



Board of Trustees
15 Estabrooke Drive
Orono, ME 04469

Tel: 207-581-5840
Fax: 207-581-9212
www.maine.edu

July 8, 2019

TO: Members of the Board of Trustees
Faculty and Student Representatives

FR: Ellen N. Doughty, Clerk of the Board

RE: **July 2019 Board Meeting**

The University of Maine

University of Maine
at Augusta

University of Maine
at Farmington

University of Maine
at Fort Kent

University of Maine
at Machias

University of Maine
at Presque Isle

University of
Southern Maine

Enclosed are the materials for the **Board of Trustees Meeting on Monday, July 15, 2019**, hosted by the University of Maine System at the University of Maine. Directions are included in the Board meeting materials. Parking is available in the Dunn Hall parking lot.

The Board Meeting materials are available on the Diligent portal, for those who have access, and in PDF format on the Board of Trustees website at: www.maine.edu/UMStrusteesmeetings

Live audio streaming will be available for the Board meeting on Sunday and Monday. The links to the live streaming and the captioning are on the Board of Trustees website at: www.maine.edu/board.

All Meeting Times Can Be Found on the Agenda of the Board Meeting Materials

On Monday July 15th, the Board meeting will be called to order in the Wells Conference Center - Room 3, at which time the Board will go directly into an Executive Session. After Executive Session concludes, the public Board meeting will reconvene in the Wells Conference Center – Room 1.

Overnight accommodations for those that have requested, have been made at the Courtyard Marriott, 236 Sylvan Rd, Bangor, 04401. PH 207-262-0070.

Incoming messages can be left with Heather Massey at 991-4724 or Ellen Doughty at 949-4905.

In the event of a postponement, cancellation, or changes in the Board of Trustees meeting, a message will be recorded on the Board Office cell phone (991-4724). In addition, every effort will be made to personally contact the Board of Trustees, the Presidents, and the Faculty and Student Representatives.

cc: Chancellor Dannel P. Malloy
University Presidents
System Staff



Directions to UM 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.

From the North on I-95: take exit 193 to Stillwater Avenue and turn left. Drive straight for one mile and turn right onto College Avenue. Drive one mile and turn left onto the UMaine campus (Long Road).

The Wells Conference Center and parking locations are noted on the UM campus map.



2015-16 Campus Map

- P** VISITOR permits authorize parking in any black lot or visitor space.
- RED** (Resident Student) permits authorize parking in red lots.
- BLACK** (Commuter Student) permits authorize parking in black lots.
- BLUE** (Faculty/Staff) permits authorize parking in any blue or black lot.
- GREEN** (Carpool) permits authorize use of individually allocated spaces.

Permits **MUST** be displayed on interior mirror.

Signs governing lots take precedence over all maps and permits

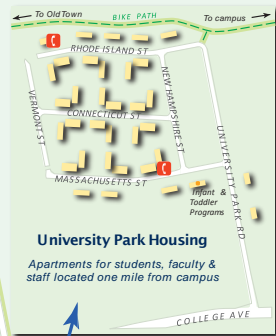
- ?** Information **A** Ambulance
P Public Bus Stop **E** Emergency Phone

Visitor Parking

Visitors need permits. Visitor Permits allow parking in metered spaces, any BLACK lot and they are available free from:

- Visitors Center in Buchanan (F-5)
- MeCard Services in Mem. Union (D-3)
- UMaine Police (E-1)
- Bear Necessities in Alford (A-5)

Parking Office: 207581.4047



University Park Housing

Apartments for students, faculty & staff located one mile from campus

Parking will be in the Dunn Lot

Wells Conference Center

Welcome!
 to the University of Maine, Orono

Please respect that UMaine is a walking campus
 Pedestrians have right-of-way at all times

Winter Parking Ban
 Blue & Black lots, as well as visitor spaces, are closed to parking from midnight to 6:00 am from November 1 to May 1.

Overnight Parking Permits
 are available from UMaine Police and the MeCard Services, 130 Memorial Union.

umaine.edu/parking

DISTANCE 1/8 MILE
 Walking time 2-3 minutes

UMaine ©2016
 Cartography by Purple Lizard Maps
 Please suggest edits to mike@purplelizard.com

University of Maine System – Board of Trustees Meeting
July 15, 2019

at the University of Maine hosted by UMS
Wells Conference Center, Room 1

REVISED
7/12/19

AGENDA

Monday, July 15, 2019

Coffee & Networking @ 7:30 am
Call to Order/Reconvene @ 8:00 am

The Board of Trustees will go directly into Executive Session from 8:00 am to 12:00 pm in Room 3, Wells Conference Center

Lunch (available starting at 12:00 pm in Room 1, Wells Conference Center)

Reconvene the Public Meeting at 12:30 in Room 1, Wells Conference Center

Citizen Comment

The Board of Trustees provides time for citizen comment prior to the business agenda at each meeting. The Chair of the Board will establish time limits (usually three minutes per person) and determine any questions of appropriateness and relevancy. Personnel decisions, collective bargaining issues, grievances, litigation and other areas excludable from public discussion under the Maine Freedom of Access Law shall not constitute appropriate matters for such input. A person who wishes to speak during the citizen comment period should arrive prior to the meeting start time and sign up on a sheet provided, indicating name and topic of remarks.

Chair's Report (15 minutes)

- Appointment of Standing Committees
- One University & Accreditation

Chancellor's Report (30 minutes)

- Legislative Update (10 minutes)
- UMFK Presidential Search Update (5 minutes)
- UMaine Offshore Wind Project Update (10 minutes)
- Chancellor Remarks (10 minutes)

Discussion Item

Tab 1 - **Governor's Economic Development Plan (60 minutes)**

Tab 10 - **The Report of the Committee to advice on the future direction of the Law School (15 minutes)**

Vice Chancellor for Finance and Administration & Treasurer's Report (15 minutes)

Tab 2 - **Financial Update**

Vice Chancellor for Academic Affairs' Report (45 minutes)

Tab 3 - **Academic Initiatives Update**

- Programs for Examination (UM, UMM, UMPI, USM)
- Academic Partnerships Update

Action Items (15 minutes)

Tab 4 - **Acceptance of Minutes**

- Tab 5 – Approval of Proposed Revisions to Board of Trustees Policy 305.1 Program Approval, Review & Elimination Procedures
- Tab 12 – Approval of Collective Bargaining Agreement ASCUM
- Tab 13 – Approval of Collective Bargaining Agreement UMPSA
- Tab 14 – Approval of Collective Bargaining Agreement Fraternal Order of Police, Lodge #100
- Tab 15 – Approval of FY2020 - FY2021 Compensation & Benefits Changes for Non-Represented Salary and Hourly Employees

Consent Agenda (5 minutes)

June 26, 2019 Finance, Facilities, Technology Committee Meeting

- Tab 6 – Short-Term Housing Amendment, UMA
- Tab 7 – Lease Renewal Request, UMA
- Tab 8 – Update on Public, Private Partnership Dining Hall Investment, USM
- Tab 9 – Machine Tool Lab Budget Increase, UM

Discussion Items

- Tab 11 - Micro-credential Development within the UMS: Report and Recommendations (Goal 1, Action 4) (30 minutes)

Date of the Next Meeting: September 15 & 16, 2019 at the University of Maine at Fort Kent

Attachments:

Financial Update

- Managed Investment Pool
- Pension Fund
- Operating Fund

Proposed changes to BOT Policy 305.1- Program Inventory, Review and Elimination

Proposed Changes to Academic Procedures accompanying Board of Trustee Policy 305.1

UMA Short Term Housing -AIS from September 2018 Board Meeting

UMA Short Term Housing Background Information

UM Machine Tool Lab Building Replacement Background Information

USM Public, Private, Partnership Dining Hall Investment Background Information

Committee to Advise on the Future of the Law School Charter

Agenda Calendar

Reports:

UMS Interactive Dashboard

Management Group Appointments Report

Named Chairs and Professorships Annual Report

Capital Project Status Report

- Executive Summary
- Capital Project Status Report
- Capital Project Status Report – Bond Report

5 Year Capital Plan

- 5 Year Capital Plan Executive Summary
- 5 Year Capital Plan Illustrative Excerpt

Presentations:

Micro-credential Development within the UMS: Report and Recommendations

Governor's Economic Development Plan Presentation

Board of Trustees Meeting - Agenda

Tabs noted in red text are action items.

Note: Times are estimated based upon the anticipated length for presentations 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 Board.



AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Governor's Economic Development Plan Update
2. **INITIATED BY:** Dannel P. Malloy, Chancellor
3. **BOARD INFORMATION:** X **BOARD ACTION:**
4. **OUTCOME:** **BOARD POLICY:**
Enhance Fiscal Positioning
5. **BACKGROUND:**

Department of Economic and Community Development Commissioner Heather Johnson, along with Bruce Wagner, Chief Executive Officer for Finance Authority of Maine, will be presenting an update on the progress of the strategic planning work being done for Governor Mill's Economic Development Plan. Bruce Wagner is a member of the Steering Committee. President Ferrini-Mundy represents the University of Maine System on the Strategic Work Team and will also present. The strategic plan will be the first of its kind in more than two decades and is due to be presented to Governor Mills in November of this year. The ten-year, nonpartisan plan will serve as an economic roadmap for the state and offer strategic recommendations for how Maine can build a strong, diversified, and sustainable economy powered by a highly-skilled, robust workforce. The plan's guiding vision statement calls for Maine, by 2030, to be known as a national leader for its forward-looking work in creating a diverse and sustainable economy.

As part of this plan's development, input and discussion opportunities are being sought from key constituencies and partners across the state. Public meetings have already begun.

Format for this presentation is a short presentation followed by questions, answers and discussion.

Presentation:

[Governor's Economic Development Plan Presentation](#)

Revised - 7/12/19



AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Financial Update
2. **INITIATED BY:** Dannel P. Malloy, Chancellor
3. **BOARD INFORMATION:** X **BOARD ACTION:**
4. **OUTCOME:** **BOARD POLICY:**
Enhance fiscal positioning
5. **BACKGROUND:**

Vice Chancellor for Finance and Administration and Treasurer Ryan Low will provide a brief financial update at the July 15, 2019 Board of Trustees meeting.

Attachments:

[Managed Investment Pool Flash Reports](#)
[Pension Fund Flash Reports](#)
[Operating Fund Flash Reports](#)

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AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Academic Initiatives Update
2. **INITIATED BY:** Dannel P. Malloy, Chancellor
3. **BOARD INFORMATION:** X **BOARD ACTION:**
4. **OUTCOME:** All Primary & Secondary Outcomes **BOARD POLICY:** 305.1 – Program Approval, Review & Elimination Procedures
5. **BACKGROUND:**

Three items will be presented in the Vice Chancellor for Academic Affairs' update to the May, 2019 Board of Trustees meeting.

1. **Programs for Examination (PFE)** – As a continuation of UMS Provost presentations from the May, 2019 UMS Board of Trustees meeting, the Provosts from the University of Maine (Jeff Hecker), the University of Southern Maine (Jeannine Uzzi), as well as the President/Provost from UMPI (Ray Rice) and the Head of Campus at UMM (Andy Egan), will summarize the process and outcomes of the PFE process on each of their campuses. In particular, recommended action steps for the final list of PFE programs will be described.
2. **Academic Partnerships, Accelerated Online Programs (AP)** – Academic and Administrative leaders from UMFK, UMPI, and USM report they are on track to launch their new AP programs in less than two months. In addition to all the course scheduling and development that has been completed, the Universities have hosted many days of faculty workshops to improve course design and online teaching pedagogy. The changes in academic and administrative practice and philosophy have been significant.



AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Acceptance of Minutes
2. **INITIATED BY:** James R. Erwin, Chair
3. **BOARD INFORMATION:** **BOARD ACTION:** X
4. **OUTCOME:** **BOARD POLICY:**
5. **BACKGROUND:**

The following minutes will be presented to the Board of Trustees for approval at the May 19—20, 2019 Board meeting:

May 3, 2019 – Finance, Facilities, Technology Committee Meeting
May 15, 2019 – Academic & Student Affairs Committee Meeting
May 15, 2019 – Finance, Facilities, Technology Committee Meeting
May 19-20, 2019 – Board of Trustees Meeting
May 28, 2019 – Investment Committee Meeting
May 29, 2019 – Audit Committee Meeting
May 30, 2019 – Special Board of Trustees Meeting
June 26, 2019 – Finance, Facilities, Technology Committee Meeting

The Board of Trustees website link to the minutes is: <http://www.maine.edu/about-the-system/board-of-trustees/meeting-minutes/>

6. **TEXT OF PROPOSED RESOLUTION:**

That the Board of Trustees approves the minutes as presented.

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AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Approval of Proposed Revisions of Board Policy 305.1
2. **INITIATED BY:** Dannel P. Malloy, Chancellor
3. **BOARD INFORMATION:** X **BOARD ACTION:**
4. **OUTCOME:** All Primary & Secondary Outcomes **BOARD POLICY:** 305.1 – Program Approval, Review & Elimination Procedures
5. **BACKGROUND:**

Revisions to Board of Trustees Policy 305.1 - The Vice Chancellor for Academic Affairs (VCAA) presented recommendations for revisions to the Board of Trustees (BOT) Policy, Section 305.1, as well as its associated administrative procedures, related to the program inventory and program approval at the May, 2019 meeting of the BOT Academic and Student Affairs (ASA) Committee and more briefly at the May, 2019 full BOT meeting. The intent of the proposed revisions are two-fold: (a) to streamline program approval procedures; and (b) to ensure a complete list of all programs of study for the UMS Program Inventory. The first goal to streamline program approval is one strategy to respond to the BOT's *Declaration of Strategic Priorities* charging the System staff "to work with senior academic leadership to propose appropriate approval process(es), procedures, and structure that foster rapid, responsible program development, deployment, and evaluation." Toward this end, two specific changes to the policy are requested. First, the current Intent-to-Plan process is proposed to be eliminated and replaced by a market analysis consultation with UMS institutional researchers, and a 250 word request from the appropriate academic unit to their Provost. If the Provost approves the request, he/she will forward the request and their recommendation to the VCAA and CAOC for immediate consideration. Second, the existing, mandatory, external review for any new degree program is recommended for elimination, with the need for external review to be determined at the discretion of the CAOC and VCAA.

The proposed revision regarding the program inventory is written to include due consideration by the Chief Academic Officers Council for all academic programs of study as defined by a major, a description in an undergraduate or graduate catalog, or by inclusion on a transcript or diploma. As a result, beyond just majors and degree programs, the revised inventory would include all concentrations, minors, associate degrees, and credit-bearing certificates.

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In addition to in-depth discussions over the past year with both the Council of Chief Academic Officers and the Presidents Council, further input from any interested constituency was invited by the VCAA during the May, 2019 presentations to the BOT ASA Committee and the full BOT. As a result, comments were received from one faculty member with specific questions or concerns, resulting in minor revision in the attached policy (changes since May, 2019 indicated in green).

6. TEXT OF PROPOSED RESOLUTION:

That the Board of Trustees approves the recommended revisions to Board Policy 305.1 and its administrative procedures for Program Approval, Review and Elimination as outlined by the Vice Chancellor for Academic Affairs at the July 16, 2019 meeting of the UMS Board of Trustees.

Attachments:

[Proposed changes to BOT Policy 305.1- Program Inventory, Review and Elimination](#)

[Proposed Changes to Academic Procedures accompanying Board of Trustee Policy 305.1](#)

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AGENDA ITEM SUMMARY

6

1. **NAME OF ITEM:** Short-Term Housing Lease Amendment, UMA
2. **INITIATED BY:** Dannel P. Malloy, Chancellor
3. **BOARD INFORMATION:** **BOARD ACTION:** X
4. **OUTCOME:** **BOARD POLICY:**
 Increase Enrollment 801 – Acquisition of Real Property
 Improve Student Success
 and Completion
5. **BACKGROUND:**

The University of Maine System acting through the University of Maine at Augusta (UMA) requests approval to amend the lease with Mastway Development, LLC (also known as SC-One, LLC and SC-Erskine, LLC) to add as many as 48 additional beds for student housing in the Erskine Building located at 2 Coos Lane, Hallowell, Maine.

Demand for an initial launch of 39 beds previously approved by the Board of Trustees already has exceeded that available supply, with 70 applications and 25 deposits now in place for the initial 33 non-staff beds available this fall. Twenty-four students are currently on the waiting list. The lease amendment costs for the proposed new beds, as with the initial beds, are to be paid by the University from student housing fees from residents of the facility and from tuition revenue associated with increases in credit hours resulting from the availability of the expanded number of beds.

This request is pursuant to Board of Trustee Policy 801, which requires Board of Trustee approval for any real property lease of more than five years' duration and \$100,000 in value. The proposed lease amendment would have a cost in the range of \$1,987,200 (\$690 per bed) and \$2,044,800 (\$710 per bed) over an initial duration of up to five years and would commence immediately upon signing. While the parties may agree to extensions beyond that initial term subject to mutual agreement, any such extensions will be contingent on further and future Board of Trustee consideration.

This effort is consistent with the priority outcomes set forth by the Board of Trustees to increase enrollment and improve student success and completion. In particular, the lease amendment provides expanded student residential housing for UMA's Augusta campus, and is intended to support enrollment growth in key academic programs including Aviation, Architecture, Music, and Nursing.

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For example, assuming a 95 percent occupancy rate with 20 percent out-of-state students, this initiative is projected to yield an incremental 1,188 credit hours and approximately \$350,000 in tuition revenue annually.

This request is also before the Board of Trustees in connection with the increase in space at UMA, albeit privately-owned leased space with termination options for the University and not an increase in permanent University-owned space. The proposed lease would involve a three-story, brick masonry, 16,400 square-foot building (including basement) in a historic district and is located next to current UMA student housing in Stevens Hall.

The lease amendment would make available an additional 18 furnished student residential units containing a total of 48 beds within the Erskine Building at the Stevens Commons, which is the former Stevens School Campus just off Winthrop Street in Hallowell. All beds will be available for Fall 2020 occupancy.

The original student housing proposal was the result of a public, competitive solicitation (RFP2018-81) which was advertised by the University on May 24, 2018, and to which multiple responses were received. An award to Mastway Development, LLC, contingent on Board of Trustee approval and other considerations, was issued on August 10, 2018. The Board of Trustees approved the lease award at the September 16-17, 2018 meeting, which included a total of 39 beds located in Steven Hall. That prior agenda sheet is attached for reference.

This particular proposal emerged as the top-scoring proposal in that public, competitive process. The facility is in close proximity to Augusta's I-95 interchanges and only 5 miles to the University of Maine at Augusta, with an average drive time of 10-12 minutes. The Kennebec Explorer also regularly stops within walking distance of Stevens Commons and also stops at the UMA Augusta campus.

In addition to the lease amendment commitment, the University has made an initial installment of \$40,520 to Mastway Development, LLC, for an exclusive option to lease the Erskine Building for a period of 90 days beginning May 2, 2019 and for the preparation of building and site plans to determine the building fit out and to finalize the construction budgets. The University will also invest approximately \$15,000 to furnish a common student lounge.

The Finance, Facilities and Technology Committee approved this recommendation to be forwarded to the Consent Agenda for the Board of Trustee approval at the July 15, 2019 Board meeting.

6. TEXT OF PROPOSED RESOLUTION:

That the Board of Trustees approves the recommendation of the Finance, Facilities and Technology Committee and authorizes the University of Maine System acting through the University of Maine at Augusta to enter a lease amendment for approximately 16,400 additional square feet of student residential space with Mastway Development, LLC or its successor organization for a duration in the range of five years and a cost of up to \$2,044,800 subject to review and approval of the final terms and conditions by the University's General Counsel and Treasurer.

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University of Maine at Augusta
SHORT TERM HOUSING, UMA
 Benefit/Cost Analysis -- Annual Financial Impact
 11-Jun-19

KEY ASSUMPTIONS		Stevens Hall	Erskine Hall	Comments
Total # of Beds		39	48	
Occupancy Rate		95%	95%	
% Var - Instruc Cost		67%	67%	
% Incr Credit Hrs		90%	90%	Housing will generate strong incremental CH
% Out of State		25%	25%	Housing will attract a component of out-of-state students
Annual CH/ Bed		30	30	Housing supports FT students earning 30 CH annually
Semester Room Fee		\$3,750	\$3,750	
Administrative Support				
# of RA's		2	2	Room for 4 RA's is worth: \$30,000
# Prof. Staff in Residence		0.5	0.5	Total compensation cost is: \$60,667 plus housing worth \$7,500
Stipends for Non Faculty		6,000	6,000	Total compensation cost is: \$18,384 split between two buildings
SUMMARY P&L		Annual	Annual	Notes
Rental Revenue		255,000	315,000	
Tuition and Fee Revenue		337,041	411,939	90% of credit hours are assumed incremental (includes the RA's)
Less: Discount		(33,704)	(41,194)	Per UMS tuition discount report
Total Revenue		558,337	685,745	
<i>Memo: Incremental Credit Hours</i>		972	1,188	90% of credit hours incremental
Costs				
Facility Rental		307,800	408,960	Per contract pricing
Activities & Programming		9,000	11,000	Assumes \$250 per occupied bed annually
Instructional Cost		141,295	172,694	Assumes instructional costs are 67% variable
Staff Support		46,566	46,566	(Doesn't include housing benefit)
Security		40,814	40,814	Security contract cost is split between two buildings
Total Costs		545,475	680,034	
Surplus/ (Deficit)		12,862	5,711	18,573 Total

SENSITIVITY ANALYSIS

Assumption	KEY ASSUMPTIONS			Result of Varying Each Assumption Separately SURPLUS/ (DEFICIT)		
	Low	Base	High	Low	Base	High
	Downside	Case	Upside	Downside	Case	Upside
% Var - Instruc Cost	100%	67%	33%	(136,078)	18,573	177,911
% Incr Credit Hrs	80%	90%	100%	(56,325)	18,573	93,471
% Out of State	10%	25%	33%	(77,946)	18,573	70,050
Annual CH/ Bed	24	30	33	(53,445)	18,573	54,582
Occupancy Rate%	90%	95%	100%	(28,431)	18,573	77,329
Rate per Semester	3,500	3,750	4,000	(19,427)	18,573	56,573

Attachments:

[UMA Short Term Housing -AIS from September 2018 Board Meeting](#)
[UMA Short Term Housing Background Information](#)

7/8/2019



AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Lease Renewal Request, UMA
2. **INITIATED BY:** Dannel P. Malloy, Chancellor
3. **BOARD INFORMATION:** **BOARD ACTION:** X
4. **OUTCOME:** **BOARD POLICY:**
 Increase Enrollment 801 – Acquisition of Real Property
 Improve Student Success
 and Completion
5. **BACKGROUND:**

The University of Maine System acting through the University of Maine at Augusta (UMA) requests approval to renew a lease for the University of Maine at Augusta Rockland Center.

This request is pursuant to Board of Trustee Policy 801, which requires Board of Trustee approval for any real property lease of more than five years' duration and \$100,000 in value either by the action of the Finance, Facilities and Technology Committee or the full Board of Trustees depending on the details of the lease. In this instance, the maximum value and term of the proposed lease is approximately \$1.865 million and 9 years if all renewals are exercised. The request is to approve and to forward this matter to the consent agenda of the Board of Trustees.

The proposed lease would have an initial term of three years with two additional three year renewal options. The Center's current annual rent is \$187,457. Under the terms of the landlord's proposed renewal, the rent will increase by 2% annually. The rent covers all operating costs, including plowing and sanding, heating and air conditioning, and common area maintenance and cleaning. The University pays for its electricity.

UMA Rockland Center is UMA's largest and most successful center, serving more than 600 students annually. The University has operated an off-campus center in the mid-coast region since the mid 1970's when it opened Midcoast Community College Services, located in Rockland. The Center has been located in several different places since it first opened and moved to its present location in 2007.

The spring 2019 CENSUS data produced on February 15, 2019 shows a headcount of 465 students at Rockland generating 3,518 credit hours.

These are students who have been identified as attending the Rockland Center and receiving support services here. These are also students who by all accounts would not otherwise attend UMA. Fall numbers are comparable and summer enrollment by latest report is at a headcount of 201. UMA has just admitted a class of 16 nursing students for the fall of 2019 for the Rockland Center. That class is now full with a waitlist. That means students will do their course work, including their NUR clinical courses, in Rockland.

The University's presence in Rockland provides a convenient location for residents of the Midcoast region to pursue higher education. The student-centered nature of UROCK will help to improve student success and completion. By their very nature, UMA Centers serve as a collaborative hub for higher educational programs and opportunities offered by the UMS campuses to produce well-educated and skilled critical thinkers.

