

Board of Trustees

Finance, Facilities & Technology Committee

September 2, 2020 from 9:00 am to 12:00 pm
Via Zoom

REVISED
8/28/2020

The public is invited to view the meeting on YouTube. The link to the Board of Trustees YouTube page can be found the Board website: <https://www.maine.edu/board-of-trustees/>

AGENDA

- 9:00am – 9:10am
TAB 2 University Credit Union Lease Authorization Request, UM
- 9:10am – 9:20am
TAB 3 Temporary Kitchen Space Lease Authorization Request, USM
- 9:20am – 9:30am
TAB 4 University Credit Union Lease Authorization Request, UMPI
- 9:30am - 9:40am
TAB 5 Northern Maine Community College Houlton Higher Education Center
Lease Renewal, UMPI
- 9:40am – 9:50am
TAB 6 Optical Network Equipment Refresh for the Northern Ring, UMS
- 9:50am – 10:00am
TAB 7 Review of IT Projects with a Value of \$250,000 of Greater
- 10:00am – 10:15am
TAB 8 Adaptive reuse of Coburn and Holmes Halls –
Market Demand and P3 Project Update, UM
- 10:15am – 10:35am
TAB 9 Career and Student Success Center and
Portland Commons P3 Project Update, USM
- 10:35am – 10:45am
TAB 10 Capital Projects Status Report and Bond Projects Update, UMS
- 10:45am – 10:55am
TAB 11 FY2021 Finance, Facilities & Technology Committee Work Plan
- 10:55 am – 11:15am
TAB 1 Building Name Removal, UM
- 11:15am – 11:25am Break
- 11:25am – 12:00pm **Executive Session**

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:** Building Name Removal, UM
2. **INITIATED BY:** Mark R. Gardner, Chair
3. **BOARD INFORMATION:** **BOARD ACTION:** X
4. **OUTCOME:** **BOARD POLICY:**
 Primary Outcomes: 803 – Naming of Physical Facilities
 Increase enrollment
 Improve student success and completion

5. **BACKGROUND:**

The University of Maine System acting through the University of Maine (UM) requests authorization to remove Clarence C. Little's name from the campus building bearing his name.

This request is pursuant to Board Policy 803, Naming of Physical Facilities, which requires Board approval for the naming of any physical facility in the University of Maine System. In this case, the request is to approve the removal of Clarence C. Little's name from the building on the University of Maine campus bearing his name. The new name remains under consideration and will be brought forward at a future meeting.

President Ferrini-Mundy commissioned a task force earlier this year to recommend whether to remove Clarence C. Little's name. The task force submitted its report on June 23, 2020 and unanimously recommended Little's name be removed. President Ferrini-Mundy accepted the task force's report and concurred with its recommendation. A new task force has been formed to recommend a replacement name. This group's recommendation is expected in late September 2020.

From the report:

"Clarence Cook Little (1888-1971) was the president of the University of Maine from 1922 to 1925. Little Hall was named for him in a dedication ceremony of the new building in June 1966. Major funds for the building had been raised by Maine voters via statewide referendum in the fall of 1963 and a grant from the U.S. Office of Education. The building continues its original function today with offices for the departments of Psychology and Modern Languages and Classics. It has some of the largest lecture halls on campus and has a prominent location on the mall.

8/25/2020

Little made an enduring positive contribution to science through genetic research and as a key figure in the founding of Jackson Laboratory in Bar Harbor, Maine. However, two major aspects of his career are disturbing today. First, he was a notable figure in the eugenics movement in the United States, which sanctioned the identification and forced sterilization of individuals with undesirable characteristics. Second, he was the lead expert in the tobacco industry's attempt to hide the link between smoking tobacco and cancer. Little's leadership in these latter two areas raise doubts about the appropriateness of having his name on a campus building. His short tenure as UMaine president (his only formal relationship to the university) raises further questions about whether or not he merits the symbolic honor of a building named after him in perpetuity...

C. C. Little's name should be removed from Little Hall because major areas of his professional life violate the ideals that are central to the educational mission of the University of Maine and its commitment to the public good. A new name for the building is a significant opportunity to better align the campus landscape with the values of the university, a process that should include public commemoration of Little's career as well as information about the renaming process."

