



Board of Trustees  
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January 3, 2019

TO: Members of the Finance/Facilities/Technology Committee

FR: Ellen N. Doughty, Clerk of the Board

RE: **January 10, 2019 - Finance/Facilities/Technology Committee 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

The Finance/Facilities/Technology Committee will meet from **9:30 am to 12:30 pm on January 10, 2019**. The meeting will be located at the University of Maine System Executive Offices, Rudman Conference Room, 253 Estabrooke Hall, 15 Estabrooke Drive in Orono. In addition to the Estabrooke Hall location, the following Polycom locations and a conference call connection will also be available:

UMA – Room 125, Robinson Hall

UMF – Room 319, Education Center

UMFK – Alumni Conference Room, Nadeau Hall

UMPI – Executive Conference Room, Preble Hall

USM – 327 Wishcamper

Phone: 1-800-605-5167 code 743544#

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

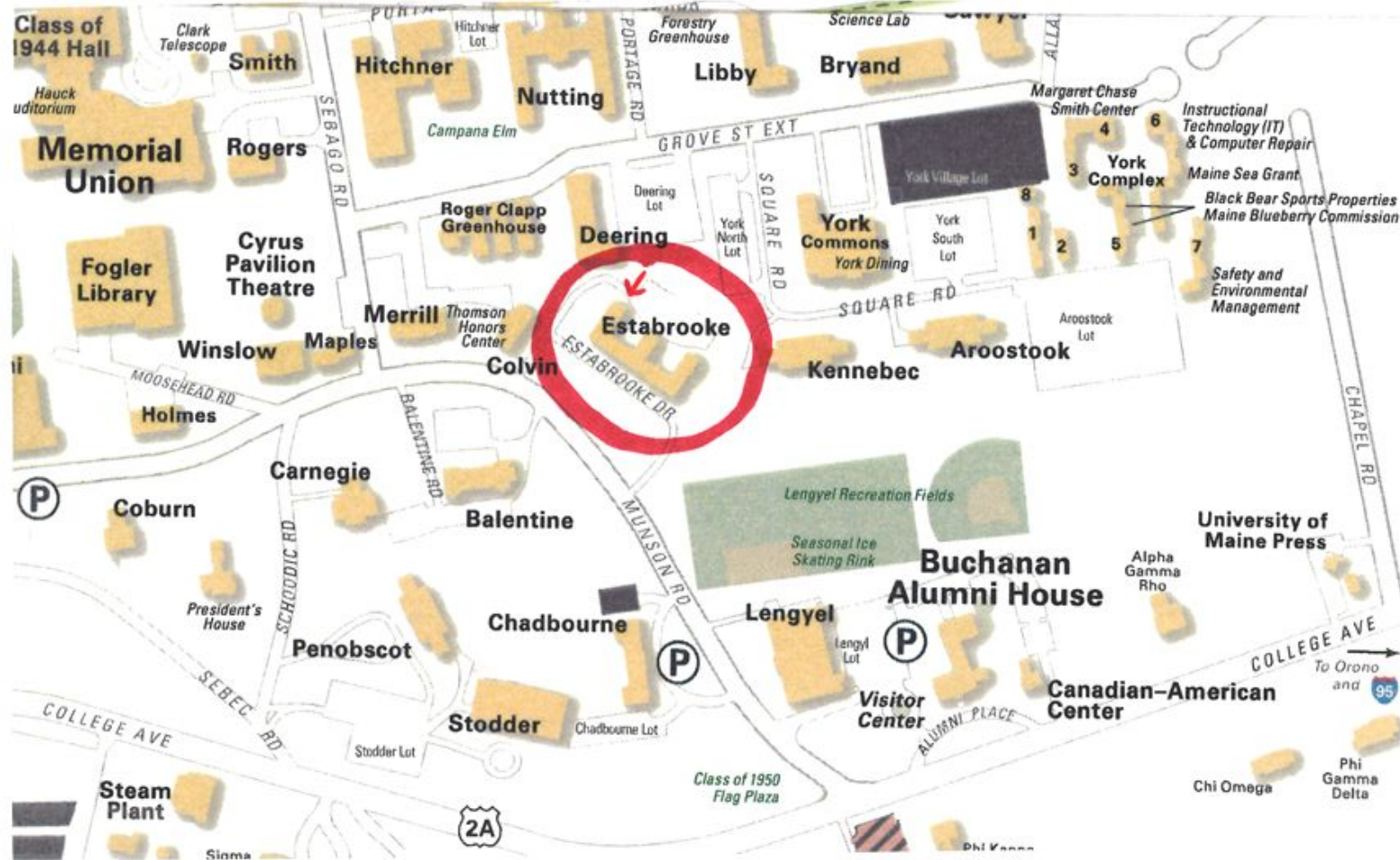
If you have questions about the meeting arrangements or accessing the meeting materials, please call me at 581-5840. If you have any questions or desire additional information about the agenda items, please call Ryan Low at 581-1541.

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

# University of Maine System

15 Estabrooke Drive, Orono

**Rudman Conference Room**  
253 Estabrooke Hall, 2<sup>nd</sup> Floor  
15 Estabrooke Drive, Orono



## Directions to the UMS located on the UMaine Campus

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

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

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



Board of Trustees

**Finance, Facilities & Technology Committee**

January 10, 2019, 9:30 am to 12:30 pm  
Rudman Conference Room, 253 Estabrooke Hall, Orono

**AGENDA**

9:30 am Technology Items

- Review of Projects with a Value of \$250,000 or Greater..... TAB 1
- State of IT 2018 Report..... TAB 2
- Cyberbit Range, UMA..... TAB 3

10:00 am Finance Items

- FY2018 Annual Report on Gifts, Fundraising and Endowments..... TAB 4

10:15 am Facilities Items

- Machine Tool Lab Building Replacement, UM..... TAB 5
- Master Plan, USM..... TAB 6
- Lease Request, Cooperative Extension, Greenland Point, UM..... TAB 7
- Lease Request, Wireless Partners, UMM..... TAB 8
- Hilltop Commons Served Updates, UM..... TAB 9
- York Commons Kitchen Hood Replacement, UM..... TAB 10
- Real Property Acquisition, UMF..... TAB 11
- Bailey Hall Fire Protection and Electrical Upgrades, USM..... TAB 12
- Ricci Lecture Hall Renovation, USM..... TAB 13
- Woodward Hall Renovation. USM..... TAB 14
- Schematic Design of Career and Student Success Center, USM..... TAB 15
- Brooks Student Center Generator/Switchgear Installation, USM..... TAB 16
- Capital Project Status Report / Bond Project Update..... TAB 17
- Competitive Procurement Legislative Report..... TAB 18
- Space Reduction Initiative Update, UMS ..... TAB 19
- Security and Master Planning Update..... TAB 20

Action items within the Committee purview are noted in green.

Items for Committee decisions and recommendations are noted in red.

*Note: Times are estimated based upon the anticipated length for presentation or discussion of a particular topic.*

*An item may be brought up earlier or the order of items changed for effective deliberation of matters before the Committee.*



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## AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Review of Projects with a Value of \$250,000 or Greater
2. **INITIATED BY:** Karl W. Turner, Chair
3. **BOARD INFORMATION:** X **BOARD ACTION:**
4. **OUTCOME:** **BOARD POLICY:**
5. **BACKGROUND:**




Dr. David Demers, Chief Information Officer, will provide information on the following projects with a value of \$250,000 or greater:

- Classrooms for the Future
- UMS Wireless Infrastructure
- HR Enhancements
- MaineStreet Improvements



## Status Update – December 2018

### Classrooms for the Future

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

### Overview

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

Initiation Date	Sponsor	Original Estimated Completion Date	Current Estimated Completion Date	Estimated Budget*	Budget Committed to date	Budget % Committed	Project % Complete	Comments
4/2016	David Demers	12/2018	12/2019	\$4,945,075	\$4,362,345	88%	91%	Total estimated budget reflects additional allocation provided Dec. 2017 as well as contingency funds added December 2018

### Status

The majority of summer 2018 projects have been completed with remaining installations to take place over winter break and Summer 2019. A percentage of contingency money for each campus has also been budgeted for Summer 2019 upgrades. Remaining work at USM Bailey Hall is scheduled to resume Summer 2019 (post-graduation) pending asbestos abatement and clearance from facilities management.

Reassessments of all renovated classrooms to date has been completed. After Action Reviews have been completed on all campuses and AAR reports have been sent to all stakeholders. Core team members will meet with vendors in January to discuss additional lessons learned and process improvement.

The student survey was finalized and shared with some of the campuses to elicit feedback on renovated classrooms. On other campuses, students and faculty were interviewed for input. The results of the surveys and interviews have been compiled and will be used as a reference for future upgrades.

### BUDGET SUMMARY

Campus	Allocation	% Committed to Date	\$\$ Not Yet Budgeted	% Complete
<b>PROJECT TOTAL</b>	\$4,945,075	100%	-0-	95%
UMM	\$240,900	100%	-0-	99%
UMF	\$415,976	100%	-0-	98%
UMaine	\$1,681,630	100%	-0-	97%
UMPI	\$360,276	100%	-0-	93%
USM	\$1,238,980	100%	-0-	88%
UMFK	\$287,348	100%	-0-	100%
UMA	\$719,965	100%	-0-	92%

**Summary by Campus and Classroom Project**Reference: [Campus Room Renovations](#)

Campuses	Rooms By Project Setup	% Complete
UMA	Music Arts 124	100%
	RRSC 248 & 255	100%
	UC Bath/Brunswick 114	100%
	UC Norway SoPar 114 & 206	100%
	UC Saco 111	100%
	UC Ellsworth 2 & 7	100%
	UC Rockland 410 & 413	100%
	Jewett 124, 180, 189, 190 & 291	100%
	RRSC 246	100%
	UC Rockland 403, 410, 412 (Phase 2)	20%
	Fine Arts 122	100%
	Jewett 284, 293, 297	100%
	Katz 5, 15, 51	100%
	Katz 14, 16, 53	45%
	Handley Hall	95%
	LAC 162J, 162K, 162L, 216A, 216B, 218, 222C	100%
	UMA Bangor 135, 142	100%
UMF	Roberts 205 & 207	100%
	Ricker Addition 202, 205	100%
	Roberts C23 & 131	100%
	Ricker Addition 217	100%
	Preble 117	100%
	Roberts 105, 107, 201, 203	100%
	South 115	100%
	Education Center 6 & 113	100%
	Tech Commons Fusion Center	75%
	Roberts 3, 101, 103	100%
UMaine	Shibles 202	100%
	DPC 105	90%
	Neville 101	100%
	Estabrook 130, 152	100%
	Bennett 215	100%
	Dunn 315 & 316	100%
	South Stevens 106D	100%

	DPC 107, 115, 117	100%
	Boardman 116	100%
	Boardman 118	100%
	Shibles 217, 313, 316	100%
	Nutting 100	100%
	Aubert 354	100%
	Hitchner 157	100%
	Jenness 102, 104, 108	100%
	Lengyel 127	100%
	Libby 220	100%
	Little 110, 120, 202, 206, 220	100%
	Lord 200	100%
	Colvin 401	100%
	Memorial Gym Complex 106 & 110 (ROTC Army)	100%
	Merrill 228a	100%
	Murray 102 & 106	100%
	N Stevens 235	100%
	Rogers 206	100%
	ROTC Navy 201 & 203	100%
	Deering 101c	100%
	Barrows 123, 131, 133	100%
	Balentine 129	100%
	Dunn 1, 44, 401	100%
	Barrows 124	46%
	Bryand Global 100	100%
	Deering 17	100%
	North Stevens 235	100%
	South Stevens 232-B	100%
	Neville 116, 118	100%
	Neville 120	100%
	Little 212	100%
	Aubert 165	100%
	Barrows 128	100%
	Class of 44 100	100%
	Colvin 401	100%
	DPC 111	100%
	Little 350	90%
	Center Stevens 155	100%

	Darling Marine Center Brooke Hall	100%
	PAIL Necropsy Lab	48%
UMM	Torrey Hall 230, 232, 234 - Phase 1	100%
	Torrey Hall 106	100%
	Powers 208 & 209	100%
	Science 114	100%
	Science 102 & 120	100%
	Reynolds Center 14	100%
	Torrey 230, 232 & GIS Lab - Phase 2	100%
	Performing Arts Center	95%
UMFK	Powell 123	100%
	Cyr 113	100%
	Old Model School 11	100%
	Cyr 200 & 201	100%
	Cyr 203	100%
	Cyr 200, 201, 204, 209	100%
	Nadeau Telecom Room	100%
	Powell 123 - Phase 2	100%
UMPI	Folsom 206	100%
	Pullen 113, 212, 216	100%
	Folsom 204 & 205	100%
	Houlton 110	79%
	Folsom 203	100%
	Pullen 212	100%
	Pullen 213	100%
	Pullen 215	48%
	Preble 239	100%
	Gentile Athletic	100%
	Weidan Training	100%
USM	405 Bailey	100%
	John Mitchell 217	100%
	Payson Smith 301A	100%
	LB 103	100%
	Masterson 113	100%
	Bailey 320	100%

	Bailey 10, S113, 201, 202, 204, 205, 206, 207, 208, S213, S215, 218, S312, S313, 315, L319, 320, L321, C402, C403, C, 405,	100%
	Corthell 112, 211, 212	100%
	John Mitchell 151, 164, 181, 233, 235, 242, 252, 265, 270	48%
	LAC 287	100%
	LAC 210, 211, 212, 214, 216, 218, 224	100%
	LB 208, 209, 241, 302, 303, 310, 326, 327, 402, 403, 410, 424, 425, 502, 503, 509, 510, 523, 524	100%
	Payson Smith 1, 41, 42, 44, 200, 201, 202, 203, 204, 205, 206, 207, 208, 209, 211, 303, 304, 306	100%
	Wishcamper 103, 113, 417, 419/427	48%
	Science 203, 403	48%
	Law 118	56%
	Payson Smith 42 & 44 - Phase 2	100%
	Payson Smith 201, 206, 304, 306 - Phase 2	48%
	Bailey 218 & 312	100%
	Bailey 313	75%
	Bailey 402	68%
	LAC 104, 106	100%
	Glickman Library 423/424	80%
	Luther Bonney 209	96%
	Science 157	100%
	Science 533	100%
	Russell 1 and Dance Studio	100%
	Masterton G38	100%

\*Summary Table Note - Phase 1 refers to Summer 2017 projects and Phase 2 refers to Summer 2018 projects.

## Risks

- The discovery of asbestos containing materials at USM has led to more thorough testing prior to starting work in a building. The need to complete more testing than anticipated and possibly conduct abatement has delayed the project schedule. An abatement plan has been completed to allow work to continue at USM during Summer 2019.



**Status Update December 2018****UMS Wireless Infrastructure**

Overall status:



Change from previous report: None

Budget status:



Change from previous report: None

Schedule status:



Change from previous report: None

**Overview**

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

Initiation Date	Sponsor	Original Estimated Completion Date	Current Estimated Completion Date	Estimated Budget	Budget Committed to date	Project % Complete	Comments
4/2016	Jeffrey Letourneau	12/2018	12/2019	\$13,215,000	\$9,943,570 (\$502,959.79 encumbered)	80%	

**Status**

The decision has been made to release \$415,000 of unused contingency funds for additional wireless infrastructure upgrades. These funds are reflected in the revised budget summary below.

Facilities preparation work is underway at UMF for fiber infrastructure upgrades with an early spring estimated completion.

With the additional funding from contingency, Cyr Hall at UMFK will be upgraded. This project is in the planning phase with completion expected late spring 2019.

The new network at Wieden Hall at UMPI is fully functional. The cabling contractor will return during spring break to remove old cabling. Assessment of conduit conditions for fiber infrastructure upgrades is still in progress. With the additional funding from contingency, an upgrade of the Library at UMPI is being planned with completion expected late spring 2019.

On the UM campus, work continues in Hitchner with facilities management installing needed conduits over winter break. Planning is underway for DPC and the project team is working on estimates for several other buildings. An additional \$105,000 was re-allocated to this campus from contingency.

Significant progress has been made at USM over the past few months. By mid-January, Glickman Library and Masterton Hall will be complete. Luther-Bonney is in progress. Abatement is scheduled in Payson-Smith and will be completed such that cabling can begin at the end of January. Facilities preparation is underway or being planned in Science, Brooks, Costello, Corthell, and Sullivan. Work in Bailey Hall is scheduled to resume Summer 2019 pending asbestos abatement as laid out in the collaborative plan presented at the October FFFT meeting. The HVAC design for multiple buildings is on schedule and it is anticipated that construction bids will be requested in January with the work scheduled for late spring into summer 2019.

At UMA, no work is currently underway or being planned. Project work is complete on the UMM campus with the exception of minor facilities management tasks.

In addition to the physical network upgrades, the Networkmaine team has deployed a secure, encrypted wireless service known as eduroam. US:IT initiated a soft launch of the eduroam service at the beginning of the fall semester. General availability of the eduroam wireless service for UMS faculty, staff, and students is planned for February 4th and will be accompanied by a significant community outreach effort to encourage and support wide-scale adoption.

In order to provide eduroam in a consistent manner across the campuses, US:IT staff reclaimed 288 access points from buildings that were upgraded as part of this project and installed them in 102 of the buildings that are not being upgraded. These reclaimed access points, while newer than the ones they replaced, will be going end-of-life within the next 1 to 3 years. This effort did not improve coverage or reliability of service in these 102 buildings, but did allow eduroam to be deployed without having “dead spots / buildings” spread across the campuses.

#### BUDGET SUMMARY

Campus	Allocation*	% Budgeted to Date	\$\$ Not Yet Budgeted	% Expended & Encumbered to Date	\$\$ Expended & Encumbered	\$\$ Not Yet Expended/Encumbered
<b>PROJECT TOTAL</b>	<b>\$13,215,000</b>	<b>96%</b>	<b>\$498,905</b>	<b>75%</b>	<b>\$9,943,570</b>	<b>\$3,271,430</b>
Equipment in Inventory					\$817,029	
System-wide Services	\$620,000	100%	\$0	100%	\$620,452	-\$452
UM - Machias	\$733,200	100%	\$0	101%	\$743,997	-\$10,797
UM - Farmington	\$1,674,800	100%	\$0	97%	\$1,629,293	\$45,507
UMaine	\$3,294,600	92%	\$253,380	71%	\$2,351,435	\$943,165
UM - Presque Isle	\$700,200	100%	\$0	79%	\$551,309	\$148,891
USM	\$5,017,600	95%	\$245,525	44%	\$2,192,224	\$2,825,376
UM - Fort Kent	\$614,600	100%	\$0	80%	\$492,190	\$122,410
UM - Augusta	\$560,000	100%	\$0	97%	\$545,641	\$14,359

(\*) = original \$11.2M allocation plus reallocation of \$980k plus \$620K required from contingency funding for system-wide licensing. 12/2018 - additional \$415,000 from contingency.

#### BUILDING SUMMARY

Complete¹		Installation & Deployment Scheduled / In Progress²		Planning - Not yet Budgeted
University of Maine at Augusta				
Lewiston Katz Jewett Randall	Eastport Camden Belfast Civic Center College Center			
University of Maine at Farmington				
Mantor Library Dakin Black Mallett	Lockwood Purington Stone Scott North	Campus Fiber		Roberts Learning Center³

	Scott West Scott South			
<b>University of Maine at Fort Kent</b>				
Powell The Lodge Crocker	Blake Library	Cyr Hall		Old Model Sch <sup>1</sup>
<b>University of Maine at Machias</b>				
Torrey Hall / Merrill Library Reynolds	Powers Science Kilburn Dorward Sennett			
<b>University of Maine at Presque Isle</b>				
Park Emerson	Merriman Folsom- Pullen Wieden	Campus Fiber Library		
<b>University of Maine</b>				
Fogler Library Shibles Bennett Rogers Jenness Lord Bryand Global Science	Boardman Murray Hall <sup>2</sup> Little Aubert Class of 1944 Lengyel	<u>In Progress</u> Estabrook Core (90%) Hitchner (75%) Hart Core (10%)  <u>Begin 0-3 months</u> Donald P Corbett (0%)	<u>Begin 3-6 months</u> Nutting (85%) Fernald (60%) Neville (90%) Barrows (50%) <u>Begin 6-9 months</u> Winslow(85%) Crosby Lab	Colvin Hall Sculpture Building Dunn
<b>University of Southern Maine</b>				
Drawing Studio Print Studio Academy Building  <u>Wireless Only</u> Wishcamper John Mitchell Cen Law Building	Abromson	<u>In Progress</u> Glickman Library (98%) Luther-Bonney (25%) Masterton Hall (98%) Payson-Smith (15%)  <u>Begin 0-3 months</u> Science (60%) Wishcamper (wired) JMC (wired)	<u>Begin 3-6 months</u> Corthell Brooks Dining Costell Complex Sullivan Complex <u>Begin 6-9 months</u> Lewiston-Auburn Woodbury Bailey (85%) - on pause	

<sup>1</sup> Networks are online and functioning; some testing and close-out paperwork may remain to be done

<sup>2</sup> Dates are estimated start dates for cable installation & deployment – subject to change

<sup>3</sup> Insufficient funding to upgrade entire building; minimal upgrades to support Classrooms for the Future or future upgrades

<sup>4</sup> Partial upgrade due to building limitations

## Risks

- Identification of asbestos containing materials (ACBM) at USM in an area that was not anticipated has led to a higher awareness of and need to test for ACBM. Both the need for increased testing and the probability of higher than anticipated abatement needs will impact both

project schedule and cost. The degree of impact will not be known until test results are completed.

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

**Status Update - December 2018****HR Enhancements**

Overall status:



Change from previous report: None

Budget status:



Change from previous report: None

Schedule status:



Change from previous report: None

**Overview**

To expedite and achieve economies of scale, this project will deliver improvements in interfaces and systems that support the Benefits and Payroll Center of Excellence.

Initiation Date	Sponsor(s)	Original Estimated Completion Date	Completion Date	Initial Budget	Current Balance	Project % Complete	Comments
6/2017	David Demers Mark Schmelz	October		\$480,000	\$76,775	81%	

**Status**

HR and IT resources have been focused on launching strategic onboarding initiatives, which include the PeopleSoft Activity Guide functionality. The team has developed and tested a prototype. Focus groups and training have been completed. Final content specific modifications are being finalized. Changes to the MaineStreet portal links are required prior to launching this feature. This will ensure a consistent user experience across both access portals (MaineStreet portal and myCampus portal). Overall, this initiative is on target for a pilot launch at USM and UMPI in January 2019. Enhancing the employee onboarding experience through the use of the Activity Guide functionality will enhance the employee experience and supports efforts to enhance employee engagement.

Delivered functionality, to include automatic notifications and Guided Self Service transactions have been tested. Requirements for security setup that will maximize utilization of these features by campus staff have been identified and are pending implementation. Change management efforts to include training of new Guided Self Service features has been provided to key campus personnel, as well as to all HR staff. The delivered forms will provide campus HR Liaisons with the tools needed to process non-financial change requests, as well as termination actions.

Utilization of online forms provides an opportunity to leverage workflow automation and the native Peoplesoft forms builder. Requirements have been documented to build a prototype for Tuition Waiver requests. Once all patches have been posted to the test data bases, the development team can begin building the prototype using fluid forms builder.

**HR Enhancements****Completed:**

- Roth IRA
- Payroll Workcenter
- Automated Time Reporter Setup
- Benefits auto-enrollment
- eStudent rehire and new hire process expansion
- Automatic notifications for direct deposit



**Currently In Progress:**

- HireTouch integration - Testing
- Activity Guides to support employee onboarding - Testing and end user training complete; finalizing content/videos
- Automated Life Event processing - configuration and testing on hold until January due to year end processing
- Oracle delivered online forms with workflow - Finalized requirements
  - Terminations
  - Data changes (location change, reports to...)
- Auto-notifications for the following:
  - When a benefit event is finalized, and when employee submits intent to retire via self-service when end user submits intent to retire via self-service, when new hire is created, when a POI is added.
- Customized online forms with workflow - Functional Requirements documented
  - Tuition waiver requests
- Automated I-9 form processing - Completed tested and training of HR staff. Identifying security roles and assigning for launch in January.

## Status Update - December 2018

### MaineStreet Improvements

#### Overview

This initiative is comprised of two projects; a technical upgrade of the PeopleSoft (MaineStreet) Campus Solutions student information system from version 9.0 to 9.2 and a project to enhance the PeopleSoft user experience (UX Enhancements).

- **Campus Solutions 9.2 Upgrade:** This project will upgrade the UMS MaineStreet Campus Solutions system from version 9.0 to version 9.2 and the CS PeopleTools (the underlying PeopleTools architecture) from version 8.55 to version 8.56. The upgrade will maintain Oracle compliance and continued support of the system. Wherever possible, the project will make improvements in business practice that will not significantly or materially change the timeline or the scope of the upgrade project.

In addition to the CS application and PeopleTools upgrades, the scope includes transitioning the CS PeopleSoft environments from the legacy Sun-Solaris architecture to the more modern and scalable Intel-Linux architecture.

- **UX Enhancements:** This project will acquire and deploy a 3rd party PeopleSoft UX enhancement platform to streamline and improve usability, navigability, and utility of the MaineStreet environment for students and faculty alike. Additionally, enhanced Single Sign-On capabilities would be deployed to support a secure, fully integrated user environment.

Project	Initiation Date	Sponsor	Original Estimated Completion Date	Current Estimated Completion Date	Initial Budget	Current Budget Balance	Project % Complete
CS Upgrade	October 2018	David Demers	June 2019	June 2019	\$1,349,263	\$1,330,042	25%
UX Enhancements	September 2018		January 2019	September 2019	\$463,680	\$385,179	10%

### Campus Solutions Upgrade Status

Overall status:



Change from previous report: None

Budget status:



Change from previous report: None

Schedule status:



Change from previous report: None

#### Summary Status

The project officially kicked-off on October 26 and is currently on track for an early June 2019 go-live. Since project kick-off, the project Functional Team, comprised of leads from campus student administrative offices, conducted Fit-Gap sessions on 11/28 & 11/29. During the Fit-Gap sessions the team initiated the review of features introduced in version 9.2 along with a comparison of modified vs. newly delivered pages. This will help determine where we might be able to remove modifications and implement delivered pages instead.

The project Technical Team successfully completed the initial upgrade pass of a 9.0 Campus Solutions (CS) database to version 9.2 and is close to completing the first Test Move to Production pass (MTP1). To date, no major issues have been encountered during the upgrade process. In conjunction with the Technical Team, the project's Development Team is retrofitting customizations to ensure they function in the upgraded system. The team is also assisting the Functional Team in its comparison of version 9.0 vs. 9.2 pages and features. Current attention is focused on student and faculty self-service pages to determine if they can be transitioned to the new PeopleSoft Fluid interface, or if the significant number of customizations previously applied to the pages will hinder a move to Fluid.

Preparations are currently underway to support the Functional Team's Unit Testing scheduled for the week of January 14. During Unit Testing, the team will test baseline processes in an upgraded test CS 9.2 system to make certain they function as expected. In addition to the Functionals team's testing efforts, the CS 9.2 Upgrade project is utilizing ERP Analyst's Testing as a Service (TaaS) platform. TaaS provides automated multiple browser testing, system integration testing, 3rd party integration testing, and system stress testing services. A meeting to kick-off TaaS activities was conducted on December 13.

### Recently Completed

- Build of Linux architecture
- Project Kick-off
- TaaS Kick-off
- Functional Fit/Gap sessions
- Initial upgrade pass




### In Progress

- Completing Test Move to Production #1
- Retrofitting customizations
- Reviewing student and faculty self-service pages to determine where Fluid pages can be enabled
- Development of TaaS testing scripts
- Developing testing, communication, and training strategies

### Risks & Mitigation Strategies

Risk	Risk Management Plan
Failure to complete project on schedule	Proactive planning, strong communication and coordination processes, regular project team meetings, and clearly defined escalation path for identifying and resolving issues.
Resource contention due to competing demands	Proactive project management approach with respect to planning and scheduling activities. Pre-schedule resources as needed. Leverage qualified PeopleSoft Functional and Technical consultants to augment UMS resources when needed.
Changes to project scope	Perform Fit-Gap analysis at the beginning of the project. Define and execute change control process at the beginning of the project.
Interruption of project timeline due to delay in decision-making	Defined and closely adhered to decision escalation process.
Lack of adequate knowledge transfer	Maximize UMS resources participation in the project and execute knowledge transfer throughout all phases of the project. Use project tools and templates to assist with providing detailed documentation and end-user training information.

## UX Enhancements

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

### **Summary Status**

The RFP process for the acquisition of a 3rd party enhancement tool is still underway. Vendor proposals were submitted in September, followed by vendor presentations, and subsequent RFP scoring which occurred in October. Additional meetings with each vendor were required to fully understand the technical configurations and requirements, as well as delivered functionality. Reference checks with the two highest scoring vendors were recently completed. Barring unforeseen circumstances, a conditional award is expected to be made in early January with subsequent implementation targeted for the Fall 2019 term.

### **Recently Completed**

- RFP Activities
  - RFP posted on September 7
  - Review of proposals completed October 16
  - Vendor reference checks \*completed 12.21.18

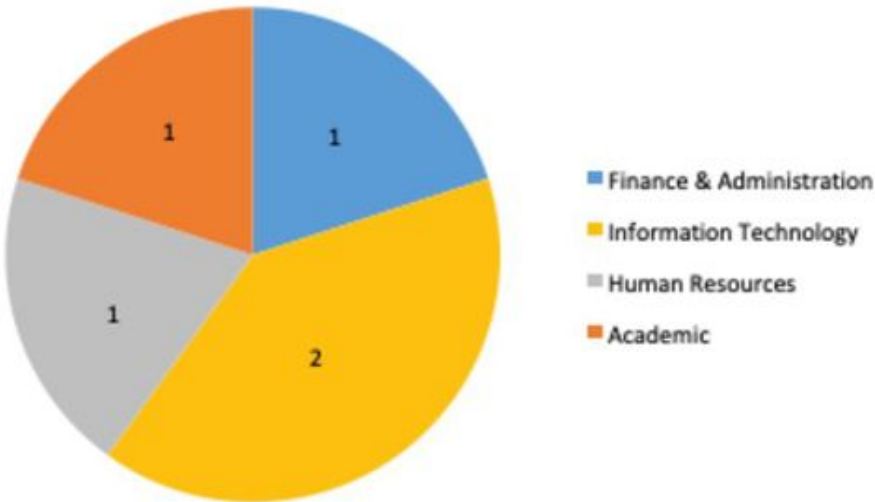
### **In Progress**

- RFP Activities
  - Finalize award decision/draft conditional award

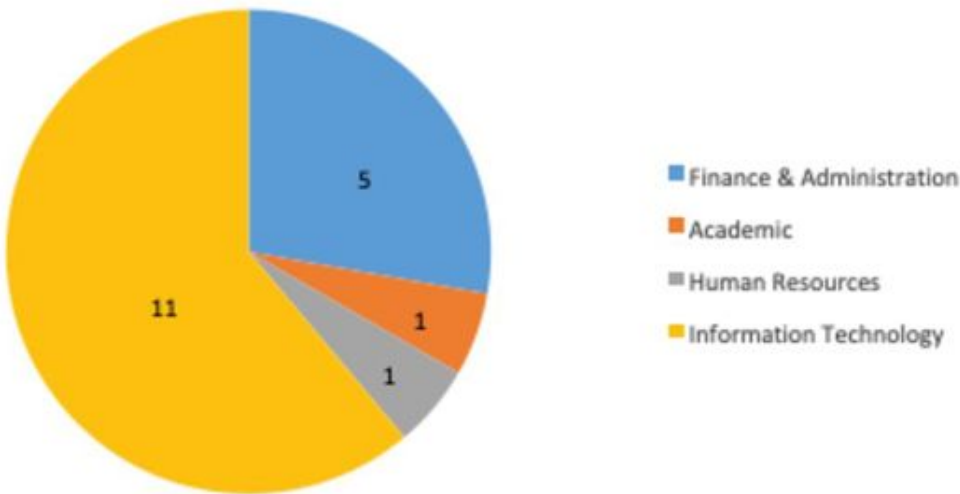
### **Risks & Mitigation Strategies**

Risk	Risk Management Plan
The Campus Solutions Upgrade project utilizes some of the same technical resources that the UX Enhancements Project will require.	Clear effort estimates and thoughtful planning of work/milestones will be critical to ensure adequate resource availability.

US:IT PROPOSED PROJECTS



US:IT ACTIVE PROJECTS



Finance & Administration Projects Total Budget = \$380,000  
Academic Projects Total Budget = \$50,000  
Human Resources Projects Total Budget = \$10,000  
Information Technology Projects Total Budget = \$17417364





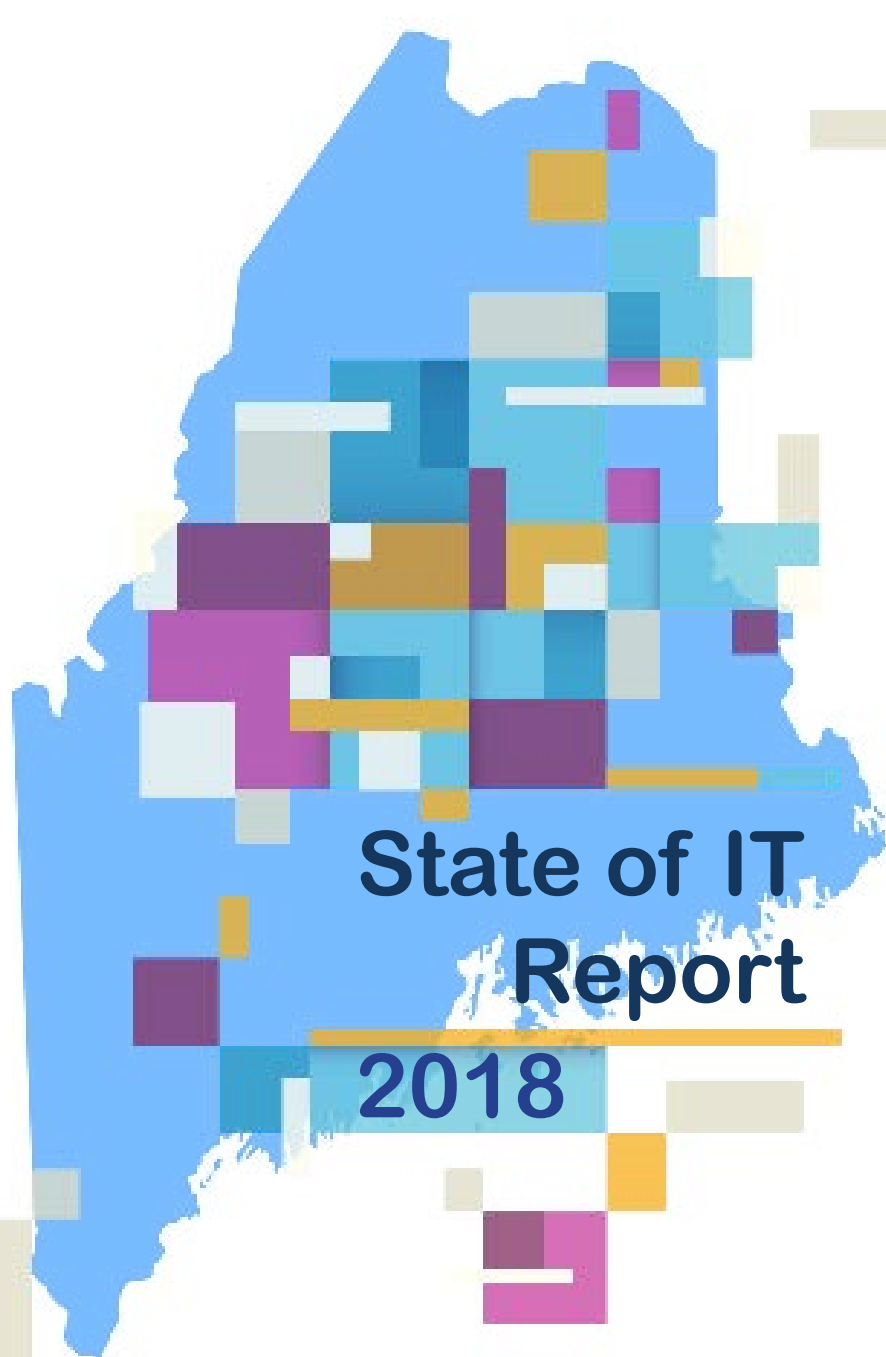
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## AGENDA ITEM SUMMARY

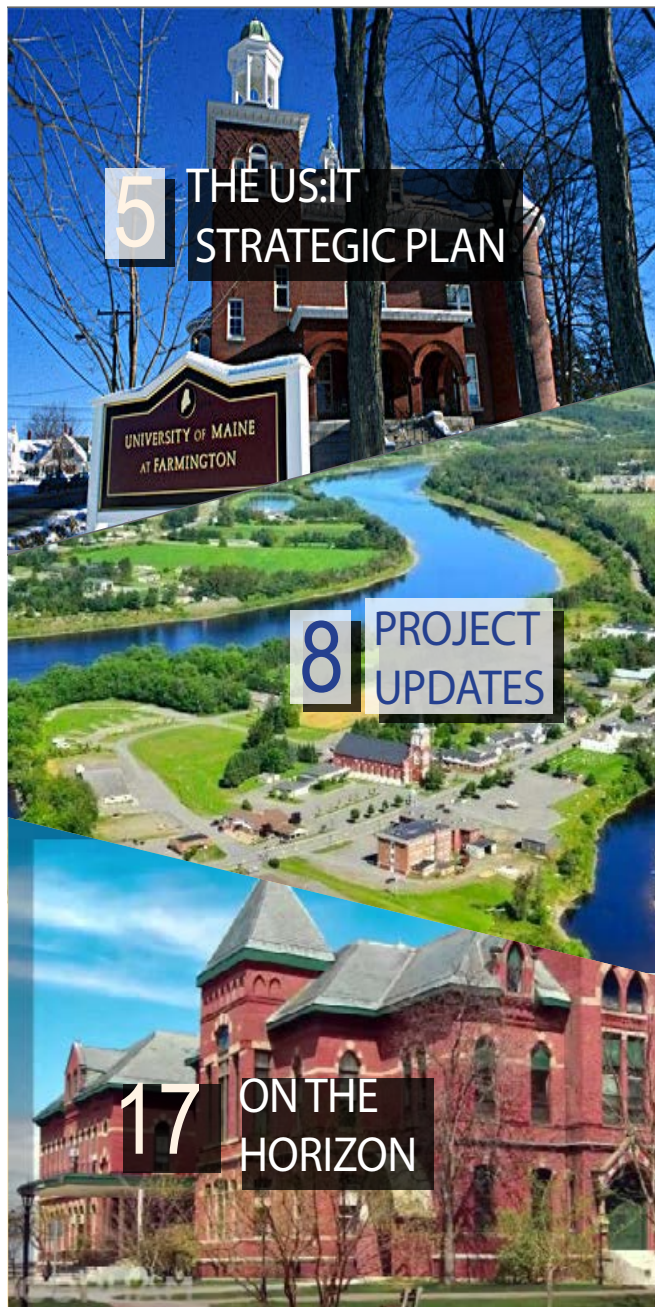
1. **NAME OF ITEM:** State of IT 2018 Report
2. **INITIATED BY:** Karl W. Turner, Chair
3. **BOARD INFORMATION:** X **BOARD ACTION:**
4. **OUTCOME:** **BOARD POLICY:**
5. **BACKGROUND:**

Dr. David Demers, Chief Information Officer, will share highlights from the State of IT 2018 Report.

