



Board of Trustees
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June 11, 2018

TO: Members of the Finance/Facilities/Technology Committee

FR: Ellen N. Doughty, Clerk of the Board

RE: **June 15, 2018 Finance/Facilities/Technology Committee Meeting**

The University of Maine

The Finance/Facilities/Technology Committee will meet from **9:30 am to 12:30 pm on June 15, 2018**. 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:

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

- UMA – RM 125, Robinson Hall
- UMF – Executive Conference Room, Merrill Hall
- UMFK – Alumni Conference Room, Nadeau Hall
- UMPI – Executive Conference Room, Preble Hall
- USM – 211/211A Wishcamper
- Phone: 1-800-605-5167 code 743544#

University of
Southern Maine

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

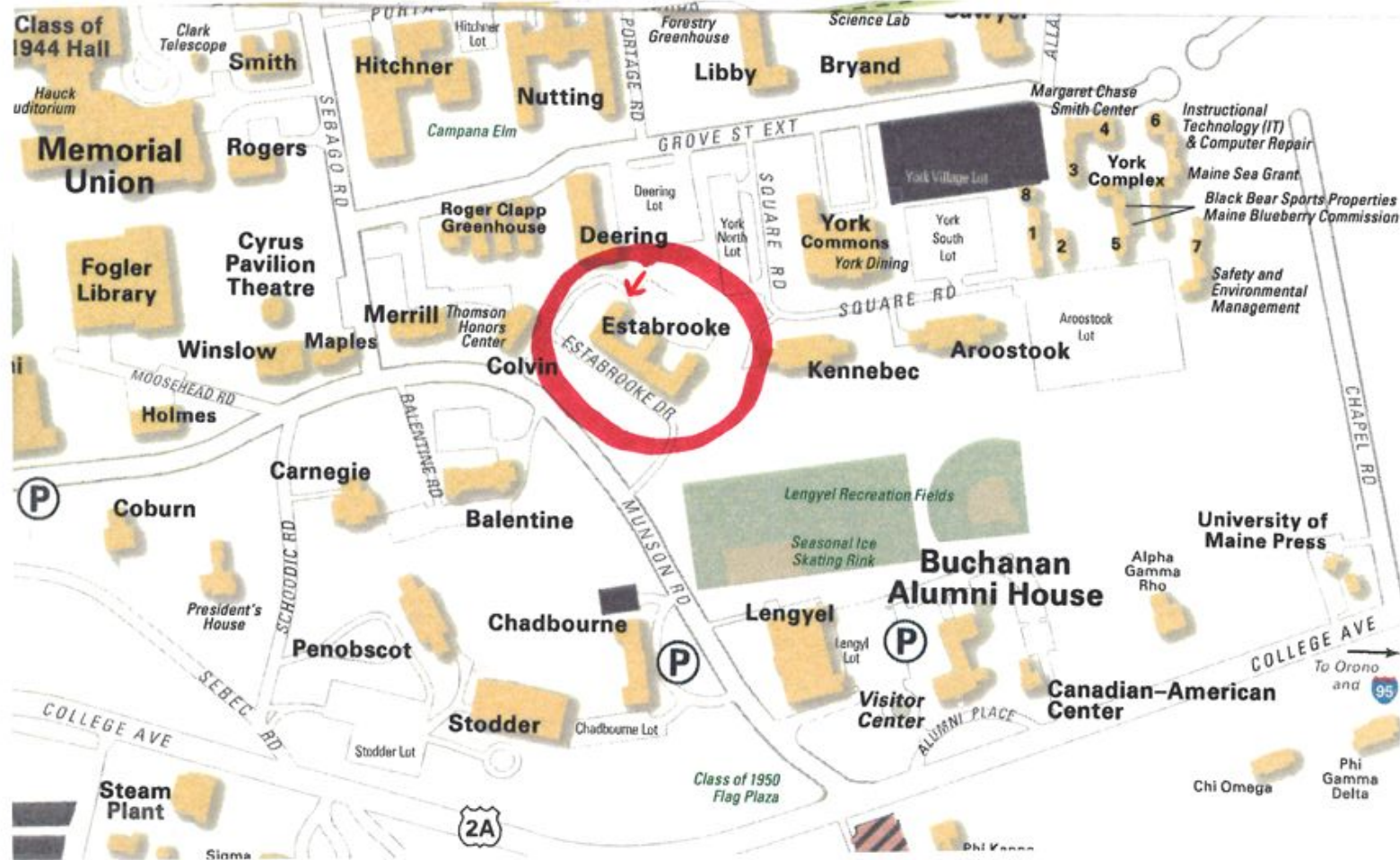
If you have questions about the meeting arrangements or accessing the meeting materials, please call me at 581-5840. If you have any questions or desire additional information about the agenda items, please call Ryan Low at 581-1541.

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, 2nd Floor
15 Estabrooke Drive, Orono



Directions to the UMS located on the UMaine Campus

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

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

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



Board of Trustees

Finance, Facilities & Technology Committee

June 15, 2018 - 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
- 9:45 am Finance Items
 - **Appropriation Allocation Model**..... TAB 2
- 10:15 am Break
- 10:30 am Facilities Items
 - **Short-term Housing, UMA**..... TAB 3
 - **EDA Hatchery Building, Roof Replacement, CCAR UM**..... TAB 4
 - ~~Greenhouse Construction, UMPI~~..... ~~TAB 5~~ **WITHDRAWN**
 - **Capital Project Status Report**..... TAB 6

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.



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 Upgrade
- MaineStreet Improvements

Status Update – May 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	Current Estimated Completion Date	Estimated Budget	Budget Committed to Date	Budget % Committed	Project % Complete	Comments
4/2016	David Demers	12/2018	12/2018	\$4,362,345	\$4,183,640	96%	77%	Total project budget reflects additional allocation provided Dec. 2017

Status

Equipment and furniture orders have been placed and projects have been set up for all campuses. Projects are now being added to Smartsheet for tracking purposes. The schedule for internal staff to perform equipment installs will also be added to Smartsheet to allow visibility in Gantt chart format for all campuses. Vendor installs have also been scheduled for all campuses.

A student has been hired on the UMaine campus to assist with equipment installs and to prepare technical documentation for all campus classroom upgrades.

BUDGET SUMMARY

Campus	Allocation	% Committed to Date	\$\$ Not Yet Budgeted	% Complete
PROJECT TOTAL	\$4,362,345	96%	\$178,705	77%
UMM	\$195,900	100%	-0-	81%
UMF	\$379,896	100%	-0-	89%
UMaine	\$1,578,220	100%	-0-	79%
UMPI	\$257,276	100%	-0-	58%
USM	\$1,124,080	100%	-0-	74%
UMFK	\$245,768	100%	-0-	78%
UMA	\$581,205	69%	\$178,705	82%

Summary by Campus and Classroom ProjectReference: [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	48%
	UC Rockland 403, 410, 412	48%
	Fine Arts 122	48%
	Jewett 284, 293, 297	48%
	Katz 5, 51	95%
	Katz 15 & 53	48%
	UMA Bangor 135, 142	95%
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	48%
	Roberts 3, 101, 103	48%
UMaine	Sibles 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	90%
	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	90%
	ROTC Navy 203	48%
	Deering 101c	100%
	Barrows 123, 131, 133	100%
	Balentine 129	100%
	Dunn 1, 44, 401	48%
	Barrows 124	25%
	Bryand Global 100	48%
	Deering 17	48%
	North Stevens 235	48%
	South Stevens 232-B	48%
	Neville 116, 118, 120	48%
	Little 212	48%
	Aubert 165	48%
	Barrows 126	48%
	Class of 44 100	48%

	Colvin 401	48%
	DPC 111	48%
	Little 350	48%
	Center Stevens 155	48%
	Darling Marine Center Brooke Hall	48%
	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%
	Powers Music	48%
	Torrey 230, 232 - Phase 2	48%
	Reynolds Center 14, Conference	48%
	Powell 123	100%
	Cyr 113	100%
	Old Model School 11	100%
	Cyr 200 & 201	100%
	Cyr 113, 200, 201, 203, 204, 205, 209	48%
	Nadeau Telecom Room	48%
UMFK	Powell 123 - Phase 2	48%
	Folsom 206	100%
	Houlton 120 & 125	49%
	Pullen 113, 212, 216	100%
	Folsom 204 & 205	100%
	Houlton 110	10%
	Folsom 203	48%
	Pullen 212, 213, 214, 215	25%
	Preble 239	48%
	Gentile Athletic	48%
UMPI	Weidan Training	48%
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 506	48%
	Payson Smith 42, 44, 201, 206, 304, 306 - Phase 2	48%
	Bailey 218, 312, 313, 402	48%
	LAC 104	48%
	Glickman Library 423/424	48%
	Luther Bonney 209	48%
	Science 157, 533	48%
	Russell 1 and Dance Studio	48%
	Masterton G38	48%




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

Risks

- Renovations and improvements to classrooms are limited to summer and school breaks. In addition, vendors need advance notice to schedule larger renovations due to the competitive nature of this work and the lead time for ordering equipment.
- Wireless and network infrastructure will not be upgraded in classrooms at UMPI, UMFK and UMF
- The discovery of asbestos containing materials at USM will lead to more thorough testing prior to starting work in a building. US:IT is working closely with Facilities Capital Planning on a mitigation plan that includes testing and abatement. The need to complete more testing than anticipated and possibly conduct additional abatement poses a risk to both project schedule and cost.

Status Update – May 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 Expended to Date	Project % Complete	Comments
4/2016	Jeffrey Letourneau	12/2018	12/2018	\$12,800,000	\$6,696,712.77 (\$453,376.76 encumbered)	56%	

Status

During the spring semester, a feedback survey was distributed in buildings where wireless infrastructure has been upgraded. With 217 responses, all but 11 rated the new networks as Excellent (137) or Good (69). The project team evaluated the few poor responses and addressed an issue with a space in Fogler library that needed additional coverage. Some of the comments received include:

“For years I've had horrible to non-existent wifi in room 108. I would always have to use a wired connection, which became cumbersome if I was using several devices. This is a huge improvement!”

“The upgraded WiFi has made accessing the Internet incredibly quick, easy, and totally painless. There has never been a moment of frustration or anger from poor connectivity!”

“The wi-fi never lags and is consistently fast, which makes it easy to search through databases while running Google Drive and Blackboard at the same time. I am glad that the wi-fi has been maintained to such a high standard.”

“It's a very noticeable difference from last fall.”

Summer projects have commenced with a focus on completing residence halls at UMF (Scott Halls) and UMM (Dorward and Sennett). Facilities preparation has begun in Blake Library at UMFK and Wieden Hall at UMPI. It is projected that cabling will begin in these buildings mid summer.

Three residence halls at UMaine are being completed this summer. The UMaine residence halls are not bond funded, but use the same resources and therefore impact the bond project. Academic buildings being planned for late summer or fall include Hitchner, Crosby Lab and Donald P Corbett. Electronics for the core network center have been ordered and will be installed over the summer.

The cabling contractor has not yet been able to complete work in Bailey Hall at USM as Facilities Management Capital Planning is still working on an assessment of potential hazardous materials. In the meantime, work is complete in the C-wing of the Science building and planning is underway for Glickman Library with cabling to begin in June. Facilities Management is working on preparing data closets in several buildings at USM so that network installations can begin in the fall. Core network electronics have been ordered for USM and will be installed over the summer.

Assessment of underground conduit conditions are underway at UMF and UMPI to ensure that fiber upgrades can be completed without installation of new conduits. These assessments should be completed by mid-June.

BUDGET SUMMARY

Campus	Allocation	% Budgeted to Date	\$\$ Not Yet Budgeted	% Expended & Encumbered to Date	\$\$ Expended & Encumbered	\$\$ Not Yet Expended/Encumbered
PROJECT TOTAL	\$12,800,000	97%	\$434,960	55%	\$7,048,675	\$5,751,325
Equipment in Inventory					\$1,286,372	
System-wide Services	\$620,000	100%	\$0	100%	\$620,452	-\$452
UM - Machias	\$653,200	100%	\$0	89%	\$578,550	\$74,650
UM - Farmington	\$1,674,800	100%	\$0	89%	\$1,485,879	\$188,921
UMaine	\$3,189,600	97%	\$82,150	16%	\$500,546	\$2,689,054
UM - Presque Isle	\$615,200	100%	\$265	74%	\$456,619	\$158,581
USM	\$5,017,600	93%	\$352,525	24%	\$1,181,520	\$3,836,080
UM - Fort Kent	\$469,600	100%	\$20	88%	\$413,135	\$56,465
UM - Augusta	\$560,000	100%	\$0	94%	\$525,601	\$34,399

(*) = original \$11.2M allocation plus reallocation of \$980k plus \$620K required from contingency funding for system-wide licensing.