The entire report is also attached for reference.

6. TEXT OF PROPOSED RESOLUTION:

That the Finance, Facilities, and Technology Committee forward this item to the Consent Agenda at the September 28, 2020, Board of Trustees meeting for approval of the following resolution:

That the Board of Trustees approves the recommendation of the Finance, Facilities, and Technology Committee to authorize the University of Maine System acting through the University of Maine to remove Clarence C. Little's name from the building on the University of Maine campus which bears his name.

C.C. Little Hall Name Task Force
University of Maine
Final Report for Committee Review
23 June 2020

Purpose and Scope of the Task Force

Partly in response to a student petition to remove the name of Clarence C. Little from UMaine's Little Hall, a resolution passed by the UMaine Student Government in support of that petition, and a letter from the campus organization Decolonizing UMaine, President Joan Ferrini-Mundi created a task force of university stakeholders to address the issue with the following charge:

1. Recommend criteria for deciding whether an individual's name should be removed from a physical facility named for them.
2. Recommend whether to remove Clarence C. Little's name from the campus building bearing his name, with pros and cons, and rationale. If you recommend removal, please also suggest replacement names, if any and rationale for the naming.
3. If a name replacement is recommended, what criteria did you consider for the name replacement?

Task Force Members

Hailey Cedor, undergraduate, Class of 2021
Thomas Connolly, Assistant General Counsel-Contracting, University of Maine System
John Dieffenbacher-Krall, Assistant Director, Research, College of Natural Sciences, Forestry, and Agriculture
Stewart Harvey, Executive Director of Facilities and Capital Management Services
Jeffery Mills, President/CEO, UMaine Foundation
Liam Riordan, Professor, History
Joyce Rumery, Dean of Libraries
Kenda Scheele, Associate Vice President, Student Life
Howard Segal, Professor, History
David Townsend, Professor, School of Marine Sciences and President, Faculty Senate

Executive Summary

Clarence Cook Little (1888-1971) was the president of the University of Maine from 1922 to 1925. Little Hall was named for him in a dedication ceremony of the new building in June 1966. Major funds for the building had been raised by Maine voters via statewide referendum in the fall of 1963 and a grant from the U.S. Office of Education. The building continues its original function today with offices for the departments of Psychology and Modern Languages and Classics. It has some of the largest lecture halls on campus and has a prominent location on the mall.

Little made an enduring positive contribution to science through genetic research and as a key figure in the founding of Jackson Laboratory in Bar Harbor, Maine. However, two major aspects of his career are disturbing today. First, he was a notable figure in the eugenics movement in the United States, which sanctioned the identification and forced sterilization of individuals with

undesirable characteristics. Second, he was the lead expert in the tobacco industry's attempt to hide the link between smoking tobacco and cancer. Little's leadership in these latter two areas raise doubts about the appropriateness of having his name on a campus building. His short tenure as UMaine president (his only formal relationship to the university) raises further questions about whether or not he merits the symbolic honor of a building named after him in perpetuity.

Little left UMaine in 1925 for the University of Michigan, where he served as president to 1929. A science building was named for him on the Ann Arbor campus in 1968. The University of Michigan conducted a thorough review of the merits of his name on their Little Building, which led to its removal in early 2018. The UMaine Task Force has directly built on material produced through the review process at Michigan, and we have come to the same recommendation.¹

C. C. Little's name should be removed from Little Hall because major areas of his professional life violate the ideals that are central to the educational mission of the University of Maine and its commitment to the public good. A new name for the building is a significant opportunity to better align the campus landscape with the values of the university, a process that should include public commemoration of Little's career as well as information about the renaming process.

I. Task Force Recommendations for Building Name Criteria

Current Criteria for Naming a UMaine Building

The current criteria for the "Naming of Physical Facilities," as per UMS Policy Manual Section 803 (effective 4/10/70, last revised 03/18/92), are quite general. Most relevant for the Task Force is Policy Statement 3: "Facilities may be named for any individual, living or dead, except for current employees or current members of the Board of Trustees. Other acceptable names include, but are not limited to, geographical designators, functions, or University groups."