The University leases approximately 10,000 square feet of classroom and office space in The Breakwater Marketplace. UROCK, as it is known in the Midcoast region, is well established and the present location continues to meet the programmatic needs of the University.

The present location, The Breakwater Marketplace, is located on Route 1, which provides the University with exceptional visibility. Other tenants in the building include Maine's Department of Health and Human Services, Department of Labor, and a Maine Career Center. The University shares a collaborative relationship with all of these State agencies and they share many common clients. Relocating the Center to an alternative location would be disruptive to the University operations and would involve substantial moving and related costs. For this reason, UMA is requesting approval to extend the current lease under the terms described above.

Funds are available in UMA's operating budget for the rent and electricity.

The Finance, Facilities and Technology Committee approved this recommendation to be forwarded to the Consent Agenda for the Board of Trustee approval at the July 15, 2019 Board meeting.

6. TEXT OF PROPOSED RESOLUTION:

That the Board of Trustees approves the recommendation of the Finance, Facilities and Technology Committee and authorizes the University of Maine System acting through the University of Maine at Augusta to enter into a lease for the UMA Rockland Center located in the Breakwater Marketplace in Rockport for a term of up to 9 years including discretionary renewals and cost of up to approximately \$1.865 million over the full term, subject to review and approval of the final terms and conditions by the University's General Counsel and Treasurer.



AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Update Public Private Partnership Dining Hall Investment, USM
2. **INITIATED BY:** Dannel P. Malloy, Chancellor
3. **BOARD INFORMATION:** **BOARD ACTION:** X
4. **OUTCOME:** **BOARD POLICY:**
 Increase enrollment 701 – Operating and Capital Budgets
 Enhance fiscal positioning 712 – Debt Policy
5. **BACKGROUND:**

The University of Maine System acting through the University of Southern Maine (USM) requests authorization to increase the approved budget for the public private partnership (PPP) renovation project at the dining hall in Brooks Student Center in Gorham by up to \$456,000, or 23%. The funding for this additional work is through campus auxiliary reserves.

This request is pursuant to Board of Trustee Policies 701 and 712 requiring Board of Trustee approval for increases to Board approved projects, as well as financial affairs involving debt, respectively. An original request to expend up to \$2,000,000 was approved by the Trustees in November of 2018. The prior agenda sheet is attached for reference.

In October and November of 2018 the Board approved a \$2 million project through the university's partnership with Sodexo to make improvements to the Brooks Student Center in Gorham. During the design and existing conditions investigations processes it was determined that additional scope items, which were not part of the original proposed project by Sodexo, were needed, and the ceiling of the facility is being removed as part of the work. This makes it advantageous to the University to tackle additional scope, including air handlers and general exhaust for the building, asbestos abatement, and other above ceiling work while the ceiling is already removed. The prior Agenda sheet is attached for reference.

The last major renovation to Brooks took place in 2001. The use of the facility has changed since then. Specifically, the types of food offerings being requested by the students using the facility have changed dramatically including ethnic, dietary, and preferential restrictions.

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The Brooks Student Center is the home of the only dining hall on the Gorham campus and currently serves approximately 1,400 meals per day during the academic year. USM currently is serving 20.5% local food as of the most recent reports, pursuant to the directive and challenge of the Board of Trustees.

The current schedule for the project, including this additional work is for completion by late August, 2019.

Brooks Student Center is tracked in the Sightlines data as having a renovation age of 48 years with a Net Asset Value of 44 percent, which are data points indicative of an existing facility that warrants substantial renovation.

The Finance, Facilities and Technology Committee approved this recommendation to be forwarded to the Consent Agenda for the Board of Trustee approval at the July 15, 2019 Board meeting.

6. TEXT OF PROPOSED RESOLUTION:

That the Board of Trustees approves the recommendation of the Finance, Facilities and Technology Committee and authorizes the University of Maine System acting through the University of Southern Maine to increase the total project authorization for the PPP Dining Hall Investment project at Brooks Hall by \$456,000, bringing the project to a new total budget of \$2.456M, from funds to be determined by the University of Southern Maine Chief Business Officer and the University of Maine System Treasurer.

Attachment:

[USM Public, Private, Partnership Dining Hall Investment Background Information](#)

7/8/2019



AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Machine Tool Lab Budget Increase, UM
2. **INITIATED BY:** Dannel P. Malloy, Chancellor
3. **BOARD INFORMATION:** **BOARD ACTION:** X
4. **OUTCOME:** **BOARD POLICY:**
 Increase Enrollment
 Improve Student Success and Completion
 Enhance Fiscal Positioning
 Support Maine through Research and Economic Development
 Relevant Academic Programming
 University Workforce Engagement
 701 – Budgets, Operating & Capital

5. **BACKGROUND:**

The University of Maine System acting through the University of Maine (UM) requests approval to increase the authorization for the Machine Tool Lab replacement building to \$2,855,000 from an original total project cost estimate of \$2.4 million and a currently authorized construction budget of \$1.5 million. The request is pursuant to Trustee Policy 701 requiring Trustee approval for increases to Board approved projects.

Importantly, this request does not reflect any actual increase in expenditures as both the original and the current request will be funded within a \$9 million ceiling already approved by the Board of Trustees in connection with the Engineering, Education and Design Center (EEDC), of which this facility is a related component. This request only updates the details of how the \$9 million will be expended, it does not increase the \$9 million.

This project is part of a ballet of three different facilities: 1. the existing tool lab, which is to be demolished to make way for the new EEDC; 2. a new building to house, temporarily, the tool lab and, 3. the new EEDC facility which ultimately will be the new, permanent home of the existing tool lab functions.

Regarding this request and the Machine Tool Lab (MTL), in January 2019 the Board of Trustees approved the construction of the new 5,900 square foot facility to house the temporarily relocated Machine Tool Lab program on the Orono campus with a

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construction cost of up to \$1.5 million. The prior approved agenda sheet is attached for reference.

This request reflects in part a true cost increase of the total project cost of the new building project of approximately \$425,000 due to scope changes, which are detailed below, and market forces. The remainder of the change, however, does not reflect any actual increase in anticipated costs. It is rather reflecting a technical change in the request itself to cite the total project cost rather than the narrower construction cost figure.

The cost for the project is being funded through the full EEDC project budget and from the currently approved \$9 million in initial authorization for the EEDC project. The cost of the construction was estimated and budgeted at approximately \$1,500,000 with a total project budget of \$2,430,000 including design, site work, utility connections, equipment and relocation costs as well as the building construction cost. The project was bid as scheduled with bids received in late April, 2019. Construction commenced immediately following contract execution.

Soon after excavation began, unsuitable and unexpected hazardous materials were discovered in the soils at the time of removal. A plan was created to handle the materials as required by law. This change in process is expected to cost the project upwards of \$425,000 by the time all of the impacts are absorbed. With that, the new project budget is \$2,855,000. Again, the full project budget will still be covered by the currently approved \$9,000,000 for the EEDC project.

Construction for this building to house the temporary tool lab is underway. The intention is to complete construction by year end and occupy the space in January 2020 when the existing MTL is slated for removal.

The operating costs of the new structure are not expected to increase beyond those of the existing MTL. The net change in square footage will be tracked in the campus' list of assets.

The Finance, Facilities and Technology Committee approved this recommendation to be forwarded to the Consent Agenda for the Board of Trustee approval at the July 15, 2019 Board meeting.

6. TEXT OF PROPOSED RESOLUTION:

That the Board of Trustees approves the recommendation of the Finance, Facilities and Technology Committee and authorizes the University of Maine System acting through the University of Maine to expend up to \$2.855 million from funds already authorized for the EEDC project to construct a new facility to house the relocated Machine Tool Lab program.

Attachment:

[UM Machine Tool Lab Budget Increase Background Information](#)

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AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** The Report of the Committee to Advise on the Future Direction of the Law School
2. **INITIATED BY:** Dannel P. Malloy, Chancellor
3. **BOARD INFORMATION:** X **BOARD ACTION:**
4. **OUTCOME:** **BOARD POLICY:**
Increase Enrollment
Relevant Academic Programming
5. **BACKGROUND:**

On February 15, 2019, UMS Board Chair Jim Erwin and then-Chancellor James Page chartered an ad hoc Committee to Advise on the Future Direction of the Law School. The Charter is included here as background.

The Committee, co-chaired by two graduates of Maine Law (Deirdre Smith, a Professor of Law at the University of Maine School of Law and Director of the Cumberland Legal Aid Clinic, and Kurt Adams, President and CEO of Summit Utilities and a former UMS Trustee), also included:

Martha Casey, Partner, O'Neill, Athy & Casey
 Ben Devine, Principal, Devine Capital
 Ben Gideon, Esq., Berman & Simmons
 ADM Gregory Johnson, Member of the UMS Board of Trustees
 Peter Mills, Executive Director of the Maine Turnpike Authority
 Hon. Heather Sanborn, Maine State Senator, Co-Owner Rising Tide Brewery
 Hon. Leigh Saufley, Chief Justice, Maine Supreme Judicial Court (participated through April)
 Theresa Sutton, CEO, Maine Center Ventures
 Adam-Max Tuchinsky, Dean of College of Arts, Humanities and Social Sciences and Associate Professor of History, USM
 Vendean Vafiades, Executive and Leadership Consultant
 UMS Chief of Staff and General Counsel Jim Thelen, Assistant General Counsel Sara Mlynarchek, Director of Organizational Effectiveness Kim Jenkins, and USM Special Assistant Joan Cohen provided staff support for the Committee's work.

The Committee met numerous times in public and executive session between late February and June. Its charge was to consider how an innovative and properly resourced School of Law can be best positioned within the System's One University framework, including specifically

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the University of Maine Center for Graduate and Professional Studies, to play a lead role in how legal education serves students and State of Maine stakeholders.

Chief of Staff and General Counsel Thelen will provide an update on the Committee's work.

Attachments:

[Committee to Advise on the Future of the Law School Charter](#)



AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Micro Credential Report and Recommendations
2. **INITIATED BY:** Dannel Malloy, Chancellor
3. **BOARD INFORMATION:** X **BOARD ACTION:**
4. **OUTCOME:** **BOARD POLICY:**
Increase Enrollment
Relevant Academic Programming
5. **BACKGROUND:**
As stated within the UMS Board of Trustees Declaration of Strategic Priorities to Address Critical State Needs (Goal 1, Action 4), “in collaboration with existing businesses, non-profits and community partners, UMS will develop coordinated workforce micro-credentials that are relevant in the workplace for economic development and expansion.” This Report focuses on the critical components of framework and recommendations which can build the platform upon which this initiative can grow within the UMS and across the state. The “state of the art” is such that substantial foundational work will need to be completed which expands connections and dialogue about credential development to employers and other partners and which builds more understanding and adoption of the concept of micro credentials within the UMS. While internal (UMS) and statewide conversations have begun around the development of an aligned micro credential “ecosystem,” those conversations are very much in the beginning stages.

Initiatives across the country are focusing on the development of micro-credentials that represent the attainment of critical skills and competencies of need for the workforce – both those that are considered 21st Century skills (the so called “soft” or foundational skills) and those that are more technical in nature. The Report and Recommendations of the Micro Credential Steering Committee presents a framework for micro credential development in the UMS and potentially statewide, along with a set of implementation recommendations including the identification of appropriate program delivery modalities and credential development, priority external partnerships, timelines and budget considerations. Ultimately, the goal is to implement and execute strategies to provide adult learners with affordable, flexible, stackable credential- and degree-based programming that is aligned with the needs of the adult learner population and their employers.

This is an evolving, transformational concept within higher education; the framework and recommendations contained within this report are designed to put the UMS at the forefront of this rapidly expanding approach to skill and credential attainment closely aligned with the needs of the state’s economy and workforce. This work is closely

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connected to several other UMS priorities including adult degree completion, workforce engagement, Early College and the work of Maine Center Ventures. An overview of the report and recommendations will be presented by Dr. Claire Sullivan, Coordinator of Community Engagement and Associate Professor of Communication at UM and Rosa Redonnett, UMS Chief Student Affairs Officer.

Presentation:

[Micro-credential Development within the UMS: Report and Recommendations](#)



AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Approval of Collective Bargaining Agreement, ACSUM
2. **INITIATED BY:** Dannel P. Malloy, Chancellor

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

4. **OUTCOME:** University workforce engagement **BOARD POLICY:** Section 407 Labor Relations

5. **BACKGROUND:**

The Board of Trustees delegates responsibility for negotiating collective bargaining agreements to the Chancellor. The Chancellor reports tentative agreements to the Board for approval prior to executing the agreements.

The University has reached a tentative agreement with the Associated C.O.L.T. Staff of the Universities of Maine (MEA/NEA) (ACSUM) representing clerical, office, laboratory and technical employees. The Board will be briefed on the terms of the Agreement at the meeting.

6. **TEXT OF PROPOSED RESOLUTION:**

That the Board of Trustees authorizes the Chancellor to execute the collective bargaining agreement with the Associated C.O.L.T. Staff of the Universities of Maine (MEA/NEA) (ACSUM) upon notice that the agreement has been ratified.

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AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Approval of Collective Bargaining Agreement, UMPSA

2. **INITIATED BY:** Dannel P. Malloy, Chancellor

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

4. **OUTCOME:** University workforce engagement **BOARD POLICY:** Section 407 Labor Relations

5. **BACKGROUND:**

The Board of Trustees delegates responsibility for negotiating collective bargaining agreements to the Chancellor. The Chancellor reports tentative agreements to the Board for approval prior to executing the agreements.

The University has reached a tentative agreement with the Universities of Maine Professional Staff Association (MEA/NEA) (UMPSA). The Board will be briefed on the terms of the Agreement at the meeting.

6. **TEXT OF PROPOSED RESOLUTION:**

That the Board of Trustees authorizes the Chancellor to execute the collective bargaining agreement with the Universities of Maine Professional Staff Association (MEA/NEA) (UMPSA), upon notice that the agreement has been ratified.



AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Approval of Collective Bargaining Agreement: Fraternal Order of Police, Lodge #100
2. **INITIATED BY:** Dannel P. Malloy, Chancellor
3. **BOARD INFORMATION:** **BOARD ACTION:** X
4. **OUTCOME:** **BOARD POLICY:**
University workforce engagement Section 407 Labor Relations
5. **BACKGROUND:**

The Board of Trustees delegates responsibility for negotiating collective bargaining agreements to the Chancellor. The Chancellor reports tentative agreements to the Board for approval prior to executing the agreements.

The University has reached a tentative agreement with the Fraternal Order of Police, Lodge #100. The Board will be briefed on the terms of the Agreement at the meeting.

6. **TEXT OF PROPOSED RESOLUTION:**

That the Board of Trustees authorizes the Chancellor to execute the collective bargaining agreement with the Fraternal Order of Police, Lodge #100 upon notice that the agreement has been ratified by the union.

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AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** FY2020 & FY2021 Compensation and Benefit Changes for Non-Represented Salary and Hourly Employees
2. **INITIATED BY:** Dannel P. Malloy, Chancellor
3. **BOARD INFORMATION:** **BOARD ACTION:** X
4. **OUTCOME:** University workforce engagement **BOARD POLICY:** Section 407 Labor Relations
5. **BACKGROUND:**

Non-represented employees are in positions which are not covered by collective bargaining agreements. Compensation and employee policies for these employees are recommended by the Chancellor and approved by the Board of Trustees.

The Chancellor recommends wage, salary, and benefit adjustments for non-represented Salaried, Hourly, University Supervisors and Confidential employees for FY2020 and FY2021 as follows:

Salary and Wages

The following describes pay increases available to eligible employees in each category. Non-represented employees may also be eligible for individual pay increases under existing policies such a promotion, reclassification, the addition of significant increased responsibilities, retention, and correction of inequities.

To be eligible for an increase described below an employee must be actively employed and receiving pay in the pay period in which the increase is processed. To be eligible for the base pay increase in FY2020, employees must have been employed in a regular status as of June 30, 2019. To be eligible for a base pay increase in FY2021, employees must have been employed in a regular status as of June 30, 2020.

Non-represented Hourly Employees

- Non-represented Hourly Employees, approximately 103 University Supervisors and 61 confidential employees;
- Effective July 1, 2019, the non-represented employee wage schedule shall be increased by .5% and employees will receive a step increase.

- Effective July 1, 2020, a new wage schedule will be implemented and non-represented employees will receive the corresponding increase at their then current step.

Non-represented Salaried Employees (excluding Management Group, Presidents, Non-represented Faculty, Law Faculty, Non-represented Part-time Faculty and Chancellor)

- Non-represented Salaried Employees, approximately 353 employees;
- Effective July 1, 2019, non-represented employees in the Salaried Employee Classification and Compensation program will receive an across-the-board increase of 3%.
- Effective July 1, 2020, non-represented employees in the Salaried Employee Classification and Compensation program will receive an across-the-board increase of 3%.

Health Insurance Plan and Wellness Incentive

Non-represented Hourly, Non-represented Salaried, Non-represented Faculty, Law Faculty, Non-represented Part-time Faculty, Management Group, Presidents and Chancellor:

Health plan provision and premium share and wellness program incentives will be modified, if necessary, to manage the increase in the group health plan for calendar year 2020. Plan modifications will be reviewed by the Employee Health Plan Task Force and, to the extent possible, will be consistent with the pathways established by the Task Force.

6. TEXT OF PROPOSED RESOLUTION:

That the Board of Trustees approves the Non-represented compensation and benefit changes for FY2020 and FY2021 as presented.

University of Maine System Managed Investment Pool

TOTAL PLAN PERFORMANCE

	Market Value (\$)	% of Portfolio	Policy %	1 Mo (%)	YTD (%)	Fiscal YTD (%)	1 Yr (%)	2 Yrs (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)
MIP Composite	331,872,862	100.0	100.0	-3.3	6.2	-1.1	-1.9	2.9	5.6	3.0	6.4	7.2
Allocation Index				-3.3	6.8	0.2	-0.3	4.1	6.5	4.0	6.7	7.2
Policy Index				-3.7	6.3	0.0	-0.3	4.3	6.9	4.3	6.9	7.4
Total Domestic Large Cap	69,089,849	20.8	22.0	-6.4	10.7	3.1	3.7	8.9	11.6	9.6	13.3	13.8
S&P 500				-6.4	10.7	3.1	3.8	9.0	11.7	9.7	13.5	13.9
SSgA S&P 500	69,089,849	20.8	22.0	-6.4	10.7	3.1	3.7	8.9	11.6	9.6	13.5	13.9
S&P 500				-6.4	10.7	3.1	3.8	9.0	11.7	9.7	13.5	13.9
Total Domestic Small/Mid Cap	25,369,492	7.6	8.0	-8.9	8.9	-10.2	-10.3	5.2	9.2	5.9	11.8	13.2
Russell 2500				-7.1	11.3	-5.0	-4.3	6.4	9.8	7.2	12.0	13.8
Westfield Capital	13,105,923	3.9	4.0	-7.2	13.0	-5.1	-5.3	9.9	12.5	8.0	12.8	14.9
Russell 2500 Growth				-6.6	15.0	-1.5	-0.7	10.6	13.0	9.5	13.4	15.1
DFA	12,263,569	3.7	4.0	-10.8	4.9	-14.9	-14.9	0.2	5.2	3.3	10.4	--
Russell 2000 Value				-8.2	6.7	-11.8	-11.3	1.6	7.7	5.0	10.1	11.7
Total International Equity (including emerging markets)	75,657,839	22.8	25.0	-5.0	5.7	-8.0	-10.4	-1.2	4.1	0.3	5.4	6.1
MSCI EAFE				-4.8	7.6	-4.6	-5.7	0.9	5.8	1.3	7.5	6.2
Morgan Stanley	20,683,174	6.2	6.5	-5.8	7.2	-6.0	-6.6	-1.0	4.1	0.6	6.4	5.9
Globeflex	20,559,908	6.2	6.5	-5.6	3.8	-14.0	-16.5	-2.0	3.3	0.5	7.1	6.1
MSCI EAFE				-4.8	7.6	-4.6	-5.7	0.9	5.8	1.3	7.5	6.2
Kabouter International Opportunities Offshore Fund II	11,429,207	3.4	5.0	-2.4	7.5	-11.9	-14.2	--	--	--	--	--
MSCI EAFE Small Cap				-5.3	8.0	-10.2	-11.9	0.5	5.6	3.8	9.9	9.4
Emerging Markets Equity	22,985,550	6.9	7.0	-5.0	5.4	-2.1	-6.2	-0.6	4.6	-0.6	2.2	--
MSCI Emerging Markets				-7.3	4.1	-4.7	-8.7	2.0	9.9	1.8	3.8	5.0
Aberdeen Emerging Mkts	11,827,044	3.6	3.5	-6.4	7.4	3.1	-1.6	0.9	8.0	1.3	3.6	7.1
MSCI Emerging Markets				-7.3	4.1	-4.7	-8.7	2.0	9.9	1.8	3.8	5.0
Mondrian EM Small Cap	11,158,506	3.4	3.5	-3.6	3.3	-7.1	-10.7	-2.2	1.1	--	--	--
MSCI Emerging Markets Small Cap				-4.9	2.7	-8.7	-14.7	-1.4	5.0	0.1	3.5	5.4
Total Fixed Income	80,064,413	24.1	24.0	0.7	4.6	4.1	4.4	3.0	3.6	2.6	3.9	5.6
BBgBarc US Aggregate TR				1.8	4.8	6.5	6.4	3.0	2.5	2.7	2.4	3.8
Commonfund	24,156,578	7.3	7.0	1.4	4.9	6.1	6.2	3.4	3.4	2.9	3.5	5.3
BBgBarc US Aggregate TR				1.8	4.8	6.5	6.4	3.0	2.5	2.7	2.4	3.8
Vanguard Inflation-Protected Securities	12,492,746	3.8	3.5	1.6	5.2	3.8	4.5	2.4	2.4	--	--	--
BBgBarc US TIPS TR				1.7	5.3	3.9	4.4	2.5	2.5	1.6	1.0	3.6
Vanguard Short-Term Inflation-Protected Securities	12,117,888	3.7	3.5	0.5	--	--	--	--	--	--	--	--
BBgBarc US TIPS 1-5 Yr TR				0.6	2.8	2.7	2.8	1.7	1.7	0.8	0.7	1.9



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University of Maine System Managed Investment Pool

TOTAL PLAN PERFORMANCE

	Market Value (\$)	% of Portfolio	Policy %	1 Mo (%)	YTD (%)	Fiscal YTD (%)	1 Yr (%)	2 Yrs (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)
Blackrock Strategic Income Opportunities	16,484,679	5.0	5.0	0.2	3.4	3.4	3.2	--	--	--	--	--
3-Month Libor Total Return USD				0.2	1.1	2.4	2.6	2.2	1.8	1.2	0.9	0.8
Bain Capital Senior Loan Fund	14,812,522	4.5	5.0	-0.1	5.4	--	--	--	--	--	--	--
Credit Suisse Leveraged Loans				-0.2	5.2	3.9	4.0	4.3	5.4	3.9	4.8	6.7
Total GAA	51,417,983	15.5	15.0	-0.7	6.0	1.2	0.2	1.9	4.2	1.6	4.3	5.0
65% MSCI ACWI (Net) / 35% BBgBarc Global Agg				-3.4	7.2	1.0	0.5	4.3	6.6	3.8	6.8	7.2
GMO Global Absolute Return	25,267,380	7.6	7.5	-2.7	3.8	-0.5	-2.2	1.5	4.4	1.5	4.3	5.0
Blended Index				0.4	5.7	5.4	5.5	3.3	3.9	3.3	3.7	5.4
Newton Global Real Return	26,150,603	7.9	7.5	1.3	6.3	7.0	7.3	3.1	--	--	--	--
60% MSCI ACWI (Net)/ 40% BBgBarc Global Agg				-3.0	6.9	1.3	0.8	4.2	6.3	3.6	6.4	6.9
Total Hedge Funds	18,666,615	5.6	6.0	-0.6	6.2	-2.6	-4.2	2.2	3.3	0.9	2.5	2.8
HFRI Fund of Funds Composite Index				-0.9	4.7	-0.2	-0.7	2.4	3.6	2.1	3.4	3.1
Lighthouse	18,666,615	5.6	6.0	-0.6	6.2	-2.6	-4.2	3.6	4.4	--	--	--
Credit Suisse Long Shrt Eqt USD				-2.4	4.8	-0.7	-1.7	3.0	4.2	3.2	5.9	5.5
Total Real Assets	1,523,286	0.5	--	0.0	-1.0	-6.7	-7.0	-2.7	-3.4	-0.4	3.6	--
NCREIF Timberland Index				0.0	0.1	1.9	2.4	3.1	3.3	4.6	6.0	3.8
John Hancock Timber Fund	1,523,286	0.5		0.0	-1.0	-6.7	-7.0	-2.7	-3.4	-0.4	3.6	0.0
NCREIF Timberland Index				0.0	0.1	1.9	2.4	3.1	3.3	4.6	6.0	3.8
Private Equity	1,865,363	0.6	--	0.0	0.0	5.8	10.5	16.0	14.6	15.8	--	--
Landmark Equity Partners XV	1,865,363	0.6		0.0	0.0	-1.4	3.0	12.0	11.9	14.2	--	--
Cambridge Associates US All PE (1 Qtr Lag)				0.0	-1.7	7.6	10.5	13.9	13.7	11.5	13.2	13.7
Total Cash	8,218,022	2.5	0.0									
Distribution Account	8,218,022	2.5	0.0	0.2	0.8	1.7	1.9	1.4	1.0	0.6	0.5	0.4
91 Day T-Bills				0.2	1.0	2.1	2.2	1.8	1.3	0.8	0.6	0.5

