017. Discussions are in progress to that end. This timeline will guide the next steps of the process. The master plan is also crucial to discussions with the City of Portland regarding any construction that will be undertaken on the Portland campus and the City's own current efforts to review its own various zoning and other regulations as they apply to the University.

Much of this is familiar to Trustees, as the University has previously briefed the Finance, Facilities, and Technology Committee on its efforts to undertake a multi-phased project for the construction of student housing on its Portland campus. This housing will be primarily for upper class students and graduate students, including Maine Law. The proposal includes the demolition of the Dickey-Wood housing facility on the Gorham campus, which has been closed since 2014, is nearly 90,000 gross square feet, has 384 beds and a net asset value of just 36 percent. This reduction of footprint will allow the University to utilize this square footage for housing on the Portland campus. The information in this narrative is intended to provide the FFT Committee and the Board of Trustees with an update on the University's progress and plans for moving forward on the housing initiative.

Short-term Lease of Student Housing in Portland
To meet the demand for student housing in the near-term, a short-term lease for housing space in Portland of approximately 200 beds was reviewed and voted on by FFT Committee and the Board of Trustees in November 2016. This interim student housing will support recruitment of undergraduate, graduate and law students. Negotiations on the lease are underway and are anticipated to be completed prior to the beginning of the spring semester.

Supporting Primary Outcomes

The 2016 fall semester was the second consecutive semester of new student enrollment growth for USM. Currently USM has a 9% increase in new students selecting to live on campus and a 23% increase in students from out-of-state. Data shows that students who reside on campus have a 10% increase in retention over commuter students. Pursuing student housing will support the priority outcomes set forth by Chancellor Page and the Board of Trustees to increase enrollment and improve student success and completion.

With new financial aid packaging yielding new students, more students are choosing to live on campus. This in turn should lead to an increase in retention of these students. USM is over occupancy in the residence halls this fall. An increase in enrollment will also further the priority outcome to enhance the fiscal positioning of University of Maine System, generally, and USM, specifically.

Additionally, the Portland housing market has made it prohibitive for students to find housing close to the Portland campus. This leads students to choose working and reducing course loads in order to cover housing costs, and thereby extending their degree completion time, if not jeopardizing their ability to obtain their degree. Bringing undergraduate and graduate students into Portland increases the likelihood that upon graduation, these students will seek to stay in the Greater Portland community for employment, thereby supporting the economic development of the area.

Student housing in Portland will enhance opportunities for recruitment of undergraduate, graduate and law students. Current enrollment figures and demand for campus housing required USM to open with triple occupancy on the Gorham campus in fall 2016. Additionally, the International Academy (formerly known as the International Early College) will utilize Anderson Hall (105 beds) on the Gorham campus as early as fall 2017.

Funding Options Under Consideration

The current estimated cost for the total project is $50 million. USM has previously submitted a request of $12,500,000 through the bond funding process. The remaining funds will come from a combination of gifting and financing.

A fundraising goal of $10 million has been established toward the replacement facility of the Woodbury Student Center. Efforts are already under way, with several promising meetings having taken place.

Options for the remaining $27,500,000 are currently being explored and evaluated. The issuance of revenue bonds is one clear avenue, with debt service coverage by the operations of the residence hall component of the project. The USM Foundation has also expressed an interest in participating in the project and is considering a variety of ways in which it could structure alternative financing. One possibility includes a ground lease of UMS/USM property to the USM Foundation upon which the foundation will develop the facilities. All potential options are still under consideration and once a final plan is developed it will be presented to the FFT Committee and ultimately the BOT.

Operating Expenses and Positive Revenue Stream
All operating costs of the residential hall will be built into the business plan and will be covered by room and board fees paid by students and camp attendees. As previously addressed, USM is confident that demand for affordable housing in Portland will ensure full occupancy and provide sufficient revenue to cover all operating expenses and deferred maintenance needs.

The new student center will retain the current operating budget associated with the existing Woodbury Student Center. Incremental operational expenses will be covered through the normal budget development process. In addition, USM expects to generate resources through the rental of ballroom/meeting space to outside entities. There is existing demand for such space currently, and a new Director of Auxiliaries will be expected to generate additional demand through marketing efforts. USM also firmly believes that this facility will greatly help to build a sense of community on the Portland campus, helping to attract and retain students, increase student success rate, and positively impact tuition revenue.

USM Master Planning Exhibit A

Maine's Public Universities

UNIVERSITY OF MAINE SYSTEM
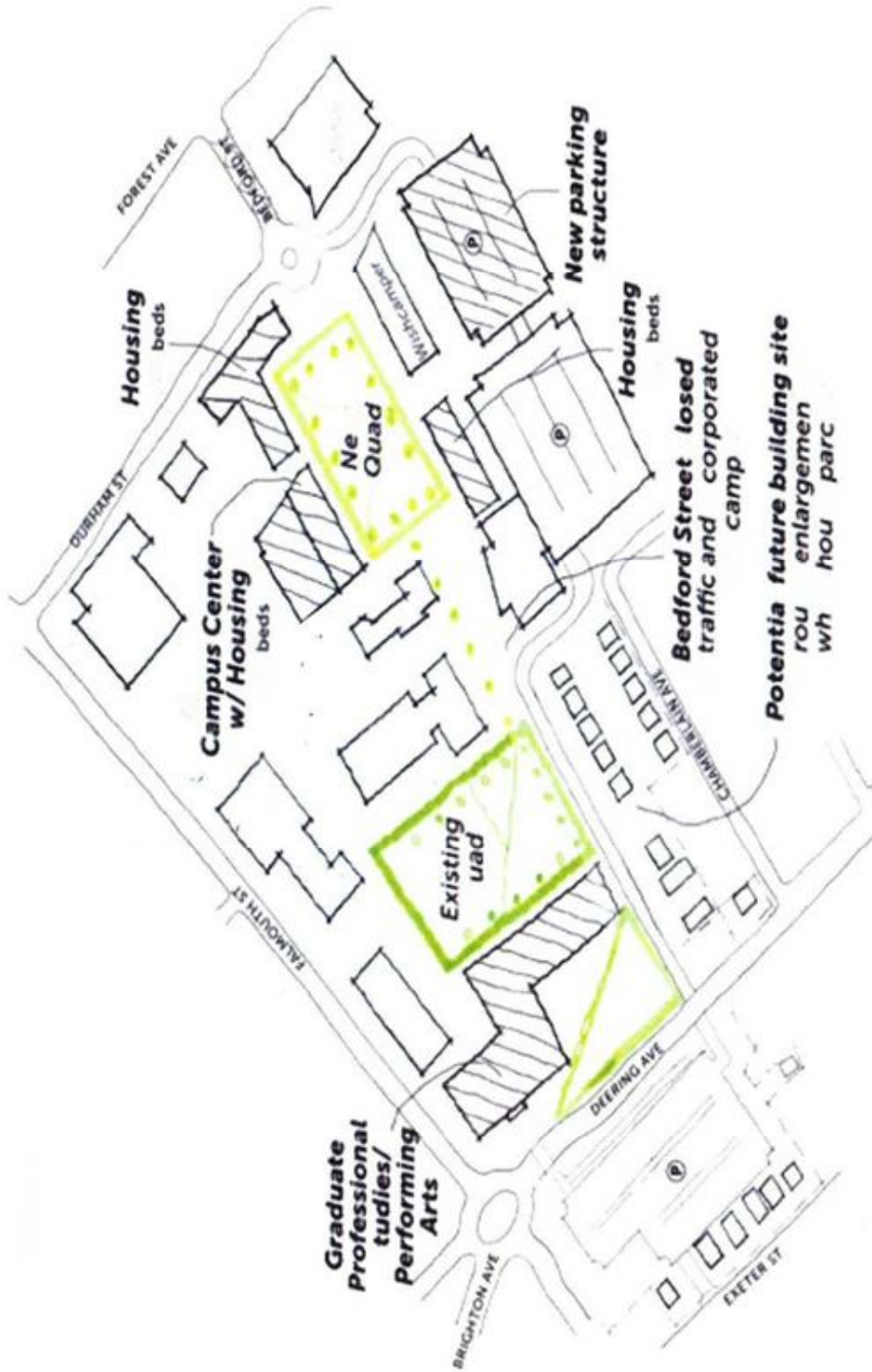
AGENDA ITEM SUMMARY

1.   **NAME OF ITEM**:   Aquatic Animal Health Facility, UM

2.   **INITIATED BY**:   Norman L. Fournier, Chair

3.   **BOARD INFORMATION**:   **BOARD ACTION:**   X

4.   **BACKGROUND:**

The University of Maine requests approval to expend a total of $2,300,000 to build-out the Aquatic Animal Health Facility (previously referred to as the FISH Lab) in existing University space. The funding sources include: $1,150,000 of Grant Funding from the State of Maine Marine Economy Jobs Bond and $1,150,000 of campus match money from capital reserves.

This request is pursuant to Board policy 701, which requires projects with a total cost of more than $500,000 to be considered by the Board of Trustees or its Finance, Facilities and Technology Committee. In this case, the request is to approve and to forward this matter to the consent agenda of the Board of Trustees.

The project involves the build out of approximately 2,000 square feet of the recently purchased 17 Godfrey Drive building in Orono, soon to be home of the Plant Animal and Insect Laboratory (PAIL). The space will include Bio-secure wet labs with aquaria for testing and research and a dry lab for onsite sampling as well as equipment, water treatment and circulation systems. The synergy of co-locating this facility with the PAIL includes staff with shared appointments. The maintenance and utility costs for this facility were already calculated as part of the full 17 Godfrey Drive purchase approval and will be covered centrally.

The proposed schedule for the project is to complete design during the winter and early Spring of 2017 followed by construction in the Summer and Fall of 2017. The PAIL construction is expected to begin in early 2017 and the goal is to merge the construction of this lab into the PAIL construction schedule with minimal impacts to the PAIL schedule.

This project represents no net increase in the University's gross square footage as the project will build-out already-owned University space. It does represent an increase in space dedicated to the aquatic lab within that footprint. The facility is new to the University's portfolio and does not yet have a Sightlines net asset value assigned to it.

5.   **TEXT OF PROPOSED RESOLUTION:**

That the Finance, Facilities and Technology Committee forwards this item to the Consent Agenda at the January 29-30, 2017, Board of Trustees meeting for the following resolution:

> The Board of Trustees approves the expenditure of up to $2,300,000, including $1,150,000 of Grant Funding from the State of Maine Marine Economy Jobs Bond and $1,150,000 of campus match money from capital reserves, to construct the Aquatic Animal Health Facility within existing University space.

12/28/2016

Maine's Public Universities
UNIVERSITY OF MAINE SYSTEM

AGENDA ITEM SUMMARY

1. **NAME OF ITEM**:   Real Property Acquisition 41 Pleasant St, UMFK

2. **INITIATED BY**:   Norman L. Fournier, Chair

3. **BOARD INFORMATION**:   **BOARD ACTION: X**

4. **BACKGROUND:**

    This is a request pursuant to Board of Trustee policy 801 for the University of Maine System acting through the University of Maine at Fort Kent to acquire certain real property located at 41 Pleasant Street, Fort Kent, Maine with the intention of removing it by demolition.

    The demolition pursuant to University policy would be subject to approval of the University Treasurer and the Treasurer has indicated that approval is and would be granted.

    The land and dwelling in question is a single-family home located on 0.21 acres. It is bordered by Pleasant Street on the east side and the University of Maine at Fort Kent on the north, west, and south sides. It is located in the same area of Pleasant Street that contains two other houses owned by the University of Maine at Fort Kent. A map is attached.

    This property, along with the other two houses will be razed to open up the view to the Sport Center and The Lodge. The three properties combined will provide space to rearrange the traffic flow and provide green space with additional parking.

    The wood framed structure is more than 100 years old and approximately 1,224 square feet of living space with 2 stories and a basement. The property also includes an attached garage and storage shed. The appraisal of the property conducted by a licensed appraiser is $70,000.

    The agreed upon purchase price for the property is $70,000. Initial estimates for the abatement, demolition and ground restoration to a level seeded lot, accounting for salvage and other cost-saving efforts, total $50,000. The total project cost, including restoration, is not expected to exceed $120,000. The cost of this work will be funded by University of Maine at Fort Kent resources to be identified by the Chief Business Officer and Treasurer.

    This acquisition will result in a net increase in the gross square footage of the University but only temporarily until the facility can be removed. It will not be occupied or used by the University.

Given that the demolition is within the Treasurer's discretion, there are two items before the Committee:

a.   Board Policy 801 and APL II-G require Board approval of any purchase of real property. In this case, the amount of money involved in the acquisition is within the Committee's authority, so it need not go the full Board of Trustees.

b.   The increase in square footage, albeit temporary does require consideration by the full Board of Trustees.

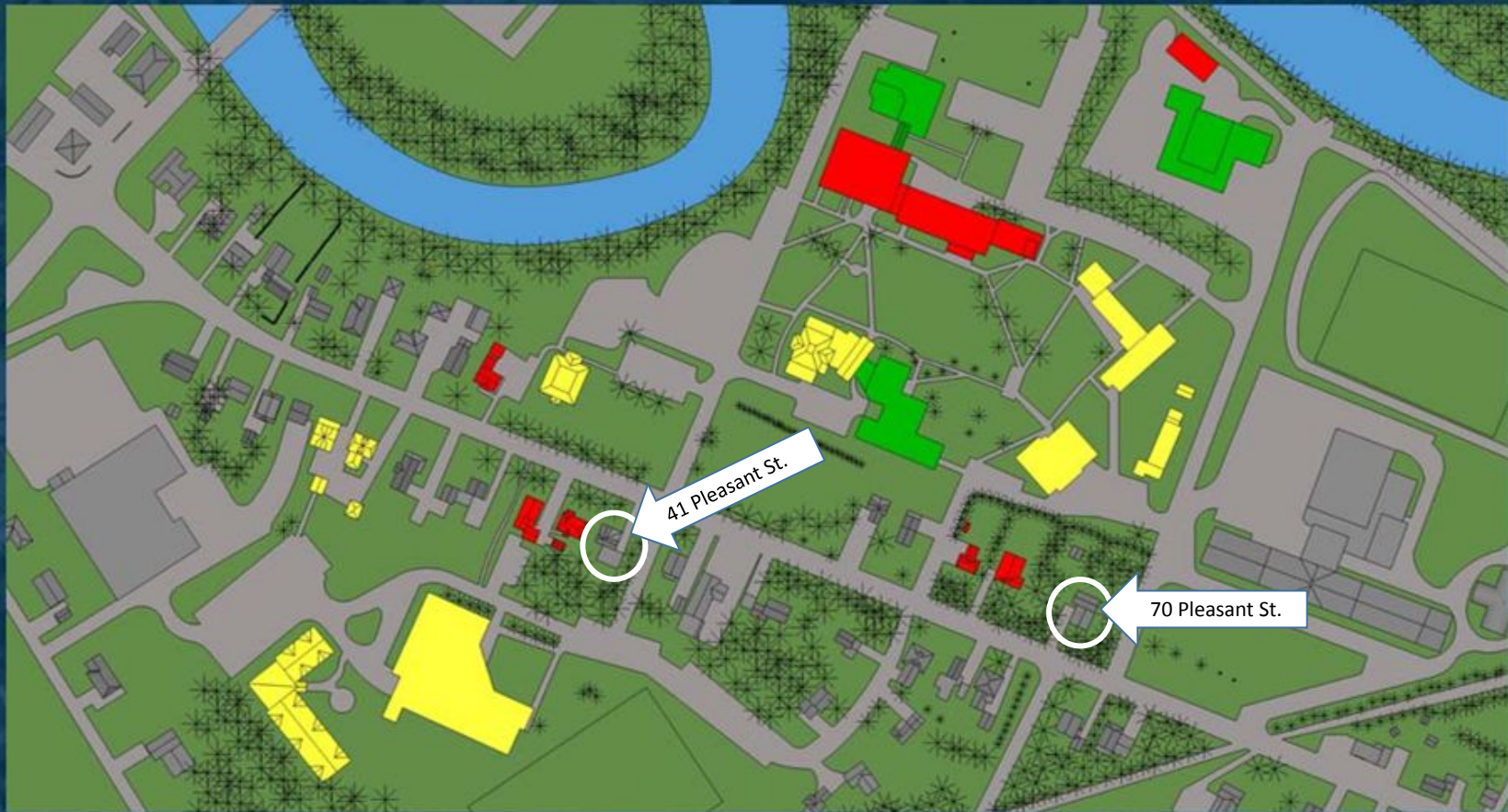The two part-resolution below reflects the various approvals involved in this instance.