# University Services: Information Technology



State of IT  
Report  
2018



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# WELCOME

For the University Services: Information Technology (US:IT) group, our work is not solely focused on technology; rather, it is focused on helping people realize their goals by leveraging the power of technology. 2018 proved to be a very busy year for the entire team and this report highlights the achievements of the US:IT division over the past year, including the many successes realized in empowering members of the University community with tools necessary for facilitating success. This report also provides an overview of the organization, the work we have been engaged in over the past 12 months and our future directions.

A key area of emphasis for 2018 was the development of the US:IT Strategic Plan. This process kicked off with the work of a dedicated Task Force charged with defining the mission, vision and value statements for US:IT. Armed with these statements, we embarked on a journey to crowdsource the 3-year strategic goals and objectives for the unit. We are now working to ensure alignment of these goals with the recently adopted Board of Trustees Declaration of Strategic Priorities.

As noted in the 2017 Annual Report, US:IT continues to find ways to support the One University initiative. Many of the project updates highlighted in this report reveal the power and value of leveraging a shared, unified services approach to achieve greater efficiency, efficacy and impact. This includes initiative such as the launch of the Kaltura video management, Zoom video conferencing, JIRA Service Desk and Blackboard Connect emergency notification platforms.

We look forward to working closely with our colleagues across the system to address the challenges that lie ahead in 2019. Initiatives designed to improve the experience for the majority of users are currently underway and are due to go-live in the Fall. We also look forward to building on the momentum that has been generated with major investments in teaching facilities system-wide (Classrooms For The Future) and upgrades to the wireless infrastructure.

Tremendous opportunities lie ahead through the transformational potential afforded through information technology innovation. US:IT will continue to view its role as that of a catalyst as we seek to partner with colleagues to select, implement and provide the best possible solutions to position the entire University of Maine System for long-term success.

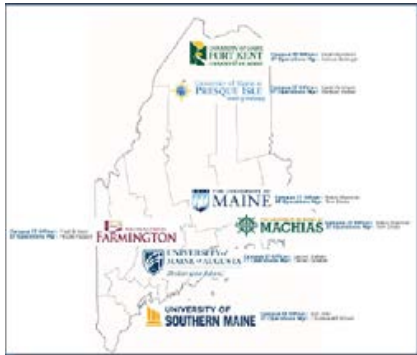
I am honored to present the 2018 US:IT Annual report. I am particularly proud of the engagement, creativity and effort of the entire US:IT team to support the needs of the University; without their dedication and hard work, we would have achieved a mere fraction of the progress highlighted in this report. As you review this document, you will note the many ways in which US:IT serves the entire University community. I welcome and encourage you to share your questions, comments and concerns with me as we venture forth into the new year.

David M. Demers, Ph.D.  
Chief Information Officer  
david.demers@maine.edu



## WHO WE ARE

The University Services Information Technology (US:IT) group is a centralized support organization for the University of Maine System. We are a dedicated team of professionals responsible for strategic planning, oversight, direction and operation of IT infrastructure, resources and support services. We are proud to deliver critical technology support and services for each of the University of Maine System campuses, centers and operations across the state.



Campus	CITO	IT Operations Mgr
UM Fort Kent	Sara Farnham	Joshua Bellinger
UM Presque Isle	Sara Farnham	Marteen Hester
UMaine	Robin Sherman	Thomas Drake
UM Machias	Robin Sherman	Thomas Drake
UM Farmington	Fred Brittain	Nicole Haggan
UM Augusta	Lauren Dubois	Tanner Kelleter
USM	Kim Tran	Chadeverett Brown

Supporting each campus, the Campus Information Technology Officer (CITO) works closely with the dedicated IT Operations Manager to provide strategic and operational alignment of local IT resources.

Working collaboratively, the newly established CITO Council is charged with ensuring campus IT Support Services teams are well-informed and leveraging best-practices to provide exemplary customer service to the entire University community.

The broader US:IT team is organized into several functional units including:

- Custom Enterprise Solutions
- Campus Academic and Business Solutions
- Network & Telecommunications Services
- System Administration
- Database Administration
- Data Center Operations
- Advanced Computing Group
- Project Management
- Web Technologies
- Classroom Technology
- End User Technology
- Information Security
- Support Services
- Data Analytics and Reporting Technology Services

We strive to partner with stakeholders across the University of Maine System to empower users with reliable and innovative solutions to support the University's mission of teaching, learning, research and service.

## US:IT Summit 2018

On June 1, 2018 in Brewer, ME, the entire IT staff for UMS gathered for a day of fun, learning, and sharing with an event theme of Putting IT Together. Approximately 180 were in attendance. Michael Cato, CIO for Bowdoin College, was the keynote speaker in the morning. A block of time was devoted to completing work in support of the US:IT Strategic Plan as well as for staff recognition.



IT Teams presented in a poster session to their colleagues a summary of their projects from the past year. This also gave individuals a chance to learn what other Teams are doing.



There were four training sessions covering Jira Service Desk, Active Directory to University Active Directory Transition, Common Cloud Tools at UMS, and a rousing Jeopardy-style game of Who Does That (common and uncommon support issues), presented by IT colleagues. These sessions were extremely well received and highly rated.

## OUR MISSION, VISION AND VALUES

Over the past year, an inclusive process was undertaken to establish an identify for the US:IT division to establish a foundation for a new Strategic Plan. Through a series of workshops, forums and working sessions, staff participated in defining who US:IT is and the values we aspire to provide the University. We are proud to share the following US:IT Mission, Vision and Values statements:



### US:IT Mission Statement

*US:IT designs and supports technology solutions through a team of knowledgeable, dedicated professionals. Working within a structure of shared governance and data-driven decisions, we support the mission of the University of Maine System and its campuses.*

### US:IT Vision Statement

*US:IT strives to be a trusted partner by empowering our university communities with reliable and innovative solutions*

### US:IT Service Values

- We value delivering a comprehensive suite of high quality **SERVICES** designed to meet and exceed customer expectations regardless of skill set or location
- We value clear and effective **COMMUNICATION** with our customers to foster an informed community
- We value **COLLABORATION** with stakeholders to ensure availability of reliable, high quality solutions designed to meet the diverse needs of our customers
- We value **EMPOWERING** individuals with appropriate solutions determined through engagement and developing an understanding of each users' expectations and experience level with technology
- We value promoting a **PROFESSIONAL** technology service organization that aspires to provide reliable, valuable solutions that allow customers to achieve success

## The US:IT Strategic Plan

With new Mission, Vision and Values statements providing a solid foundation, US:IT staff were asked to participate in a series of sessions designed to create a new, comprehensive strategic plan. This plan will establish a 3-year roadmap toward enhancing the technology and information services provided to the University community and serve to inform budget and resource planning activities through concrete annual plans of action.

The US:IT Strategic Plan is organized into the (6) broad categories which are aligned with our identified Service Values:





# US:IT Strategic Plan

Within each category, a series of strategic goals have been identified. Annual objectives and activities are currently being finalized for 2019 and will be available on the US:IT website.

## 1. Service

1.1. US:IT will be a trusted and preferred service provider for the University of Maine System



1.2. US:IT will be a customer-focused IT solution provider that ensures unparalleled customer service with high standards for responsiveness

1.3. US:IT will achieve consistency in the scope and delivery of system-wide services

1.4. US:IT will foster a culture that promotes reliable technology solutions and robust information security

## 2. Communication

2.1. US:IT will establish an environment that promotes transparency and collaboration through a commitment to effective robust internal and external communication



2.2. US:IT will embrace a customer-centric communication focus

## 3. Collaboration

3.1. US:IT will promote active collaboration with stakeholders to optimize alignment of IT activities and prioritize services to support System and Campus strategic initiatives



3.2. US:IT will partner with stakeholders to establish a supportable and sustainable technology baseline designed to meet the needs of campus communities

3.3. US:IT will pursue opportunities to actively contribute to the mission of the University

3.4. US:IT will provide solutions designed to empower stakeholders

## 4. Innovation

4.1. US:IT will be a leader of innovation within the University of Maine System



4.2. US:IT will provide innovative accessible solutions designed to meet the needs of the UMS community

## 5. Professional Development

5.1. US:IT will attract and retain a highly talented and efficient workforce



5.2. US:IT will be a recognized leader in Higher Education IT support and service

5.3. US:IT will be an organization that develops and empowers employees

5.4. US:IT will establish an information hub for IT training and documentation

## 6. Data

6.1. US:IT will engage with the University community to establish a culture of data-informed and responsive decision making



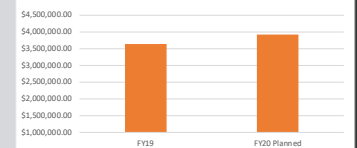
Throughout the Strategic Plan development process, effort has been made to ensure widespread, inclusive participation among US:IT staff. Following several planning sessions, staff were asked to provide one word that describes how they felt about the process. The word-cloud presented below is a summary of one such session.



# BUDGET

Under the 'One University' model, US:IT is a shared service organization with a budget that is recharge-based with the rational cost for support and services charged back to each UMS campus for both campus-specific and shared IT services. The consolidated US:IT budget is composed of staff compensation and benefits, non-compensation annual expenses and annual revenue offsets. The FY18 budget was comprised of 68% compensation & benefits and 32% non-compensation expenses. This ratio was adjusted slightly for FY19 (67% compensation & benefits; 33% non-compensation expenses) and maintained for FY20.

Consolidated IT Enterprise Software Budget

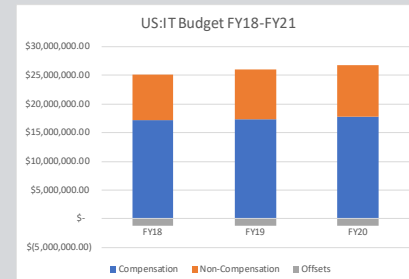


	FY19	FY20 Planned
Non-Comp Expenses	\$3,650,531	\$3,918,149

needs, including classroom and multimedia support. Approximately 22% of the total US:IT budget is for Campus Services support.

To help demonstrate and clarify the nature of non-compensation expenditures and associated annual increases for campuses, US:IT coordinated with the UMS Budget Office to consolidate enterprise software contracts and expenses into a single, unified account for FY19. This account now covers licensing for core enterprise applications including Oracle/Peoplesoft, Blackboard, SciQuest (Marketplace), Kaltura, Box Cloud Storage, Zoom, Microsoft, etc. By establishing this account, US:IT can better track and help campuses plan for contractually negotiated annual software licensing increases. For FY19, the consolidated IT Enterprise Software budget represented 42% (\$3.65M) of total non-compensation expenses. With contractual increases for FY20, the Enterprise Software Budget increases to \$3.92M representing 44% of total non-compensation expenses.

In an effort to help contain increasing software licensing costs, adjustments to the FY20 budget have been made, reducing expenses in several categories, including travel (reduced by \$21,000) and training (reduced by \$21,900). In addition, \$52,000 in reductions for equipment, supplies and travel were made across campus service accounts to help offset other increases.



	FY18	FY19	FY20
Offsets	\$(1,193,250)	\$(1,230,812)	\$(1,246,370)
Non-Compensation	\$7,929,612	\$8,608,592	\$8,866,736
Compensation	\$17,208,848	\$17,414,275	\$17,884,227

Non-compensation expenditures consist of enterprise systems, major applications, network infrastructure and data center operation and maintenance. Expenses include both internally hosted systems and those provided through a cloud based or managed services providers. Campus Services represents embedded resources located on each campus to respond to local



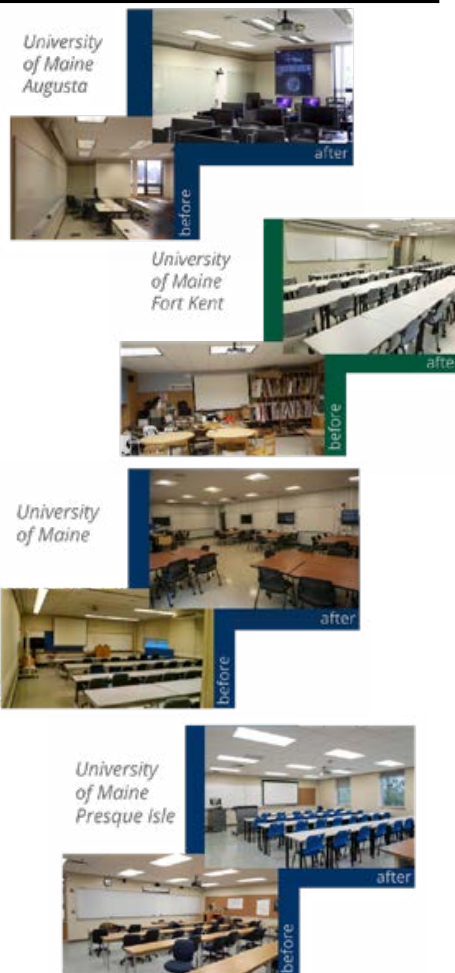
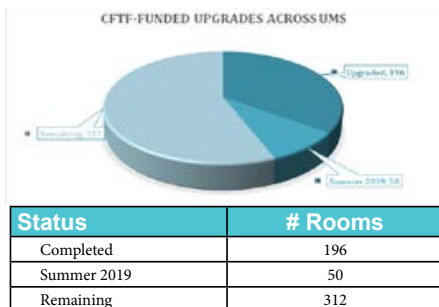


# PROJECT UPDATES

## CLASSROOMS FOR THE FUTURE

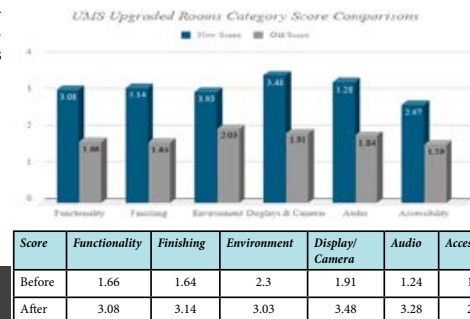
The Classrooms for the Future (CFTF) Project represents a \$4.9M investment designed to establish and improve classroom technology baseline standards across the University of Maine System to empower and support teaching and learning. In order to achieve this goal, the CFTF team, comprised of Classroom Technology, Capital Planning, Instructional Design and Project Management staff, worked collaboratively to collect faculty and student feedback to guide the development of classroom technology standards and to establish a comprehensive project implementation plan. The initial phase of the CFTF project, first started in 2016, is scheduled for completion in Summer 2019. To date, the feedback received from faculty and students on the upgrades that have been completed has been highly positive.

Over the past year, the CFTF team has successfully managed the installation of over 90 classroom technology systems across the University of Maine System supported by funding through the CFTF project. In addition, the CFTF team has also managed the installation of another 15 systems through funding made available by individual campuses bringing the total number of rooms renovated to 196 over the duration of the project. This represents 35.1% of the teaching locations throughout the University. A final 50 rooms are scheduled to be renovated during Summer 2019 bringing the total number of rooms to 246, or 44% of available rooms across the University.



The rooms that have been updated with Classrooms for the Future funding have been rated using a comprehensive rubric to quantify improvements. The assessment is based on 43 discrete characteristics across 6 categories:

- Functionality
- Finishing
- Environment
- Displays & Cameras
- Audio
- Accessibility



### Student Testimonial

*"It is easy to hear from the back of the room and the projectors and whiteboards being available to see simultaneously is really helpful."*

### Faculty Testimonial

*"The active learning classroom is very versatile for group work for my classes. The setup and technology allows for more team work, student interaction and collaboration."*

Based on comparative ratings of each facility prior to and following the upgrades, measurable improvements were achieved across the board for all sites with an overall increase in average room rating across the University system from 2.17 to 3.15 on a 4-point scale. A detailed breakdown of the average improvements within each category are shown above.

## WIRELESS INFRASTRUCTURE

The Wireless Infrastructure Project represents a \$12.8M investment intended to upgrade wireless service and associated cabling and equipment at all campuses to bring wireless capacity to gigabit speeds to support learning and living spaces. Since June of 2017, the wireless infrastructure project funding has enabled the completion of upgrades in 17 residence halls and 68 instructional buildings with an additional 7 residence halls upgraded with other funding sources. While the goal of this project is to deliver a high-quality wireless network experience, this is an effort which requires upgrades to underlying infrastructure including building cabling, network switching, and in many cases fiber optic connectivity to the building to meet the needs of the project. Collectively, these efforts represent a significant modernization effort for 49% of UMS buildings.

A key performance indicator is that the percentage of wireless access points and network switches that are in use, but beyond the supported lifespan. While new network equipment has been deployed through the project, the number of devices that have surpassed their supported lifespan has increased overall as several

equipment models have aged out. As of Fall 2018, only 53% of network switches and 56% of Access Points presently installed are considered "current generation". The sheer amount of outdated network equipment still in use increases the risk of network instability (failing equipment) and security vulnerabilities (security patches are no longer being released).

In addition to the physical network upgrades, the Networkmaine team has deployed a secure, encrypted wireless service known as eduroam. This service provides enhanced security and allows users to automatically connect at any of the 611 institutions across the United States and at institutions in 101 countries worldwide supporting eduroam, eliminating the need to search for Wi-Fi access when a user is at one of these locations. USIT initiated a soft launch of the eduroam service at the being of the fall semester enabling visiting faculty, staff and students from other institutions to connect to eduroam at UMS locations across the state. While the vast majority of "visitors" came from local institutions



such as SMCC, UNH, and UMass-Lowell we also enabled visitors from institutions located in 22 different countries some as far away as Australia, the UK and Japan. General availability of the edu roam wireless service for UMS faculty, staff, and students is planned for February 4th and will be accompanied by a significant community outreach effort to encourage and support wide-scale adoption.

Over the next year, wireless infrastructure upgrades will continue with the University of Maine and University of Southern Maine campuses being the main focus.



## HR UPGRADE/ ENHANCEMENTS

A major systems initiative completed this past year was the HR Upgrade project which advanced the UMS PeopleSoft (MaineStreet) Human Capital Management (HCM) system to the most current version (9.2) while also transitioning the software environment from a legacy Sun-Solaris architecture to a modern Intel-Linux platform. The project's scope included improvements in interfaces and systems that support the Benefits and Payroll Center of Excellence.



Additionally, delivered functionality to include automatic notifications and guided Self-Service transactions have been tested. Utilization of online forms provides an opportunity to leverage workflow automation and native form functionality within the system. These forms will provide campus HR Liaisons with the tools needed to process non-financial change requests, as well as termination actions, in a secure, reliable manner.

### HR Enhancements

#### Completed:

- Roth IRA Option
- Payroll Workcenter
- Automated Time Reporter Setup
- Benefits auto-enrollment
- eStudent rehire and new hire process expansion
- Automatic notifications for direct deposit

#### Currently In Progress:

Application	Status
HireTouch Integration	Testing
Employee onboarding Activity Guides	Finalizing content/videos
Automated Life Event Processing	Configuration & Testing to commence in January 2019
Oracle Forms with Workflow (Terminations; Employee Data Changes; Tuition Waivers)	Finalizing Requirements
Auto-Notifications (Benefit events; Retirement; New Hire)	Finalizing Requirements
Automated I-9 Form Processing	Finalizing Security Roles for January Launch

Once the MaineStreet HR system was upgraded, HR and IT resources have collaborated to launch key strategic initiatives focused on enhancing employee engagement, including:

- Enhanced Employee On-boarding
- Improved Self-Service Functionality
- Expanded Benefit Options

Development of a comprehensive onboarding program, which leverages the available PeopleSoft Activity Guide functionality, was given highest priority. This initiative is on target for a pilot launch at USM and UMPI in January 2019.

## KALTURA

Kaltura is the video-asset management platform employed by the University of Maine System. Acquisition and implementation of Kaltura was born from the necessity to explore options to consolidate and improve the varied video content tools in use across the system. Faculty at the different campuses were using a combination of officially supported tools (Panopto) and free or homegrown solutions (YouTube, Burstpoint). This created difficulties for faculty and students, who needed to know how to operate several technologies, and had varied levels of support for the different solutions. These multiple solutions also had inherent issues, including lack of control over UMS owned content, the costs to maintain and backup on-site solutions, and the presence of advertising (including for competitor higher ed institutions). When adding in the tools used for more than just teaching and learning, the need for a video content platform was clear. With Kaltura, we have been able to roll out a standardized, powerful toolset that the UMS can control, brand, and support as our community needs.

As a platform, Kaltura has numerous tools for use in meeting the on-demand video content needs of the entire UMS organization, backed by an underlying cloud-based architecture that ties everything together. Kaltura is currently used for teaching and learning, for course work, marketing & public relations, departmental content sharing content and collaboration, training and more. Content can be created from a variety of sources, including webcams, mobile devices, classroom cameras, screen captures, slideshows, whiteboard tools, and more. Kaltura adoption and use has continued to grow rapidly since its initial rollout in the Summer of



2017 and we anticipate that this growth will continue as more and more faculty and staff find new and impactful ways to use the best of breed video platform.

### Key Features

#### Learning Management System (LMS)

##### Integration

The first part of the Kaltura platform to be implemented, Kaltura tools is directly accessed from within the Blackboard LMS. Faculty and students access available Kaltura media galleries independently, or as part of a specific course. Instructors use this to record presentations for online or hybrid courses, add supplementary materials for online or in-person classes, communicate with their students, and more. As an integrated tool within the course, students can record content for assignments and share with their instructor and/or fellow students. Kaltura has also added the ability to do video quizzes, allowing for assessments to happen inline with viewing a video assigned to the class.

#### Video.maine.edu

Launched formally this year, [video.maine.edu](http://video.maine.edu) is the branded home for UMS-related video content outside the Blackboard LMS. This site is accessible to anyone within the UMS, with portions of the site available publicly. The site also allows for embedding video on other websites (similar to YouTube) for content sharing and supporting a variety of use cases, including:

1. Faculty with video sharing needs beyond their Blackboard courses
2. Campus marketing offices for hosting and sharing video content with the world.
3. Staff-generated training videos for colleagues in their departments, or throughout the system.

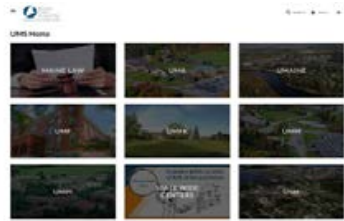
Over the past several months, UMaine Cooperative Extension has moved all of their videos onto video.

### BY THE NUMBERS

VIDEO METRICS THROUGH NOVEMBER 2018

60.73 Terabytes Storage Used

Videos Stored: 55,380



maine.edu, and a number of other departments have similar plans in the pipeline.

#### Kaltura Classroom

A longstanding, critical use for video content within UMS has been in recording live classes for subsequent delayed viewing by students. This can be used for online/hybrid courses, supporting the various Centers across the state, or even for reference purposes for students attending in-person courses. Kaltura provides tools that allow for use of dedicated cameras and other learning tools in many existing and newly refurbished classrooms to record scheduled or ad-hoc video sessions. The Classroom product has been upgraded by Kaltura over the past year and we have worked to get it in place as our primary classroom video capture tool.

#### Live-Captioning

It is the policy of the University of Maine System that "All University programs and services must be accessible to and usable by qualified individuals with disabilities." Additionally, there are legal requirements around accessibility for students or staff with documented needs, as well as any content presented and available to the

public. Kaltura provides automated machine captioning for all content that is created and uploaded, regardless of method of capture. Additionally, professional human captioning can be ordered, as needed, for situations requiring near 100% accuracy. There are also tools within Kaltura allowing content creators to edit their caption files, for improved accuracy.

#### Zoom/Kaltura Integration

With the implementation of Zoom this past year, as the official web conferencing platform, we have enabled the connection between Zoom and Kaltura for any cloud based recordings completed in Zoom. This allows centralization of recorded video content within the same tool, and to leverage the unlimited storage available through the Kaltura license.

#### KMS GO

While all Kaltura video content can be viewed via a standard web browser, Kaltura does also provide us with a free mobile application, KMS GO, for use on Android and iOS devices. With the advent of smartphones, virtually everyone has a video camera with them at all times, and this app provides an easy and quick way to leverage the tools and devices our students have.

#### The Future

As the Kaltura implementation project comes to a close, the team is working on establishing lasting governance for our video content platform. This governance will help guide UMS to ensure proper and robust utilization of the Kaltura service. Immediate needs are to work through establishing robust processes for captioning and content moderation. Kaltura continues to deliver new technologies as well, rolling out frequent updates to their capture software and administrative tools.

#### Team Spotlight: Web Technologies

Web Technologies is a team of 6 staff dedicated to providing direct technical, functional, and design support to more than 100 mission-critical web, portal and campus sites across UMS. A key area of focus has been the migration of various websites from aging and costly legacy platforms into a unified, robust, and common framework hosted in the US:IT datacenter.

In 2018, a multifaceted redesign of UMF's recruitment website, as well as the



newly developed Early College website, leveraged the common framework and 'One University' Wordpress theme to promote greater outreach, enhance branding, and increase adherence to ADA compliance in a mobile device friendly fashion.

The myCampus portal, which functions as a unified gateway to access enterprise information and applications, continues to achieve steady growth and adoption throughout UMS, seeing its busiest day ever: 41,042 sessions on Tuesday, September 4, 2018.

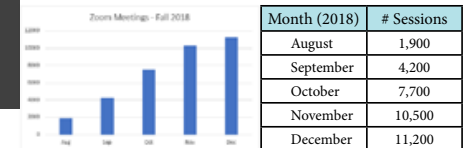


## ZOOM

During the 2018 academic year, IT and partners within instructional support units, worked through a gathering of needs and a subsequent RFP process to acquire a web conferencing system to replace the aging Adobe Connect product. The platform decided upon was Zoom, already in use by numerous faculty and staff through individual licensing across the state. Over the course of the summer, a team worked to implement the new systemwide license for Zoom culminating in a mid-August launch.



Zoom has provided the ability to teach and meet from anywhere from a wide variety of desktop and mobile devices. Students have begun to host their own Zoom meetings for study sessions, group work, and other ad-hoc purposes. Faculty have adopted new features such as polling and breakout rooms to enhance the interactive nature of their courses online via Zoom. Through the fall we have seen Zoom usage increasing as more applications of the tool are realized.



In an effort to create a more ubiquitous teaching and meeting environment, a second phase of the Zoom project is now underway with a target of summer of 2019 for completion. This next project will move our Polycom core video conferencing infrastructure to also use the Zoom cloud. This new approach will allow current Polycom video conferencing sessions to be joined seamlessly by participants from anywhere with their own devices. This will allow much greater flexibility for classes taught via video conferencing and students will have the option of not traveling to a campus or center to participate. That same flexibility extends to administrative use and even meetings with participants from outside the UMS.

## EMERGENCY NOTIFICATION

For several years, each of the University of Maine campuses has had a separate vendor contract for all-hazards (fire, weather, active shooter...) emergency notifications. This decentralized model was not only costly and inefficient, it was cumbersome for faculty, staff, and students to enroll - especially those affiliated with more than one campus.



product was chosen as a robust, cost effective, and user friendly enterprise solution.

Throughout late summer and into the fall, the University of Maine System partnered with all seven campuses to plan and coordinate the deployment of Blackboard Connect 5. Full engagement

Under the decentralized system, people with multi-campus affiliations were required to create a separate account for each campus, with no connection to their @maine.edu userid. Moreover, campuses incurred a per-user cost for every individual enrolled to receive emergency notifications from that campus even if the person was also enrolled at another campus. Through a competitive RFP process, the Blackboard Connect 5

with the campuses was deemed critical to all aspects of the new system. The design of the enterprise solution, deployed in late November 2018, provides flexibility to adapt to specific needs and circumstances of each campus, while leveraging single-sign-on capabilities of @maine.edu accounts as a single point of entry for faculty, staff, and students to centrally manage their account for one or more campuses.



To ensure all campus users were correctly imported into the new system, each campus sent two test SMS messages in late November - one SMS from the old decentralized system, and another SMS message from the centrally managed system. By doing so, administrators from each campus emergency communications team were able to validate a successful test of the enterprise system in parallel with empowerment of individuals to easily opt-out of communications from specific campuses. Of note, the vast majority of users who opted-out from emergency notifications from a campus, and provided a reason for doing so, indicated they no longer had an active affiliation with that campus.

From the baseline of users in September 2018, the number of registered users has increased by 14.8%. In the first week since the new system was implemented 1,166 users registered using the UMS Blackboard Connect portal. With the successful completion of project implementation, a transition to a governance team with representation from all campuses is forthcoming. The governance team will determine how best to leverage the robust features included within the new service offering.

## JIRA SERVICE DESK

US:IT historically operated three different Help Desk ticketing systems to track issues: RT, JIRA, and Heat. In July of 2018, US:IT migrated all ticketing activity into a single instance of Jira Service Desk to track customer incidents and service requests. As a result, we have created a seamless tool for IT staff across US:IT, have leveraged a single workflow process to manage customer incidents, and now provide a better customer experience in a modern tool.

With the implementation of Jira Service Desk, IT has a much greater ability to analyze requests and incidents and make informed decisions. As an example, while it was known that user account management accounted for a high volume of traffic, IT is now able to quantify it. Since the July launch, 26,195 tickets were logged and 38% of those were account issues. With this information IT has now prioritized efforts to improve user account management such that less difficulties will arise resulting in less disruption to the UMS community. With a higher percentage of account issues identified during the late August and early September timeframe, we know this has been especially disruptive to new and returning students.

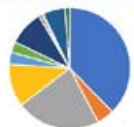
### BY THE NUMBERS

SINCE JIRA SERVICE DESK LAUNCH - JULY 2018

26,195 Tickets logged

Pct. Account-Related Tickets: 38%

Jira Service Desk Tickets Since Launch



Ticket Category	% Tickets	Ticket Category	% Tickets
Accounts	37.7%	Help&Training	2.9%
Business Apps	4.7%	Network&Telec.	9.4%
Computers	22.4%	Project Mgmt	0.1%
Ed Tools	11.3%	Safety&Security	0.7%
Email&Calendar	3.2%	Servers	0.5%
Software Dev.	5.9%	Web	1.2%

Much work still remains for the coming months. Jira has an embedded customer portal with which forms can be built out for specific requests. Already on deck is demand to start developing forms to simplify numerous processes for the UMS community. From an efficiency and accountability perspective, Jira allows for embedded Service Level Agreements and Operating Level Agreements. Work to leverage the latter has begun which essentially puts a timer on service requests and incidents based on type and triggers an alert if action has not been taken. These alerts not only can identify a single ticket in need of attention but also allows for visibility into overall operations and pinpoint areas within IT that are unable to meet defined standards of response.

Jira Service Desk is a critical step towards moving all of US:IT into an industry standard methodology for managing requests, internal escalations, communications, reporting and triage.

## Team Spotlight: Database Administration

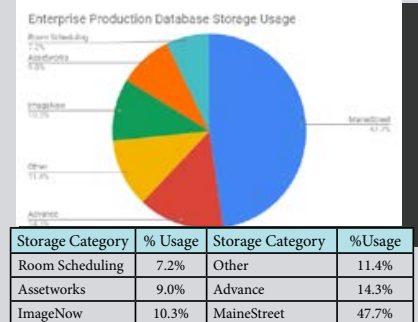
The Database Administration (DBA) Team is a seven member team that supports the MaineStreet systems, the databases for other enterprise applications, and



From left to right: Gary Blake, Noel Chelberg, Xiumei Fang, McLean Poulin, Valli Vel, Anna Dukhovich, John St. Peter

a number of databases for campus applications. The team has a combined total of 72 years experience supporting databases for UMS.

Given the nature of enterprise databases, the DBA team members are key resources in a number of the items described elsewhere in this report -- the MaineStreet Human Resources upgrade and enhancements, MaineStreet Campus Solutions upgrade, and the Datamart initiative. There have also been a number of smaller maintenance and upgrade projects supported by the team, including: the AssetWorks "AiM" software used by Facilities Management; Advance Fundraising software used by several campus Alumni Associations; Infosilem and Resource 25 room scheduling software used by the campus registrars; and several other



databases related to user identity and network infrastructure management.

At present, the team manages around ten terabytes of data for production applications, and several times that for test and development systems.

During peak times, the MaineStreet system handled over 186,000 sessions in a week. Between 10 a.m. and 11 a.m. on first day of classes during the Fall 2018 semester, our Campus Solutions system handled a record high number of sessions -- 8,240.

In 2019, the team looks forward to completing the MaineStreet Campus Solutions improvements, retiring the legacy Solaris hardware, and seeing the first Data Mart deployed.

## NETWORK INFRASTRUCTURE

### MaineREN

As projected in last year's report, the new optical network equipment was put into full production in the spring of 2018. The new equipment, installed between Orono, ME and Cambridge, MA, provides a 10-fold increase in capacity. The new platform supports up to eighty-eight 100 Gbps wavelengths (up from thirty-two 10 Gbps wavelengths), allowing for expanded capacity on the busiest parts of the network, increased resiliency, and new interconnections with key service providers.

In the past year we have joined the Massachusetts Internet Exchange (Mass-IX) to diversify connectivity and facilitate direct peering with commercial cloud providers. The first such direct connection was established with Microsoft this past fall, with plans to establish peering with Google and Amazon in 2019.

### Transport Contract

In 2018, US:IT released an RFP for data transport services on behalf of UMS, K-12 schools and public libraries that participate in the Maine School and Library Network (MSLN) and research and higher-education institutions that connect to MaineREN. The RFP covered a total of 746 locations across the state (MSLN - 716, UMS - 22, MaineREN - 8) and resulted in awards being made to 7 different transport providers. The 7 resulting contracts have a total value of \$17M over their 36 month term which represent a \$4.7M in savings over the contracts they replace.



# US:IT YEAR IN REVIEW

## ORGANIZATIONAL CHANGES

Earlier this year, John Grover, Director of Enterprise Computing and Application Services (ECAS) announced his retirement following 29 years of faithful service to the University of Maine and UMS. This event, coinciding with the ongoing development of the US:IT Strategic Plan and the call for greater alignment of internal teams and resources to best position them for success, provided a unique opportunity to review the larger ECAS team and derive an organizational structure designed to address emerging strategic goals. As a result, ECAS has been restructured into the following teams:

- **Enterprise Systems Architecture:** The Enterprise Systems Architecture team is responsible for the design, planning, implementation and maintenance of the UMS enterprise infrastructure to support the mission and goals of the UMS. This team encompasses the services of the Systems Administration, Database Administration and Data Center Operations groups. Steven Premeau was appointed as Director of the Enterprise Systems Architecture team in October 2019.
- **Custom Enterprise Solutions:** The Custom Enterprise Solutions team is responsible for the strategic design, planning, implementation and support



of enterprise software solutions to address the educational, administrative and research goals of the University of Maine System. This team includes the Software Development and Web Technologies groups. Tiffany Maiuri was appointed as Director of the Custom Enterprise Solutions team in July 2019.

- **Campus Academic and Business Solutions:** The CABS team, led by John Brown, focuses on providing business analysis, implementation and operational support for a majority of enterprise systems used across the UMS. The CABS team remained intact through the post-ECAS transition.

In recognition of the vital role each of these teams plays in supporting and delivering technology solutions to stakeholders across the UMS, Steven Premeau, Tiffany Maiuri and John Brown have been appointed to serve on the US:IT Leadership Team.