BUILDING SUMMARY

Complete ¹	Installation & Deployment Scheduled / In Progress ²	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	Summer 2018 Scott North Scott West Scott South Roberts Learning Center ³
University of Maine at Fort Kent		
Powell The Lodge Crocker		Blake Library (5%) Old Model Sch ³ Cyr ³
University of Maine at Machias		
Torrey Hall / Merrill Library Reynolds	Powers Science Kilburn	Summer 2018 Dorward Sennett
University of Maine at Presque Isle		

Park Emerson	Merriman Folsom-Pullen	Wieden (5%)		
University of Maine				
Fogler Library Shibles Bennett Rogers Jenness Class of 1944	Bryand Global Science Boardman Murray Hall Little Aubert Lord	<u>Begin 0-3 months</u> Estabrook Core (60%) Lengyel (85%) Hitchner Crosby Lab	<u>Begin 3-6 months</u> Nutting (85%) Fernald (60%) Neville (90%) Barrows (50%) <u>Begin 6-9 months</u> Donald P Corbett (0%) Winslow(85%)	Colvin Hall Sculpture Building Dunn
University of Southern Maine				
Drawing Studio Print Studio Academy Building <u>Wireless Only</u> Wishcamper John Mitchell Cen Law Building	Abromson	<u>In Progress</u> Bailey (85%) Payson-Smith (15%) Science (85%) <u>Begin 0-3 months</u> Luther-Bonney Glickman Library Masterton Hall 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	

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

² Dates are estimated start dates for cable installation & deployment – subject to change




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

⁴ 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 – May 2018**HR 9.2 Upgrade**

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

Overview

This project will upgrade the UMS PeopleSoft (MaineStreet) Human Capital Management (HCM) system from version 9.1 to version 9.2, the HCM PeopleTools from version 8.53 to version 8.55. The upgrade will maintain Oracle compliance and continued support of the system. To expedite and achieve economies of scale, the project will also cover improvements in interfaces and systems that support the Benefits and Payroll Center of Excellence. In addition to the HR application and PeopleTools upgrades, the scope includes transitioning the HR PeopleSoft environments from the legacy Solaris architecture to Linux architecture.

Initiation Date	Sponsor	Original Estimated Completion Date	Current Estimated Completion Date	Estimated Budget	Budget Expended to Date	Project % Complete	Comments
6/2017	David Demers/ Mark Schmelz	May 2018	May 2018	\$769,230 (Upgrade)	\$566,577	90%	
				\$480,000 (HR Enhancements)	\$108,039		

Status**Project Timeline**

The project is on track for go-live on June 12. A final project Go/No Go meeting is scheduled for Monday, June 4.

Project Budget

As was reported in April's project update, the budget for the HR Upgrade project was increased from \$572,830 to 769,230. The increase includes the additional \$84,000 for ERP Analyst's PeopleSoft Testing as a Service (TaaS) solution. The project budget status is now in good order.

Training and Communications

Since the last report, two rounds of communications were sent to all UMS employees. The first communication focused on the upgrade status and go-live timeline. The second highlighted the new navigation features in HR 9.2. A third communication is planned for the week of May 28 that will provide links to HR 9.2 training materials located on [UMS Academy](#). The final communication scheduled for the week of June 4 will remind employees to complete upgrade training in advance of go-live, will provide tips about items such as clearing browser cache prior to logging into the upgraded system for the first time, and will provide information about who to contact if any questions or issues arise following the upgrade.

Recently Completed

- User Acceptance Testing (UAT).
- ERP Analyst's Testing as a service (TaaS).
- PeopleSoft Portal PeopleTools upgrade in production.
- Delivered two upgrade communications to all employees.
- Met with US:IT Support Services to discuss HR Upgrade support strategies.
- Deployed HR 9.2 training video on UMS Academy site.

In Progress for Upgrade

- Resolving final issues.
- Updating MyCampus and MaineStreet Portal links.
- Go-live checklist review.
- Deliver final set of employee communications.

In Progress for Interfaces and System Improvements




- Leave of Absence module
- Comp Time module
- Automating I-9 form processing
- Retirement file interface
- Benefits billing automation
- Tuition waiver form automation
- Add Pay request automation via component interface
- POI form automation
- Personnel Action Form automation
- Enable Terminations process
- Roth IRA
- Current manual workarounds being compared to new capabilities in 9.2 with goal of eliminating manual tasks

Risks

- Time Admin fails on Novatime file.
 - A fix for this issue was successfully tested in a development environment on May 30.
- A few HR processes that use the Mass Change engine are encountering errors.
 - This is a low risk that is close to resolution.

Status Update – May 2018

MaineStreet Improvements

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

Overview

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

Initiation Date	Sponsor	Original Estimated Completion Date	Current Estimated Completion Date	Estimated Budget	Budget Expended to Date	Project % Complete	Comments
4/2016	David Demers	2019	2019	\$2,000,000	\$98,389	20%	Given John Grover's May 31 retirement date, David Demers will replace him as project Sponsor.

Status

As was previously reported, Oracle is putting more effort into making their PeopleSoft product mobile friendly. Nearly all student self-service components are mobile friendly in the newest releases of their software. This improved support by Oracle negates the need to invest in another third-party solution to provide a mobile interface and will allow the UMS to focus, instead, on accelerating testing and implementation of newer releases of PeopleSoft modules.

The MaineStreet Improvements project team and US:IT Leadership are currently conferring with Oracle about strategies for a Campus Solutions 9.2 upgrade. Along with providing desired user interface improvements, the Campus Solutions 9.2 upgrade will provide an opportunity to inventory and assess existing customizations with an eye on reducing/eliminating them. This will facilitate a future migration to a more flexible SaaS offering that will better support emerging University needs. Related to this, a briefing with Oracle about Oracle Student Cloud is scheduled for May 31.

Recently Completed

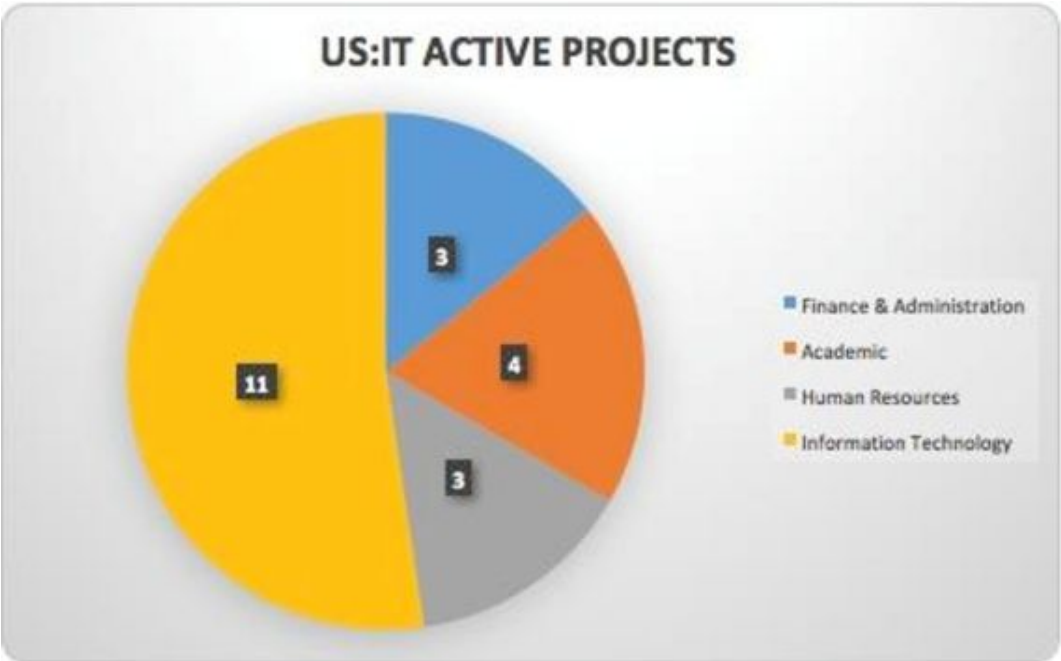
- None

In Progress

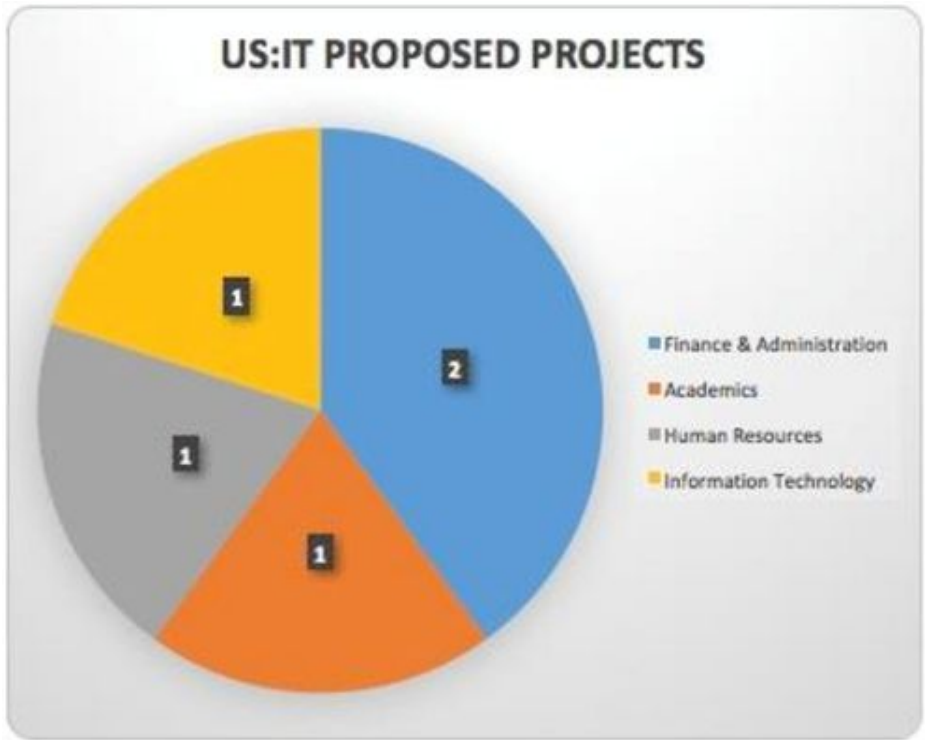
- Statement of Work (SOW) with ERP Analysts for Campus Solutions upgrade services is being drafted.
- Briefing with Oracle about Oracle Student Cloud is scheduled for May 31.

Risks

- None



Finance & Administration Projects Total Budget = \$180,000
Academic Projects Total Budget = \$902,515
Human Resources Projects Total Budget = \$848,018
Information Technology Projects Total Budget = \$17,009,926



US:IT PROJECT (>\$250,000) REVIEW

**Finance – Facilities – Technology
Committee**

June 15, 2018

US:IT PROJECT (>\$250,000) REVIEW

▶ **Classrooms for the Future (Tab 1.1; Page 5)**
Project Budget - \$4.362M**

66% Complete (Apr)

77% Complete (May)

Bar Chart: Budget Status

Month	Expended	Remaining
Apr	\$4,183,640.00	\$178,704.00
May	\$4,183,640.00	\$178,704.00

Legend: ■ Expended □ Remaining

Overall Status Legend








- Overall status: ■
- Budget status: ■
- Schedule status: ■


****Additional \$526K allocated Dec '17**

Initiation Date	Sponsor	Original Estimated Completion	Current Estimated Completion Date	Estimated Budget	Budget Committed to Date	Budget % Committed	Project % Complete
4/2016	David Demms	12/2018	12/2018	\$4,362,345	\$4,183,640	96%	77%

US:IT PROJECT (>\$250,000) REVIEW

- ▶ Classrooms for the Future (Tab 1.1; Page 5)
 - ▶ 2017 & 2018 Classroom Upgrades