As this is not a current University facility, there is no Sightlines estimated net asset value.

5.   TEXT OF PROPOSED RESOLUTION:

That the Finance, Facilities, and Technology Committee approves the expenditure of up to $120,000 in funds to be identified by the University of Maine at Fort Kent Chief Business Officer and the University Treasurer, for the purchase of certain real property located at 41 Pleasant Street, Fort Kent, Maine, subject to review and approval by General Counsel and the University Treasurer of the final terms and conditions.

Also, that the Finance, Facilities, and Technology Committee forwards this item to the Consent Agenda at the January 29-30, 2017 Board of Trustees meeting for approval of the following resolution:

That the Board of Trustees approves the recommendation of the Finance, Facilities, and Technology Committee to authorize the temporary increase of square footage associated with the acquisition of the facility at 41 Pleasant Street by the University of Maine System acting through the University of Maine at Fort Kent with the understanding the facility is to be demolished and will not be occupied or utilized by the University.

12/28/2016

FACILITIES ASSESSMENT
GOOD, FAIR, & IN NEED

FACILITIES MASTER PLAN
STEERING COMMITTEE MEETING 05
DECEMBER 13, 2016

UNIVERSITY OF MAINE
FORT KENT
UNIVERSITÉ DU MAINE

![Maine's Public Universities — University of Maine System logo]

AGENDA ITEM SUMMARY

1.   **NAME OF ITEM**:   Real Property Acquisition 70 Pleasant St, UMFK

2.   **INITIATED BY**:   Norman L. Fournier, Chair

3.   **BOARD INFORMATION**:   **BOARD ACTION: X**

4.   **BACKGROUND:**

This is a request pursuant to Board of Trustee policy 801 for the University of Maine System acting through the University of Maine at Fort Kent to acquire certain real property located at 70 Pleasant Street, Fort Kent, Maine with the intention of removing it by demolition.

The demolition pursuant to University policy would be subject to approval of the University Treasurer and the Treasurer has indicated that approval is and would be granted.

The land and dwelling in question is a single-family home located on 0.64 acres. It is bordered by Pleasant Street on the west side and Armory Road on the south side and the University of Maine at Fort Kent on the north and east sides. It is located on the south side of campus between UMFK and SAD#27. This property has been listed in every campus master plan since 1970 to be acquired for future use by the University.

The wood framed structure, built in 1927, is approximately 1,210 square feet with 1.5 levels, and basement. The property also includes a detached garage and two bay storage barn. The appraisal of the property conducted by a licensed appraiser is $113,000.

The agreed upon purchase price for the property is $113,000. Initial estimates for the abatement, demolition and ground restoration to a level seeded lot, accounting for salvage and other cost-saving efforts, total $50,000. The total project cost, including restoration, is not expected to exceed $163,000. The cost of this work will be funded by University of Maine at Fort Kent resources to be identified by the Chief Business Officer and Treasurer.

This acquisition will result in a net increase in the gross square footage of the University but only temporarily until the facility can be removed. It will not be occupied or used by the University.

Given that the demolition is within the Treasurer's discretion, there are two items before the Committee:

a.   Board Policy 801 and APL II-G require Board approval of any purchase of real property. In this case, the amount of money involved in the acquisition is within the Committee's authority, so it need not go the full Board of Trustees.

b.   The increase in square footage, albeit temporary does require consideration by the full Board of Trustees.

The two part-resolution below reflects the various approvals involved in this instance.

As this is not a current University facility, there is no Sightlines estimated net asset value.
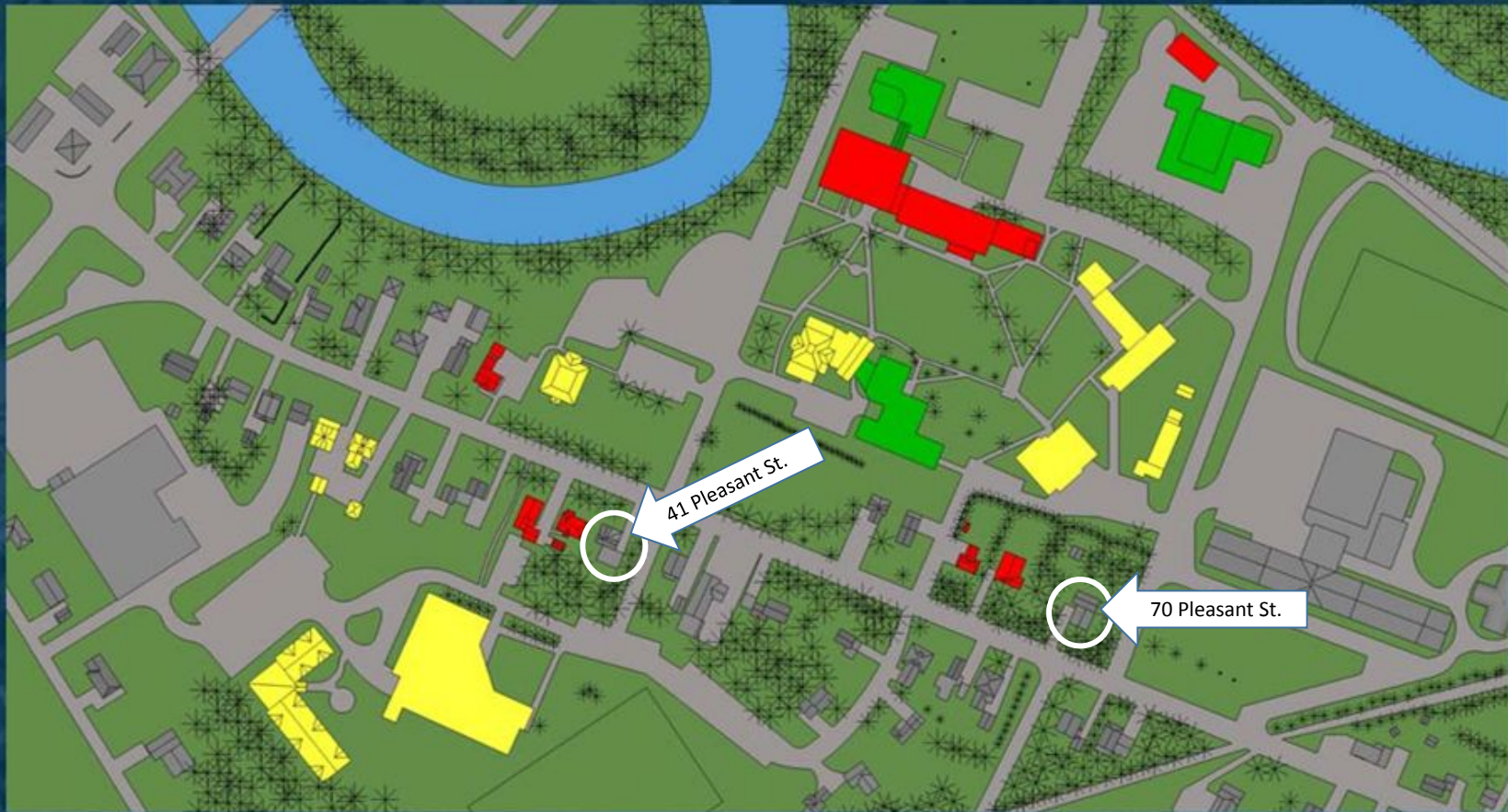
5.   TEXT OF PROPOSED RESOLUTION:

That the Finance, Facilities, and Technology Committee approves the expenditure of up to $163,000 in funds to be identified by the University of Maine at Fort Kent Chief Business Officer and the University Treasurer, for the purchase of certain real property located at 70 Pleasant Street, Fort Kent, Maine, subject to review and approval by General Counsel and the University Treasurer of the final terms and conditions.

Also, that the Finance, Facilities, and Technology Committee forwards this item to the Consent Agenda at the January 29-30, 2017 Board of Trustees meeting for approval of the following resolution:

> That the Board of Trustees approves the recommendation of the Finance, Facilities, and Technology Committee to authorize the temporary increase of square footage associated with the acquisition of the facility at 70 Pleasant Street by the University of Maine System acting through the University of Maine at Fort Kent with the understanding the facility is to be demolished and will not be occupied or utilized by the University.

12/28/2016

41 Pleasant St.

70 Pleasant St.

FACILITIES ASSESSMENT
GOOD, FAIR, & IN NEED

FACILITIES MASTER PLAN
STEERING COMMITTEE MEETING 05
DECEMBER 13, 2016

UNIVERSITY OF MAINE
FORT KENT
UNIVERSITÉ DU MAINE

Maine's
Public
Universities

UNIVERSITY OF MAINE SYSTEM

AGENDA ITEM SUMMARY

1.   **NAME OF ITEM**:   Anderson Hall Renovation, USM

2.   **INITIATED BY**:   Norman L. Fournier, Chair

3.   **BOARD INFORMATION**:   **BOARD ACTION:**   X

4.   **BACKGROUND:**

The University of Southern Maine requests approval to expend a total of $1,250,000 to renovate Anderson Hall on the Gorham campus. The resources for this project are from Campus Education and General funds set aside for residential facility renovations.

This request is pursuant to Board policy 701, which requires projects with a total cost of more than $500,000 to be considered by the Board of Trustees or its Finance, Facilities and Technology Committee. In this instance, the request is to approve and to forward this matter to the consent agenda of the Board of Trustees.

The planned improvements consists of two different components in this nearly 30,000 gross-square-foot facility.

One component of the improvements is approximately $800,000 for renovations associated with the intended use of the facility. That intended use is to serve the residential and associated student-life needs of the Trustee-approved University Academy. The University of Southern Maine obtained approval for this new major unit, which will function as a two-year international high school. The Board Resolution regarding the proposal for the new major unit passed on November 17, 2015. This agenda item is attached here as reference.

These programmatic-related renovations and improvements will involve the existing resident director apartment for the program director, the creation of studio apartments on the upper floors, the replacement of the existing electrical main distribution panel, replacement of the existing building transformer, required IT infrastructure, secured access controls to support the program, and associated work. The International Academy will internally reimburse USM for these costs over a 5-year period.

The second category of work is approximately $450,000 connected with non-programmatic needs. Work will include the removal of hazardous materials, painting of the corridors and common spaces, replacement of the existing lighting throughout the common spaces and replacement of the corridor and stairwell flooring. This additional work is a necessity regardless of the specific use of the facility. It will improve the overall condition of the building's interior and raise the net asset value (NAV) of the facility. The net asset value currently stands at 46 percent, according to Sightlines, which is clearly indicative of a facility needing investment. These renovations would utilize funds previously identified for use in the residential buildings for this particular type of work.

5.   **TEXT OF PROPOSED RESOLUTION:**

That the Finance, Facilities, and Technology Committee forwards this item to the Consent Agenda at the January 29-30, 2017 Board of Trustees meeting for approval of the following resolution:

> That the Board of Trustees authorizes the University of Southern Maine to expend up to $1.25 million from E&G funds, with approximately $800,000 to be internally recovered from University Academy, for renovations to Anderson Hall.

12/28/2016

Maine's
Public
Universities
UNIVERSITY OF MAINE SYSTEM

AGENDA ITEM SUMMARY

1. **NAME OF ITEM:**   Creation of new major unit at USM: International Early
                                College high school

2. **INITIATED BY:**   Gregory G. Johnson, Chair

3. **BOARD INFORMATION:**   **BOARD ACTION:**   **X**

4. **BACKGROUND:**

The University of Southern Maine is deeply aware of the enrollment crisis within the state and what the demographic analyses predict for the next ten years. There are numerous strategies to stabilize, then grow, enrollments and the University recognizes the importance of mission differentiation when evaluating the strategies. One strategy is the development of an integrated early college experience for international high school students that would result in a high school diploma.

USM consulted with Council on International Education Exchange (CIEE), a non-profit NGO based in Portland, ME, MaineAsia, and StudyMaine to determine if a two-year program that would result in a high school diploma would attract students to the University. In the early exploration phase the response was extremely positive, with an estimate of an initial cohort of 50 international high school students. Bolstered by this reception, the University moved forward with initial planning in order to seek appropriate approvals.

The appeal for the international high school students is twofold: the educational opportunity and the competitive price point. For international high school students in their junior and senior year who are academically advanced, the ability to take post-secondary courses provides them with a perceived advantage as they seek to become engaged citizens in their respective countries. A U.S.-based education is valued in many different countries for the perspective that the students gain, the opportunities available to the students while abroad, and the student's language proficiency that is strengthened through studies and extracurricular activities.

In targeting a yet untapped market that does not compete with other UMS campuses, USM seeks to differentiate and address the enrollment crisis in a way that furthers the Metropolitan University vision, broadens the classroom experience for all, and creates opportunities for matriculation and degree completion.

USM will offer a unique program - a two-year educational experience where high achieving and language-ready international high school students mainstream into USM's 100- and 200-level courses to complete their high school diploma. The strategy is modeled on the early college program already available to Maine high school students, with the

recognition that the international high school students will take a defined course of study in either STEM or the Liberal Arts that will result in their high school diploma. While these international high school students will earn college credit, they will not be matriculated as university students. The program is tentatively named "International Early College at USM."

USM is pursuing all necessary approvals and seeks to enroll students for fall 2016.

In accordance with the Board of Trustees policy 3.09, the University of Southern Maine will ultimately seek approval for a new major unit that would function as a two-year high school. The new major unit would grant a high school diploma to international high school students who are recruited to attend the program and successfully complete the requisite course of study. Dr. Glenn Cummings, President of the University of Southern Maine, will lead this informational briefing.

The Academic & Student Affairs Committee approved this recommendation to be forwarded to the Consent Agenda for the Board of Trustees approval at the November 15-16, 2015 Board of Trustees meeting.

5.   **TEXT OF PROPOSED RESOLUTION:**

The Board applauds USM's innovative concept of creating an International High School and encourages USM to continue with the planning and looks forward to considering approval of the concept at the earliest opportunity once work on the risk mitigation plan has been completed.

11/10/15

Maine's Public Universities

UNIVERSITY OF MAINE SYSTEM

AGENDA ITEM SUMMARY

1. **NAME OF ITEM**:   Science Building Renovations and Build-Out, USM

2. **INITIATED BY**:   Norman L. Fournier, Chair

3. **BOARD INFORMATION**:   **BOARD ACTION:**   X

4. **BACKGROUND:**

The University of Southern Maine requests approval to expend up to $1,600,000 for renovations and to build out space in the Science and Bio-Science Buildings. Funding for this project is from campus E&G funds.

This request is pursuant to Board policy 701, which requires projects with a total cost of more than $500,000 to be considered by the Board of Trustees or its Finance, Facilities and Technology Committee. In this case, the request is to approve and to forward this matter to the consent agenda of the Board of Trustees.

In response to the UMS led initiative to decrease the university footprint and bring the University's density closer to USM's former average, its peer institutions, and higher education averages, at the direction of the President and Provost, a small committee at USM began work on identifying leases and peripheral buildings that were inefficient and could possibly be removed from the campus footprint.

The Provost and President have identified several priorities to address:
*   Consolidation and expansion of student services, including the formation of a Center for Community Engagement and Career Development.
*   Programmatic consolidation of academic programs and grouping of faculty to encourage interdisciplinary programs.
*   The launch of cross university activities to support the recommendation of the Metropolitan University steering committee.

The successful conclusion of this project will promote the continuance of the consolidation of academic programs in Payson Smith Hall.

The project involves renovation of 3,050 square feet of existing unoccupied space in the Science Building as well as a 4,485 square feet build-out of unfinished space in the Bio-Science Building. The renovation will accommodate Math, Statistics and Linguistics (MSL) programs being relocated from the White Houses and Payson Smith Hall and consolidate them in a single location. Construction is expected to commence in the spring 2017 with anticipated occupancy before the start of the 2017/18 fall academic semester. The current Net Asset Value of the Science Building is 52 and the Bio Science wing is 85.

5. **TEXT OF PROPOSED RESOLUTION:**

That the Finance, Facilities, and Technology Committee forwards this item to the Consent Agenda at the January 29-30, 2017 Board of Trustees meeting for approval of the following resolution:

> That the Board of Trustees authorizes the University of Southern Maine to expend up to $1.6 million from E&G funds to renovate and build-out 7,535 square feet of existing space in the Science and Bio-Science Building.