Building Name Criteria: General Principle

A building name is a symbolic and public statement. When a person's name is given to a building that individual should have made an exemplary contribution to the university and/or to society more generally. This can include naming gifts by financial donors as stated in UMS Policy Manual Section 803.

The UMaine mission statement expresses the commitment of the university to "research-based knowledge" in clear terms. This includes "opportunity for all members of the University of Maine community" in "an atmosphere that honors the heritage and diversity of our state and nation." In addition, the "integrated teaching, research, and outreach" functions of the university stress excellence that "improves the quality of life for people in Maine and around the world" via "responsible stewardship of human, natural, and financial resources."²

¹ The University of Michigan committee report recommending removal of C.C. Little's name from their building: https://drive.google.com/file/d/0By_BduXhL06LeUhKN2UtS1k2Rkk/view, accessed 24 April 2020.

² University of Maine, Mission Statement, <https://umaine.edu/about/mission-2/>, approved by UMS Trustees, November 2010, accessed 11 May 2020.

Building Name Criteria: Specific Naming Principles

1. Pedagogy. As an institution with a foundational commitment to pedagogy, UMaine building names should provide opportunities for learning about our past and the purpose of the university. This can include names that recognize the distinguished lives of alumni, extraordinary acts of generosity, path breaking achievements by faculty, and important administrative leadership as well as individuals who have made notable contributions to local, state, or national life.

2. Due Diligence. In approaching a naming decision, the University owes it to itself and to succeeding generations to do substantial research into the name.

3. Interpretation. When a name is selected for a building (or portion of a building) the obligation to explain and interpret that name is not fulfilled merely by a naming ceremony. There is an affirmative obligation to continuously interpret – and if necessary reinterpret – the stories behind the names of UMaine facilities. In some cases, changing a name may be less important than providing adequate interpretation about the existing name.

4. Commitment. In general, the university makes a significant commitment to an individual or a family when it names a space after a person. This applies both to spaces named for donors and for others. Cases involving donors are often regulated by a binding legal agreement. Those who wish to change the formally designated names of spaces or buildings carry a heavy burden of argument to justify it. Any such discussions must take account of appropriate legal guidelines and university policies.

5. Revision. A crucial aspect of the study of history is that our understanding of the past changes over time. New historical discoveries and interpretations can sometimes produce controversy over space names. This is part of a meaningful engagement with the past. The naming decision by one generation may appropriately be questioned by new historical perspectives achieved by a later generation.

6. Historical and Institutional Context. It is easy to blame those in the past for lacking the knowledge, wisdom, and values that we seem to possess today. Keeping in mind that we will likely suffer the same fate at the hands of those who come after us, we recognize that it is impossible to hold someone accountable for failing to share our contemporary ideas and values. Instead, the question must be what ideas, values, and actions were possible in a particular historical context. As an institution committed to the creation of research-based knowledge, we acknowledge that research is often messy, and today's shared values or reigning frameworks may be overturned through the give and take of future scholarship.

II. Should Clarence C. Little's Name be Removed from UMaine's Little Hall?

General Biography

Clarence Cook Little (1888-1971) was born in Brookline, Massachusetts, and attended Harvard University, where he earned a D. Sci. in Zoology in 1914. Prior to his UMaine presidency, Little had been a research associate and assistant director of the Station for Experimental Evolution, Carnegie Institution, Cold Spring Harbor, N. Y. The Station was the brainchild of Charles Davenport, a foundational member of the early American eugenics movement. Little was the director of the American Eugenics Society from 1923 to 1939 and its president in 1929.

Clarence Little assumed the position of university president on April 8, 1922.³ He was heralded as something of a wunderkind serving as the youngest university president in the nation.⁴ Little accepted the office of UMaine president with a reform agenda in mind relishing the prospect of implementing his ideas concerning higher education.

Though Little was recognized as possessing several outstanding qualities and talents, an ability and willingness to work with state government executive and legislative leaders was not one of his strengths. He clashed repeatedly with Governor Percival Baxter during the initial portion of his tenure as university president. He initially thought he would have a more constructive relationship with Governor Owen Brewster indicated by his submission of an ambitious ten-year plan for the university.⁵ Not long thereafter Little's initial optimism faded to pessimism that he would realize many of the twelve items some with multiple sub-parts that he had laid out.