## NEW STAFF

We are pleased to have been joined by the following staff members over the past year:

Name	Role
Paul Eaton	IT Specialist II; Campus Card & Cellular Services
Jeremiah 'Zak' Gould	USM Media Services Manager
Matthew Jacobson	Support Services Help Desk Coordinator
Yan Liu	Analyst Programmer
Dustin Miller	Systems Administrator
Ryan Paradis	Network Engineer I
Joseph Patenaude	Network Engineer I
Buddwood Shain	Network Engineer I
Lynn Smith	Administrative Specialist - Infrastructure/Networkmaine



# ON THE HORIZON

## COST ALLOCATION

In support of strategic planning, improved communications and increased efficiency and portability of IT services across the system, US:IT is currently engaged in an IT Service Cost allocation project that will determine the cost of services US:IT provides by allocating US:IT labor and expenditures to services, and services to campuses. The project is on-target for completion by the end of Q1, 2019. The allocation is forward looking and will serve strategic planning and budget processes through increased transparency of IT spend.

The IT Cost Allocation project builds on the IT Service Catalog ([itservices.maine.edu](https://itservices.maine.edu)) and will also provide a tool to project the cost of proposed services, service changes and projects.

The project is being led by the IT Service Costing team which includes Michael Cyr, John Forker and David Jones (Finance) with assistance from John Grover. Approximately 30 other US:IT staff are involved in allocating time and costs to their services. In the future, we expect less effort will be required to update the allocation for each new budget cycle.



## DATA INITIATIVES

With the goal of providing advanced analytics capabilities to data users within the University of Maine System, three upcoming projects will dovetail to deliver a modernized architecture of analytics-ready data combined with transparency into that data and its definitions. The three upcoming projects are outlined in more detail below, including 1) the launch of the UMS Data Cookbook to solidify, validate, and publish definitions of our enterprise data elements, 2) the implementation of Microsoft Power BI to create everything from basic aggregate reports to powerful visualizations, and 3) UMS Data Marts to bring together the most commonly needed enterprise data elements into targeted, analytics-ready, formats.



### DATA GOVERNANCE/COOKBOOK

The Data Cookbook is an increasingly relied-upon data governance tool among institutions of higher education. Combining technical and business definitions for data elements, the Data Cookbook is essential for both data users and for decision makers who need to interpret data and reports during their decision-making process.

US:IT starts work on Data Cookbook implementation in January 2019, first leveraging standard definitions (e.g., IPEDS), then building the infrastructure to create, modify, and validate UMS-specific definitions. The process for writing and approving definitions will be a collaborative one, with the Cookbook tool streamlining data governance work and tracking approvals, edits, and published definitions. The Data Cookbook tool will serve as a common repository for all information about UMS data, informing data and research projects across several enterprise data domains.

### POWER BI

In 2018, data stakeholders across the UMS evaluated several business intelligence tools. As a result, Microsoft Power BI was chosen for enterprise business intelligence and interactive reporting/dashboarding. A small number of US:IT employees have begun training on the desktop tool and will coordinate training for UMS users beginning in January 2019. Furthermore, US:IT will build out the infrastructure needed to deploy Power BI as an enterprise application, featuring collaborative workspaces with centralized governance, security, and publishing of reports and data visualizations throughout the new year.

The long-term goal for Power BI is to serve as a user-friendly reporting tool and as the front end analysis engine for UMS Data Marts. Data discrepancies will be reduced, while the volume of data and the number of users who can access it will be better managed.

**DATAMART INITIATIVE**

Beginning in 2019, US:IT will design, build, and deliver a series of data marts for UMS data users. The data marts will be designed through a collaborative process with stakeholders such that each mart is optimized for a discrete analytics use-case, benefiting various functional areas and meeting myriad needs for analysis and information.

The decision to build out a series of data marts rather than replace the former UMS Data Warehouse drew heavily upon lessons learned from that Data Warehouse project. In 2017, US:IT engaged with a data warehousing consultant to conduct a thorough assessment of the UMS Data Warehouse and to guide US:IT towards a design for a robust analytics environment for the University of Maine System. Ultimately, a cross-departmental US:IT team selected to build out the data marts using Microsoft SQL Server, an approach that affords an opportunity for US:IT staff members to acquire new expertise while learning an architecture that offers more features, lower costs, quicker set-up and easier maintenance, and

increased integration capabilities with Microsoft products over the existing database architecture.

During the Fall 2018 semester, US:IT began work on a pilot data mart for student application data, with the goal of supporting recruitment efforts at all UMS campuses. In addition to this data mart's value in strategic analysis of applicant information, building the first pilot data mart is an opportunity for expansion of US:IT staff skill sets in both new database infrastructure and the development of analytics-ready data sets.

Upon completion of this first data mart, US:IT will also pilot access to the data mart through Power BI for end users who regularly leverage student applicant data. Following this first pilot project, all contributing US:IT teams will be asked for feedback on the pilot in order to inform design and creation of subsequent data marts.

**MAINESTREET IMPROVEMENTS**

The MainStreet Improvements initiative is comprised of two projects; a technical upgrade of the PeopleSoft Campus Solutions (CS) student information system from version 9.0 to 9.2, the underlying PeopleTools architecture will be upgraded from version 8.55 to 8.56, and a project to enhance the PeopleSoft user experience (UX Enhancements).

**Campus Solutions (CS) 9.2 Upgrade:** This project will upgrade the UMS PeopleSoft (MainStreet) Campus Solutions system from version 9.0 to version 9.2 and the Campus Solutions PeopleTools from version 8.55 to version 8.56. The upgrade will maintain Oracle compliance and continued support of the system. Wherever possible, the project will make improvements in business practice throughout the upgrade that will not significantly or materially change the timeline or the scope of the upgrade project. In addition to the CS application and PeopleTools upgrades, the project's scope includes transitioning the CS PeopleSoft environments from the legacy Solaris architecture to Linux architecture. The project kicked-off in late



October 2018 and will be completed during the first week of June 2019.


**UX Enhancements:** This project will acquire and deploy a 3rd party PeopleSoft UX enhancement tool to streamline and improve usability, navigability, and utility of the MainStreet environment for students and faculty alike. Additionally, enhanced Single Sign-On capabilities will be deployed to support a secure, fully integrated user environment. An RFP process to select a vendor kicked-off mid-fall 2018 and we anticipate a contract award will be made in early January 2019.



## **University Services Information Technology**








# US:IT State of IT Report - 2018






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- **US:IT Strategic Plan**
  - Year-long, inclusive process to define the Mission, Vision, Values of the US:IT team
    - **Mission**
      - US:IT designs and supports technology solutions through a team of knowledgeable, dedicated professionals. Working within a structure of shared governance and data-driven decisions, we support the mission of the University of Maine System and its campuses
    - **Vision**
      - US:IT strives to be a trusted partner by empowering our university communities with reliable and innovative solutions
    - **Service Values**
  - Guide/Inform development of the US:IT 3-Year Strategic Plan
    - Goals
      - Objectives
      - Activities






# US:IT State of IT Report - 2018








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## Tab 2; Page 21

- **US:IT Strategic Plan**
  - (6) Goal Categories
    - Service – Communication – Collaboration – Innovation – Professional Development – Data
    - (17) Strategic Goals – (98) Key Objectives
  - Working to align Goals to BOT Strategic Priorities:
 

BOT Strategic Priority	US:IT Supporting Goal
1. Advance workforce readiness and economic development	3.1. US:IT will promote active collaboration with stakeholders to optimize alignment of IT activities and prioritize services to support System and Campus strategic initiatives
2. Increase Maine Educational Attainment	3.3. US:IT will pursue opportunities to actively contribute to the mission of the University






## US:IT State of IT Report - 2018

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• **US:IT Strategic Plan**


- (6) Goal Categories
  - Service – Communication – Collaboration – Innovation – Professional Development – Data
- (17) Strategic Goals – (98) Key Objectives
- Working to align Goals to BOT Strategic Priorities:

BOT Strategic Priority	US:IT Supporting Goal
3. Align Academic Programs and Innovation to Drive Student Success	3.4. US:IT will provide solutions designed to empower stakeholders 4.1. US:IT will be a leader of innovation within the University of Maine System
4. Maintain Competitiveness and Sustainability while Meeting State Needs	1.3. US:IT will achieve consistency in the scope and delivery of system-wide services 3.2. US:IT will partner with stakeholders to establish a supportable and sustainable technology baseline designed to meet the needs of campus communities

## US:IT State of IT Report - 2018


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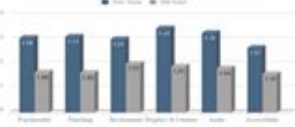
• **Project Updates**

- **Classrooms for the Future**
  - \$4.9M Investment to renovate and improve classroom technology baseline standards across the UMS to enhance teaching and learning
    - 44% of teaching locations (246 Rooms) Impacted
    - 56% (312 Rooms) will remain in unaffected with current funding
  - Assessment
    - 43 Characteristics/6 Categories
    - Project has exceeded goal of achieving overall rating of 3.0
      - 3.15 Average Rating
  - Surveys/Focus Groups
    - Testimonials



Status	# Rooms
Completed	0%
Summer 2019	50
Remaining	312

UMS Upgraded Rooms Category Score Comparison



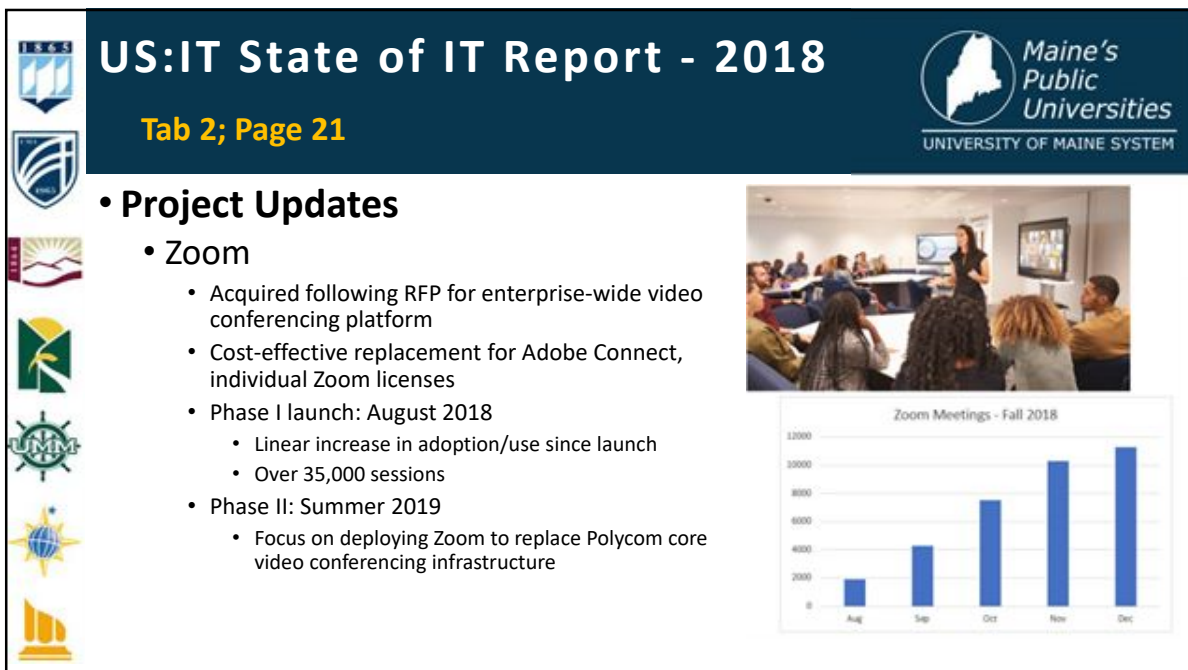
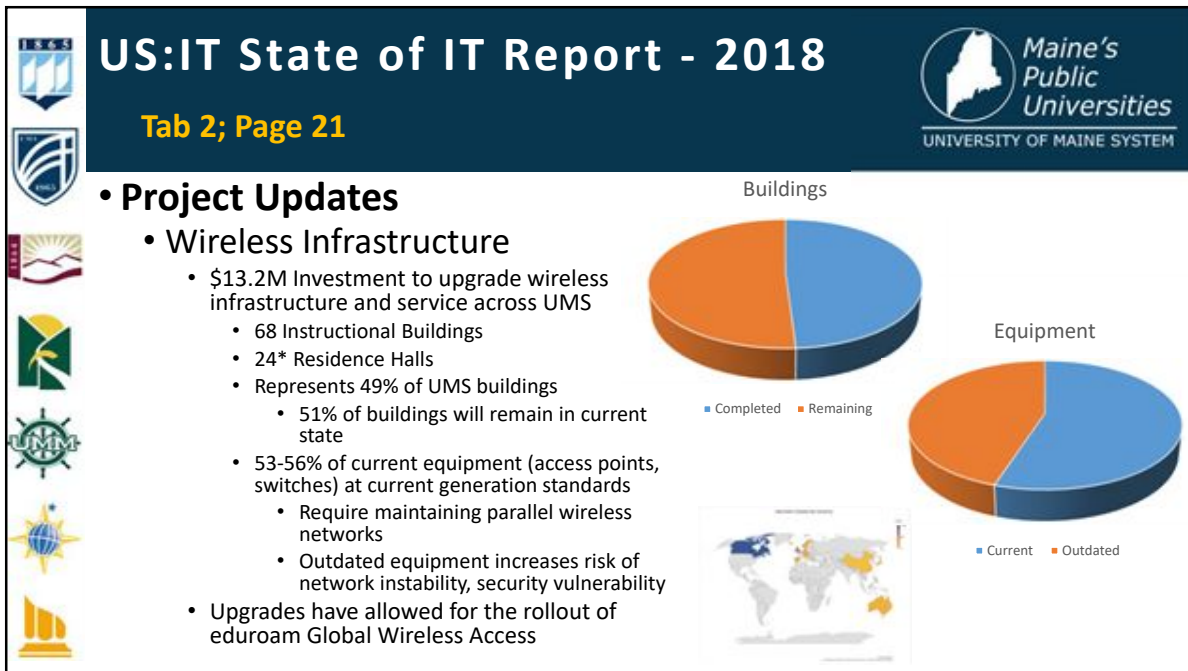
**Student Testimonial**








"It is easy to hear from the back of the room and the projectors and whiteboards being available to use simultaneously is really helpful."

**Faculty Testimonial**

"The active learning classroom is very versatile for group work for my classes. The setup and technology allows for more team work, student interaction and collaboration."


Score	Functionality	Flexibility	Environment	Digital Content	Audio	Accessibility
Before	3.00	1.84	3.5	1.85	1.34	1.39
After	3.00	3.14	3.05	3.00	3.28	2.67



## US:IT State of IT Report - 2018

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### • On the Horizon


- Key Data Initiatives
  - US:IT Strategic Plan Goal 6.1:
    - *US:IT will engage with the University community to establish a culture of data-informed and responsive decision making*
  - Data Cookbook
    - Platform for storing data definitions, report indexes and access policies to raise awareness of key data elements and performance indicators across UMS
  - Business Intelligence/Reporting Tool
    - UMS has selected the Microsoft PowerBI platform to replace the end-of-life Oracle Discoverer reporting tool
    - Will provide front-end access to core data elements and repositories

## US:IT State of IT Report - 2018

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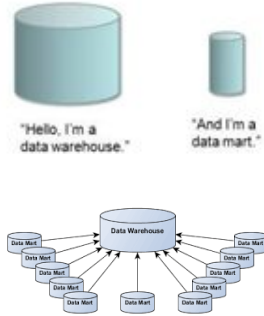


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### • On the Horizon

- Key Data Initiatives
  - US:IT Strategic Plan Goal 6.1:
    - *US:IT will engage with the University community to establish a culture of data-informed and responsive decision making*
  - Datamart Initiative
    - Cross-functional team working to assemble discrete data sub-sets designed to meet core reporting needs for functional units/offices
      - Data Warehouse - contain all/large subset of information
      - Datamart - isolate/partition a smaller set of to serve reporting needs of a specific unit or function
        - Can support development of full Data Warehouse
    - Target launch of initial Datamart: end of Spring 2019





## AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Cyberbit Range, UMA
2. **INITIATED BY:** Karl W. Turner, Chair
3. **BOARD INFORMATION:** **BOARD ACTION:** X
4. **OUTCOME:** **BOARD POLICY:**  
 Increase Enrollment  
 Improve Student Success & Completion  
 Relevant Academic Programming  
 701 Financial Affairs-Operating & Capital Budget
5. **BACKGROUND:**

The University of Maine System acting through the University of Maine at Augusta requests authorization to expend up to \$855,000 over three years to procure a Cyberbit Range security and simulation platform to provide a virtual environment for teaching and learning in cyberwarfare training and cyber technology development. Funding for the Cyberbit Range would come initially through grants and campus resources, but also provides an opportunity for revenue generation through cybersecurity training for and leases to corporations and other entities.

This request is pursuant to Board of Trustees Policy 701 Financial Affairs, which requires projects with a total cost of more than \$250,000 to be considered by the Board of Trustees or its Finance, Facilities and Technology Committee. The request is to approve and to forward this matter to the Consent Agenda for the January 27 & 28, 2019 Board of Trustees meeting.

The project involves purchasing a turn-key hardware and software solution to be under the direction of the Maine Cybersecurity Center (MCC) and housed in the UMS-IT data center located on the Orono campus. The MCC was established by the University of Maine System as the designated Center for Cyber Education. The MCC, under the direction of Dr. Henry Felch, DCS, provides support and oversight for the core academic program in Cybersecurity recognized by the NSA currently offered at the University of Maine at Augusta, the University of Maine at Fort Kent and the University of Southern Maine. The MCC maintains a distributed and redundant network of servers accessible to all participating faculty and students within the University of Maine System over a virtual private network.

This project will position the University of Maine System as an educational leader in Cybersecurity and allow us to provide a high quality, hands-on learning experience for our students. Students would have as close to real world experience training as possible, making our

students a top choice for employment upon graduation. The UMS Cybersecurity Academic Programs, including the shared Masters in Cybersecurity (UMA/USM) under development, the Maine Cybersecurity Center and its continuing designation as an NSA Center of Academic Excellence serve a critical state need for Cybersecurity education in a rapidly changing world. Additionally, each of these initiatives would be greatly supported by a tool designed to provide a dynamic and robust environment in which faculty and students may conduct research and educational delivery.

The total cost of the three-year lease for the Cyberbit Range is \$855,000: Year 1 \$295,000; Year 2 \$280,000; Year 3 \$280,000. Through the MCC, UMA has applied for a small campus Maine Economic Improvement Fund grant with a request for \$300,000 and a National Science Foundation grant for approximately \$1 million to fund the initiation of this project. This project will not be initiated until a funding plan is in place. Significant revenue generation opportunities exist to cover the ongoing cost of funding the platform, through cybersecurity training for and leases to corporations and other entities.

The Cyberbit Range is a user-ready tool that is unique in its features supporting the needs of higher education, in particular this tool is distinct from other user-ready products available in the market for business and industry, making it uniquely applicable for academic curricular support. In addition, this product is already NSA and Department of Homeland Security accredited aligning with our NSA designation as a Center of Academic Excellence. For these reasons, UMA will be submitting a sole source procurement justification.

## **5. TEST OF PROPOSED RESOLUTION:**

That the Finance, Facilities and Technology Committee forward this item to the Consent Agenda at the January 27 & 28, 2019, Board of Trustees meeting for approval of the following resolution:

That the Board of Trustees authorizes the University of Maine at Augusta, to expend up to \$855,000 over three years in grant and campus funds for the acquisition of the Cyberbit Range security training and simulation platform.

## UNIVERSITY OF MAINE SYSTEM SOLE SOURCE JUSTIFICATION

Pursuant to the policies of the University of Maine System and Maine Law, the University must procure all material, equipment, supplies and services via competitive means, however, the University may waive the competitive process and approve sole source procurement provided the requestor can adequately justify its use. In cases where an alternate supplier for a similar product or service cannot be identified, the requestor must document that a good faith effort has been made in seeking other sources. **Sole source justification cannot be based on quality, price, mere preference or urgency created by inadequate planning or untimely action by the requestor, such as the imminent expiration of a contract that could have been foreseen.**

All sole source justifications are subject to public review; other suppliers may have the opportunity to review the justification and protest the purchase if they feel the justification is not adequate or based on valid grounds. Therefore, the justification must contain clear, in depth and accurate information in order to avoid the possibility of delaying the procurement.

University employees may not have a financial interest in any contract entered into by the University except in circumstances approved in advance, in writing, by the appropriate University official as further described in APL VII-B, *Procurement Standards of Conduct*.

### INSTRUCTIONS

- 1) Please type or print legibly.
- 2) Complete all categories and sections that apply.
- 3) Provide full explanation, complete descriptions, and/or list all relevant reasons where space has been provided. Sole Source Justification forms lacking sufficient detail cannot be approved.
- 4) Sign and date the form at the end and forward to your Campus Purchasing Authority for approval.

**Authority for approval:**

### STATEMENT

I, Henry J Felch Phone 207-621-3371  
Name of Principal Investigator, Requestor or End-User (please print)

am aware that the University of Maine System policy mandates that the University procure all material, equipment, services, and supplies via competitive means whenever practicable. However, I am requesting sole source procurement based on the following criteria (attach additional sheets as necessary):

#### **Requested product/service/estimated price:**

One-Year Subscription Agreement: (Includes Hardware, Software, Training and Support) – \$330,000

Three-Year Special Pricing Subscription Agreement: (Includes Hardware, Software, Training and Support)

- Year 1: \$295,000
- Year 2: \$280,000
- Year 3: \$280,000
- Total - \$855,000 for a three-year agreement



Ordering PN	Description
<b>CB-RNG-SW-CLS-A02 License Price for Range Environment (one class)</b>	Range environment for one class (20 trainees + 1 observer + 1 trainer): Traffic generator, Attack generator, Training Management System, Out of the box network simulation
<b>CB-RNG-SW-SCN-A01 License Price for SOC Scenarios Package</b>	SOC\IT Scenario Package
<b>CB-RNG-PS-TRN-PO2 Train the Trainer</b>	Onetime payment for a total of 5 days for 5 trainees, full syllabus is detailed in the SOW

**Source:**

Cyberbit  
3571 Far West Blvd  
#168  
Austin, TX 78731  
Tel: 512.676.8731

1. The requested product has unique design/performance specifications which are essential to my research, protocol or other needs and are not available in comparable products. **BOTH SECTIONS A & B OF THIS CATEGORY MUST BE ANSWERED.**

## A. These capabilities are:

The Cyberbit Range provides several unique capabilities which are essential both for our research and to ensure we provide the required elements of our planned cybersecurity degree programs

- Realistic simulation of a cyber-attack environment as it will be experienced by the graduate in real-life. This requires a simulation of a real-world corporate network infrastructure, network traffic, simulated cyber-attacks, and use of real-world security products
- The ability to provide both on-premise (in-house) training, as well as remote training of multiple students
- The ability to provide both a basic platform for a cyber lab, enabling hands-on practice, as well as advanced research of cyber malware and doctrine approaches
- A rich, and substantial amount of cybersecurity training scenarios that align with our program, ranging from introductory networking lessons to advanced forensics, analysis, and incident response scenarios. These scenarios, provided in Cyberbit's platform, are optimal for serving as the core of our cyber security degree program
- Comprehensive documentation to accompany the training scenarios and enable us to run the scenarios effectively
- The Cyberbit platform provide additional, unique educational tools and capabilities which are essential for best-practice training and tutoring including the ability to record and debrief the session, student scoring and evaluation, and multiple levels of difficulty
- Security Operation Center (SOC) simulation - that will enable the university to provide, in addition to academic programs, various non-academic courses for the benefit of the community, including career transformation, workforce development, and industry training that will increase the cyber resilience of organizations around us

- B. In addition to the product requested, I have contacted other suppliers identified below and considered their products or similar capabilities. These products are not acceptable because they



are lacking one or more of the technical specifications described in A above:

1. Vendor: Ixia

Product Description: Ixia Cyber Range

Vendor Contact/Phone Number: 877.367.4942

Technical Deficiency: Does not provide simulated attack scenarios. Does not provide a corporate network simulation, does not provide real-world security tools, all these are essential for our cybersecurity program and for research. Does not provide session recording and debrief, or student evaluation. Does not provide instructor tools

2. Vendor: Cisco

Product Description: Cisco Cyber Range

Vendor Contact/Phone Number: 978-936-0000

Technical Deficiency: Does not include industry leading security tools for the benefit of our students aside Cisco products. Does not provide a rich selection of cyber attack scenarios that align with a cybersecurity curriculum, does not provide the required training capabilities including session recording and debrief, and student evaluation.

2. The requested product is an integral repair part or accessory compatible with existing equipment.

A. Describe existing equipment: \_\_\_\_\_

Manufacturer/Model Number: \_\_\_\_\_ Age/Current \_\_\_\_\_

Value: Estimated remaining life span: \_\_\_\_\_

B. Requested Equipment/Accessory/Part \_\_\_\_\_

C. : Manufacturer/Model Number: \_\_\_\_\_

Explain relationship between current equipment and requested equipment:

3. The requested product or service is essential in maintaining experimental or administrative continuity. Provide a thorough explanation in "Explain in detail" section.

N \_\_\_\_\_ Requested product or service is being used in continuing experiments;

N \_\_\_\_\_ Other investigators have used this product or service in similar research and for comparability of results, I require it;

N \_\_\_\_\_ The use of another would require considerable time and money to evaluate.

Explain in detail:

4. The requested product is one with which I (or my staff) have specialized training and/or extensive experience. Retraining would incur substantial cost in money and/or time.

Manufacturer/model of existing equipment: \_\_\_\_\_

Age/Current Value: \_\_\_\_\_

Estimated hours/per person required to re-train: \_\_\_\_\_

Number of persons requiring retraining: \_\_\_\_\_

Other factors

5. Other factors not addressed above which may assist in the sole source justification review process are:

The Cyberbit Range is the industry-standard platform for cybersecurity simulation and training or higher education. In addition to the considerations we have provided, the product has been recommended by Miami Dade College, who opened their cyber range center and program in August 2018, and by Regent University, who opened their cyber range in early 2018, and has recently been accredited by the NSA and DHS as a Cybersecurity Center of Excellence, as a result. Being the most mature product in its category, the Cyberbit Range supports a wide selection of curricula, supported by comprehensive documentation, and provides a set of unique capabilities designed for higher education. By using this product the University will significantly improve the level of cybersecurity graduates, increase their employability, and allow for new types of cybersecurity research. Moreover, it will save significant efforts, time and costs in maintaining and running our program.

### **Cyberbit unique characteristics:**

#### **1. Commercially licensed security tools**

The Cyberbit range provides exposure to commercial endpoint security (McAfee), commercial firewalls (Checkpoint or Palo Alto), and commercial SIEM (platforms ArcSight or QRadar).

Other vendors use a limited set of technologies, such as open source technologies as an alternative. These are not acceptable for training and certifying cybersecurity professionals for several reasons:

- **SIEM** - a SIEM (Security Information and Event Management) tool is the cornerstone of the security operation center (SOC). Mastering a SIEM is the core proficiency of a cyber incident responder. However, there is no open source SIEM currently available, which means that most Cyber Range solution are missing a core element of the incident response workflow.
- **Endpoint security** - using endpoint security tools is a critical and basic proficiency of a security analyst, but no open source system offers endpoint security functionality. This does not allow, for example, developing abilities to comply with skill designed by the NICE cybersecurity framework section A0128 – “ability to apply techniques for detecting host and network-based intrusions using intrusion detection technologies”.
- **Firewall** - Firewalls, routers load balancers and WAFs have open source alternatives, but their functionality is significantly limited compared to commercially licensed tools. For example: application awareness does not exist in open source tools. This severely limits cybersecurity training and education programs as these skills are essential to master when operating a firewall.

Overall, the, use of open sources cybersecurity is discouraged as it is accessible to malicious actors, may be reverse engineered and even used as an attack vector for injecting malware into a network. Open source tools cover a redundant portion of the market and some tools do not even have an open source version.

In the broader level, using open source is not an acceptable approach for the following reasons:

- Maximizing cybersecurity proficiency requires an **immersive, near real-life experience**. This can only be accomplished by using tools and technologies deployed in a real-life security operations center. There are practically no industry or government organizations that use open source cybersecurity tools today, such as Anti-Virus or a Firewall.
- As the University intends on becoming a **regional cybersecurity hub**, it plans to offer services to the surrounding industry and government organizations. These cannot be provided based on limited technologies or open source security tools as they will not be applicable for their day to day work. Organizations will not see this approach as viable for replacing current, low-level training approaches.
- The university plans to use the Cyber Range for workforce development programs, typically leveraging state-level funding. These must be performed using tools which are applicable for the trainees and their future employment scenario. Hence, gaining experience in using market leading vendors is critical for increasing their chances of being hired.

Cyberbit Range is the only platform providing commercial security tools and based on this provides the richest and deepest training and simulation technology in the market.

## 2. Simulation of corporate networks

Cyberbit Range provides unique tools and engines enabling a customer, such as a university, to build **custom networks** that mirror the networks of industry and government organizations, who will be training in the range. This dramatically increases the impact of such training. In addition, Cyberbit offers tools enabling a customer to build **custom attack simulation scenarios** that are aligned with the specific needs of its trainees. These abilities also allow conducting advanced cybersecurity research and to build advanced cyber labs.

To the best of our knowledge there is no vendor that provides similar tools that enable the simulated training scenarios and can be used by the university, to **independently** reconfigure and customize the range without the involvement of the range vendor.

We would like to emphasize that simulating a corporate network requires simulating the actual security tools deployed in that network, such as IBM QRadar or a Palo Alto Networks Firewall. As mentioned in item #1, Cyberbit is the only vendor offering commercial cybersecurity tools, hence no real life simulation can be performed by other vendors as long as they use open source tools.

## 3. Rich selection of attack scenarios that align with cyber security curriculum

Virginia and Michigan Cyber Ranges do not provide an automated attack machine which executes cyber-attack scenarios. Rather, they offer a virtual playground for red and blue teams to practice attack and defense, as well as simple- entry level scenarios, mostly focused on analyzing a single network component.

Cyberbit provides a wide range of pre-programmed attack scenarios that are automatically executed by an attack generator. These include both individual and team training scenarios for multiple roles in the security organization from beginners to experts. This results in deeper, more comprehensive and more effective training, which is repeatable and measurable.

A sample of the Virginia Range scenarios can be found at this link, these are primarily entry-level, simplistic scenarios:

<https://virginiacyberrange.org/courseware?keywords=&category%5B8%5D=8&page=2>

The following link demonstrates Michigan Cyber Range scenarios, focusing on red vs. blue competitions, but not on advanced, repeatable and measurable simulated attacks:

[https://www.merit.edu/wp-content/uploads/2018/03/Merit\\_CyberRangeExercices.pdf](https://www.merit.edu/wp-content/uploads/2018/03/Merit_CyberRangeExercices.pdf)

#### **4. Client-side session recording, debrief and student evaluation**

Indeed, other vendors do not provide detailed recording of student's behaviors for later debrief, nor do they automatically evaluate a student's performance/progress on their assigned exercises.

We would like to emphasize that our experience shows that this is a critical point for higher education. Managing an effective cybersecurity program relies on the ability to debrief students by revisiting their actions and showing them where did right and where they can improve. A cybersecurity instructor will not be able to run a class of 10-15 students without this capability. This concept becomes even more critical when performing remote training.

#### **5. Instructor tools.**

Rather than the scoring, the unique aspect of Cyberbit's instructor application is the ability to control a complete session end to end, hands-on, and dynamically control its workflow, for example – triggering attacks, or controlling the complexity of the session, all this using a convenient UI.

#### **6. Service vs. Platform**

The Michigan and Virginia Cyber Ranges are regional cyber ranges that offer customers to connect to their centers remotely, as a service. Or to train on premise at their sites.

The University of Maine intends on creating a similar format and is required to license a best of breed cyber range technology platform over which it can provide training services that would compete with, and exceed the performance of the Virginia and Michigan centers. Therefore, the approach of purchasing services from these providers is not applicable. It will not allow the University of Maine to conduct research, offer services to local industry and the government, and will not allow the institution to perform simulations as the University of Maine will not be controlling the platform – the hardware and network.

#### **Additional Documentation:**

Attached are three documents supporting this request, refer to Exhibit A for detail.

The first, is a letter from Deputy Vice Chancellor Kay Kimball on behalf of the System designating the Maine Cybersecurity Center (MCC) as the designated UMS Center for Cyber Education and Dr. Henry Felch, DCS, Associate Professor of Computer Information Systems at the University of Maine at Augusta, as the Director of the MCC and the UMS Cyber Program Chair. This is currently a three university collaboration between UMA, UMFK and USM, but other institutions within the UMS may join if they adopt the core academic program.

The second document is a letter of support from Chancellor Page and Vice Chancellor Neely for the UMS application for continued designation by the National Security Agency (NSA) as a **Center of Academic Excellence**. UMS currently has a "system-level" NSA designation as a Center of Academic Excellence and we are in the process of applying for continuation of this designation. The NSA designation lends credibility to the core academic curriculum shared by the three institutions and also enhances the marketability of our cybersecurity certificate and degree programs.

The third document serves as System authorization for the development of a shared professional Masters of Cybersecurity, between UMA and USM, that is currently planned for launch in Fall 2019. The Masters in Cybersecurity will provide a pathway for the continuing education of our students in the undergraduate degree, which is one of UMA's fastest growing programs.

**Sole Source Justification:**

Each of these initiatives, the Maine Cybersecurity Center, continuing NSA designation as a Center of Academic Excellence, and the shared Masters in Cybersecurity are supported and advanced by the System as a means of serving a critical state need for Cybersecurity education. Additionally, each of these initiatives would be greatly supported by a tool designed to provide a dynamic and robust environment in which faculty and students may conduct research and educational delivery. Some universities with advanced Cybersecurity programs have developed their own cyber ranges for research and instruction, but this route is both expensive and time-consuming. The Cyberbit Range is a user-ready tool that is unique in its features supporting the needs of higher education, in particular this tool is distinct from other user-ready products available in the market for business and industry, as it provides instructor tools, session recording and debrief functionality, and student evaluation, making it uniquely applicable for academic curricular support. In addition, this product is already NSA and Department of Homeland Security accredited aligning with our NSA designation as a Center of Academic Excellence.

**AUTHORIZATION**

_____ Department Head	_____ Date
_____ Strategic Procurement Review	_____ Date
_____ Campus Chief Financial Officer ( <i>if over \$50,000</i> )	_____ Date
_____ UMS Chief Procurement Officer ( <i>if over \$50,000</i> )	_____ Date

## EXHIBIT A



Vice Chancellor for  
Academic Affairs  
15 Estabrooke Drive  
Orono, ME 04469

Tel: 207-581-5842  
Fax: 207-581-9212  
www.maine.edu

September 22, 2018

To Whom It May Concern:

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

The University of Maine System (UMS) and its member institutions of higher education have established the Maine Cybersecurity Center (MCC) as the designated Center for Cyber Education. Dr. Henry Felch, DCS, Associate Professor of Computer Information Systems at the University of Maine at Augusta, is the Director of the MCC and the Cyber Program Chair.

The MCC provides support and oversight for the core academic program in Cybersecurity recognized by the NSA currently offered at the University of Maine at Augusta, the University of Maine at Fort Kent, and the University of Southern Maine, and any institution within the UMS that adopts the core academic program. The MCC maintains a distributed and redundant network of servers accessible to all participating faculty and students within the University of Maine System over a virtual private network. The core servers for MCC are housed at the System's secure data center on the University of Maine campus in Orono, Maine and mirrored sites for reliability are housed at the University of Maine at Augusta in Augusta, Maine and the University of Southern Maine in Portland, Maine.

Deputy Vice Chancellor for Academic Affairs  
University of Maine System



Office of the Chancellor  
15 Estabrooke Drive  
Orono, ME 04469

Tel: 207-973-3205  
[www.maine.edu](http://www.maine.edu)

5 December 2018

National Security Agency  
CAE Program Director  
9800 Savage Road  
Ft. Meade, MD 20755-6804

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

Dear NSA CAE-CDE Evaluation Committee members,

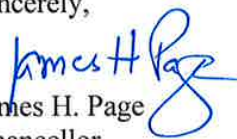
Please find enclosed a renewal application and corresponding support materials required for maintaining National Security Agency (NSA) designation as a NSA Center of Academic Excellence in Cyber Defense Education (CAE-CDE) for the University of Maine System (UMS) Cybersecurity Center and its academic programs. This UMS application for ongoing CAE -CDE recognition has the strong support of the University of Maine System, the Chancellor's Office, the Vice Chancellor for Academic Affairs Office, and the Presidents and Provosts from the participating UMS campuses. Enrollment in our cybersecurity program has been growing, with new faculty being hired to complement existing expertise; thus, NSA CAE -CDE recognition is critical to the ongoing success of this work by faculty and students, the collaboration among our institutions in cybersecurity, and the State of Maine.

Henry Felch, Associate Professor of Cybersecurity and Computer Information Systems at the University of Maine at Augusta, will serve as the primary point of contact for the UMS. Please direct all correspondence to Professor Felch:

Henry J. Felch, DCS  
Associate Professor of Cybersecurity and CIS  
Director Maine Cybersecurity Center  
Program Coordinator for UMA Cybersecurity  
207-621-3371  
[henry.felch@maine.edu](mailto:henry.felch@maine.edu)

Please do hesitate to let us know how we can be of assistance with maintaining the NSA CAE IA/CD designation in Maine. Thank you for your consideration of this application and do not hesitate to contact us should you have questions.