12/28/2016

AGENDA ITEM SUMMARY

1.   **NAME OF ITEM**:   Local Food Update, UMS

2.   **INITIATED BY**:   Norman L. Fournier, Chair

3.   **BOARD INFORMATION**: **X**   **BOARD ACTION:**

4.   **BACKGROUND:**

An update regarding local food purchasing per the Trustees directive under Policy 1002 which calls for the University to "Allow reasonable preference when feasible for food goods produced sustainably, in a manner that minimizes transportation to the consuming location, or with other such environmental attributes or advantages as may be available in the marketplace, while balancing those benefits against price and other considerations….."

The University acting under this policy is working to achieve 20 percent local food system wide by 2020. The University will be reporting that: 1. It is consistently tracking local food statewide for the first time at all campuses including at the University of Maine at Fort Kent, the University of Maine at Presque Isle, the University of Maine at Machias, the University of Maine at Farmington, the University of Maine at Augusta and the University of Southern Maine where the dining program is operated by contract in partnership with Sodexo and also at the University of Maine where the dining program is self-operated; and, 2. The University has so far achieved 15 percent local food just six months into the agreement with a goal of 20 percent by 2020.

The update will be presented by Cooperative Extension; Buster Neel, Chief Business Officer for the University of Southern Maine; Rudy Gabrielson, Chief Procurement Officer of the University of Maine System; and Chip Gavin, Chief Facilities Management and General Services Officer of the University of Maine System.

The presentation is attached.

12/28/2016

UMS & Maine's Food Economy

1

Food Services

UMS Commitment is 20% by 2020

20% of the food served
to the customers of the
UMS will be sourced
locally by 2020

3

Goal of UMS Dining Services

To Provide the highest quality food for UMS students, employees and others at a fair and affordable price while supporting sustainable local economies of Maine

4

UMS Board of Trustees

"...Allow reasonable preference when feasible for food goods produced sustainably, in a manner that minimizes transportation to the consuming location, or with other such environmental attributes or advantages as may be available in the marketplace, while weighing those benefits against price and other considerations..."

Sourcing locally produced high quality affordable Maine food matters to the UMS

5

UMS Governance Committee

"...Allow reasonable preference when feasible for food goods produced sustainably, in a manner that minimizes transportation to the consuming location, or with other such environmental attributes or advantages as may be available in the marketplace, while balancing those benefits against price and other considerations..."

Modified definition of "local" to include non-indigenous food processed locally

6

UMaine Dining Stats

UMaine Dining has been self-operated for 150 years

- Almost 12,000 meals per day.

- Almost $6 million in food purchases each year.

- 11,000 Maine beef hamburger patties purchased in one month.

- 12% of all beef has been raised on & delivered from Maine farms while 14% of all meats are local.

- 23% of all produce comes from Maine farms (raised from 18% in FY16)

- 28,780 pounds of Maine potatoes served last school year.

- 21,560 Maine apples served last school year.

- 2,580 pounds of Maine blueberries served last school year.

- 57% of seafood is sourced locally

Meet or Exceed the Goal

20% sourced locally by 2020.

Right Now:

UMS is at 15.3%

$539,287

THE UNIVERSITY OF MAINE AT **MACHIAS** *Naturally!*

8

Meet or Exceed the Goal

20% Local by 2020
Current Status by Campus

UMA: 23% $6,934

UMF: 14% $50,787

UMFK: 10% $13,279

UM: 15% $308,141

UMM: 11% $14,599

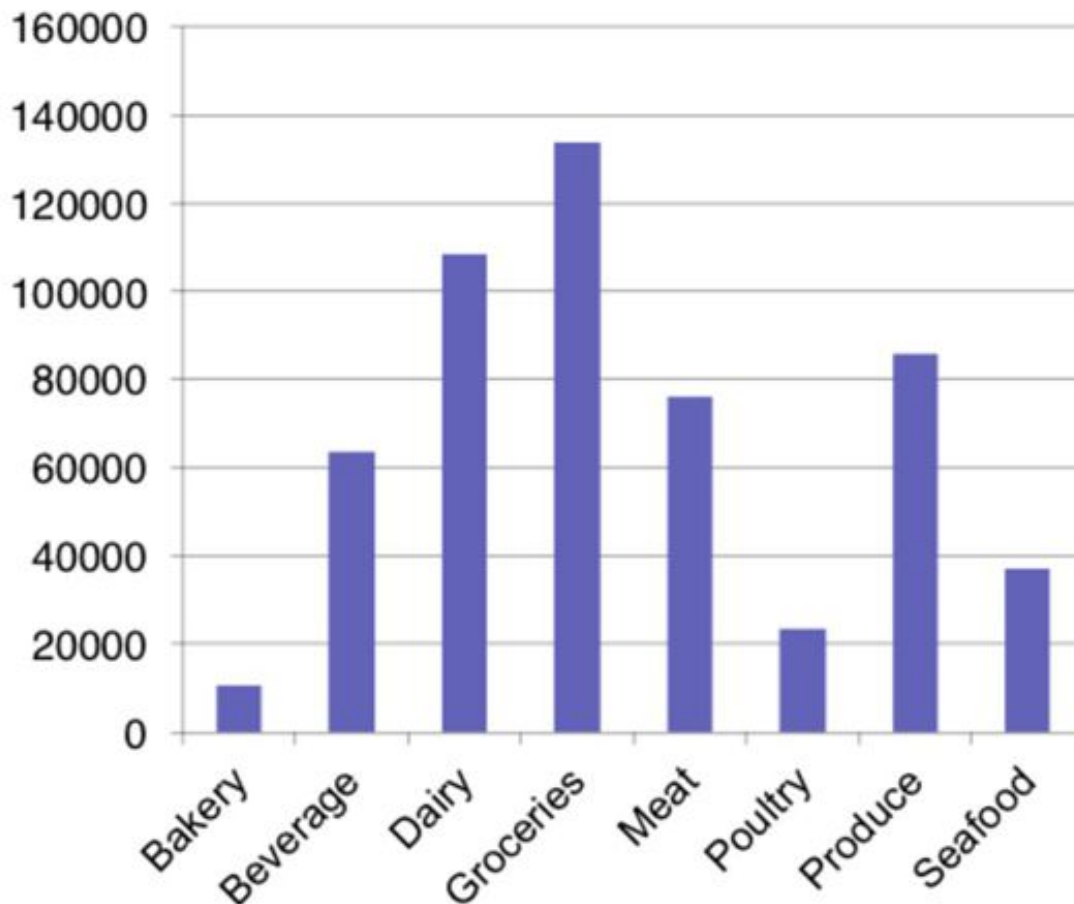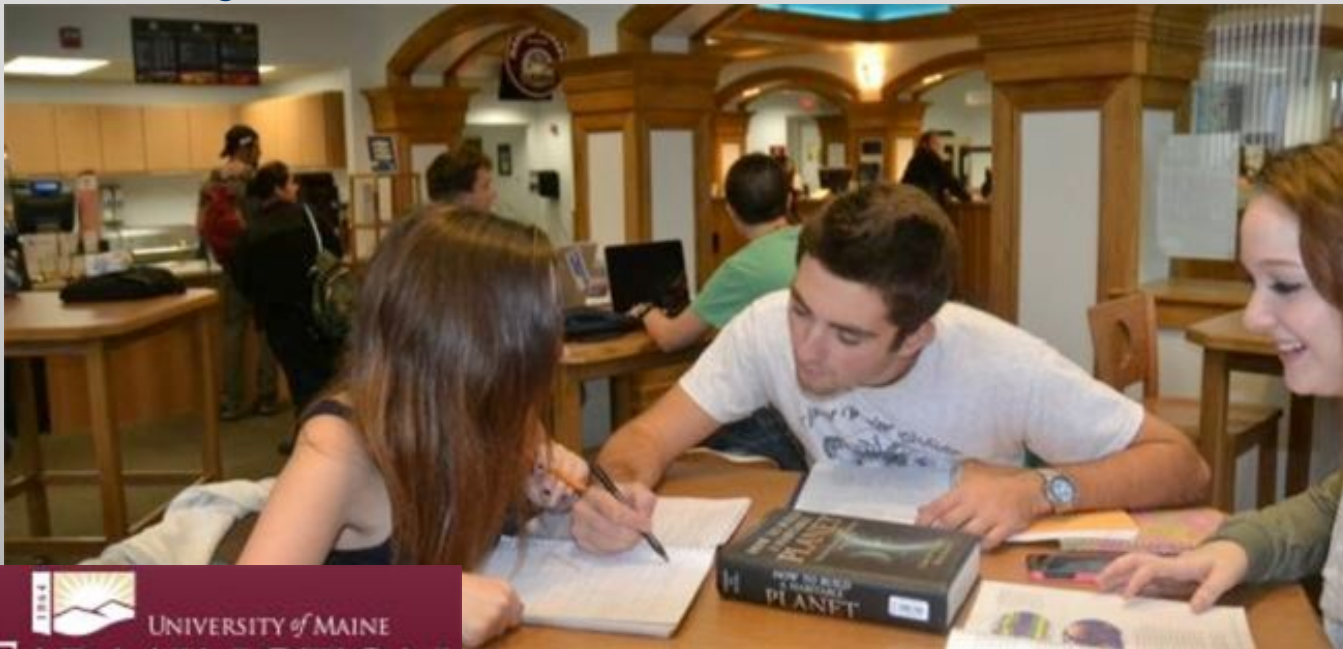**UMPI: 10%** $18,105

USM: 18% $127,443

9

University of Maine and University of Maine System Local Spend $ — July – November 2016

What's Important to our Students?

- Food quality
- Fair wages for food service workers
- Locally sourced food

11

US EPA Food Recovery Challenge Award

UNIVERSITY OF SOUTHERN MAINE

2014-15 & 16

2015

1865 THE UNIVERSITY OF MAINE

12

What Else is Happening?

- Contract process was a case study for Law School presentation at ABA conference hosted in Portland
- Economic Impact Study being conducted by UMaine economists
- Scale-up opportunities to sell to UMS can support the FocusMaine initiative

13

What Else is Happening?

- Sodexo has formed MaineCourse Advisory Group
  - UMS represented by Cooperative Extension
  - Farmers, food processors & distributors who sell to the UMS & other institutions are also members

14

What's Important to our Students?

While a majority of students are willing to pay more for local food, most are only willing to pay a little bit more.

>5%

15

Food Policy and Governance

One University

16

Dining Services Operations

Dining Services Provider

UNIVERSITY OF SOUTHERN MAINE

UNIVERSITY of MAINE FARMINGTON

UNIVERSITY OF MAINE FORT KENT

UNIVERSITY of MAINE at AUGUSTA

THE UNIVERSITY OF MAINE AT MACHIAS *Naturally!*

University of Maine at PRESQUE ISLE *North of Ordinary*

Self Operating

1865 THE UNIVERSITY OF MAINE

17

18

Stakeholder Engagement

19

Scale Up Event at USM
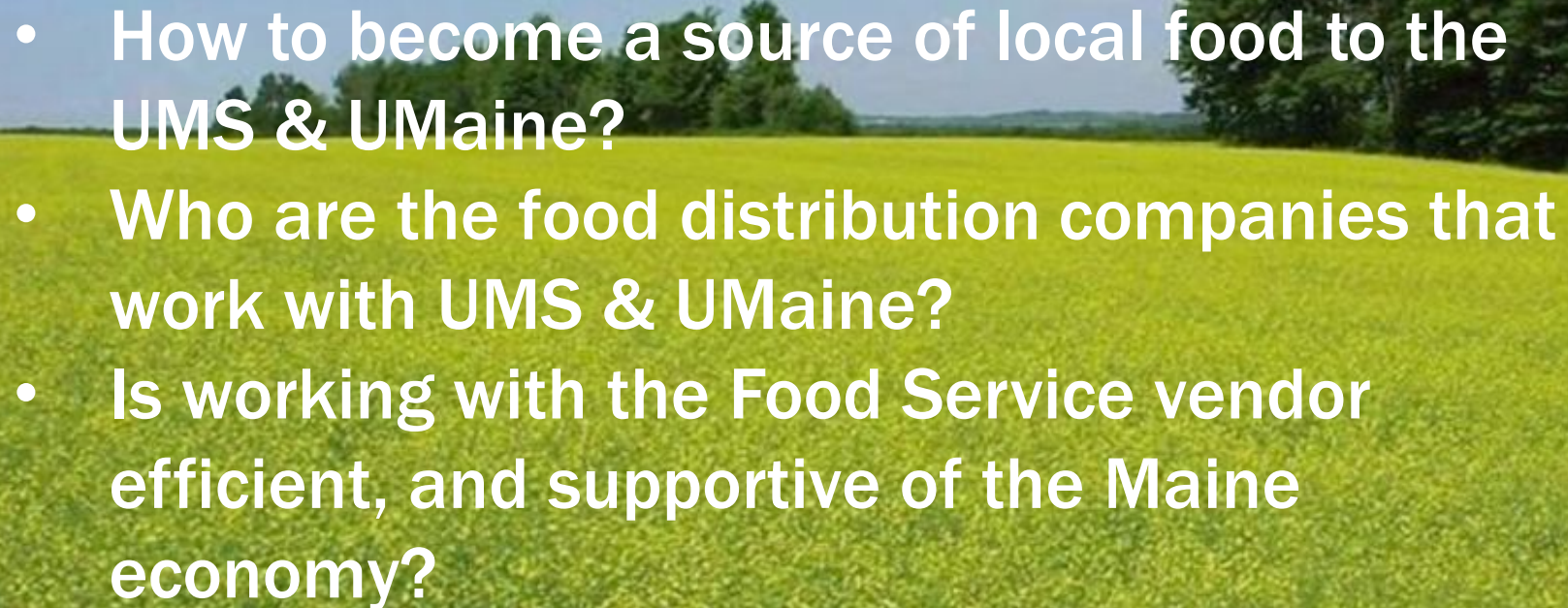
Photo: Tadd Stone, Sodexo

Participant Feedback

- Over 75 attended in Portland and over 50 in Orono

- Rated over 4.0 on a scale of 1:5

- 52% of respondents are planning to sell to the UMS

"We have lived in Maine for 16 years. The Maine Pie Co. is our first major business effort in Maine. Your event confirmed that we moved to the right state. I was won over when one of the morning panel (I think it was in the morning session) said that no producing effort was too small to seek help and/or consideration from Sodexo, or UMaine and even from the distributors who were there. I know that buying "local" is trendy at present, but the sincerity, good will and presentation by the panel members showed me sincerity and staying power in your efforts. We had a terrific day"

22

Stakeholder Engagement

- How to become a source of local food to the UMS & UMaine?
- Who are the food distribution companies that work with UMS & UMaine?
- Is working with the Food Service vendor efficient, and supportive of the Maine economy?

23

Farm to University

UMS is committed to our students and Maine's food based economy for a better future for all

24

Thank You

25

Maine's
Public
Universities
UNIVERSITY OF MAINE SYSTEM

ITEM SUMMARY

1. **NAME OF ITEM**: Capital Project Status Report

2. **INITIATED BY**: Norman L. Fournier, Chair

3. **BOARD INFORMATION**: X   **BOARD ACTION:**

4. **BACKGROUND:**

Attached is the Capital Project Status Report for the January 6, 2017 meeting of the Finance, Facilities, and Technology Committee.

The report reflects a total of 20 projects, an increase of one project since the last report.

That project is the Costello FH Floor Replacement (6100280) at the University of Southern Maine in Gorham, as approved by the Committee at its November 2, 2016 meeting.

No projects have closed since the last report.

One project is now completed and will be removed from the next report. This project is USM's Improvements to Existing Workspace for the Relocation of Personnel from Perimeter & Lower Density Facilities (6100246, 6100253).

There are nine projects that are reported as completing by December 31, 2016. These projects will be marked for removal, or updated, on the next report.

The following projects were originally expected to be completed in 2016, and have been updated to be completed in 2017: ASCC Equip W2-Thermoplastics Lab (5100414), Science Building Laboratory Upgrades (4100027), Compressed Natural Gas Heating Conversion (4100028), and Folsom/Pullen Science Classroom & Laboratory Upgrades (7100009).

One project has a change in budget. In accordance with Trustee Policy 701, the Chancellor approved a 4 percent adjustment in the Central Heat Plant project at UMF (2100066). Policy provides for such adjustments up to 10 percent. The new project total is $11.44 million. The project is on track to be completed within the updated, adjusted amount.

The 16 Central Street relocation project is winding down. As of December 15, 2016, all personnel formerly assigned to work from 16 Central St in Bangor have moved to new primary work locations across the state.

The data in this report is effective as of November 30, 2016. Other updates are as noted on the list.