Notes:

Fiscal YTD begins 7/1

Blended Index: 40% BC Aggregate, 30% BC U.S. TIPS 1-10YR, 10% S&P 500, 10% BC High Yield, 10% JPM EMBI+

Returns are net of manager fees

John Hancock Timber market value as of 03/31/19

Landmark market value estimated as of 05/31/19

Cash account includes \$2 currently being held in the MetWest account and \$1 being held in the TCW account

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University of Maine System Managed Investment Pool

CASH FLOW SUMMARY

	Beginning Market Value	Month Ending May 31, 2019					Ending Market Value
		Contributions	Withdrawals	Net Cash Flow	Fees	Net Investment Change	
Aberdeen Emerging Mkts	\$12,630,666	\$0	\$0	\$0	-\$10,841	-\$803,622	\$11,827,044
Bain Capital Senior Loan Fund	\$14,832,725	\$0	\$0	\$0	-\$6,299	-\$20,203	\$14,812,522
Blackrock Strategic Income Opportunities	\$15,446,101	\$1,000,000	\$0	\$1,000,000	-\$7,281	\$38,578	\$16,484,679
Commonfund	\$18,893,891	\$5,000,000	\$0	\$5,000,000	-\$3,221	\$262,687	\$24,156,578
DFA	\$10,766,871	\$3,000,000	\$0	\$3,000,000	-\$4,190	-\$1,503,302	\$12,263,569
Distribution Account	\$1,951,890	\$26,083,442	-\$19,833,792	\$6,249,650	\$0	\$16,483	\$8,218,022
Globeflex	\$20,595,194	\$1,112,075	\$0	\$1,112,075	-\$12,850	-\$1,147,361	\$20,559,908
GMO Global Absolute Return	\$25,942,603	\$0	\$0	\$0	-\$21,056	-\$675,223	\$25,267,380
John Hancock Timber Fund	\$1,523,286	\$0	\$0	\$0	\$0	\$0	\$1,523,286
Kabouter International Opportunities Offshore Fund II	\$11,709,554	\$0	\$0	\$0	-\$9,524	-\$280,347	\$11,429,207
Landmark Equity Partners XV	\$1,872,403	\$23,565	-\$30,605	-\$7,040	\$0	\$0	\$1,865,363
Lighthouse	\$18,787,830	\$0	\$0	\$0	\$0	-\$121,215	\$18,666,615
Mondrian EM Small Cap	\$11,565,834	\$0	\$0	\$0	-\$8,834	-\$407,328	\$11,158,506
Morgan Stanley	\$21,956,205	\$0	\$0	\$0	-\$16,374	-\$1,273,031	\$20,683,174
Newton Global Real Return	\$25,817,585	\$0	\$0	\$0	-\$17,434	\$333,017	\$26,150,603
SSgA S&P 500	\$67,142,140	\$6,641,000	\$0	\$6,641,000	-\$2,720	-\$4,693,291	\$69,089,849
Vanguard Inflation-Protected Securities	\$12,290,290	\$0	\$0	\$0	-\$729	\$202,456	\$12,492,746
Vanguard Short-Term Inflation-Protected Securities	\$12,054,032	\$0	\$0	\$0	-\$404	\$63,856	\$12,117,888
Wellington	\$26,082,162	\$0	-\$26,082,162	-\$26,082,162	\$0	\$0	--
Westfield Capital	\$11,070,834	\$3,000,000	-\$2,240	\$2,997,760	-\$6,379	-\$962,671	\$13,105,923
Total	\$342,932,097	\$45,860,082	-\$45,948,800	-\$88,718	-\$128,136	-\$10,970,517	\$331,872,862



May 31, 2019

University of Maine System Managed Investment Pool

FEE SCHEDULE

Account	Fee Schedule	Market Value As of 5/31/2019	% of Portfolio	Est. Minimum Annual Fee (\$)	Estimated Annual Fee (\$)	Estimated Annual Fee (%)
Total Domestic Large Cap	No Fee	\$69,089,849	20.8%		--	--
SSgA S&P 500	0.05% of First 50.0 Mil, 0.04% of Next 50.0 Mil, 0.02% Thereafter	\$69,089,849	20.8%		\$32,636	0.05%
Total Domestic Small/Mid Cap	No Fee	\$25,369,492	7.6%		--	--
Westfield Capital	0.75% of First 10.0 Mil, 0.05% Thereafter	\$13,105,923	3.9%		\$76,553	0.58%
DFA	0.41% of Assets	\$12,263,569	3.7%		\$50,281	0.41%
Total International Equity (including emerging markets)	No Fee	\$75,657,839	22.8%		--	--
Morgan Stanley	0.95% of Assets	\$20,683,174	6.2%		\$196,490	0.95%
Globeflex	0.75% of First 50.0 Mil, 0.70% of Next 50.0 Mil, 0.65% Thereafter	\$20,559,908	6.2%		\$154,199	0.75%
Kabouter International Opportunities Offshore Fund II	1.00% of Assets	\$11,429,207	3.4%		\$114,292	1.00%
Emerging Markets Equity	No Fee	\$22,985,550	6.9%		--	--
Aberdeen Emerging Mkts	1.10% of Assets	\$11,827,044	3.6%		\$130,097	1.10%
Mondrian EM Small Cap	0.95% of First 50.0 Mil, 0.85% Thereafter	\$11,158,506	3.4%		\$106,006	0.95%
Total Fixed Income	No Fee	\$80,064,413	24.1%		--	--
Commonfund	0.16% of Assets	\$24,156,578	7.3%		\$38,651	0.16%
Vanguard Inflation-Protected Securities	0.07% of Assets	\$12,492,746	3.8%		\$8,745	0.07%
Vanguard Short-Term Inflation-Protected Securities	0.04% of Assets	\$12,117,888	3.7%		\$4,847	0.04%
Blackrock Strategic Income Opportunities	0.53% of Assets	\$16,484,679	5.0%		\$87,369	0.53%
Bain Capital Senior Loan Fund	0.50% of Assets	\$14,812,522	4.5%		\$74,063	0.50%



May 31, 2019

University of Maine System Managed Investment Pool

FEE SCHEDULE

Account	Fee Schedule	Market Value As of 5/31/2019	% of Portfolio	Est. Minimum Annual Fee (\$)	Estimated Annual Fee (\$)	Estimated Annual Fee (%)
Total GAA	No Fee	\$51,417,983	15.5%		--	--
GMO Global Absolute Return	1.00% of First 100.0 Mil, 0.90% Thereafter	\$25,267,380	7.6%		\$252,674	1.00%
Newton Global Real Return	0.80% of Assets	\$26,150,603	7.9%		\$209,205	0.80%
Total Hedge Funds	No Fee	\$18,666,615	5.6%		--	--
Lighthouse	1.15% of Assets	\$18,666,615	5.6%		\$214,666	1.15%
Total Real Assets	No Fee	\$1,523,286	0.5%		--	--
John Hancock Timber Fund	No Fee	\$1,523,286	0.5%		--	--
Private Equity	No Fee	\$1,865,363	0.6%		--	--
Landmark Equity Partners XV	No Fee	\$1,865,363	0.6%		--	--
Total Cash	No Fee	\$8,218,022	2.5%		--	--
Distribution Account	0.42% of Assets	\$8,218,022	2.5%		\$34,516	0.42%
Investment Management Fee		\$331,872,862	100.0%		\$1,785,289	0.54%



University of Maine System Pension Plan

TOTAL PLAN PERFORMANCE

	Market Value (\$)	% of Portfolio	Policy %	1 Mo (%)	YTD (%)	Fiscal YTD (%)	1 Yr (%)	2 Yrs (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)
Pension Composite	25,880,833	100.0	100.0	-1.3	5.5	1.8	1.5	3.2	4.7	3.0	5.8	6.6
Allocation Index				-2.0	5.5	1.7	1.5	4.1	5.5	4.0	6.5	7.0
Policy Index				-1.8	5.8	2.2	2.0	4.2	5.7	4.2	6.6	7.4
Total Domestic Large Cap	3,169,941	12.2	8.0	-6.4	10.7	3.1	3.7	8.9	11.7	9.6	13.7	12.9
S&P 500				-6.4	10.7	3.1	3.8	9.0	11.7	9.7	13.5	13.9
Vanguard S&P 500 Index	3,169,941	12.2	8.0	-6.4	10.7	3.1	3.7	8.9	11.7	9.6	--	--
S&P 500				-6.4	10.7	3.1	3.8	9.0	11.7	9.7	13.5	13.9
Total Small Cap Composite	1,316,795	5.1	4.0	-7.8	9.3	-9.7	-9.1	4.8	9.7	6.6	11.1	--
Russell 2000				-7.8	9.3	-9.7	-9.0	4.8	9.8	6.7	11.3	12.8
SSgA R2000 Index Fund Non Lending	1,316,795	5.1	4.0	-7.8	9.3	-9.7	-9.1	4.8	9.7	6.6	11.2	--
Russell 2000				-7.8	9.3	-9.7	-9.0	4.8	9.8	6.7	11.3	12.8
Total International Equity (including emerging markets)	4,074,894	15.7	10.0	-5.2	5.9	-6.3	-7.8	-1.3	3.3	-0.2	4.7	4.8
MSCI EAFE				-4.8	7.6	-4.6	-5.7	0.9	5.8	1.3	7.5	6.2
Morgan Stanley Int'l	2,994,124	11.6	7.0	-5.8	7.2	-6.0	-6.6	-1.0	4.2	0.7	6.5	6.0
MSCI EAFE				-4.8	7.6	-4.6	-5.7	0.9	5.8	1.3	7.5	6.2
Emerging Markets Equity	1,080,770	4.2	3.0	-3.6	3.3	-7.1	-10.7	-2.2	1.1	-2.5	0.8	--
MSCI Emerging Markets				-7.3	4.1	-4.7	-8.7	2.0	9.9	1.8	3.8	5.0
Mondrian EM Small Cap	1,080,770	4.2	3.0	-3.6	3.3	-7.1	-10.7	-2.2	1.1	--	--	--
MSCI Emerging Markets Small Cap				-4.9	2.7	-8.7	-14.7	-1.4	5.0	0.1	3.5	5.4
Total Fixed Income	11,437,728	44.2	35.0	1.3	4.8	5.4	5.5	3.0	2.9	2.5	3.1	4.5
BBgBarc US Aggregate TR				1.8	4.8	6.5	6.4	3.0	2.5	2.7	2.4	3.8
Vanguard Total Bond Market Index	7,138,077	27.6	20.0	1.8	4.9	6.6	6.7	3.0	2.5	--	--	--
BBgBarc US Aggregate TR				1.8	4.8	6.5	6.4	3.0	2.5	2.7	2.4	3.8
Vanguard Inflation-Protected Securities	916,552	3.5	7.0	1.6	5.2	3.8	4.5	2.4	--	--	--	--
BBgBarc US TIPS TR				1.7	5.3	3.9	4.4	2.5	2.5	1.6	1.0	3.6
BlackRock Strategic Income Opportunities	1,150,619	4.4	3.0	0.2	3.5	3.4	3.2	--	--	--	--	--
3-Month Libor Total Return USD				0.2	1.1	2.4	2.6	2.2	1.8	1.2	0.9	0.8
Bain Capital Senior Loan Fund	1,329,552	5.1	5.0	-0.1	5.4	--	--	--	--	--	--	--
Credit Suisse Leveraged Loans				-0.2	5.2	3.9	4.0	4.3	5.4	3.9	4.8	6.7
Vanguard Short-Term Inflation-Protected Securities - VTSPX	902,928	3.5										



May 31, 2019

University of Maine System Pension Plan

TOTAL PLAN PERFORMANCE

	Market Value (\$)	% of Portfolio	Policy %	1 Mo (%)	YTD (%)	Fiscal YTD (%)	1 Yr (%)	2 Yrs (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)
Total GAA	1,850,462	7.1	27.5	1.3	8.3	3.5	2.8	2.9	4.7	1.9	4.5	5.6
65% MSCI ACWI (Net) / 35% BBGBarc Global Agg				-3.4	7.2	1.0	0.5	4.3	6.6	3.8	6.8	7.2
Newton Global Real Return	1,850,462	7.1	13.8	1.3	6.3	7.0	7.3	3.1	--	--	--	--
60% MSCI ACWI (Net) / 40% FTSE WGBI				-2.9	6.8	1.1	0.7	4.2	6.1	3.5	6.1	6.6
Total Alternative Investments	1,206,530	4.7	4.5	-0.6	6.2	-2.6	-4.2	2.2	3.3	1.4	2.9	3.1
HFRI Fund of Funds Composite Index				-0.9	4.7	-0.2	-0.7	2.4	3.6	2.1	3.4	3.1
Lighthouse	1,206,530	4.7	4.5	-0.6	6.2	-2.6	-4.2	3.6	4.4	--	--	--
Credit Suisse Long Shrt Eqt USD				-2.4	4.8	-0.7	-1.7	3.0	4.2	3.2	5.9	5.5
Total Real Assets	2,152,436	8.3	8.0									
Principal	2,152,436	8.3	8.0	0.3	2.2	6.0	6.7	7.6	8.0	9.8	10.4	8.6
NCREIF ODCE				0.0	1.4	5.4	7.5	7.8	8.0	10.2	10.8	8.7
Total Cash	672,047	2.6	3.0									
Distribution Account	672,047	2.6	3.0	0.2	0.9	1.8	2.0	1.5	1.0	0.6	0.4	0.3
91 Day T-Bills				0.2	1.0	2.1	2.2	1.8	1.3	0.8	0.6	0.5

Notes:

Fiscal YTD begins 7/1

Blended Index: 40% BC Aggregate, 30% BC U.S. TIPS 1-10YR, 10% S&P 500, 10% BC High Yield, 10% JPM EMBI+

Returns are net of manager fees

May 31, 2019

University of Maine System Pension Plan

CASH FLOW SUMMARY

	Beginning Market Value	Contributions	Withdrawals	Month Ending May 31, 2019			Ending Market Value
				Net Cash Flow	Fees	Net Investment Change	
Bain Capital Senior Loan Fund	\$1,331,366	\$0	\$0	\$0	-\$565	-\$1,813	\$1,329,552
BlackRock Strategic Income Opportunities	\$647,184	\$500,000	\$0	\$500,000	-\$508	\$3,435	\$1,150,619
Distribution Account	\$423,188	\$3,789,346	-\$3,545,347	\$243,999	\$0	\$4,860	\$672,047
Lighthouse	\$1,214,365	\$0	\$0	\$0	\$0	-\$7,835	\$1,206,530
Mondrian EM Small Cap	\$820,223	\$300,000	\$0	\$300,000	-\$856	-\$39,453	\$1,080,770
Morgan Stanley Int'l	\$2,272,964	\$900,000	\$0	\$900,000	-\$2,370	-\$178,839	\$2,994,124
Newton Global Real Return	\$1,826,897	\$0	\$0	\$0	-\$1,234	\$23,565	\$1,850,462
Principal	\$2,145,909	\$0	\$0	\$0	\$0	\$6,527	\$2,152,436
SSgA R2000 Index Fund Non Lending	\$1,427,781	\$0	\$0	\$0	-\$88	-\$110,986	\$1,316,795
Vanguard Inflation-Protected Securities	\$901,699	\$0	\$0	\$0	-\$53	\$14,853	\$916,552
Vanguard S&P 500 Index	\$3,385,043	\$0	\$0	\$0	-\$106	-\$215,102	\$3,169,941
Vanguard Short-Term Inflation-Protected Securities - VTSPX	\$0	\$900,000	\$0	\$900,000	\$0	\$2,928	\$902,928
Vanguard Total Bond Market Index	\$6,758,705	\$250,000	\$0	\$250,000	-\$416	\$129,372	\$7,138,077
Wellington	\$3,789,281	\$0	-\$3,789,281	-\$3,789,281	\$0	\$0	\$0
Total	\$26,944,604	\$6,639,346	-\$7,334,628	-\$695,282	-\$6,196	-\$368,489	\$25,880,833



May 31, 2019

University of Maine System Pension Plan

FEE SCHEDULE

Account	Fee Schedule	Market Value As of 5/31/2019	% of Portfolio	Est. Minimum Annual Fee (\$)	Estimated Annual Fee (\$)	Estimated Annual Fee (%)
Total Domestic Large Cap	No Fee	\$3,169,941	12.2%	--	--	--
Vanguard S&P 500 Index	0.04% of Assets	\$3,169,941	12.2%		\$1,268	0.04%
Total Small Cap Composite	No Fee	\$1,316,795	5.1%	--	--	--
SSgA R2000 Index Fund Non Lending	0.08% of Assets	\$1,316,795	5.1%		\$1,053	0.08%
Total International Equity (including emerging markets)	No Fee	\$4,074,894	15.7%	--	--	--
Morgan Stanley Int'l	0.95% of Assets	\$2,994,124	11.6%		\$28,444	0.95%
Emerging Markets Equity	No Fee	\$1,080,770	4.2%	--	--	--
Mondrian EM Small Cap	0.95% of First 50.0 Mil, 0.85% Thereafter	\$1,080,770	4.2%		\$10,267	0.95%
Total Fixed Income	No Fee	\$11,437,728	44.2%	--	--	--
Vanguard Total Bond Market Index	0.07% of Assets	\$7,138,077	27.6%		\$4,997	0.07%
Vanguard Inflation-Protected Securities	0.07% of Assets	\$916,552	3.5%		\$642	0.07%
BlackRock Strategic Income Opportunities	0.53% of Assets	\$1,150,619	4.4%		\$6,098	0.53%
Bain Capital Senior Loan Fund	0.50% of Assets	\$1,329,552	5.1%		\$6,648	0.50%
Vanguard Short-Term Inflation-Protected Securities - VTSPX	No Fee	\$902,928	3.5%		--	--
Total GAA	No Fee	\$1,850,462	7.1%	--	--	--
Wellington	1.10% of Assets	\$0	0.0%		\$0	0.00%
Newton Global Real Return	0.80% of Assets	\$1,850,462	7.1%		\$14,804	0.80%



University of Maine System Pension Plan

FEE SCHEDULE

Account	Fee Schedule	Market Value As of 5/31/2019	% of Portfolio	Est. Minimum Annual Fee (\$)	Estimated Annual Fee (\$)	Estimated Annual Fee (%)
Total Alternative Investments	No Fee	\$1,206,530	4.7%		--	--
Lighthouse	1.15% of Assets	\$1,206,530	4.7%		\$13,875	1.15%
Total Real Assets	No Fee	\$2,152,436	8.3%		--	--
Principal	No Fee	\$2,152,436	8.3%		--	--
Total Cash	No Fee	\$672,047	2.6%		--	--
Distribution Account	0.42% of Assets	\$672,047	2.6%		\$2,823	0.42%
Investment Management Fee		\$25,880,833	100.0%		\$90,919	0.35%



University of Maine System Operating Fund

TOTAL PLAN PERFORMANCE

	Market Value (\$)	% of Portfolio	Policy %	1 Mo (%)	YTD (%)	Fiscal YTD (%)	1 Yr (%)	2 Yrs (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)
Operating Funds Composite	286,545,523	100.0	100.0	-0.3	3.0	2.5	2.4	2.4	3.1	1.9	2.6	2.9
<i>Allocation Index</i>				-0.4	3.1	2.7	2.7	2.7	3.1	2.1	2.6	2.7
Liquidity Pool Composite	61,984,007	21.6	30.0	0.2	1.0	1.9	2.0	1.6	1.2	0.8	0.6	0.5
State Pool	28,466,026	9.9		0.2	1.0	1.9	2.0	1.6	1.3	0.9	0.7	0.6
BOA General Fund	297,107	0.1		0.2	0.5	1.1	1.1	0.6	0.4	0.3	0.2	--
Federated Gov't Obligations	18,249,453	6.4		0.2	0.9	1.9	2.1	1.6	--	--	--	--
JP Morgan US Gov't Money Market Fund	14,971,421	5.2		0.2	0.9	2.0	2.1	1.6	--	--	--	--
<i>FTSE T-Bill 3 Months TR</i>				0.2	1.0	2.1	2.2	1.7	1.3	0.8	0.6	0.4
Income Pool Composite	154,261,216	53.8	47.5	0.7	3.2	3.8	3.9	2.3	2.4	1.9	2.4	3.7
Income Research + Management	85,254,288	29.8	26.0	0.7	2.2	3.7	3.7	1.9	1.6	1.4	--	--
<i>BBgBarc US Govt/Credit 1-3 Yr. TR</i>				0.7	2.1	3.7	3.7	1.9	1.6	1.3	1.2	1.6
BlackRock Strategic Income Opportunities	21,918,476	7.6	7.0	0.2	3.5	3.4	3.2	2.8	3.7	--	--	--
<i>3-Month Libor Total Return USD</i>				0.2	1.1	2.4	2.6	2.2	1.8	1.2	0.9	0.8
Loomis Sayles Bank Loans	22,298,271	7.8	7.0	-0.3	5.1	3.3	3.2	3.3	3.8	3.2	3.7	5.1
<i>Loomis Bank Loans Custom Index</i>				-0.2	5.8	3.6	3.7	3.7	4.1	3.7	4.5	6.6
Vanguard Total Bond Market Instl' Fund	24,790,181	8.7	7.5	1.8	4.9	6.6	6.7	3.0	2.5	2.7	2.4	--
<i>BBgBarc US Aggregate TR</i>				1.8	4.8	6.5	6.4	3.0	2.5	2.7	2.4	3.8
Total Return Pool Composite	70,300,300	24.5	22.5	-2.7	5.9	0.7	-0.1	3.5	6.1	3.1	4.9	5.8
Lighthouse	14,429,681	5.0	5.0	-0.6	6.2	-2.6	-4.2	3.6	4.4	--	--	--
<i>Credit Suisse Long Shrt Eqt USD</i>				-2.4	4.8	-0.7	-1.7	3.0	4.2	3.2	5.9	5.5
Newton Global Real Return	13,820,232	4.8	4.0	1.3	6.4	7.1	7.4	3.2	--	--	--	--
<i>60% MSCI ACWI (Net)/ 40% BBgBarc Global Agg</i>				-3.0	6.9	1.3	0.8	4.2	6.3	3.6	6.4	6.9
PIMCO All Asset	12,959,611	4.5	4.0	-1.0	4.9	1.8	0.6	3.1	6.7	2.4	4.3	6.2
<i>Blended Index</i>				0.4	5.7	5.4	5.5	3.3	3.9	3.3	3.7	5.4
Vanguard Total World Stock Index	29,090,776	10.2	9.5	-6.0	9.2	-1.2	-1.9	5.1	9.2	5.5	--	--
<i>FTSE Global All Cap Index</i>				-5.9	9.4	-1.1	-1.7	5.3	8.7	4.3	8.4	8.0

Notes:

Returns are net of manager fees.

The inception date for the allocation index is 07/01/2009

Fiscal YTD begins 7/1

Blended Index: 40% BC Aggregate / 30% BC U.S. TIPS 1-10YR / 10% S&P 500 / 10% BC High Yield / 10% JPM EMBI+

Loomis Bank Loans Custom Index blends performance of "S&P/LSTA Leveraged Loan Index" before 9/1/2014 and "S&P/LSTA Leveraged BB Loan Index" after 9/1/2014.

Composite excludes external loans.