Campus	May	
UMA	82%	
UMF	89%	
UMFK	78%	
UMM	81%	
UM	79%	
USM	74%	
UMPI	58%	

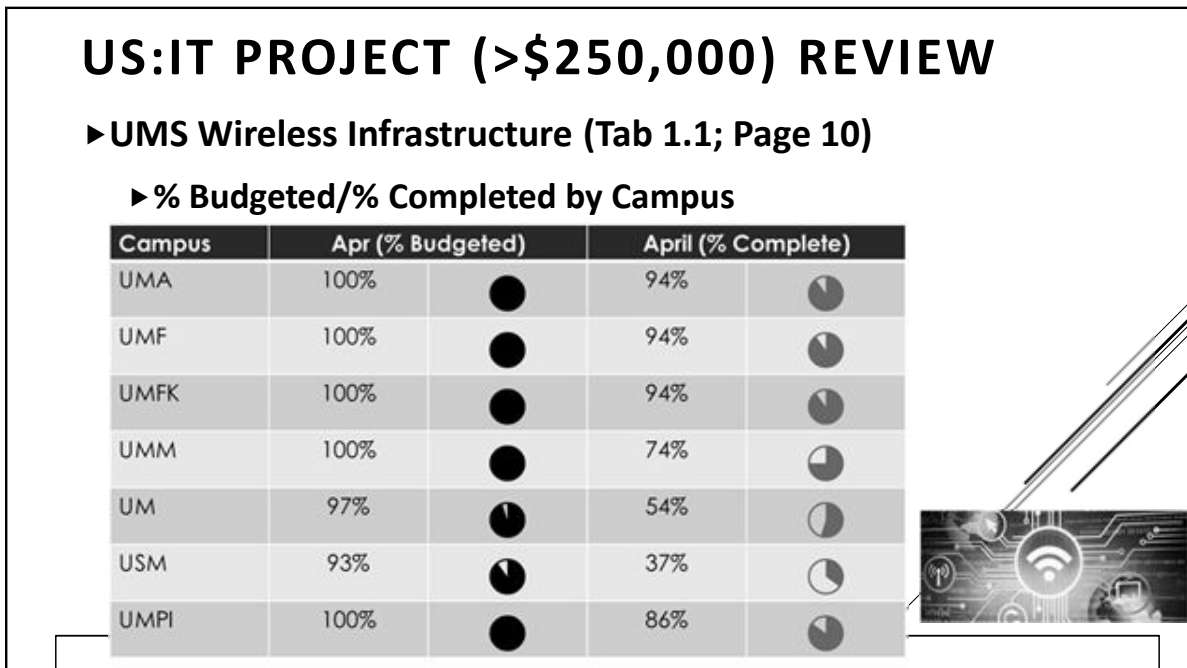
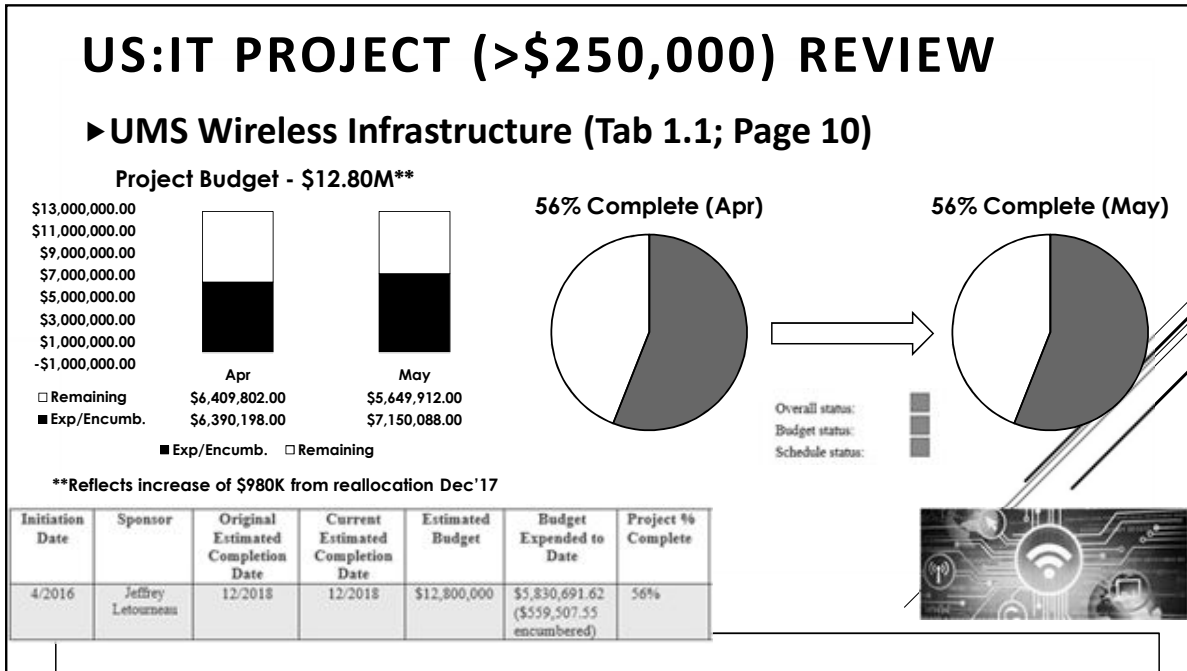


US:IT PROJECT (>\$250,000) REVIEW

- ▶ Classrooms for the Future (Tab 1.1; Page 5)
 - ▶ Summer '18 Vendor/Facilities walk-throughs completed
 - ▶ Equipment orders complete; installations scheduled for all campuses
 - ▶ Summer '18 Classroom Targets (87 Classrooms)

▶	UM	21	UMM	5
	UMA	18	UMPI	9
	UMF	4	USM	21
	UMFK	9		
 - ▶ Risks
 - ▶ Timing - Work performed during summer/breaks only
 - ▶ Coordination with Wireless Infrastructure Project
 - ▶ Asbestos testing/abatement considerations at USM





US:IT PROJECT (>\$250,000) REVIEW

▶ **UMS Wireless Infrastructure (Tab 1.1; Page 10)**

- ▶ **Feedback**
 - ▶ 217 survey responses
 - ▶ *"...a very noticeable difference..."*
- ▶ **Summer Focus:**
 - ▶ Residence Halls (UMF – Scott N-W-S; UMM - Dorward, Sennett)
 - ▶ UMFK - Blake Library
 - ▶ UMPI - Wieden Hall
 - ▶ USM – Science Building, Glickman Library
- ▶ **Risks**
 - ▶ *Asbestos ceiling tiles (USM); testing/abatement strategy with Facilities Capital Planning
 - ▶ Stakeholder expectations vs. funding reality
 - ▶ Phased funding will necessitate maintaining parallel wireless networks

Excellent, 64%
Good, 31%
Other, 5%

US:IT PROJECT (>\$250,000) REVIEW

▶ **HR Upgrade (Tab 1.1; Page 13)**

Project Budget - \$769K*

67% Complete (Apr)

90% Complete (May)

Overall status: ■
Budget status: ■
Schedule status: ■


■ Expended □ Remaining

*Reflects Budget Increase of \$196K

Initiation Date	Sponsor	Original Estimated Completion Date	Current Estimated Completion Date	Estimated Budget	Budget Expended to Date	Project % Complete
6/2017	David Demers/ Mark Schmelz	May 2018	May 2018	\$769,230 (Upgrade)	\$566,577	90%
				\$490,000 (HR Enhancements)	\$108,039	

US:IT PROJECT (>\$250,000) REVIEW

- ▶ HR Upgrade (Tab 1.1; Page 13)
 - ▶ Go-live scheduled for 6/12
 - ▶ Notification and information provided to UMS community
 - ▶ Training materials available
 - ▶ Project Budget:
 - ▶ Additional \$196K to cover project shortfall and 'Testing as a Service' subscription
- ▶ Risks
 - ▶ Final Go-Live Issue Log
 - ▶ End-User Training & Orientation to New 'Fluid' Interface

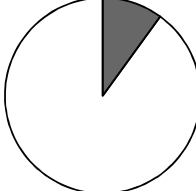


US:IT PROJECT (>\$250,000) REVIEW

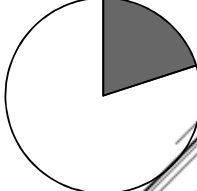
▶ MaineStreet Improvements (Tab 1.1; Page 15)

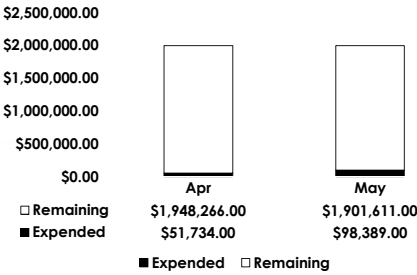
Project Budget - \$2.000M

15% Complete (Apr)



20% Complete (May)






Overall status:

Budget status:

Schedule status:

Initiation Date	Sponsor	Original Estimated Completion Date	Current Estimated Completion Date	Estimated Budget	Budget Expended to Date	Project % Complete
4/2016	David Demers	2019	2019	\$2,000,000	\$98,389	20%



US:IT PROJECT (>\$250,000) REVIEW

▶ MaineStreet Improvements (Tab 1.1; Page 15)

▶ Pre-planning for accelerated Campus Solutions 9.2 upgrade project

- ▶ Complete migration (Sun/Solaris > Intel/Linux)
- ▶ Leverage embedded tools/features available in CS 9.2
- ▶ Leverage improved user interface ("Fluid")
- ▶ Inventory current catalog of customizations to the platform

▶ Evaluating Cloud-Enabled Functional Enhancements

- ▶ Financial Aid (Vocado)
- ▶ Transaction Processing (Intrasee; Grey-Heller)

▶ Risks

- ▶ Coordination and balance between current and future needs



AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Appropriation Allocation Model
2. **INITIATED BY:** Karl W. Turner, Chair
3. **BOARD INFORMATION:** **BOARD ACTION:** X
4. **OUTCOME:** **BOARD POLICY:**
Enhance fiscal positioning Policy 701 – Operating & Capital
Budgets

5. **BACKGROUND:**

Mr. Ryan Low, Vice Chancellor for Finance and Administration & Treasurer, will present the proposed Appropriation Allocation Model for the University of Maine System.

The Committee will vote and if approved at the Committee level this item will be forwarded to the Board of Trustees at the July 16, 2018 meeting.

6. **TEXT OF PROPOSED RESOLUTION:**

That the Finance, Facilities and Technology Committee forwards this item to the July 16, 2018 Board of Trustees meeting for approval of the following resolution:

That the Board of Trustees accepts the recommendations of the Finance, Facilities and Technology Committee and approves the Appropriation Allocation Model as presented.

6/7/2018



To: Finance and Facilities Committee

From: Ryan Low, Vice Chancellor for Finance and Administration

At next Friday's Finance, Facilities and Technology Committee, I will be presenting the recommended new Allocation Model for the University of Maine System. The model is the first substantial change to the way UMS allocates state appropriation in the fifty year history of the System. The model is the result of nearly three years of hard work and I am very excited to present the near final version to the Committee next week.

Rather than spend time reviewing the workings of the model at the committee meeting, I'd like provide you a link to a narrated version of the presentation. It's about 20 minutes long and is similar to the version I presented at each campus during multiple campus visits this spring.

<https://thinkmissionexcellence.maine.edu/blog/2018/05/31/new-materials-posted-and-feedback-survey-extended-appropriation-allocation-model/>

I would encourage you to view the presentation in advance of the meeting and come prepared with questions and/or comments about the model next week. Based on feedback, the team has made a few adjustments to the model since we produced the video - I'll discuss those changes next week.

You can also find additional background material on the model - definitions, data sources, methodology and other information - at the following link:

<https://thinkmissionexcellence.maine.edu/wp-content/uploads/sites/1/2018/05/UMS-Appropriation-Allocation-Model-Full-Proposal-and-Background-Information.pdf>

In addition to answering any questions you might have, I'll spend a few minutes providing a bit of information on our process and feedback loop to date. I will also talk about next steps.

I look forward to the discussion and please don't hesitate to reach out to me in advance if I can provide any assistance in advance.

Thanks,
Ryan Low

6-11-18



Appropriation Allocation Model Summary

RYAN LOW
VICE CHANCELLOR FOR FINANCE
AND ADMINISTRATION



June 15, 2018



Finance Team Charter

1/11/16

Finance Task Team Charter

Purpose
To establish the roles and responsibilities of the task team of Finance on: **Allocation Model.**

Charge
The task team of **Finance: Allocation model** has responsibility for successful completion of the analysis of options and a set of recommendations by March 30, 2016.
Task teams are to use the first two steps of the four-step process of: **analysis, design, implementation and audit.**

This finance sub-team is to study the finance topic, narrow the set of options, and recommend one for adoption. Updates and recommendations are to be delivered to the CBO/finance group that established this charter. Ryan Low (CFO) is the final decision-maker of questions about this charter and what recommendations get taken to the chancellor and BOT.

The task team's draft report is due April 15, 2016.

Scope of the effort¹

- Includes policy regarding allocation of resources system-wide
- Analysis and recommendation should address tuition, fees, appropriation, MEIF, state appropriation,
- Both operations and capital allocation
- Discuss methods for allocation of research / public service missions
- Whether tuition and /or fees stay on campuses or are consolidated
- Measures of performance
- Transition plan from current to future states
- Process to vet enrollment projections in the budgets
- Part of the recommendation needs to include a feedback and adjustment to budget based on actual/budget enrollment
- Includes future debt service

Does not include current debt service

Key deliverables

Deliverables include:

1. List of key stakeholders for this topic (three rings of stakeholders: a) on team, b) need tight consultation throughout process, and c) get some input and/or review).²
2. Summary of all inputs, including benchmarked models (details can be placed in an Appendix)

¹ Includes F&A recovery, allocation of doubtful accounts (but these were decided to be on a 2nd or 3rd level)
² There is a fourth ring: "all UMS employees", but this will be taken care of by Ryan and OE

Page 1 of 3

- Financial aid directors
- Student government leaders
- Faculty representatives (deans, chairs, etc.)