12/28/2016

Current number and approved cost
of active major capital facility projects

Total Approved Funding by Source
for Active Major Capital Facility Projects
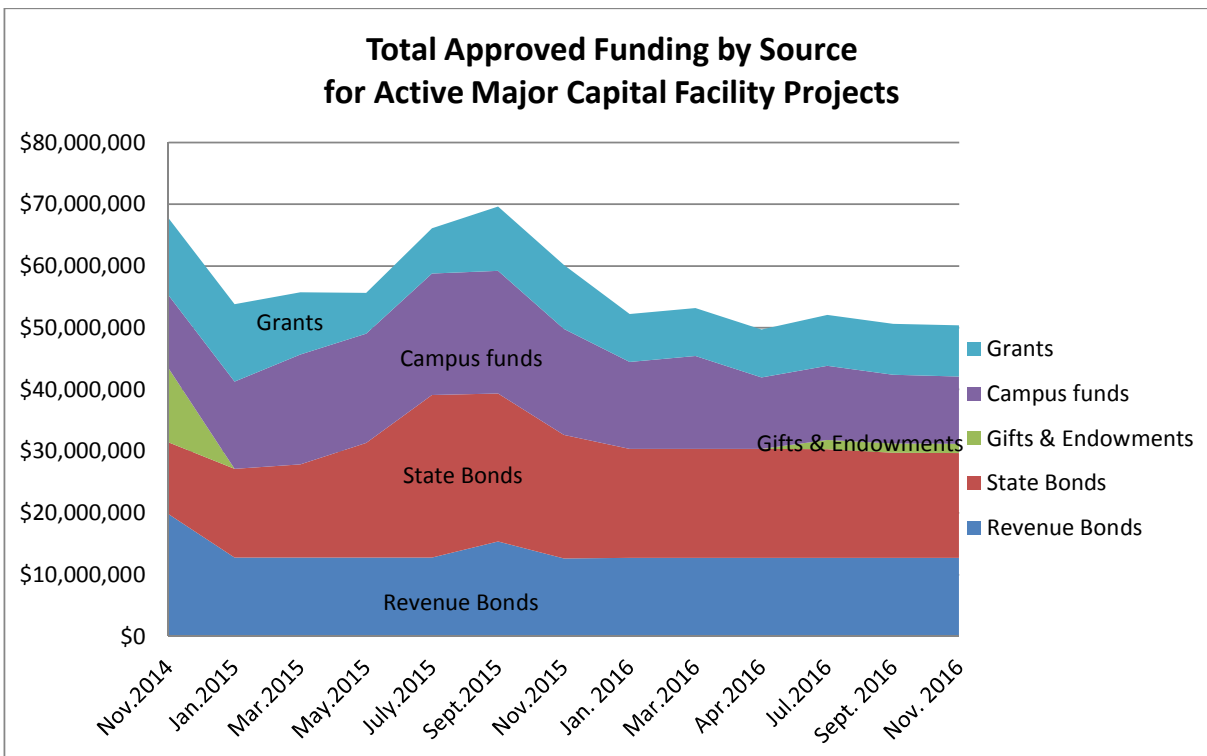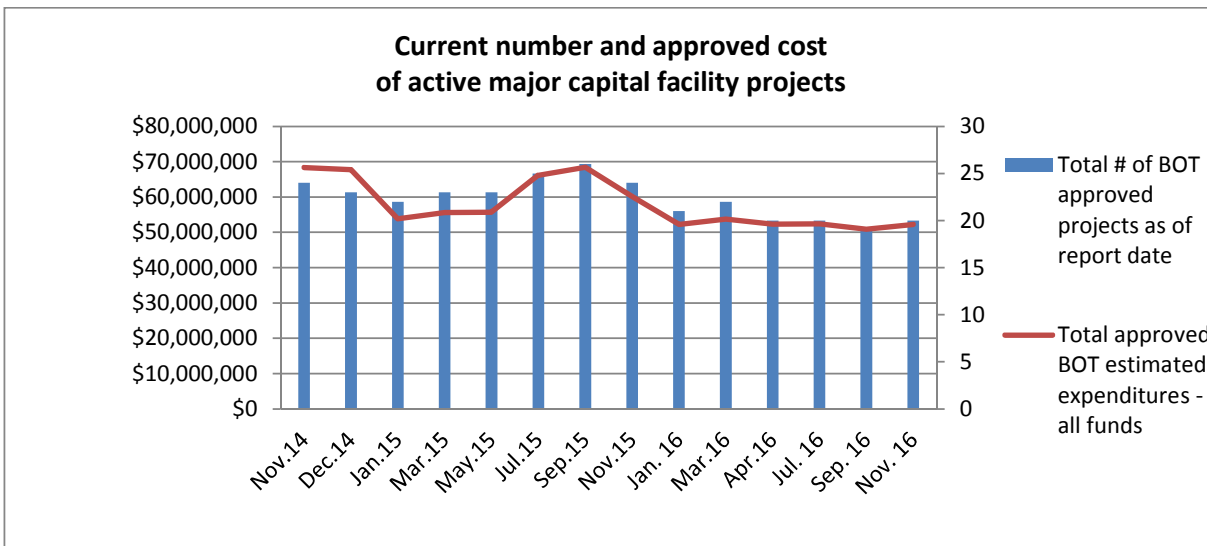
12/23/2016

Capital Project Status Report
Board Approved Projects
January 2017 - Finance, Facilities and Technology Committee
With Grand Totals and % of Current Approved Estimates

Campus, Project Name (Project ID)	Funding Source(s) & each source's share of expenditures to date	Status	Original Estimated Completion	Current Est. Completion	Original Approved Estimate	Current Approved Estimate	% Expended of Current Approved Estimate	Prior Actions, Information & Notes
UM								
**Advanced Structures and Composites Center Expansion/ASCC Equip W2-Thermoplastics Lab (5100316, 5100414)	Grants (91%), 2010 State Energy Bond (9%)	Project 5100316 is Complete, Project 5100414 remains as Design in Progress and Open	2014	2017	$6,400,000	$10,400,000	88%	Board Approved $6.4M in November, 2012. Board approved $1.6M in March 2014. Board approved increase of $871,000 in March 2015. BOT approved additional $1.5M in May 2016 for equipment project.
Cooperative Extension Diagnostic & Research Lab (5100387)	2014 State Bond (100%) Campus Funds (0%)	Design Complete	2016	2017	$9,000,000	$9,000,000	24%	BOT approved $9M in July, 2015.
UMA								
Lewiston Hall Renovation (1100528)	E&G Funds (100%)	Construction Complete	2015	2016	$1,000,000	$1,000,000	89%	BOT approved $1M in September, 2015. Note that an additional $1M was authorized for this project as part of the 16 Central Street relocation and is being tracked for clarity as part of the 16 Central Street line of this report.
UMF								
Science Labs Renovations (Preble & Ricker (2100065, 2100068)	2013 Lab & Class State Bond (100%)	Substantially Complete	2014	2016	$1,377,000	$1,377,000	86%	Board approved $1.377M in July 2014.
**Central Heating Plant (2100066)	Revenue Bond (98%) Campus Funds E&G (2%)	Substantially Complete	2014	2017	$11,000,000	$11,440,000	99%	Board approved $11M in July 2014. Board approved change of Energy Type in January 2015. Change in project cost to $11.44M (4% change) approved by Chancellor in December 2016 per Trustee policy 701.
UMFK								
Forestry Geographic Info Sys Tech Labs/Nursing Lab Renov/Teleconf Ctr Upgrades (3100029 3100030 3100031)	2013 Lab & Class State Bond (100%)	Construction in Progress	2014	2016	$1,200,000	$1,200,000	96%	Board approved $1.2M in May 2014.
UMM								
**Science Building Laboratory Upgrades (4100027)	2013 Lab & Class State Bond (98%) E&G Funds (2%)	Substantially Complete	2014	2017	$600,000	$600,000	98%	Finance & Facilities Committee Approved $600K in January, 2014.
**Compressed Natural Gas Heating Conversion (4100028)	Revenue Bonds (100%)	Substantially Complete	2014	2017	$1,800,000	$1,800,000	78%	Board approved $1.8M in July 2014.
**Kimball Hall Demolition (4100031)	Campus E&G Funds (100%)	Complete	2015	2017	$950,000	$950,000	67%	BOT approval of $950K in November 2015.
UMPI								
**Folsom/Pullen Science Classroom & Laboratory Upgrades (7100009)	2013 Lab & Class State Bond (100%)	Construction Complete	2015	2017	$1,200,000	$1,200,000	85%	Board approved $1.2M in March 2014.

1

Campus, Project Name (Project ID)	Funding Source(s) & each source's share of expenditures to date	Status	Original Estimated Completion	Current Est. Completion	Original Approved Estimate	Current Approved Estimate	% Expended of Current Approved Estimate	Prior Actions, Information & Notes
USM								
Bio-Science Chemistry Lab (6100250)	2013 Lab & Class State Bond (100%)	Construction Complete	2015	2016	$1,250,000	$1,250,000	97%	BOT approved transfer of $1.25M in July, 2015 from Payson-Smith Lab Renov (6100236).
Bailey Hall Lab Renovation (6100237)	2013 Lab & Class State Bond (100%)	Construction Complete	2014	2016	$1,250,000	$1,250,000	87%	Board approved $1.25M in May 2014.
LAC Nursing Lab Renovation (6100238)	2013 Lab & Class State Bond (100%)	Construction Complete	2014	2016	$600,000	$600,000	94%	Board approved $600K in May, 2014.
Science Building Lab Upgrade (6100240)	2013 Lab & Class State Bond (100%)	Construction in Progress	2014	2018	$700,000	$770,000	94%	Board approved $700K in May, 2014. Board approved increase to $770K in May 2016.
***Improvements to existing space for the relocation of personnel from perimeter & lower density facilities (6100246, 6100253)	Campus E&G Funds (100%)	Construction Complete	2014	2017	$1,500,000	$1,543,000	90%	Board approved $1.5M in March 2015. Project 6100246 was split into an additional project for capital asset tracking purposes; the additional project is 6100253 Luther Bonney Student Services. Increase to $1,543,000 approved per BOT Policy in June, 2016.
Gorham Softball Field Improvements (6200181)	Campus E&G Funds (100%)	Construction in Progress	2015	2017	$1,500,000	$2,200,000	58%	BOT approved $1.5M in July, 2015. Board approved increase to $2.2M in May, 2016.
Wireless Infrastructure Upgrade (6100255 256 257 258 259 260)	Campus E&G Funds (100%)	Construction in Progress	2015	2016	$1,900,000	$1,900,000	90%	BOT approved $1.9M in September, 2015.
Brooks Kitchen Exhaust Upgrade (6100245)	Campus E&G Funds (100%)	Construction in Progress	2016	2017	$819,000	$819,000	35%	Board approved $819,000 in March, 2016
*Costello Field House Floor Replacement (6100280)	Gifts & Endowments (100%)	Design in Progress	2017	2017	$900,000	$900,000	0%	Board approved $900,000 in November, 2016
UMS								
Improvements to existing space for relocation of personnel from 16 Central Street (8100022 8100023 8100025 8200055; 5200368 5100407 5100408 5200373 5200374)	Campus E&G Funds (100%)	Complete	2016	2016	$1,000,000	$2,000,000	82%	Board approved $1M in March, 2015. BOT approved an additional $1M in September, 2015. That additional funding is being tracked in this line for clarity but is being invested in project 1100528.
Explanatory Notes: * Project is new as of this report. ** Details of this project include updates since the last report. *** This project has been completed since the last report and is not expected to appear on the next report.	Funding source(s) reflects primary source(s) for project.	Calendar Year unless otherwise noted.				Percentage expended reflects total expended as of November 30, 2016 as a percentage of the current approved project estimate.		

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Maine's Public Universities

UNIVERSITY OF MAINE SYSTEM

AGENDA ITEM SUMMARY

1. **NAME OF ITEM**:   State of IT Report

2. **INITIATED BY**:   Norman L. Fournier, Chair

3. **BOARD INFORMATION**:   X   **BOARD ACTION:**

4. **BACKGROUND:**

Richard Thompson, Chief Information Officer, will provide a report on the state of information technology in the University of Maine System. The report will include activity since the FY 16 report, including a focus on the results achieved to date through recent investments. The report will also highlight areas where challenges are faced by users and IT staff in meeting the expanding demand for services and technology in this evolving environment.

The five major areas of interest are:

I.   Staffing & Leadership
II. IT Budget
III. Enterprise Systems & Applications
IV. Infrastructure
V.   Support to Faculty, Student, Administrative and Collaborative Communities
VI. Information Security

12/28/2016

US:IT

**University Services:
Information Technology**

State of IT
2016

Maine's
Public
Universities
UNIVERSITY OF MAINE SYSTEM
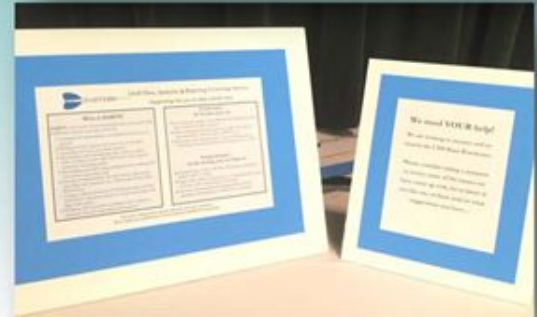
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State of IT Report 2016

Table of Contents

Welcome to US:IT

I am pleased to present to you the FY 2017 State of IT report. The report looks at our current structure, operations, activities since the 2016 report and the accomplishments and challenges we face.

This report was informed by the expertise of dozens of US:IT leaders and staff and the feedback of over 240 faculty, students and administrative staff. The data and information presented here is our attempt at an honest look at the current state of information technology, our successes, our failures, and our opportunities. The recommendations included here are intended to support the future course for US:IT as we aim to better align our services with the developing mission of One University. There are many areas where we can do better. Strategic resources and investment in much needed technology has begun thanks to action by the campuses and Board. Our focus continues to be on the potential impacts to our students and faculty. With this in mind, we ask ourselves the question, "what would the impact be on a day in the life of a student?" This question is key to our mission and to interpreting the findings of our studies and setting US:IT priorities going forward.

We would like to give special thanks to the Board of Trustees' Faculty representatives for their candor and advocacy for US:IT in and around the classroom. I must highlight the support and effort expended by the Educational Technology Advisory Council who works tirelessly as we expand and modernize academic technologies. They, and indeed all faculty and students, deserve the very best services, support and technology we can offer. Finally, I want to thank the US:IT staff. They give their best each and every day, and I thank them for their accomplishments, commitment and skill.

Dick Thompson, Chief Information Officer

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State of IT US:IT
Report

> ## Overview: US:IT Today

University Services Information Technology (US:IT) continues to evolve as the unified information technology organization serving all of our campuses, centers and locations. US:IT is responsible for network connectivity, two secure data centers, the Blackboard learning management system and all large administrative systems including MaineStreet (student services, human resources, financial and purchasing systems), facilities management, and donor management software. US:IT provides direct desktop support, file and print services, classroom equipment including video, and support for many types of local applications, end user devices and tools. A project management office oversees projects to ensure projects are on time and delivered successfully.

OUR MISSION IS SIMPLE: TO DELIVER SEAMLESS, HIGH-QUALITY AND EFFECTIVE INFORMATION TECHNOLOGY INFRASTRUCTURE AND SERVICES THAT MATTER TO STUDENTS,

Today, US:IT is a single organization, committed to serving students and faculty and to ensuring the success of each campus. One hundred eighty-one staff work to serve the campuses every day. They are organized using a collaborative team approach to service delivery. Our students are "digital natives" and come to campus expecting blindingly fast connections on multiple devices in order to simultaneously participate in learning, research, communication with faculty, and socialization with peers. Faculty expect technology enabled classrooms where they can reliably connect their devices to deliver their information and knowledge in the manner they choose to students anywhere. Classroom support services are necessary to ensure seamless connections for all users.

US:IT RESPONSIBILITY ORG CHART
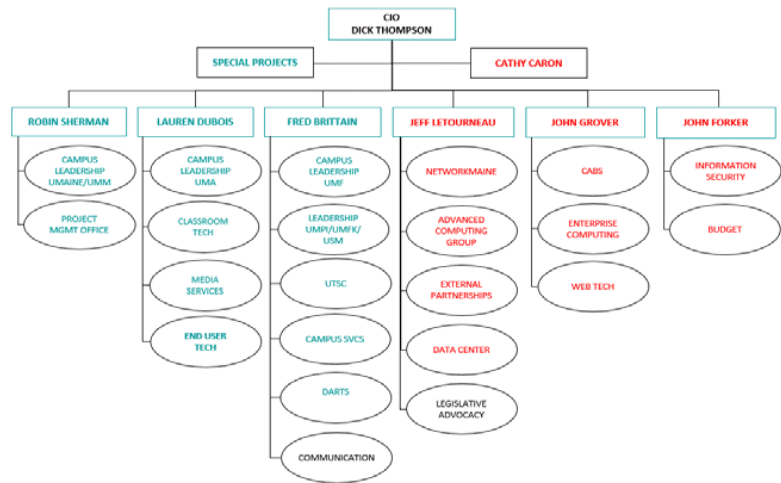
> ## Oversight & Direction

US:IT has continued to streamline its leadership team, assigning team members' responsibility over major components of IT. These assignments coincide with interests, experience and skill level of the individual leaders who implement, operate and maintain the IT systems in use today and being considered in the future.