Blackrock SIO changed its share class in May 2018 to BSIKX.

University of Maine System Operating Fund

CASH FLOW SUMMARY

	Month Ending May 31, 2019						
	Beginning Market Value	Contributions	Withdrawals	Net Cash Flow	Fees	Net Investment Change	Ending Market Value
BlackRock Strategic Income Opportunities	\$21,870,547	\$0	\$0	\$0	-\$10,959	\$47,929	\$21,918,476
BOA General Fund	\$2,208,937	\$0	-\$1,914,000	-\$1,914,000	\$0	\$2,170	\$297,107
Federated Gov't Obligations	\$5,643,112	\$20,200,000	-\$7,600,000	\$12,600,000	\$0	\$6,341	\$18,249,453
Income Research + Management	\$76,658,739	\$8,000,000	\$0	\$8,000,000	-\$16,506	\$595,549	\$85,254,288
JP Morgan US Gov't Money Market Fund	\$10,939,498	\$40,000,000	-\$36,000,000	\$4,000,000	\$0	\$31,923	\$14,971,421
Lighthouse	\$14,523,382	\$0	\$0	\$0	\$0	-\$93,702	\$14,429,681
Loomis Sayles Bank Loans	\$19,349,930	\$3,000,000	\$0	\$3,000,000	-\$8,733	-\$51,659	\$22,298,271
Newton Global Real Return	\$13,644,623	\$0	\$0	\$0	-\$9,213	\$175,609	\$13,820,232
PIMCO All Asset	\$13,095,670	\$0	\$0	\$0	-\$10,908	-\$136,059	\$12,959,611
State Pool	\$68,369,801	-\$15,000,000	-\$25,000,000	-\$40,000,000	\$0	\$96,225	\$28,466,026
Vanguard Total Bond Market Instl' Fund	\$24,342,378	\$0	\$0	\$0	-\$1,446	\$447,803	\$24,790,181
Vanguard Total World Stock Index	\$29,857,241	\$1,100,000	\$0	\$1,100,000	-\$4,121	-\$1,866,465	\$29,090,776
Total	\$300,503,858	\$57,300,000	-\$70,514,000	-\$13,214,000	-\$61,887	-\$744,335	\$286,545,523



University of Maine System Operating Fund

FEE SCHEDULE

Account	Fee Schedule	Market Value As of 5/31/2019	% of Portfolio	Est. Minimum Annual Fee (\$)	Estimated Annual Fee (\$)	Estimated Annual Fee (%)
Liquidity Pool Composite	No Fee	\$61,984,007	21.6%		--	--
State Pool	No Fee	\$28,466,026	9.9%		--	--
BOA General Fund	No Fee	\$297,107	0.1%		--	--
Federated Gov't Obligations	No Fee	\$18,249,453	6.4%		--	--
JP Morgan US Gov't Money Market Fund	No Fee	\$14,971,421	5.2%		--	--
Income Pool Composite	No Fee	\$154,261,216	53.8%		--	--
Income Research + Management	0.25% of First 25.0 Mil, 0.23% Thereafter	\$85,254,288	29.8%		\$198,072	0.23%
BlackRock Strategic Income Opportunities	0.60% of Assets	\$21,918,476	7.6%		\$131,511	0.60%
Loomis Sayles Bank Loans	0.47% of First 100.0 Mil, 0.40% Thereafter	\$22,298,271	7.8%		\$104,802	0.47%
Vanguard Total Bond Market Instl' Fund	0.07% of Assets	\$24,790,181	8.7%		\$17,353	0.07%
Total Return Pool Composite	No Fee	\$70,300,300	24.5%		--	--
Lighthouse	1.15% of Assets	\$14,429,681	5.0%		\$165,941	1.15%
Newton Global Real Return	0.80% of Assets	\$13,820,232	4.8%		\$110,562	0.80%
PIMCO All Asset	1.01% of Assets	\$12,959,611	4.5%		\$130,892	1.01%
Vanguard Total World Stock Index	0.17% of Assets	\$29,090,776	10.2%		\$49,454	0.17%
Investment Management Fee		\$286,545,523	100.0%		\$908,588	0.32%



BOARD OF TRUSTEES POLICY MANUAL

ACADEMIC AFFAIRS

Section 305.1 Program Inventory, Review and Elimination

Effective: 1/29/87

Last Revised: 7/12/93; 9/17/2019

Responsible Office: Academic Affairs

Policy Statement:

In order to provide for the orderly development of new academic programs, review of existing programs, and the elimination of programs no longer fulfilling a priority need consistent with the University of Maine System and the individual university missions, the Board of Trustees requires the institutions to follow established procedures. These procedures apply to the development of a new ~~degree~~ program of study (major) and the significant curricular modification of an existing ~~degree~~ program of study. ~~Development of new minors and concentrations shall be sent to the Vice Chancellor for Academic Affairs for review and information.~~

Related Documents:

Administrative Procedures for Program Approval, Review & Elimination

<p>Section 305 Program Inventory Effective: 3/28/79 Last Revised:</p> <p>Procedures for Submission of Program Inventory Board of Trustees policy states that the Academic Program Inventory is the definitive list of all academic degree programs offered by the institutions or units of the University of Maine System. An academic program is defined as a course of study identified by a specific degree title and a specific subject matter area with a prescribed set of requirements which a student must complete.</p> <p>The Academic Program Inventory is maintained by the Office of the Vice Chancellor for Academic Affairs. Each summer the institutions are requested to update their portions of the Inventory. The completed document is submitted to the Board of Trustees for the Board's information each September.</p> <p>See: Policy Manual Section 305: Program Inventory</p> <p>Section 305.1 Academic Program Approval Effective: 1/29/87 Last Revised: 2/25/2010</p> <p>Academic Program Approval The approval process requires the following steps, some of which can occur in parallel:</p> <p>Part A: Intent to Plan</p> <ol style="list-style-type: none"> 1. The initiating university will follow all appropriate university processes in preparing the Intent to Plan. 2. When approved by the university President, the Intent to Plan will be submitted to the Vice Chancellor for Academic Affairs who will acknowledge receipt of the document. 3. The Vice Chancellor will distribute via email the Intent to Plan, along with the names and contact information of four potential reviewers, to the President and the Chief Academic Officer of each university for their information. 4. The Intent to Plan will be discussed by the Chief Academic Officers first via email. If a consensus to accept the Intent to Plan can be reached via email, then the Plan is moved to step 5. If no consensus can be reached via email, the proposing CAO will be notified and the Plan may be considered at the next regular CAO business meeting. To provide adequate time for individuals to prepare and distribute written 	<p>Section 305 Program Inventory Effective: 3/28/79 Last Revised:</p> <p>Procedures for Submission of Program Inventory Board of Trustees policy states that the Academic Program Inventory is the definitive list of all academic programs of study academic degree programs offered by the institutions or units of the University of Maine System. An academic program of study is defined as a prescribed course of study (i.e., course or other academic requirements) that a student must complete within a specific subject matter area. This definition includes academic programs of study identified by a specific degree title, documented on a transcript, diploma, and/or described in an undergraduate or graduate catalog. Thus, all undergraduate majors, graduate degree programs, post-master's advanced certificates of study, concentrations, minors, associate degrees, and credit-bearing certificates meeting one of these criteria are considered programs of study. Concentrations, minors, associate degrees and credit-bearing certificates, however, are subject to abbreviated review leading to approval and inclusion in the Program Inventory (see Roman numeral II below).</p> <p>The Academic Program Inventory is maintained by the Office of the Vice Chancellor for Academic Affairs. Each summer the institutions are requested to update their portions of the Inventory. The completed document is submitted to the Board of Trustees for the Board's information each September.</p> <p>See: Policy Manual Section 305: Program Inventory</p> <p>Section 305.1 Academic Program Approval Effective: 1/29/87 Last Revised: 2/25/2010</p> <p>Academic Program Development – Regardless of the level of a program (e.g., undergraduate majors, graduate degree program, advanced certificate of study, concentrations, minors, associate degrees, or credit-bearing certificates), academic units are encouraged to continuously explore innovative programming that can serve the needs of the discipline, students and State of Maine. To that end, programs should align to:</p> <ol style="list-style-type: none"> a. the mission and goals of the submitting university(ies); b. need for the program; c. availability of resources for program support;
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statements in support of or in opposition to the Plan, only Plans submitted 7 days prior will be considered at the next scheduled meeting of the Chief Academic Officers. Items not submitted within the time frame established will not receive consideration until the next CAO meeting.

In review of the Intent to Plan, the CAOs will take into consideration the following:

- a. Appropriateness of the program to the mission and goals of the submitting university;
- b. Need for the program and rationale for any duplication;
- c. Availability of adequate resources to support the program; and
- d. Statewide need and corresponding interest, mode of delivery, and the potential catchment areas from which students would be drawn.

After review of the Intent to Plan, the University of Maine System Chief Academic Officers will decide upon one of four actions:

- a. Acceptance;
- b. Acceptance with qualifications;
- c. Returned with suggestions for revision; or
- d. Rejection with rationale to substantiate decision.

5. The recommendation of the CAOs will be conveyed to the Vice Chancellor who in turn will make his/her recommendation concerning an Intent to Plan to the Chancellor. The minutes of the Chief Academic Officers will be the record of action on an Intent to Plan. If the Intent to Plan is approved by the Chancellor, the Vice Chancellor will notify the Chief Academic Officer of the originating university in writing that the development of a full proposal may proceed, with copies of the action to all other universities. The Board of Trustees will be informed when Intent to Plan Statements have been approved by the Chancellor.

6. Once an Intent to Plan has been approved, a status report must be filed in the Vice Chancellor's Office at the end of a six-month period in order to keep the plan active if a program proposal has not yet been submitted. An approved Intent to Plan which is not followed by the submission of a program proposal within one year from the time of initial acceptance will be automatically voided unless a specific request for an extension of time has been received and approved by the Vice Chancellor for Academic Affairs.

Part B: Program Proposal

7. Approval of an Intent to Plan is to be followed by the submission of a [Program Proposal](#) by the originating university through the appropriate university process. The development of the Program

d. appropriate delivery modalities to best provide educational access and service to students.

I. Approval of Undergraduate Majors, graduate degree programs, and advanced certificates of study

Step 1: Program Request

- a. Request submitted to Provost(s) with a written description and rationale for a new program in 250 words or less. Such requests must briefly mention the findings of a market analysis consultation with campus or UMS institutional researchers.
- b. If recommended by the appropriate Provost(s) to whom the request was submitted, the request is provided electronically to the VCAA and CAOC.
- c. Except under extenuating circumstances, formal response from a Provost Office and the VCAA office regarding the CAOC recommendation should occur within two weeks.

Step 2: Submission of Program Proposal.

Upon approval of a program request from the Provost and the VCAA office, a [Program Proposal](#) must be prepared and evaluated through the originating university's normal curricular process(es). Program proposals must be submitted within six months, after which time the request must be renewed. The Program Proposal must address the following areas:

- a. Program objectives and content
- b. Evidence of program need (to include the detailed findings of the market analysis conducted in consultation with campus or UMS institutional researchers, or other relevant programmatic information)
- c. Program resources and total financial considerations
- d. Program evaluation

Step 3: University of Maine System (UMS) Evaluation.

After completion of the campus program evaluation process, University of Maine System evaluation is initiated by submission of the proposal by the university President to the Vice Chancellor for Academic Affairs who will acknowledge receipt of the document and

<p>Proposal in most instances will be developed in parallel with the Intent to Plan in order to speed the approval process, and it is urged that the university administration share an early draft of the program proposal with other Chief Academic Officers and the Vice Chancellor for Academic Affairs. The Program Proposal must address the following areas:</p> <ul style="list-style-type: none"> a. Program objectives and content b. Evidence of program need c. Program resources and total financial considerations d. Program evaluation <p>When approved by the university President, the program proposal will be submitted electronically to the Vice Chancellor for Academic Affairs who will acknowledge receipt of the document and distribute via e-mail copies to the Chief Academic Officers.</p> <p>8. The Vice Chancellor will select, contact, and compensate two external reviewers from those suggested to provide an independent assessment of the proposal. The external reviewers will report in writing their findings and recommendations to the Vice Chancellor for Academic Affairs, who in turn will share these with the originating university for proposal revision, as deemed necessary.</p> <p>Following revisions, the completed proposal, with the approval of the university President, will be submitted to the Vice Chancellor for Academic Affairs 30 days before the Board meeting at which the proposal is to be considered. The Vice Chancellor for Academic Affairs will distribute it to the Chief Academic Officers for information only.</p> <p>The Vice Chancellor has three action options:</p> <ul style="list-style-type: none"> a. forward the proposal with a recommendation for approval to the Chancellor; b. return the proposal to the originating university with specific critiques and suggestions for revision; or c. return the proposal to the initiating university with specific written rationale for its rejection. <p>9. The Chancellor will recommend program proposals to the Board of Trustees for its review and approval. Notice of final approval of program proposals will be transmitted to all universities.</p> <p>Temporary Programs</p> <p>To meet urgently needed workforce development demand in a university's immediate catchment area, the Vice Chancellor of</p>	<p>distribute the proposal electronically to members of the Chief Academic Officers Council (CAOC).</p> <p>The CAOC will collectively evaluate and discuss the proposed program at the first available CAOC meeting. In some instances, and on the basis of CAOC input, the VCAA may seek external reviews of a program proposal (e.g., instances in which major questions of program relevance, content, or demand have been raised in the CAOC). After CAOC review, the VCAA has five action options:</p> <ul style="list-style-type: none"> a. forward the proposal with a recommendation for approval to the Chancellor; b. refer the discussion of the program proposal to the President's Council; c. seek external review from disciplinary experts; d. return the proposal to the originating university with specific critiques and suggestions for revision; or e. return the proposal to the initiating university with specific written rationale for its rejection. <p>Should revisions be required by the CAOC or VCAA, the originating university must submit a revised proposal to the Vice Chancellor for Academic Affairs at least 30 days before the UMS Board of Trustees meeting at which the proposal is to be considered. Revisions will be distributed by the VCAA to the CAOC for information only.</p> <p>Step 4: Chancellor and BOT Action, Notification, and Program Inventory</p> <p>The Chancellor will recommend program proposals to the Board of Trustees for its review and approval. Notice of final approval of program proposals will be transmitted to all universities. The originating university is notified of Board of Trustees approval, and has 12 months to implement the program, i.e., admit students. After formal notice of implementation from the originating university's provost, the new program is added to the UMS Program Inventory through the VCAA's office.</p> <p>II. Approval of Concentrations, Minors, associate Degrees and Credit-bearing Certificates,</p>
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<p>Academic Affairs may make exceptions to the above policy. Universities may seek permission from the VCAA to offer credit bearing certificates and associate degrees for a specified and limited time period.</p> <ol style="list-style-type: none"> 1. Proposal is sent to VCAA electronically 2. VCAA shares proposal electronically with all CAOs 3. Consultation between the CAOs and VCAA is held to: <ol style="list-style-type: none"> a. Review soundness of the proposal b. Determine if collaboration is needed, desired, and/or valuable to the success of the plan c. Facilitate any such collaboration(s) as deemed needed 4. Chancellor signs-off on the proposal on behalf of the BOT 	<p><i>Step 1: Program development.</i></p> <p>A program concentration, minor, associate degree, or credit-bearing certificate is developed in accordance with the originating university processes and procedures for evaluation.</p> <p><i>Step 2: CAOC Consideration</i></p> <p>An approved program concentration, minor, associate degree, or credit-bearing certificates is submitted by the originating university(ies) Provost(s) to the VCAA office for CAOC consideration at the next regularly scheduled CAOC meeting (typically within two weeks).</p> <p><i>Step 3: Final notification, approval and Program Inventory</i></p> <p>On the basis of input from the CAOC, the VCAA notifies the originating university of the CAOC's recommendation and the VCAA office's decision. In the event of disagreement among CAOC members, the VCAA shall refer the program request to the President's Council. When approved, a new program concentration, minor, associate degree, or credit-bearing certificate is added to the UMS Program Inventory through the VCAA's office.</p> <p>III. Temporary Program Approval</p> <p>To meet urgently needed workforce development demand in a university's immediate catchment area, the VCAA may make exceptions to the above policy, with notification to the Chancellor and the Board of Trustees. Universities may seek permission from the VCAA to offer credit bearing certificates and associate degrees for a specified and limited time period.</p> <ol style="list-style-type: none"> 1. Proposal is sent to VCAA electronically 2. VCAA shares proposal electronically with all CAOs 3. Consultation between the CAOs and VCAA is held to: <ol style="list-style-type: none"> a. Review soundness of the proposal b. Determine if collaboration is needed, desired, and/or valuable to the success of the plan c. Facilitate any such collaboration(s) as deemed needed 4. Chancellor signs-off on the proposal on behalf of the BOT
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AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Short-Term Housing, UMA
2. **INITIATED BY:** James H. Page, Chancellor
3. **BOARD INFORMATION:** **BOARD ACTION:** X
4. **OUTCOME:** **BOARD POLICY:**
 Increase enrollment 801 - Acquisition of Real Property
 Improve student success and completion
5. **BACKGROUND:**

The University of Maine System acting through the University of Maine at Augusta (UMA) requests approval to enter a lease for a 38-bed student housing facility located at 2 Coos Lane, Hallowell, Maine. The lease costs are to be paid by the University from student housing fees from residents of the facility and from tuition revenue associated with increases in credit hours resulting from the availability of the facility.

This request is pursuant to Board of Trustee Policy 801, which requires Trustee approval for any real property lease of more than five years' duration and \$100,000 in value. The proposed lease would have a cost of approximately \$1.5 million over the first five years. With optional renewals, the total cost and term could reach \$5.3 million and 15 years.

This effort is consistent with the priority outcomes set forth by the Board of Trustees to increase enrollment and improve student success and completion. In particular, the lease provides student residential housing for UMA's Augusta campus and is intended to support enrollment growth in key academic programs including Aviation, Architecture, Music and Nursing. For example, assuming a 92 percent occupancy rate with 20 percent out of state students, this initiative is projected to yield an incremental 918 credit hours and approximately \$300,000 in tuition and revenue annually.

This request is also before Trustees in connection with the increase in space at UMA, albeit privately-owned leased space with termination options for the University and not an increase in permanent University-owned space. The proposed lease would involve a three-story, brick masonry, 18,000 square-foot building in a historic district.

This initiative and request to enter this lease is also further consistent with the update provided to the FFT Committee in July 2018 and the guidance provided by the FFT Committee regarding housing at UMA in April of 2017.

The lease would make available 20 furnished student residential units containing a total of 38 beds within the Stevens Building at the Stevens Commons, which is the former Stevens School Campus just off Winthrop Street in Hallowell. Thirty-two beds will be available on August 1, 2019 and the remaining beds will be move-in ready by January 1, 2020.

9/6/2018

This student housing proposal is the result of a public, competitive solicitation (RFP2018-81) which was advertised by the University on May 24, 2018, and to which multiple responses were received. An award to Mastway Development, LLC, contingent on Trustee approval and other considerations, was issued on August 10, 2018.

This particular proposal emerged as the top-scoring proposal in that public, competitive process. The facility is in close proximity to Augusta's I-95 interchanges and only 5 miles to the University of Maine at Augusta, with an average drive time of 10-12 minutes. The Kennebec Explorer also regularly stops within walking distance of Stevens Commons and also stops at the UMA Augusta campus.

The proposed lease would have an initial lease term of 5 years and would have a maximum estimated cost of approximately of \$1.5 million over that period. Two optional renewals of 5-years each are contemplated, and the maximum cost could reach \$5.3 million if both are exercised. The cost includes an \$84,132 cap in annual operating costs.

The initial term of the lease before Trustees today would commence on August 1, 2019. A security deposit of \$25,650 is also due upon execution of the lease. In addition to the lease commitment, the University will also invest approximately \$25,000 to furnish two common rooms and a small fitness area.

If the University chooses to terminate the lease before 5 years, it would be responsible to pay a termination fee as follows: after year 1, \$220,000; after year 2, \$165,000; after year 3, \$110,000; and, after year 4, \$55,000.

A protest was received in this matter from a non-selected bidder and the University's determination has been upheld. That determination can yet be appealed under university policy. Barring any such further appeal being received by the University within the period allotted by policy, the text of the proposed resolution is below.

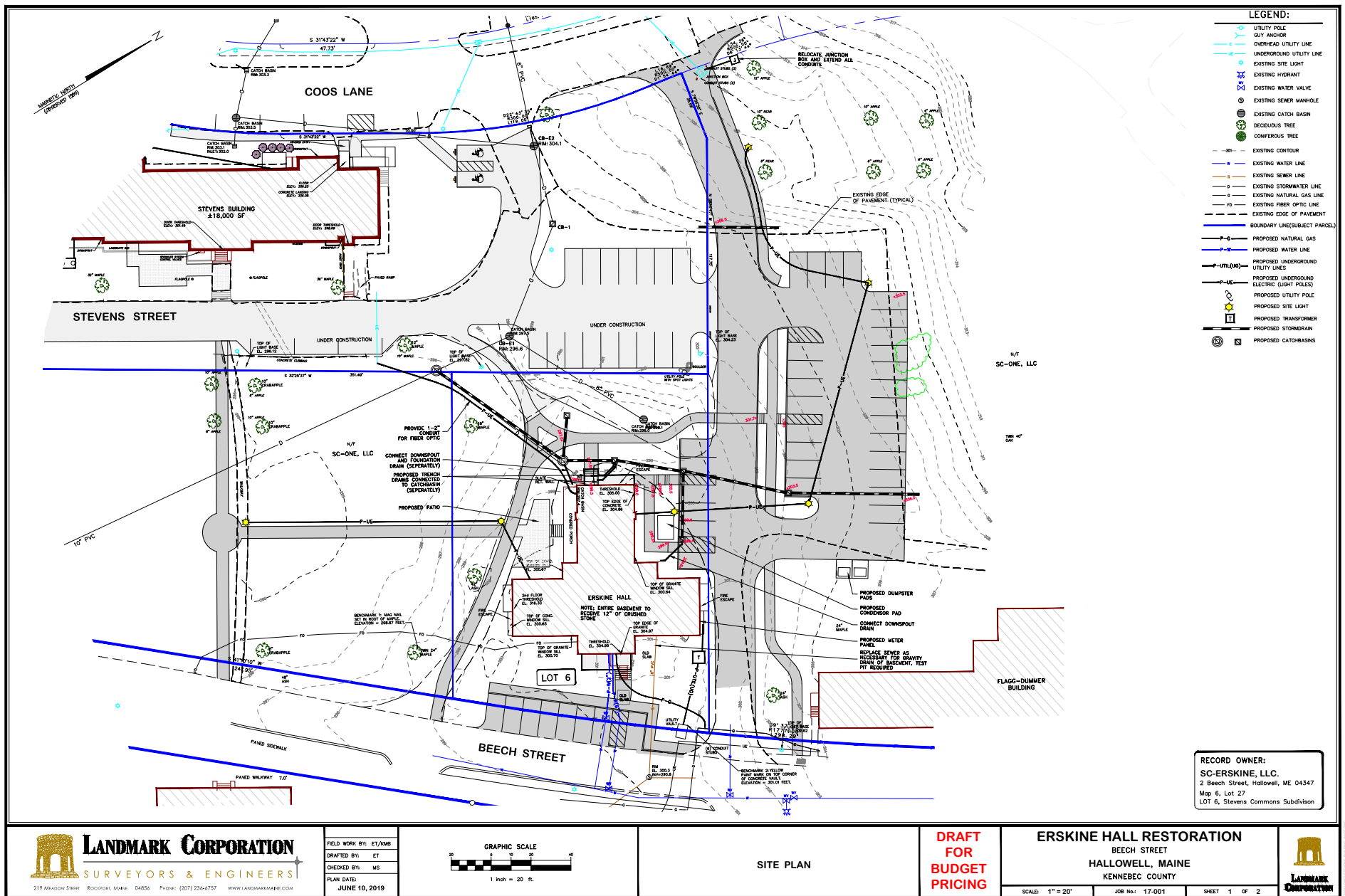
While the University at this time has not executed an agreement, pending Trustee approval, the private developer of the winning proposal may submit materials to the municipal planning board as soon as September 5 or shortly thereafter in order to present the project to that board at its meeting September 19, 2018. Those steps are intended to help achieve the timeline for UMA occupancy outlined in this document.

The Finance, Facilities and Technology Committee approved this recommendation to be forwarded to the Consent Agenda for Board of Trustee approval at the September 16-17, 2018 Board meeting.