...how the task team narrowed the options, and selected the recommended option (if finished)
...in lexicon (definitions) of terms and concepts
... (or equivalent) analysis of the options (or narrowed options if options number more than 3 in)
... recommendation(s), with supporting rational
... ed phases / timeline for transition
... y of any minority opinions

... the team to incorporate and/or test as part of its work

... dation will be made in the context of enhancing campus differentiated niches and the overall health of the enterprise

... ion

... will be led by Ryan Low, and consist of the following members:
... ckland
... rdner
... t
... y
... s
... el
... hite

... es that should be part of the team's analysis (consideration)

... se whole continuum between the two endpoints of one budget and allocation
... (incremental model
... ted (hybrid) model

... ts for ALL sub-teams to have as a design criteria

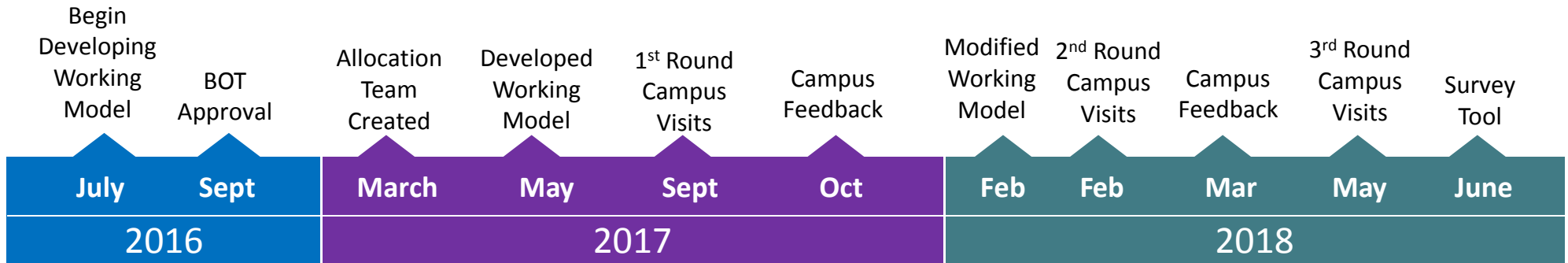
... be recommended solution motivate/incent the behaviors we want?
... positively impact multi-campus students?
... positively impact collaborative-degree programs?
... positively influence customer service to students/employees?
... assessment/reflection/review/audit piece built in?
... ry check against accreditation standards.

... der in rings 2 or 3:

... zials
... anagers
... (G/Grad)

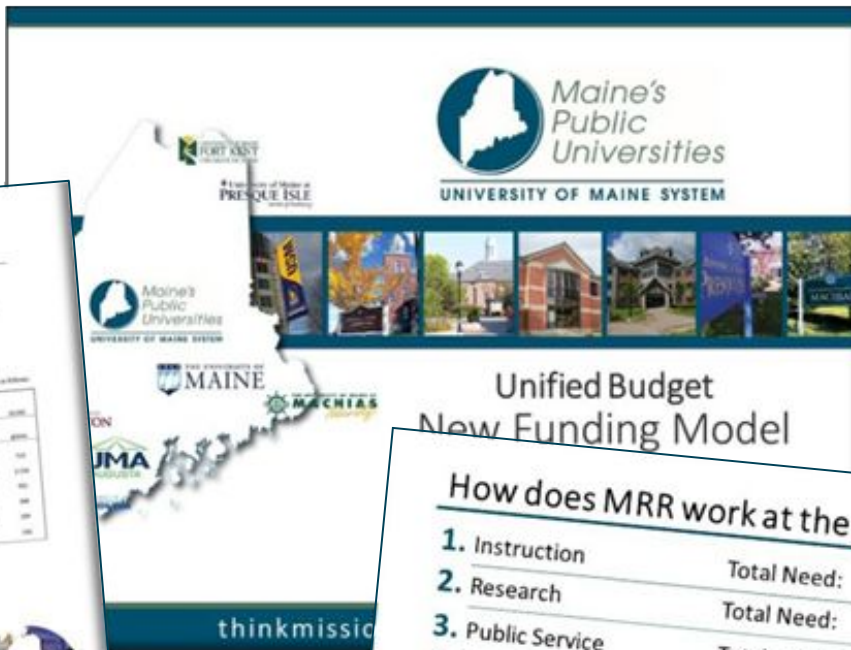
Page 2 of 3

Timeline





Begin Developing Working Model



Recommendation 2 - continued

The recommendation is to develop a funding model based in part on one used in another university system. The CBOs will work with stakeholders to identify the metrics relevant to our System and those that will advance the goals established by the Board of Trustees.

RECOMMENDED METRICS

- Average Salaries by CIP Code by Role (Professor, Assoc. Prof, Instructor, Lecturer) and calculate a "Need" of Faculty & Average Salary by CIP Code
- Calculate average annual Student FTE by CIP Code
- Determine average Student/Faculty Ratio by CIP Code by year
- Double Step 3 by # Student FTE/Student to calculate Total FTE Faculty required
- Multiply Total FTE Faculty required by Step 2 (Avg Salary) to determine total salary requirement for Faculty
- Calculate Research as a discipline specific percentage of salary expense by CIP Code. Multiply by 5 to get predetermined % for each CIP to determine required Academic Support cost
- Combine Steps 4-6 and add benefits to determine total institutional cost

Category	2016	2017	2018	2019
Instruction	1,200,000	1,250,000	1,300,000	1,350,000
Research	500,000	550,000	600,000	650,000
Public Service	1,000,000	1,050,000	1,100,000	1,150,000
Libraries	200,000	210,000	220,000	230,000
Student Services	1,500,000	1,550,000	1,600,000	1,650,000
Facilities	1,800,000	1,850,000	1,900,000	1,950,000
Administration	1,200,000	1,250,000	1,300,000	1,350,000
Total	7,400,000	7,660,000	7,920,000	8,180,000

Sample metrics

How does MRR work at the campus level?

1. Instruction	Total Need:	\$ 122,533,740
2. Research	Total Need:	9,089,984
3. Public Service	Total Need:	2,532,172
4. Libraries	Total Need:	6,900,743
5. Student Services	Total Need:	16,032,416
6. Facilities	Total Need:	18,589,016
7. Administration	Total Need:	35,392,132
8. Subtotal		211,070,205
9. Target Revenue Deduction (In-State, Out-of-State Share)		(92,590,317)
10. Required State Support		\$ 118,479,888

Begin Developing Working Model

BOT Approval

Allocation Team Created

Developed Working Model

1st Round Campus Visits

Campus Feedback

Modified Working Model

Campus Visits

Campus Feedback

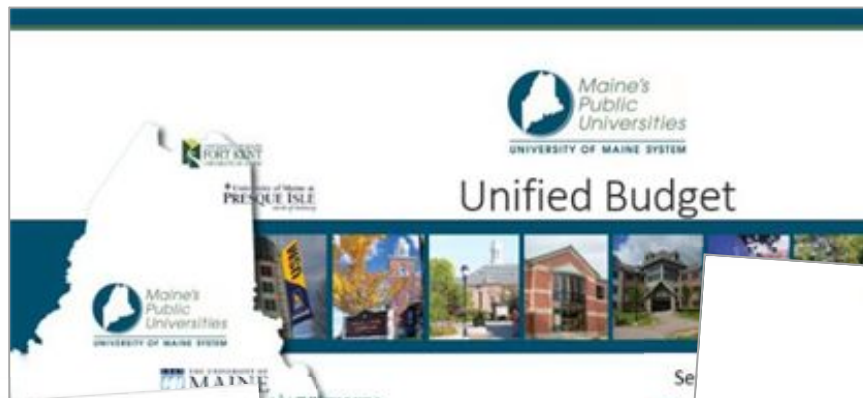
Campus Visits

Survey Tool





BOT Approval



Challenges

Opportunity for change is limited by current allocations, fiscal challenges and lack of new resources

Current allocation model has been in place with very minimal change for nearly 50 years. This limited the team's ability to shift existing resources without causing significant disruption across the campuses.

Campuses are in varying states of fiscal health. Again, this limited the team's options when it came to reallocating resources internally.

Every campus can make a strong case for additional resources but reallocation is a zero sum game unless new resources are identified.

Final Recommendations

CHIEF FIN...

missionexcellence.maine.edu

AGENDA ITEM SUMMARY

- NAME OF ITEM:** Unified Budget Recommendations
- INITIATED BY:** James H. Page, Chancellor
- BOARD INFORMATION:** BOARD ACTION: X
- BACKGROUND:**

Since July 2015 the Chief Financial Officer and Chief Business Officers have been working with a larger group of stakeholders to develop a series of budget recommendations to increase budget and finance collaborations across the University of Maine System. Initial recommendations were submitted for public comment in May and amended recommendations finalized in July. Chief Financial Officer Ryan Lew will present the final recommendations of the Chief Business Officers.

The Finance/Facilities/Technology Committee approved this recommendation to be forwarded for Board of Trustee approval at the September 18-19, 2016 Board Meeting.
- RESOLUTION:**

That the Board of Trustees adopts the unified budget recommendations as presented. As part of the annual budget allocation process, the Board of Trustees will review and evaluate the progress of each campus against its enrollment management plans, cost structure, and budget projections. If the Board concludes that circumstances warrant adjustments to the manner in which funds are allocated to any of the campuses, the Board may make such adjustments.

Begin Developing Working Model | BOT Approval | Allocation Team Created | Developed Working Model | 1st Round Campus Visits | Campus Feedback | Modified Working Model | 2nd Round Campus Visits | Campus Feedback | 3rd Round Campus Visits | Survey Tool

July	Sept	March	May	Sept	Oct	Feb	Feb	Mar	May	June
2016		2017				2018				



Allocation Team Members

Ryan Low, *Vice Chancellor for Finance & Administration, UMS*

Miriam White, *Vice President Budget & Financial Analysis, UMS*

Claire Strickland, *Chief Business Officer, UM & UMM*

Laurie Gardner, *Chief Business Officer, UMF*

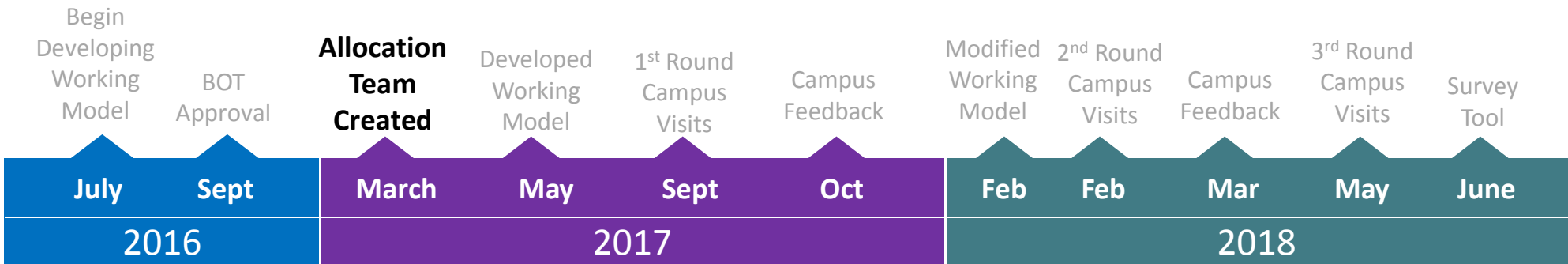
Pam Ashby, *Chief Business Officer, UMFK*

Buster Neel, *Chief Business Officer, USM*

Advisors

Robert Placido, *Associate Vice Chancellor for Academic Affairs, UMS*

David Jones, *Financial Analyst, UMS*





Developed Working Model

3-Year Peer Data – Academic Support

Academic Support for UMSXX Peers					
	FY15	FY14	FY13	Average	
IPED's Data	Peer #1	1,353,534	1,563,391	1,600,412	
	Peer #2	2,388,603	2,524,780	2,400,439	
	Peer #3	2,581,193	2,668,882	2,430,689	
	Peer #4	3,893,717	3,548,230	3,025,712	
	Peer #5	6,758,308	5,844,671	6,403,578	
	Peer #6	1,952,762	1,783,413	1,794,877	
	Peer #7	2,573,202	2,845,463	2,601,539	
Standard Deviation					
	1,561,486	1,243,568	1,430,888		
Upper Bound					
	7,012,959	6,038,901	6,365,908		
Lower Bound					
	(794,471)	(178,937)	(788,531)		
Standard Deviation Applied	Peer #1	1,353,534	1,563,391	1,600,412	
	Peer #2	2,388,603	2,524,780	2,400,439	
	Peer #3	2,581,193	2,668,882	2,430,689	
	Peer #4	3,893,717	3,548,230	3,025,712	
	Peer #5	6,758,308	5,844,671		
	Peer #6	1,952,762	1,783,413	1,794,877	
	Peer #7	2,573,202	2,845,463	2,601,539	
Costs Per Student Headcount	Peer #1	\$ 590	\$ 540	\$ 530	\$ 553
	Peer #2	\$ 1,960	\$ 1,805	\$ 1,677	\$ 1,814
	Peer #3	\$ 1,052	\$ 949	\$ 876	\$ 959
	Peer #4	\$ 1,782	\$ 1,650	\$ 1,545	\$ 1,659
	Peer #5	\$ 1,860	\$ 1,358	\$ -	\$ 1,073
	Peer #6	\$ 631	\$ 706	\$ 582	\$ 639
	Peer #7	\$ 1,253	\$ 1,000	\$ 869	\$ 1,041
Average Per Student Headcount					
				\$ 1,105	