Little's most enduring achievement during his term as university president involves the creation of a freshman orientation week in September 1923.⁶ He is also credited with procuring "funds for a new arts and sciences building (Stevens Hall)" and "the wherewithal to build the Memorial Gymnasium" with money "raised entirely from alumni, student, and faculty subscriptions." In addition, "A women's dormitory building was approved, and the women's educational, athletic, and self-government programs were strengthened."⁷

Little was recognized during the time as an accomplished public speaker and enjoyed a degree of public prominence. He did not hesitate to make controversial statements that offended individuals and groups. Some supporters defended his right to free speech while others thought he exercised poor judgment with some of his declarations. He refused to be politically dominated. However, his insistence on speaking out on whatever topic moved him undermined his effectiveness as UMaine president.⁸

³<https://umaine.edu/president/umaine-presidents/clarence-cook-little>, accessed 14 May 2020.

⁴ George D. Snell, "Clarence Cook Little," National Academy of Sciences Biographical Memoirs, 46 (Washington, D. C.: National Academy of Science, 1975), 243.

⁵ Clarence Cook Little, "Proposed Ten-Year Program for University of Maine," General University of Maine Publications, 47 (1924). https://digitalcommons.library.umaine.edu/univ_publications/47, accessed 15 May 2020). ⁶

Dorothy E. Finnegan and Nathan Alleman, "The YMCA and the Origins of American Freshman Orientation Programs," *Historical Studies in Education*, 25 (2013), 95-97.

⁷ Roberta Gallant Clark, "The Social Uses of Scientific Knowledge: Eugenics in the Career of Clarence Cook Little, 1919-1954" (M.A. Thesis, University of Maine at Orono, 1986), 95.

⁸ Clark, 93-97.

Little left UMaine to become president of the University of Michigan, where he served from 1925 to 1929. He then returned to Maine and was the Founding Director of what has become Jackson Laboratory. In addition, he held significant positions in the American Society for the Control of Cancer (later renamed the American Cancer Society), the American Birth Control League, and the Tobacco Industry Research Committee (later renamed the Council for Tobacco Research).

Little made significant contributions to science in the areas of mouse genetics, cancer genetics, and organ transplantation. He helped pioneer the development of strains of mice that were genetically very susceptible to cancer and others that were genetically cancer-resistant, which has proved invaluable to a wide range of scientific research. Maintaining and providing genetically defined mice to researchers remains the purpose for which Jackson Laboratory is best known.

Beatrice J. Little, President Little's wife, was a member of the University of Maine Board of Trustees from 1951-1965 and was a 1924 graduate of the university as were two of their children: Laura (Little) Moen, Class of 1955, and Richard W. Little, Class of 1961.

Little's Questionable Scientific Work

A. Eugenics

C. C. Little was an early supporter of the American eugenics movement and a founder of the American Eugenics Society. Many of Little's views on eugenics were widely shared by other scientists and were adopted as public policy in the U.S. and internationally. However, in part due to the association of eugenics with Nazism, it increasingly came to be seen as a violation of human rights. The Carnegie Institution closed the Eugenics Research Office in 1939, a division at the Station for Experimental Evolution where Little had worked.

Little was a particularly visible eugenicist in two ways: he led a large number of influential organizations, and he had a flair for publicizing his views in attention-grabbing language. As the Vice President of the Immigration Restriction League Little supported the 1924 Johnson Act setting eugenically inspired ethnic quotas on immigrants to the U.S. He viewed that law as heralding a new world order where individual rights would be subordinated to eugenic progress. Little also promoted anti-miscegenation laws to prohibit inter-racial marriage. The *New York Times* reported the following about Little in 1925: "Warning against reckless inter-racial marriage, Clarence C. Little, eugenicist and President of the University of Maine, compared the United States to a soda fountain. He represented the different races . . . as the different flavors of soda" that should not be allowed "to mix at random. . . [rather] they should be guided to blend in correct proportion the desired racial characteristics according to eugenic laws."⁹

⁹ No author, "Finds Excitement Injures the Race," *New York Times*, 29 March 1925, p. 16, <https://library.umaine.edu/auth/EZproxy/test/authej.asp?url=https://search.proquest.com/docview/103619926?accountid=14583>, accessed 16 May 2020.