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<div align="right">State of IT US:IT
Report</div>

The foundation of US:IT is its infrastructure and enterprise level systems that strive for seamless service delivery. High performing, well-supported networks, and data processing capacity result in efficient and stable operations. This foundation supports a variety of important services performed by teams of talented IT staff within US:IT for the benefit of all our users.

Staffing & Leadership

In 2016, the leadership team, comprised of the CIO and his direct reports, recommitted to working cohesively to set direction and strategy and to make critical decisions regarding planning, organizational structure, efficiency and service delivery. Several notable initiatives resulted from this leadership team.

In partnership with UMS Office of Human Resources, US:IT began an initiative to improve Customer/Student Experience. This initiative was kicked off at our annual US:IT summit in May and we are proud to be an early adopter within the UMS. We have already begun training individuals and using the principles in our direct actions with US:IT customers. Continuing efforts will engage the remainder of US:IT employees with the goal of developing an IT culture focused on delivering products and services with the customer's needs foremost in our minds. This directly ties to the expectations of faculty, students and administrators.

The leadership team also faced some necessary adjustments in staffing and structure after the departure of one of our Associate CIOs. Besides reassignment of some duties, we realized an opportunity to take steps toward a structure aligned to provide more responsive service to all campuses and better communication within and without US:IT. We will be carrying these efforts forward by periodic review of staffing needs and diverting open positions to areas of need, developing strategies for improved recruitment and retention of staff, and professional development of those individuals showing leadership promise.

Successes:
- Providing direct leadership capacity at the two larger campuses
- Savings accrued from vacant Associate CIO position have been redirected to create a shared CITO/Director of IT Communications position for UMPI and UMFK
- Formalization of succession planning within the existing staffing model accomplishes a direct campus leadership pipeline

Challenges:
- The current low unemployment rates place us at a disadvantage in our attempts to recruit highly skilled staff

➢ **Strategic Planning**

As a result of the system-wide implementation, staff buy-in and hard work, and the creation of a unified service structure, US:IT has continued to evolve. We remain committed to improving services, adopting new technologies and serving as a trusted partner strategically positioned to meet the goals of our customers. As a single organization, US:IT has recommitted to serving students, faculty, and staff and to supporting the success of each campus. Adopting new technology and systems helps us support classrooms, provide infrastructure capacity, and engage with the university community at large. Some examples of these strategies include:

<div align="right">4</div>

- Team-Based Service Delivery - Developing responsiveness, capacity, and skilled staff
- Consolidated Data Center - Creating a safe and secure team under single management
- Cooperative Procurement - Establishing system-wide licensing and standardized end-user devices
- Capital Investment Plan - Planning for appropriate investment in our assets
- Accessibility Committee - Creating positive and meaningful access to IT for everyone
- External Collaborations - Supporting research, economic development, and resource sharing
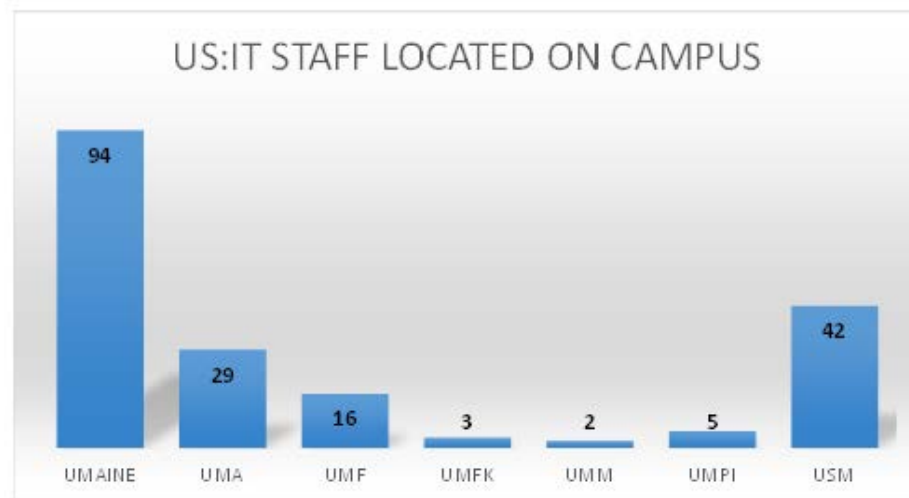
Enterprise Systems and Applications

As the University moves to an increasingly greater online presence for marketing and delivering education, Enterprise Computing and Application Services (ECAS) can provide support and service for every academic and business area of the University through the software and systems it manages. Software development, web development and hosting, system administration, database administration, and reporting are all focus areas of ECAS. The interconnected nature of each of these focus areas is a testament to the work done to bring together the formerly isolated campus IT units.

Through some of these services, ECAS provides a platform for virtual environments where teaching and learning can take place. We help departments standardize and automate certain business processes for efficiencies and quality improvements in customer service and we can provide off-site access to students for business interactions with UMS. Self-service registration, financial and student employment information, and student ID cards for residence hall access, meal plan payments, and library services are a few of the ways that ECAS empowers students to connect with their University on their own terms and in their own time. ECAS assists the campuses in aggregating information and services in one web-based portal application to enhance service for students, faculty, and staff.

Successes:

- Newly hired staff from positions approved by BOT

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- Migrated Blackboard from on-premises to Blackboard Managed Hosting
- Upgrade of MaineStreet Financials complete
- Software development support for HR efficiency related projects
- Implemented on-line admissions deposit payment
- Implemented service to text students when they have important MaineStreet Message Center messages
- Integrated TargetX admissions recruiting with MaineStreet
- Implemented Course Search for campus web sites
- Consolidation and decommissioning of legacy server environments.
- Upgrade of ImageNow complete
- Upgraded UMaine website to new design and new servers complete
- Acquired Box for enterprise level file storage (General availability expected Jan 2017)
- Acquired Kaltura for enterprise wide video platform for educators and others (General availability in Mar 2017)

Challenges:

- Staffing levels not adequate to keep up with university demand
- Turnover of staff with knowledge and experience in the systems we support
- Management of some legacy systems not yet transferred to other teams

Infrastructure

The IT infrastructure unit of US:IT, known as Networkmaine, is responsible for supporting a vast array of infrastructure services both within UMS and beyond. These infrastructure services include communication focused services such as wired and wireless Local Area Networks (LAN), telephone services, videoconferencing, streaming and recording services, and Wide Area Network (WAN) services interconnecting all UMS campuses and locations to each other and to external networks including the Internet and the nation-wide Research and Education Network/Internet 2 through MaineREN. Along with these communication services, Networkmaine also provides High Performance Computing, private cloud and enterprise virtual computers, network attached storage, backup services, and colocation services leveraging UMS' two data centers located in Portland and Orono.

Networkmaine also implements and supports information security policies and initiatives such as the operation of network firewalls required for PCI (credit card processing) compliance, network access control, and VPN services for remote access to US:IT systems

Successes:

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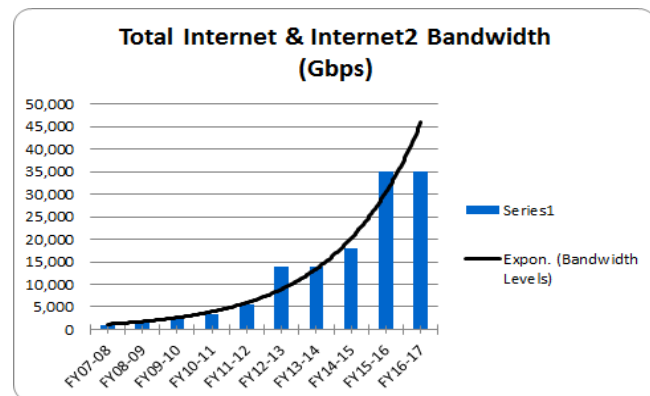
- Established virtual computing and storage platforms in the Portland data center as the beginning foundation of supporting future business continuity capabilities
- Executed a five-year licensing agreement with the State of Maine's Office of Information Technology to share the US:IT Orono data center
- Expanded campus-level firewall services across UMS to provide greater segmentation and protection
- Major Wireless improvement initiative underway

Challenges:

- Currently burdened by the sheer number of servers that need to be decommissioned or transitioned into the US:IT enterprise data centers
- Neglected infrastructure and aging systems and equipment and substandard communications fiber require enormous effort to maintain

Advanced Computing Group

The Advanced Computing Group, a sub-unit of Networkmaine, provides high performance computing and cloud computing services, data management, outreach, and grant writing assistance to the research community at large and is focused on the computing needs and requirements associated with securing nationally funded research. This effort includes maintaining data integrity during data retention and transfer. In the past year, the ACG staff have led or assisted on 36 grant submissions to the National Science Foundation and other funding agencies.

MaineREN

MaineREN is the network backbone servicing Maine's research and education community. It was created by UMS in partnership with The Jackson Laboratory and the University System of New Hampshire in 2007 to provide advanced, high capacity network transport required to participate in and be considered for high-technology research. The current network equipment that makes up MaineREN has been in place for nearly 10 years now and is no longer able to keep up with the ever-increasing capacity demands placed on it.

UMS and USNH have agreed to continue our decade long collaboration in upgrading the optical networks in both Maine (MaineREN) and New Hampshire (I-Beam) and extending down to Cambridge, Massachusetts. A joint RFP was released in late 2016 on behalf of both University Systems with the goal of having both states' R&E

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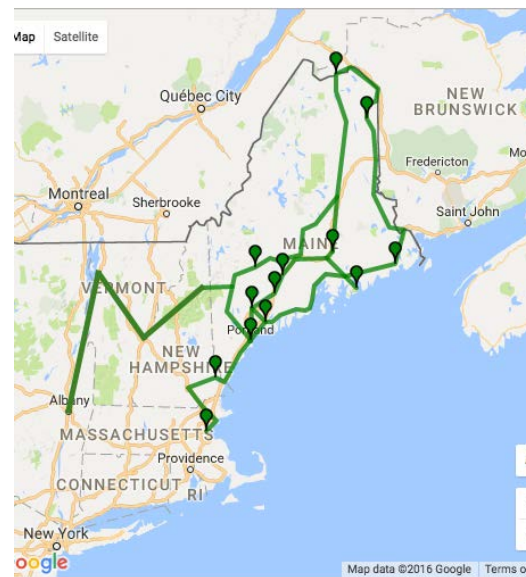
networks upgraded by summer 2017. It is expected that the new optical network will deliver 200 Gbps wavelengths, a 20-fold increase over the 10 Gbps wavelengths the current equipment can deliver.

Maine School and Library Network (MSLN)

UMS has been operating the Maine School and Library Network since it was created in 1996. In 2009, Networkmaine was created through a cooperative effort between UMS, the Department of Education, the Maine State Library, and the State Office of Information Technology to coordinate the goals of the public research and education entities in Maine. Networkmaine now operates through a coordinating council that is comprised of representatives from each organization along with two K-12 school representatives and two public library representatives. The primary focus of MSLN is the operation of Maine's research and education network and ensuring that Maine's K-12 schools and libraries have adequate access to internet connectivity at little or no direct cost. This primary focus remains despite the expanded role that Networkmaine now plays within UMS.

In 2017, Networkmaine, along with the Office of the Public Advocate, is assisting the MDoE and MSL's proposed legislative action to restore the funding level available through the Maine Technology Education Access Fund (MTEAF). The MTEAF, is the primary, state-level funding source for the MSLN system. With the subscriptions to land-line telephone services decreasing by double digit percentages year after year and with cellular revenues moving from voice services to data services, the MTEAF's annual assessment, set by the PUC, has shrunk dramatically. The goal is to provide direction to the PUC to establish new rules and mechanisms that will lead to the restoration of the annually available funds.

K-12 WiFi

Network Maine supports the wifi networks at the 250 middle and high schools that chose to participate in Apple's technology solution as part of the MLTI. These wifi networks connect over 77,000 unique client devices daily. Networkmaine is currently in discussions with the Maine Department of Education (MDoE) to explore executing a cooperative agreement so that UMS and MDoE can collaborate directly with one another to support the wifi networks in Maine's K-12 schools in FY18 and FY19.

Information Security

At the University of Maine System, the Information Security Office was developed to protect the confidentiality, integrity, and availability of data and to protect the people who use that data. We strive to accomplish this through the core functions of our program: identify, protect, detect, respond, and recover. In performing these functions, the program aims to synergize people, process, and technology. The Information Security team supports faculty, researchers, staff, students, community partners, and contractors to

2016 Network Security Snapshot
INTRUSION ATTEMPTS: 2,565,778
ACTIONABLE ALERTS: 602
THIRD-PARTY ENGAGEMENTS REVIEWED: 82

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protect information belonging to various constituents including current and former students, employees, parents, donors, and other customers. The Information Security Office partners with individuals and organizations inside and outside of the University in order to provide the most robust customer service and data security we can offer. University-owned information such as intellectual property and proprietary research, as well as constituent information that has been entrusted to us are all within the scope of the Information Security team. Under the direction of our Chief Information Security Officer, the security team applies various techniques to address potentially harmful security breaches or errors. Team members collaborate with campus stakeholders and third parties to reduce risk and to achieve regulatory and contractual compliance when transmitting, processing, or storing data.

The Office currently consists of the Chief Information Security Officer, and three analysts. In cooperation with stakeholders, the team develops and updates policies and processes, and provides various levels of training to ensure that those who use University technology and data employ best practices.. We evaluate threats from several sources including reports from a 24-7 intrusion detection system. The team responds to incidents appropriately using in-house diagnostics to analyze the extent of any security breach as well as contracted support for external investigations that may exceed our capabilities. This multi-faceted approach allows us to respond quickly in the most efficient and cost-effective way that is appropriate to the scale of the security threat.

Successes:
- Continued use of contracted intrusion detection systems against outside threats to information security
- Contract review process formalized with Strategic Procurement to protect data during vendor relationships and during utilization of cloud services
- Cyber Liability Insurance and response plans in place to address large-scale breaches of security
- Contracted with Box, an encrypted data repository, to decrease exposure to security threats by reducing the need for independent file servers
- Improved teamwork with US:IT functional areas to address security issues
- Strategies in place for key risk entry points to reduce vulnerabilities
  - Compliance (PCI, HIPAA, etc.)
  - Vulnerability management
  - Threat detection

Challenges:
- Resource constraints both in operating budget and staffing
- Cultural resistance to the inconvenience of 2-factor authentication
- Introduction of mandatory compliance trainings to instill a "whole team effort" approach to data protection

Classroom Technology

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Report

The Classroom Technology team is the group responsible for designing, installing, and maintaining classroom technology for the seven campuses of the University of Maine System. Our students expect high quality and functioning classroom technology to contribute to their learning experience and our faculty depend on the technology and in-class support personnel to contribute to the success of their classes. These relationships are integral to the success of our campuses throughout UMS.

In the fall of 2015, the Classroom Technology team completed an extensive assessment of all University of Maine System campus classrooms and classroom technology. All centrally scheduled teaching and learning spaces were captured in a report that details the classroom technology in each space. We have returned to the 67 classrooms that have been improved over the summer and fall, reassessing these upgraded learning spaces. We are now seeing an improvement in the environment and access to higher quality images where HDMI (High definition) equipment and cabling has been installed.

During the Fall 2016 semester, we visited all seven campuses and engaged with faculty and administration to develop specific plans for Classrooms For The Future funds. Classrooms for the Future is an area of keen interest to the leadership at each campus and there is significant discussion about how to be innovative and intentional while engaging our users. One way we plan to reach out to our users is through the implementation of a faculty and student survey. Early investments needed to achieve the greatest value to each campus and significant prioritizations are under way.

The Classroom technology Team developed a mechanism to allocate funding to support innovations, improve existing systems, and allow for various learning methodologies to impact design and project prioritization. The campuses will have final approval on which plans to carry forward. Since classroom work can be completed only during the summer break and other long-term breaks in the academic calendar, the team will be working to equitably prioritize which plans will be completed during summer 2017 and summer 2018.