Calculate Peer Academic Support Cost

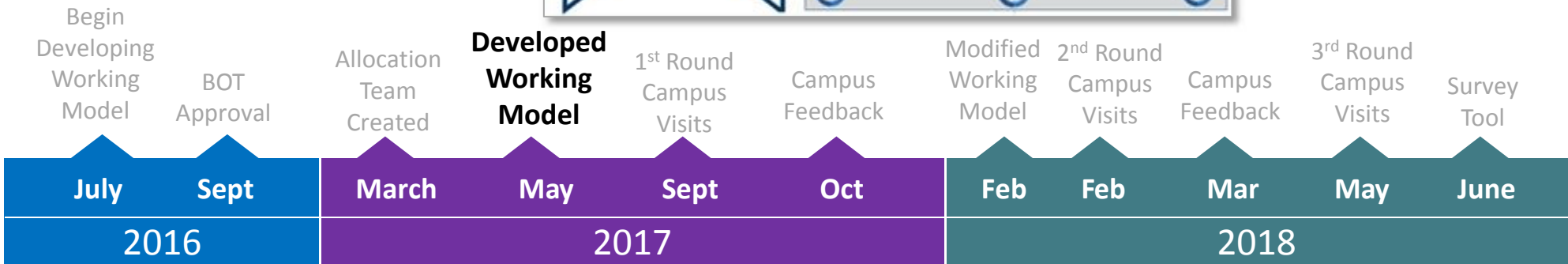
Applied to UMSXX Student Headcount

Peer 3-Year Avg. Rate: Academic Support Costs per Peer Student Headcount	
UMSXX's Unrestricted to All Funds Ratio for Academic Support Costs	\$ 1,105
Peer 3-Year Avg. Rate adjusted to reflect Unrestricted Portion	98.03%
	\$ 1,083
UMSXX's 3-Year Avg. Student Headcount	3,500
	\$ 3,790,500

Draft Peers

1. Rogers State University	0.11246
2. Bluefield State College	0.11716
3. Lewis-Clark State College	0.12292
4. Montana State University-Northern	0.12947
5. Indiana University – Kokomo	0.14850
6. Dickinson State University	0.17640
7. University of Hawaii-West Oahu	0.18418

Similarity Score






1st Round Campus Visits



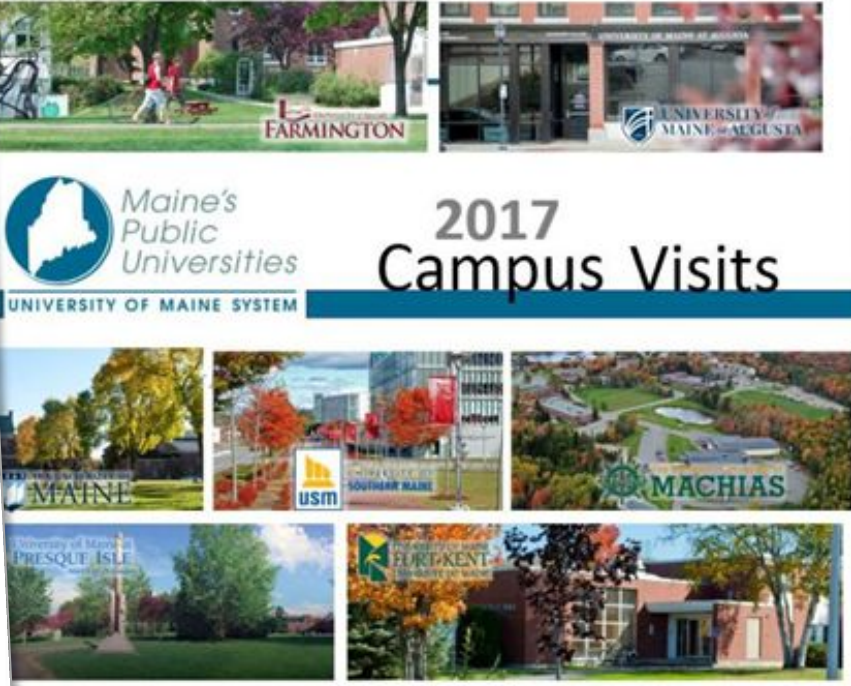
Next Steps

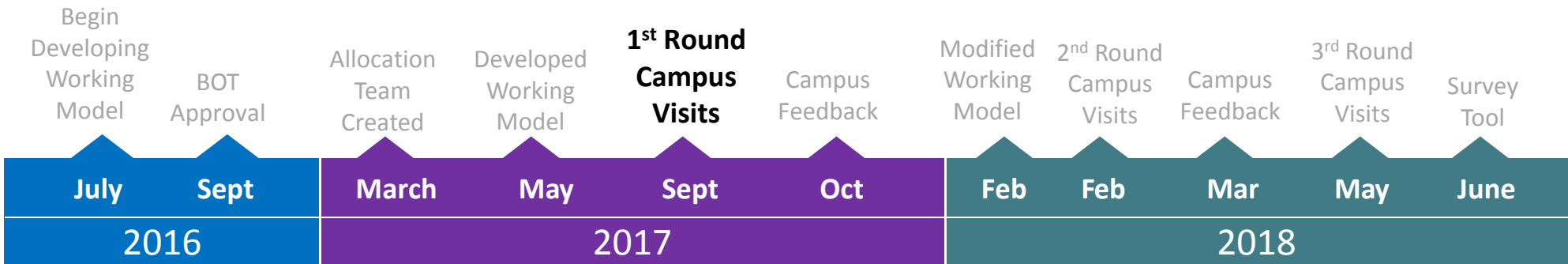
- Determine comparable peer cost data for model variables such as:
 - Instructional support
 - Student Services
 - Libraries
 - Institutional support
- Determine % of in-state student cost to be subsidized by appropriation





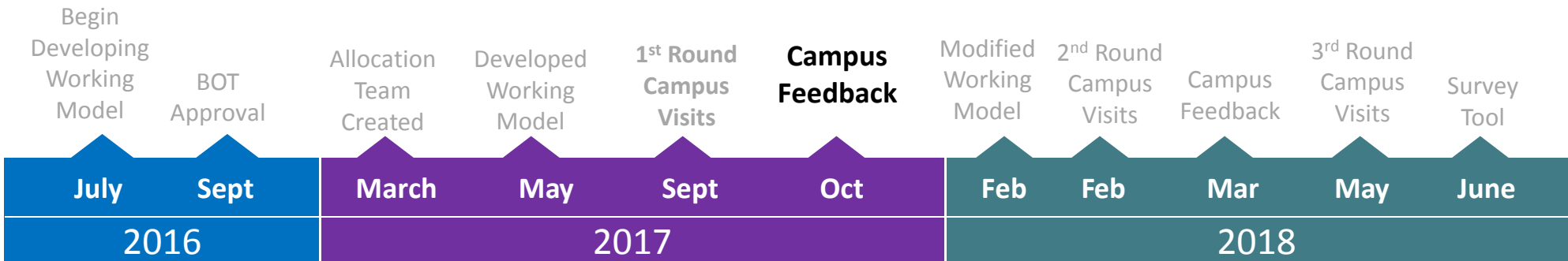
2017 Campus Visits







Campus Feedback and Comments





Modified Working Model

3 most recent years of IPEDs spending data, adjusted for inflation, from campus peers across 9 cost centers, to create a peer average

Adjust peer averages by identifying Education & General (E&G) spending as % of all IPED's spending in that cost center

Multiply adjusted average of peers by campus specific metric

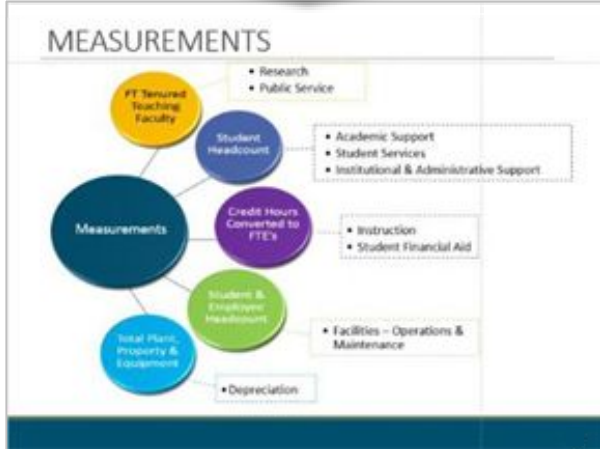
Peer Cost Centers & Examples of Expenses

A. Instruction – Nursing, English, Humanities	F. Institutional & Administrative Support – Business Office, Human Resources, Development
B. Research	G. Facilities, Operations & Maintenance – Utilities, Custodial
C. Public Service – Center on Aging, Legal Aid Clinic, Conferencing Services	H. Depreciation – Capital Assets
D. Academic Support – Library, Deans, International Program	I. Student Financial Aid – Institutional Aid only
E. Student Services – Recruitment/Admissions, Financial Aid Office	

E&G Spending as a % of Total Spending

3-Yr Average

	UM	UMA	UME	UMEK	UMM	UMPI	USM
Instruction	96.36%	99.78%	91.84%	98.81%	98.54%	99.21%	95.39%
Research	19.16%	92.65%	0.02%	18.86%	2.59%	7.85%	18.93%
Public Service	52.97%	7.81%	1.80%	47.06%	62.36%	18.67%	16.79%
Academic Support	90.12%	98.03%	90.26%	95.74%	93.11%	89.01%	90.98%
Student Services	89.86%	97.67%	93.91%	94.06%	96.48%	92.08%	90.69%
Institutional Support	94.99%	96.57%	92.01%	96.27%	95.66%	92.82%	95.36%
Facilities-Opn/Maint	90.81%	98.32%	87.31%	91.03%	83.82%	88.40%	90.17%
Depreciation & Int	65.00%	98.19%	72.78%	65.43%	58.61%	89.63%	81.23%



Begin Developing Working Model	BOT Approval	Allocation Team Created	Developed Working Model	1 st Round Campus Visits	Campus Feedback	Modified Working Model	2 nd Round Campus Visits	Campus Feedback	3 rd Round Campus Visits	Survey Tool
July	Sept	March	May	Sept	Oct	Feb	Feb	Mar	May	June
2016		2017				2018				