B. Tobacco

As a former head of what became the American Cancer Society, Little believed that cancer was a genetic disease and that only those with a genetic susceptibility got cancer from “carcinogens.” This was a not-implausible scientific view at the time, but the historian of science Robert Proctor (Stanford University) makes the case that Little was culpably blind to how the industry used him for its own public relations purposes. Little became the Scientific Director of the Tobacco Industry Research Committee (TIRC) in 1954, later the Council for Tobacco Research, and held the position until his death in 1971. Proctor concludes that “Little was little more than a puppet for Big Tobacco.”¹⁰

Proctor characterizes TIRC as an organization whose purpose was to create public doubt about the role of tobacco in cancer. It diverted attention from the campaign against deaths from smoking and became a direct model for later science skeptics to the present day. Little’s own work focused on genetics and rarely mentioned smoking. Indeed, TIRC-funded research rarely targeted tobacco at all, but sought to find other causes for cancer. As Little testified in a 1960 court case, “Your questions were: ‘Have we tried to find carcinogenic substances in tobacco smoke?’ And we have not because we do not believe that they are there.” When Little did provide expert legal testimony about smoking, he seemed to revise his views to support tobacco industry goals. In a 1944 American Cancer Society booklet Little had written that it was “unwise to fill the lungs repeatedly with the suspension of fine particles of tobacco products of which smoke consists,” but in 1960, as the well-paid Scientific Director of TIRC, he replied “no” when asked if he still believed that 1944 statement.¹¹

Arguments Against the Little Hall Name Change

1. The current name is causing little harm. Most of the campus community does not know who Little was, and few appear to find it upsetting or disturbing to attend classes in Little Hall.
2. Little made significant contributions to science in the areas of mouse genetics, cancer genetics, and organ transplantation. He advanced understanding about the role of genetic predisposition to certain types of cancer, and he made advances in uses of the mouse as a model organism for cancer research.
3. Little founded the Jackson Laboratory, which remains a premier institution for genetic research into cancer; in this capacity, he helped to set up summer training programs for high school and college students and some consider him an educational innovator in this regard.
4. An institution should honor its previous leaders even if some of their ideas were distasteful. To remove his name is to engage in “politically correct” censorship.

¹⁰ Robert N. Proctor, Golden Holocaust: Origins of the Cigarette Catastrophe and the Case for Abolition (University of California Press, 2011), p. 286 (quote) and chap 16, generally, p. 260ff.

¹¹ Proctor, Golden Holocaust, pp. 257, 274. Further details of Little’s misleading work as part of TIRC can be found in K.M. Cummings, C. P. Morley, A. Hyland, “Failed promises of the cigarette industry and its effect on consumer misperceptions about the health risks of smoking,” *Tobacco Control* 11 (2002): i110-i117.

5. Removing his name would sanitize the past, erasing history that, even if ugly, should not be forgotten.

6. If we rename this building, we will set a precedent of retrospective judgment that is sanctimonious and could prompt a constant cycle of renaming that would waste time and resources.

Arguments in Favor of the Little Hall Name Change

1. While Little's eugenic legacy and career may not make certain students at UMaine uncomfortable, it can be disturbing for students, faculty, and staff who are aware of it, especially if they hold identities that were directly targeted by Little's work. At least one faculty member in this last group refuses to have his classes scheduled in Little Hall for this reason.

2. There have been clear calls both on and off campus to rename Little Hall. In addition to the student-led petition calling for the renaming of Little Hall and the UMaine student government's support of that petition, the issue has also been reported on by the *Maine Campus* and in an op-ed in the *Ellsworth American*.¹² Little Hall's name has also been reported on in the *Portland Press Herald* and in a strident editorial that followed, entitled "Building Named for Racist Scientist Doesn't Reflect University of Maine's Values."¹³

3. That Little is best-known for his genetic research and not eugenics is merely an indicator of the selective nature of historical memory, not what he was most actively involved in or believed in during his lifetime. He is not known to have ever renounced his views on eugenics.