6. TEXT OF PROPOSED RESOLUTION:

That the Board of Trustees approves the recommendation of the Finance, Facilities and Technology Committee to authorize the University of Maine System acting through the University of Maine at Augusta to enter a lease for student residential space with Mastway Development, LLC or its successor organization for an initial 5-year period an initial cost of approximately \$1.5 million and with optional renewals for a maximum term of 15 years and cost of up to \$5.3 million, subject to review and approval of the final terms and conditions by the University's General Counsel and Treasurer.

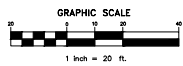
9/6/2018



LANDMARK CORPORATION
 SURVEYORS & ENGINEERS

219 MEADOW STREET ROCHESTER, MAINE 04856 PHONE: (207) 236-6757 WWW.LANDMARKMAINE.COM

FIELD WORK BY: ET/MB
 DRAFTED BY: ET
 CHECKED BY: MS
 PLAN DATE: JUNE 10, 2019



SITE PLAN

**DRAFT
 FOR
 BUDGET
 PRICING**

ERSKINE HALL RESTORATION
 BEECH STREET
 HALLOWELL, MAINE
 KENNEBEC COUNTY

SCALE: 1" = 20'

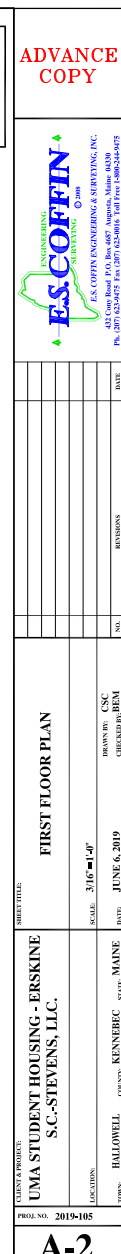
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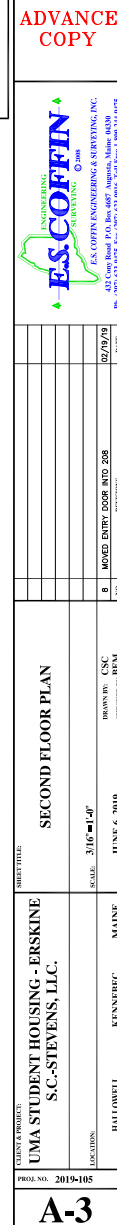
SHEET 1 OF 2



LANDMARK CORPORATION

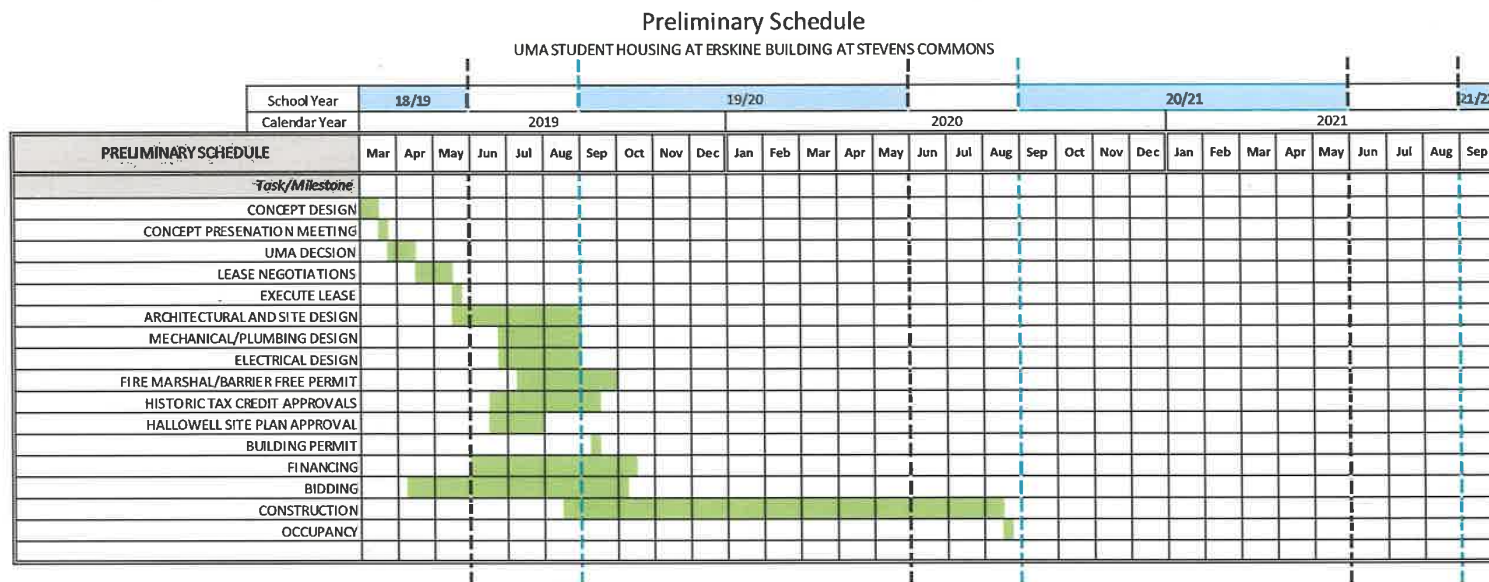








2/28/2019





AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Machine Tool Lab Building Replacement, UM
2. **INITIATED BY:** James H. Page, Chancellor
3. **BOARD INFORMATION:** **BOARD ACTION:** X
4. **OUTCOME:** **BOARD POLICY:**
 Increase Enrollment GSF Increase
 Improve Student Success and Completion
 Enhance Fiscal Positioning
 Support Maine Through Research and Economic Development
 Relevant Academic Programming
 University Workforce Engagement
5. **BACKGROUND:**

The University of Maine System acting through the University of Maine (UM) requests authorization to build an approximately 5,900 square foot building to house a portion of the functions of the existing Machine Tool Laboratory during the construction of the new Engineering Education and Design Center (EEDC). The request is pursuant to Trustee Policy prohibiting net increases in space without Trustee authorization.

This request then is part of a ballet of three different facilities: 1. the existing tool lab, which is to be demolished to make way for the new EEDC; 2. a new building to house, temporarily, the tool lab and, 3. the new EEDC facility which ultimately will be the new, permanent home of the existing tool lab functions.

The proposed temporary tool lab would include a teaching lab to house machine tools, two offices for faculty who directly support this lab, and a classroom tied to the lab, plus support spaces. This would be the key learning space for the approximately 170 students in UMaine's Mechanical Engineering Technology program. Discussions of how to accommodate the functions that cannot be supported in the temporary space are ongoing. Further temporary capital construction is not expected to be required to support those functions.

The final location for the new EEDC building was determined in April of 2018 to be at the site of the existing Machine Tool Laboratory building. This existing tool lab is approximately 12,800 sf and was built in 1935. The current Net Asset Value (NAV) of the lab is reported by Sightlines at 2 percent.

The existing tool lab is expected to be removed in the winter of 2019-2020 to make way for the EEDC. At that point, the demolition would at least temporarily offset the increase

01/17/2019

in square footage associated with the new facility, but that decline in space is expected to be overwhelmed ultimately by the construction and increase in space associated with the new EEDC.

While the new EEDC is being constructed, the temporary space is needed. Once the new EEDC is complete and the tool lab relocated there, the current plan is for the temporary tool lab building to be re-used as swing space during future renovations of three existing engineering teaching buildings (Boardman, Barrows, and Jenness Halls).

Design for this building to house the temporary tool lab is underway. The intention is to bid for construction in the spring of 2019 and to occupy the space before January 2020 when the existing MTL is slated for removal.

The cost of the new building is estimated to be approximately \$1.5 million and will be funded through the EEDC project and the budget approved by the Board in May, 2018. This project and the full design work for the EEDC can be completed within the \$9 million approved by Trustees in May 2018. The operating costs of the new structure are not expected to increase beyond those of the existing MTL. The net change in square footage will be tracked in the campus' list of assets.

The Finance, Facilities and Technology Committee approved this recommendation to be forwarded to the Consent Agenda for Board of Trustee approval at the January 27-28, 2019 Board meeting.

6. TEXT OF PROPOSED RESOLUTION:

That the Board of Trustees approves the recommendation of the Finance, Facilities and Technology Committee for the University of Maine System acting through the University of Maine to expend up to \$1.5 million from funds to be identified by the University of Maine Chief Business Officer and the University of Maine System Treasurer to construct a new facility of up to 5,900 square feet.



AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** PPP Dining Hall Investment, USM
2. **INITIATED BY:** James H. Page, Chancellor
3. **BOARD INFORMATION:** **BOARD ACTION:** X
4. **OUTCOME:** **BOARD POLICY:**
 - Increase enrollment 701 – Operating and Capital Budgets
 - Enhance fiscal positioning 712 – Debt Policy
5. **BACKGROUND:**

The University of Maine System acting through the University of Southern Maine (USM) requests authorization to pursue a public private partnership with Sodexo for a renovation of up to \$2 million in the dining hall in Brooks Student Center in Gorham.

The investment would be made by Sodexo and recovered through an increase in meals served and an increase in the daily rate spread across a seven-year period. USM would be responsible for the cost over that same period of time up to a maximum total of \$2 million and up to a maximum of \$286,000 in any single given year should the increases in meals served or the increase in the daily rate charged to students prove insufficient to cover the cost recovery.

From an action item perspective, this request is pursuant to Board policy 701 which requires Board approval for capital projects with a value of \$500,000 or greater. From an information item perspective, this request also is pursuant to Board Policy 712 which states that UMS “will consider off-balance sheet financing (e.g., public/private partnerships) when it is desirable to work with a third party...”

After a competitive procurement process in 2016 the University contracted with Sodexo, America LLC to provide dining services on six of the seven System campuses. The initial contract included facility enhancement investments totaling \$4,000,000 across the system over the first two years of operation. USM facilities received \$1,000,000 of those initial investments. The work performed with that investment included improvements in Bailey Hall, Luther Bonney Hall, Glickman Library, Woodbury campus center and replacement of the Brooks dish machine.

The current project request would provide for further investments at Brooks, likely including renovations to the dining area and replacement of the furniture and server equipment. The final scope, cost and delivery of these renovations will be determined through collaboration between Sodexo, USM’s administration and Student Affairs and Facilities Management teams and Capital Planning and Project Management.

11/08/2018

The last major renovation to Brooks took place in 2001. The use of the facility has changed since then. Specifically, the types of food offerings being requested by the students using the facility have changed dramatically including ethnic, dietary, and preferential restrictions.

The Brooks Student Center is the home of the only dining hall on the Gorham campus and currently serves approximately 1,400 meals per day during the academic year. USM currently is serving 20.5 percent local food as of the most recent reports, pursuant to the directive and challenge of the Board of Trustees.

Additionally, the current equipment is designed to be portable to allow for events to take place in the space and takes away from much of the functionality of it. Some of the equipment is also old and failing. Given the heavy use over the years there are food code compliance issues as well.

The space is rarely used for those events now, so the layout will be changed to be more fixed and functional and the code issues will be addressed. The proposed renovations would also allow dining services to provide the additional meal preparation options and improve conditions of the existing servery layout and functionality.

The current estimated cost of the renovations is \$2,000,000 and is proposed to be completed through Sodexo's Design Build Construction group. The desired timeline for the project is for completion by late August, 2019.

Brooks Student Center is tracked in the Sightlines data as having a renovation age of 48 years with a Net Asset Value of 44 percent, which are data points indicative of an existing facility that warrants substantial renovation.

The project is not expected to impact operating costs beyond the changes in rates intended to recover the investment cost. This initiative also is being discussed and will be done in collaboration with the system-wide food service governance team of campuses which participate in the Sodexo contract.

The Finance, Facilities and Technology Committee approved this recommendation to be forwarded to the Consent Agenda for Board of Trustee approval at the November 18-19, 2018 Board meeting.

6. TEXT OF PROPOSED RESOLUTION:

That the Board of Trustees approves the recommendation of the Finance, Facilities and Technology Committee for the University of Maine System acting through the University of Southern Maine to pursue a public private partnership with Sodexo, America LLC for the renovation of Brooks Student Center dining hall for the amount of up to \$2,000,000, subject to review and approval of all final terms and conditions by General Counsel and the University Treasurer.

**COMMITTEE TO ADVISE ON THE FUTURE DIRECTION OF THE LAW SCHOOL
CHARTER
15 February 2019**

BACKGROUND

The University of Maine School of Law (Maine Law) is Maine's only law school, preparing those going into legal practice as well as those entering professions and occupations that benefit from elements of legal training. As the legal profession has an essential economic and societal role, it is critical that Maine Law is well positioned to serve its students, the profession, and the State.

Maine Law has a long and distinguished history of preparing lawyers for Maine and beyond, of providing the value of a quality legal education to those engaging in other pursuits, and of serving as a vital repository of the exceptional culture of high quality, ethical and civil practice embodied by the Maine bench and bar.

Like similarly situated law schools across the country, a confluence of factors is significantly impacting the school and presenting serious challenges that must be addressed. These factors include a changing market for legal services that requires new and innovative approaches to legal education, a decline in law school applicants creating a highly competitive market for qualified students, and a state experiencing a severe demographic challenge and growing skills gap. Furthermore, as a small school, Maine Law is challenged with respect to having a stable and predictable funding stream sufficient to achieve its fundamental mission of providing a high-quality legal education.

This is also a time of opportunity. A small, nimble and innovative school, properly resourced, can re-envision and reposition itself to play a lead role in how legal education can better serve its students and, indeed, Maine as a whole. The timing is fortuitous: the University System's One University initiative encourages and supports new collaborations and innovations, the Maine Center for Graduate and Professional Studies project brings new resources and partnerships to the table, and greater Portland and the University of Southern Maine is becoming an attractor of talent and capital.

Given these challenges and opportunities, the University of Maine System Board of Trustees acting through the Office of the Chancellor is assembling a small group of internal and external stakeholders to act as an *ad hoc* Committee to Advise on the Future Direction of the Law School (the Committee) to advise it on these key issues. This advice will take the form of a report to be delivered to the Chancellor's office for consideration at the July 2019 BOT meeting. Interim or additional briefings may be requested by the Chancellor or Board Chair.

CHARTER PURPOSE

The purpose of this Charter is to set the tasks, roles and responsibilities for the Committee.

CHARTER SPONSOR

The UMS Chancellor acting on behalf of the System Board of Trustees is the Charter Sponsor.

COMMITTEE COMPOSITION

The Committee is co-Chaired by Kurt Adams and Deirdre Smith. Additional Committee members are Martha Casey, Ben Devine, Ben Gideon, Gregory Johnson, Peter Mills, Heather Sanborn, Chief Justice Leigh Saufley, Terry Sutton, Adam Tuchinsky, and Vendean Vafiades. The Committee will be staffed by the UMS General Counsel and Chancellor's Chief of Staff Jim Thelen who will be able to call upon additional UMS and campus personnel as needed.

COMMITTEE CHARGE

The Committee will deliver a report that includes:

1. an analysis and opinion as to the direction of 21st century legal education, with topics to include: how legal education can best serve Maine's legal profession and the emerging legal services industry, how best to develop options for new or expanded student markets (e.g., non-traditional and international students as well as students pursuing legal training for other professional and career reasons), and how to improve access to legal services in rural parts of the state;

2. a summary and assessment of how Maine Law is currently addressing the topics discussed in response to Charge #1, including its program of legal education and other programs and initiatives;
3. an analysis of opportunities for Maine Law as a member of the Maine Center consortium and in partnership with Maine Center Ventures, with recommendations including, but not limited to: expanded programming and (micro-) credentialing, multi-modal course and program deliveries, and greater academic alignment with UMS campuses including pathways for students to post-graduate attainment;
4. a review with recommendations of Maine Law operations, including, programs, finances, organizational issues including back-end services with UMS and USM, advancement, enrollment strategies, and statewide public engagement;
5. a recommended profile for the new Dean of the Law School informed by the Committee's findings;
6. other matters that may advance the Law School, its students, and its impact on Maine statewide.

The use of an outside professional consultant who is expert on national trends and developments in legal education is strongly recommended. The Co-Chairs will collaborate with the Board Chair and Chancellor to identify and engage this individual, with the final decision resting with the Board Chair.

RESOURCES

There will be an initial allocation of \$2500 from the Chancellor's office for the Committee's incidental expenses. The Co-Chairs may request additional resources from the UMS Chancellor to complete its work including the cost of external consultants.

CALENDAR

The Committee's report will be delivered to the Chancellor's office in time for review and subsequent consideration at the July BOT meeting. A specific date will be determined later. Interim or additional briefings may be requested by the Chancellor or Board Chair.

CHARTER EXPIRATION AND MODIFICATION

This Charter and the Committee's work will expire with the chairs report delivery in July 2019. It may be extended or modified with written approval by the Chancellor or the Board Chair.



J. Page
Chancellor

UNIVERSITY OF MAINE SYSTEM
Board of Trustees
AGENDA CALENDAR

A working calendar for developing agendas and submitting various reports to the Board has been designed in order to allow maximum planning in organizing presentations and reference materials. The calendar identifies the timetable for submission of items and reports which recur every six to 24 months as well as special reports with specific time lines. It does not include general items which are ordinarily on each Board meeting agenda; e.g., reports and consent agenda. The following agenda is subject to change consistent with scheduling, reporting, and other factors that the Chancellor deems necessary to consider such matters.

The Calendar will be updated and included in the Board Meeting materials on a regular basis.

- JANUARY:** Academic Affairs
 Academic Year Calendar
 Honorary Degree Nominations
 Fiscal Matters
 State Research Report
- MARCH:** Academic Affairs
 Tenure Nominations
 Tenure Report
 Governance/Administration
 Board Calendar
 Establishment of Nominating Committee
 Student Affairs
 Spring Enrollment Update
 Fiscal Matters
 Multi-Year Financial Analysis
- MAY:** Fiscal Matters
 Budgets and Student Charges
 Governance/Administration
 Election of Board Officers
 Confirmation of Board of Visitors
- JULY:** Governance/Administration
 Appointment of Standing Committees
 Human Resources
 Annual Report on Named Chairs and Professorships
- SEPTEMBER:** Fiscal Matters
 Appropriation Request
 Multi-Year Financial Analysis
- NOVEMBER:** Academic Affairs
 Awarding of Academic Degrees
 Fiscal Matters
 Review of Annual Financial Report
 Student Affairs
 Official Fall Enrollment Update



**University of Maine System
Management Group Appointments/Changes
Board of Trustees Meeting July 2019**

Campus	Name	Position Title	Effective Date	Prior Salary	New Salary	Previous Position Title	Notes
USM	Jared Cash	VP of Enrollment Management and Marketing	7/1/2019	\$ 125,000	\$ 153,000	UMF VP of Enrollment and External Affairs	

UMS Named Chairs Professorships FY2019

Campus	Chair/Professorship/Libra	Name	Position Title	Annual Compensation	Start Date	End Date	Expires (FY)
UM	Adelaide C. Bird and Alan L. Bird Professorship in History	Elizabeth McKillen	Professor of History	\$4,000.00	9/1/2015	8/31/2020	2021
UM	Adelaide C. Bird and Alan L. Bird Professorship in History	Stephen Miller	Professor of History	\$4,000.00	9/1/2015	8/31/2020	2021
UM	Bath Iron Works Professorship in Structural Engineering	Habib Dagher	Director of the Advanced Structures and Composites Center & Professor of Civil Engineering	\$12,000.00	12/1/1998	6/30/2018	2018
UM	C. Ann Merrifield Professorship in Science Education	Michelle Smith	Assistant Professor of Biological Sciences	\$5,000.00	9/1/2015	8/31/2020	2021
UM	Dr. Waldo "Mac" Libbey '44 Professor	Yifeng Zhu	Associate Professor of Electrical & Computer Engineering	\$2,400.00	1/1/2015	12/31/2019	2020
UM	George H. Denton Librarian Professor of Earth Sciences	Aaron Putnam	George H. Denton Assistant Professor of Earth Sciences	\$43,000.00	9/1/2015	8/31/2019	2020
UM	Henry W. Saunders Distinguished Professor of Hardwood Silviculture	Robert Wagner	Director of the Cooperative Forestry Research Unit and Professor of Forest	\$7,000.00	7/1/2004	3/31/2021	2021
UM	Irving Chair for Forest Ecosystem Management	Aaron Weiskittel	Associate Professor of Forest Biometrics	\$15,000.00	9/1/2015	8/31/2018	2019
UM	Libra Professor	Heather Leslie	Director of the Darling Marine Center	\$15,000.00	9/1/2015	8/31/2019	2020
UM	Louis C. Calder Professorship in Pulp and Paper Technology	Douglas Bousfield	Professor of Chemical Engineering	\$10,000.00	1/1/2016	12/31/2020	2021

UMS Named Chairs Professorships FY2019

UM	Malcolm G. Long Professorship in Civil Engineering	Roberto Lopez-Anido	Professor of Civil Engineering	\$12,000.00	9/1/2008	8/31/2018	2019
UM	Mark and Marcia Bailey Professorship of Speech and Theatre	Nathan Stormer	Associate Professor of Communication & Journalism	\$1,000.00	9/1/2008	8/31/2018	2019
UM	Roger Clapp Castle and Virginia Averill Castle Distinguished Professor of Electrical Engineering	Mauricio Pereira da Cunha	Professor of Electrical & Computer Engineering	\$9,600.00	1/1/2015	12/31/2019	2020
USM	Edward S. Godfrey Professor	Peter Pitegoff	Professor of Law	\$10,000.00	6/27/1905	-	ongoing
USM	USM Distinguished Professor	Burt Loudon	Professor of Philosophy	\$2,500.00	7/4/1905	-	ongoing
UM	Edwin L. Giddings Professor of Forest Policy	Adam Daigneault	Associate Professor of Forest Resources	\$5,000.00	10/1/2016	9/30/2021	2021
UMFK	Libra Professor	Debby Irving	Racial Justice educator	\$9,500.00	1/0/1900	1/0/1900	0
UM	Bailey Professorship	Dr. Daniel Bilodeau	Associate Professor of Theatre	\$2,000.00	spring 19	1/0/1900	2023
UM	Trustee Professorship	Dr. Ramesh Gupta	Professor of Mathematics and Statistics	\$12,500.00	9/1/2018	8/31/2023	2019
UM	Libra Professor	Daniel Tillapaugh		\$10,876.00	9/1/2018	5/31/2019	0
UMA	Trustee Professorship	Dr. Elizabeth Powers	Assistant Professor of English	\$14,935.00	Spring 18	1/0/1900	2019
UM	McConnell Professorship	Dr. Richard Borgman	Professor of Finance	\$7,000.00	9/1/2018	6/1/2019	2023
UMF	Trustee Professorship	Dr. Michael Johnson	Professor of English	\$5,000.00	1/1/2018	8/31/2023	2019
USM	Trustee Professorship	Dr. Kim Grant	Associate Professor of Art History	\$12,500.00	9/1/2018	6/1/2019	2019
UMFK	Trustee Professorship	Dr. Scott Brickman	professor of Music and Education	\$12,500.00	9/1/2018	5/31/2019	2019
UM	Libra Professor	Dr. Damon Williams		\$15,000.00	9/1/2018	5/31/2019	2019

UMS Named Chairs Professorships FY2019

UMFK	Trustee Professorship	Dr. Stephen Hassen	Associate professor of Biology & Environmental Studies	\$12,500.00	9/1/2018	5/31/2019	2020
UM	Trustee Professorship	Dr. Michael Kinnison	Professor of Evolutionary Applications	\$12,500.00	1/0/1900	1/0/1900	2020
UMFK	Trustee Professorship	Dr. Steven Pane	Professor of Music	\$12,500.00	1/0/1900	1/0/1900	2020
UMA	Trustee Professorship	Dr. Laura Corlew	Assistant Professor of Psychology	\$15,028.00	9/1/2019	6/1/2020	2020
USM	Libra Professorship	Dr. Ervin staub	Professor Emeritus from U Mass Amherst	\$14,500.00	9/1/2019	8/31/2020	2020
UM	Libra Professorship	Dr. Mark Richard	Professor of History and Canadian Studies at	\$15,000.00	9/1/2019	6/1/2020	2019
UMF	Libra Professorship	Dr. Dan Beach-Quick	Associate Professor of English & Creative	\$2,450.00	9/1/2019	6/1/2020	2019
UMF	Libra Professorship	Dr. Dephine Letort	Professor of Angolophone Studies	\$3,820.00	9/1/2019	6/1/2020	2019
UMFK	Libra Professorship	Dr. John Mack Faragher	Professor og History and American Studies	\$3,950.00	1/1/2019	6/1/2019	2019
UM	Libra Professorship	Dr. Rebecca Sockbeson	Associate Professor of Education	\$32,947.00	1/1/2019	6/1/2019	2019
UMFK	Libra Professorship	Ladosha Wright		\$2,367.00	1/1/2019	6/1/2019	2019
UM	Libra Professorship	Madeline Sayet		\$14,805.00	9/1/2018	6/1/2019	2019

Capital Project Status Report

Executive Summary

Overview:

Attached is the Capital Project Status Report for the July 15, 2019 meeting of the Board of Trustees. The report reflects a total of 21 projects, with one project having been removed since the previous report, and one new project having been added.