2nd Round Campus Visits



Appropriation Allocation Model

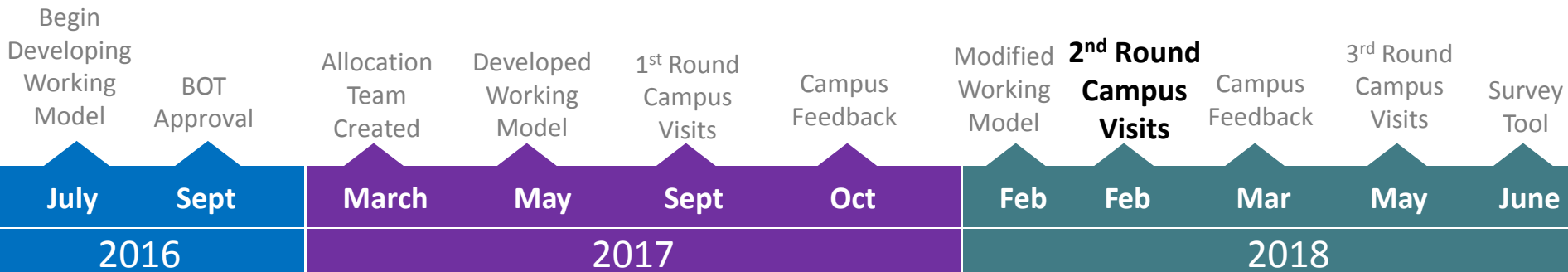
3-Year Peer Data

	Peer Institution	Instruction	Research	Public Service	Academic Support	Student Services	Facilities	Institutional Support
FY15	Peer #1	101,357,905	94,045,597	35,056,510	30,968,998	34,620,608	29,828,027	16,345,305
	Peer #2	73,939,718	50,475,520	25,371,426	14,336,599	19,995,389	33,551,895	23,539,445
	Peer #3	96,084,743	71,330,870	31,338,424	14,228,179	19,546,150	28,667,586	31,407,553
	Peer #4	150,332,217	101,608,854	9,000,854	44,518,305	34,932,593	34,617,332	38,841,234
	Peer #5	205,005,464	34,243,528	8,316,857	43,450,600	31,791,909	37,242,539	36,361,153
	Peer #6	175,635,000	86,204,000	59,085,000	43,747,000	41,797,000	46,173,000	42,509,000
	Peer #7	146,255,033	74,358,287	38,423,794	31,481,394	34,263,029	28,908,061	46,275,995
FY14	Peer #1	94,314,665	92,490,340	33,717,116	29,912,047	28,859,483	27,462,232	13,618,743
	Peer #2	71,645,011	50,597,629	25,867,725	13,949,538	18,362,382	33,869,684	22,789,969
	Peer #3	95,742,374	69,395,657	31,345,298	13,402,204	18,698,970	25,172,508	30,625,196
	Peer #4	141,146,680	105,077,529	8,039,232	40,423,455	34,559,465	38,795,933	30,878,364
	Peer #5	110,745,391	80,122,245	8,364,634	42,472,505	32,019,592	36,879,863	41,631,276
	Peer #6	173,017,000	83,068,000	80,268,000	66,510,000	38,309,000	46,854,000	45,771,000
	Peer #7	144,238,744	72,879,351	38,230,349	32,422,549	15,913,709	26,891,478	43,323,031
FY13	Peer #1	86,898,522	91,298,346	32,248,769	28,997,543	14,624,038	22,941,462	15,980,074
	Peer #2	68,001,082	52,551,044	26,312,527	11,854,593	18,355,427	25,940,520	21,419,293
	Peer #3	100,482,998	72,243,038	29,134,674	19,663,196	13,842,688	26,002,167	24,343,834
	Peer #4	138,676,931	117,782,762	7,432,987	37,478,934	34,836,041	20,180,333	32,294,794
	Peer #5	101,079,885	82,465,894	8,805,888	43,133,224	30,171,157	35,797,180	41,407,955
	Peer #6	148,264,000	87,786,000	57,803,000	38,187,000	35,587,000	40,157,000	41,256,000
	Peer #7	129,945,136	76,509,971	36,977,243	30,911,962	14,318,736	23,795,873	39,801,539

Parity Calculation

Campus	Peer Adjusted Costs for UMS	Calculated State Support - Model	Current Appropriation	Var. Variance	% Funded	Disparity Factor	Disparity Percent	Parity Allocation	New Appropriation	
									Strategic Investment	Campus Parity
UMS IX	\$ 63,600,000	\$ 32,655,880	\$ 29,000,000	\$ (3,655,880)	88.8%	11.20	12.02%	\$ 120,287	30%	\$ 438,671
UMS CC	\$ 58,000,000	\$ 26,000,000	\$ 25,000,000	\$ (1,000,000)	96.2%	3.85	4.13%	\$ 41,261	70%	\$ 1,000,000
UMS LL	\$ 40,000,000	\$ 15,000,000	\$ 10,000,000	\$ (5,000,000)	66.7%	33.33	35.76%	\$ 357,592		
UMS RR	\$ 80,000,000	\$ 40,000,000	\$ 33,000,000	\$ (7,000,000)	87.5%	12.50	13.41%	\$ 134,097		
UMS ZZ	\$ 33,000,000	\$ 25,000,000	\$ 18,000,000	\$ (7,000,000)	76.0%	24.00	25.75%	\$ 257,466		
UMS NN	\$ 21,000,000	\$ 6,000,000	\$ 5,500,000	\$ (500,000)	91.7%	8.33	8.94%	\$ 89,398		
UMS YY	\$ 47,000,000	\$ 18,900,000	\$ 18,500,000	\$ (400,000)	102.8%	0.00	0.00%	\$ -		
					91.22	100.00%		\$ 1,000,000		

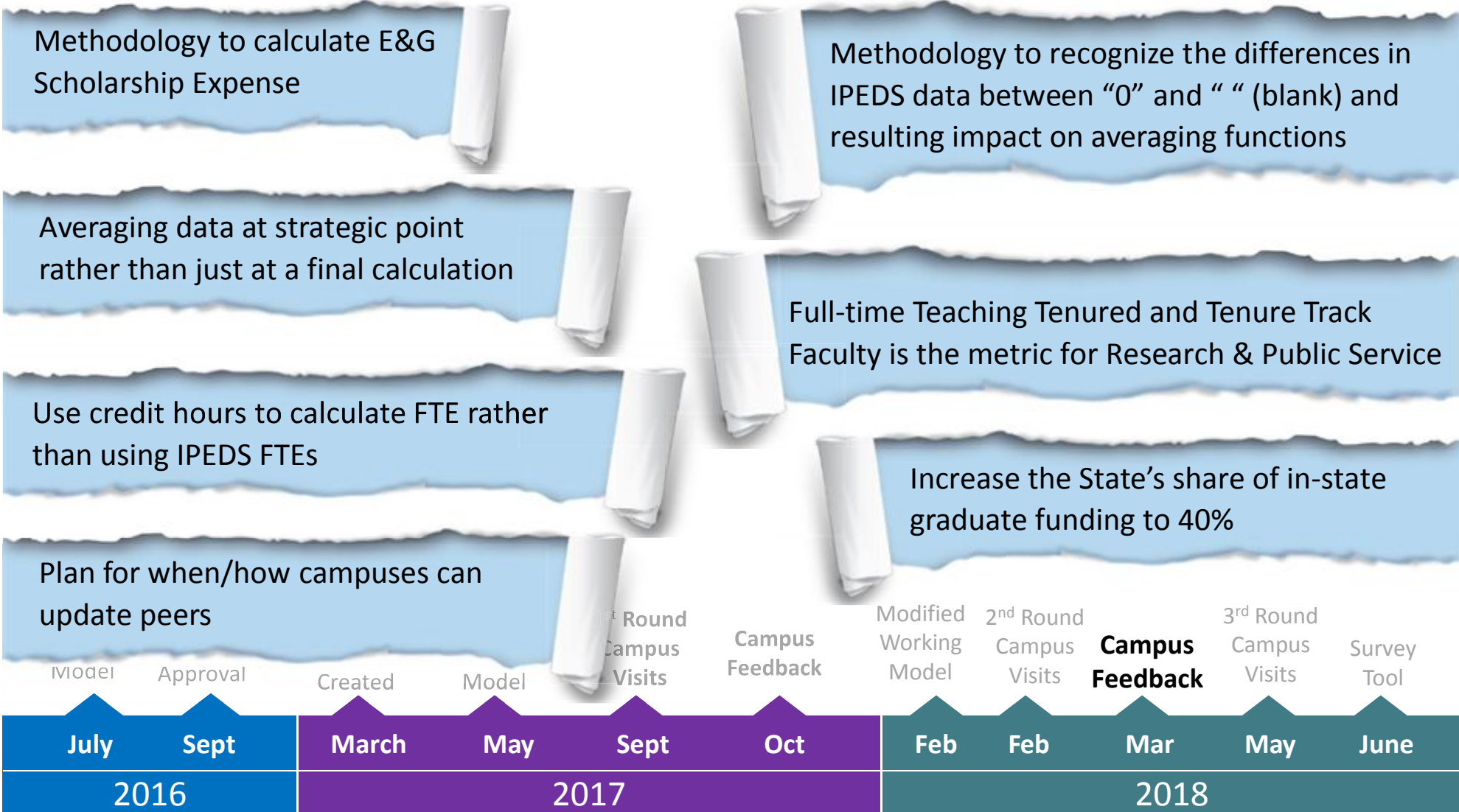
- The Disparity Factor is the inverse of the % Funded for each campus.
- The Disparity Percent equals the campuses' percentage of the sum of the Disparity Factors.





Campus Feedback & Comments Received

Received 79 unduplicated feedback comments/questions were received. The Team discussed each comment and prepared a written response. As a result of this feedback, the following changes were implemented in the model:





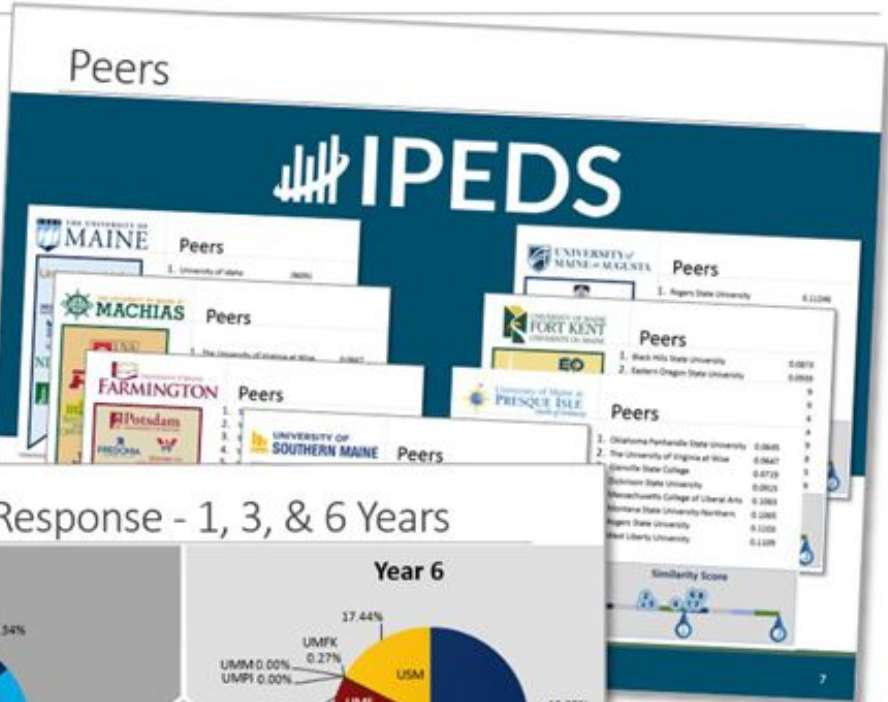
3rd Round Campus Visits

Parity Calculation

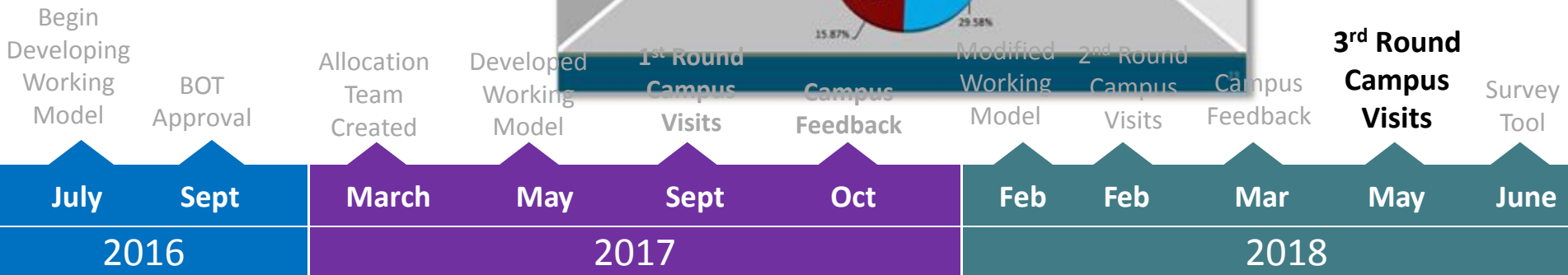
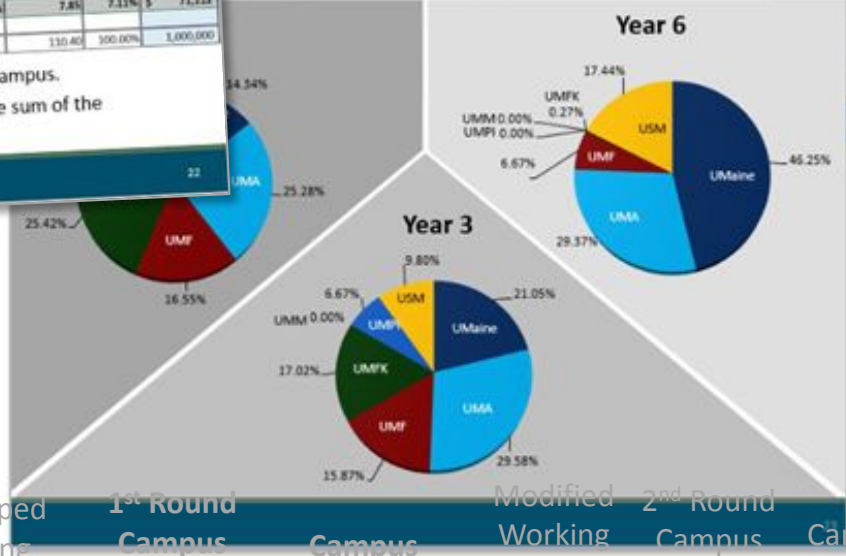
Item	Percentage	Amount
Strategic Investment	30.0%	\$ 430,714
Governance Budget Adjustment	0.3%	\$ 5,000
Appropriation for Campus Parity	69.7%	\$ 1,000,000

Campus	Total E & G	Required State Support	Appropriation Allocation*	Net Variance	% Funded	Disparity Factor	Disparity Percent	Parity Allocation
UMaine	\$ 259,530,399	\$ 99,136,280	\$ 83,459,572	\$ (15,676,708)	84.2%	15.81	14.32%	\$ 143,242
UMA	\$ 42,044,514	\$ 24,158,278	\$ 17,415,314	\$ (6,742,964)	72.1%	27.91	25.28%	\$ 252,833
UMF	\$ 30,925,222	\$ 15,129,572	\$ 12,365,939	\$ (2,763,633)	81.7%	18.27	16.55%	\$ 165,404
UMFK	\$ 19,385,029	\$ 9,556,047	\$ 6,871,862	\$ (2,684,185)	71.9%	28.09	25.44%	\$ 254,439
UMM	\$ 8,215,307	\$ 4,620,287	\$ 5,200,375	\$ 579,588	112.5%	0.00	0.00%	\$ 112,910
USM	\$ 16,785,557	\$ 8,568,615	\$ 7,500,556	\$ (1,068,059)	87.5%	12.46	11.29%	\$ 112,910
USM	\$ 109,753,728	\$ 51,785,122	\$ 47,719,740	\$ (4,065,382)	92.1%	7.85	7.11%	\$ 71,112
		\$ 212,954,701	\$ 180,533,358			110.40	100.00%	\$ 1,000,000

- The Disparity Factor is the inverse of the % Funded for each campus.
- The Disparity Percent equals the campuses' percentage of the sum of the Disparity Factors.