Successes:
- Newly hired staff from State of IT funds
- Completion of 67 system installations and upgrades since January 2016
- Classrooms are designed and built using industry standards
- Appendix outlines the room evaluations completed between August 2015 – August 2016 and details the improvements in room scores. Notably, of the upgraded rooms, there has been a significant jump in the overall scores at reassessment

Challenges:
- Staff retention
- Engagement with faculty and administration on all campuses

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Report

- System-wide support for videoconferencing
- Third-tier (high-level) support for installation work

Support to Our Communities
➢ **University Technology & Support Center (UTSC)**

Campus Services is the unified service delivery team of technology staff operating the UTSC and responding to emergency support and maintenance requests as needed. The UTSC Help Desk focuses on responding to and coordinating the response to unplanned interruptions of service as

Telephone Requests Resolved on First Contact
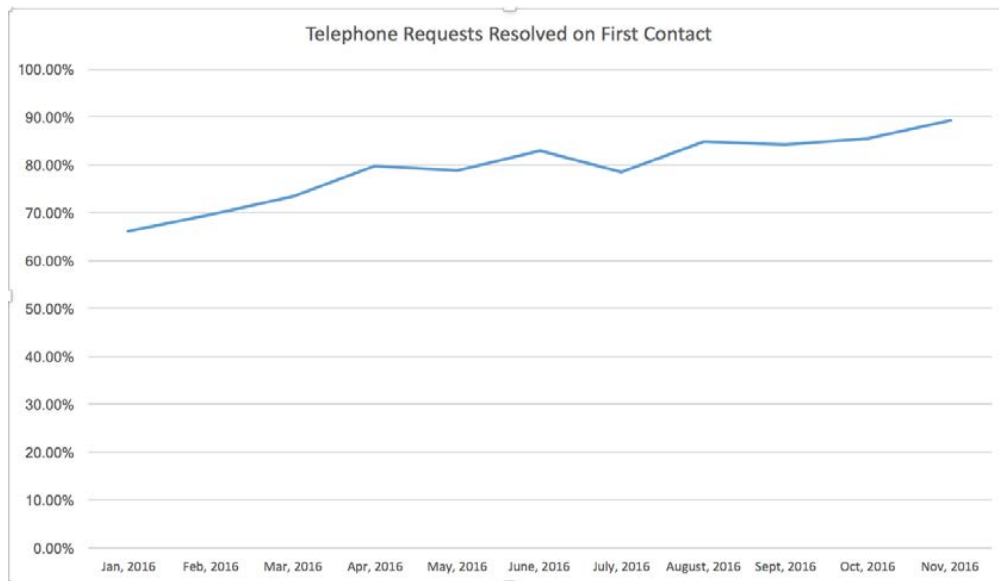
well as scheduling videoconferencing and assisting with Blackboard course requests. The UTSC collaborates with US:IT service delivery teams wherever needed.

Some of the key services that UTSC provides are performed by Campus Services personnel. These staff members are campus-based and respond to technology support issues such as virus cleansing, software and hardware problems, classroom instructional support, and provide many other technology troubleshooting solutions to the faculty, staff, and students on their campus. We envision a seamless service delivery chain from UTSC through Campus Services, Infrastructure, Enterprise, and other US:IT teams like our training team. This unit utilizes live-streamed video, web-based trainings and face-to-face meetings in order to distribute the necessary instructions for the correct usage of available technology.

Successes:

- Changes in call-routing to answer most calls at the originating campus
- US:IT's Service Desk is now open M-Th 7am - 10pm, F 7am - 8pm, Sat 10am - 8pm, and Sun 10am - 10pm. These hours of operation are a combination of Staff and Student employees from across our 7 campuses. We intend to add coverage soon from 5am to

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7am Wednesdays and 5am to 10am Sundays to coincide with our call volume during maintenance windows.

- Serving clients where they are. Example is using campus personnel to support local Cooperative extension offices
- Improved training of the approximately 140 student workers to enhance immediate problem resolution capacity

Challenges:

- High turnover rate of staff
- High volume of projects relying on campus based teams to assist with implementations
- Management of some legacy systems not yet transferred to other teams
- Need for advanced training for users

➢ **Project Management & Consulting**

The Project Management Office (PMO) provides guidance to the UMS community throughout an IT project's life cycle; from the initial project request through to project completion. The PMO facilitates the intake and review of new IT initiatives, and strives to ensure that the right projects are delivered at the right time and with the right resources. The PMO applies project management principles and methodologies across all project activities, and works with project teams to deliver projects on time, on budget, and to satisfied customers.

Successes:

- PMO has directly managed or supported the delivery of ninety-one projects since 2012.
    o Twenty-nine projects are currently active, and sixty-two are completed.
- The services the PMO delivers continue to mature, and the value of applying project management methodology throughout the project lifecycle is increasingly supported and adopted by project teams.
- The PMO developed a project initiation process and business case analysis protocol.

Challenges:

- Lack of formally established project portfolio governance model that provides a framework for processing the intake, review, and prioritization of new IT initiatives
- Initiatives are often undertaken without sufficient insight into the resources (human and financial) necessary to ensure successful implementation, to protect and monitor the investments,and to provide ongoing support.
- Limited resources cause significant outsourcing at as much as 50% higher cost, increasing cost to deliver on existing and projected commitments.

➢ **External Collaborations & Advocacy**

The value of the University of Maine System to the public is extraordinary. In addition to the infrastructure services detailed above, US:IT is an active participant in other technologies in the public sector. We act as an advocate for one-to-one computing in our K-12 schools, as an

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anchor customer and the original designer of Maine Fiber Company's Three Ring Binder middle mile fiber network, and as a catalyst for collaborative services across the state and Northeast. Networkmaine serves UMS, K-12 schools, public libraries, other higher education institutions and research laboratories across the state.

National, State & Local Advocacy

Our advocacy efforts extend across the state as part of our responsibility to support the University's mission of advancing education, research, economic development, and public service, and are our way to contribute to the University's mission of public service.

FCC Business Data Services (BDS) Proceedings

In the past year, as a member of The Quilt's National Policy Committee, we met with Stephanie Weiner, Special Advisor to FCC Chairman Tom Wheeler, and Deena Shettler, Associate Chief of the FCC Wireline Competition Bureau, on behalf of regional and state R&E networks across the country. The meeting was to express concern that the Commission not sweep R&E networks into the same category as commercial service providers if it adopts a new regulatory framework for Business Data Services (BDS). We stressed that the Commission has long recognized R&E networks as providers of private, non-common carrier services and the Commission should preserve this status quo of exempting R&E networks from regulation.

ConnectME/Maine Library Commission/Maine InfoNet Board/InforME

Our CIO Dick Thompson, a public member of ConnectME, was recently appointed by the Governor to serve as Chair. In addition, the CIO represents UMS on the InforME Board and serves libraries as a member of the Maine Library Commission and as a public member of the InfoNet Board.

Information Protection Working Group

In 2015, our CISO was appointed by the Governor to serve on the Information Protection Working Group which was established to examine threats and vulnerabilities to public and private data managers, to develop cost effective defenses and statewide policies, and present recommendations to the Governor and his Cabinet about actions and strategies for improved data and infrastructure management.

Northern New England Neutral Internet Exchange

Networkmaine's Executive Director, Jeff Letourneau, along with two other individuals with long standing in Maine's Internet marketplace, joined together to create Northern New England's first Internet Exchange. NNENIX is the network fabric and physical location where Internet network operators and enterprises can come together to peer, or pass Internet traffic between each other's networks in a more optimized way. NNENIX is not an Internet Service Provider (ISP). It is a connectivity resource for ISPs, content providers, government, education, healthcare, and commercial enterprise networks. NNENIX will help provide the "critical mass" needed to attract major Internet carriers and content distribution networks to connect to the Northern New England market. NNENIX will have the long-term effect of improving overall Internet speeds, reducing Internet bandwidth costs, and increasing the reliability and resiliency of the Internet for our members, and for the general public in all of Northern New England.

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State of IT US:IT
Report

Old Town – Orono Fiber Corporation

The University of Maine System is a member of the Old Town - Orono Fiber Corporation (OTO Fiber) whose goals include creating a fiber optic network suitable for gigabit internet connectivity, attracting multiple internet service providers (ISPs), and bolstering existing businesses that could utilize this level of connectivity. The members of OTO Fiber are the city of Old Town, the town of Orono, and the University of Maine System.

Annual Budget and Infrastructure Investment Plan

Historically, IT costs have been paid with UMS appropriation and from a myriad of allocations, chargebacks for specific services, fees for services, interdepartmental charges, and direct charges to campus departmental budgets. This complex funding model made coordinated management and improvements difficult. In FY 17, US:IT established a budget to cover baseline IT expenses for all campuses.

➢ **FY18 Development Strategy**

The FY18 Information Technology Budget was created by identifying the associated costs to perform the baseline set of services.The US:IT budget includes the salary and benefits of all IT staff in US:IT including the personnel costs & other IT costs that had historically been part of SWS. The budget takes into consideration increases and decreases in cost based on efficiencies and expansion or elimination of applications or other services.
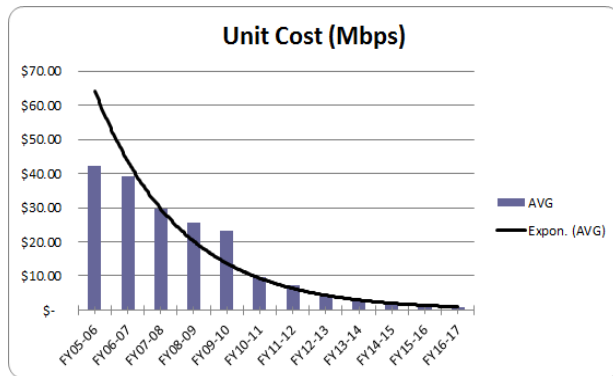
The following services are representative of the services included in the baseline (unified services):

- US:IT Personnel
- MaineStreet (Campus Solutions, Financials, Human Resource)
- Blackboard
- Document Management
- Marketplace (Sciquest)
- Advancement
- Resource 25
- Admissions e-App
- Data Warehouse and Business Intelligence tool (Cognos)
- Discoverer
- TouchNet eCommerce Platform (except for TouchNet Ready Partners)
- ID Management and Authentication
- Ursus
- Information Security Office
- Personal File Services
- Network Access
- Telephone/Voice access, devices, management system
- Internet Service/Wide-area Network
- Video Conferencing
- MyCampus Campus Portal

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- Desktop/Laptop Support
- Database Platform and administration
- Gmail and Google Apps for Education

infrastructure, maintenance and operation

Other campus non-IT departmental budgets may contain budgets for information technology equipment and, as in past years, those budgets have not been included in the FY18 US:IT budget.

➢ **FY18 IT Budget**

In FY18, US:IT has a unified budget of approximately $24.3 million. The allocation of these costs will be distributed to each campus based on a process designed by the Chief Financial Officer and his staff. The budget is built at a detailed level, rolled up as appropriate and will be reviewed by Chief Business Officers from all campuses and the University Services Advisory Council.

Over half of the US:IT budget is expended on enterprise systems, major applications, network infrastructure and data centers. Expenses include both the internally hosted systems and those provided through a cloud based or managed services provider.

Campus Services and Technology Support are the on the ground staff and local resources to operate each campus, the UTSC (call center), respond to multi- media services requests for service and a host of other IT needs. These functions total approximately 25% of the US:IT budget.

The Chief Information Security Officer and his staff have a meager budget for the work we do. This is possible, in part, by careful design and work done at the team level across US:IT. Despite this effort, we continue to be vigilant to the growing numbers and tenacity of cyber threats.

UNIVERSITY SERVICES IT - FY18 BUDGET		
SERVICE AREA	FY18 BUDGET	%
ECAS-Enterprise Comp & App Svc Total	$ 7,562,881	31.1%
Infrastructure	4,819,619	19.8%
End User Technology	930,741	3.8%
Classroom Technology	799,143	3.3%
CISO	718,559	3.0%
Web Technology	712,878	2.9%
Other Unified Services (Policy, Management Teams, CABS, Leadership)	3,076,808	12.6%
Campus Services	4,620,995	19.0%
Technical Support	1,096,685	4.5%
TOTAL	$ 24,338,309	100.0%

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State of IT US:IT
Report

➢ **Investments in Aging Systems**

Three major investments were proposed in the State of IT report released in November of 2015. The resulting funding provides nearly 50% of the estimated $44million needed to modernize our wireless network across all locations, 350 of our classrooms and our primary enterprise level student management, HR/Payroll and Finance systems (otherwise known as MaineStreet). Work has ramped up quickly, especially to engage faculty and staff in design of our classrooms and MaineStreet to achieve the best possible, most functional solutions. Student engagement is slated for late January and February of 2017. Activity is regularly reported to the USAC and the Board's Finance and Facilities Committee.

Expenditures since July total $1,925,000, 75% on the Wireless upgrade project. Each campus has been allocated an amount of funds for both wireless and classroom upgrades as represented in the following chart. US:IT leadership is working with each campus to prioritize

PROPOSED STATE OF IT INVESTMENT ALLOCATIONS
Phase I - Wireless & Classrooms

TOTAL PROJECT FUNDING - Phase I			$18,795,000
*SET ASIDE FUNDING - 20%			(3,759,000)
AVAILABLE TO CAMPUS/ENTITIES			$15,036,000

WIRELESS	**Total**		$11,200,000
	(Phase I & II)	%	Total (Phase I)
UMAINE	$6,247,470	25.8%	$2,889,600
UMA	1,196,995	5.0%	560,000
UMF	3,120,675	12.9%	1,444,800
UMFK	790,750	3.3%	369,600
UMM	878,710	3.6%	403,200
UMPI	1,099,135	4.6%	515,200
USM	10,840,210	44.8%	5,017,600
Total	$24,173,945	100.0%	$11,200,000

CLASSROOMS	**5-YR Total**		$3,836,000
	Credit Hours	%	Total (Phase I)
UMAINE	1,344,234	39.5%	$1,515,220
UMA	458,867	13.5%	517,860
UMF	292,043	8.6%	329,896
UMFK	130,171	3.8%	145,768
UMM	84,735	2.5%	95,900
UMPI	138,460	4.1%	157,276
USM	954,408	28.0%	1,074,080
Total	3,402,917	100.0%	$3,836,000

*Set Aside Funding - needs related to APRIP/Program Integration, Project Management, and Contingency for unforeseen latent conditions, unexpected expenses, and other project impacts.

MW04(08) 4/22/16

Wireless Allocation by Campus - Budget Allocation

UMAINE, $2,889,600
UMA, 560,000
UMF, 1,444,800
UMFK, 369,600
UMM, 403,200
UMPI, 515,200
USM, 5,017,600

• UMAINE • UMA • UMF • UMFK • UMM • UMPI • USM
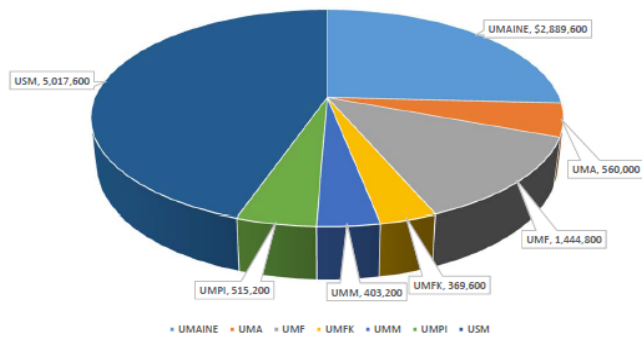
Classrooms Allocation by Campus - Budget Allocation

UMAINE, $1,515,220
UMA, 517,860
UMF, 329,896
UMFK, 145,768
UMM, 95,900
UMPI, 157,276
USM, 1,074,080

• UMAINE • UMA • UMF • UMFK • UMM • UMPI • USM
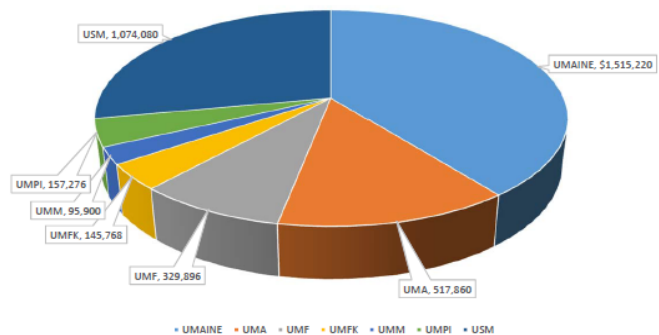
the projects to best meet their needs.