Sincerely,

  
James H. Page  
Chancellor

  
Robert K. Neely  
Vice Chancellor for Academic Affairs



## Summary: 10/5/18 UMA, USM, UMS Cybersecurity meeting

1 message

**Robert Neely** <robert.neely@maine.edu>

Fri, Oct 5, 2018 at 1:38 PM

To: Joe Berthiaume <jberthiaume02@gmail.com>, Jeannine Diddle Uzzi <jeannine.uzzi@maine.edu>, Glenn Cummings <glennc@maine.edu>, Rebecca Wyke <wyke@maine.edu>, Jim Page <jpage@maine.edu>, Karen Kimball <kkimball@maine.edu>

Colleagues,

Please accept my most sincere gratitude for the productive meeting yesterday afternoon. I was encouraged by the cooperation and outcome. My understanding is that we agreed to the following items:

1. Two immediate priorities were identified:

a. maintain current trajectory of work to ensure continuation of the NSA certification for UMS institutions;

b. immediately begin development of a shared professional master's program with the following elements: (i) USM and UMA faculty both contributing to the development and eventual delivery of the program, and (ii) these faculty having equal standing in support of that program. The goal is to launch this program Fall, 2019.

2. Initially, USM will be the degree-granting institution; however, the possibility of a joint program with shared degree-granting authority will be investigated. The VCAA office will take the lead in exploring this possibility with NECHE and evaluating other university models, but will work hand-in-hand with the two provosts.

3. UMA will begin the substantive change process to offer UMA graduate courses in support of the cybersecurity program.

3. Provosts Szakas and Uzzi will bring the cyber faculty together from the two universities as quickly as possible. VCAA Neely and DVCAA Kimball will participate in that meeting as facilitators/resources. The intent of this meeting is to set the stage for the following:

- a. development of shared curriculum for the master's in cybersecurity;
- b. discussion and planning for the Memorandum of Understanding between the two universities; ideally, a tentative outline for this MOU could be agreed upon at this first meeting;
- c. discussion of the academic governance of the shared cybersecurity program in terms of framework, roles and

responsibilities.

*\*Note: the curriculum and academic governance structure ultimately should be included in the MOU, either as key sections or encapsulated in appendices.*

4. After development of the shared professional master's program, the two schools will discuss and plan as appropriate the possibility of a cybersecurity concentration within the USM computer science program. It is anticipated that some of the courses developed for the professional program would be appropriate for this concentration.

5. The two provosts will re-examine the possibility of a joint faculty appointment in cybersecurity between the two institutions. Given AFUM interest in such appointments, the VCAA will facilitate interaction with UMS HR.

In closing, I am going to ask that the joint faculty meeting occur this month, and that we strive to complete the MOU by the end of January. In my opinion, neither curricular planning leading to program approval, nor action on UMA's substantive change submission, need to be impeded as the MOU is developed.

Thank you again. If I have misstated above any aspect of the agreements, please let me know immediately.

Bob



--  
Robert Neely, Vice Chancellor for Academic Affairs  
University of Maine System  
261 Estabrooke Hall  
University of Maine - Orono

Phone: 207.581.5843  
Email: [robert.neely@maine.edu](mailto:robert.neely@maine.edu)



## AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** FY2018 Annual Report on Gifts, Fund Raising and Endowments
2. **INITIATED BY:** Karl W. Turner, Chair
3. **BOARD INFORMATION:** X **BOARD ACTION:**
4. **OUTCOME:** **BOARD POLICY:**  
 Primary Outcomes: Section 700 Financial Affairs  
 Enhance fiscal positioning
5. **BACKGROUND:**

The University of Maine System (UMS) Annual Report on Gifts, Fund Raising and Endowments for the year ended June 30, 2018 is enclosed. This report presents:

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

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



# Annual Report on Gifts, Fundraising and Endowments

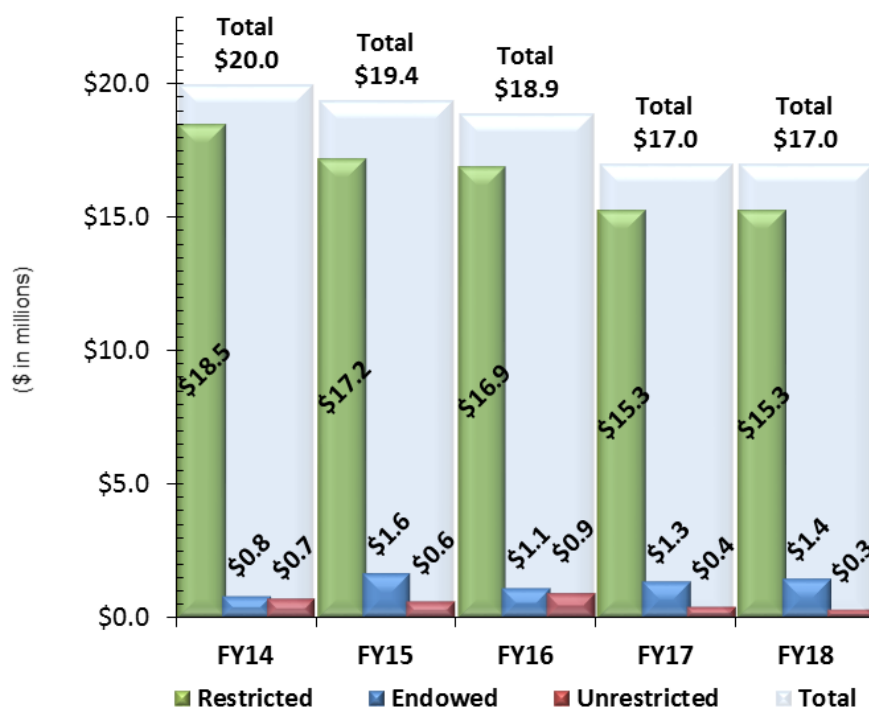
Year Ended June 30, 2018



# Gifts Received\* by Restriction Type

(\$ in millions)

4.1

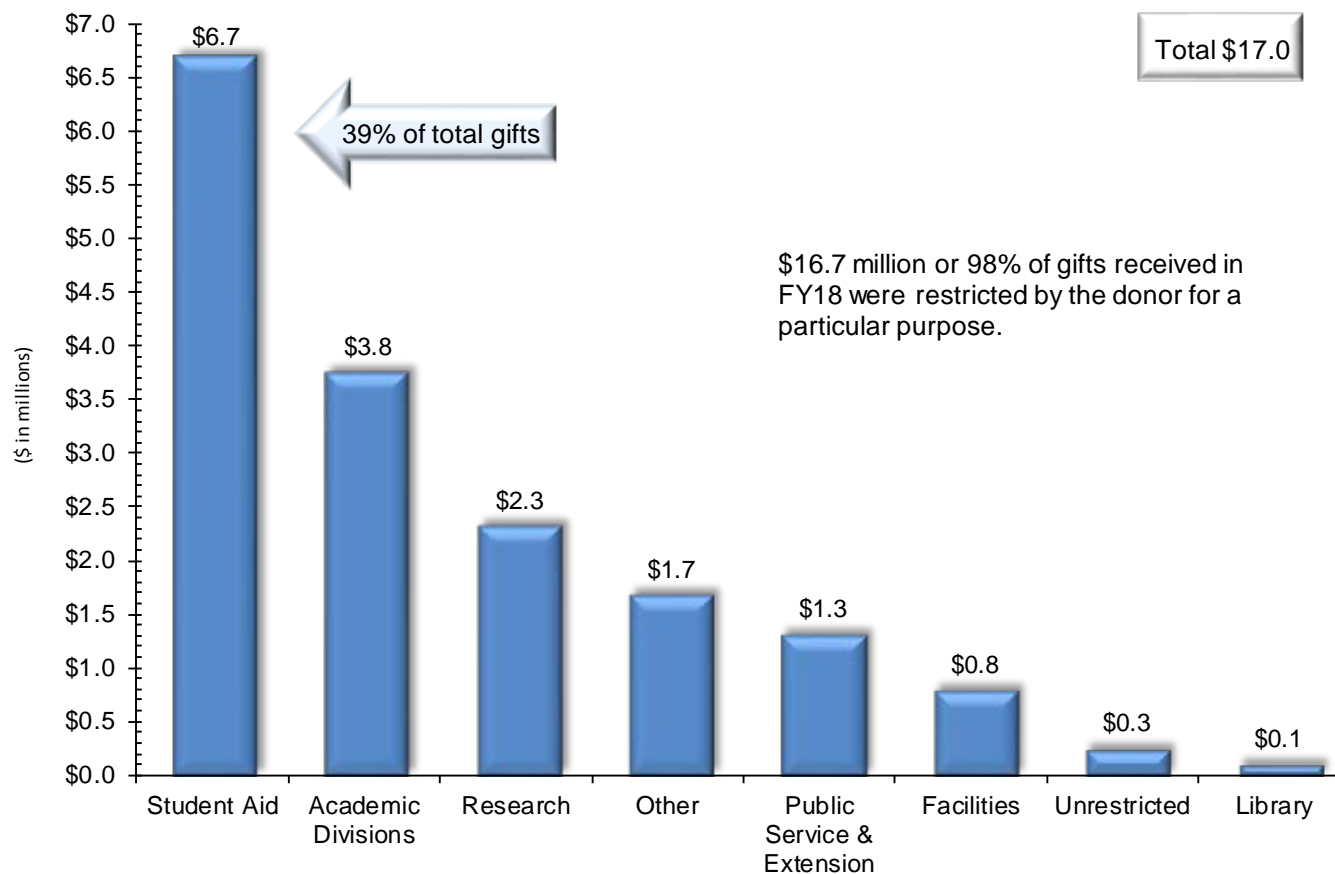


\* UMS gifts reported herein include cash, checks and negotiable securities, and pledge payments. Gifts-in-kind and pledges receivable are not included in these totals.

# FY18 Gifts Received by Purpose

(\$ in millions)

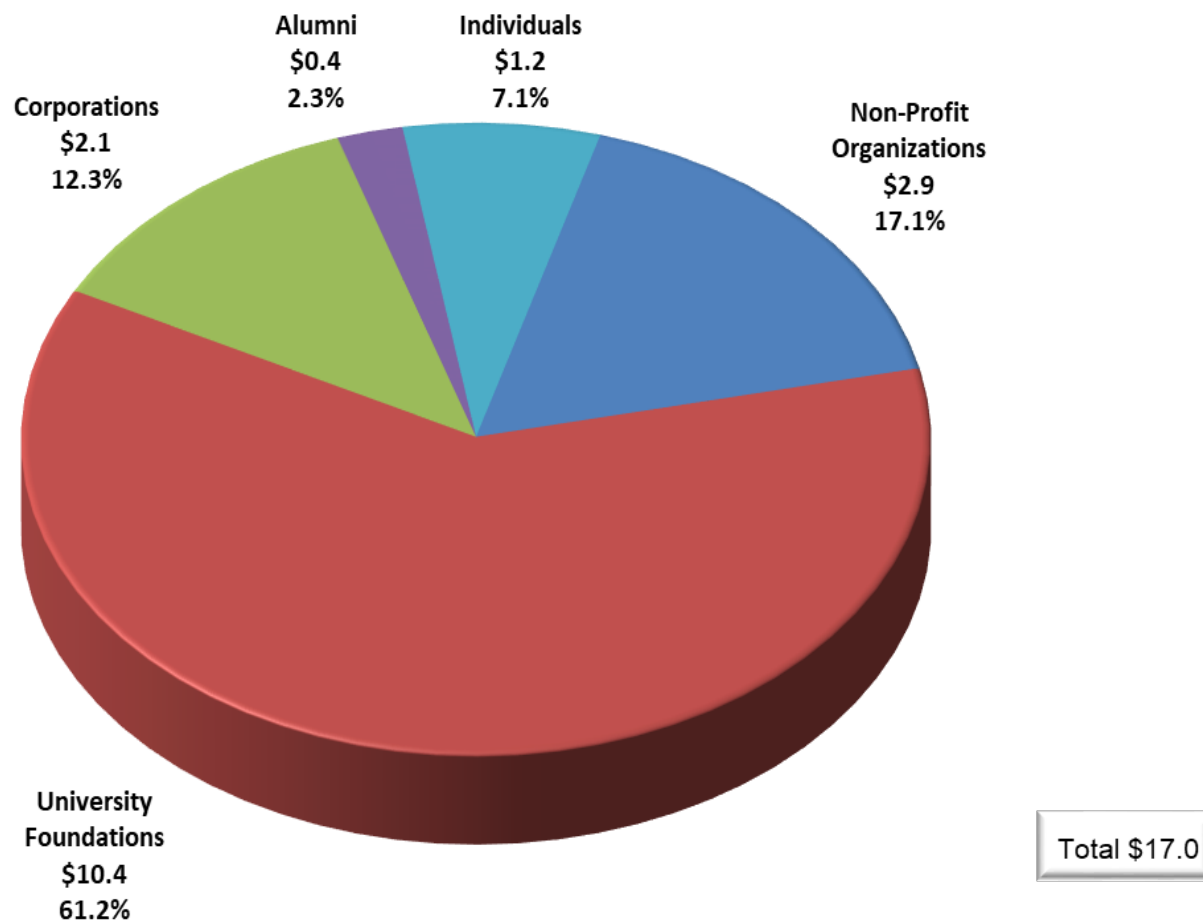
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# FY18 Gifts Received by Donor Type

(\$ in millions)

4.1

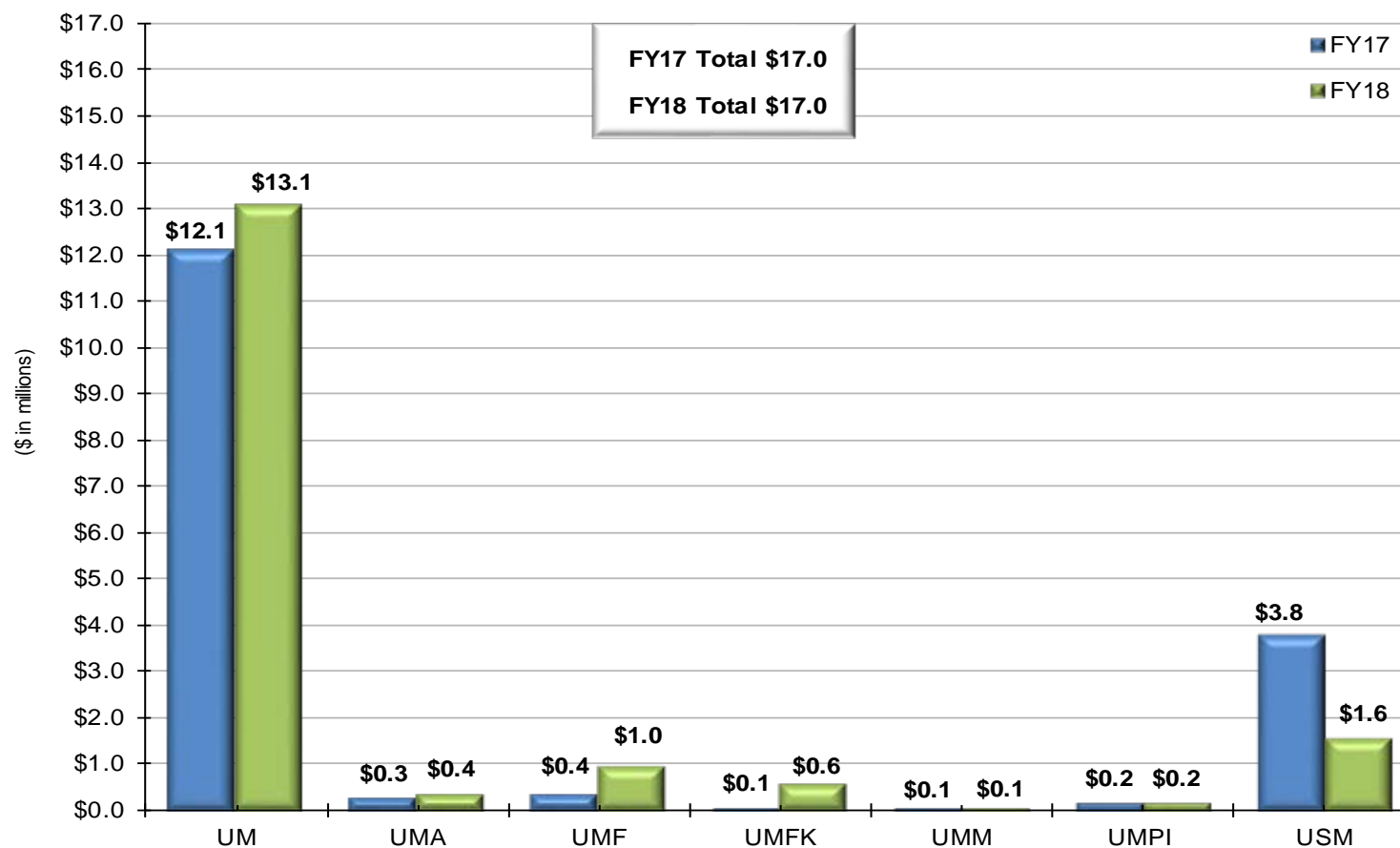




# Gifts Received by Campus

(\$ in millions)

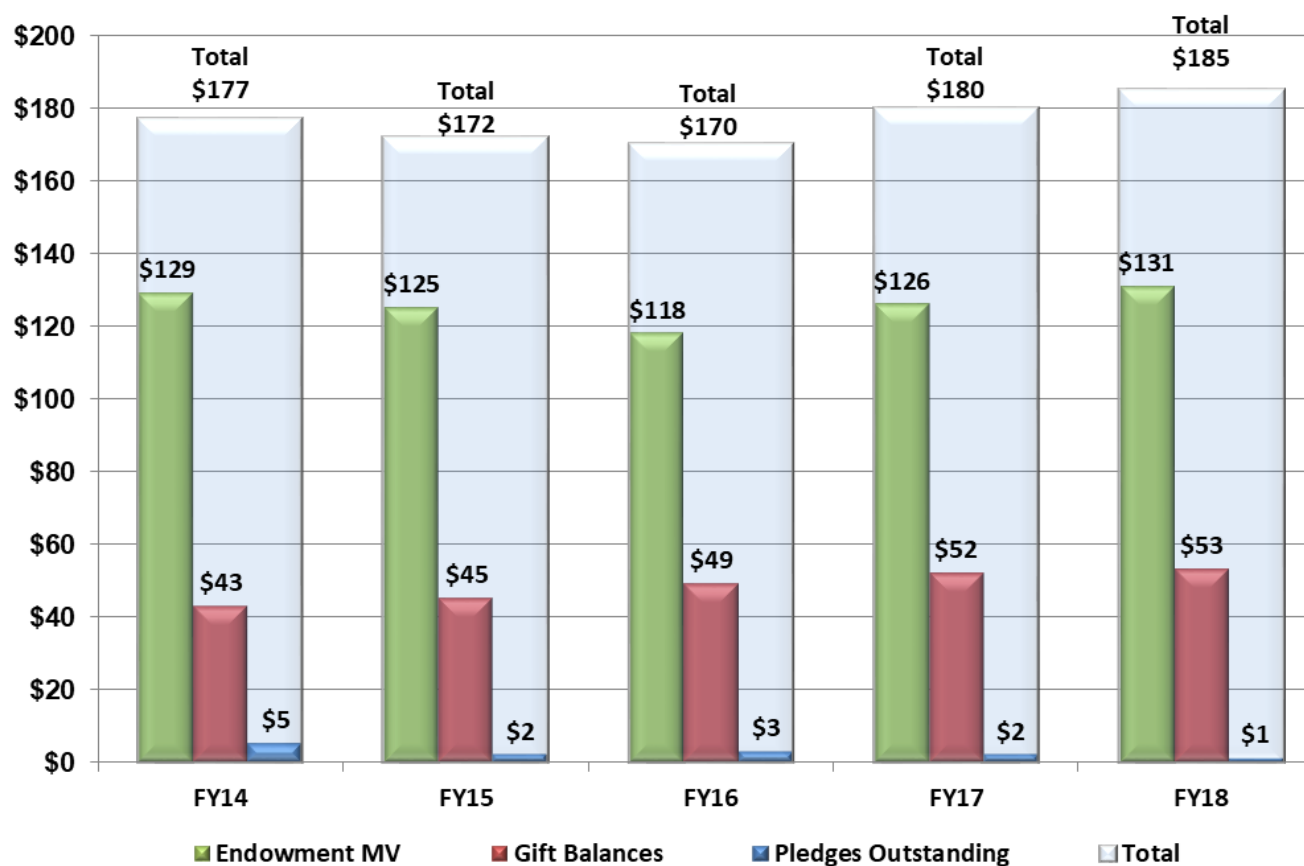
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# Gift Balances as of June 30th

(\$ in millions)

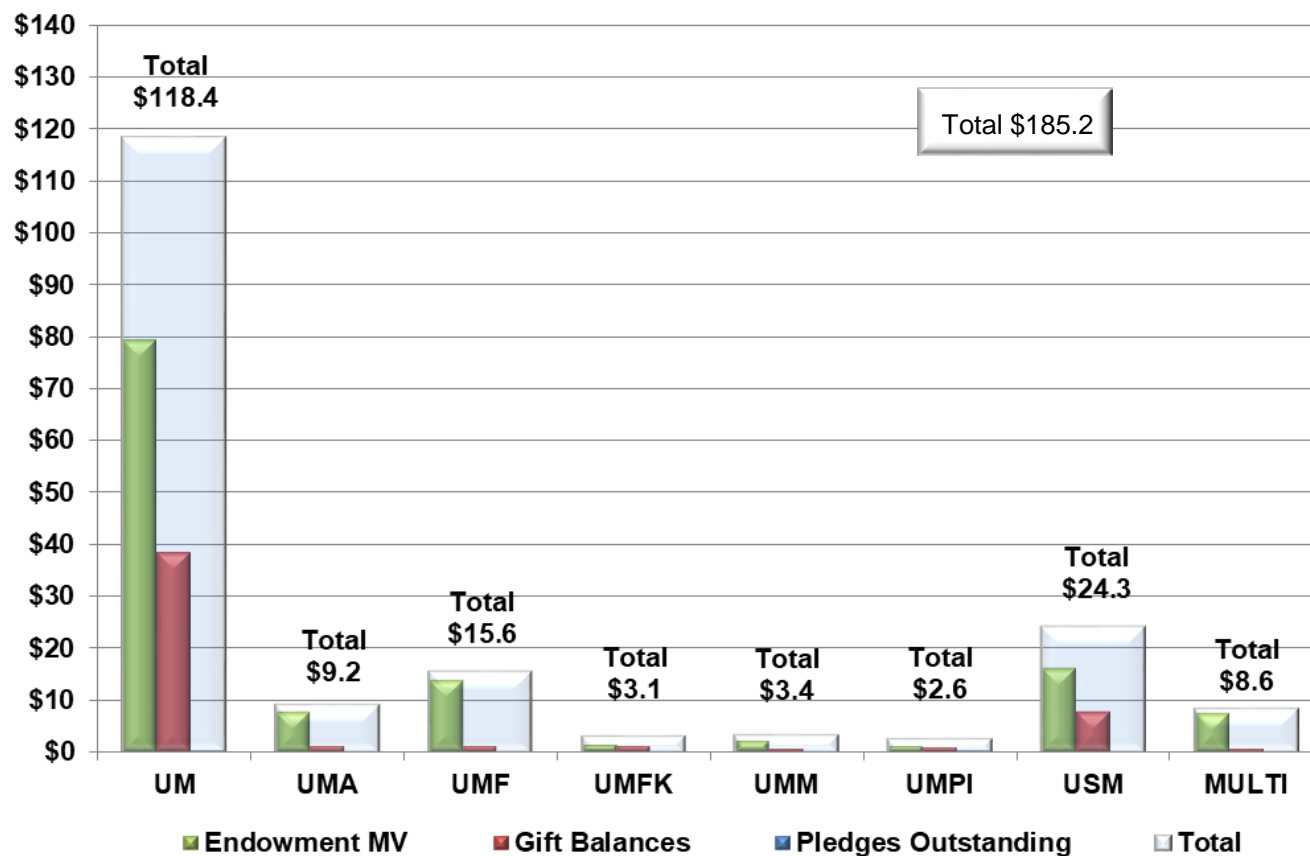
4.1



# Gift Balances by Campus as of June 30, 2018

(\$ in millions)

4.1



# UMS Affiliated Fund Raising Organizations

# Gifts Received by UMS Affiliated Organizations

(\$ in thousands)

4.1

	<u>FY17</u>		<u>FY18</u>	
<b>UM Affiliates</b>				
UM Alumni Association	\$ 224		\$ 209	
UM Foundation	7,446	R	12,878	
UM Pulp & Paper Foundation	362		419	
4-H Camps at Tanglewood & Blueberry Cove	105		19	
Maine 4-H Foundation	270		571	
				47% of FY17 gifts and 60% of FY18 gifts were from Alumni
<b>UMFK Affiliates</b>				
UMFK Alumni Association	7		3	
UMFK Foundation	206		165	
John L. Martin Scholarship Fund	-		-	
<b>UMM Alumni Association</b>	-		-	
<b>Foundation of the University at Presque Isle</b>	42		1,143	
<b>USM Affiliates</b>				
USM Foundation	2,353		2,982	
UM Law School Foundation	1,247		782	
				21% of FY17 gifts and 29% of FY18 gifts were from Alumni
<b>Total Gifts Received by Affiliated Organizations</b>	<b>\$ 12,262</b>		<b>\$ 19,171</b>	

R Restatement of amount (\$7,580) previously reported for FY17.

# Endowment Market Values for UMS Affiliated Organizations

(\$ in millions)

4.1

	<b>FY17</b>	<b>FY18</b>
<b><i>UM Affiliates</i></b>		
UM Foundation <sup>a</sup>	\$ 203.0	\$ 221.0
UM Pulp & Paper Foundation	16.5	18.5
4-H Camps at Tanglewood & Blueberry Cove	0.3	0.3
Maine 4-H Foundation	3.2	3.6
<b><i>UMFK Affiliates</i></b>		
UMFK Foundation <sup>b *</sup>	2.1	2.3
John L. Martin Scholarship Fund*	0.1	0.1
<b><i>Foundation of the University at Presque Isle</i></b>	4.8	6.1
<b><i>USM Affiliates</i></b>		
USM Foundation*	18.1	20.3
UM Law School Foundation*	4.3	4.6
<b>Total Endowment Market Value for Affiliated Organizations</b>	<b>\$252.4</b>	<b>\$ 276.8</b>

<sup>a</sup> UM Foundation totals include UM Alumni Association endowments.

<sup>b</sup> UMFK Foundation totals include UMFK Alumni Association endowments.

\* Endowment included in the UMS Managed Investment Pool.



# Status of Capital Campaigns as of June 30, 2018

(\$ in millions)

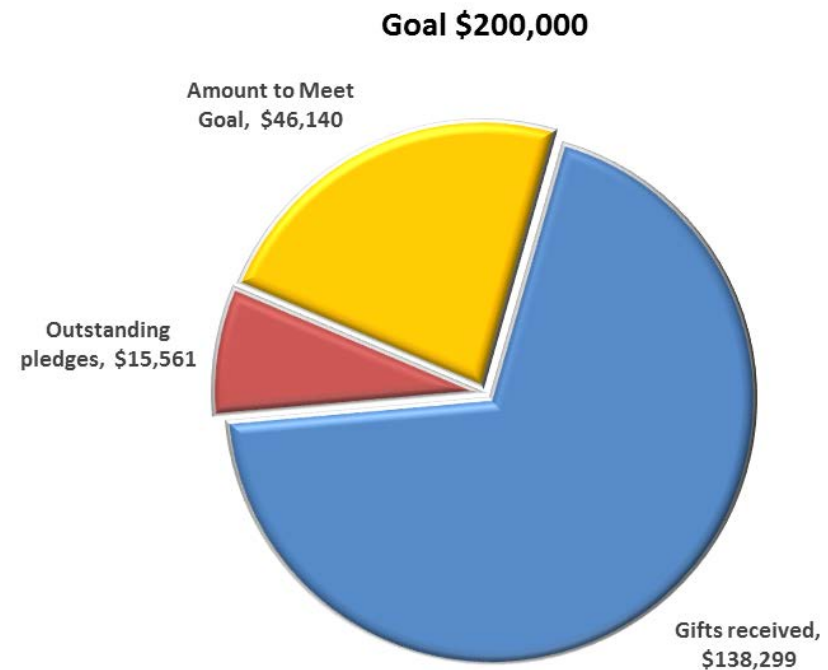
4.1

## Vision for Tomorrow Comprehensive Campaign (UM)

Includes gifts received by the University of Maine and its affiliated organizations, with the University of Maine Foundation leading the fundraising effort. The UMS Board of Trustees approved the campaign in May 2017 with public announcement by the campus in October 2017. Four priorities guide this campaign with students being at the heart of each — Fostering Student Success, Ensuring Access for All of Maine, Catalyzing Maine's Economy, and Accelerating Discovery to Impact. These priorities overlap so that a gift in support of one positively impacts the others and advances the mission of the University of Maine — teaching, research, and public service.

Start 7/1/11

End 6/30/20



# Status of Capital Campaigns as of June 30, 2018

(\$ in millions)

4.1

## Next Generation Comprehensive Campaign (USM)

In May 2017, the UMS Board of Trustees approved the campaign, "USM: The Next Generation" to raise an anticipated \$80 million.

Since that time the landscape has changed in numerous ways, including:

- Successful passage of the statewide bond initiative
- Prioritization of a fundraising collaboration with Maine Center Ventures to establish the Maine Center for Graduate and Professional Studies
- A change in leadership at the USM Foundation

Working in concert with USM's President, the USM Foundation is responding to this changing landscape and redefining the strategic priorities and timing of different elements within USM's comprehensive campaign.

USM and the USM Foundation hope to present to the FFT Committee in late spring or early summer 2019 about the status, priorities, and scope of this campaign.

Below is an update for the four fundraising priorities presented to the UMS Board of Trustees in May 2017:

1. The Center for the Arts, previously known as the Performing Arts Center, is currently in its quiet phase. A \$1 million seed gift has been received to launch the planning stage. This component is viewed as the longest-term project of an overall comprehensive campaign.
2. Promise Scholars has raised nearly \$4 million toward its \$15 million goal. Several significant asks are pending along with a significant verbal commitment.
3. The Risk Management & Insurance Program chair campaign is ongoing and has raised \$2 million toward its \$3 million goal.
4. The athletics fundraising component is not active at this time.



### AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Machine Tool Lab Building Replacement, UM
2. **INITIATED BY:** Karl W. Turner, Chair
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 square feet 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

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 Machine Tool Lab 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 Machine Tool Lab. The net change in square footage will be tracked in the campus' list of assets.

#### **6. TEXT OF PROPOSED RESOLUTION:**

That the Finance, Facilities and Technology Committee forward this item to the Consent Agenda at the January 27-28, 2019, Board of Trustees meeting for approval of the following resolution:

That the Board of Trustees authorizes 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:** Full Design, Engineering Education and Design Center, UM
2. **INITIATED BY:** James H. Page, Chancellor
3. **BOARD INFORMATION:** **BOARD ACTION:** X
4. **OUTCOME:** **BOARD POLICY:**  
Improve Student Success & Completion 701 – Budgets-Operating & Capital
5. **BACKGROUND:**

The University of Maine System acting through the University of Maine requests authorization to expend up to an additional \$8 million to perform full design, initial relocation and related services for the Engineering Education and Design Center (EEDC) on the Orono campus of the University of Maine.

This request is pursuant to Board Policy 701, requiring Trustee approval for increases to Board approved projects. In this case, the request is to approve and to forward this matter to the Consent Agenda of the Board of Trustees. Trustees approved a preliminary \$1 million for early design of the project in September of 2017. The Agenda Item Summary (AIS) is attached for reference.

Estimates continue to indicate the project may cost up to \$80 million. The project cost is expected to be funded largely by University revenue bonds supported with State debt-service funding approved by the Legislature in late 2017, by privately raised funds and other potential resources as may be identified by the University of Maine Chief Business Officer and University System Treasurer. Through fundraising, over \$10 million has been raised toward this project and efforts continue in earnest. This current request is for approval to expend the amount necessary to complete formal design, bid preparation and related work.

Since the prior approval in September 2017, the building committee was formed, the project design team was selected and commenced conceptual design along with a site selection process. These phases of the design came to a conclusion in April, 2018 with a final site location at the site of the current Machine Tool Laboratory, and with a conceptual design of an approximately 110,000 square foot building, within the \$80 million budget.

The funding for this phase of the work will come from resources to be identified by the University Treasurer and University of Maine Chief Business Officer.

The Finance, Facilities and Technology Committee approved this recommendation to be forwarded to the Consent Agenda for Board of Trustee approval at the May 20-21, 2018 Board meeting.

5.1

**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 to authorize the expenditure of up to an additional \$8 million, bringing the current approved budget to \$9 million to complete full design of the Engineering Education and Design Center at the University of Maine with funding to be identified by the University Treasurer.

Attachment:

[Full Design Engineering Education](#)

13



## AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Master Plan Acceptance, USM
2. **INITIATED BY:** Karl W. Turner, Chair
3. **BOARD INFORMATION:** **BOARD ACTION:** X
4. **OUTCOME:** All Primary & Secondary Outcomes **BOARD POLICY:** 701 – Budgets-Operating & Capital
5. **BACKGROUND:**

The Board of Trustees has encouraged all campuses to adopt master plans for their respective physical campuses as part of a series of facility-related recommendations adopted in March 2015. The University of Southern Maine initiated a master planning process in May 2017 and completed this process with a final presentation to the campus community in December 2018.

The master plan is part of a three-tiered planning process which Trustees have directed be undertaken and which requires a master plan, a 5-year capital plan and a 1-year capital work plan be maintained by each University and, taken together, for the system.

The master plan was broken down by campus: Portland, Gorham and Lewiston.

To accomplish the vision and transform the Portland Campus, the master plan creates a new campus quad and identifies iconic sites for the new large projects. The new campus quad will serve as the center of the new campus heart, surrounded by a new residence hall and a Career and Student Success Center. Serving both the needs of USM students and the community, the proposed Center for the Arts facility will be a premier arts venue; seating 1,000 in the theatrical performance hall, 600 in the music theatre, a black box theater, and fine arts gallery. The new Graduate Center is anticipated to accommodate and integrate three primary programs: The University of Maine School of law, a University of Maine MBA program and possibly the Muskie School of Public Service.

The Gorham Campus master plan vision is to create transformational moves which improve the student experience. The master plan recommends renewal of the Gorham heart and identifies sites for the additional housing and academic sites as they are needed.

Early in the process it was determined the University needed to complete an academic plan for the Lewiston Campus prior to engaging in the Facilities master plan process.



On Dec 4, 2018, the President's Cabinet approved the master plan and will be the administrator.

**6. TEXT OF PROPOSED RESOLUTION:**

That the Finance, Facilities, and Technology Committee forwards this item to the Consent Agenda at the January 27 & 28, 2019 Board of Trustees meeting for approval of the following resolution:

That the Board of Trustees acknowledges the campus master plan from USM and, without granting Trustee approval for any specific expenditure or capital project that would otherwise require Trustee consideration, accepts the plan and encourages the University to continue its efforts to maintain and act in accordance with the plan as well as other applicable directives of the Trustees.

Attachments:

Link: [USM Master Plan](#) on Google Drive



## AGENDA ITEM SUMMARY

7

1. **NAME OF ITEM:** Lease Request – Cooperative Extension, Greenland Point, UM
2. **INITIATED BY:** Karl W. Turner, Chair
3. **BOARD INFORMATION:** **BOARD ACTION:** X
4. **OUTCOME:** **BOARD POLICY:**  
 Increase Enrollment 801 – Acquisition of Real Property  
 Improve Student Success and Completion GSF Increase
5. **BACKGROUND:**

The University of Maine System acting through the University of Maine (UM) requests authorization to enter into a lease with the Pine Tree State 4-H Club Foundation for the use of land and buildings by the University of Maine Cooperative Extensions.

The property includes approximately 9,500 square feet of facility space located on 63 acres and is known as the Greenland Point Center. It is owned by the Foundation and located in Princeton, Maine. The lease agreement would extend the scope of the University's 4-H Youth Development program and learning opportunities for Maine youth and local schools.

This request is pursuant to Board Policy 801, the acquisition of real property, and pursuant to the Board's prohibition of increases in space without Trustee approval. Per policy, leases with a value of over \$100,000 or a term greater than five years must be considered by the Board or its Finance Facilities and Technology Committee. In this case, the lease exceeds those values, so the request is to approve and to forward this matter to the Consent Agenda for the January 27 & 28, 2019 Board of Trustees meeting.

Connecting young people to Maine's natural resources and nurturing resilience, leadership, and high aspirations for the future are central to the mission of the University of Maine's 4-H Youth Development Program. UMaine Cooperative Extension considers the lease of Greenland Point Center part of a strategic future in which the reach and capacity to achieve this mission is expanded, especially in underserved areas of the state.

In particular, the long-standing legacy at Greenland Point Center of hosting quality conservation education and ecology-based programs aligns with the existing mission and strategic direction of the 4-H Camp program.

The terms of this lease include a ten-year initial term with two ten-year renewal options starting at a cost of \$8,000 per year for the first year. The rate will be renegotiated annually. Any increases require the mutual agreement of both parties and are capped at 4 percent each year. If all extensions were exercised and the maximum 4 percent increase were agreed each year, the final year lease payment would be \$24,949 and the total value of the base agreement over its full 30 years would be \$448,680. The foregoing lease rate and term notwithstanding, the University may terminate the lease at any time with 30 days' notice and Lessor may terminate with 180 days' notice.

The lease rate and any increases are intended to offset annual direct ownership costs incurred by the owner. The annual operating costs to be paid by Cooperative Extension are expected to be covered by camp tuition and fees, scholarship funds, and external grants.

Regarding the increase in space, the proposed lease will encompass approximately 63 acres of land on Long Lake with functioning camp buildings totaling approximately 9,500 gross square feet of facility space.