4. Little spent much of the last phase of his career representing the tobacco industry that sought to undercut efforts to warn the public about the dangers of smoking. He contributed to disinformation about tobacco and cancer that, even if inadvertent, helped maintain tobacco industry profits at the cost of thousands of lives and billions in healthcare.

5. It is particularly egregious to have a university building named after someone who was both an advocate of eugenics and part of an industry effort to shield the public from adverse scientific findings about their product. Playing a lead role in a campaign to create doubt about scientific research violates a fundamental tenet of the university.

6. Changing the name of Little Hall should not result in the sanitization of the past. Renaming should be accompanied by memorialization of the building's original name and the rationale for its renaming. This could be done in an existing display case in the lobby of the building that does not appear to be currently used. The public explanation of the building's name history should include an effective explanation of why the new name is more appropriate and would be a positive achievement.

¹² *Maine Campus*, 23 April 2018, 28 October 2019 and *Ellsworth American*, 12 December 2019.

¹³ *Portland Press Herald*, 31 March 2018, 4 April 2018.

7. President Little had a short tenure at UMaine, which does not warrant his name remaining on a building in perpetuity. Furthermore, he has no known connection with the building itself other than its ceremonial naming.

8. Universities across the nation are doing their due diligence and reassessing how the figures they commemorate demonstrate – or do not demonstrate – their institutional values. UMaine should be a leader in this movement.

Task Force Recommendation to Change the Name of Little Hall

A combination of the historical record about the career of C. C. Little and the goal to create and maintain a university topography representative of current institutional values compels a renaming of Little Hall. Little clearly made valuable contributions to science, particularly with regard to mouse genetics. However, his career also includes two major violations of current UMaine values. First, he promoted a scientific theory anchored in invidious judgments about the relative worth of different kinds of people. This clearly violates the UMaine mission statement “that honors the heritage and diversity of our state and nation.” Second, he had a long leadership role in a campaign orchestrated by a PR firm to discredit public health evidence about smoking in order to protect a profitable industry. This violates UMaine’s commitment to “research-based knowledge” that “improves the quality of life for people in Maine and around the world” via “responsible stewardship.” Finally, Little’s time at UMaine was relatively brief and not especially noteworthy, whether looked at in terms of his scientific accomplishments or his contributions to the university. Little Hall exemplifies the kind of university structure that should be renamed based on a careful reevaluation of a previous historical period.

In many ways Little was typical of leading eugenicists and scientists in the early twentieth century. He held positions at elite institutions and was a member of a range of organizations that advocated for various scientific and public policy positions. Little’s career needs to be understood in its historical context when eugenics, which we assess today as misguided science, was seen as valid. However, Little was more active and more vocal in his support of eugenics measures than most of his contemporaries. No mere foot soldier, Little was a Director or President of the American Eugenics Society for 18 years and president of the third Race Betterment Conference; he was also a vice president of the Immigration Restriction League and continued to advocate for eugenics well into the 1930s, after many scientists had renounced their support for eugenics.

When we turn to his work for the tobacco industry, Little’s initial doubts about the links between smoking and cancer may have been shared by a number of researchers, yet Little continued to publicly advocate for this position well after the Surgeon General’s report of 1964, when the evidence for tobacco as carcinogenic had become overwhelming. In both instances, Little’s actions eventually placed him well outside of the mainstream of the contemporary scientific community and suggest that even judged by the standards of his time, his positions are open to serious question.¹⁴ Renaming Little Hall would better align the UMaine campus landscape with our fundamental values of nondiscrimination, diversity, and the importance of clear and accurate communication of research to the public.

¹⁴ David D. Rutstein, M.D., “An Open Letter to Dr. Clarence Cook Little,” *Atlantic Magazine* (October 1957).

Little's advocacy of eugenics could understandably make many people feel unwelcome on campus; moreover, his work for the tobacco industry to amplify doubt about the harms of smoking contributed to the early deaths of many and helped to establish a pattern for industry-sponsored pseudo-science to try and obscure the deleterious effects of the industry's products. At a moment of intense concern about truth claims in science, Little Hall is an inappropriate name for a prominent building at the University of Maine.