The project that was removed from this report is USM's Athletic Field Lighting Project (6100289, 6100305, and 6100306). UMF's Dearborn Gym Heating and Domestic Hot Water Updates project (2100087) was added.

One project remains on the report with a completion date of 2018. This project is in fact substantially complete but will remain on the list until final invoices have been processed and paperwork completed.

Additional summary information is provided in the graphs at the end of this report.

Bond Project Status Report:

The special portion of this report calling out only bond projects now reflects a total of twenty (20) projects. These projects are currently estimated to account for slightly more than \$29 million of the \$49 million in voter approved general obligation bond funding and approximately \$1 million of that has been expended. Supplemental funding is being leveraged for some of these projects and the total estimated project value across all funds currently stands at more than \$33 million, including the bond funding.

Twelve (12) of these bond projects do not have budgets that meet the threshold for Board of Trustees consideration, and are therefore not present on the Capital Projects Status Report. Two of the projects, UMA's Augusta Welcome Center (1100077) and USM's Nursing Simulation Lab (6100327) currently have approved budgets below the Board of Trustees threshold, as noted, but have expected full project budgets exceeding the board threshold. These projects are not currently on the Capital Projects Status Report as both projects are currently in Design and Pre-Design phases and are set up with limited budgets to cover this phase of the work. Budget increases will be brought to the Board of Trustees for authorization as needed.

The format of the report dedicated to bond projects remains a work in progress. Future reports will be updated to reflect additional active Bond projects as the information becomes available.

UM Darling Marine Center Infrastructure Improvement Project update:

In July of 2017, the Board approved a \$3 million project for infrastructure improvements at the Darling Marine Center in Walpole. The project mainly consisted of two distinct scopes: 1. Replacement of the Pier (now closed to most uses due to deficiencies) and the replacement and relocation of the seawater pump house located on the current pier, and 2. Renovations to the Flowing Seawater Laboratory.

The projects were issued for bids this spring with bid opening taking place in April 2019.

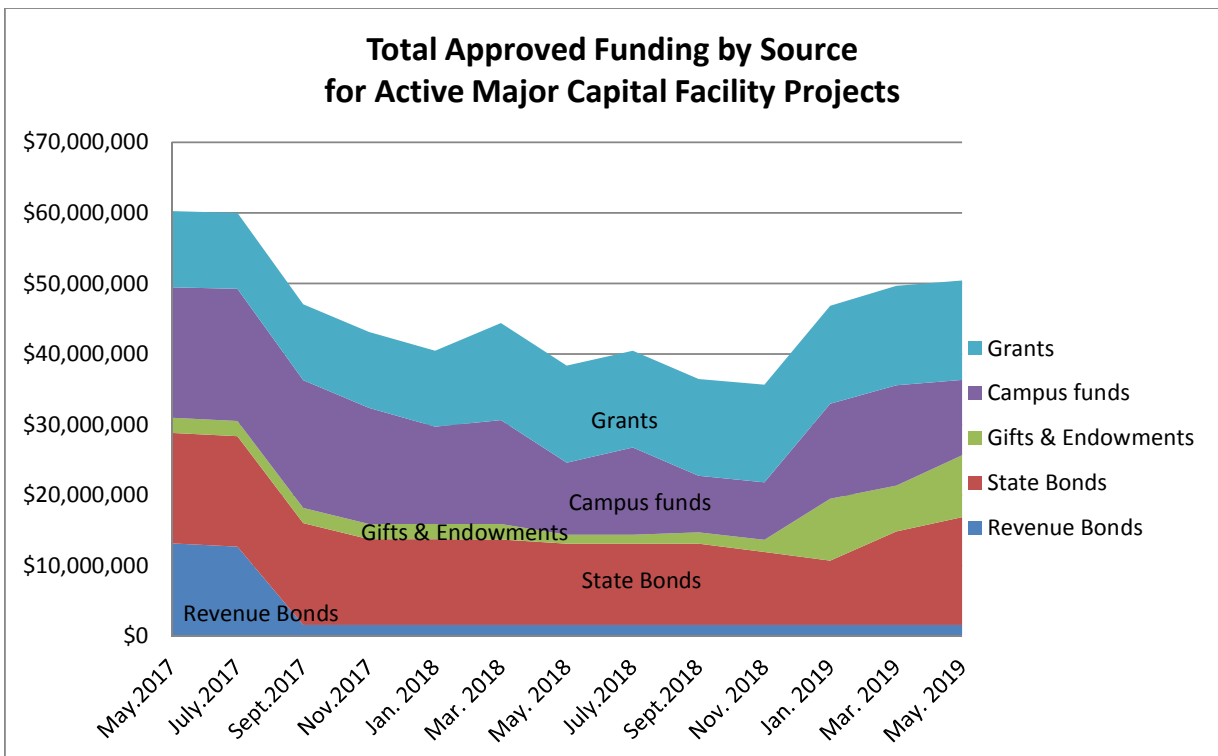
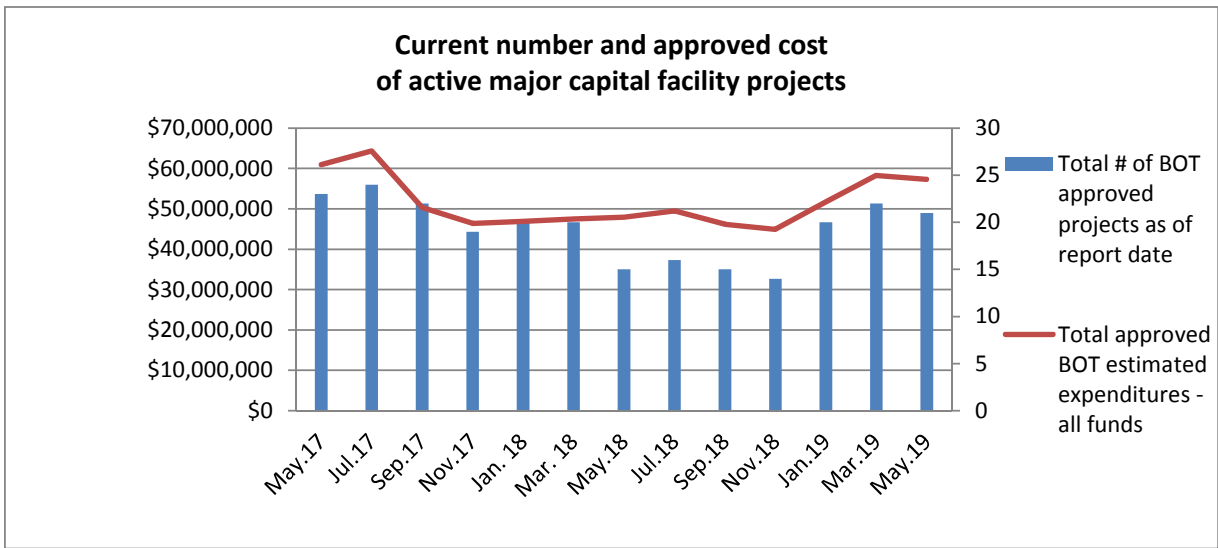
07/03/2019

At the time of bid, only three total contractors responded (one for the Pier project and two for the lab project) and the bids received were easily exceeded the pre-bid estimates and the available budget.

While many factors contributed to the high bid values, it was evident after conversations with the bidders and designers that the complex and unique nature of these projects together with the timing of the bids played a role. As previously reported, the bidding climate this spring has proven to be very difficult, with a shortage of available labor forces and an abundance of work, prices have escalated significantly.

The university is currently reviewing options for continuing these projects and potentially re-bidding with a new schedule. A budget adjustment may also be needed and when that is determined, an agenda item will be brought to the board for authorization as may be needed.

07/03/2019



07/03/2019

Capital Project Status Report
Board Approved Projects
July 2019 - Board of Trustees
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/ASCC Equip W2 Tow Carriage (5100316, 5100414, 5100432)	Grants (84%), 2010 State Energy Bond (12%), Gifts (4%), Campus E&G Funds (0%)	Project 5100316 is Complete, Project 5100414 Design in Progress, Project 5100432 is Construction in Progress	2014	2019	\$6,400,000	\$10,400,000	91%	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 (85%), Campus E&G Funds (10%), Grants (5%)	Substantially Complete	2016	2019	\$9,000,000	\$9,600,000	99%	BOT approved \$9M in July, 2015. Board approved increase of \$400,000 in July 2017. Chancellor approved additional increase of \$200,000 in February, 2019.
Aquatic Animal Health Facility (5100440)	Grants (81%), Campus E&G Funds (19%)	Substantially Complete	2017	2019	\$2,300,000	\$2,870,000	99%	Board approved \$2.3M in January, 2017. Board approved increase of \$500,000 in November, 2017. Chancellor approved additional increase of \$70,000 in February 2019.
Barrows Hall ESRB Lab Renovations (5100424)	Campus E&G Funds (100%)	Complete	2017	2018	\$1,900,000	\$1,900,000	86%	Board approved \$1.9M in March, 2017
Darling Marine Center Waterfront Infrastructure (5100459, 5100460, 5100461)	Grants (100%), Campus E&G Funds (0%)	Design in Progress	2017	2021	\$3,000,000	\$3,000,000	12%	Board approved \$3M in July, 2017.
Engineering Education and Design Center (5100458, 5100493)	Bond Proceeds (42%), Campus E&G Funds (53%), Gifts (5%)	Design in Progress	2024	2024	\$1,000,000	\$9,000,000	25%	Board approved \$1M in September, 2017. Board approved additional \$8M in May, 2018. Initial occupancy of this facility is expected in 2022; final completion in 2024.
Wells Commons Generator (5100433)	Campus Auxiliary Reserves (100%)	Substantially Complete	2019	2019	\$525,000	\$525,000	61%	Board approved \$525,000 January, 2018.
CCAR EDA Hatchery Building Roof Replacement (5100456)	Campus E&G Reserves (100%)	Bidding	2019	2019	\$562,000	\$562,000	4%	Board approved \$562,000 in June, 2018.
Hilltop Commons Servery Updates (5100489)	Campus Auxiliary Reserves (100%)	Construction in Progress	2019	2019	\$925,000	\$925,000	4%	Board approved \$925,000 January, 2019.
** York Hall Kitchen Hood Replacement (5100490)	Campus Auxiliary Reserves (100%)	Construction in Progress	2019	2019	\$550,000	\$950,000	3%	Board approved \$550,000 January, 2019. Board approved additional \$400K in May, 2019.
UM Energy Solutions (5200466)	Campus E&G Funds (100%)	Pre-Design in Progress	2023	2023	\$5,700,000	\$5,700,000	9%	Board approved \$5.7M March, 2019.
UMF								
* Dearborn Gym HW Upgrades (2100087)	Bond (100%), Campus E&G Funds (0%)	Construction in Progress	2019	2019	\$600,000	\$850,000	7%	Board approved \$600K in March, 2019. Board approved additional \$250K in May, 2019.
UMM								
Compressed Natural Gas Heating Conversion (4100028)	Revenue Bonds (100%)	Substantially Complete	2014	2019	\$1,800,000	\$1,800,000	84%	Board approved \$1.8M in July 2014.

Board of Trustees Meeting - Reports

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								
USM Center for the Arts (6100300)	Gifts (100%)	Pre-Design in Progress	2022	2022	\$1,000,000	\$1,000,000	0%	Board approved \$1M in January, 2018.
Corthell Hall HVAC Upgrades (6100295)	Campus E&G Funds (100%)	Substantially Complete	2018	2019	\$550,000	\$550,000	94%	Board approved \$550,000 in May, 2018.
Woodward Hall Renovation (6100301)	Bond (50%), Campus E&G Funds (50%)	Construction in Progress	2019	2019	\$1,800,000	\$1,800,000	17%	Board approved \$1.8M in January, 2019.
** Ricci Lecture Hall Renovation (6100308)	Bond (0%), Gifts (2%), Campus E&G Funds (98%)	Construction in Progress	2019	2019	\$500,000	\$680,000	6%	Board approved \$500,000 in January, 2019. Board approved additional \$180K in May, 2019.
Brooks Student Center Generator & Switchgear Installation (6100315)	Campus E&G Funds (100%)	Construction in Progress	2019	2019	\$675,000	\$675,000	8%	Board approved \$675,000 in January, 2019.
Schematic Design of the Career and Student Success Center (6100325)	Bond (0%)	Pre-Design in Progress	2020	2020	\$1,000,000	\$1,000,000	0%	Board approved \$1M in January, 2019.
Bailey Hall Fire Protection and Electrical Upgrades (6100316, 6100323)	Bond (0%), Campus E&G Funds (100%)	Project 6100316 is Design in Progress, Project 6100323 is Construction in Progress	2019	2020	\$2,580,000	\$2,580,000	4%	Board approved \$2.58M in January, 2019.
UMPI								
UMPI Greenhouse (7100010)	MEIF (96%), Gifts (4%)	Construction in Progress	2018	2019	\$850,000	\$935,000	12%	Board approved \$850K in September, 2018. Board approved additional \$85,000 in January, 2019.
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 May 31, 2019 as a percentage of the current approved project estimate.	

Bond Project Status Report
Active Bond Projects
July 2019 - Board of Trustees
With Grand Totals and % of Current Approved Estimates

Campus, Project Name (Project ID), Project Manager	Status	Original Estimated Completion	Current Est. Completion	Funding Source(s) & each source's share of expenditures to date	Estimated Bond Funding for Project	Bond Funding Expended	Total Estimated Project Cost	Prior Actions, Information & Notes
UMA								
Augusta Campus Welcome Center (1100077) Project Manager: Sheri Stevens/Walter Shannon	Design in Progress	2021	2021	Bond (0%), Campus E&G Funds (0%)	\$1,155,000	\$0	\$3,000,000	Approved budget of \$400,000 as it remains in study/design phase.
Augusta Campus Fire Alarms (1100078) Project Manager: Sheri Stevens/Walter Shannon	Design in Progress	2020	2020	Bond (0%)	\$400,000	\$0	\$400,000	
Bangor Campus Fire Alarms (1100540) Project Manager: Sheri Stevens/Walter Shannon	Design in Progress	2020	2020	Bond (0%)	\$330,000	\$0	\$330,000	
* Handley Hall A/C Replacement (1200029) Project Manager: Sheri Stevens/Keenan Farwell	Design in Progress	2020	2020	Bond (0%), Campus E&G Funds (100%)	\$450,000	\$0	\$450,000	
Total Bond for Campus					\$2,335,000	\$0	\$4,180,000	
UMF								
* Dearborn Gym Hot Water Upgrades (2100087) Project Manager: Keenan Farwell	Construction in Progress	2019	2019	Bond (100%)	\$850,000	\$57,086	\$850,000	Board approved \$600K in March, 2019. Board approved additional \$250K in May, 2019.
* 274 Front St Acquisition (2100089) Project Manager: Keenan Farwell	Complete	2019	2019	Bond (100%)	\$855,000	\$850,820	\$855,000	Board approved \$855K in January, 2019.
* Scott Hall Renovations (2100092) Project Manager: Keenan Farwell	Construction in Progress	2019	2019	Bond (100%)	\$200,000	\$873	\$200,000	
* Dakin Hall Shower Renovations (2100093) Project Manager: Keenan Farwell	Construction in Progress	2019	2019	Bond (0%)	\$200,000	\$0	\$200,000	
* Lockwood Hall Shower Renovations (2100094) Project Manager: Keenan Farwell	Construction in Progress	2019	2019	Bond (0%)	\$200,000	\$0	\$200,000	
* Stone Hall Shower Renovations (2100095) Project Manager: Keenan Farwell	Construction in Progress	2019	2019	Bond (0%)	\$200,000	\$0	\$200,000	
* UMF Campus Paving (2100097) Project Manager: Keenan Farwell	Construction in Progress	2019	2019	Bond (100%)	\$200,000	\$1,266	\$200,000	
Total Bond for Campus					\$2,705,000	\$910,045	\$2,705,000	
UMM								
* UMM Science Building Roof Replacement (4100042) Project Manager: Art Bottie	Design in Progress	2020	2020	Bond (0%)	\$375,000	\$0	\$375,000	
* UMM Dorward Hall Roof Replacement (4100043) Project Manager: Art Bottie	Design in Progress	2020	2020	Bond (0%)	\$250,000	\$0	\$250,000	
* UMM Sennett Roof Replacement (4100044) Project Manager: Art Bottie	Design in Progress	2020	2020	Bond (0%)	\$150,000	\$0	\$150,000	
* UMM Reynolds Center Roof Repair (4200044) Project Manager: Art Bottie	Design in Progress	2020	2020	Bond (0%)	\$65,000	\$0	\$65,000	
Total Bond for Campus					\$840,000	\$0	\$840,000	

Board of Trustees Meeting - Reports

Campus, Project Name (Project ID), Project Manager	Status	Original Estimated Completion	Current Est. Completion	Funding Source(s) & each source's share of expenditures to date	Estimated Bond Funding for Project	Bond Funding Expended	Total Estimated Project Cost	Prior Actions, Information & Notes
USM								
Woodward Hall Renovations (6100301) Project Manager: Dave Carney	Construction in Progress	2019	2019	Bond (50%), Campus E&G Funds (50%)	\$1,500,000	\$154,962	\$1,800,000	Board approved \$1.8M in January, 2019.
** Ricci Lecture Hall Renovations (6100308) Project Manager: Carol Potter	Construction in Progress	2019	2019	Bond (0%), Gifts (2%), Campus E&G Funds (98%)	\$150,000	\$0	\$680,000	Board approved \$500,000 in January, 2019. Board approved additional \$180K in May, 2019.
Schematic Design of the Career and Student Success Center (6100325) Project Manager: Dave Carney	Pre-Design in Progress	2020	2020	Bond (0%)	\$19,000,000	\$0	\$19,000,000	Board approved \$1M in January, 2019. The total project cost remains under development and subject to change.
Bailey Hall Fire Protection and Electrical Upgrades (6100316, 6100323) Project Manager: Carol Potter	Design in Progress	2019	2020	Bond (0.35%), Campus E&G Funds (99.65%)	\$1,460,000	\$370	\$2,580,000	Board approved \$2.58M in January, 2019.
USM Nursing Simulation Lab Science (6100327) Project Manager: Joe Gallant	Pre-Design in Progress	2021	2021	Bond (0%)	\$1,500,000	\$0	\$1,500,000	Approved budget of \$450,000 as it remains in study/design phase.
Total Bond for Campus					\$23,610,000	\$155,332	\$25,560,000	
Totals:					\$29,490,000	\$1,065,377	\$33,285,000	
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 May 31, 2019 as a percentage of the current approved project estimate.

UMS Five Year Capital Plan Executive Summary

Pursuant to prior adopted directives of Trustees, a three-tiered planning process for capital projects is in place. The three tiers include the one year capital plan as presented at the previous Board meeting, the campus Master Plans as have been presented by many of the campuses in the past year, and the five year capital plan. This briefing document elaborates on the latter, mid-level element of planning.

Each year the campuses are asked to provide an update to their capital plan. The process allows for planning of a period of up to ten years. While there is a strong focus on the one-year capital plan and ensuring its alignment with available funding, many projects and initiatives will take place over a longer period of time and many more projects are needed than there is funding available.

The total identified five year project plan across all funding sources is approximately \$617,000,000. While the one-year plan is highly pragmatic and reflects only the work a campus actually expects to achieve and has funds to accomplish, the five-year plan is permitted to be more aspirational. As a result of this and the long-term nature of the plan, many of the funds needed to implement it are not yet identified.

The funding breakdown of the plan includes approximately \$50 million in general obligation bonds; \$31 million in proposed revenue bonds; \$68 million from gifts; \$50 million from campus AUX and E&G funds; and more than \$412 million from sources yet to be determined.

Looking across all funding sources for the five-year period from FY2020 through FY2024, the broad categories of anticipated investment include:

- Approximately \$153,000,000 in Space renewal and renovations
- Approximately \$ 32,000,000 in Building Envelope projects (roof and façade)
- Approximately \$ 58,000,000 in Building Systems (IT systems/cabling and MEP)
- Approximately \$ 33,000,000 in Grounds infrastructure improvements
- Approximately \$ 32,000,000 in Utility infrastructure improvements
- Approximately \$ 4,000,000 for Safety/Code improvements
- Approximately \$ 10,000,000 for building demolition/removal projects
- Approximately \$ 20,000,000 set aside as reactive projects
- Approximately \$273,000,000 in New Space

As presented previously, the Sightlines investment target in order only to “keep up” in FY2020 is projected to be in the \$40-\$60 million range. This translates to \$200-\$300 million over five years assuming no change in the annual target. This amount is based on existing building needs and not on new construction or infrastructure. With that, the amount projected in the five-year capital plan by the University, which would be applicable to the Sightlines target, is approximately \$277,000,000.

While the comparison of these two amounts reflects an adequate amount of planning, of this \$277 million value approximately \$182,000,000 is from funding sources to be determined or otherwise undefined; another \$23,000,000 is from revenue bonds yet to be issued/approved and of the targeted gift funds at least \$45,000,000 is still in development.

So, of the total identified capital projects, only approximately \$70,000,000 or approximately a third of the necessary funding to keep up with the current building needs has been identified.

Also, of the \$66,000,000 in utility and grounds infrastructure improvement plans, approximately \$9,000,000 (less than 14%) is identified.

Board of Trustees Meeting - Reports

Excerpt from plan to demonstrate its detail and particulars. The full current plan is nearly 21,000 data fields. The illustrative excerpt below is approximately 800 data fields. Sample is arranged in descending order of estimated project cost.