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State of IT US:IT
Report

➢ **Ongoing Funding of IT Capital Plan**

Taking a holistic view of our structures and our needs, US:IT partnered with the University's Facilities Management Team in order to develop a strategic, long-term investment plan that would estimate IT infrastructure needs through FY26 as matched with the Facilities plans and budgets in their long-term capital planning processes. This work represents the first time the University has attempted this kind of planning and marks a major step forward in understanding our future needs.

Specific to the work of US:IT, the team determined that IT infrastructure needs would be identified for the second 5 years of the bond plan as prioritized by the 2015 State of IT Report. US:IT staff continues to work with the Bond team and Budget Officer on long term strategies to fund the IT capital plan.

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State of IT US:IT
Report

Information Technology
10 Year Bond Investment Plan
Updated 8/9/16

	Estimated Capital Investment by Year											
	Immediate			Mid Term		Long Term						
	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	10-YR TOTAL
Bond Eligible												
Administrative Video Conference Room system refresh (non-classroom)		$250,000	$250,000									$500,000
Grants & Contracts application	$25,000											$25,000
Grants & Contracts application		$800,000	$925,000									$1,725,000
Upgrade and Expand Wireless to Current Standards Across All Campuses- PHASE I	$1,000,000	$7,500,000	$5,500,000									$14,000,000
Upgrade and Expand Wireless to Current Standards Across All Campuses-PHASE II				$10,793,945								$10,793,945
Inside / Outside Communications Plant Including Fiber Optic and Up-to-date Building Wiring For All Campuses		$1,750,000	$1,750,000	$1,750,000	$1,750,000							$7,000,000
IP Telephone Conversion / LAN upgrade (UMF, UMPI, UMM, USM)		$366,667	$666,667	$666,667	$300,000							$2,000,000
Academic Videoconferencing Infrastructure PHASE I	$2,595,000	$2,200,000										$4,795,000
Academic Videoconferencing Infrastructure PHASE II				$5,625,000	$6,794,500							$12,419,500
Core Video Conferencing Infrastructure		$250,000	$250,000	$250,000	$250,000							$1,000,000
End user Device Backup (Cloud)			$250,000	$250,000								$500,000
IP Address Management / DNS / DHCP Solutions			$500,000	$500,000								$1,000,000
Asset Inventory Management System							$250,000					$250,000
Campus Network Equipment refresh							$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$5,000,000
Optical Network Equipment Refresh								$4,000,000				$4,000,000
New, removed or outsourced Data Center										$8,000,000		$8,000,000
Maine Research Platform							$3,000,000					$3,000,000
Campus based innovative infrastructure for academics and research						$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$6,000,000
Replace Peoplesoft ERP components with cloud or other solutions											$5,000,000	$5,000,000
Bond Eligible Total	$3,620,000	$13,116,667	$10,091,667	$19,835,612	$9,094,500	$1,000,000	$5,250,000	$6,000,000	$2,000,000	$10,000,000	$7,000,000	$87,008,445
Other IT Investment Requirements												
Adobe Connect: Proper hardware and storage, backed up, sys admin increase		$75,000										$75,000
Human Resources Transformation:	$1,000,000	$200,000										$1,200,000
Accounts Receivable Billing System Replacement		$750,000										$750,000
e-portfolio			$300,000	$300,000								$600,000
academic assessment software		$300,000	$200,000									$500,000
Enterprise Server Backup		$60,000										$60,000

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State of IT US:IT
Report

Information Technology
10 Year Bond Investment Plan
Updated 8/9/16

				Estimated Capital Investment by Year								
		Immediate			Mid Term				Long Term			
	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	10-YR TOTAL
Load testing software			$50,000									$50,000
Application Testing framework		$80,000										$80,000
Course Evaluation System		$150,000										$150,000
Student Early Warning System		$125,000										$125,000
First Class decommission and conversion		$90,000	$60,000									$150,000
Service management/ticketing/etc		$150,000	$600,000									$750,000
Identify Collaborative, Online Solution (such as AdobeConnect)			$100,000									$100,000
Battery Replacement		$75,000										$75,000
Battery Replacement		$75,000										$75,000
MaineStreet Modifications	$100,000	$602,500	$800,000									$1,502,500
MaineStreet Modifications		$497,500										$497,500
Academic/Learning Analytics		$100,000	$400,000									$500,000
Multi-modal communication hub		$70,000										$70,000
People Soft Human Resources Upgrade	$100,000											$100,000
People Soft Human Resources Upgrade		$150,000										$150,000
Document Retention Management and Implementation		$103,000										$103,000
Improved Firewalling							x					$0
Secure File Share System		$60,000										$60,000
Active Directory Consolidation		$300,000										$300,000
Data Center Security Improvements		$260,000	$0				$260,000					$520,000
Fiber IRU renewals (Bangor to Portland to Manchester, NH)									$6,000,000			$6,000,000
Other IT Investments Total	$1,200,000	$4,273,000	$2,510,000	$300,000	$0	$0	$260,000	$0	$6,000,000	$0	$0	$14,543,000
GRAND TOTAL	$4,820,000	$17,389,667	$12,601,667	$20,135,612	$9,094,500	$1,000,000	$5,510,000	$6,000,000	$8,000,000	$10,000,000	$7,000,000	$101,551,445

	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	10-YR TOTAL
	$3,695,000	$10,302,500	$6,300,000	$0	$9,094,500	$1,000,000	$5,250,000	$6,000,000	$2,000,000	$10,000,000	$7,000,000	$20,297,500
	$0	$3,416,667	$4,591,667	$19,835,612	$9,094,500	$1,000,000	$5,250,000	$6,000,000	$2,000,000	$10,000,000	$7,000,000	$68,188,445
	$125,000	$572,500	$0	$0	$0	$0	$0	$0	$0	$0	$0	$697,500
	$1,000,000	$3,098,000	$1,710,000	$300,000	$0	$0	$260,000	$0	$6,000,000	$0	$0	$12,368,000
	$4,820,000	$17,389,667	$12,601,667	$20,135,612	$9,094,500	$1,000,000	$5,510,000	$6,000,000	$8,000,000	$10,000,000	$7,000,000	$101,551,445

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<div align="right">
State of IT US:IT
Report
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Conclusions

The successes and challenges identified in this report do not tell the entire story. There are over 150 distinct IT services provided to the University of Maine System and its users. Systems operate every day, 24 hours a day, seven days a week, every day of the year with few exceptions. Many systems are aging rapidly, resulting in more effort to support and operate to the satisfaction of our users. Faculty, students and administrators want systems to work when they need them, always on like electricity. To date, we have not achieved that level of service and in some systems not even close. Faculty report challenges, students report slow or unavailable connectivity and the need for more advanced training is compelling everywhere. In the last 45 days we have had three outages caused by outdated systems and our resource challenges at the engineering level. US:IT's response times are improving, but the best solution is prevention.

The US:IT leadership is working to achieve our goals. The successes and challenges listed in this report impact our level of success and often manifest themselves in customer experience. There is a common theme that we must continue to address:

- Staffing – retention and recruitment: A study is underway through Human Resources to determine how we can improve our position as it relates to competitors in and around our locations. There is much work to be do around job classifications, work environment and salaries.
- Prioritization of new systems: There is a backlog of over 120 projects, interface requests and other development initiatives to be scheduled. The CIO has proposed a prioritization process with the University Services Advisory Council (comprised of Presidents and Chief Business Officers) to manage the growth of IT and the resulting expense.
- Decommissioning of duplicative systems: New systems are acquired and implemented, but frequently older systems are maintained for historical purposes or to satisfy a small set of users. The prioritization process identified above can be used to consider and determine the sunset schedule on these systems.
- Investments to replace obsolete technology: The investments approved in July of 2016 to upgrade wireless technology and to improve our classrooms is a great first step. Funding to complete those projects is a critical component of the investment strategy for IT. There is also a need to budget the normal replacement of important applications as they become less effective or new technologies become available. Cloud, managed services and other delivery strategies are all part of this equation.

A focus on these four major challenges will allow greater efficiency, improvement in the technical environment, avoid service disruptions and most importantly a better experience for all.

Finally, thank you to the entire staff at US:IT. There has been a high volume of change around IT service delivery, our leadership structure and in the systems we must support. They remain dedicated to their work and to the UMS and Universities they serve.

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University Services: Information Technology

Richard Thompson
CIO

Fred Brittain
Assoc CIO
Campus Leadership
- UMF
- UMPI
- UMFK
- USM
UTSC
Campus Svcs
DARTS
Communication

Lauren Dubois
Exec Dir/CITO
Campus Leadership
- UMA
Classroom Tech
End User Tech
Media Svcs

John Forker
CISO
Information Security
Budget

John Grover
Director of ECAS
Enterprise Computing
Campus Acad & Bus Solutions (CABS)
Web Tech

Jeff Letourneau
Exec Dir of Networkmaine
Networkmaine
Advanced Computing Group
External Partnerships
Data Center
Legislative Advocacy

Robin Sherman
Director of PMO/CITO
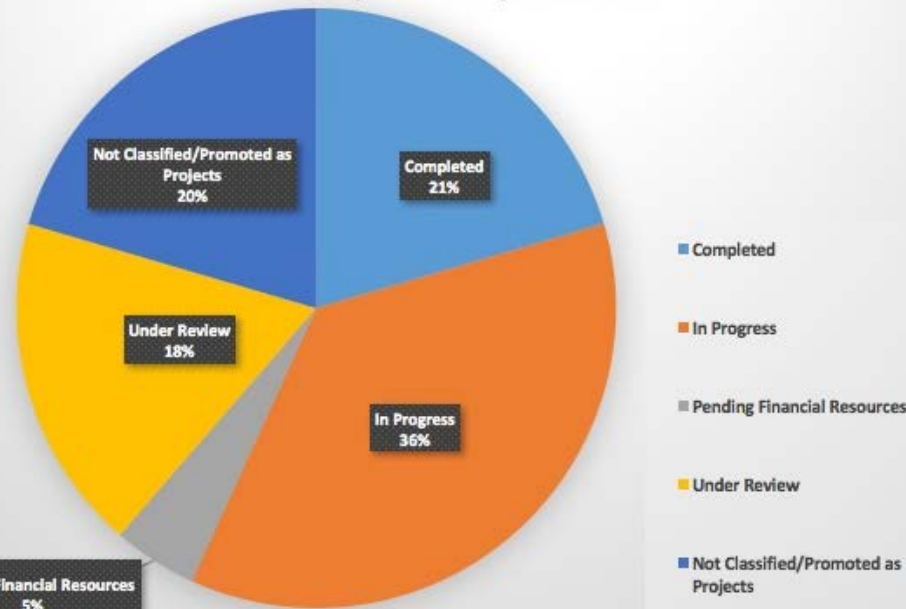Campus Leadership
- UM
- UMM
Project Mgmt Office

Project Status

2016 Requested Projects Status

- Completed 21%
- In Progress 36%
- Pending Financial Resources 5%
- Under Review 18%
- Not Classified/Promoted as Projects 20%

US:IT FY18 BUDGET		
Service Area	FY18 Budget	%
ECAS-Enterprise Comp & App Svc	$ 7,562,881	31.1%
Infrastructure	4,819,619	19.8%
End User Technology	930,741	3.8%
Classroom Technology	799,143	3.3%
CISO	718,559	3.0%
Web Technology	712,878	2.9%
Other Unified Services (Policy, Management Teams, CABS, Leadership)	3,076,808	12.6%
Campus Services	4,620,995	19.0%
Technical Support	1,096,685	4.5%
TOTAL	$ 24,338,309	100.0%

KEY METRICS	
Metric Name	Value
Active measurable enhancement projects	105
MaineStreet Campus Services logins	3,644,595
MaineStreet Financials logins	428,789
MaineStreet HR logins	938,610
Google docs - files uploaded	5,754,860
Drive - total docs held	17,631,101
Emails received (2016) (Gmail only)	145,215,896
Emails sent (2016) (Gmail only)	13,954,582
Bb active courses (fall semester)	8,596
Bb active users (fall)	26,415
Hangouts - conferencing meetings (2016)	54,034
Support tickets created	37,570
Resolved	37,339
New/Open/Stalled	1,379
Network Devices registered through helpdesk.maine.edu	2,736
Pageviews - *.umaine.edu	16,097,560
FirstClass Course Conferences created	784
User Accounts	191,351

Classroom Technology Summary

67 Rooms Upgraded in 2016

2.16 Old Average Score of 2016 Rooms

3 New Average Score of 2016 Rooms

Rooms Upgraded in 2016

Legend: Central Schedule, Department Funded, Classrooms for the Future
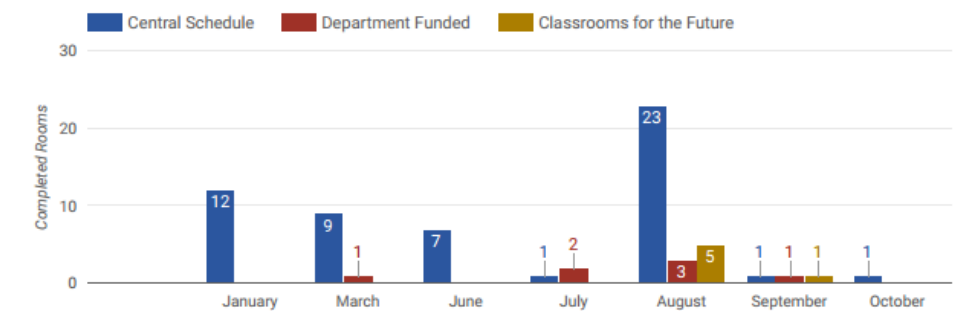
UM
49 rooms or 43.7% of the rooms now have HDMI up from 10% as of January 1, 2016

UMM
4 rooms or 13.3% of the rooms now have HDMI up from 3.3% as of January 1, 2016

Maine's Public Universities

UNIVERSITY OF MAINE SYSTEM

AGENDA ITEM SUMMARY

1.   **NAME OF ITEM**:   MaineREN Upgrade Project Approval

2.   **INITIATED BY**:   Norman L. Fournier, Chair

3.   **BOARD INFORMATION**:   **BOARD ACTION: X**

4.   **BACKGROUND:**

UMS and the University System of New Hampshire (USNH) have enjoyed the benefits of a successful collaboration in the procurement, operation, and growth of an ultra-high speed regional optical network since 2007. UMS and USNH operate this network to enable transport of Research and Education and other data in support of UMS's and USNH's respective missions. The network interconnects in-state and regional institutions and provides access to major points of presence of Internet, Internet2, and other research network backbones, and peering facilities in both Massachusetts and New York. This network consists of roughly two thousand miles of fiber optic cable on which UMS and USNH have acquired long-term leases through a variety of grants and institutional investments.

The existing optical network equipment is approaching end of life and maximum capacity. It has been in service nearly 10 years, is limited to 10Gbps waves, and the manufacturer has announced the end of support for the platform. This project intends to deploy new optical equipment, based on 100 – 200Gbps waves with a maximum capacity of 88 waves, that will improve resiliency, provide higher throughput capacity, more flexibility, and new features that will support the needs of research and education for UMS and USNH and our respective in-state partners for roughly the next 10 years.

The network upgrades will occur in three interconnected areas: 1. Areas purely within Maine, 2. Areas purely within New Hampshire, 3. Areas of common interest in which UMS and USNH will share the cost of the equipment upgrades. These areas of common interest consist of paths down to Cambridge, MA and across the top of New Hampshire that both USHN and UMS use to interconnect with Dartmouth College and UVM and to reach Albany, New York. These two paths provide research and education institutions, along with other partners, in both states geographically diverse and redundant connectivity to Internet2 and several major Internet exchanges and providers.

Project Scope for UMS
UMS will be replacing the optical network equipment at 12 locations within Maine extending from Orono to Portland and from Ellsworth to Bethel, while sharing in the cost of replacing the optical network equipment at 3 locations in NH and 2 locations in MA. The optical equipment servicing the UMM, UMFK, and UMPI campuses and other locations in Washington and Aroostook counties

will not be replaced as part of the project. Geographic diversity and network redundancy will be maintained for locations in these two counties by interconnecting with the new optical equipment in Orono and Ellsworth.