Response - 1, 3, & 6 Years





Survey Tool

Think Mission Excellence Update

Vice Chancellor for Finance and Administration, Ryan Low recently completed his second round of campus visits regarding the new Appropriation Allocation Model.

Each campus-specific Budget Allocation Model presentation is now available to view online. The Allocation Team has also made its responses to questions, comments, and concerns from the first round of visits available.

Lastly, the team would like to offer you an opportunity to submit additional feedback, questions, and/or comments regarding the new model.

Campus-specific Budget Allocation Model Presentations

View each of the campus-specific Budget Allocation Model presentations shared by Vice Chancellor Low and his Allocation Team as well as responses to questions and feedback from the first round of visits.

Submit Your Feedback: Budget Allocation Model

The Budget Allocation Model Survey will close at 4:00 p.m. on Friday, June 1, 2018.

thinkmissionexcellence.maine.edu

UMS Appropriation Allocation Model Feedback - Spring 2018

This survey is an opportunity for the UMS community to provide feedback on the Appropriation Allocation Model that has now been presented to each campus by Vice Chancellor for Finance and Administration, Ryan Low, and his Allocation Team.

Allocation Team Members
 Ryan Low, Vice Chancellor for Finance & Administration, UMS
 Miriam White, Vice President Budget & Financial Analysis, UMS
 Claire Strickland, Chief Business Officer, UM & UMM
 Laurie Gardner, Chief Business Officer, UMF
 Pam Ashby, Chief Business Officer, UMFK
 Buster Neel, Chief Business Officer, USM

Advisors
 Robert Plecko, Associate Vice Chancellor for Academic Affairs, UMS
 David Jones, Financial Analyst, UMS

For information regarding the new Appropriation Allocation Model, please visit:
<https://thinkmissionexcellence.maine.edu/led-finance/>

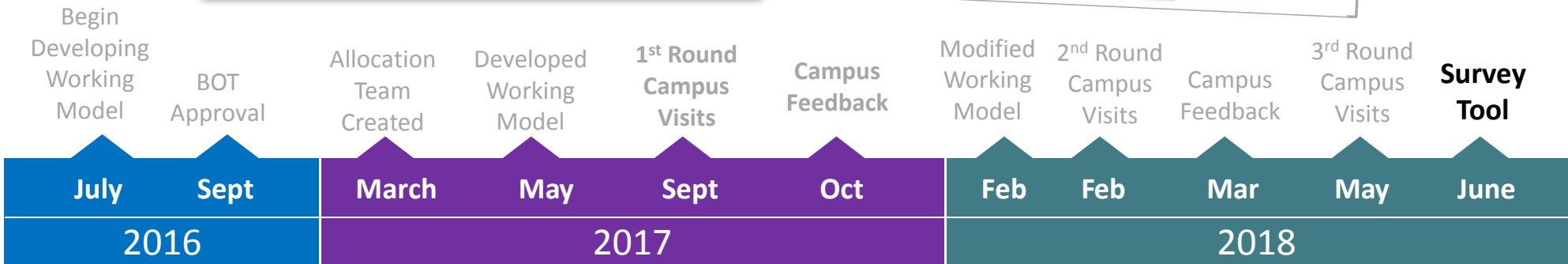
*** 1. What campus are you primarily affiliated with?**

University of Maine
 University of Maine at Machias
 University of Maine at Augusta
 University of Maine at Presque Isle
 University of Maine at Farmington
 University of Southern Maine
 University of Maine at Fort Kent
 University Services/ University of Maine System

2. What do you like about the new Appropriation Allocation Model?

3. What are your concerns about the new Appropriation Allocation Model?

4. Do you have any additional comments/suggestions for the team and/or Board of Trustees regarding the final approval and implementation of the new Appropriation Allocation Model?



Questions



AGENDA ITEM SUMMARY

- 1. **NAME OF ITEM:** Short-Term Housing, UMA
- 2. **INITIATED BY:** Karl W. Turner, Chair
- 3. **BOARD INFORMATION:** X **BOARD ACTION:**
- 4. **BACKGROUND:**

The University of Maine at Augusta (“UMA”) recently issued a request for proposals (RFP) to enter into a near-term master lease(s) for furnished student residential units within a building or adjacent buildings proximate to its campus in Augusta, Maine.

The lease(s) are intended to support enrollment growth in key academic programs including Aviation, Architecture, Music and Nursing. It is consistent with the priority outcomes set forth by Chancellor Page and Board of Trustees to increase enrollment and improve student success and completion.

An RFP (#2018-81) was issued on May 24, 2018 to solicit proposals to provide a Short Term Lease of Furnished Student Housing for up to 20-50 residential beds in facilities within a 25 minute drive of the Augusta campus. Proposal submissions are due on July 13, 2018 with an estimated award announcement on July 31, 2018. While UMA prefers a single solution, it reserves the right to award Agreement(s) to one or multiple Respondents, if such award(s) are in the best interest of the University.

Board of Trustee Policy 801 requires Trustee approval for any lease of more than 5 years duration and \$100,000 in value. The proposed lease(s), at a maximum, would have a duration of up to 5 years (plus renewal options) and a cost of \$2.4 million. While the projected cost will be offset by projected revenue, the scope of the lease(s) requires Trustee consideration pursuant to Board policy.

UMA intends to bring this matter forward as an action item to the Finance, Facilities and Technology Committee at its August 20, 2018 meeting and to the Board of Trustees for final approval at its September 16 and 17, 2018 meeting.



AGENDA ITEM SUMMARY

- 1. **NAME OF ITEM:** EDA Hatchery Building, Roof Replacement, CCAR - UM
- 2. **INITIATED BY:** Karl W. Turner, Chair
- 3. **BOARD INFORMATION:** **BOARD ACTION:** X
- 4. **OUTCOME:** **BOARD POLICY:**
 Support Maine through research and economic development 701 Financial Affairs – Capital Budgets
- 5. **BACKGROUND:**

The University of Maine System acting through the University of Maine requests authorization to expend up to \$562,000 to replace the roof on the EDA Hatchery & Business Development building at UM’s Center for Cooperative Aquaculture Research (CCAR) in Franklin, Maine. Funding for this will be covered through E&G reserves.

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

The project involves the replacement of the metal roof, insulation and underlayment as well as some of the trusses on the 300’ X 80’ building. The building was constructed in 2003 with concrete exterior wall panels and a wood truss/metal panel roof, and is used as a hatchery and aquaculture business incubator by researchers and industry partners. As the only commercial scale marine fish hatchery in the Northeast US, the building is a unique infrastructure asset for the University, and critical for the success of both the Maine and US aquaculture industry. Since 2005, three different companies working with University of Maine staff have reared over 100,000 halibut, cod, and amberjack fry for pilot trials in the building. The CCAR hatchery is also used for instruction and training in marine sciences and aquaculture technology. About a dozen UMaine graduate students have carried out all or some of their research at the facility since 2002, and companies use the facility to train staff on husbandry of new aquatic species.

Marine fish species are reared in five large tank rooms within the building, and the combination of salt water and humidity requires that particular attention be paid to building components. In 2015 significant roof leakage was observed in several rooms following periods of melting snow or rainfall. Of particular concern was a leak directly

over the electrical motor control room, in 2016. During investigation of the existing roof, it was discovered that moisture from aquaculture operations within the building was accelerating deterioration of the trusses and underlayment. The project is intended to replace failing wood components and provide a complete air/vapor barrier, additional insulation and a new roof membrane. The existing roof was constructed with 20' metal panels and exposed fasteners; the new roof will be constructed with full (top to bottom) standing seam panels, which greatly reduces the number of exposed seams and fasteners. The project should result in improved energy efficiency with the additional insulation barrier and it should also result in an improved (expected) roof lifespan of 20-30 years, while also reducing operational disruptions and safety risks related to the leaks. This facility is not in the Sightlines database, but the work will improve the building Net Asset Value (NAV).

6. TEXT OF PROPOSED RESOLUTION:

That the Board of Trustees, acting through the Finance, Facilities and Technology Committee, authorizes the University of Maine to expend up to \$562,000 in campus E&G Reserves for the replacement of the roof of the EDA Hatchery building at the CCAR located in Franklin, Maine.



AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Greenhouse Construction, UMPI
2. **INITIATED BY:** Karl W. Turner, Chair
3. **BOARD INFORMATION:** **BOARD ACTION:** X
4. **OUTCOME:** **BOARD POLICY:**
Support Maine through research and economic development 701 Financial Affairs – Capital Budgets
5. **BACKGROUND:**

The University of Maine System acting through the University of Maine at Presque Isle requests authorization to expend up to a maximum of \$811,000 to construct a new teaching and research greenhouse on the main campus in Presque Isle. Funding for this will be covered mainly through private gifts, grants and 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.

The project involves the construction of an approximately 2,400 square foot research grade greenhouse. In August of 2016 the Board approved the additional square footage, (agenda item attached for reference). At that time it was believed the cost would be no more than \$220,000. As design progressed it became clear that the cost would be more than that. Full design has been completed and pricing has been received for both the purchase of the greenhouse and the installation. Since the bids received were over budget, the project is being reviewed again to determine if there are any potential savings and will be re-bid with a construction completion estimated for the summer 2019.

As described in the Agenda Item Summary draft for the August 2016 Finance, Facilities, and Technology Committee meeting the construction of the greenhouse is being requested to support growth in the Sustainable Agriculture program and to attract new students who are interested in agriculture. The agricultural program, and specifically the greenhouse, is consistent with the geographic location of the University and the role of agriculture in the region and its economy. The greenhouse will be used in formal courses, professional development, grower demonstrations, and undergraduate and faculty research to support a variety of local agriculture activities.

6/07/2018

Additionally, to offset the square footage increase, which was approved in 2016, Norton Museum (384 sq. ft.) has been demolished, the Gauvin property (1,276 sq. ft.) has been sold, and the three Skyway duplexes (2,066 sq. ft. per unit) are in the final stages of being transferred, thus removing them from UMPI's facility inventory.

To date, \$484,423 has been secured from external sources, including MEIF, with additional amounts slated to be finalized in the next few weeks. Construction of the greenhouse will not commence until sufficient external resources have been raised to cover the entire cost of the construction. Pending this approval, the project will be re-bid with adjusted completion timelines, which should provide additional competitive bids that will be more in line with expected funding levels.

6. TEXT OF PROPOSED RESOLUTION:

That the Board of Trustees, acting through the Finance, Facilities and Technology Committee, authorizes the University of Maine at Presque Isle to expend up to \$811,000 in grants, private gifts and campus funds for the construction of a new teaching greenhouse.



AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Greenhouse Construction, UMPI
2. **INITIATED BY:** Norman L. Fournier, Chair
3. **BOARD INFORMATION:** **BOARD ACTION:** X
4. **BACKGROUND:**

The University of Maine System acting through the University of Maine at Presque Isle requests authorization to construct a 2,400 square foot greenhouse to support its Sustainable Agriculture major. The request is pursuant to Trustee policy prohibiting net increases in space without Trustee authorization.

The construction of the greenhouse is being requested to support growth in the Sustainable Agriculture program and to attract new students who are interested in agriculture. The agricultural program, and specifically the greenhouse, is consistent with the geographic location of the University and the role of agriculture in the region and its economy. The greenhouse will be used in formal courses, professional development, grower demonstrations, and undergraduate and faculty research to support a variety of local agriculture activities.