Campus	Facility Name	Project Name	Project Type	Total Estimated Pri	Funding Source	FY20 Budget	FY 21 Budget	FY22 Budget	FY23 Budget	FY24 Budget	Total Project Cost (m)	5-Year Capital Plan	10 Year Capital Plan
USM	PROFESSIONAL GRADUATE CENTER	Construction of Professional Graduate Center	New Space	\$80,000,000	Other			5,000,000	20,000,000	20,000,000	80,000,000	45,000,000	79,970,000
USM	CENTER FOR THE ARTS	Center for Arts Construction	New Space	\$65,000,000	Fundraising		5,100,000	10,000,000	15,000,000	15,000,000	65,000,000	45,100,000	64,100,000
USM	NEW STUDENT DORM-PORTLAND	New Student Dorm (Portland)	New Space	\$60,000,000	Other				20,000,000	20,000,000	60,000,000	60,000,000	60,000,000
UM		New Life Science Building	New Space	\$55,000,000	TBD				10,000,000	17,000,000	55,000,000	27,000,000	55,000,000
UM		Engineering Education & Design Ctr.	New Space	\$43,000,000	Other	12,341,738	14,329,131	14,329,131			43,000,000	41,000,000	41,000,000
UM		Roads/Landscape/Sidewalks/Lighting	Grounds Infrast	\$41,520,000	TBD			5,190,000	5,190,000		41,520,000	20,760,000	41,520,000
UM		Underground utility Improvements	Utility Infrastruc	\$34,000,000	TBD		4,000,000	4,000,000	4,000,000	4,000,000	34,000,000	16,000,000	34,000,000
UM	VARIOUS PROJECTS	Annual Funded Depreciation	Other	\$26,872,877	Xfer from E&G	1,529,972	2,884,071	3,048,195	3,237,087	3,453,998	26,872,877	14,153,323	22,403,323
UM		Engineering Education & Design Ctr.	New Space	\$22,300,000	Fundraising	208,262	13,974,364	7,067,784			22,300,000	21,250,410	21,250,410
USM	STUDENT SUCCESS AND CAREER DEVELOPMENT	New Student Success and Career Services Center	New Space	\$19,000,000	GO Bond	1,900,000	7,500,000	8,500,000	1,000,000		19,000,000	18,900,000	18,900,000
UM	BOARDMAN HALL	Boardman Hall Renovation	Renovation	\$14,000,000	TBD				2,000,000	6,000,000	14,000,000	8,000,000	14,000,000
UMS		Classrooms For The Future Phase II	IT	\$12,419,500	Revenue Bond		5,625,000	6,794,500			12,419,500	12,419,500	12,419,500
UM	YORK HALL	York Hall Renovations	Renovation	\$12,075,763	TBD					5,466,000	12,075,763	5,466,000	12,075,763
UMS		Wireless Upgrade Phase II	IT	\$11,793,945	Revenue Bond		10,793,945				11,793,945	10,793,945	11,793,945
UM	LITTLE HALL	Little Hall Renovation/Demo	Renovation	\$11,000,000	TBD				1,000,000	10,000,000	11,000,000	11,000,000	11,000,000
USM	ROBIE-ANDREWS HALL	Robie Andrews Space Renewal	Space Renewal	\$10,000,000	TBD					5,000,000	10,000,000	5,000,000	10,000,000
UM		Engineering Education & Design Ctr.	New Space	\$8,700,000	Revenue Bond	8,450,000					8,700,000	8,450,000	8,450,000
UMPI	EMERSON HALL	Emerson Hall Renovation	Renovation	\$8,686,995	TBD			2,895,665	2,895,665	2,895,665	8,686,995	8,686,995	8,686,995
UM	CARNEGIE HALL	Carnegie Hall Renovation	Renovation	\$8,000,000	TBD				8,000,000		8,000,000	8,000,000	8,000,000
UM	COBURN HALL	Coburn Hall Renovation	Renovation	\$8,000,000	TBD				8,000,000		8,000,000	8,000,000	8,000,000
UM	HOLMES HALL	Holmes Hall Renovation	Renovation	\$8,000,000	TBD				8,000,000		8,000,000	8,000,000	8,000,000
UM	WINSLOW HALL	Winslow Hall Renovation	Renovation	\$8,000,000	TBD				8,000,000		8,000,000	8,000,000	8,000,000
UM	CUMBERLAND HALL	Cumberland Hall Renovation	Renovation	\$7,887,029	TBD				3,943,514	3,943,515	7,887,029	7,887,029	7,887,029
UM		Electrical SubStation replacement	Utility Infrastruc	\$6,500,000	TBD			1,000,000	3,000,000	2,500,000	6,500,000	6,500,000	6,500,000
UM	HANCOCK HALL	Hancock Hall Renovation	Renovation	\$6,000,000	TBD					3,000,000	6,000,000	3,000,000	6,000,000
UM	CROSBY LAB	Crosby Lab Renovation	Renovation	\$5,715,000	TBD				3,300,000	2,415,000	5,715,000	5,715,000	5,715,000
UMS		Inside/Outside Communications Plant	IT	\$5,250,000	TBD	1,750,000	1,750,000	1,750,000			5,250,000	5,250,000	5,250,000
UMPI	PARK HALL	Park Hall Renovation	Renovation	\$5,228,799	TBD					1,742,933	5,228,799	1,742,933	5,228,799
UM	JENNESS HALL	Jenness Hall Renovation	Renovation	\$5,000,000	TBD					1,850,000	5,000,000	1,850,000	5,000,000
UMF	OLSEN STUDENT CENTER	Olsen Student Center Renovation	Renovation	\$4,924,591	GO Bond	1,000,000	3,924,591				4,924,591	4,924,591	4,924,591
UMPI	WIEN HALL	Wieden Hall Renovation	Renovation	\$4,038,500	GO Bond	1,000,000	3,038,500				4,038,500	4,038,500	4,038,500
UM	BENNETT HALL	Bennett Hall Lecture wing Renovation	Renovation	\$4,000,000	TBD				500,000	1,500,000	2,000,000	4,000,000	4,000,000
UM		DMC campus renovations	Renovation	\$4,000,000	TBD				4,000,000		4,000,000	4,000,000	4,000,000
UM	HEATING PLANT	Steam plant demolition	Demolition	\$4,000,000	TBD				4,000,000		4,000,000	4,000,000	4,000,000
USM	ANDERSON HALL	Anderson Interior Space Renewal	Space Renewal	\$4,000,000	TBD				2,000,000	2,000,000	4,000,000	4,000,000	4,000,000
USM	UPTON-HASTINGS HALL	Upton Hasting Envelope Rep	Building Envelop	\$4,000,000	TBD				2,000,000	2,000,000	4,000,000	4,000,000	4,000,000
USM	WOODWARD HALL	Woodward Hall Space Renewal	Space Renewal	\$4,000,000	TBD				2,000,000	2,000,000	4,000,000	4,000,000	4,000,000
UM	Residence Halls	Residence Hall WIFI projects	Utility Infrastruc	\$3,701,951	Xfer from AUX	691,051	717,656	745,286	773,979	773,979	3,701,951	3,701,951	3,701,951
USM	DICKEY-WOOD DORMITORY	Dickey-Wood Demolition	Demolition	\$3,250,000	TBD		3,250,000				3,250,000	3,250,000	3,250,000
UM		Lengyel Field Improvement	Grounds Infrast	\$3,000,000	TBD				3,000,000		3,000,000	3,000,000	3,000,000
UM	MEMORIAL UNION	Memorial Union Patio Rebuild	Grounds Infrast	\$3,000,000	TBD		2,000,000		1,000,000		3,000,000	3,000,000	3,000,000
UMA		Augusta Campus Welcome Center	New Space	\$3,000,000	GO Bond	1,105,000	1,845,000				3,000,000	2,950,000	2,950,000
USM	BAILEY HALL	Bailey Hall Curtainwall Repl	Building Envelop	\$3,000,000	TBD				1,500,000		3,000,000	3,000,000	3,000,000
USM	CORTHELL HALL	Corthell Envelope Rep/Upgr	Building Envelop	\$3,000,000	TBD					1,500,000	3,000,000	1,500,000	3,000,000
UMFK		Enrollment & Advancement Center	Space Renewal	\$2,990,000	GO Bond		2,990,000				\$2,990,000	2,990,000	2,990,000
UM		S.Campus Steam Replacement	Utility Infrastruc	\$2,750,000	TBD				1,250,000	1,500,000	2,750,000	2,750,000	2,750,000
UMM		Existing facility renovation and other year 6-	Renovation	\$2,746,780	TBD					24,999	2,746,780	24,999	2,746,780
USM	BAILEY HALL	Bailey Hall MEP Upg	Building System	\$2,500,000	TBD			1,250,000	1,250,000		2,500,000	2,500,000	2,500,000
UM	special projects	Maine special projects	Various	\$2,437,910	Xfer from E&G	487,582	487,582	487,582	487,582	487,582	2,437,910	2,437,910	2,437,910
UM	ROGER CLAPP GREENHOUSE	Roger Clapp Renovation - grant	Renovation	\$2,150,000	TBD				2,150,000		2,150,000	2,150,000	2,150,000
UM	ROGER CLAPP GREENHOUSE	Roger Clapp Renovation - grant	Renovation	\$2,150,000	Grants					2,150,000	2,150,000	2,150,000	2,150,000
UM	HITCHNER HALL	Hitchner Clrm Reno 2019	Renovation	\$2,127,292	TBD				500,000	500,000	2,127,292	1,000,000	2,127,292
USM	BROOKS STUDENT CTR	Brooks Dining Ctr Curtainwall Repl	Building Envelop	\$2,000,000	TBD			1,000,000	1,000,000		2,000,000	2,000,000	2,000,000
USM		Gorham Elevator Repairs	Building System	\$2,000,000	Xfer from E&G			250,000	250,000	250,000	2,000,000	750,000	2,000,000
USM	LUTHER BONNEY HALL	Luther Bonney Envelope Rep	Building Envelop	\$2,000,000	TBD			1,000,000	1,000,000		2,000,000	2,000,000	2,000,000
USM	LUTHER BONNEY HALL	Luther Bonney MEP Upg	Building System	\$2,000,000	TBD			500,000	500,000	500,000	2,000,000	1,500,000	2,000,000
USM	LUTHER BONNEY HALL	Luther Bonney Space renewal	Space Renewal	\$2,000,000	TBD				1,000,000		2,000,000	1,000,000	2,000,000
USM		Portland Elevator Repairs	Building System	\$2,000,000	Xfer from E&G			250,000	250,000	250,000	2,000,000	750,000	2,000,000



Overview: UMS Micro-Credentialing Report and Recommendations



UMS

Micro-Credentialing Overview



Background

- An evolving national initiative focused on skill and competency development across both 21st century and “technical” skill areas of need by the employment community
- Transformational concept
- UMS at the forefront of this work
- Statewide “ecosystem” developing
- Foundational work needs to be done – within the UMS, with employers and within the state





Connections to UMS Priorities

- Development of report and recommendations one of the UMS BOT Strategic Priorities (December 2018) – Goal 1, Action 4
 - “in collaboration with existing businesses, non-profits, and community partners, UMS will develop coordinated workforce micro-credentials that are relevant in the workplace for economic development and expansion.”
- A recommendation within the ADC Report
- Connections to the UMS Research and Development Plan
- Connections to the work of the University of Maine Graduate and Professional Center (executive education)
- One element of the UMS Workforce Engagement Plan
- Connected to national and statewide work connected to credential and degree attainment

UMS

Micro-Credentialing Overview



Report Focus

- Work of the Micro Credential Steering Committee focused on:
 - developing a framework concept around which the UMS can build a fluid and dynamic ecosystem of micro credentials for developing and documenting evidence based skills and competencies that is flexible, engages partners within and outside of the UMS, and could support shared delivery across the campuses;
 - identifying barriers and strategies to resolve;
 - issuing recommendations to include selecting an online portal to track micro-credentials and enable students to have access to their micro-credential record;
 - estimating the budgetary and resource needs to support the micro-credential infrastructure, both by category and potential cost.



UMS

Micro-Credentialing Overview



National, State and Local Initiatives



Lumina Foundation focus

- State attainment goals capture credentials AND degrees – “credential of value”
- “All Learning Counts” grant

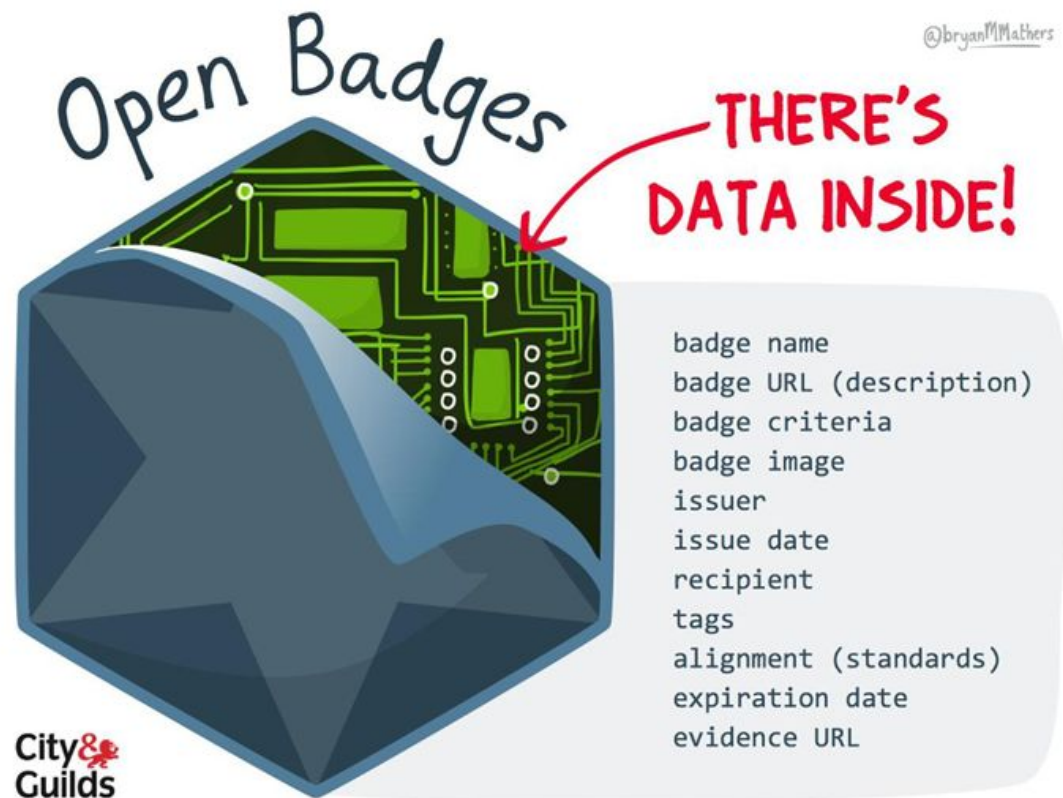


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Micro-Credentialing Overview



Digital Badging



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Micro-Credentialing Overview



Micro-Credential Framework

1. Three Badge Levels leading to a Meta-Badge:

- L 1: Introduction/Foundation
- L 2: Training/Practice
- L 3: Application/Leadership in a real-world setting
- Meta-Badge: State of Maine Credential of Value

2. Stackable Micro-Badges

3. Aligned Partnership Pipelines



UMS

Micro-Credentialing Overview



Unique Micro-Credential Framework

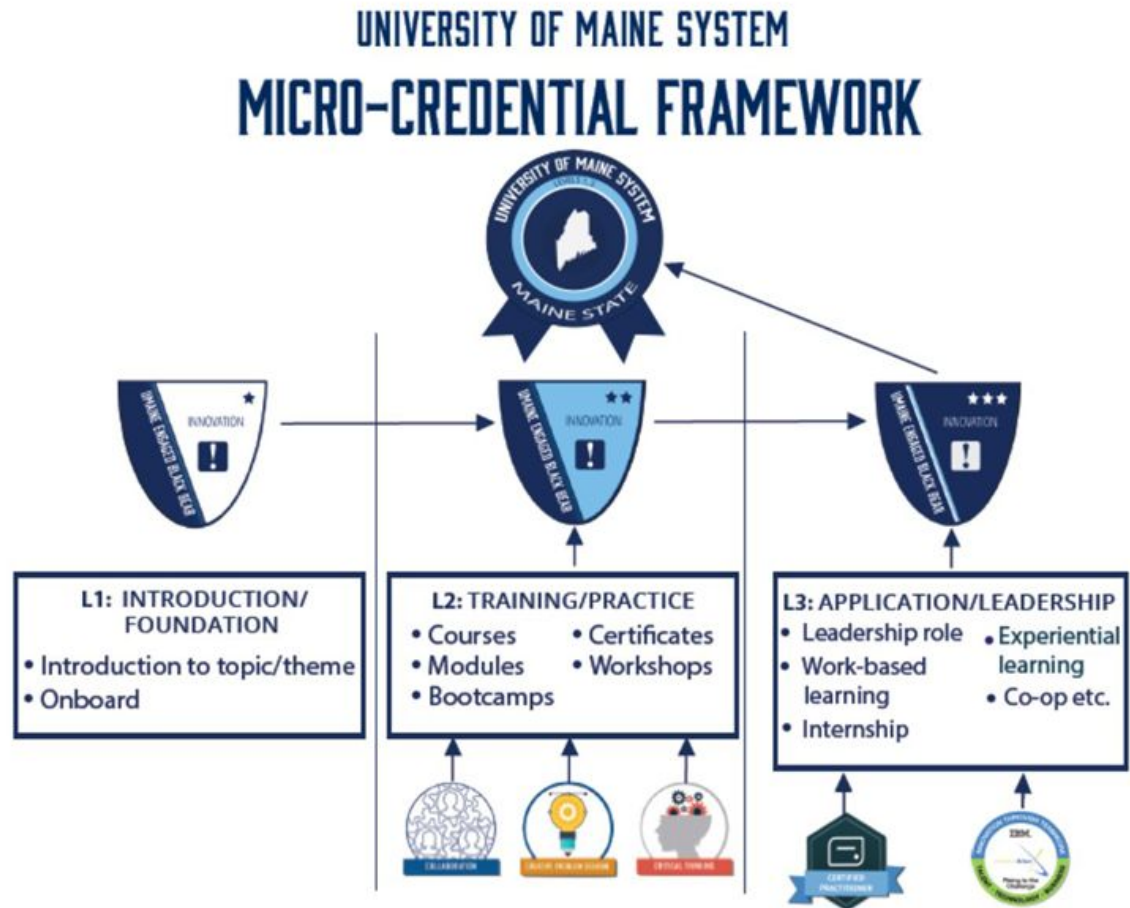
- **Branded:** Decrease noise, Gain trust
- **Structured with Flexibility:** Able to adapt and meet multiple objectives
- **University-Employer Partnerships:** Value, Rigor, Quality Assurance
- **Employer Engagement:** Incentivize learners and meet workforce needs
- **Portable, transparent pathways** toward credentials of value
- **Developmental, Lifelong learning** with multiple entry and exit points
- **Alignment and collaboration** across UMS and state

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Micro-Credentialing Overview



Developing the Framework



UMS

Micro-Credentialing Overview



Categories of Proposed Micro-Credential Types

- **“Minor” Micro-credentials**
“Minor” micro-credentials post-graduation
- **Short term, Relevant/Valued Topics**
Bundling of existing coursework to create short term, valued micro-credentials
- **Professional Development**
Stackable credentials of value for those seeking professional development, teacher education, industry/association credentials, licensing exams preparation etc.
- **Employer-Driven/Executive Education**
Based on market analyses, employers and industry sectors will be part of the micro-credential development process
Programs and courses targeted at executives or professionals working in managerial/executive roles
- **Continuing Education/Lifelong Learning Pathways**
Personal interest and growth and upskilling

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Micro-Credentialing Overview



Challenges/Barriers

- Multiple initiatives underway which require faculty buy-in and participation
- Lack of faculty and staff understanding and adoption of alternate approaches to curriculum development such as micro-credentials
- Fragmented UMS understanding of the needs of the employer community
- Fragmented employer understanding of micro-credentialing and credentials in general; employer articulation of needs and identification of skills/competencies and appropriate credentialing
- Lack of availability of funding to support learners' pursuit of micro-credentials

UMS

Micro-Credentialing Overview



Recommendations

- Implement a Framework for Micro-Credentialing
- Institute a design process associated with micro-credentialing
- Formalize the Micro-Credential Advisory/Steering Committee for the development of systems and structures
- Develop a common glossary/vocabulary
- Develop Coordinated Workforce Micro-Credentials involving employers/sectors

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Micro-Credentialing Overview



Recommendations

- Identify “targeted opportunities” for stackable credentials
- Identify and select a single platform
- Develop the concept of a Comprehensive Learner Record
- Develop a Plan for Communication, Education and Professional Development
- Ensure a linkage between Academic and Career Services
- Develop a financial model that explores multiple options to address sustainability and long term funding

UMS

Micro-Credentialing Overview



Timeline (estimated)

May 2019 Report and recommendation to BOT

Fall 2019 Develop implementation, assessment and financial plans
Determine organizational structure in place and formal systems and structures

**Summer/
Fall 2019** RFP for platform and selection

**Fall 2019
& ongoing** Discussions underway with employer community and campus stakeholders
Continuing implementation with internal and external stakeholders

UMS

Micro-Credentialing Overview



Budget Considerations

Staff

Phase 1

****UMS Micro-Credentials Director/Coordinator**

- Work with internal and external constituencies to develop pilot pathways
- Develop Assessment/Tracking team
- Set-up badging platform

Communication and Marketing Specialist *(this would be in concert with UMS Marketing/Communications)*

Phase 2

Assistant Coordinator *(titles to be determined) and Staff* *(budget, administrative support, etc.)*

- Develop training and tools
- Train faculty/staff, offer support, badging platform and issuing oversight for pilots etc.

UMS

Micro-Credentialing Overview



Budget Considerations

- **Campus coordinators for micro-credentialing
- Compensation for issuers
- Project manager for grant coordination and aid in reporting (in Phase I this may be the Director /Coordinator – *assumes receipt of grant funding*)
- Operating Budget
- Professional/Faculty Development (*help from UMaine CITL, CTEL (USM), SAALT (USM), E-Learning Institute (UMA)*)
- **Design parameters
- Instructional Design
- **Contract/maintenance for platform

Approximate total budget when fully developed: \$775,000

Overview: UMS Micro-Credentialing

Questions





Maine Strategic Planning University of Maine System

**Board of Trustees Meeting
July 15, 2019**



Welcome

Some Opening Thoughts

“If you don’t know where you are going, any road will take you there.”

Lewis Carroll

“The plan is nothing. Planning is everything.”

Dwight Eisenhower



Strategic Planning Mission

- We will create an inclusive, data driven roadmap to bring prosperity to all Maine people in an environment where all can live, work, and learn in every region of the state.
- Working Philosophies
 - ✓ Non-partisan perspective – what is right not who is right
 - ✓ Transparent and collaborative with public and private constituents
 - ✓ Seek breakthrough strategies
 - ✓ Assign accountability to drive persistent deployment
 - ✓ Assign metrics for deployment management

Strategic Planning Process Flow





Schedule

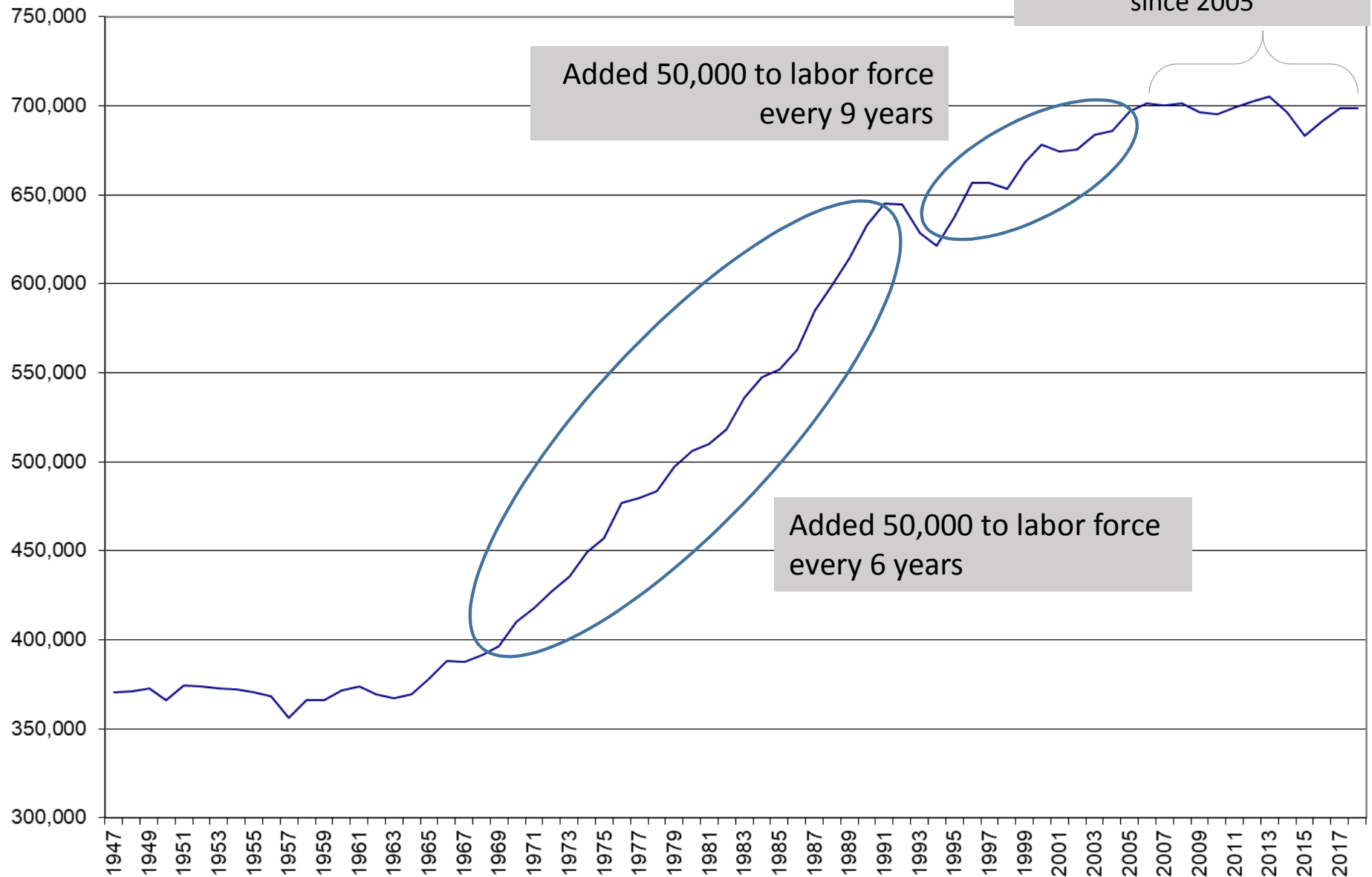
<u>What</u>	<u>Who</u>	<u>Deadline</u>
Complete Trend Analysis	Work Team	April 26 th (Done)
SWOT ¹ Analysis	Work Team	April 26 th (Done)
Set Vision	Governor Mills	May 9 th (Done)
Set Strategic Goals	Governor Mills	May 9 th (Done)
Barrier Analysis	Work Team	May 10 th (Done)
Solution Planning Begins	Work Team	June 7, 2019 (Done)
Summit	Work Team	June 20, 2019 (Done)
Regional Meetings	Work Team	June 24-27, 2019 (Done)
Solution Planning	Work Team	July 10, 2019
Solution Planning	Work Team	August 7, 2019
Solution Planning	Work Team	September 6, 2019
Summit	Work Team	September 10, 2019
Solution Planning	Work Team	September 25, 2019
Solution Planning	Work Team	October 18, 2019
Solution Planning	Work Tem	November 8, 2019
Report to Governor	Work Team	November 15, 2019
Deployment Planning	Work Team	As directed