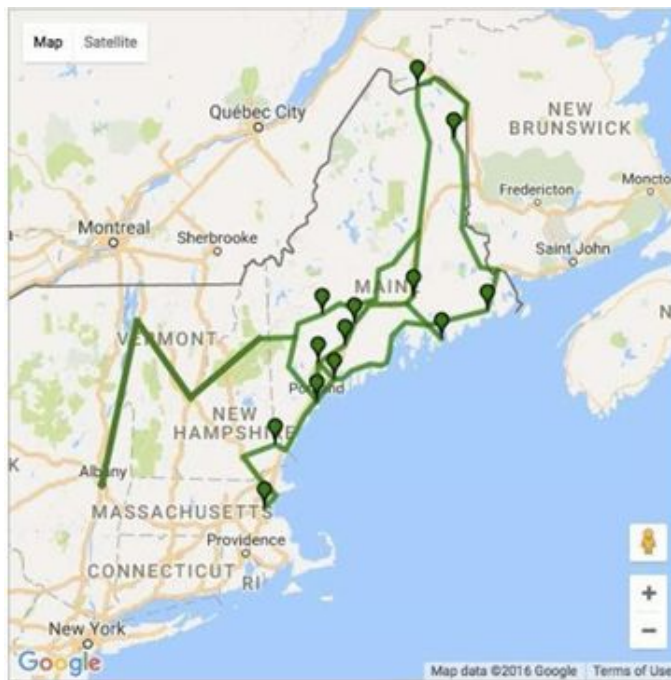**Anticipated Cost:** $3.0M

Proposed Funding Sources:
   Regional Optical Network Reserve: $2.7M
   IT Reserve: $300K
Project Duration: 7 months (February – August 2017)

Annual Revenue from 3rd Parties: $600,000 (helps cover operating expenses)

Expected Useful Life of Equipment: 7 - 10 years

5. **TEXT OF PROPOSED RESOLUTION:**

That the Finance/Facilities/Technology Committee forwards this item to the Consent Agenda at the January 29-30, 2016 Board of Trustees meeting for approval of the following resolution:

That the Board of Trustees approves the recommendation of the Finance, Facilities and Technology Committee to authorize the University of Maine System to expend up to $3,000,000 in Maine Optical Network Reserve funds for the upgrade of the MaineREN Upgrade Project.

12/28/2016

Maine's Public Universities

UNIVERSITY OF MAINE SYSTEM

AGENDA ITEM SUMMARY

1. **NAME OF ITEM**:   Review of Projects with a Value of $250,000 or Greater

2. **INITIATED BY**:   Norman L. Fournier, Chair

3. **BOARD INFORMATION**:   X   **BOARD ACTION:**

4. **BACKGROUND:**

Richard Thompson, Chief Information Officer, will provide information on the following projects with a value of $250,000 or greater:

- Classrooms for the Future
- MaineStreet Improvements
- UMS Wireless Infrastructure
- Residence Hall Wireless – USM
- VoIP (Telecommunications) for UMaine

12/28/2016

Status Update – December 2016

Classrooms for the Future

Overall status:	🟩	Change from previous report:	None
Budget status:	🟩	Change from previous report:	None
Schedule status:	🟩	Change from previous report:	None

Overview

This project will involve renovations to existing classrooms across the entire University of Maine System. The project team will focus on the data obtained during the earlier classroom assessment phase and resulting classroom ratings in order to prioritize work at each campus. The team will also develop standards for equipment in all classrooms. Vendors will be used for the larger renovations and campus services/classroom technology staff will be used for minor renovations and upgrades. Once the rooms have been updated, they will be re-assessed and scored accordingly.

Initiation Date	Sponsor	Original Estimated Completion Date	Current Estimated Completion Date	Estimated Budget	Budget Expended to Date	Project % Complete	Comments
4/2016	Dick Thompson	8/2021		$3,596,250	$297,000	8%	.

Status

Campuses	Rooms	% Complete	% Spent to Date	Remaining Budget Balance
UMA	Music Arts 124	100%	4%	$464,994
UMF	Roberts 205	0%		
	Roberts 207	0%		
	Roberts C23	0%	0%	$309,278
	Ricker Addition 202	0%		
	Ricker Addition 205	0%		
UMaine	202 Shibles	100%	16%	$1,193,286
	101 Neville	100%		
UMM	230 Torrey Hall	100%		
	232 Torrey Hall	100%	14%	$76,997
	234 Torrey Hall	100%		
UMFK	Powell 123	50%	9%	$124,158
	Cyr 113	50%		
UMPI	206 Folsom	10%	17%	$124,158
USM	405 Bailey	0%	0%	1,006,950
	301A Payson Smith	0%		

The project team has completed their initial faculty engagements on all campuses. Based upon careful consideration of room sizes, conditions and usage along with feedback from faculty and administration, the team is preparing their recommendations for the 2017 classroom renovations on each campus.

Final Classroom Plans need to be in place by late January in order to engage external vendors to perform work during the summer of 2017. Currently, the team has access to two vendors who have signed Master Agreements

with UMS. A new RFP is almost complete to secure additional vendors. Minor updates will take place on some campuses during winter break.

The project team has engaged an outside vendor to prepare, manage and report the results of faculty and student surveys. The faculty survey is being finalized and will be sent out after winter break. The student survey is being drafted and will also go out after winter break. The feedback from both surveys will be incorporated into the classroom renovation plans.

The team has prepared and submitted a proposal to take part in the Faculty Institute on the UMA campus in May 2017. Arrangements have been made with vendors to provide furniture and equipment to replicate an active learning space. Participants will have an opportunity to view and interact with technology provided in the space.

Risks
- Renovations and improvements to classrooms are limited to summer and school breaks. In addition, vendors need advance notice to schedule larger renovations due to the competitive nature of this work and the lead time for ordering equipment.
- Wireless and network infrastructure will not be upgraded in classrooms at UMPI, UMFK and UMF

Status Update – December 2016

MaineStreet Improvements

Overall status:	🟩	Change from previous report:	None
Budget status:	🟩	Change from previous report:	None
Schedule status:	🟩	Change from previous report:	None

Overview

This project will engage with faculty and students to find ways to improve their experience working with MaineStreet including bringing MaineStreet functions to mobile platforms, which can subsequently be extended to a variety of uses. We also will engage with decision makers in the One University initiative to discover and understand changes in business process that will need support in MaineStreet. Once these changes have been identified, we will work with affected functional areas to plan, implement, and test the specific MaineStreet changes that are required.

Initiation Date	Sponsor	Original Estimated Completion Date	Current Estimated Completion Date	Estimated Budget	Budget Expended to Date	Project % Complete	Comments
4/2016	John Grover	2019	2019	$2,000,000	$0	0%	This project is in the preliminary planning stage.

Status

Efforts are underway to effectively collect and utilize input from faculty and students about how to improve the functionality of MaineStreet to best support their needs. Due to the potential scale and complexity of requirements, the project team used a request for proposals to acquire the experience of an external consultant for business analysis services. An award is anticipated by mid-January.

The Business Analyst will collaborate closely with UMS IT teams and its customers to help develop and facilitate customer surveys, in-person meetings or focus groups, and other appropriate methods to engage users in identifying the priority improvements and in shaping the final solution. This work is timed to engage faculty, administrators and students, to develop technical and functional requirements, write an RFP, and to develop a future state and processes to realize that state. The Vice Chancellor of Academic Affairs has met with the CIO and is providing input and direction to guide the final solutions.

The MaineStreet IT team has reviewed products including Intrasee, GreyHeller and Highpoint as a potential solution to a high functioning mobility access. These companies provide both ready-made solutions, services for bespoke solutions, and a software toolkit that allows expansion or modifications of the current mobile/portal solution. In addition, they readily interface with PeopleSoft.

Next actions include:
- Complete contract and engage Business Analyst
- Develop and release on line survey for users
- Coordinate focus groups through the VCAA
- Collaborate with Strategic Procurement and the ETAC to prepare an RFP for a mobility solution.

Risks

- Scheduling key users across the system, especially faculty and students is a schedule concern
- Impact of day to day work on subject matter and technical staff superseding project scheduled work.

Status Update – December 2016
UMS Wireless Infrastructure

Overall status:	■	Change from previous report:	None
Budget status:	■	Change from previous report:	None
Schedule status:	■	Change from previous report:	None

Overview

This project is a wireless technology connectivity Initiative to upgrade wireless service and associated cabling and equipment at all campuses to bring wireless capacity to gigabit speeds to support learning and living spaces.

Initiation Date	Sponsor	Original Estimated Completion Date	Current Estimated Completion Date	Estimated Budget	Budget Expended to Date	Project % Complete	Comments
4/2016	Jeff Letourneau			$10,500,000	$1,629,289	6%	

Status

UM: Academic buildings have been identified where cabling has been recently upgraded. Wireless access points are being installed in these buildings to complete their wireless networks. This work has been completed in Shibles, Winslow, Aubert, Bennett, and Neville and is scheduled for Rogers in December. Network upgrades are also underway on this campus that are not funded through this project, but require the same resources, such as Fogler Library and continued work on upgrading buildings to Voice over IP.

UMF: Residence halls have been identified by campus administration as the highest priority for network upgrades. Planning and design walkthroughs with IT, Facilities Management, and Residence Life are scheduled for winter break.

UMM: Network installation is complete at Torrey Hall/Merrill Library. Planning is underway for upgrades in Powers, Reynolds, and the Science Building. These buildings will require some preparation by facilities management prior to installing networks. The project team is working collaboratively with FM to define the scope for this work.

UMFK: Campus administration has indicated that residence halls are a priority. Planning and design walkthroughs with IT, Facilities Management, and Residence Life are scheduled for winter break.

UMA: The upgrade at Katz Hall is complete. New conduit and fiber have been installed to the Civic Center. Network upgrades will be completed in the Civic Center classrooms, Jewett Hall, and Randall Hall over winter break.

UMPI: The residence halls have been identified by the campus administration as the highest priority for network upgrades. Planning and design walkthroughs with IT, Facilities Management, and Residence Life are scheduled for winter break.

USM: Fiber has been installed to the three art buildings on the Gorham campus that had no internet connection. Interior upgrades will be completed in these buildings by mid-December. No concerns were identified during spot testing for asbestos in the Law Building. Cable installation will begin over winter break in student-facing areas. Initial cost estimates are being developed for other academic buildings to aid in prioritization.

Risks

- The project team is working closely with the Classrooms for the Future project team to coordinate efforts. Campus decisions to prioritize upgrades in residence halls over classroom buildings may negatively impact the Classrooms for the Future project.

- Many of the buildings require modifications by Facilities Management prior to network installation. The project team is working with each campus to plan this work. Resource availability and scheduling for this work may cause project delays.
- A risk to perceived success is unreasonable stakeholder expectations. Although a ubiquitous system-wide upgrade is needed, this project will only partially meet that need given the constraints of limited resources (schedule, budget, staffing, construction limitations, and coordination with other campus resources).
- Many buildings have network infrastructure that will need to be upgraded before new wireless networks can be installed. In some cases, this may include new fiber installation and/or the need for facility renovations.
- The phased funding approach will necessitate maintaining two separate WiFi networks on most if not all campuses driving up the ongoing operational costs and efforts for US:IT while creating inconsistent wireless service levels building to building on the campuses.
- There are a large number of factors and variables that will affect this project's timeline. There are other sizeable projects taking place at the same time. Another factor affecting the timeline will be the coordination among involved entities in setting priorities and timing.

Status Update – December 2016
USM Residence Hall Wireless Project

Overall status:	🟩	Change from previous report:	None
Budget status:	🟩	Change from previous report:	None
Schedule status:	🟩	Change from previous report:	None

Overview

This project will install and implement wireless services in six residence halls at USM. This project will address this issue for USM using the latest in technology and with necessary wiring upgrades to support the service, providing needed high quality student experience and seamless access to a growing online environment.

Initiation Date	Sponsor	Original Estimated Completion Date	Current Estimated Completion Date	Estimated Budget	Budget Expended to Date	Project % Complete	Comments
9/2015	Dick Thompson	8/2016	8/2016	$1,900,000	$1,809,045	99%	

Status

All data and wireless networks are complete and operational.

HVAC systems are currently being installed. The contractor is currently working on exterior components and installations in areas that will not impact residents. The final work will be completed over winter break while students are not in residence.

Risks
None noted.

Status Update – December 2016

Upgrade Telecommunications Services, UM

Overall status:	■	Change from previous report:	None
Budget status:	■	Change from previous report:	None
Schedule status:	■	Change from previous report:	None

Overview

The project includes the upgrade of the local area network (LAN) wiring infrastructure within buildings as well as the purchase of telephones, licenses, LAN switches, and power protection to serve these remaining locations.

| Initiation Date	Sponsor	Original Estimated Completion Date	Current Estimated Completion Date	Estimated Budget	Budget Expended to Date	Project % Complete	Comments
Q3 2014		12/31/2015	12/31/2016	$2,100,000	$1,884,000	90%	

Status

- Phone deployment completed
  - Chadbourne Hall
  - Bennett Hall

- Phone deployment in progress
  - UPark
  - Rogers Hall
  - Roger Clapp Green House

- Building rewiring in progress
  - Fogler Library
  - Service Building A (Shop Area)
  - Service Building B (Garage)
  - HVAC Building

- Electronic Fax
  - RFP for an electronic fax solution is being developed. The goal is to provide a more modern faxing solution that works in conjunction with the Canon Multi-function devices while reducing overall costs by greatly reducing the number of analog phone lines needed to support UMaine.

- Legacy phone system decommissioning
  - Work continues to decommissioning the legacy NorTel SL-100 phone system.

Risks

- Lack of staffing
  - Delays in equipment installation
  - Delays in re-wiring buildings
  - Delays in Facilities Management completing work orders
- Inability to fill open positions due to compensation well below market

US:IT PROPOSED PROJECTS
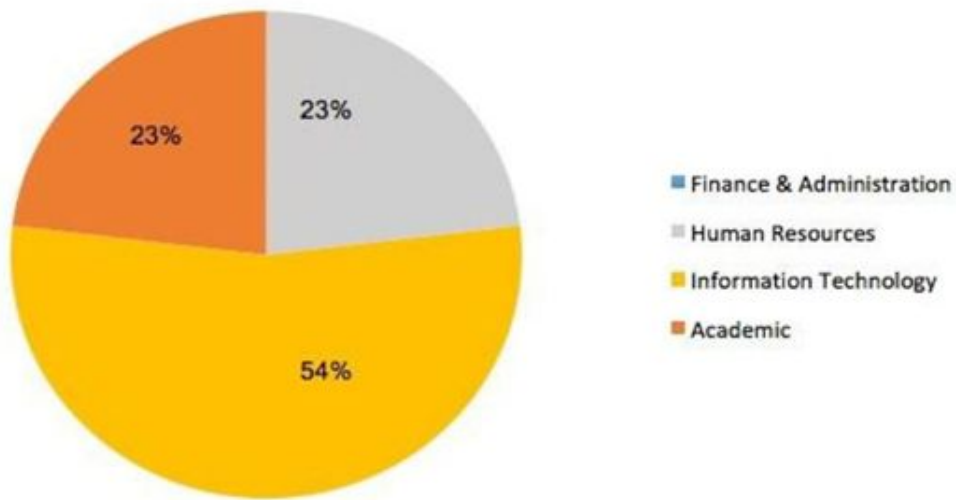
Finance & Administration Total Project Requests = 0
Human Resources Total Project Requests = 3
Information Technology Total Project Requests = 7
Academic Total Project Requests = 3

US:IT ACTIVE PROJECTS
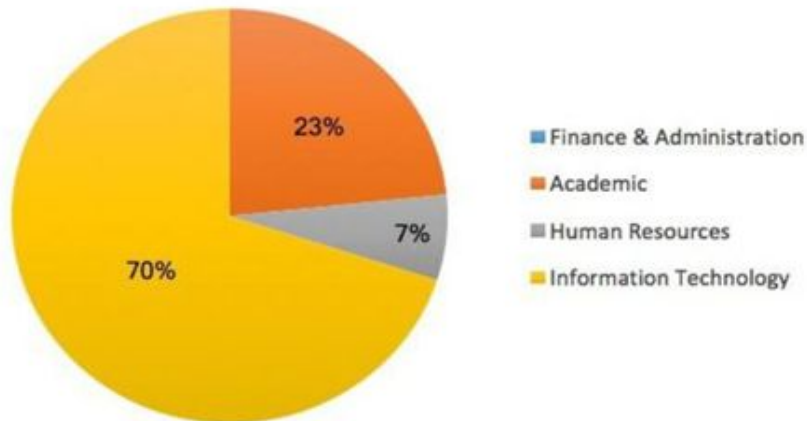
Finance & Administration Projects Total Budget = $0
Academic Projects Total Budget = $215,229
Human Resources Projects Total Budget = $30,700
Information Technology Projects Total Budget = $20,699,250