Currently, 10 students are enrolled in the new Sustainable Agriculture program. The greenhouse is an integral component of this program. The growth potential is significant given that over half of the state's high school Future Farmers of America chapters are located in Aroostook County.

UMPI estimates at least 30 students per year will use the greenhouse through agricultural or plant biological coursework and faculty-mentored research. In addition, along with collaborators, we hope to establish workshops or other short courses that are open to the public.

Local agribusinesses have expressed enthusiasm about this new academic program and its need locally, including McCain's Foods, Crop Production Services, Pineland Farms, Farm Credit and others. This program will grow through connections to these businesses as well as through collaboration with UMaine and its Aroostook Research Farm, UMaine Cooperative Extension, Maine Potato Board, Maine Organic Farmers and Gardeners Association, and other local agricultural entities.

This greenhouse will complement the structures that already exist at the Aroostook Research Farm and will not create a duplication of efforts. Teaching will be one of the primary focuses of the new greenhouse and will need to remain flexible to the needs of the curriculum, which the controlled environment of the existing greenhouses cannot provide. UMPI investigated collaborative use of the nearby Aroostook Farm greenhouse facilities, but determined the different purposes and activities at each site make the existing and proposed facilities incompatible for shared use.

Primary construction and start up resources will be funded by a \$145,000 grant from the Maine Economic Improvement Fund Small Campus Initiative. Current preliminary costs are estimated to be up to \$220,000 for project completion. If approved, the design and costs will be assessed by Dirigo Architectural Engineering to refine the preliminary plans and cost estimates. The University intends to raise private funds and, if needed, to identify funds from existing University resources to meet any gap up to \$75,000 between the grant funds and the total project cost up to a maximum project of \$220,000. University funds could be identified by re-prioritizing other existing capital projects and \$5,000 in private funding already has been pledged.

To address the increase in space, the University is assessing possible offsets. Specifically, UMPI already has begun the process of removing the Norton Museum (384 sq. ft.) from its portfolio by way of demolition or other removal. Additionally, the campus is conducting an in-depth review of space that could be removed. This includes the active pursuit of the sale of the Gauvin property (1,276 sq. ft. and already approved for sale by Trustees) along with the divestiture of, at a minimum, two of the three units located at the Skyway complex (2,066 sq. ft. per unit).

Pending the further assessment referenced above, the increased operating costs are uncertain, but UMPI intends to cover those costs from existing resources.

The greenhouse project was not contained in the UMPI capital plan as approved during the FY17 budget process as it was not fully defined at the time of plan submission and was unclear whether any campus resources would be required.

The University will not proceed with complete or phased construction until it has sufficient funds in hand to complete whatever project or phase is begun.

5. TEXT OF PROPOSED RESOLUTION:

That the Finance/Facilities/Technology Committee forwards this item to the Consent Agenda at the September 18-19, 2016, Board of Trustees meeting for the following resolution:

That the Board of Trustees authorizes the construction of a greenhouse facility of up to 2,400 square feet at the University of Maine Presque Isle, contingent on the demolition of the Norton Museum and on further disposal activities being completed as soon as is practicable.

8/12/2016



ITEM SUMMARY

1. **NAME OF ITEM:** Capital Project Status Report
2. **INITIATED BY:** Karl W. Turner, Chair
3. **BOARD INFORMATION:** X **BOARD ACTION:**
4. **OUTCOME:** **BOARD POLICY:**
5. **BACKGROUND:**

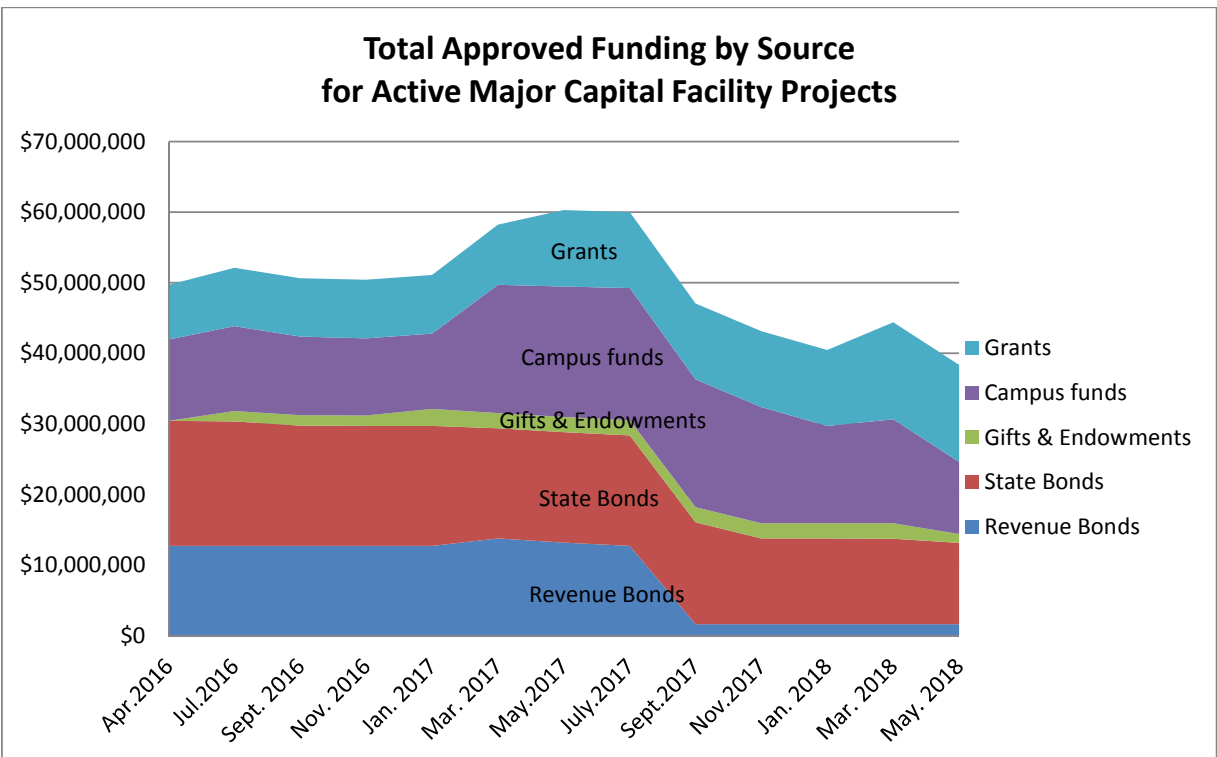
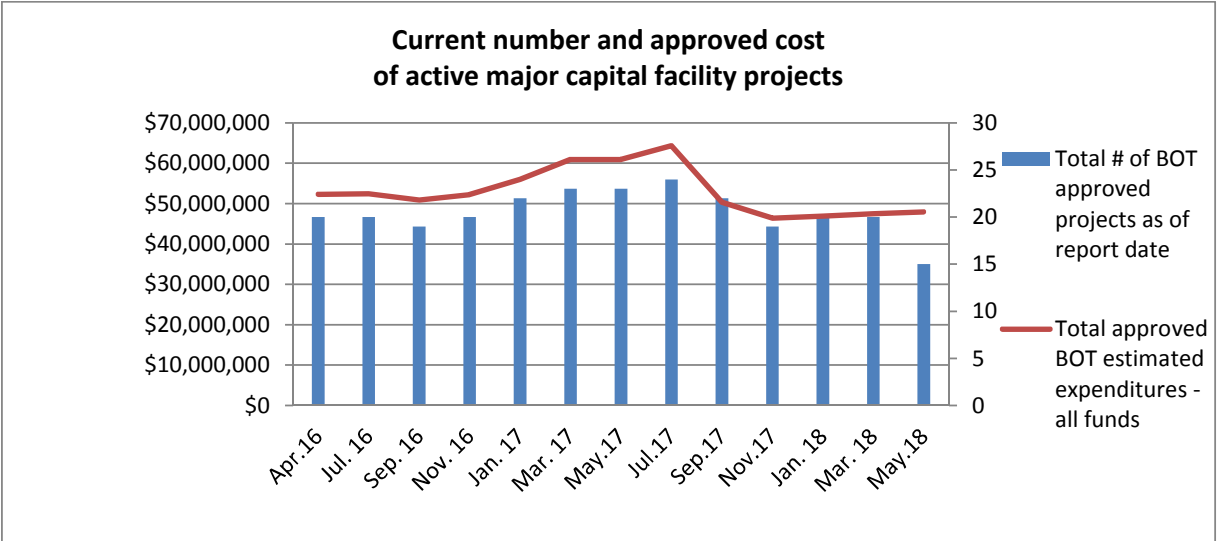
Attached is the Capital Project Status Report for the June 15, 2018 meeting of the Finance, Facilities, and Technology Committee.

The report reflects a total of 15 projects, with six projects being removed since the previous report, and one new project added to this report.

The six projects removed from this report include five USM projects: Campus Card Access Install (6100271), Gorham Softball Field Improvements (6200181), Brooks Kitchen Exhaust Upgrade (6100245), Costello Field House Floor Replacement (6100280), Science Building Renovations & Build-Out (6100274); and one UMM project: Science Building Laboratory Upgrade (4100027).

One new project has been added to this report. That is the Corthell Hall HVAC Upgrades project (6100295) which was approved for expenditures up to \$550,000 at the May 2018 Board meeting.

6/12/2018



6/12/2018

Capital Project Status Report
Board Approved Projects
June 2018 - Board of Trustees
With Grand Totals and % of Current Approved Estimates

Campus, Project Name (Project ID)	Funding Source(s) & each source's share of expenditures to date	Status	Original Estimated Completion	Current Est. Completion	Original Approved Estimate	Current Approved Estimate	% Expended of Current Approved Estimate	Prior Actions, Information & Notes
UM								
Advanced Structures and Composites Center Expansion/ASCC Equip W2-Thermoplastics Lab/ASCC Equip W2 Tow Carriage (5100316, 5100414, 5100432)	Grants (77%), 2010 State Energy Bond (11%), Gifts (12%)	Project 5100316 is Complete, Project 5100414 Design in Progress, Project 5100432 is Design in Progress	2014	2018	\$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%)	Construction in Progress	2016	2018	\$9,000,000	\$9,400,000	92%	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%)	Construction in Progress	2017	2018	\$2,300,000	\$2,800,000	30%	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%)	Substantially Complete	2017	2018	\$1,900,000	\$1,900,000	76%	Board approved \$1.9M in March, 2017
Memorial Union Bear's Den Renovations (5100427)	Campus AUX Funds (100%)	Complete	2017	2018	\$3,600,000	\$3,600,000	90%	Board approved \$3.6M in March, 2017
Darling Marine Center Waterfront Infrastructure (5100459, 5100460, 5100461)	2017 University Bond (100%)	Design in Progress	2017	2018	\$3,000,000	\$3,000,000	0.68%	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	\$8,000,000	5%	Board approved \$1M in September, 2017. Board approved \$8M in May, 2018.
Wells Commons Generator (5100433)	Campus Auxiliary Reserves (100%)	Construction in Progress	2019	2019	\$525,000	\$525,000	2%	Board approved \$525,000 January, 2018.
UMF								
Science Labs Renovations (Preble & Ricker (2100065, 2100068)	2013 Lab & Class State Bond (100%)	Substantially Complete	2014	2018	\$1,377,000	\$1,377,000	88%	Board approved \$1.377M in July 2014.
UMFK								
Forestry Geographic Info Sys Tech Labs/Nursing Lab Renov/Teleconf Ctr Upgrades (3100029 3100030 3100031)	2013 Lab & Class State Bond (100%)	Substantially Complete	2014	2018	\$1,200,000	\$1,200,000	99%	Board approved \$1.2M in May 2014.
UMM								
Compressed Natural Gas Heating Conversion (4100028)	Revenue Bonds (100%)	Substantially Complete	2014	2018	\$1,800,000	\$1,800,000	84%	Board approved \$1.8M in July 2014.
Card Access Project (4100036, 4100037)	Campus E&G Funds (21%), Campus Auxiliary Funds (79%)	Substantially Complete	2018	2018	\$571,000	\$597,500	69%	Board approved \$571,000 in July, 2017. Change in project cost to \$597,500 (4.6% change) approved by Chancellor in October 2017 per Trustee policy 701.

6.1

Finance, Facilities, Technology Committee Meeting - Capital Project Status Report

Campus, Project Name (Project ID)	Funding Source(s) & each source's share of expenditures to date	Status	Original Estimated Completion	Current Est. Completion	Original Approved Estimate	Current Approved Estimate	% Expended of Current Approved Estimate	Prior Actions, Information & Notes
USM								
Athletic Field Lighting (6100289)	Campus E&G Funds (100%)	Construction in Progress	2018	2018	\$1,780,000	\$1,780,000	2%	Board approved \$1.78M in March, 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%)	Construction in Progress	2018	2018	\$550,000	\$550,000	17%	Board approved \$550K in May, 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 May 31, 2018 as a percentage of the current approved project estimate.	

6.1