Maine: A Demographic Snapshot

- 2018 Population Estimate: 1,338,404
 - 42nd largest in US
- 2010 – 2018 Population Change: +0.8%
 - 42nd in US (ahead of WV, IL, CT, VT, RI, MS, NY, PA)
- 2017 Median age: 44.7 years
 - Oldest in US
- 93.3% White, Non-Hispanic
 - Highest percentage in US

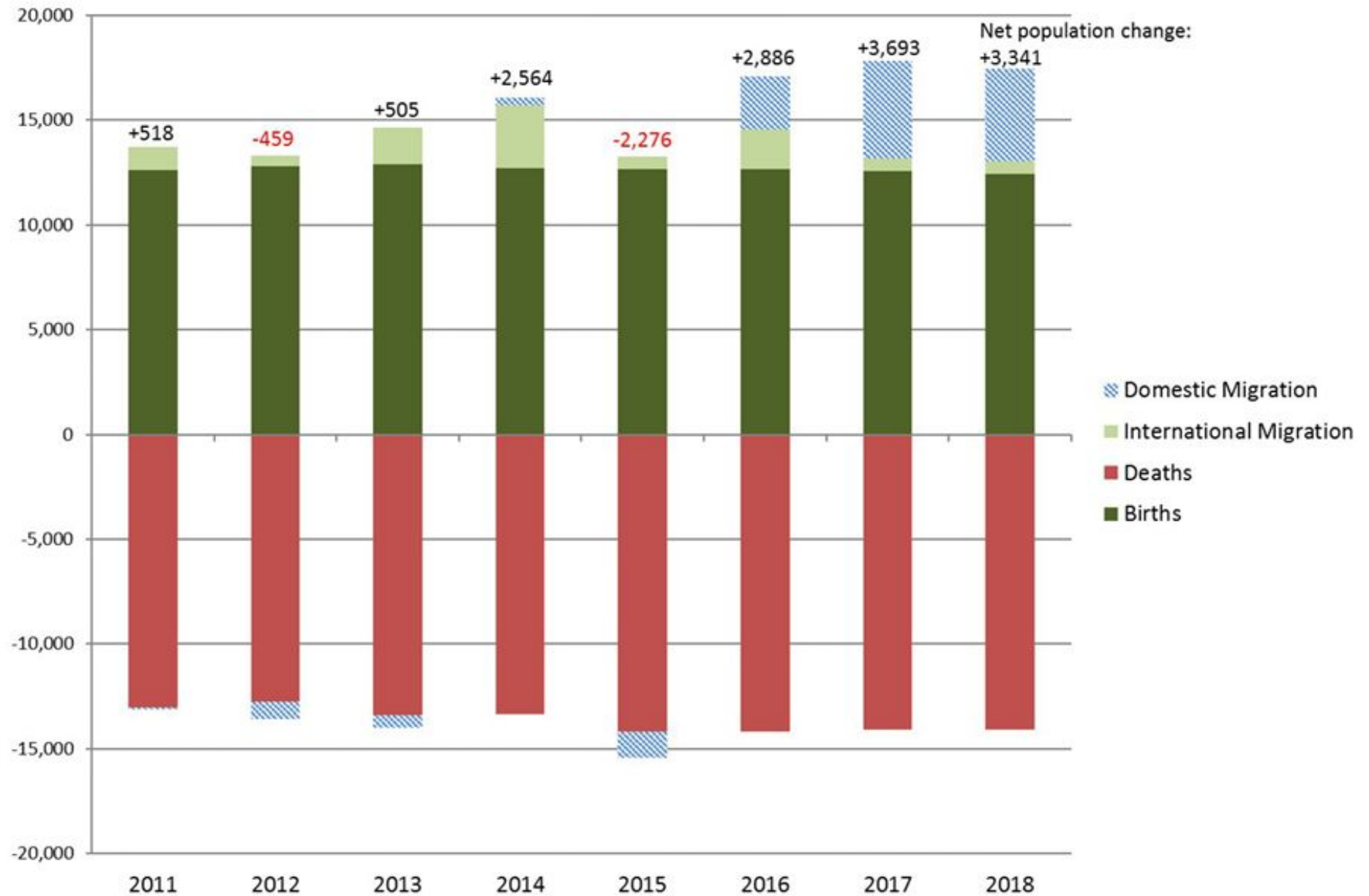


Maine Civilian Labor Force



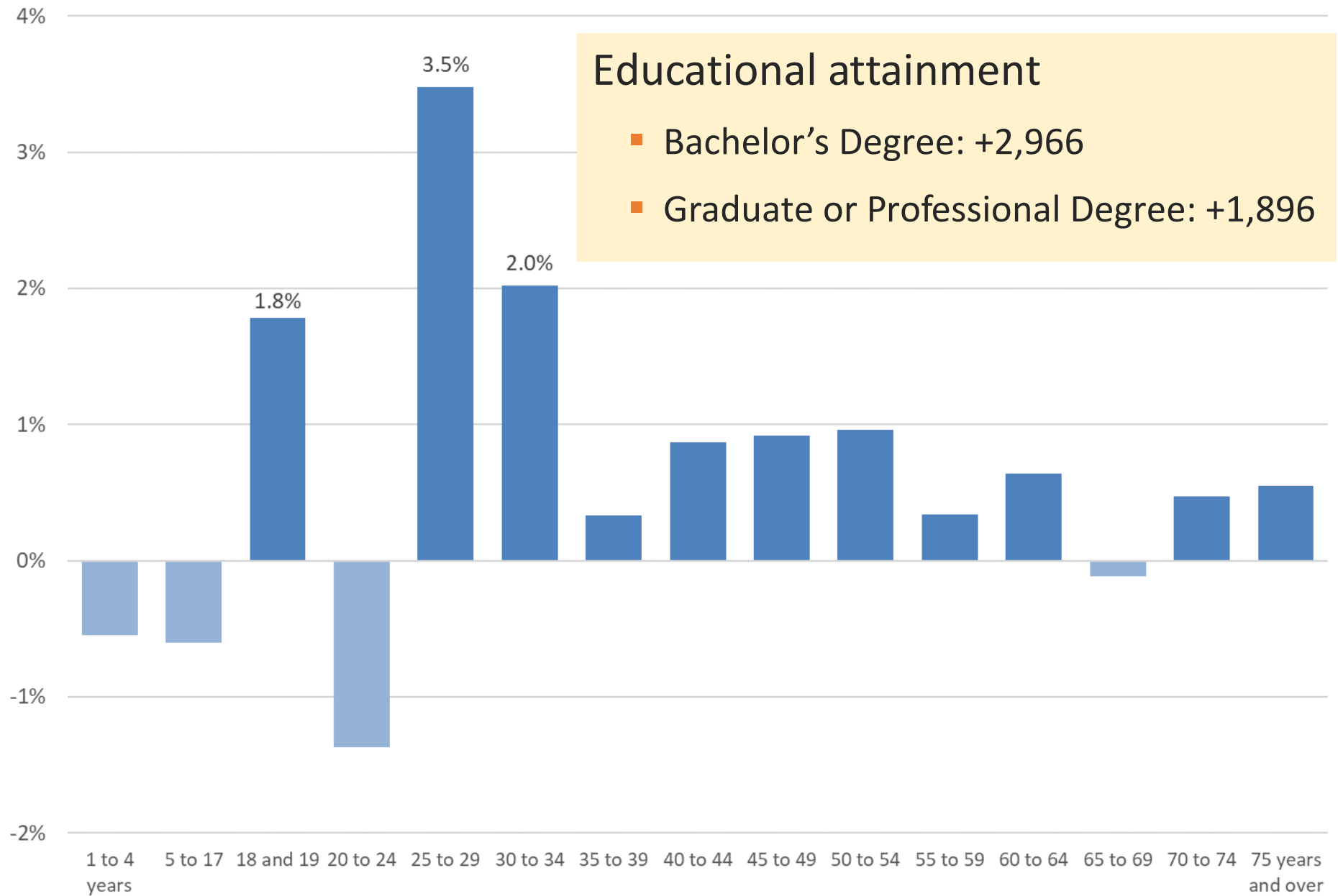
Source: Maine Department of Labor

Components of Population Change, Maine



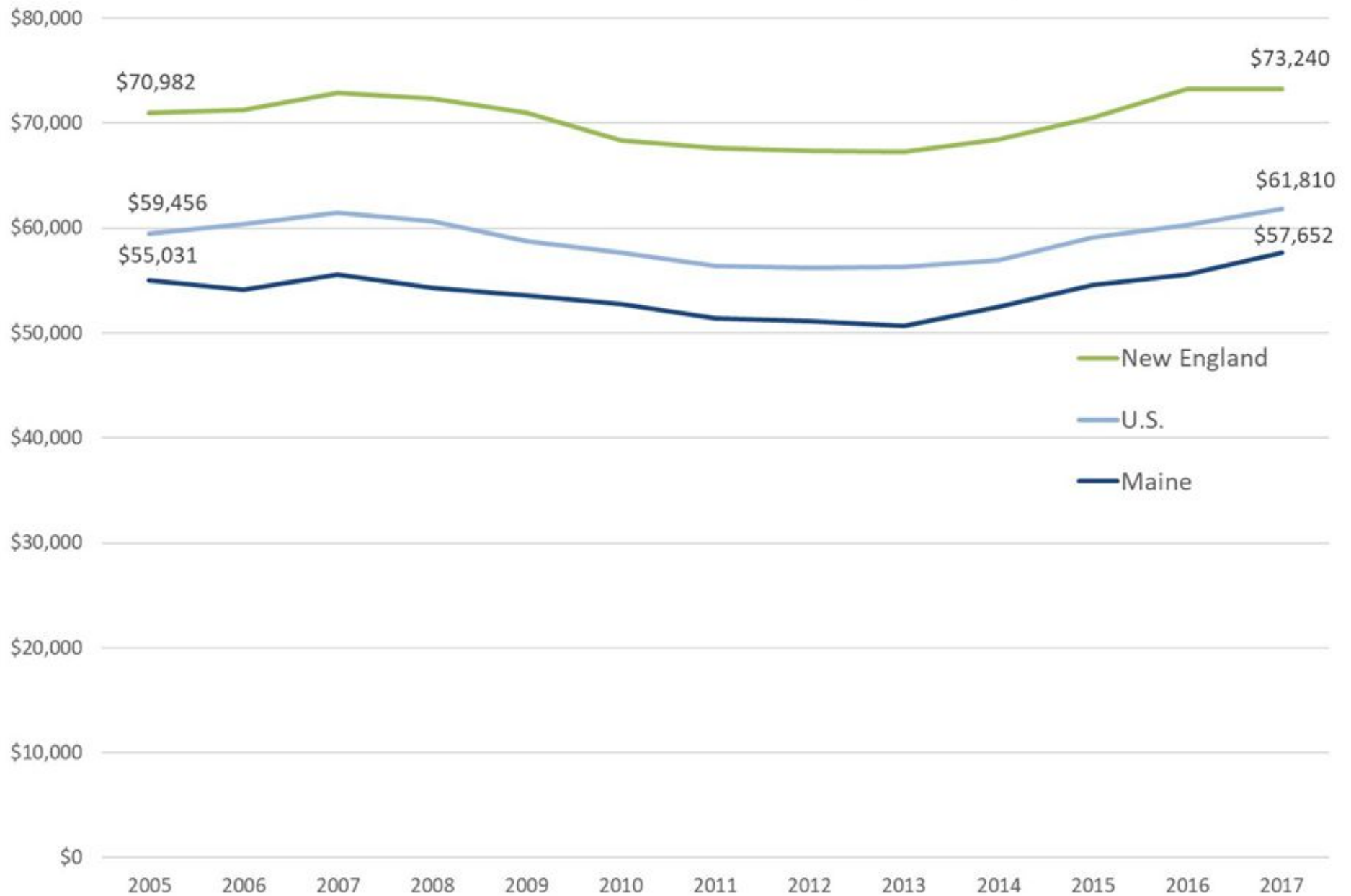
Source: U.S. Census Bureau, Population Estimates Program

Annual Domestic Migration Rate by Age, 2017



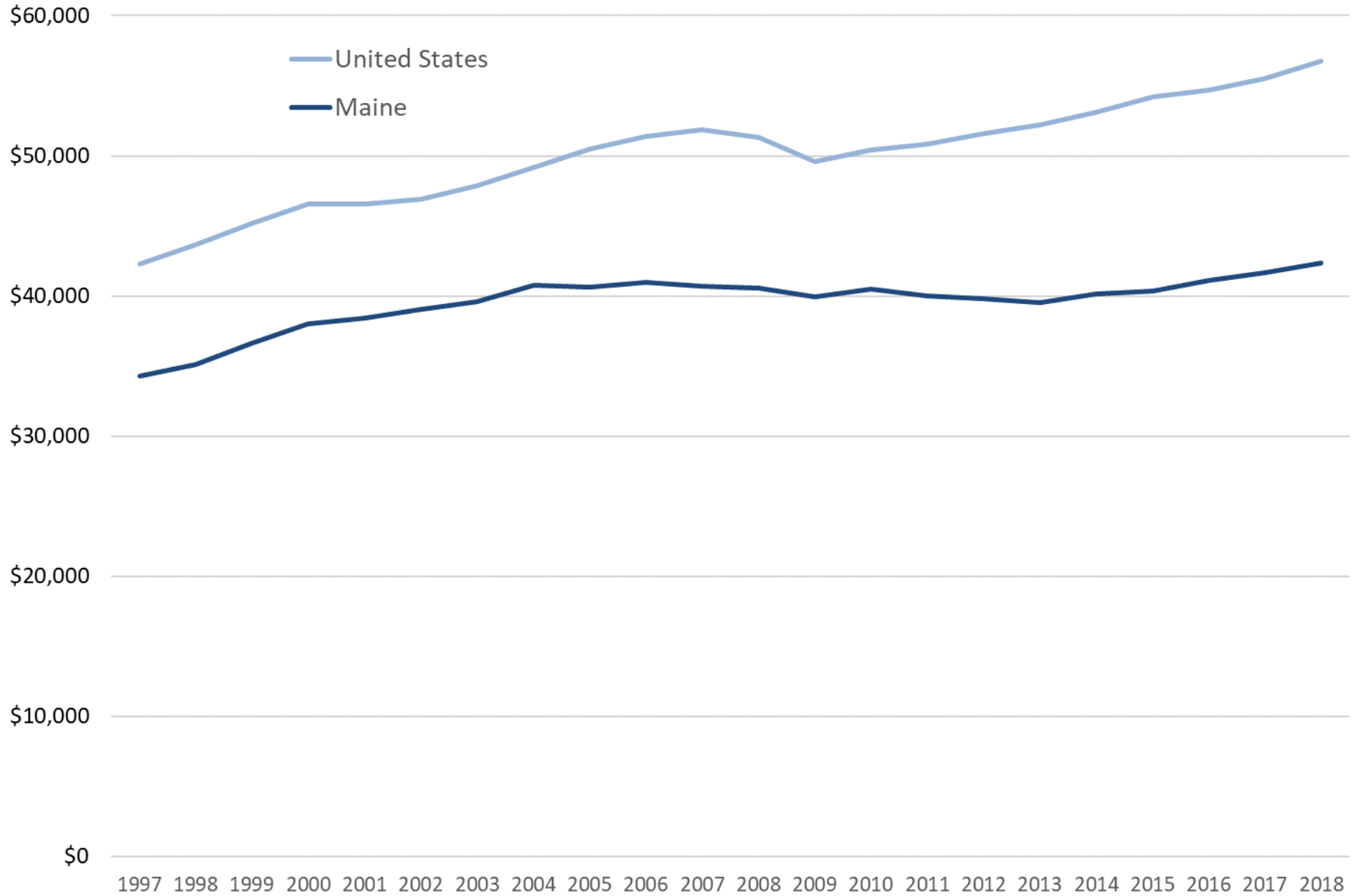
Source: U.S. Census Bureau, 2017 American Community Survey 1-year estimates

Real Median Household Income (in 2018 \$)



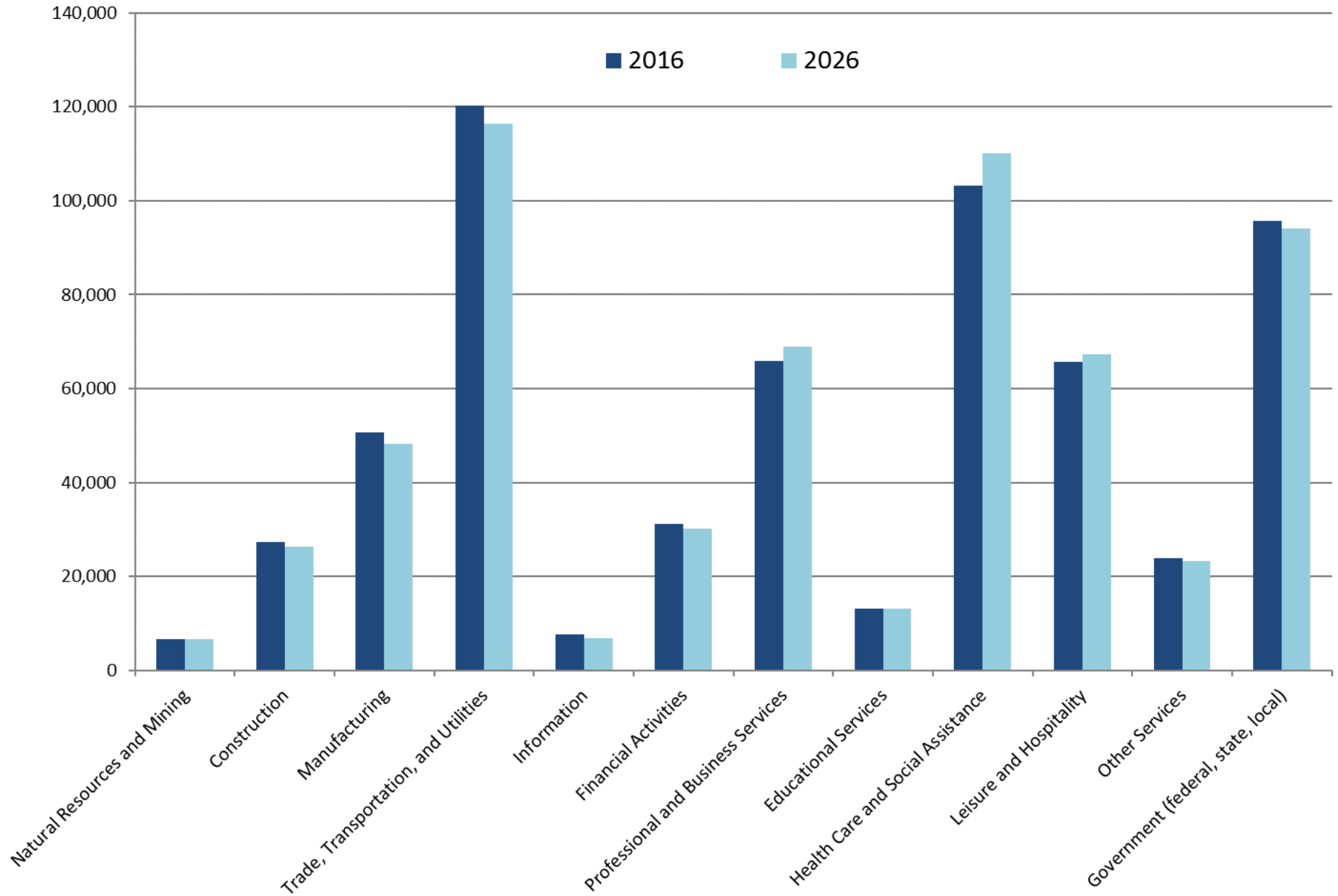
Source: U.S. Census Bureau, American Community Survey 1-year estimates

Per Capita Real Total GDP



Source: U.S. Bureau of Economic Analysis

Maine Wage and Salary Employment by Industry



Sources: Maine Department of Labor, Center for Workforce Research and Information

Preliminary SWOT Analysis



SWOT Analysis		
Internal	Strengths	Weaknesses
	Maine lifestyle brand	Size and quality of workforce
	Abundant natural resources	Low productivity and wages
	Southern Maine economic strength	Lack of R&D
	Industries of promise	Aging demographics
	UMS/MCCS responsiveness	Infrastructure is old or incomplete including broadband and public transit
	Young population can be reached	Lack of coherent childcare system
	Relatively solid K-12 education system	Inconsistent economic opportunity
	Easy to make connections and create opportunities (public/private)	Inconsistent regulatory administration
	Strong attractive communities	Aspirations are often low
	University capacity for increased R&D	Fragmented economic programs
	Enterprising spirit	High taxes relative to income
	Relatively more diversified economy	Industry mix and high number of part-time seasonal jobs
		Local governance may confound state initiatives
External		Flat education investment
	Opportunities	Threats
	Desire for Maine lifestyle - safe, clean, quality of place, work/life balance	Recession likely in forecast period
	Close to Boston and North Atlantic	Perception of Maine may be negative or inaccurate
	Climate change - water resources, growing season	Climate change - flooding, ocean acidification, other
	Increased global migration	Healthcare costs climbing
	Trend to high-tech and remote workforce	Knowledge - economy favors urban areas
	Demand for healthier food	Opioid crisis
	Lower cost of business than NE	Federal legal immigration laws/policy
		Federal Trade Policy
		Small corporate base (headquarters)
		Decline in rural economics
		Heavy sector reliance
		Higher costs than U.S to do business

Strategic Planning Process Flow



Governor's Vision Statement



By 2030, Maine will be known as a national leader for its forward-looking work in creating a diverse and sustainable economy. We will empower innovators and entrepreneurs, attract young families and new businesses, and revitalize rural Maine so that every person will know unequivocally that living in Maine means not only an unmatched quality of life, but an unmatched opportunity for good-paying jobs in innovative industries across the entire state.



Strategic Goals

Critical Success Factors

Drive the value added¹ contribution per job from \$87,160 to Y while protecting Maine's quality of life.

- A. R&D will be critical to all industries as the means to add value.
- B. Some industries will develop from commodity to finished goods.
- C. Maine must be more productive.
- D. We must be environmentally responsible as Maine develops.
- E. The economy must be more recession resistant.

¹ Value added is GDP/employed workforce



Strategic Goals

Critical Success Factors

Equitably grow the annual median wage/job from \$31,550 to Y.

- A. Employees earn higher wages as they become more productive.
- B. Skills development are essential in a value-added economy.
- C. The percentage of the workforce with credentials of value must increase significantly (from 46% to 60%).
- D. We must find the means to ensure fair distribution of wages across regions, gender, race, ethnicity or other demographic factors.



Strategic Goals

Critical Success Factors

Grow the workforce from 700,000 to Y.

- A. Maine must attract and retain people to the workforce from outside the state.
- B. We must retain the aging boomer generation in the workforce longer.
- C. Childcare and other supports may be needed to draw younger people into the education system and workforce.



University of Maine System

Likely Critical Success Factors

- ✓ R&D capabilities must be expanded and closely aligned to targeted industry sectors.
- ✓ Alignment with future employer needs must be strengthened to insure educational programs meet their requirements.
- ✓ Micro credentialing capability must be created and funded to develop the workforce of the future.
- ✓ UMS must be part of the cultural shift that emphasizes the value of higher education.
- ✓ Mechanisms to recognize and build on foreign educational credentials will be important to bring immigrants quickly into the workforce.

University of Maine System



DISCUSSION