This site would be a companion operation to the activities at the Bryant Pond 4-H Center, which has reached tens of thousands of young people over its history and which now operates at capacity in summer. Bryant Pond was founded as the Maine Conservation School by Governor Ed Muskie in 1956. In 2008 Bryant Pond merged with Cooperative Extension; throughout its history, the Center has been known statewide as a driver of innovation in the youth development field.

Bryant Pond is one of two recipients of significant funding of approximately \$200,000 annually from the Maine Department of Inland Fisheries and Wildlife for youth conservation education. The other recipient has traditionally been Greenland Point Center in Princeton.

Like Bryant Pond, the Greenland Point Center has a rich history of providing conservation education and youth development programming from its Washington County location.

The Pine Tree State 4-H Club Foundation recently closed on the Greenland Point property with the intention of leasing it to Cooperative Extension to expand on the success of Bryant Pond and to continue the legacy of programming for underserved youth in Washington County by bringing the 4-H Camp program here.

Greenland Point Center was formerly owned and operated by the University of Maine at Machias (UMM), now a regional campus of the University of Maine, for a number of years leading up to 2007. Outreach to UMM faculty and staff who were formerly involved with the Center has led to keen interest in, and support for, a new University connection and management structure for the property. Faculty in the Outdoor Recreation programs at UMM have used Greenland Point Center as a base for field work, trips, and trainings. The camp has also provided summer employment to UMM students. At a minimum, it is likely these connections will re-kindle immediately and that other partnerships with UMM programs will develop within the first three years.

**6. TEXT OF PROPOSED RESOLUTION:**

That the Finance, Facilities and Technology Committee forward this item to the Consent Agenda at the January 27 & 28, 2019, Board of Trustees meeting for approval of the following resolution:

That the Board of Trustees authorizes the University of Maine System acting through the University of Maine to enter into a lease agreement for the Greenland Point Center located in Princeton, Maine and its approximately 63 acres and approximately 9,500 gross square feet of facility space, for a term of up to thirty years including renewals, with all final terms and conditions subject to review and approval by General Counsel and University Treasurer of all final terms and conditions.

## LEASE AGREEMENT

This Lease Agreement, is made, and entered into this 1st day of April, 2019, by and between the Pine Tree State 4-H Club Foundation (hereinafter the "Lessor"), having an address of York Complex #1, Orono, ME 04469, and University of Maine System, having an address of 5703 Alumni Hall, Orono ME 04469, acting by and through the University of Maine (hereinafter the "Lessee").

For good and valuable consideration, the receipt of which is hereby acknowledged, the parties agree and follows:

1. Premises: Lessor hereby leases to Lessee, and Lessee rents and takes from Lessor the following described premises (the "Premises") Greenland Point Center, which are further described in Attachment A (which shall include a floor plan, if applicable, of the Premises), which is appended to and, by this reference, incorporated into this Lease.
2. Term: The term of this Lease shall be from April 1, 2019 until from March 31, 2029. At the expiration of the base term of this Lease, the term may be extended at the option of the Lessee in a writing signed by both parties, for 2 additional term(s) of 10 year(s) each, on the same terms and conditions of this Lease, except as to rent, which shall be negotiated by the parties.

Rent: The Lessee agrees to pay to the Lessor \$ 8000 as annual rent for the Premises, which rent shall be paid in 1 installments of \$ 8000 each, and which shall be paid to the Lessor as follows: On April 1 annually. Rent for any partial months shall be prorated at a daily rate. Thirty (30) days before the anniversary date of the effective date of the Lease, the parties will negotiate in writing the amount of rent for the following year, which rent shall not exceed a 4% increase over the rent for the previous year.

3. Use of Premises: Lessee shall use and occupy the Premises for the following purpose(s) only: Operation of a 4-H Camp and Learning Center, Educational Activities sponsored by the University of Maine System, and select revenue generating activities. Lessee shall not use the Premises for any other purpose without the prior written consent of the Lessor.

4. Insurance: With respect to and during the term of this lease, Lessee shall maintain in force a policy of commercial general liability insurance with a limit of not less than \$400,000 per occurrence, covering bodily injury, personal injury, and property damage. The Lessor shall maintain in force a policy of commercial general liability insurance with a limit of not less than \$1,000,000 per occurrence, covering bodily injury, personal injury, and property damage. A certificate of insurance evidencing insurance coverage(s) shall be provided to the other party prior to the commencement of this lease.

The Lessor agrees to insure the leased premises with an appropriate insurance limit and on a replacement cost basis. Lessee is responsible for insuring or self-insuring Lessee's own contents.

5. Liability: Nothing in this Lease shall be construed as an indemnification by one party of the other for liabilities or claims of a party or third persons for property loss or damage or death or personal injury arising out of the performance of this Lease. Any liabilities or claims for property loss or damage or death or personal injury by a party or third persons, arising out of the performance of this Lease shall be determined according to applicable law. Neither party is obligated to indemnify the other party or to hold harmless from costs or expenses incurred as a result of such liabilities or claims; and each shall continue to enjoy all rights, claims, immunities and defenses available to it under law, including but not limited to the Maine Torts Claims Act, 14M.R.S.A. §8101, et seq.

6. Applicable Law: This Lease shall be interpreted and governed according to the laws of the State of

Maine, without regard to its choice of law provisions. Maine shall be the forum for any lawsuits or claims arising under this Lease.

7. Termination. The Lessee shall have the right to terminate this Lease by giving at least 30 days written notice to the Lessor and setting forth in such notice the effective date of termination. In the event that Lessee is not appropriated funds for the next fiscal year to continue this Lease, then Lessee shall have the right to immediately terminate this lease and shall not, in that event, be obligated to make any payment to Lessor beyond the end of the then fiscal year. Equally, the Lessor will have the right to terminate this lease by giving at least 180 days written notice to the lessee and setting forth in such notice the effective date of termination.

8. Assignment: This Lease may be assigned, transferred or conveyed by the Lessee with the written consent of the Lessor. The use of the Premises by any such sub-lessee or assignee shall be similar to the use described in section 4 hereof.

9. Non-discrimination: Lessor shall not discriminate and shall comply with applicable laws prohibiting discrimination on the basis of race, color, religion, sex, sexual orientation, including transgender status or gender expression, genetic information, national origin or citizenship status, age, disability, or veteran status. Lessor warrants that the Premises are physically accessible to individuals with disabilities. The Lessee encourages the Lessor in the employment of individuals with disabilities.

10. Non-waiver: The failure of either party to exercise any of its rights under this Lease for a breach thereof shall not be deemed to be a waiver of such rights, and no waiver by either party, whether written or oral, express or implied, of any rights under or arising from this Lease shall be binding on any subsequent occasion; and no concession by either party shall be treated as an implied modification of the Lease unless specifically agreed to in writing.

11. Severability: In the event one or more clauses of this Lease are declared invalid, void, unenforceable or illegal, that shall not affect the validity of the remaining portion of this Lease.

12. Entire Agreement: This Lease sets forth the entire agreement of the parties on the subject, and replaces and supersedes any previous agreement between the parties on the subject, whether oral or written, express or implied. This Lease contains all of the agreements and conditions made between the parties concerning the Premises. There are no collateral agreements, stipulations, promises, understandings or undertakings whatsoever of the respective parties concerning the subject matter of this Lease. This Lease may be amended or modified only by a writing signed by both parties.

13. Destruction: If at any time during the term of this Lease, or any extension thereof, the Premises shall be totally or partially destroyed by fire, earthquake, or other calamity, Lessee shall have the option within 30 days after assessing the amount of damage and amount of usable space, to either continue with the Lease, or choose to terminate the Lease without further obligation. In case, however, Lessee chooses to remain in the Premises but Lessor elects not to rebuild or repair said Premises, Lessor shall so notify Lessee by written notice within the period of 30 days after the damaging event, and thereupon this Lease shall terminate without further obligation by Lessee or Lessor. In any event, Lessee's rent shall be abated to the extent its use is prevented or reduced by such destruction or failure.

14. Condemnation: In the event the Premises, or any part thereof, are taken, damaged consequentially or otherwise, or condemned by public authority, this Lease shall terminate as to the part so taken, and Lessee shall have the option within 30 days after assessing the amount of damage and amount of usable space, to either continue with the Lease, or choose to terminate the Lease without further obligation. In any event, Lessee's rent shall be abated to the extent its use is prevented or reduced by such destruction or failure.

15. Holdover: If Lessee remains in possession of the Premises after expiration or termination of this Lease, such possession will be on a month to month basis. During this holdover period, all of the other provisions of this Lease shall be applicable.

16. Binding Effect. This Lease shall both benefit and bind the parties hereto and their

respective successors, personal representatives and permitted assigns.

17. Taxes. The Lessor shall be solely responsible for any and all taxes assessed against the Premises, including, but not limited to, real estate taxes.

18. Breach by Lessor. Lessee shall have the right to terminate this Lease without further obligation in the event Lessor breaches any term of covenant of this Lease and Lessor fails to correct such breach within thirty (30) days after written notice to Lessor.

19. Surrender. At the expiration or earlier termination of this Lease, Lessee will yield up the Premises to the Lessor in as good order and condition as when the same were entered upon by the Lessee, loss by fire or inevitable accident, damage by the elements, and reasonable use and wear excepted.

20. Notice. Any notice to either party under this Lease must be in writing signed by the party giving it, and shall be served either personally or by registered or certified mail addressed as follows:

To Lessor: Pine Tree State 4-H Club Foundation  
York Complex #1  
Orono, Maine 04469

To Lessee: University of Maine System  
5703 Alumni Hall  
Orono, ME 04469

And University of Maine System  
5703 Alumni Hall  
Orono, ME 04469

or to such other address as may be hereafter designated by written notice provided in accordance with this section. All such notices shall be effective only when received by the addressee.

21. Lessor's Authority: Lessor covenants and warrants that it has the full authority and right to lease the Premises to the Lessee in accordance with the terms of this lease.

22. Quiet Enjoyment: On payment of rent and performance of the covenants and agreements on the part of the Lessee to be paid and performed hereunder, the Lessee shall peaceably have and enjoy the Premises and all of the rights, privileges and appurtenances granted by this Lease free from any interference by Lessor or any other person.

23. Force Majeure: Neither party to this Lease shall be liable for non-performance of any obligations under this Lease if such non-performance is caused by a Force Majeure. "Force Majeure" means an unforeseeable cause beyond the control of and without the negligence of the party claiming Force Majeure, including, but not limited to, fire, flood, other severe weather, acts of God, labor strikes, interruption of utility services, war, acts of terrorism, and other unforeseeable accidents.

24. Utilities: Where a checkmark is placed in the box of the column under a party below, it is that party's responsibility to pay for those services to the Premises.

Lessor	Lessee	
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Water
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Sewer



		x	Refuse Removal
		x	Fuel
		x	Electricity
		x	Heating and Cooling Systems
		x	Maintenance and Upkeep
		x	Carpeting
		x	Lighting Fixtures
		x	Telephone Installation, Service, Billing and Long Distance Charges
		x	Cable Television
		x	Snow Removal

7.1

Lessee shall furnish and pay for any other services or supplies it desires for which responsibility is not designated above.

25. Default: Lessor shall, on default with respect to any of the provisions of this Lease by Lessee, provide Lessee with a written notice of any breach of the Lease terms or conditions and Lessee shall then have 30 days to either correct the condition, or commence corrective action if the condition cannot be corrected within 30 days. If the condition cannot be corrected in 30 days, Lessee shall have reasonable time to complete the correction.

26. Lessor's Covenants: Lessor agrees to maintain the Premises in a condition fit for their intended use, make all necessary repairs of which Lessor is or becomes aware, including adequate heat and water and a sound physical structure, and to maintain the grounds and remove the rubbish.

27. Access: Lessee has the right of reasonable ingress and egress to the leased Premises.

28. Documentation: Lessor shall provide to Lessee at the time of signature of this Lease a completed and signed IRS Form W-9, if applicable, and any other documentation required by the Lessee to process payments to the Lessor under this Lease.

IN WITNESS WHEREOF, the authorized representative of the parties have executed this Lease Agreement on this \_\_\_\_day of \_\_\_\_\_, 20 \_\_\_\_.

LESSOR:

LESSEE:

Signature: \_\_\_\_\_

Signature: \_\_\_\_\_

Printed Name: \_\_\_\_\_

Printed Name: \_\_\_\_\_

Title: \_\_\_\_\_

Title: \_\_\_\_\_

DRAFT

STATE OF MAINE

\_\_\_\_\_, SS \_\_\_\_\_, 20 \_\_\_\_

Then personally appeared before me the above-named \_\_\_\_\_ in his/her capacity as \_\_\_\_\_ of the \_\_\_\_\_ and acknowledged the foregoing instrument to be his/her free act and deed.

Before me,

\_\_\_\_\_  
Notary Public/Attorney at Law

\_\_\_\_\_  
Printed Name

My Commission Expires: \_\_\_\_\_

STATE OF MAINE

\_\_\_\_\_, SS \_\_\_\_\_, 20 \_\_\_\_

Then personally appeared before me the above-named \_\_\_\_\_ in his/her capacity as \_\_\_\_\_ of the University of Maine System and acknowledged the foregoing instrument to be his/her free act and deed.

Before me,

\_\_\_\_\_  
Notary Public/Attorney at Law

\_\_\_\_\_  
Printed Name

My Commission Expires: \_\_\_\_\_

ATTACHMENT A

PROPERTY DESCRIPTION

Location: 82 University of Maine Forestry Road, Princeton, ME 04668 Lot

Size: ± 64 Acres, with ± 3000 feet of water frontage on Long Lake

Topography: at grade, slopping to the water

Utilities: private water and sewer, public electricity and telephone

Access: Excellent, University of Maine Forestry Road

Zoning: Shoreland

Tax Map Reference: Princeton Tax Map 1, Lots 13 and 12-3.

Registry of Deeds Reference: Washington County, Volume 3090, Page 10 and Volume 3019, Page 209.

Easements: The deed reflects an easement to Eastern Pulpwood Company, this easement is recorded in a deed at the Washington County Registry of Deeds, Book 569, Page 585.

Additional easements are noted in the deed from Typhoon LLC to Greenland Point Center, recorded in the Washington County Registry of Deeds, Volume 3090, Page 10. Both deeds are included in this report.

**Site Improvements:**

The buildings consist of the following structures:

- The Main Lodge - The lodge serves as the center of activities for the entire facility. The approximate size of the building is 2196 sq. ft. on the first floor and approximate 2000 sq. ft. finished in a daylight basement.
- Cabins - There are twelve log and wooden cabins that serve as sleeping accommodations. Each cabin has 6 to 8 bunk beds. Each cabin typically has approximate 360 ± sq. ft. of living space.
- Registration Building - This is a single log cabin that is used to check people into and out of the camp.
- Infirmary - This is a 200 sq. ft. log cabin.
- Bath House - This is a modern up to date facility that is divided into ladies and men rooms with showers and flushes.
- Storage Building - There are two storage buildings on the site. Average size is 18 x 20 feet.
- Generator Shed - This structure holds a generator for a back up in case of a power failure.
- There is also an extensive dock system and boat launch area on the lake.





## AGENDA ITEM SUMMARY

- |    |   |  |
|----|---|--|
| 1. | <b>NAME OF ITEM:</b> Lease Request - Wireless Partners, UM/UMM                          |  |
| 2. | <b>INITIATED BY:</b> Karl W. Turner, Chair  |  |
| 3. | <b>BOARD INFORMATION:</b>   | <b>BOARD ACTION:</b> X                                     |
| 4. | <b>OUTCOME:</b><br>Enhance Fiscal Positioning<br>Improve Student Success and Completion | <b>BOARD POLICY:</b><br>802 – Disposition of Real Property |
| 5. | <b>BACKGROUND:</b>  |  |

The University of Maine System acting through the University of Maine and the University of Maine at Machias (UMM) campus requests authorization to enter into a 5-year ground and rooftop cell-tower lease with Wireless Partners, LLC (Wireless Partners). The original lease began August 10, 2015, and was amended through August 15, 2017, and has been operating month-to-month since. The proposed agreement through its full duration would provide lease revenue to UM/UMM of approximately \$127,000.

This request is pursuant to Board Policy 802, Disposition of Real Property, which requires leases with a total value of over \$100,000 and with a term greater than 5 years to be considered by the Board of Trustees or its Finance, Facilities and Technology Committee. In this case, the request is within the purview of the Committee to approve without further board action.

The lease consists of approximately 131 square feet on the ground exterior to Torrey Hall and associated space on the roof of Torrey Hall. The proposed terms of the lease include a five (5) year lease, with no options for renewal, beginning at the date of execution of the agreement. The new lease would include an annual rent of \$24,840 for the first year, increasing by 1.25% upon the previous year's rent at each anniversary for the five years of the lease. That makes the full five-year value approximately \$127,000.

Wireless Partners, LLC, is a Maine-owned and operated wireless communications company. It provides wireless telecommunication solutions by designing, building, owning and operating cellular networks for unserved and underserved rural markets. In addition to providing Verizon LTE service to the UMM campus and surrounding community, Wireless Partners also provides "fixed wireless" internet broadband service, which is available throughout Washington county.

**6. TEXT OF PROPOSED RESOLUTION:**

That the Board of Trustees, acting through the Finance, Facilities and Technology Committee authorizes the University of Maine System acting through the University of Maine at Machias to enter into a five (5) year lease with Wireless Partners, LLC, for approximately 131 gross square feet on the roof of Torrey Hall, with all final terms and conditions subject to review and approval by the University of Maine System Treasurer and General Counsel.





## AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Hilltop Commons Servery Updates, UM
2. **INITIATED BY:** Karl W. Turner, Chair
3. **BOARD INFORMATION:** **BOARD ACTION:** X
4. **OUTCOME:** **BOARD POLICY:**  
Increase Enrollment and Student Success 701 – Budgets-Operating & Capital
5. **BACKGROUND:**

The University of Maine System acting through the University of Maine (UM) requests authorization to spend up to \$925,000 to renovate Hilltop Commons located at the University of Maine. Funding for this project will come from Campus Auxiliary funds.

This request is pursuant to Board Policy 701, which requires projects with a total cost of more than \$500,000 to be considered by the Board of Trustees or its Finance, Facilities and Technology Committee. In this case, the request is within the purview of the Finance, Facilities and Technology Committee.

Hilltop Commons prepares and serves 15,000 student meals per week. It is also one of three remaining commons' serving the 3,800 students living on campus with meal plans. The servery and kitchen area last received a major renovation more than a decade ago in 2007. Due to the high volume of traffic, some of the finishes are showing wear and are in need of an upgrade.

The proposed renovation includes flooring replacement, solid surface counter replacement and revisions to servery equipment in select locations to better serve the students.

Design is ongoing with the timeline for construction to commence in the summer of 2019, and occupancy available in time for the start of the fall 2019 semester. The commons will be closed for the duration of the work.

The recorded Sightlines Net Asset Value (NAV) for this building is 90%. No added operational expenses are expected as a result of this renovation.

### 6. **TEXT OF PROPOSED RESOLUTION:**

That the Board of Trustees, acting through the Finance, Facilities and Technology Committee, authorizes the University of Maine System acting through the University of Maine to expend up to \$925,000 in Campus Auxiliary funds on updates to Hilltop Commons.



## AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** York Hall Kitchen Hood Replacement, UM
2. **INITIATED BY:** Karl W. Turner, Chair
3. **BOARD INFORMATION:** **BOARD ACTION:** X
4. **OUTCOME:** **BOARD POLICY:**  
Improve Student Success and Completion 701 – Budgets-Operating & Capital
5. **BACKGROUND:**

The University of Maine System acting through the University of Maine (UM) requests authorization to spend up to \$550,000 to replace outdated kitchen exhaust hoods in York Hall kitchen in Orono. Funding for this project will come from Campus Auxiliary funds.

This request is pursuant to Board Policy 701, which requires projects with a total cost of more than \$500,000 to be considered by the Board of Trustees or its Finance, Facilities and Technology Committee. In this case, the request is within the purview of the Finance, Facilities and Technology Committee.

York Hall is a dormitory that houses 265 students with a kitchen and dining commons. The building was built in 1963 and has had various upgrades since. The York Hall dining commons prepares and serves 11,500 student meals per week. It is one of three remaining commons' serving the 3,800 students living on campus with meal plans. The kitchen exhaust systems are still original, approximately 55 years old, and no longer meet code. This work will bring the kitchen exhaust hoods into compliance, providing a safer environment for all of the building occupants.

The schedule is to complete this work during the summer of 2019, with occupancy available in time for the start of the fall semester. The commons will be closed for the duration of the work.

The recorded Sightlines Net asset Value (NAV) for this building is 46%. The proposed renovations will help improve the building NAV. No added operational expenses are expected as a result of this renovation.

### 6. **TEXT OF PROPOSED RESOLUTION:**

That the Board of Trustees, acting through the Finance, Facilities and Technology Committee, authorizes the University of Maine System acting through the University of Maine to expend up to \$550,000 in Campus Auxiliary funds for the replacement of kitchen exhaust hoods in the York Hall kitchen.



## AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Real Property Acquisition, UMF
2. **INITIATED BY:** Karl W. Turner, Chair
3. **BOARD INFORMATION:** **BOARD ACTION:** X
4. **OUTCOME:** **BOARD POLICY:**  
 Increase Enrollment 801 – Acquisition of Real Property  
 Increase Student Success and Completion GSF Increase  
 Relevant Academic Programing  
 University Workforce Engagement
5. **BACKGROUND:**

The University of Maine System acting through the University of Maine at Farmington (UMF) requests approval to conduct a renovation by replacement of its Sweatt-Winter Childcare Center and early childhood programming and workforce training facilities.

This request is pursuant to Trustee Policy 801 regarding the acquisition of real property, and pursuant to the Board's prohibition of increases in space without Trustee approval.

Regarding Policy 801, any acquisition of real property with a total cost of more than \$200,000 must be considered by the Board of Trustees or its Finance, Facilities and Technology Committee. In this case, the request is to approve and to forward this matter to the Consent Agenda for the January 27 & 28, 2019 Board of Trustees meeting.

Regarding the increase in space, the new building is 10,384 square feet on a 3.18 acre parcel of land. The proposed purchase would constitute only a temporary increase in square footage as the University intends to offset the added space through demolition of two existing buildings totaling over 15,000 square feet and creating a net decrease in space of approximately 5,000 square feet.

The original project was identified on the recent bond request as Early Childhood Laboratory Space. It was identified as a renovation and expansion project at an estimated cost of \$1,908,785 and was to be approximately 10,000 square feet of combined renovated and expanded space.

The University has now become aware of commercial space available for purchase at 274 Front Street in Farmington, which is directly across the street from the existing Roberts Learning Center. The building is approximately 10,384 square feet, sits on a land parcel of approximately 3.18 acres and was built about nineteen years ago.

1/2/2019

This building gives UMF the ability to be strategically nimble and make great progress towards the goals identified in the campus master plan that was adopted in 2017. Purchasing this property and renovating the space is expected to be less costly than constructing a new building, and will allow UMF to redirect funds to additional critical capital projects as outlined in its capital plan and consistent with the proposed bond projects.

In addition to the Sweatt-Winter Childcare Center, the renovation by replacement would allow the University to create more with the scarce resources, including laboratory, classroom and meeting space that will directly support the Early Childhood, Early Childhood/Special Education and Graduate programs. There is parking for 90-100 vehicles adjacent to the building.

The building's location creates a strong gateway to the University and downtown Farmington. It also allows the children's programs to utilize Prescott Fields for programming.

The University has taken initial steps to evaluate the facility and the feasibility of locating its project at this site in lieu of constructing a new building. That preliminary evaluation found the structure to be in very good condition, meeting or exceeding the program needs. In 2014 the appraised market value for the property was \$990,000. An updated appraisal is being completed now. UMF seeks authorization to purchase the building for \$849,000 plus customary closing costs, and plans to set aside up to \$475,000 for renovations to the space which will gain significant program benefits. A preliminary estimate of the cost to remove the two buildings which will offset the additional square footage is \$300,000. These two demolition projects were submitted to the Space Reduction Initiative sub-committee, have been reviewed and are under discussion and consideration. Should such funds not materialize or not cover the entirety of the cost, UMF would consider using bonds or other resources to pursue the demolition projects.

The buildings to be demolished are 110/112 Maguire Street and 228 Main Street (Brinkman House). The Maguire Street buildings have combined Net Asset Value (NAV) of approximately 24% and are currently vacant. Prior to September 1, 2018 the Early Childhood Development program and Office of Public Safety occupied the Maguire Street buildings. The Brinkman House has a NAV of 31% and is currently occupied by the Math Department. The NAV of the new building will help improve the overall campus NAV. Funds have been identified through the bond for renovating space in the existing Ricker Addition facility to be occupied by the displaced math department. That work constitutes a separate project and is not further detailed here. The Office of Public Safety already has relocated to 149 Quebec Street, (1469 GSF, NAV 64%).

Increased maintenance and utility costs are expected to be approximately \$35,000 annually and will be covered by the University from its central operating budget. Operating costs will be covered by the Early Childhood and Graduate programs operating budget and service revenue.

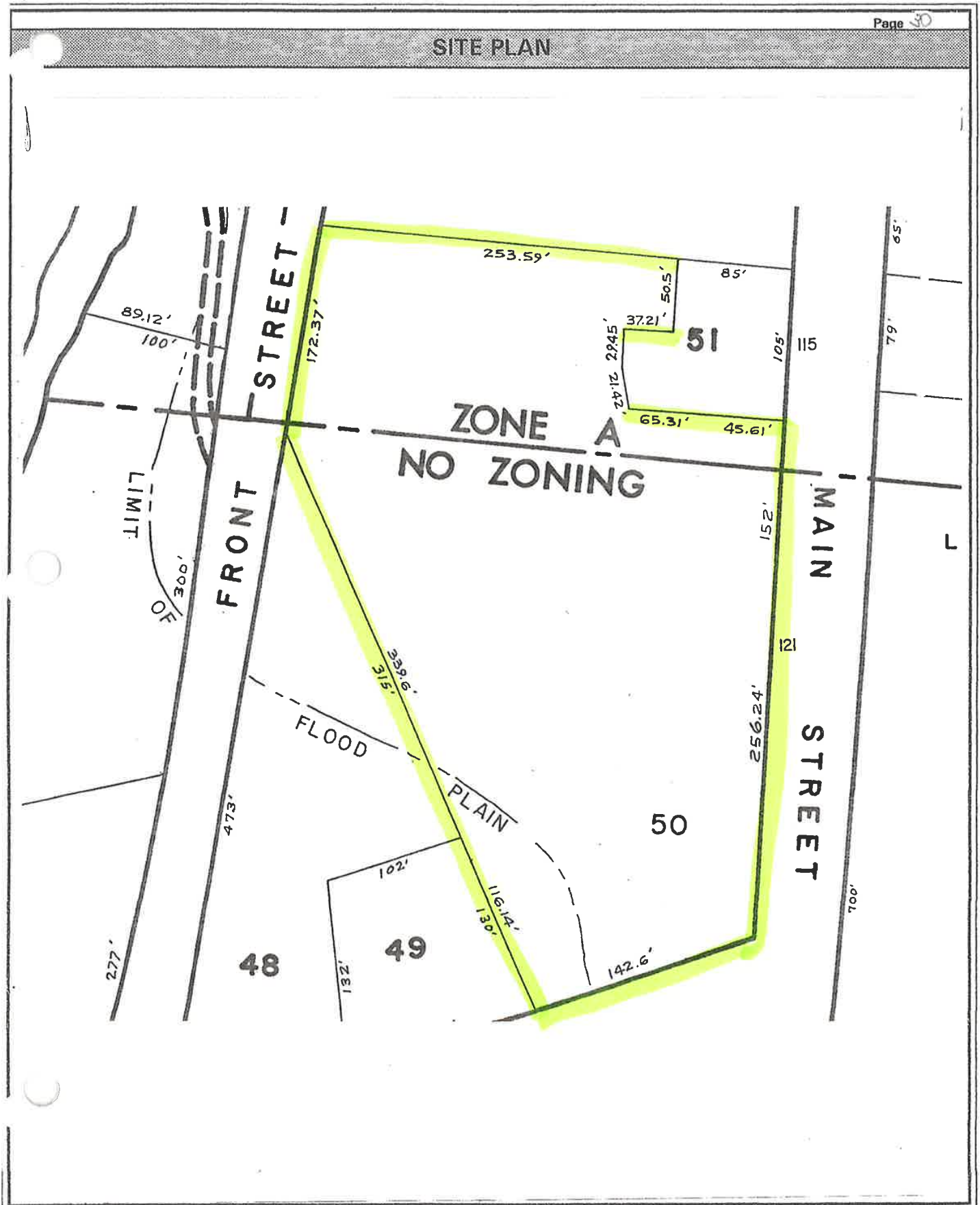
Consultations with legal counsel have indicated the proposed approach is workable.

**6. TEXT OF PROPOSED RESOLUTION:**

That the Finance, Facilities and Technology Committee forward this item to the Consent Agenda at the January 27 & 28, 2019, Board of Trustees meeting for approval of the following resolution:

That the Board of Trustees authorizes the University of Maine System acting through the University of Maine at Farmington to purchase the property located at 274 Front Street in Farmington, Maine, comprised of approximately 10,384 square feet on 3.18 acres for the purpose of conducting a renovation by replacement of its Sweatt-Winter Childcare Center which includes early childhood programming and workforce training opportunities, with all final terms and conditions subject to review and approval of the University of Maine System Treasurer and General Counsel.

Property Appraisal Service





Facility proposed for aquisition.



11.2





## AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Bailey Hall Fire Protection and Electrical Upgrades, USM
2. **INITIATED BY:** Karl W. Turner, Chair
3. **BOARD INFORMATION:** **BOARD ACTION:** X
4. **OUTCOME:** Improve Student Success and Completion **BOARD POLICY:** 701 – Budgets-Operating & Capital
5. **BACKGROUND:**

The University of Maine System acting through the University of Southern Maine (USM) requests authorization to expend up to \$2,580,000 for upgrades to the Bailey Hall fire protection system and electrical service. Funding for this project includes \$250,000 from Information Technology Services (ITS), \$950,000 from Campus E&G sources, and \$1,380,000 from 2018 Bond funds.

This request is pursuant to Board Policy 701, which requires projects with a total cost of more than \$500,000 to be considered by the Board of Trustees or its Finance, Facilities and Technology Committee. In this case, the request is to approve and to forward this matter to the Consent Agenda for the January 27 & 28, 2019 Board of Trustees meeting.

The project consists of upgrades to the building fire protection system, fire panel and alarm system and building electrical service as well as abatement of related asbestos-containing building materials. The abatement is also made necessary in order to complete an IT Infrastructure improvement project in Bailey Hall.

In March of 2015, the State Fire Marshal issued a directive to have an automatic sprinkler system installed in Bailey Hall by March of 2020 to meet current code for the type of building. The campus set aside capital improvement funds to meet this goal. As design for the project began it became apparent that additional improvements were needed to the building electrical service and fire alarm service in order to correctly address the sprinkler system work. The removal of asbestos-containing building materials to allow for this work and a building IT infrastructure improvement also became apparent.

The 2018 Bond funds allocated for USM included approximately \$1,500,000 in building infrastructure and code improvements projects. The scope of work proposed here is consistent with the intent of the Bond funding although is being directed here at a different facility than previously anticipated. The campus still intends to address the other projects in other facilities through its five year capital plan and annual capital improvements budget over the next few years as part of its match to the bond funding.

1/2/2019

With a Sightlines Net Asset Value (NAV) of approximately 41% for Bailey Hall, this project is an example of what Sightlines might refer to as a situation when “the projects start picking you”. While the campus strives to plan for capital improvements that meet the needs and desires of the campus, at times, those failures due to deferred maintenance items reach a point where there is no other option but to address them.

Design is ongoing for the fire protection sprinkler upgrade. An asbestos survey has been completed with a timeline to complete the abatement ahead of the Fire Protection Sprinkler system work for the building. The timeline calls for construction and abatement to commence in the summer of 2019. The asbestos abatement will also precede the IT upgrade being done in the building during the summer of 2019. ITS is helping to support the asbestos removal because of the IT upgrade project and a shared cost between the campus and ITS was agreed upon to fund this portion of the work.

**6. TEXT OF PROPOSED RESOLUTION:**

That the Finance, Facilities and Technology Committee forward this item to the Consent Agenda at the January 27-28, 2019, Board of Trustees meeting for approval of the following resolution:

That the Board of Trustees authorizes the University of Maine System acting through the University of Southern Maine to spend up to \$2,580,000 in various funding sources, including Information Technology Services, Campus E&G, and 2018 Bond funds, to upgrade the Bailey Hall fire protection and electrical systems.



## AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Ricci Lecture Hall Renovation, USM
2. **INITIATED BY:** Karl W. Turner, Chair
3. **BOARD INFORMATION:** **BOARD ACTION:** X
4. **OUTCOME:** **BOARD POLICY:**  
Improve Student Success and Completion 701 – Budgets-Operating & Capital
5. **BACKGROUND:**

The University of Maine System acting through the University of Southern Maine (USM) requests authorization to spend up to \$500,000 to renovate the Ricci Lecture Hall located in the Science Building on the Portland Campus of the University of Southern Maine. The funding for this project includes \$250,000 in gifts, \$100,000 from Campus E&G, and \$150,000 in 2018 Infrastructure Improvement Bond funds.

This request is pursuant to Board Policy 701, which requires projects with a total cost of more than \$500,000 to be considered by the Board of Trustees or its Finance, Facilities and Technology Committee. In this case, the request is within the purview of the Finance Facilities and Technology Committee.

Scientist Dr. Ray Stevens, a USM graduate, donated \$250,000 to rename the lecture hall after his mentor, USM Professor Emeritus John Ricci. The lecture hall will be named “The John S. Ricci Lecture Hall” following the renovations. His donation enables the lecture hall to become a state of the art learning facility.

Current seating capacity in the 1,750 square feet tiered lecture hall is 120; the new seating capacity will be 110. A center row will be added to allow instructors better access to students, and allow for more movement throughout the hall.

New seats and desks will be configured such that students in every other row can turn around and work with those in the row behind them by adjusting the height of their seats. The ground level entrance to the lecture hall from the Science Lobby will be enlarged and enhanced. The space will receive all new finishes, with appropriate acoustical properties, and new LED lights will be installed.

The room will be outfitted with new audio-visual and instructional technology equipment that will be controlled by the instructor from a new lectern. The sound system will provide uniform audio coverage including an assistive listening system. The video system will

allow for multiple video sources. Sightlines in the lecture hall will be improved by the placement of equipment.

Currently every week there are approximately 1,000 students using the facility across 12 different classes. The space, which dates to 1976, more than 40 years ago, has received only minor updates since its original construction. The Science Building has a Sightlines calculated Net Asset Value (NAV) of 48%. This renovation should help to improve the NAV of this building.

Design is underway. Construction is currently scheduled to commence in the summer of 2019 with completion in time for the start of the Fall semester.

**6. TEXT OF PROPOSED RESOLUTION:**

That the Board of Trustees, acting through the Finance, Facilities and Technology Committee authorizes the University of Maine System acting through the University of Southern Maine to expend up to \$500,000 from various funding sources, including \$250,000 from gifts, \$100,000 in E&G funds and \$150,000 from 2018 Bond funds to renovate the John S. Ricci Lecture Hall.



## AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Woodward Hall Renovation, USM
2. **INITIATED BY:** Karl W. Turner, Chair
3. **BOARD INFORMATION:** **BOARD ACTION:** X
4. **OUTCOME:** **BOARD POLICY:**  
 Improve Student Success and Completion 701 – Budgets-Operating & Capital
5. **BACKGROUND:**

The University of Maine System acting through the University of Southern Maine (USM) requests authorization to spend up to \$1,800,000 to renovate Woodward Hall on the Gorham Campus of the University of Southern Maine. Funding for this project will come from \$1,500,000 in 2018 Facilities and Infrastructure Improvement Bonds and \$300,000 in Campus E&G funds.

This request is pursuant to Board Policy 701, which requires projects with a total cost of more than \$500,000 to be considered by the Board of Trustees or its Finance, Facilities and Technology Committee. In this case, the request is to approve and to forward this matter to the Consent Agenda for the January 27 & 28, 2019 Board of Trustees meeting.

Woodward Hall currently houses 114 students in approximately 20,000 square feet. The facility was built in the 1950's and has a Sightlines Net Asset Value (NAV) of 22%, among the lowest at USM. The bathrooms and lighting system have not received updates in decades. Other small renovations have been completed over the years, with the most recent in the summer of 2018 to renovate classrooms into additional student rooms on the first floor.

The proposed renovation will include new bathrooms on all floors, an upgraded fire protection system, lighting upgrades, front entrance renovation, Resident Director apartment upgrades and installation of new online swipe cards to all dorm room doors to eliminate the use of keys.

Design is ongoing. Construction currently is scheduled to occur in the summer of 2019 with occupancy in time for the start of the fall semester.

No added operational expenses are expected as a result of this renovation.

**6. TEXT OF PROPOSED RESOLUTION:**

That the Finance, Facilities and Technology Committee forward this item to the Consent Agenda at the January 27-28, 2019, Board of Trustees meeting for approval of the following resolution:

That the Board of Trustees authorizes the University of Maine System acting through the University of Southern Maine to spend up to \$1,800,000 from various funding sources, including Bond and Campus E&G funds, on a renovate project for Woodward Hall.



## AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Schematic Design of the Career and Student Success Center, USM
2. **INITIATED BY:** Karl W. Turner, Chair
3. **BOARD INFORMATION:** **BOARD ACTION:** X
4. **OUTCOME:** **BOARD POLICY:**  
 Increase Enrollment 701 – Budgets-Operating & Capital  
 Improve Student Success and Completion  
 Relevant Academic Programming
5. **BACKGROUND:**

The University of Maine System acting through the University of Southern Maine (USM) requests authorization to expend up to a preliminary \$1 million to perform Conceptual and Schematic Design and related services for a new building to be known as the Career and Student Success Center at the University of Southern Maine. The funds to cover these costs are to be provided by 2018 Facilities and Infrastructure Improvement Bonds.

This request is pursuant to Board Policy 701, which requires projects with a total cost of more than \$500,000 to be considered by the Board of Trustees or its Finance, Facilities and Technology Committee. The request is also pursuant to Trustee policy prohibiting net increases in space without Trustee authorization. In this case, the request is to approve and to forward this matter to the Consent Agenda for the January 27 & 28, 2019 Board of Trustees meeting.

USM allocated \$19 million from the 2018 Facilities and Infrastructure Improvement Bonds to build a new Career and Student Success Center on the Portland Campus. This current request is for approval to expend only the amount necessary to begin formal design and bid preparation work.

The Portland Campus, where the majority of USM students attend their classes, is approximately 34 acres with 1.25 million gross square feet of facilities. The current student center known as Woodbury Campus Center is approximately 28,000 square feet and was built in 1946. The recorded Sightlines Net Asset Value (NAV) of the building is 48%. It houses multiple student organizations, dining services, an art gallery, the bookstore, and the Dean of Students offices. The plan would be to demolish the current student center after the new Career and Student Success Center is occupied, making this a renovation through replacement project.



The exact size, design, programming, timeline, operating costs and other details of the new facility remain to be determined. However, the USM master plan is built around this building being the heart of campus with a new quad being built directly in front of the building.

USM reported to Trustees in November 2016 and continues to determine that the student experience on the Portland campus would be improved with the presence of student housing. USM previously anticipated beginning with the construction of a residence hall that includes a new student center. USM forecasted the project would include the demolition of the Dickey Wood residence hall in Gorham and the further demolition of the existing Woodbury Student Center in Portland. USM indicated the square footage of the combined new residence hall and student center would not exceed the combined square footage of Dickey Wood and Woodbury without explicit Board of Trustee approval. USM further indicated at the time that construction would not begin on the new building until the demolition of these buildings was funded and respective contracts executed. Occupancy was not to occur until demolition was complete.

At this time and in the context of prior discussions of this matter with Trustees, whether the new student center facility itself will be larger, smaller or approximately of the same size as Woodbury, and therefore the extent to which the new construction is off-set by the demolition of the existing facility, will be made clear in future requests to proceed with the project as that information becomes more clear.

The University may use a traditional design/bid/build construction method for this project. So-called alternative delivery methods are permitted under University practices and will be considered.

The funding for this phase of work will be the 2018 Legislative Bond that passed in November.

## **6. TEXT OF PROPOSED RESOLUTION:**

That the Finance, Facilities and Technology Committee forward this item to the Consent Agenda at the January 27-28, 2019, Board of Trustees meeting for approval of the following resolution:

That the Board of Trustees authorizes the expenditure of up to \$1 million to begin the Schematic Design of the Career and Student Success Center at the University of Southern Maine with funding from the 2018 Facilities and Infrastructure Improvement Bonds.



## AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Brooks Student Center Generator & Switchgear Installation, USM
2. **INITIATED BY:** Karl W. Turner, Chair
3. **BOARD INFORMATION:** **BOARD ACTION:** X
4. **OUTCOME:** **BOARD POLICY:**  
 Improve Student Success and Completion 701 – Budgets-Operating & Capital
5. **BACKGROUND:**

The University of Maine System acting through the University of Southern Maine (USM) requests authorization to spend up to \$675,000 to improve its electrical system infrastructure by installing an emergency generator and associated switchgear at Brooks Student Center on the Gorham Campus of the University of Southern Maine. Funding for this project will come from Campus resources.

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

Currently, the Brooks Student Center does not have a permanently installed backup generator. The existing switchgear is original to the building and is approximately 60 years old. It is no longer supported by the vendor, and this type of switchgear has failed at other installations. The switchgear replacement will provide a more reliable service to the building. The new generator will be powered by natural gas.

Brooks is the only dining facility on the Gorham campus, which is where all of USM's residential facilities currently are located. Each week, Sodexo currently serves about 10,000 meals from the dining hall, with an additional 500-700 transactions done at the snack bar daily. Numerous student activities also take place on a daily basis in the building.

If an extended power failure was to occur at USM, the temporary portable generator does not have a fast response capability in bringing the building back online; it is not big enough to support all of the functions of the building, and additional work would be needed to enable the connection to be completed in a code-compliant way. Installation of a permanent backup generator will enable the University of Southern Maine to provide a safe haven for students, faculty and staff in the event of a natural or manmade disaster.

With Sodexo also spending up to \$2 million in renovations in a separate project to student spaces in this facility as approved by Trustees in November 2018, the timing is fortuitous to make these electrical infrastructure improvements. Current seating capacity of Brooks Dining hall is 340. Sodexo's renovation will increase seating capacity to just over 500.

The operational costs of the building are not expected to increase due to the proposed switchgear and emergency generator project.

The Net Asset Value (NAV) of Brooks Student Center is 44%. Design is ongoing with the timeline for construction to commence in the summer of 2019.

**6. TEXT OF PROPOSED RESOLUTION:**

That the Board of Trustees, acting through the Finance, Facilities and Technology Committee authorizes the University of Maine System acting through the University of Southern Maine to expend up to \$675,000 of campus funds to improve its electrical system infrastructure, including by installing an emergency generator and associated switchgear at Brooks Student Center on the Gorham Campus of the University of Southern Maine.

## **Capital Project Status Report**

### **Executive Summary**

Attached is the Capital Project Status Report for the January 10, 2019 meeting of the Finance, Facilities and Technology Committee.

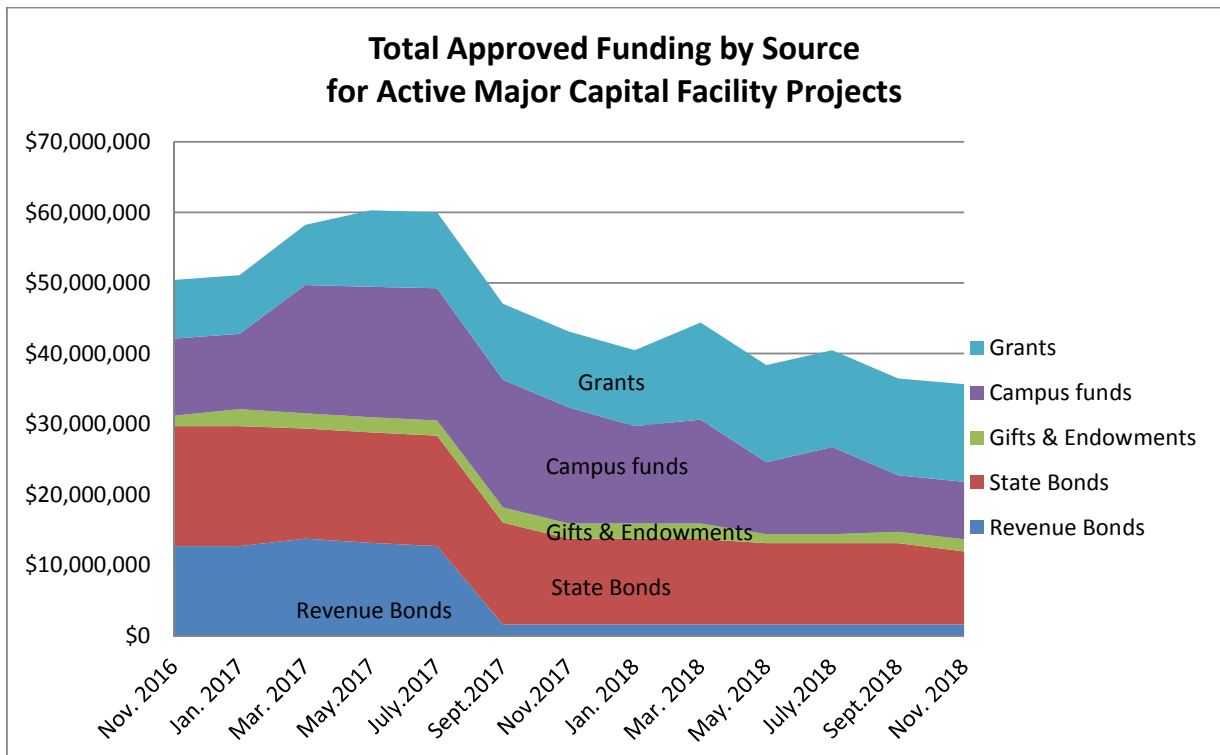
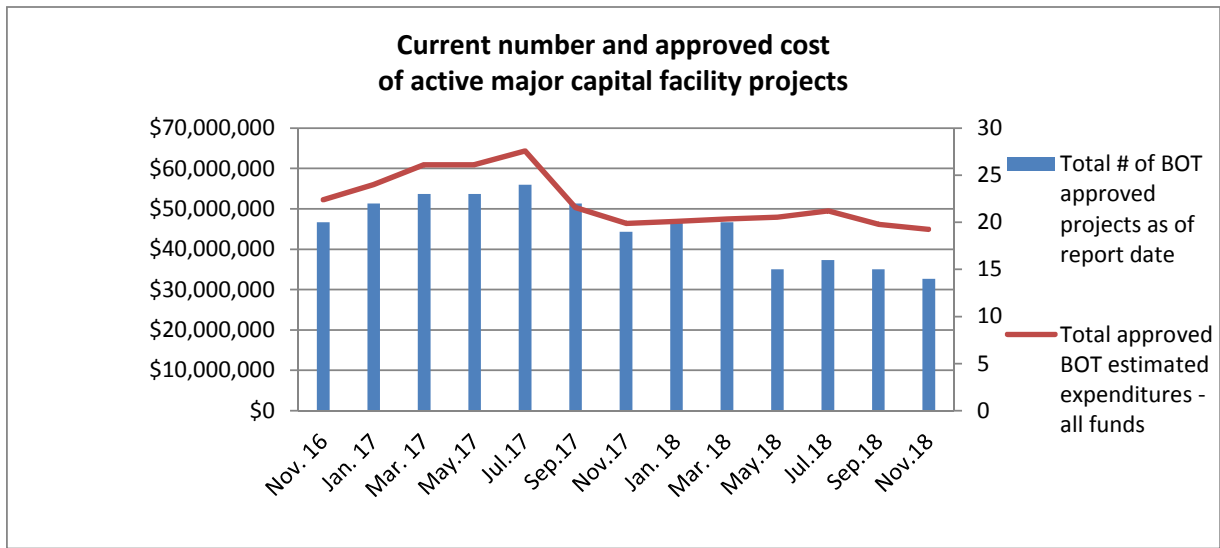
The report reflects a total of 14 projects, with one project having been removed since the previous report, and no new projects having been added.

One project will be removed from the next subsequent report due to completion. That is the UMF Science Lab Renovations project (2100065 & 2100068).

Three projects remain on the report with a completion date of 2018. These projects are complete but will remain on the list until final invoices have been processed and paperwork completed.

The largest single project currently in the portfolio continues to be the Engineering Education and Design Center (EEDC). Although the current budget approval is limited to \$9.0 million, the often-cited estimated total cost of the project is \$75 to \$80 million. It is expected that this project ultimately will affect the data in this report more than it does currently.

Please note that more than half of the current major projects being tracked are complete or substantially complete. Those details are included on the attached listing of projects.



**Capital Project Status Report**  
**Board Approved Projects**  
**January 2019 - Finance, Facilities & Technology Committee**  
**With Grand Totals and % of Current Approved Estimates**

Campus, Project Name (Project ID)	Funding Source(s) & each source's share of expenditures to date	Status	Original Estimated Completion	Current Est. Completion	Original Approved Estimate	Current Approved Estimate	% Expended of Current Approved Estimate	Prior Actions, Information & Notes
<b>UM</b>								
** Advanced Structures and Composites Center Expansion/ASCC Equip W2-Thermoplastics Lab/ASCC Equip W2 Tow Carriage (5100316, 5100414, 5100432)	Grants (77%), 2010 State Energy Bond (11%), Gifts (12%)	Project 5100316 is Complete, Project 5100414 Design in Progress, Project 5100432 is Construction in Progress	2014	2019	\$6,400,000	\$10,400,000	90%	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	\$9,400,000	99%	BOT approved \$9M in July, 2015. Board approved increase of \$400,000 in July 2017.
** Aquatic Animal Health Facility (5100440)	Grants (82%), Campus E&G Funds (18%)	Substantially Complete	2017	2019	\$2,300,000	\$2,800,000	82%	Board approved \$2.3M in January, 2017. Board approved increase of \$500,000 (8.6%) in project cost in November, 2017.
Barrows Hall ESRB Lab Renovations (5100424)	Campus E&G Funds (100%)	Complete	2017	2018	\$1,900,000	\$1,900,000	83%	Board approved \$1.9M in March, 2017
Darling Marine Center Waterfront Infrastructure (5100459, 5100460, 5100461)	Grants (100%)	Design in Progress	2017	2019	\$3,000,000	\$3,000,000	5%	Board approved \$3M in July, 2017.
Engineering Education and Design Center (5100458)	Bond (0%), Campus E&G Funds (100%)	Design in Progress	2024	2024	\$1,000,000	\$9,000,000	11%	Board approved \$1M in September, 2017. Board approved additional \$8M in May, 2018.
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 Auxiliary Reserves (100%)	Design in Progress	2019	2019	\$562,000	\$562,000	3%	Board approved \$562K in June, 2018.
<b>UMF</b>								
*** Science Labs Renovations (Preble & Ricker (2100065, 2100068)	2013 Lab & Class State Bond (91%), Grants (9%)	Substantially Complete	2014	2018	\$1,377,000	\$1,377,000	89%	Board approved \$1.377M in July 2014.
<b>UMM</b>								
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.
<b>USM</b>								
Athletic Field Lighting (6100289, 6100305, 6100306)	Campus E&G Funds (49%), External Lease Financing (51%)	Substantially Complete	2018	2018	\$1,780,000	\$1,780,000	90%	Board approved \$1.78M in March, 2018. Board approved execution of a tax-exempt master lease financing agreement not to exceed \$1M in May, 2018
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	2018	\$550,000	\$550,000	85%	Board approved \$550K in May, 2018.

Finance, Facilities, Technology Committee - Capital Project Status Report / Bond Project Update

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
<b>UMPI</b>								
UMPI Greenhouse (7100010)	Campus E&G Funds (30%), Gifts (70%)	Design in Progress	2018	2019	\$850,000	\$850,000	9%	Board approved \$850K in Septmeber, 2018.
Explanatory Notes: * Project is new as of this report. ** Details of this project include updates since the last report. *** This project has been completed since the last report and is not expected to appear on the next report.	Funding source(s) reflects primary source(s) for project.	Calendar Year unless otherwise noted.					Percentage expended reflects total expended as of November 30, 2018 as a percentage of the current approved project estimate.	




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### AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Competitive Procurement Legislative Report, UMS
2. **INITIATED BY:** Karl W. Turner, Chair
3. **BOARD INFORMATION:** X **BOARD ACTION:**
4. **OUTCOME:** **BOARD POLICY:**
5. **BACKGROUND:**

Pursuant to 5 M.R.S.A., Section 12023, the University of Maine System must submit annually to the Legislature of the State of Maine a report confirming that competitive procurement is the standard practice of the University and any waivers from that practice.

Competitive procurement is the University's standard, as established by Trustees in Policy 701, paragraph IX, which states: "In accordance with the laws of the State of Maine, the Board of Trustees establishes competitive procurement as the standard procurement method of the University and authorizes the Treasurer to promulgate such policies and practices as the Treasurer determines necessary to implement that standard, including regarding the conditions under which competitive procurement may be waived."

Those waivers are set forth by the Treasurer in APL VII-A. As provided in law and corresponding University policy and practice, there are legitimate reasons for waiving competitive procurement as part of standard procurement policy. For example, within the report, a majority of the expenses for which waivers were granted involve purchases as required or provided in a grant awarded to the University or a library acquisition, as distinct from the University's purchases of general operating supplies and services.

In an effort to increase transparency and public accountability, new to this year's report is a description of each transaction and the advance distribution of the report to Trustees in addition to its submission to the Legislature. The report to the is included in the meeting materials.





# SOLE SOURCE PROCUREMENT & CONTRIBUTIONS REPORT

FEBRUARY 1, 2019

18.1

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*\*This report is submitted pursuant to 5 M.R.S.A., Section 12023 and reflects the period July 1, 2017 to June 30, 2018 (FY18). Please direct questions including requests for additional information to Samantha Warren, University of Maine System Director of Government and Community Relations, at [samantha.warren@maine.edu](mailto:samantha.warren@maine.edu).*

## UMS STRATEGIC PROCUREMENT

The University of Maine System (UMS or University) has an estimated \$1.5 billion annual total statewide economic impact, a \$7.50 return for every dollar of State appropriation. Beyond supporting nearly 20,000 campus and community jobs and our full-time students and University visitors spending an estimated \$144 million locally, the University positively impacts the Maine economy by purchasing goods and services from businesses based in Maine or that employ Mainers. In FY18, the University invested \$54.3 million directly in the Maine economy through the purchasing of goods and services provided by Maine-based businesses.

As it conducts business with both in- and out-of-state vendors, the University is committed to a competitive procurement process to ensure the greatest value for tuition and taxpayers as well as transparency and fairness for providers of goods and services. As allowed by State law and corresponding University policy, there are legitimate reasons for waiving this competitive process in special circumstances. A waiver from the competitive bid process can never be justified based on price, preference or urgency created by inadequate planning on the part of the requestor, per University policy adopted by the Board of Trustees in 2012.

In FY18, the total value of University procurements exceeding \$10,000 for which the competitive process was waived was \$21,734,742. More than one-half (\$11.2 million) was a result of the vendor being named specifically in a grant award. For example, Syntiro along with several K-12 public school districts are specifically identified as sub-recipients in a federal Department of Education GEAR-UP grant for which the University of Maine at Farmington is the fiscal agent. Funding serves more than 60 Maine middle and high schools and supports thousands of low-income students prepare for and be successful in postsecondary education.

Less than one-third (\$6.2 million) of the total waiver value in FY18 reflects true sole source purchases and many of those purchases were funded by outside grants, as opposed to State appropriation. As a world class research institution, the University of Maine in particular has unique procurement needs, including for specialized equipment or services that may only be available from one vendor. For example, the largest reportable sole source procurement was funded by a federal Department of Energy grant and was for subsea geophysical surveying for a proposed offshore wind project, for which only vendor (Alpine Ocean Seismic Survey, Inc.) had the specialized expertise. In another instance, University of Maine researchers needed to replace fish monitoring tags and only one vendor could provide new replacement tags and data receivers that would be compatible with existing units.

Since procurement has become a consolidated function housed within the System office rather than independent at each campus, the University has saved tuition and taxpayers millions of dollars while considerably reducing its use of sole source waivers. The total value of true sole source procurements has decreased by 21 percent over the five years since this State reporting requirement was enacted, from \$7.96 million in FY14 to \$6.27 million for the current reporting period (FY18).

The FY18 procurements exceeding \$10,000 for which the competitive process was waived are listed in this report in the following categories below.

- Sole Source Purchases
- Goods and/or Services Specifically Named In Grant Awards

18.1

- Emergency Purchases
- Library Books or Periodicals

Additionally, as required by 5 M.R.S.A., Section 12023, this report includes a list of all FY18 contributions greater than \$1,000 made by the System or its seven universities. In most cases, the contributions were membership dues for accreditation or affiliate associations like the New England Association of Schools & Colleges, civic organizations and athletic conferences.

As part of a commitment to public accountability and transparency, since last reporting to the Legislature under this Chapter, the UMS has updated the process by which it compiles this report to include a brief description of sole source, emergency and named-in-grant procurements as well as all contributions above \$1,000. Our internal process additionally now includes a review of this report by the Board of Trustees before submission to the Legislature.

## FY18 WAIVERED PROCUREMENTS OVER \$10,000

### SOLE SOURCE PURCHASES

Sole source purchases are made when goods or services, because of unique characteristics or other reasons, are available from only one source. In cases where an alternate supplier for a similar product or service cannot be identified, the requestor must document that a good faith effort has been made in seeking other sources. A listing of the unique technical specifications required of the product and the companies that were contacted in the search for alternate sources is necessary. Sole source justification cannot be based on quality, price, mere preference or urgency created by inadequate planning or untimely action by the requestor, such as the imminent expiration of a contract that could have been foreseen.

Supplier Name	Amount	Campus	Summary Notes
ALPINE OCEAN SEISMIC SURVEY INC	\$620,759	UM	Grant funded subsea geophysical survey services for potential siting of resources related to the federally grant funded offshore windmill project. Although several firms were vetted, only this one provider possessed the combination of resources and expertise needed.
UNIV OF SOUTHERN MAINE FNDTN	\$420,514	UMS	Externally grant funded contract to provide Interim CEO services for the UMS Maine Center for Graduate Professional Studies while a search was conducted for a permanent CEO was hired.
PRACTICAL APPLICATIONS INC	\$181,214	UM	Federal grant funded chemical effluent treatment system for the Aquatic Animal Health Lab which provides research in support of Maine's aquaculture and fisheries industries.

18.1

Supplier Name	Amount	Campus	Summary Notes
CIMETRICS INC	\$150,510	UM	Contract for energy efficiency monitoring and reporting services for building management systems at UM. Cimetrics is long-time provider and this contract extends the existing services and expands to additional facilities. At the end of the 3 year contract, the University will assess the competitive market prior to renewal.
VEMCO	\$102,000	UM	Grant funded purchase of specialized acoustic tags for fish tracking to match existing telemetry receiver equipment. Other vendors were considered but new/old receivers and fish tags would not be compatible.
ALICE JAMES BOOKS	\$98,281	UMF	This is a grant provided by UMF to Alice James Books (AJB). AJB operates a non-profit press on campus (Poetry press) and provides 14 student internships/apprenticeships, especially for Creative Writing majors.
COHERENT INC	\$94,300	UM	Purchase of specialized laser system as part of bio-molecular research lab resources. Supports Maine-based biomedical research.
STEINWAY & SONS	\$92,300	UM	Grant funded like-for-like replacement of the Steinway D Grand Piano for the Minsky Recital Hall to maintain instrument characteristics that best match the hall's acoustic profile.
UNIV OF CONNECTICUT	\$92,036	UM	Grant funded charter of R/V Connecticut, the only heavy lift research vessel available in the northeast with the capability to service the NERACOOS buoy network. These buoys support research for multiple industries in Maine including tourism, shipping, aquaculture and fisheries.
UNIV OF CONNECTICUT	\$92,036	UM	Grant funded additional charter of R/V Connecticut, the only heavy lift research vessel available in the northeast with the capability to service the NERACOOS buoy network. These buoys support research for multiple industries in Maine including tourism, shipping, aquaculture, and fisheries.

Supplier Name	Amount	Campus	Summary Notes
IMPLEMENTATION GRP	\$92,000	UM	Maine Economic Improvement Fund (MEIF) funded consulting services to assist the University in securing more National Science Foundation research grants through the Federal EPSCoR program. EPSCoR seeks to assist states with lesser amounts of Research and Development funding.
LYNX PRODUCT GRP LLC	\$91,500	UM	Like-for-like replacement of cage and bottle washer for the University's Small Animal Facility.
TA INSTRUMENTS WATERS LLC	\$79,849	UM	MEIF funded like-for-like replacement of calorimeter system for the University's environmental engineering lab for ongoing research - exact replacement needed to maintain research integrity.
STRATEGIC MARKETING INNOVATIONS INC	\$77,000	UM	Continuation of existing education outreach to federal executive branch agencies in support of UM's research programs.
GENERAL SCIENTIFIC CORP	\$73,200	UMA	Purchase of magnifying loupes for dental hygiene students with technical specifications required by the dental hygiene academic program.
WET LABS INC	\$61,179	UM	Grant funded underwater spectral scanning equipment for which there is only one source that meets technical research requirements for measuring hyperspectral absorption and attenuation.
LI COR BIOSCIENCES	\$60,347	UM	MEIF funded purchase of photosynthesis system in support of biochemical research supporting several Maine crops including wild blueberries.
CENGAGE LEARNING	\$60,000	UMA	Online non-degree career training service for which pass-through charges to students result in net revenue to the University.

Supplier Name	Amount	Campus	Summary Notes
MERRIMAC INDUSTRIAL SALES	\$59,789	UM	Purchase of LED lights to replace less efficient Metal Halide lights for the Mahaney Dome at UM. Only manufacturer found with LED lights that have separate driver components and therefore can be supported on existing overhead lighting stanchions without costly modifications to reinforce the dome.
EXPERIAN	\$59,150	USM	Grant funded credit reporting services for Financial Distress research study, of three national reporting agencies, only Experian was able to meet the specifications for this study.
POWER ENGINEERS INC	\$56,900	UM	Grant funded community outreach services related to the floating offshore wind power research project.
TRAVEL INNOVATIONS	\$54,690	UM	Purchase of turnkey academic travel services for group travel to Peru, including ground transportation, housing, and on-the-ground academic tours.
PRETI FLAHERTY BELIVEAU & PACHIOS LLP	\$54,375	UM	Grant funded continuation of legal services related to Power Purchase Agreements related to the offshore floating wind energy project.
GOODWILL INDUSTRIES OF NNE	\$53,187	USM	MEIF and external grant funded program delivery and payroll administration services for USM students participating in the Gateway to Opportunity program - continuation of a program initiated by the Gorman foundation which provides work-based learning for Portland area low income youth.
POLAR ELECTRO INC	\$52,554	UM	Grant funded expansion of athletic training health monitoring system to all remaining UM Athletic teams - matching existing system.
PROFESSIONAL SPORTS PUBLICATIONS	\$51,500	UM	Targeted marketing for the UM Flagship Match recruiting initiative for publication in specific Major League Baseball markets with sole publisher of team yearbooks.

Supplier Name	Amount	Campus	Summary Notes
UNIV OF ARIZONA	\$50,816	USM	Grant funded supplier is developer of software supporting bio sciences research - contract is to complete improvements to that software and is the final phase of this 5+ year project.
AQUANEERING INC	\$50,760	UM	Federal grant funded filtration system for the Aquatic Animal Health Lab which provides research in support of Maine's aquaculture and fisheries industries.
DYNAMIC AVIATION GRP INC	\$50,000	UM	MEIF funded purchase of airborne multi-sensor scanner to measure health of Maine forests in support of the Maine forest products industry.
JAMES LYONS	\$50,000	UM	Specialized services related to boilers at the University's steam plant for which the supplier has unique knowledge and capabilities.
VENDEAN VAFIADES	\$49,000	UMS	Specialized consulting services related to the implementation and achievement of strategic goals set for the 2018-2019-time period. Provider is uniquely qualified because of knowledge, experience, and working relationships with the University and State leadership.
SEA BIRD ELECTRONICS INC	\$46,503	UM	Grant funded maintenance and upgrade of buoys and related equipment from the original manufacturer.
DNV GL	\$46,454	UM	Grant funded purchase of windmill blade design software from only provider whose software is compatible with existing research and infrastructure.
PHOENIX FEEDS & NUTRITION INC	\$45,800	UM	Grant funded purchase of specially designed food for Witter Farm cows - supplier the only available who could provide the needed feed mix and meet delivery specifications.



Supplier Name	Amount	Campus	Summary Notes
UNIV OF CONNECTICUT	\$45,490	UM	Additional grant funded charter of R/V Connecticut, the only heavy lift research vessel available in the northeast with the capability to service the NERACOOS buoy network. These buoys support research for multiple industries in Maine including tourism, shipping, aquaculture, and fisheries.
BANGOR TRUCK EQUIP	\$45,000	UM	Contract for repair services for snow plowing equipment, including emergency repairs from only supplier in close proximity to the UM campus with the ability to respond during snow emergency events.
PUBLIC ARCHAEOLOGY LAB INC	\$43,499	UM	Grant funded consulting services with the only firm currently capable of assisting in the permitting process for offshore wind energy projects, specifically as relates to Section 106 of the National Historic Preservation Act.
STANTEC CONSULTING SVCS INC	\$42,900	UM	Grant funded consulting services for DEP permitting of offshore wind energy project with only local resource possessing the knowledge and direct experience with wind energy permitting.
CITY OF BANGOR	\$42,815	UM	Charges related to hosting UMaine 2018 Student Symposium Conference at Cross Insurance Center- only local location that could accommodate attendee count.
LM AIR TECHNOLOGY INC	\$41,530	UM	Purchase of specialized fume hood and related equipment for the Climate Change Institute lab. Nature of research precludes use of metal equipment, reducing the options to this one supplier.
BIO TEK INSTRUMENTS INC	\$40,024	UM	Grant funded like-for-like replacement of biological sample plate reader to maintain data integrity for multi-year research projects.

Supplier Name	Amount	Campus	Summary Notes
EXACTITUDE INC	\$40,000	UM	UM has installed proprietary electronic handicap door actuators across campus. There is no other source for purchase, installation and repair of this product.
JOHNSON CONTROLS INC	\$39,980	UM	Upgrade of room sensors and control system in existing proprietary building environmental control system.
INSTRON A DIV OF IL TOOL WORKS INC	\$39,458	UM	MEIF funded calibration and maintenance of existing proprietary scientific test equipment. Equipment is utilized in support of the University's research in the use and production of composite-based materials.
WINTHROP INTELLIGENCE	\$37,800	UM	Proprietary on-line database to help college athletics leaders increase revenue and save money. Provides access to how other Division 1 colleges handle internal finances and negotiate deals and partnerships with third party suppliers. Data not available from any other source. Partially grant funded.
APA LLC	\$36,995	UM	Purchase of specialized air exhaust system components and related equipment for the Climate Change Institute lab. Nature of research precludes use of metal equipment, reducing the options to this one supplier.
GRONK FITNESS EQUIP	\$35,435	UM	Replacement of worn exercise equipment to match existing equipment that was competitively bid in 2007 - replacement with same for same equipment is essential for user experience and support & maintenance continuity.
CLEAR CHANNEL AIRPORTS	\$35,220	UM	Advertising located at the Bangor Airport (BGR) as part of UM's broader marketing strategy. Since Clear Channel Airports has an exclusive contract with BGR, the University has no other options for contracting for this targeted advertising and location.

Supplier Name	Amount	Campus	Summary Notes
RAMSEY SOLUTIONS	\$35,000	UM	Contract for turnkey co-branded K-12 school financial literacy education program to assist Maine K-12 students in building their financial literacy. Provider is only one identified that supports the co-branded approach.
INSTRON A DIV OF IL TOOL WORKS INC	\$34,995	UM	Grant funded purchase of like-for-like replacement equipment for Advanced Composites Center's testing lab. Purchase integrates with equipment already in place used by trained and experienced researchers and avoids incompatibilities with existing equipment.
ORBETRON LLC	\$34,306	UM	Upgrade of existing proprietary wood extrusion system used in the composites lab - supporting research to expand Maine's composites manufacturing industry.
COBSCOOK CMNTY LEARNING CENTER	\$34,251	UM	Lodging and food for students and faculty for a two week field-based course in Wildlife Ecology – most proximate (least driving time possible) to Moosehorn National Wildlife Refuge where course takes place.
BIO RAD LAB INC	\$32,186	UM	Grant funded purchase of thermocycler for conducting DNA research for the Cooperative Extension Diagnostic & Research Lab, supporting Maine agriculture and fisheries - specific equipment must match existing equipment used in ongoing research.
A-VIBE	\$32,000	UM	Grant funded contract for continued maintenance of the Inter-Chem-Net website which allows collaboration between University and K12 chemistry students as well as collaborative sharing of lab diagnostic equipment across the Inter-Chem-Net user population.
BRIDGET HARR	\$31,800	USM	Grant funded consultant to prepare report to US Congress on the Violence Against Women Act/Measuring Effectiveness Initiative - retains previously contracted consultant to maintain continuity.

Supplier Name	Amount	Campus	Summary Notes
COLDTUB	\$29,900	UM	Purchase of a second 10-12-person capacity hydrotherapy cold tub for athletic training that matches existing equipment and maintains continuity.
EXPLORANCE INC	\$29,200	UM	Grant funded course evaluation system that allows administering of surveys in online and paper form as well as integrates in the PeopleSoft student information system - both capabilities are unique to this supplier.
SPECTRUM REACH	\$29,000	UMA	Targeted marketing advertising purchase for cable TV ad time for selected cable networks promoting UMA.
COY LAB PRODUCTS INC	\$28,776	UM	Federal grant funded purchase of an anaerobic glove box for research into an understanding of how microbes that occur in the sediment under the Gulf of Maine process nitrogen in the water. This research supports efforts to find ways to deal with the man-made increase of nitrogen levels in sea water off the Maine coast.
AQUA DIVING ACADEMY	\$28,000	UM	Maintenance contract for UM scuba diving equipment - supplier is the only authorized service provider in Maine for the brand of equipment in use by the University.
SCREENVISION DIRECT	\$27,905	UMF	Targeted marketing displayed at movie theaters in the targeted geographic area, Screenvision manages advertising sales for these specific theaters.
INSTRON A DIV OF IL TOOL WORKS INC	\$27,665	UM	Grant funded replacement of the data acquisition system component in an existing proprietary testing equipment system in use at the University's composite material research center.
BERNSTEIN SHUR SAWYER & NELSON PA	\$27,001	USM	External legal services related to an HR matter for which continuity of services was determined to be essential.

Supplier Name	Amount	Campus	Summary Notes
CHRISTOPHER J HALLET	\$27,000	UMPI	Grant funded payment for executive director services for the Northern Maine Educational Collaborative for which the University serves as fiscal agent.
BOSTON HARBOR CRUISES	\$27,000	UM	Only vessel available in the time needed with the capacity to recover and redeploy ocean observing buoys.
LOTEK WIRELESS	\$25,445	UM	Grant funded equipment for fish research. Radio telemetry tags and receivers for fish tagging. Tags, transmitters and receivers are designed to work together. This purchase is compatible with previous purchased equipment and tag inventory.
HANNAFORD	\$25,000	UM	Continued purchase of food for Darling Marine Center for which the annual volume does not meet the required order for the University's contracted wholesaler. Two other providers were considered, however were not able to accommodate those with special dietary need.
SIDE X SIDE INC	\$25,000	USM	Contract to provide summer art institute for USM, providing professional development for Maine K12 teachers, thought other providers were considered, none could provide the same turnkey solution that fully meets the Institute's objectives.
HU FRIEDY MFG CO LLC	\$24,679	UMA	Instrument kits for dental hygiene students with technical specifications required by the dental hygiene academic program. Reviewed product from two other suppliers and found they did not have required features needed for students.
TOBII PRO	\$24,530	USM	Purchase of a multiple eye tracking system in support of research lab in the USM Linguistics department for which this is the only device that can be connected to several different computer systems as required by the researcher.
GRAY TELEVISION GRP INC	\$24,480	UMA	Targeted spot advertising for UMA Bangor in specifically identified timeslots and programs focused on target market segment.

Supplier Name	Amount	Campus	Summary Notes
CAPE ELEUTHERA INST	\$23,900	UM	Purchase of turnkey study abroad services at the Cape Eleuthera Institute in the Bahamas as part of field-based delivery of BIO 387 class on the effects of Climate Change. Cape Eleuthera provides a unique experience that directly matches the objective of the class.
YSI INC	\$23,685	UM	Grant funded instrumentation for measuring water quality in the Gulf of Maine, deployed on ocean buoys. Research supports the Maine aquaculture industry and is funded through MEIF. In order to maintain long term data integrity, sensors need to match existing sensors in use over the last three years.
TIMBERLINE INSTRUMENTS	\$23,535	UM	Purchase of ammonia analyzer for research conducted by the School of Marine Sciences. Only analyzer that can be used in the field as required.
FONDRIEST ENVIRONMENTAL INC	\$23,484	UM	MEIF funded purchase of underwater test equipment deployment system to support UM Climate Change studies into the effect of climate change on Maine aquaculture and fisheries.
TIME WARNER CABLE MEDIA LLC	\$23,120	UMA	Targeted spot advertising for UMA in specifically identified timeslots and cable programs focused on target market segment in Portland metro market.
HONEYWELL INTRNTL INC	\$23,058	UM	Upgrade and expansion of proprietary energy management system.

Supplier Name	Amount	Campus	Summary Notes
CAMPBELL SCIENTIFIC INC	\$22,878	UM	Grant funded purchase of data loggers to match and replace existing equipment deployed in ocean buoys as part of the Northeastern Regional Association of Coastal Ocean Observing Systems (NERACOOS) which spans coastal waters from the Canadian Maritime Provinces to the New York Bight. NERACOOS provides weather and ocean data to fishers and commercial shippers determining if conditions are safe for passage and to emergency managers issuing storm warnings. Matching existing components is essential to ensure operational efficiency and data integrity.
NOLDUS INFORMATION TECHNOLOGY INC	\$22,675	UM	MEIF funded purchase of system to monitor Zebrafish and their larval behavior as part of broader genetics biomedical research initiatives.
CROSS INSURANCE ARENA	\$22,600	USM	Rental fees for use of the Cross Arena in Portland for the May 2018 USM Commencement ceremony. The Cross Arena is the only enclosed venue proximate to USM that can accommodate the entire USM graduating class, guests, faculty and staff (over 6,000 participants).
TREMONTI CONSULTING LLC	\$22,500	UM	Grant funded continued work by commercialization and innovation consultant with existing relationships with potential UMaine research partners and research foundations.
PERRY VIDEX LLC	\$22,200	UM	Grant funded purchase of a used rotary kiln in support of research into use of wood fiber-based fuel distillation as an alternative to oil and other fossil fuels.
SEA BIRD ELECTRONICS INC	\$22,133	UM	Grant funded purchase of buoy-based ocean sensors deployed as part of National Weather Service monitoring and prediction system - sensors must match existing deployed equipment to ensure compatibility with existing systems.

Supplier Name	Amount	Campus	Summary Notes
GEOMAR HELMHOLTZ-CENTRE OF OCEAN RESEARC	\$21,793	UM	Grant funded lab services to date calcareous algae samples in support of marine research into ocean acidification for which this is the only lab worldwide that provides such service. The research impacts ocean-based industries in Maine and beyond.
QUANTUM DESIGN INC	\$21,788	UM	MEIF funded maintenance contract with original equipment manufacturer for existing Magnetic Property Measurement System at the UM Surface Science lab.
SEA BIRD ELECTRONICS INC	\$21,615	UM	MEIF funded like for like replacement of ocean buoy sensors that are part of the SEANET program that provides real time and archived data that supports the Maine fishing and aquaculture industries.
KATAHDIN AREA COUNCIL BSA	\$21,606	UM	Contracted use of Camp Roosevelt for two required Forestry Field courses as part of the University's Forest Management program, training future professional foresters. The facility is the only one of its kind within a reasonable commute of the Orono campus that has forest holdings of sufficient size to allow safe separation of chain saws and large forestry equipment from other users of the facility as well as abutting land owners.
TRANE	\$21,498	UM	Air Conditioning Unit Evaporator Coil replacement (same-for-same) for existing air conditioning unit that failed. Cost prohibitive alternative would be outright replacement of entire system.
INERT CORP	\$20,845	UM	Purchase and installation of a solvent purification system with unique properties as part of the overall renovation of the UM Engineering Science Research Building at UM which supports multiple research projects and disciplines.
DNV GL	\$20,741	UM	Grant funded training on proprietary wind turbine blade software used in research related to wind power generation.



Supplier Name	Amount	Campus	Summary Notes
SARGENT CORP	\$20,420	UM	Contract for fabrication and repair services for snow plow blades, including emergency repairs from only supplier in close proximity to the UM campus with the ability to respond during snow emergency events.
KB PORT LLC	\$20,136	UM	Upgrade of proprietary systems and manikins in the UM Nursing high fidelity simulation lab. Original installation was the result of a competitively bid capital improvement project. This lab supports the University Nursing program's primary mission of meeting Maine's growing need for well-educated and prepared nurses.
REGENT PUBLISHING SVCS LTD	\$20,040	UM	Printing order for the third addition of the Historical Atlas of Maine with the publisher who printed the first and second addition for the University.
BZDELL SPORT PSYCHOLOGY LLC	\$20,000	UM	Sport Psychology services for the UM Men's Ice Hockey program. The only provider with a practice that specializes on the specific unique needs of collegiate ice hockey programs.
BERNSTEIN SHUR SAWYER & NELSON PA	\$19,303	USM	Additional outside legal services related to an HR matter for which continuity of services was determined to be essential.
SYSTEM SPECIALTIES INC	\$19,014	UM	Like-for-like replacement of industrial grade/scale hot water heating system for which campus has several similar installations and an extensive inventory of spare parts.
BERNSTEIN SHUR SAWYER & NELSON PA	\$18,790	USM	Additional outside legal services related to an HR matter for which continuity of services was determined to be essential.
NATIONAL CINEMEDIA LLC	\$18,450	UMF	Targeted marketing displayed at movie theaters in the targeted geographic area, supplier manages advertising sales for these specific theaters.

Supplier Name	Amount	Campus	Summary Notes
AALLEN UNIV OF APPLIED SCIENCES	\$18,440	UM	Turnkey study abroad program including lectures and company visits as part of for-credit travel course encompassing business and engineering. Note that UM has an academic relationship with Aalen and that fees paid to Aalen are pass-through from fees collected from the students.
CAMP CEDAR INC	\$18,300	USM	Lodging and food for students and faculty for a field-based course in tourism for which coursework has been designed around the unique characteristics of the facility. A competitive bid for food and lodging for next year is in development.
SMARTERSIGN INC	\$18,200	UM	Addition of hardware and software licenses for expansion of use of exiting digital signage platform in use on the UM campus.
BERNSTEIN SHUR SAWYER & NELSON PA	\$18,050	USM	Additional outside legal services related to an HR matter for which continuity of services was determined to be essential.
NELSON ANALYTICAL LLC	\$18,000	UM	Grant funded service provider to conduct lab testing services for water samples collected under the Maine Healthy Beaches grant program in York County. Volunteers and staff collect water samples and take them to the lab (travel reimbursement is not included in the grant) so close physical proximity is a requirement for the program.
WINDY KNOLL FARM	\$18,000	UM	Grant funded corn silage (feed for dairy cows) for Witter Farm at UM - only farm within area with the capacity to produce the quantity of silage needed.
GREENWAY EQUIP SALES	\$18,000	UM	Warranty and out of warranty repair and maintenance of John Deere equipment - John Deere has protected territories for its dealers and this is the only local dealer.

Supplier Name	Amount	Campus	Summary Notes
MTS SYSTEMS CORP	\$17,842	UM	MEIF funded contract for calibration services for existing proprietary testing equipment. Calibration is required to maintain testing accreditation. Previous attempts to use third party calibration services has led to increased cost and damage to equipment. Equipment supports the University's research in composite materials.
FORCE GLOBAL INC	\$17,821	UM	Specialized equipment ordered as part of a pass-through for commercialization services performed for a Maine company to refine manufacturing processes for which the University is paid to develop the manufacturing processes by the business (a Maine-based container manufacturer).
SPECTRO ANALYTICAL INSTRUMENTS	\$17,281	USM	Replacement parts and service for existing desktop X-ray Fluorescence Analyzer. Repair of existing system represents a substantial savings over purchase of a new unit (~\$85,000). Proprietary system and components necessitates purchase directly from manufacturer.
BERNSTEIN SHUR SAWYER & NELSON PA	\$17,258	USM	Additional outside legal services related to an HR matter for which continuity of services was determined to be essential.
PINE TREE FOOD EQUIP INC	\$17,000	UM	Warranty and out of warranty repair and maintenance of Rational and Caddy branded food service equipment deployed in dining halls - both have protected territories for their dealers and this is the only local dealer.
BERNSTEIN SHUR SAWYER & NELSON PA	\$16,715	USM	Additional outside legal services related to an HR matter for which continuity of services was determined to be essential.
GLUU INC	\$16,575	UMS	Maintenance and support services for existing IT identity management platform that allows users to sign into multiple required information systems using one common sign on and authentication platform (single sign on).

Supplier Name	Amount	Campus	Summary Notes
JOHNSON CONTROLS INC	\$16,568	UM	Maintenance services for existing Johnson building control systems - proprietary system for which only manufacturer can perform maintenance.
CAPPEX COM	\$16,500	USM	Reorder of targeted mailing list for potential students for which the supplier has proprietary content.
HEAT EXCHANGE & TRANSFER INC	\$15,720	UM	MEIF funded purchase of a heat oil transfer system for forest bio-products research for which no other supplier could meet the high temperature requirement for the research. Research supports Maine forest products industries.
ELECTRON OPTICS SVC	\$15,600	UM	Grant funded upgrade to existing X-ray Scanning Electron Microscope system. Alternatives investigated all would require replacing entire microscope system at considerable additional (and unnecessary cost).
GERMANN INSTRUMENTS INC	\$15,530	UM	Grant funded purchase and installation of instrumentation to measure shrinkage in Portland cement pastes and mortars as part of ongoing research to expand Maine's composites-based industries.
PINE TREE FOOD EQUIP INC	\$15,500	UM	Warranty and out of warranty repair and maintenance of Rational and Caddy branded food service equipment deployed in on-campus event center - both have protected territories for their dealers and this is the only local dealer.
IMPROPER BOSTONIAN MAGAZINE	\$15,300	UM	Targeted marketing for the UM Flagship Match recruiting initiative for publication in specific target markets with sole publisher of publication focused on that market.
CATAMOUNT COMMERCIAL CONSTRUCTION	\$15,101	UM	Purchase of residency hall replacement bathroom vanity countertops to match exactly existing countertops including size and plumbing locations.

Supplier Name	Amount	Campus	Summary Notes
COMMUNITY CARE	\$15,000	USM	Grant funded implementation of Life Enrichment Advancing People (LEAP) program in Bangor area to support people with developmental, cognitive, and intellectual disabilities. Provider was selected after agency named in grant could not continue - selection was made in collaboration with and approved by the grantor.
QIAGEN INC	\$15,000	UM	Grant funded purchase of tissue analyzer to match existing deployed equipment thus maintaining research data integrity and results.
UPCEA	\$14,900	UM	Consulting services in the form of online program environmental scans, feasibility studies, and market studies performed by the consulting division of the University Professional and Continuing Education Association (UPCEA) of which the University is a member. This particular portfolio of services is only provided by UPCEA to its members and represents specific services that cannot otherwise be obtained. The services will support the University's new UMaineGOLD - Graduate Online Degrees program.
NRCCUA	\$14,657	USM	Purchase of high school student data for marketing and recruitment for USM - campus purchases from both known suppliers of this type of data.
MECHANICAL SVCS INC	\$14,651	UM	Installation and upgrade of HVAC actuators in proprietary system installed in the Flowing Seawater Lab - research supports multiple Maine-based ocean-based industries.
LYCEUM AGENCY	\$14,500	USM	Grant funded contract for speaker Henrietta Lacks, who delivered keynote at Convocation.
JOHNSON CONTROLS INC	\$14,500	UM	Maintenance services for existing Johnson building control systems - proprietary system for which only manufacturer can perform maintenance.

Supplier Name	Amount	Campus	Summary Notes
NORTHEAST LAB SVCS INC	\$14,500	UM	Continued contract for sampling and testing services for a monitored well in a legacy hazardous waste facility for which continuity is essential.
WATERVIEW CONSULTING	\$14,500	UM	MEIF funded consulting services in support of water sustainability programs through the George Mitchell Center - other firms were evaluated and it was determined that this one firm could provide all services needed under one umbrella.
KATHRIN HAVRILLA	\$14,495	USM	Copywriting services related to active USM Marketing initiatives for which consistency is essential, thus retaining as sole source provider used in last fiscal year.
PLEASANT RIVER LUMBER CO	\$14,477	UM	Purchase of green wood sawdust and kiln dried wood shavings for the Witter Farm from only supplier within economically feasible distance that can provide the volume of product needed.
BERNSTEIN SHUR SAWYER & NELSON PA	\$14,383	USM	Additional outside legal services related to an HR matter for which continuity of services was determined to be essential.
APPLIED AERONAUTICS LLC	\$14,325	UMA	Purchase of unmanned aircraft systems for which no other supplier could be located that meets the operational requirements of the UMA academic Aviation program.
UNIV OF DELAWARE	\$14,250	UMS	Participation in a national study of instructional costs and productivity among and across higher education institutions in the US - participants will share proprietary comparison data and best practices across the peer group.
CINEMANEXT SPAIN	\$14,160	UM	Purchase of a high intensity sunlight simulation instrument used in Mechanical Engineering research for which the only alternatives lacked required intensity or were substantially larger in scale than required.

Supplier Name	Amount	Campus	Summary Notes
NORTEK USA LLC	\$13,845	UM	MEIF funded purchase of acoustic doppler generator for which other options do not transmit at the needed frequency for the research - ocean-based research supporting multiple ocean-based industries.
WRIGHTS MEDIA LLC	\$13,800	UMA	Purchase of rights to use online badge for "US News Best Online Programs 2018" for marketing purposes - supplier has exclusive right to sell.
POINT LOOKOUT	\$13,800	UM	Grant funded use of conference facilities for which a central geographic location was needed to keep participant travel within the allowable per diem and for which there are no other viable options in the summer when the conference must take place.
JOHNSON CONTROLS INC	\$13,701	UM	Maintenance services and upgrades for existing Johnson building control systems - proprietary system for which only manufacturer can perform maintenance.
C MICHAEL SANDBERG	\$13,675	USM	Grant funded contract with training facilitator for an Early Child Care Education for which maintaining continuity of facilitation is essential across multiple years of the grant. Note that training takes place at multiple sites across Maine.
HORIZON SOLUTIONS LLC	\$13,517	UM	Specialized equipment ordered as part of a pass-through for commercialization services performed for a Maine company to refine manufacturing processes for which the University is paid to develop the manufacturing processes by the business (a Maine-based manufacturer).
TREASURER STATE OF MAINE	\$13,400	UM	Grant funded purchase of Light Detection and Ranging data in partnership with the Maine GeoLibrary at the State of Maine to reduce costs and maximize use of grant funds. The data will be retained and has applications in forestry, engineering and other research projects on campus, further reducing costs. Grant funded.

Supplier Name	Amount	Campus	Summary Notes
CLEAR CHANNEL AIRPORTS	\$13,306	UM	Advertising located at the Portland Jetport (PWM) as part of UM's broader marketing strategy. Since Clear Channel Airports has an exclusive contract with PWM, the University has no other options for contracting for targeted advertising at location.
SCHOODIC EDUC & RESEARCH CTR INST	\$13,030	UM	UM School of Biology and Ecology hosts a freshman orientation event at the Schoodic Education and Research Center - the Center provides content and resources that support the academic program. Rather than house students elsewhere and incur costs and lose time to transport them, students are housed and fed at the Center as well.
CITY OF AUGUSTA	\$13,000	USM	Rental of the Augusta Civic Center for the PBIS Conference which provides professional development for K12 special needs teachers - only location centrally located that could accommodate the event.
SWANK MOTION PICTURES INC	\$12,682	UM	Purchase of licensing rights for projection of movies on campus for student entertainment. Studios have granted exclusive license distribution to this supplier.
GOOD GROUP DECISIONS	\$12,663	USM	MEIF funded facilitation of strategic planning for the Muskie Center at USM with facilitator who has provided similar services and for which continuity is the overriding factor.
BIGELOW LAB FOR OCEAN SCIENCE	\$12,500	UM	Grant funded use of temperature controlled room as part of research into ocean acidification and impact on lobster larval survival - Bigelow Lab is a collaborator and has the needed facility onsite, thus eliminating the need to transport samples offsite.
SWANK MOTION PICTURES INC	\$12,435	UM	Purchase of licensing rights for projection of movies on campus for student entertainment. Studios have granted exclusive license distribution to this supplier.



Supplier Name	Amount	Campus	Summary Notes
CCM HOCKEY US INC	\$12,480	UM	Purchase of hockey sticks for the UM men's ice hockey program. Players have specific manufacturer preference and these sticks are custom made to match each player's unique individual needs.
YSI INC	\$12,324	UM	Instrumentation for measuring water current, speed, direction, and temperature. These instruments will be placed on existing ocean current monitoring buoys. No other supplier interfaces with existing buoys. Grant funded.
PERRY VIDEX LLC	\$12,250	UM	Grant funded rental of a used rotary kiln (which was subsequently purchased) in support of research into use of wood fiber-based fuel distillation as an alternative to oil and other fossil fuels.
ADVANCED TELEMETRY SYSTS	\$12,000	UM	Grant funded replenishment of glue-on transmitters for avian (turkeys) research to match existing receivers and inventory.
PROFESSIONAL SPORTS PUBLICATIONS	\$12,000	UM	Targeted marketing for the UM Flagship Match recruiting initiative for publication in specific National Football League markets with sole publisher of team yearbooks.
YSI INC	\$11,987	USM	Instrumentation for measuring water temperature, salinity, dissolved oxygen, clarity, and chlorophyll fluorescence. These instruments integrate with existing software support systems and hardware. Research supported by this purchase is focused on marine life ecosystems near shore and its role in establishing and maintaining sustainable marine fisheries.
SHIMADZU SCIENTIFIC INSTRUMENTS INC	\$11,978	UM	MEIF funded purchase of spectrophotometer device needed to calibrate water-based sensors utilized as part of ongoing aquaculture and fisheries research - only device found with the level of sensitivity needed to properly calibrate the instruments.

Supplier Name	Amount	Campus	Summary Notes
UNISENSE AS	\$11,976	UM	MEIF funded specialized equipment to measure fine scale chemical micro-profiles in marine sediment cores as part of aquaculture and fisheries research. Only one company provides this specialized equipment required for the success of the research project.
HUMAN SVCS RESEARCH INST	\$11,960	USM	Grant funded website modification and maintenance services for the CompareMaine website (allows consumers to compare health costs in Maine) as required by the collaborative research partner for this project.
TRANS WORLD FIBER OPTICS	\$11,938	UMS	Essential testing services for ongoing fiber optic cable network deployments taking place in three states for a fiber network owned by the University for which consistency in process and results is essential to maintain network integrity and efficiency.
CATHERINE BOHLS	\$11,875	USM	Grant funded contract with training facilitator for an Early Child Care Education for which maintaining continuity of facilitation is essential across multiple years of the grant. Note that training takes place at multiple sites across Maine.
NATIONAL INSTRUMENTS CORP	\$11,813	UM	MEIF funded continuation of licensing for software system that has been embedded in testing equipment used in the University's ongoing composites research.
POONAM ARORA	\$11,600	USM	Consulting services in diversity and inclusion from a scholar with specific and distinctive qualifications and experience with Middle Eastern, African, and Muslim populations which were the focus of the project to create a framework for diversity on the USM campuses.
CCM HOCKEY US INC	\$11,410	UM	Purchase of goalie equipment for the UM men's ice hockey program. Players have specific manufacturer preference and this goalie gear is custom made to match each player's unique individual needs.

Supplier Name	Amount	Campus	Summary Notes
NEW DHC INC	\$11,400	UM	Contract for the only available heavy lift barge services in Cobscook Bay area to haul and deploy buoys and 2,000 lb mooring blocks for aquaculture research for the UMaine Sustainable Ecological Aquaculture Network (SEANET) under a National Science Foundation grant. The research supports expanding and sustaining Maine's fresh and saltwater aquaculture industry.
STERIS CORP	\$11,385	UM	Maintenance services for existing proprietary lab equipment used in aquaculture research for which manufacturer is sole provider.
LAWRENCE LIVERMORE NATL LAB	\$11,250	UM	MEIF funded radiocarbon analysis of samples for which researcher and collaborators have used this lab for the duration of the research and must continue to do so to ensure data integrity.
GILMAN ELECTRICAL SUPPLY	\$11,250	UM	Purchase of walkway lights for which the University has standardized - manufacturer has protected sales territory for which this supplier is designated for UM.
JODI SOLOMON SPEAKERS BUREAU	\$11,000	UM	Grant funded speaker who is the author of the book which is the subject of the speech.
HAMAMATSU CORP	\$10,683	UM	Purchase of photon detection equipment for which the manufacturer was chosen to ensure data integrity with and among the other research partners. Research supports expansion of viable markets for Maine-based wood fiber.
JOHNSON CONTROLS INC	\$10,600	UM	Maintenance services for existing Johnson building control systems - proprietary system for which only manufacturer can perform maintenance.
BERNSTEIN SHUR SAWYER & NELSON PA	\$10,458	USM	Additional outside legal services related to an HR matter for which continuity of services was determined to be essential.

Supplier Name	Amount	Campus	Summary Notes
GILMAN ELECTRICAL SUPPLY	\$10,400	UM	Purchase of walkway lights for which the University has standardized - manufacturer has protected sales territory for which this supplier is designated for UM.
LAB AIDS INC	\$10,381	UM	Grant funded restocking of consumable materials in laboratory kits used by students - department reuses kits and restocks rather than buying whole new kits each semester as a means to control costs.
SUGARLOAF MTN CORP	\$10,205	UMF	Continued use of event facility for cultivation and development of alumni and school guidance counselors to drive enrollment at UMF. Facility has been used for several years previous - this is the first year the cost exceeded the bidding threshold.
AMCOMP	\$10,200	USM	Course Materials for Workman's Comp training and professional certification. Materials only available from Amer Assoc of Workers Comp Professionals (AMCOMP), which is the certifying organization.
AV TECHNIK LLC	\$10,030	UMA	Continued use of AV service provider for UMA commencement for which providing continuity of service has been essential.
UNIVERSITY INN ACADEMIC STES	\$10,010	UM	Lodging for Research in STEM Education 2018 conference at UM, the only hotel facility within walking distance to the UM campus (a requirement of the conference).

#### NAMED IN GRANT PURCHASES

Goods and/or services specifically named in grant awards. When these goods and/or services are available from multiple sources the competitive procurement standard applies unless the grant requires, was contingent upon, or was otherwise awarded with the explicit expectation that a specific good or service would be procured to carry out the award.

Supplier Name	Campus	Amount
SYNTIRO	UMF	\$ 1,507,388
ENVIRONETIX TECHNOLOGIES CORPORATION	UM	\$ 750,000

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Supplier Name	Campus	Amount
MAINE FOREST PRODUCTS CNCL	UM	\$ 537,900
LEICA MICROSYSTEMS INC	UM	\$ 497,479
COASTAL ENTERPRISES INC	USM	\$ 415,000
US TREASURY	UM	\$ 381,419
COLUMBIA UNIV	UM	\$ 373,924
HILLS INC	UM	\$ 291,762
AGILENT TECHNOLOGIES INC	UM	\$ 291,303
DOWNEAST INSTITUTE	UMM	\$ 250,000
DOWNEAST INSTITUTE	UM	\$ 214,685
BERGERABAM INC	UM	\$ 202,974
CJP HEALTH PA	UMF	\$ 200,521
MT BLUE REGIONAL SCHOOL DISTRICT	UMF	\$ 197,409
OLD DOMINION UNIV RESEARCH FNDTN	UM	\$ 196,161
LIGERO TECHNICAL SVCS LLC	UM	\$ 173,000
TEXAS TECH UNIV	UM	\$ 171,887
PUBLIC CATALYST GRP CORP	USM	\$ 146,420
AVCOG	USM	\$ 144,000
MSAD 44	UMF	\$ 140,961
UNIV OF TEXAS AT EL PASO	UM	\$ 139,648
NEW POWER VENTURES LLC	UM	\$ 126,000
NICANTE INC	USM	\$ 122,500
AOS 96 MACHIAS SCHOOL DEPT	UMF	\$ 116,830
US DEPT OF AGRICULTURE	UM	\$ 116,408
ALPHA ONE	UM	\$ 113,341
MSAD 58	UMF	\$ 111,000
RSU 74	UMF	\$ 107,150
COLLEGE OF THE ATLANTIC	UM	\$ 101,544
UCGIS	UM	\$ 100,203
BIGELOW LAB FOR OCEAN SCIENCE	UM	\$ 95,938
GOODWILL INDUSTRIES OF NNE	USM	\$ 90,482

Supplier Name	Campus	Amount
MSAD 37	UMF	\$ 86,000
UNIV OF OREGON	UM	\$ 83,756
GULF OF MAINE RESEARCH INST	UM	\$ 81,792
UNIV OF NEBRASKA	UM	\$ 80,641
UNIV OF WASHINGTON	UM	\$ 76,264
GENERATION US	USM	\$ 75,000
MSAD 3	UMF	\$ 69,000
RSU 39	UMF	\$ 69,000
RSU 10	UMF	\$ 69,000
RSU 73	UMF	\$ 69,000
RSU 4	UMF	\$ 69,000
NORTHERN MAINE DEVELOPMENT COMMISSION	USM	\$ 66,000
BRIDGET HARR	USM	\$ 63,840
COOS WATERSHED ASSN	UM	\$ 59,347
JILL WARD	USM	\$ 54,167
SHANGHAI OCEAN UNIV	UM	\$ 54,000
STANLEY WHITE ENGINEERING LLC	UM	\$ 52,000
MARIKO CHANG CONSULTING INC	UM	\$ 49,384
HEALTH ECONOMY LLC	UMF	\$ 49,000
BIGELOW LAB FOR OCEAN SCIENCE	UM	\$ 48,024
MSAD 59	UMF	\$ 46,000
MSAD 20	UMF	\$ 46,000
MSAD 70	UMF	\$ 46,000
MAINE INDIAN EDUC	UMF	\$ 46,000
RSU 56	UMF	\$ 46,000
RSU 38	UMF	\$ 46,000
MSAD 27	UMF	\$ 46,000
PREUSSER RESEARCH GRP INC	USM	\$ 46,000
PREUSSER RESEARCH GRP INC	USM	\$ 45,250
UNIV OF CONNECTICUT	UM	\$ 44,330

Supplier Name	Campus	Amount
GOODWILL INDUSTRIES OF NNE	USM	\$ 42,750
UNIV OF NEW HAMPSHIRE SYST	UM	\$ 40,000
GREAT SCHOOLS PARTNERSHIP	USM	\$ 36,128
NEW ENGLAND OCEAN CLUSTER	USM	\$ 35,000
UNIV OF NEW ENGLAND	UM	\$ 33,796
UNIV OF NEW HAMPSHIRE SYST	USM	\$ 31,883
FRIENDS OF CASCO BAY	USM	\$ 30,000
BIGELOW LAB FOR OCEAN SCIENCE	UM	\$ 28,806
SAINT JOSEPHS COLLEGE	UM	\$ 28,200
MAINE ACCESS IMMIGRANT NETWORK	USM	\$ 25,340
MSAD 33	UMF	\$ 25,000
BAILEYVILLE SCHOOL DEPT	UMF	\$ 25,000
RSU 78	UMF	\$ 25,000
TOWN OF JONESPORT SCHOOL DEPT	UMF	\$ 25,000
MSAD 13	UMF	\$ 25,000
MSAD 14	UMF	\$ 25,000
CORNVILLE REGIONAL CHARTER SCHOOL	UMF	\$ 25,000
MAINE ACADEMY OF NATURAL SCIENCES	UMF	\$ 25,000
NEW ENGLAND OCEAN CLUSTER	USM	\$ 25,000
GEI CONSULTANTS INC	USM	\$ 24,000
RESEARCH FNDTN OF CUNY	UM	\$ 22,080
NERACOOS	UM	\$ 21,500
BERGERABAM INC	UM	\$ 21,174
FRIENDS OF CASCO BAY	USM	\$ 20,000
OHIO STATE UNIV	UM	\$ 19,655
REBECCA J STEPHANS	USM	\$ 19,200
HAMMOND LUMBER CO	UM	\$ 18,147
UNIV OF NORTH CAROLINA AT CHAPEL HILL	USM	\$ 18,000
SAGE DATA SECURITY INC	USM	\$ 17,600
AMERICAN STUDENT ASSISTANCE	USM	\$ 16,125

Supplier Name	Campus	Amount
OCEAGE INC	UM	\$ 15,694
DISTELL COM	UM	\$ 15,670
GALLUP INC	USM	\$ 14,985
UNIV OF NEW HAMPSHIRE SYST	UM	\$ 14,909
WOODS HOLE OCEANOGRAPHIC INSTITUTION	UM	\$ 14,896
STORM LOBSTER CO	UM	\$ 13,725
BOWDOIN COLLEGE	UM	\$ 13,707
WEST VIRGINIA UNIV RESEARCH CORP	UM	\$ 13,094
PEER ASSOC INC	UMM	\$ 13,000
PRESUMPCOT REGIONAL LAND TRUST INC	USM	\$ 12,800
WOODS HOLE OCEANOGRAPHIC INSTITUTION	UM	\$ 12,528
CORNELL UNIV	UM	\$ 11,837
CAMP CAPELLA INC	UM	\$ 11,700
UNITED STATES GEOLOGICAL SURVEY	UM	\$ 11,000
AVCOG	USM	\$ 11,000
LIPPOLD CONSULTING LLC	USM	\$ 11,000
TRICIA MOSHER CONSULTING	USM	\$ 10,800
RUTGERS STATE UNIV OF NEW JERSEY	UM	\$ 10,313

#### EMERGENCY PURCHASES

These may be made only to meet bona fide emergencies arising from unforeseeable causes. Emergency purchases should be made on the basis of competitive procurement and approved in advance whenever practicable.

Supplier Name	Amount	Campus	Summary Notes
INSIGHT PUBLIC TOR INC	\$ 215,453	UMS	Expansion of network backup software system to remediate IT failure risk identified during server consolidation.

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Supplier Name	Amount	Campus	Summary Notes
HEADWALL PHOTONICS INC	\$ 125,150	UMFK	Grant funded purchase of a large Unmanned Aerial Vehicle (UAV) equipped with a hyper-spectral imaging camera system to be used primarily to develop high resolution mapping of the Maine woods including plant and soil chemistry as well as the ability to map the overall health of Maine's wooded areas, including fisheries. The UAV system is a collaborative tool providing data available to researchers in the UMS, the Maine Department of Inland Fisheries and Wildlife as well as private industry. Funding was provided through MEIF.
ACIS	\$ 97,370	USM	All-inclusive travel, accommodations, ground transportation, and event scheduling for USM Chamber Singers trip to Vietnam. Although staff executed a competitive process, it did not meet the overall requirements of University policy (e.g. publicly posting bid notice).
JO D SAFFEIR	\$ 93,800	USM	MEIF funded Program Director services for the USM Food Studies Program. Failed national search was held, this contract is to provide continuity of services as the program determines if adequate funding can be found to continue the program (if so a new search will be conducted).
COMEVO INC	\$ 49,500	UMA	Grant funded comprehensive on-line orientation solution for UMA to address decline in enrollment and retention. As campus conducted due diligence, it realized that a more comprehensive solution and approach would yield better results and timing necessitated executing immediately.
WELLSPRING WORLDWIDE INC	\$ 46,400	UM	Grant funded purchase of a software platform for the University's commercialization staff. Need for a more robust system was unanticipated and current system capabilities have been eclipsed by increased commercialization activities and no time is available to conduct a competitive process without negatively impacting current department efforts.
MILLER MARINE SVCS INC	\$ 36,600	UM	Grant funded emergency charter of a seagoing vessel to recover a valuable buoy and attached data systems that had slipped its mooring and was drifting further out to sea. Loss of the buoy would have exceeded \$250,000.
GEOCAMP ICELAND	\$ 31,500	USM	Comprehensive study abroad services for academic trip to Iceland. Insufficient time existed to conduct competitive bidding and meet timeline committed to students. Students pay for the trip and costs pass through.

Supplier Name	Amount	Campus	Summary Notes
JOEL WINCOWSKI	\$ 30,000	UMPI	Consulting services to help increase enrollment and retention at UMPI. Closely prior to the beginning of Fall 2017 semester, enrollment data showed a decline. The campus did not have the time to execute a full search and contracted with former interim VP Enrollment from UM for a short fixed length contract to immediately address the decline.
D STAFFORD & ASSOC	\$ 27,400	USM	As identified in an audit concluded in Aug 2017, USM was at risk for penalties based on its reporting required under the Federal Cleary Act. Consultant was immediately retained to provide actionable steps in order to avoid any financial penalties.
NEARPEER INC	\$ 25,000	UM	Pilot program for social media platform designed to help new students feel connected to each other, thus improving their likelihood of successfully transitioning to higher education. The platform specifically seeks to reduce the numbers of students who fail to return to the University after attending new student orientation. Sufficient time to conduct a competitive process was not available since summer orientation was about to begin, but if pilot is successful a formal competitive process will be conducted for next year.
HOLIDAY INN BY THE BAY	\$ 24,125	USM	Contract with Holiday Inn by the Bay (HIBB) in Portland for the 2018 Research Integrity Symposium, for which attendees were scheduled to attend from across the US and Europe. The event took place in May 2018. A Contract with HIBB was signed by University staff in 2016 for the 2018 event and those staff members are no longer with the University, therefore records cannot be located to determine if a competitive selection process was conducted.
KEITH DANNER	\$ 15,000	USM	The need for a multicultural counselor to assist students was identified at the beginning of the semester, the lack of which has created retention risk. Direct hire of a counselor was considered, but time did not exist to conduct a search.
HAMPTON INN	\$ 14,317	UM	Payment for a block of hotel rooms for a math conference that took place on the UM campus. Employee booked outside of University policy, which was not apparent until after the event, and corrective steps have been taken.

Supplier Name	Amount	Campus	Summary Notes
ALLEN UNIFORM INC	\$ 14,000	USM	Purchase of uniforms for USM Facilities Management. Original purchase order was well below bidding threshold, however unanticipated purchase volume over the course of the year drove over the bidding limit. Contract has since been converted to a competitively bid contract.
ABATEMENT PROFESSIONALS CORP	\$ 13,850	UMS	Asbestos mitigation for asbestos found during data cable installation. Two abatement companies contacted, only this supplier was available. Further delay would have increased cabling project costs.
MASSACHUSETTS INSTITUTE OF TECHNOLOGY	\$ 12,500	USM	Grant funded fees for development of new Game Design curriculum for USM. Although not specifically named in the grant, MIT is a collaborator and was able to provide access to its already deployed curriculum thus reducing time and costs needed to deploy this new curriculum.
INFAB REFRACTORIES INC	\$ 11,575	UMFK	Repair of refractory cement linings on two wood pellet boilers discovered during inspection. With classes starting in a week and therefore needing to re-fire the boilers, most immediately available qualified supplier was selected.
RISING REVOLUTION STUDIO	\$ 11,047	UMS	Fabrication and installation of ADA-related signage on the USM campus for which further lack of signage could result in legal action against the University. Since Facilities Management lacked available resources to address directly, most immediately available qualified contractor was selected.
AAA NORTHERN NEW ENGLAND	\$ 10,720	UM	Airfare for study abroad class in Turkey. Department's attempt to book through normal channel failed and had to move quickly or risk losing the seats. Students pay for the trip and costs pass through.
AAA FIRE EXTINGUISHER CO INC	\$ 10,378	USM	Fire extinguisher inspection and replacement services. Original purchase order was well below bidding threshold, however unanticipated purchase volume over the course of the year drove over the bidding limit. Competitively bid contract going into effect for FY19.

#### LIBRARY COLLECTIONS

Purchase of materials for addition to a library collection including costs of books, catalogs, periodicals, audiovisual and electronic media, and other publications. For instance, the first transaction listed with Elsevier is for an extensive collection of online academic journals, books, and other content made available across the University.

Supplier Name	Campus	Amount
ELSEVIER INC	UM	\$ 2,031,216
EBSCO INFO SVCS EBSCO SUBSCRIP SVCS	UM	\$ 145,066
OCLC ONLINE COMPUTER LIBRARY CTR INC	UM	\$ 75,000
MAINE INFONET COLLABORATIVE	UM	\$ 73,612
SPRINGER CUSTOMER SVC CTR LLC	UM	\$ 68,587
CLARIVATE ANALYTICS US LLC	USM	\$ 64,448
OCLC ONLINE COMPUTER LIBRARY CTR INC	USM	\$ 63,000
EBSCO INFO SVCS EBSCO SUBSCRIP SVCS	UM	\$ 58,161
OCLC ONLINE COMPUTER LIBRARY CTR INC	UM	\$ 57,232
PROQUEST LP	UM	\$ 50,928
PROQUEST LP	UM	\$ 49,610
FACTS ON FILE INC	UMFK	\$ 45,645
BERKELEY ELECTRONIC PRESS	UM	\$ 41,864
PROQUEST LP	UM	\$ 41,196
AMAZON COM LLC	UM	\$ 37,000
PROQUEST LP	UM	\$ 34,527
TREASURER STATE OF MAINE	UM	\$ 32,720
PROQUEST LP	UM	\$ 29,112
JSTOR	USM	\$ 27,579
EBSCO INFO SVCS EBSCO SUBSCRIP SVCS	UMFK	\$ 26,617
PROQUEST LP	UM	\$ 26,067
ELSEVIER INC	USM	\$ 25,369
OCLC ONLINE COMPUTER LIBRARY CTR INC	UM	\$ 24,444
INNOVATIVE INTERFACES INC	UM	\$ 23,580
ELSEVIER INC	USM	\$ 22,724
EBSCO INFO SVCS EBSCO SUBSCRIP SVCS	UMM	\$ 21,233
PROQUEST LP	UM	\$ 18,815
WALDO	UM	\$ 18,463
EBSCO INFO SVCS EBSCO SUBSCRIP SVCS	UM	\$ 16,920
JSTOR	UM	\$ 15,318

Supplier Name	Campus	Amount
EBSCO INFO SVCS EBSCO SUBSCRIP SVCS	UMA	\$ 13,567
CENGAGE LEARNING	UM	\$ 12,583
MBS DIRECT LLC	UMM	\$ 12,163
LYRASIS	UM	\$ 11,750
IBISWORLD INC	USM	\$ 11,500

## FY18 CONTRIBUTIONS GREATER THAN \$1,000

Payee	Amount	Description
OSHER MAP LIBRARY FOUNDATION	\$1,562,493	The donation of the Osher Map Library holdings to USM included a requirement that the funds held in the USM Cartography Endowment Fund be transferred to the Osher Map Library Foundation
ADVISORY BOARD CO	\$177,500	Annual membership in the Academic Affairs, Student Affairs, Continuing Educ & Business Affairs Forum to the Advisory Board; Annual membership in the Academic Performance Solutions/Academic Resource Benchmarking Forum.
NEW ENGLAND ASSN OF SCHOOLS & COLLEGES	\$109,767	Annual Membership dues for the New England Association of Schools and Colleges for all seven UMS campuses - Higher Education Accreditation Organization.
MASSACHUSETTS INSTITUTE OF TECHNOLOGY	\$76,600	Annual Membership fee for shared Network Operations Center at 300 Bent Street in Cambridge, MA (major Internet connection hub for all New England colleges and universities) for NetworkMaine at the UMS.
AMERICA EAST CONFERENCE	\$70,000	Annual Membership in the America East Athletic Conference for UM; Annual Membership in the America East Academic Consortium.
EDUCATE MAINE	\$52,050	Sponsorship of Educate Maine's Project Login (\$50,000); Sponsorship of Maine Teacher of the Year Gala (\$2,050).
NEW ENGLAND OCEAN CLUSTER	\$50,000	Grant Funded Sponsorship of the New England Ocean Cluster for education opportunities and program development to foster collaborative relationships among marine-focused businesses and entrepreneurs with the aim of generating environmentally and economically sustainable ideas.

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Payee	Amount	Description
INTERNET2	\$36,082	Annual Membership fees for the Internet2 (an association of over 500 higher education and research institutes who share a coast to coast high speed dedicated research information network).
HOCKEY EAST	\$35,341	Annual Membership in the Hockey East Athletic Conference for UM.
CAA FOOTBALL	\$30,000	Annual Membership dues for the Colonial Athletic Association for the UM Football program.
AMERICAN ASSN OF STATE COLLEGES & UNIVS	\$29,061	Annual Membership dues for the American Association of State Colleges; Annual Membership in Grants Resource Center.
UNIV OF RHODE ISLAND	\$25,341	Grant Funded Annual Membership dues for the Northeastern Regional Association of State Agricultural Experiment Station Directors operated by University of Rhode Island.
NORTH ATLANTIC CONFERENCE	\$24,600	Annual Membership dues for the North Atlantic (athletic) Conference for UMF and UMPI.
LITTLE EAST CONFERENCE	\$23,000	Annual athletic conference dues for the Little East Conference for USM Athletics.
NEREN INC	\$22,159	Annual Membership dues for the North East Research and Education Network; Fees for Internet network services for Internet2 provided by NEREN for NetworkMaine at UMS.
NC SARA	\$22,000	Annual Membership for the National Council for State Authorization Reciprocity Agreements for all UMS campuses.
BATES COLLEGE	\$21,550	Grant funded Maine Campus Compact Annual Membership dues; AmericCorp VISTA Program cost share contribution.
ASSN OF PUBLIC & LAND GRANT UNIVS	\$21,516	Annual Membership dues for the Association of Public & Land Grant Universities for UM.
MAINE DEVELOPMENT FNDTN	\$21,050	Annual Membership dues for Maine Development Foundation for UMA and UM; Sponsorship of Annual Meeting and Sponsorship of Policy Leaders Academy for UM; Sponsorship of Leadership Maine.
COUNCIL FOR OPPORTUNITY IN EDUCATION	\$20,251	Grant Funded Annual Membership dues for the Council for Opportunity in Education for UMF, UMFK, UMPI, USM.
USCAA	\$20,000	Annual Membership dues for the United States Collegiate Athletic Association for UMFK, UMM, and UMPI Athletics.

Payee	Amount	Description
QUILT INC	\$16,000	Annual Membership dues for Quilt, a national coalition of non-profit U.S. regional research and education networks representing 40 networks across the country, for NetworkMaine at UMS.
AMERICAN ASSN COLLEGES FOR TEACHER EDUC	\$15,576	Annual membership to the American Association of Colleges for Teacher Education for UM and UMF.
AMERICAN ACADEMY OF ARTS AND SCIENCES	\$15,000	Sponsorship of the American Academy of Arts and Sciences for UM funded through a bequest.
MAINE & CO	\$15,000	Grant funded Corporate level sponsorship of Maine & Company for UMS and UM.
MAINE DISCOVERY MUSEUM	\$15,000	Sponsorship of the 2018 Maine Science Festival for UM and UMS.
COUNCIL ON SOCIAL WORK EDUC	\$14,382	Annual Membership dues for the Council on Social Work Education for UM, UMPI, USM.
NACUBO	\$14,025	Annual Membership dues for the National Association of College and University Business Officers.
AMER ASSN OF COLLEGES OF NURSING	\$13,122	Annual Membership in the American Association of Colleges of Nursing for UMFK and USM.
SHEEO	\$11,987	Annual Membership dues for the State Higher Education Executive Officers association for UMS.
CAMPUS COMPACT FOR NH	\$11,832	Grant funded AmeriCorps VISTA Program cost share contribution.
SEA GRANT ASSN	\$11,000	Grant funded membership for the Sea Grant Association.
EDUCAUSE INC	\$10,747	Annual membership dues in EDUCAUSE professional association for IT for all UMS campuses.
NORTHEAST EXTENSION DIRECTORS	\$10,593	Membership and cost share for the operation of the Northeast Extension Directors Association.
COUNCIL ON GOVERNMENTAL RELATIONS	\$10,500	Annual membership dues for the Council on Governmental Relations (association of Research Universities, Medical Schools and Research Institutes).
SECOND NATURE INC	\$10,300	Annual membership dues for the Presidents' Climate Leadership Commitment through Second Nature for UMA, UMF, UMFK, UM, UMPI.
COUNCIL OF GRADUATE SCHOOLS	\$9,931	Annual membership dues for the Council of Graduate Schools for UM and USM.
AACSB INTL	\$9,930	Annual membership dues to the Association to Advance Collegiate Schools of Business.
COUNCIL OF PUBLIC LIBERAL ARTS COLLEGES	\$9,500	Annual membership dues for the Council of Public Liberal Arts Colleges for UMF.

Payee	Amount	Description
BANGOR PUBLISHING CO	\$9,295	Digital Leader level sponsorship and Business Gold level sponsorship with association digital display ads in the Fiddlehead Focus online media outlet in Fort Kent for UMFK.
RSU 22	\$9,100	Annual membership dues for the Regional PREP education network for the UM College of Education.
ASSN OF COLLEGIATE SCHOOLS OF ARCHITECT	\$8,604	Annual membership dues for the Association of Collegiate Schools of Architecture.
AAC & U	\$8,138	Annual membership dues to the Association of American Colleges and Universities.
MCC	\$8,050	Maine Campus Compact membership dues for USM.
NAIA	\$7,800	Annual membership dues for the National Association of Intercollegiate Athletics for UMFK Athletics.
CENTER FOR COMPUTER ASSISTED LEGAL INSTR	\$7,500	Annual membership dues for the Center for Computer-Assisted Legal Instruction.
BANGOR REGION CHAMBER OF COMMERCE	\$7,348	Annual membership dues for the Bangor Region Chamber of Commerce; Sponsorship of the Non-Profit of the Year Award.
CAMPUS COMPACT	\$7,212	Grant funded National Campus Compact membership dues.
AMERICAN COLLEGIATE ATHLETIC ASSN	\$7,000	Annual membership in the American Collegiate Athletic Association for sports teams at UMPL.
ASSOCIATION OF UNIV CTRS ON DISABILITIES	\$6,765	Annual membership dues for the Association of University Centers on Disabilities.
WICHE	\$6,650	Annual membership dues for the Western Interstate Commission for Higher Education for their State Authorization Reciprocity Agreement programs.
COMMON APPLICATION INC	\$6,500	Annual membership dues for the Common Application (allows perspective students to use a common application supported by over 750 institutions).
PORTLAND REGIONAL CHAMBER	\$6,425	Annual membership dues for the Portland Regional Chamber for USM.
ASEE	\$5,966	Annual membership dues for the American Society for Engineering Education.
AMERICAN COUNCIL ON EDUCATION	\$5,825	Annual membership dues for the American Council on Education for USM.
YANKEE SMALL COLLEGE CONFERENCE	\$5,750	Annual membership dues for the Yankee Small College (athletic) Conference for UMA and UMM Athletics.



Payee	Amount	Description
BANGOR AREA STORM WATER GRP	\$5,600	Annual membership in the Bangor Area Storm Water Group for UM and UMA. The group's mission is to use public education and sound science to improve regional water quality through collaborative storm water management in the Greater Bangor Urbanized Areas.
GIRAFFE EVENTS LLC	\$5,450	Grant funded sponsorship of the 2018 New England Made Giftware & Specialty Food Show by the Maine Small Business Development Center at USM.
ASSOCIATION OF ASSISTIVE TECH ACT PRGRMS	\$5,250	Grant funded annual membership dues for the Association of Assistive Technology Act Programs for UMA.
DAMARISCOTTA RIVER ASSN	\$5,000	Grant funded sponsorship of the Maine Coastal Observing Alliance which monitors and seeks to improve water quality in the Damariscotta River estuary.
FOODCORPS INC	\$5,000	Grant funded cost share for FoodCorps Service Member Fellowship.
MAINE COAST FISHERMENS ASSN	\$5,000	Grant funded sponsorship in support of development of the "Discovering how the Midcoast Hunger Prevention Program can access fish from the Portland Fish Exchange" research project for the Maine Sea Grant program at UM.
MASSACHUSETTS HISTORICAL SOCIETY	\$5,000	Grant funded sponsorship of the New England Regional Fellowship Consortium for the Osher Library at USM.
MOOK SEA FARMS INC	\$5,000	Grant funded sponsorship in support of UM Maine Sea Grant Development Award, awarded to Meredith White at Mook Sea Farm.
PORTLAND OVATIONS	\$5,000	Grant funded sponsorship of Yo Ma performance (\$5000) at USM.
TOWN OF PENOBSCOT ALEWIFE COMMITTEE	\$5,000	Grant funded sponsorship of "Bagaduce River Herring Population Dynamics and Habitat Range" Research Project funded through the UM Sea Grant Program.
PINE TREE ADMISSION CONSORTIUM	\$4,800	Annual membership dues for the Pine Tree Admission Consortium for UMF and UM.
ANEP	\$4,500	Grant funded annual membership dues in the Association of National Estuary Programs.
BIGELOW LAB FOR OCEAN SCIENCE	\$4,500	Grant funded sponsorship of program development funding for the "Growth and Physiology of Early Stage Crustaceans" research initiative from Sea Grant program grant funds.

Payee	Amount	Description
COUNCIL FOR ADVANCE & SUPPORT OF EDUC	\$4,500	Membership dues for the Council for Advancement and Support of Education for USM.
WOODS HOLE OCEANOGRAPHIC INSTITUTION	\$4,463	Grant funded sponsorship for the "Selection in Response to Short-term Temperature Stress in Early Larval Lobster Stages" Sea Grant research project.
ASSOCIATION OF GOV BOARDS OF UNIV & COLL	\$4,425	Annual membership dues for the Association of Governing Boards of Universities and Colleges.
MAINE STATE CHAMBER OF COMMERCE	\$4,425	Annual membership dues for Maine State Chamber of Commerce for UMS and USM; Sponsorship of student table at Maine State Chamber annual meeting for UM.
COUNCIL ON UNDERGRADUATE RESEARCH	\$4,305	Annual membership dues for The Council on Undergraduate Research.
CITI PROGRAM A DIVISION OF BRANY	\$4,300	Annual subscription for the CITI Program for research ethics and compliance training.
AACRAO	\$4,188	Annual membership dues to the American Association of Collegiate Registrars and Admissions Officers.
ASSN OF AMERICAN LAW SCHOOLS	\$4,055	Annual membership dues for the Association of American Law Schools.
PLANT & LIFE SCIENCES PUBLISHING	\$4,000	Annual membership dues to Plant and Life Sciences Publishing (Northeast Regional Agriculture Engineering Service) at Cornell University (Cornell dba Plant and Life Sciences Publishing).
VERMONT STATE COLLEGES	\$4,000	Annual membership dues for the New England Hockey Conference which operates out of Castleton University in Vermont - for USM Athletics.
NATIONAL ASSN STUDENT FINANC AID ADMINIS	\$3,881	Annual membership dues for the National Association of Student Financial Aid Administrators for UMF, UMPI, UM.
OUTREACH INC	\$3,700	Grant funded sponsorship of Kids Care packaging event at the 2016 Maine Hunger Dialog (meals packaged went to the Good Shepard Food Bank) for Cooperative Extension at UM.
WINTERGREEN ARTS CTR	\$3,644	Grant funded sponsorship of the Color Pi Run to celebrate National Pi Day for UMPI.
NCAA	\$3,600	Annual membership dues for the National Collegiate Athletic Association for UMF, UM, UMPI, USM.
UCAR NCAR	\$3,500	Membership for the National Center for Atmospheric Research.
NATIONAL ASSN OF UNIV FOREST RSRCS PROGS	\$3,402	Annual membership dues for the National Association of University Forest Resources Programs for UM.
NATIONAL ASSN OF MARINE LABORATORIES	\$3,400	Membership for the National Association of Marine Laboratories.

Payee	Amount	Description
NATIONAL ASSN OF COLLEGE & UNIV ATTRNYS	\$3,385	Annual membership dues for the National Association of College and University Attorneys for UMS.
UPCEA	\$3,300	Membership for the University Professional and Continuing Education Association.
NACDA	\$3,275	Annual membership dues for the National Association of Collegiate Directors of Athletics for UM and UMF Athletics.
COMPANSOL	\$3,180	Grant funded annual membership fees for databases in support of the Upward Bound and TRiO programs.
NERCOMP INC	\$3,096	Annual membership dues for the Northeast Regional Computing Program, the regional affiliate of EDUCAUSE and an association of IT professionals in New England.
IACBE	\$3,050	Annual membership dues for the International Accreditation Council for Business Education for UMFK.
FULBRIGHT ASSN INC	\$3,000	Membership in the Fulbright Association for UM and USM.
INDEPENDENT COLLEGE BOOKSTORE ASSOC	\$3,000	Annual membership for the Independent College Bookstore Association for UM.
MAINE PUBLIC HEALTH ASSN	\$3,000	Annual membership dues for the Maine Public Health Association.
NATL NETWORK OF PUBLIC HEALTH INSTS INC	\$3,000	Membership in the National Network of Public Health Institutes.
NERACOOS	\$3,000	Grant funded annual membership dues for the Northeastern Regional Association of Coastal Ocean Observing Systems for UM.
NIWR	\$3,000	Grant funded annual membership dues for the National Institutes for Water Resources for UM.
NACA	\$2,961	Annual membership dues for the National Association of Campus Activities for UMM, UM, USM.
TRIO	\$2,950	Membership for the TRIO Training Institute.
ABA	\$2,935	Annual membership dues to the American Bar Association.
BETA GAMMA SIGMA INC	\$2,925	Annual Membership dues for the Beta Gamma Sigma Business Honor Society for UM and USM.
MAINE YOUTH CAMPING FNDTN	\$2,917	Membership dues for the Maine Youth Camping Foundation for UM for the Bryant Pond and Tanglewood 4H Camps.
NATIONAL LEAGUE FOR NURSING	\$2,907	Annual membership dues for the National League for Nursing for UMA, USM.

Payee	Amount	Description
MAINE EDUCL OPPORTUNITY ASSN	\$2,895	Annual membership dues for the Maine Educational Opportunity Association; Sponsorship of the association's annual meeting.
NATIONAL ASSN OF COLLEGE STORES	\$2,875	Annual membership dues for the National Association of College Stores for UMA, UM, USM.
WATERVILLE COUNTRY CLUB INC	\$2,875	Annual membership dues for home course for UMF Golf Team.
CONVENT & VISITORS BUREAU GTR PORTLAND	\$2,873	Annual membership dues for the Convention & Visitors Bureau of Greater Portland for USM.
COLLEGE BOARD	\$2,800	Annual membership dues for the College Board.
ENGINEERS WITHOUT BORDERS USA INC	\$2,800	Membership fee for UM chapter of the Engineers Without Borders organization.
ASSOCIATION OF SMALL BUSINESS DEV CTR	\$2,778	Grant funded annual membership dues for the Association of Small Business Development Centers for USM.
COLLEGIATE WATER POLO ASSN	\$2,750	Annual collegiate Water Polo Association dues for sports team at UM, dues includes officials for matches.
WAKING WINDOWS PRESENTS LLC	\$2,750	Grant funded sponsorship for USM Convocation.
CENTRAL LINCOLN COUNTY YMCA	\$2,700	Annual membership dues for YMCA memberships for 27 students at the UM Darling Marine Center in Walpole.
EASTERN COLLEGE ATHLETIC CONF INC	\$2,650	Annual membership dues for the Eastern College Athletic Association for UM Athletics.
CERF	\$2,500	Grant funded sponsorship of the Coastal Estuarine Research Federation.
EASTERN MAINE DEVELOP CORP	\$2,500	Sponsorship of Eastern Maine Development Corporation's 2017 fall conference.
HOLOCAUST HUMAN RIGHTS CTR OF MAINE	\$2,500	Grant funded sponsorship of the Holocaust Human Rights Center of Maine.
MAINE HUMANITIES CNCL	\$2,500	Grant funded membership in the Maine Humanities Council New Commons 2017 Partnership.
MAINE SPORTS HALL OF FAME	\$2,500	Grant funded sponsorship of the Maine Sports Hall of Fame Induction Ceremony.
UPSTANDER PROJECT	\$2,500	Grant funded sponsorship for USM Convocation.
NASFAA	\$2,495	Membership for the National Association of Student Financial Aid Administrators.
ADHA	\$2,340	Annual membership in the American Dental Hygienists' Association.

Payee	Amount	Description
ACADEMY HEALTH	\$2,332	Annual membership dues to AcademyHealth. AcademyHealth is a nonpartisan, nonprofit professional organization dedicated to advancing the fields of health services research and health policy.
NASPA STUDENT AFFAIRS ADMINS IN HIGH EDU	\$2,299	Annual membership dues for NASPA - Student Affairs Administrators in Higher Education for UMA, UM, USM.
GREATER BANGOR CONVENTION & VISITORS BUR	\$2,250	Membership for UM; Sponsorship of annual Convention and Visitors Bureau member meeting.
INDIANA UNIV	\$2,250	Membership for the Research and Education Networking Information Sharing and Analysis Center for UMS.
MAINE BOARD OF OVERSEERS OF THE BAR	\$2,205	Grant funded membership in the Maine Board of Overseers of the Bar for Maine Law.
NASM	\$2,195	Annual membership dues for the National Association of Sports Medicine for UM.
NATIONAL HISTORY DAY INC	\$2,150	Annual State Fee for the National History Day organization for the Margaret Chase Smith Library UM.
MAINE INTL TRADE CTR	\$2,050	Annual membership dues for StudyMaine for UM and USM; Sponsorship of 2018 Maine International Trade Day for USM.
NATIONAL ASSN COLLEGE ADMISSION COUNSEL	\$2,040	Annual membership dues for the National Association of Admissions Counselors for UMF, UMM, UM, UMPI.
EQUAL JUSTICE WORKS	\$2,000	Annual membership for the Equal Justice Works for the Maine Law School.
GORHAM COUNTRY CLUB	\$2,000	Annual membership fee for USM Golf team as their home course.
GULF OF ME MARINE EDUC ASSN	\$2,000	Grant funded sponsorship of awards presented at the National Marine Educators Association annual meeting.
LITERACY VOLUNTEERS OF BANGOR	\$2,000	Grant funded annual sponsorship of the Literacy Tea (April 2017) hosted by the Literacy Volunteers of Bangor for UM.
NE INTERCOLLEGIATE AMATEUR ATHLETIC ASSN	\$2,000	Annual membership dues for the Northeast Intercollegiate Amateur Athletic Association.
UCGIS	\$2,000	Grant funded annual membership dues for University Consortium for Geographic Information Science.
WABANAKI HEALTH & WELLNESS NPC	\$2,000	Grant funded sponsorship for USM Convocation.
AIAA STORE	\$1,965	Annual membership dues to the American Institute of Aeronautics and Astronautics.
NATIONAL ASSN OF COLLEGES & EMPLOYERS	\$1,955	Annual membership dues for the National Association of Colleges and Employers.

Payee	Amount	Description
KNOX LINCOLN COUNTY 4-H LEADERS ASSN	\$1,935	Grant funded sponsorship of 4H scholarships.
MAINE STATE BAR ASSN	\$1,930	Annual membership dues for Maine State Bar Association for Maine Law School.
NATA ONLINE	\$1,914	Annual membership dues for the Network for the Advancement of Patient Blood Management, Haemostasis and Thrombosis for UMF, UMFK, UM, USM.
MACHIAS BAY AREA CHAMBER OF CO	\$1,875	Annual membership dues for the Machias Bay Area Chamber of Commerce for UMM.
MITCHELL INST	\$1,875	Shared table sponsorship for Mitchell Institute 2017 Fall Gala for UM and UMS.
MAINE CAMPUS COMPACT	\$1,850	Grant funded Maine Campus Compact membership dues.
UNIV OF VERMONT & STATE AGRIC COLLEGE	\$1,850	Grant funded sponsorship of UM Cooperative Extension's share of assessment in support of the costs for maintaining an Executive Director for the Northeast Extension Directors association.
NACAS	\$1,750	Membership dues for the National Association of College Auxiliary Services.
CASE	\$1,745	Annual membership dues for the Council for Advancement and Support of Education.
AMERICAN ASSN OF LAW LIBRARIES	\$1,744	Annual membership to the American Association of Law Libraries.
NASAD	\$1,711	Grant funded annual membership dues for the National Association of Schools of Art and Design for UM.
ACCED I	\$1,700	Annual membership dues to the Association of Collegiate Conference and Events Directors-International.
ONLINE LEARNING CONSORTIUM INC	\$1,700	Membership for the Online Learning Consortium.
HIGHER EDUC USER GROUP INC	\$1,600	Annual membership dues for the Higher Education Users Group - a professional association for users of Oracle-based information systems.
PHI BETA KAPPA DELTA CHAPTER OF MAINE	\$1,565	Membership dues for student inductees into the Phi Beta Kappa Academic Honor Society.
AWP	\$1,550	Annual membership dues for the Association of Writers and Writing Programs.
CONSORTIUM FOR OCEAN LEADERSHIP	\$1,500	Grant funded two-year membership in the Consortium for Ocean Leadership for the School of Marine Sciences at UM.

Payee	Amount	Description
MAINE AQUACULTURE ASSN	\$1,500	Grant funded annual membership in the Maine Agriculture Association for UM.
TRUSTEES OF PHILLIPS ACADEMY	\$1,500	Membership for the Institute for Recruitment of Teachers for which Phillips is fiscal agent.
UNIV OF NEW ENGLAND	\$1,500	Sponsorship for the Maine Geriatrics Conference.
NEACRAO	\$1,470	Annual membership dues for the New England Association of Collegiate Registrars and Admissions Officers for all UMS campuses.
APPA	\$1,411	Annual membership dues for the APPA: Leadership in Educational Facilities professional association.
KENNEBEC VLY CHAMBER OF COMMERCE	\$1,402	Annual membership dues for the Kennebec Valley Chamber of Commerce for UMA.
SPACE GALLERY	\$1,400	Grant funded sponsorship for the USM Convocation Collaboration.
NATL ASSOC OF EDUCATIONAL PROCUREMENT	\$1,345	Membership in the National Association of Educational Procurement.
AVIATION ACCREDITATION BOARD INTRNTL	\$1,320	Annual membership dues for the Aviation Accreditation Board International for UMA.
US TRACK & FIELD CRS CNTRY COA	\$1,300	Annual membership dues for the U.S. Track & Field and Cross Country Coaches Association for UM and USM.
AMERICAN LIBRARY ASSN	\$1,266	Annual membership dues for the American Library Association.
MAINE HIGHER EDUC CNCL	\$1,250	Annual membership dues for the Maine Higher Education Council.
AMERICAN MATHEMATICAL SCTY	\$1,229	Annual membership dues for the American Mathematical Society.
AASHE	\$1,220	Annual membership dues to the Association for the Advancement of Sustainability in Higher Education.
READING RECOVERY COUNCIL OF NA INC	\$1,210	Grant funded sponsorship of Reading Recovery Training Center.
COUNCIL FOR HIGHER EDUC ACCREDITATION	\$1,200	Annual membership for the Council for Higher Education Accreditation for UMA and UMF.
EDWARD T GIGNOUX INN OF COURT	\$1,200	Annual membership in the Edward T Gignoux Inn of Court for the Maine Law School.
NASH	\$1,200	Annual membership dues for the National Association of System Heads for UMS.
NATL ASSN OF DEANS & DIRECS SCHLS SCL WK	\$1,200	Membership for the National Association of Deans and Directors of Schools of Social Work.
NORTHERN ILLINOIS UNIV	\$1,200	Grant funded sponsorship for the Art Education Research Institute.

Payee	Amount	Description
UNIV OF MAINE ALUMNI ASSN	\$1,200	Grant funded sponsorship of reunion and homecoming events at UM.
AHEAD	\$1,195	Annual membership dues to the Association on Higher Education and Disability.
APPIC	\$1,180	Annual membership dues for the Association of Psychology Postdoctoral and Internship Centers.
IUFRO	\$1,121	Membership in the International Union of Forest Research Organizations.
NCURA	\$1,110	Membership for the National Council of University Research Administrators.
HIGHER EDUC CONSORTIUM FOR SPECIAL EDUC	\$1,100	Membership in the Higher Education Consortium for Special Education for UM.
MAINE MARITIME MUSEUM	\$1,100	Grant funded sponsorship for the "Lobstering and the Maine Coast" exhibit.
MAPLE PRODUCERS ASSN OF NOVA SCOTIA	\$1,100	Grant funded sponsorship of the Maple Grading School from the Maple Producers Association of Nova Scotia.
NALP	\$1,095	Annual membership dues for the National Association for Law Placement for the Maine Law School.
FIRST ROBOTICS KICKOFF	\$1,090	Sponsorship of FIRST Robotics Competition - an international high school robotics competition.
IN *INTERNATIONAL DISTRICT	\$1,080	Annual membership dues for the International District Energy Association for UM.
NACEP	\$1,055	Membership for the National Alliance of Concurrent Enrollment Partnerships for UMA.
NATIONAL INTRAMURAL RECR	\$1,041	Annual membership dues for the NIRSA: Leaders in Collegiate Recreation (National Intramural-Recreational Sports Association) for UMF, UM.
APA	\$1,006	Annual membership in American Psychological Association.





## AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Space Reduction Initiative Update, UMS
2. **INITIATED BY:** Karl W. Turner, Chair
3. **BOARD INFORMATION:** X **BOARD ACTION:**
4. **OUTCOME:** Enhance UMS Fiscal Positioning **BOARD POLICY:**
  - 701 – Budgets-Operating & Capital
  - 712 – Debt Policy
  - 802 – Disposition of Real Property
5. **BACKGROUND:**

Trustees in January 2018 approved in principle an initiative to remove by demolition as much as a further 300,000 gross square feet (GSF) of vacant, under-utilized or poorer condition space and to eliminate the backlog of capital investments and operating costs associated with that space at campuses statewide.

This is an update regarding that initiative, which is focused on improving the condition and use of the University's facility infrastructure and, in turn, improving the University's fiscal and marketplace competitiveness.

The system-wide Capital Advisory Team has solicited and received a first round of proposed space reduction projects under this initiative. The projects have been reviewed and are under discussion and consideration by the team and in consultation with the Treasurer.

Campuses have proposed 27 demolition projects totaling approximately 181,000 gross square feet of space. These proposals were incentivized by and contingent on funding being available from a central pool to support these projects. The source of that funding remains to be determined.

If the projects were to go forward under the guidelines previously shared with Trustees and detailed in the attached agenda sheet, very, very preliminary estimates indicate the total cost of all projects would be approximately \$4.7 million, for an average cost of

approximately \$26 per square foot. Again, these are very, very preliminary estimates, but serve to suggest a scope and scale of the project status.

Of the total pool of projects, at least 24 of the projects, which account for approximately 76,000 gross square feet of space, would have their costs completely funded by the central pool of funding.

The further approximately 105,000 gross square feet of space being proposed for removal would require central funding and campus matching funds, per the current guidelines.

In all, based on the preliminary information, the central pool would fund approximately \$2.4 million and campus-matching funds would be sought for \$2.3 million.

The single largest project in the pool is the Dickey-Wood residence hall on the Gorham campus of the University of Southern Maine. It would stand to receive the largest amount of funding – the maximum \$1 million permitted for a single project under the current guidelines – from the central pool of the currently proposed projects. It also would be confronted with the largest campus matching obligation – \$2.3 million – under the current guidelines. The project is sufficiently large that it is the only project expected to hit the cap of matching central funds set by current guidelines and it is alone among the proposed projects in having any noteworthy campus match obligation.

Remembering that campuses have been removing space already, the breakdown of the further potential projects under this particular initiative thus far are these:

Campus	# of Projects	Proposed square feet
UMFK	6	12,017
UMA	2	3,729
UMF	7	25,770
UM	4	7,549
USM	8	131,992

The prior agenda sheet and resolution approved by Trustees is attached for background.



## AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Preliminary Space Reduction Initiative Approval, UMS
2. **INITIATED BY:** James H. Page, Chancellor
3. **BOARD INFORMATION:** **BOARD ACTION:** X
4. **OUTCOME:** Enhance Fiscal Positioning **BOARD POLICY:**
  - 701 – Operating and Capital Budgets
  - 712 – Debt Policy
  - 802 – Disposition of Real Property
5. **BACKGROUND:**

The University of Maine System seeks authorization to remove by demolition as much as 300,000 gross square feet (GSF) of vacant, under-utilized or poorer condition space and to eliminate the backlog of capital investments and operating costs associated with that space at campuses statewide.

A pending Sightlines analysis indicates the University already has sold, demolished, vacated or otherwise reduced the amount of space it uses in carrying out its mission by about 250,000 GSF. The requested funding and associated demolition initiative is intended to continue that effort and to make additional progress possible. The effort to constrain any growth of facility space and to reduce it when possible is in keeping with the Trustees' directives to the University on that specific point and also its directives and aspirations to increase the density (i.e. utilization) and the net asset value (i.e. condition) of the University's facility portfolio.

This request carries the support of the Capital Advisory Team, a standing stakeholder group that was created with the sanction of Trustees and chaired by the Treasurer to review and advise the Treasurer on capital matters. The membership is updated annually and includes representatives of facility, finance and budget personnel, chief business officers, chief academic officers, Presidents and others. The group assists with and helps guide funding requests to the legislature, the annual capital budget process and special capital related initiatives such as this.

The facilities to be removed would be proposed by campus leadership, reviewed by the capital advisory team and authorized, per existing Trustee policy, by the Treasurer. Projects costing in excess of \$500,000 would also be presented to Trustees per current policy and protocol. No campus would be compelled to participate. Rather, funding would be allocated to those choosing to propose projects that best advanced the Trustee directives above.

Additional details about what the project would aim to achieve, assessments of its potential impact and details about how the funds would be allocated and administered are attached.

The project would be funded by the sale bonds to be approved at a later time by Trustee pursuant to the usual Trustee and University practices and at the direction of the University Treasurer and Controller. The intention would be to generate approximately \$10 million in proceeds.

The matter before Trustees today is the preliminary approval to pursue the initiative. It would only truly move forward once Trustees approve the funding mechanism.

The Finance, Facilities and Technology Committee approved this recommendation to be forwarded to the Consent Agenda for Board of Trustee approval at the January 29, 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 to pursue the removal by demolition of as much as 300,000 gross square feet of vacant, under-utilized or poorer condition space and to eliminate the backlog of capital investments and operating costs associated with that space at campuses statewide, with final approval of the funding mechanism to occur at a later meeting.

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01/18/2018




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### AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Security and Master Planning Update
2. **INITIATED BY:** Karl W. Turner, Chair
3. **BOARD INFORMATION:** X **BOARD ACTION:**
4. **OUTCOME:** **BOARD POLICY:**
5. **BACKGROUND:**

This is a follow-up to prior Trustee interest in the engagement of security personnel and a security perspective in the System-wide facility master planning process.

The master planning effort is part of a three-tiered planning process which Trustees directed be undertaken and which requires a master plan, a 5-year capital plan and a 1-year capital work plan be maintained by each University and, taken together, for the System. This effort was formally adopted by Trustees in March 2015. Since that time, four Universities have developed master plans that have been accepted by Trustees. A fifth campus had a robust pre-existing plan which it has maintained in keeping with the directive. A sixth campus master plan is before Trustees today.

In that context, the University recently revisited the planning process to ensure security personnel and a security perspective were being incorporated in the planning process.

The public safety chiefs within the University of Maine System convened in the fall of 2018 with the architectural and design firm conducting the master planning effort as well as with the leadership of the System-wide Capital Planning and Project Management office and Safety Management office for a discussion about this topic.

There were three primary outcomes:

1. The professional services firm involved in master planning provided a summary document of various elements of security consideration and activity at each campus. That document is attached for further background.
2. The University chiefs also discussed and agreed that each had experienced good communication on their respective campuses and had been able to participate in the master planning process to the extent desirable or warranted.
3. Crucially, the chiefs independently identified that their involvement and ability to be involved at the individual project design level and with regard to special projects such as improving building access control, was also strong and important.

The Capital Planning and Project Management office agreed in future to ensure the continued involvement of security personnel and the public safety perspective in planning and project management efforts.



## MEMORANDUM

To	Chip Gavin, Chief Facilities Management and General Services Officer
From	Mark D. Lee
Date	October 1, 2018
Project	University of Maine System University of Maine System Master Plan-University of Southern Maine No. 15442
Subject	Safety and Security Considerations in UMS Master Plans

Chip, as a follow up to your inquiry regarding safety and security measures that have been part of the master planning processes that Harriman has been undertaking, the following listing describes physical campus planning items in some detail. Campus security incorporates aspects related to individual buildings, the campus as a whole, technology and operations. The current scope of the master plans is limited and does not address specific initiatives beyond the scale of the campus or those identified below.

46 HARRIMAN DRIVE  
AUBURN, ME 04210  
207.784.5100

123 MIDDLE STREET  
PORTLAND, ME 04101  
207.775.0053

33 JEWELL COURT, SUITE 101  
PORTSMOUTH, NH 03801  
603.626.1242

170 MILK STREET, SUITE 5  
BOSTON, MA 02109-3438  
617.426.5050

www.harriman.com

**University of Maine, Darling Marine Center** (Below text taken directly from the DMC Master Plan)  
*Safety and security of all who use the DMC campus is of paramount importance. Improved safety and security can be active or passive and include, but are not limited to, the strategies listed below.*

- *Provide an appropriate level of lighting to building entrances, building perimeters, pathways, and parking lots.*
- *Create a safe separation of vehicles and pedestrians on roads and walking areas.*
- *Include key card access controls (or current best practices for entry control) to all new buildings and plan similar upgrades to building entry access for existing facilities.*
- *Promote a culture for staff and residents where safety is taken seriously.*
- *Develop clear campus entry locations such as the Community Engagement Center to manage the flow of visitors through campus.*
- *Utilize technology such as security cameras, door alarms, and motion sensors to alert staff to potential suspicious activity within and around buildings.*

*Improvements to the physical security infrastructure on campus has been a particular recent focus for the DMC and had resulted in several initiatives. These include a new campus check-in system, a secured key box for visitor housing keys, and new signage at the campus entrance and at the waterfront. Student dormitory keys have recently been upgraded, with support from UMaine Facilities Management. Future initiatives will result in electronic key card access to all research, education, and residential facilities, with the first priority being student housing upgrades. Security cameras also will be installed.*



#### University of Maine Farmington

- Recommendation to relocate Early Childhood Education Center and associated playground from the center of campus. (Initiative K)
- Remove portion of Perkins Street that runs through the center of student housing complex (Initiative F)
- Reinforce pedestrian campus core with vehicular circulation at the perimeter. (Initiatives C, D, F, H, K)
- Improved exterior campus lighting that contributes to a safe and secure environment. (Master Plan Recommendations-Site Lighting)
- Improve passage from Main Campus to Prescott Field by creating a new stair and lit path along Scott Hall. (Discussions with UMF Spring 2016 Parking Task Force)
- Installation of security cameras in key locations. (Discussions with UMF Spring 2016 Parking Task Force).

#### University of Maine at Augusta

- Establish flow of visitors to a primary campus entry by realigning drives and developing a campus “front door” with the Enrollment Services Center. (Initiative A)
- Improve exterior campus lighting that contributes to a safe and secure environment. (Master Plan Recommendations-Site Lighting)
- Reinforce pedestrian campus core with vehicular circulation at the perimeter.
- Consolidate buildings onto a contiguous parcel of land. (Bangor Initiative C2)

#### University of Maine at Fort Kent

- Establish flow of visitors to a primary campus entry by realigning drives and developing a campus “front door” with the UMFK Welcome Center. (Initiative A)
- Improve exterior campus lighting that contributes to a safe and secure environment. (Master Plan Recommendations-Site Lighting, Initiative F)
- Discussion with administration during staff interviews by the planning consultants regarding the potential to establish a dedicated safety/security force on campus. Currently Fort Kent Police are the primary responders.
- Reinforce pedestrian campus core with vehicular circulation at the perimeter. (Initiatives A, B, F, G, K)

#### University of Maine at Presque Isle

- Reinforce pedestrian campus core with vehicular circulation at the perimeter. (Initiatives C, D, J)
- Improve exterior campus lighting that contributes to a safe and secure environment. (Master Plan Recommendations-Site Lighting, Initiative K)

#### University of Sothern Maine

- Guiding Principal #4 – Public Safety

*Public Safety—the plan and subsequent implantation seeks to provide the safest campus environment possible through physical, programmatic and operational improvements.*

- Discussion with Campus Safety staff during interviews by the planning consultants regarding deficiencies of location on Gorham Campus as well as need for lockdown





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- capabilities, age and condition of safety equipment. (Appendix, RA Space Utilization)
  - Discussion with Residential Life and Campus Safety staff during interviews regarding the introduction of student housing to the Portland Campus will increase safety and security requirements and possibly a community outreach post. (Appendix, RA Space Utilization)
  - Discussion with Campus Safety staff during interviews by the planning consultants regarding location of a community outreach post in Glickman Library. (Appendix, RA Space Utilization)
  - Reinforce pedestrian campus core with vehicular circulation at the perimeter. (Portland Phasing, Short-Term – Residential Quad, Gorham Phasing, Immediate – Reestablish a Campus Heart)