Enriching the University Community's Sense of Place and Understanding of the Past

Renaming Little Hall provides an opportunity to promote reflection and conversations about the meaning of diversity, equity, and inclusion on our campus, and to consider how Little's work – as university president, eugenicist, and tobacco apologist – militated against values we now hold dear. The possibility of renaming the building also raises the question of how and when to apply contemporary definitions of justice and inclusion to the past, when we have the luxury of hindsight.

A commitment to institutional history and integrity suggests the importance of interpreting and contextualizing Little's role at UMaine and his broader career. Interpretation should be an integral part of renaming so that his relationship to the university is situated in a longer history of value setting and place names at UMaine. Building names in and of themselves generally have little pedagogical power. Little's name has been on this building for over 50 years, and yet few in the university community know who he was, what he did, or even why there might be controversy about having a building named after him. We see it as critical that the Little Hall renaming process entail a permanent assessment of C. C. Little's career and an explanation of the reasons for the new name chosen to replace him on the building.

III. The Renaming Process: Beyond C. C. Little

The charge to the Little Hall Name Task Force directing it to suggest replacement names for the building, should it recommend the removal of Little's name, was particularly open-ended.

Colleges and universities across the United States are engaged in debates over building renaming on their campuses, especially due to legacies of slavery, racism, and discrimination. For example, after a series of vocal protests from students, Yale's president announced that the university would change the name of Calhoun College to Hopper College. John C. Calhoun had been a proponent of slavery, a white supremacist, and the nation's seventh Vice President, while Grace Murray Hopper was a trailblazing computer scientist and mathematician.¹⁵ Other institutions have faced their eugenic legacies. For example, Jordan Hall at the University of Virginia, named after a former School of Medicine Dean and prominent eugenicist Harvey E. Jordan, has been renamed for Vivian Pinn, the only African American woman to graduate from the school of medicine in the Class of 1967, who went on to receive numerous awards for her work as a physician.¹⁶

¹⁵ Craig Steven Wilder, *Ebony & Ivy: Race, Slavery, and the Troubled History of America's Universities* (New York: Bloomsbury Press, 2013).

¹⁶ <https://www.philanthropydaily.com/uva-building-named-for-eugenicist-to-be-renamed/>, accessed 8 June 2020.

Advocates for name change argue that it is an affront to the dignity of universities and an insult to racially and socially diverse populations of students to maintain buildings named after leaders with reprehensible beliefs and actions. Opponents to renaming often assert that such leaders made important contributions, are deeply connected to proud institutional histories, and should not be judged by anachronistic standards.

Renaming a facility provides the opportunity to present a more diverse representation of the university community and Maine society. A UMaine webpage provides information about 41 buildings on campus that are named for individuals.¹⁷ Although not a comprehensive list, a basic tabulation of those listings finds that the individuals who have current UMaine facilities named for them have the following characteristics:

European descent	100%	
Male	85%	
UM administrators	59%	(many were also faculty but are counted as administrators)
UM degree	39%	
UM faculty	27%	
Businessman/Donor	10%	

Given the unlikelihood of major campus expansion in the foreseeable future, opportunities for memorializing important figures in the history of the university will become very rare if past naming decisions are held sacrosanct. If the built landscape of campus is to have any hope of reflecting the diversity of its community, UMaine should seek positive opportunities to rename existing buildings in order to bring to light the contributions of women and non-white students, staff, faculty, administrators, and community members.

Recommendation to Rename Little Hall

The Task Force considered several possibilities for a post-Little building name and makes the following ranked recommendations.

1. Penobscot/Wabanaki

Naming the building for a person of Wabanaki descent would begin to correct the total lack of racial diversity in buildings named after individuals at the University of Maine. Because UMaine is located within Wabanaki territory and in immediate proximity to Indian Island, the seat of the tribal government of the Penobscot Nation, this is an important priority. Recognizing an individual of Penobscot heritage with a building name is long overdue and would provide the most positive outcome for the renaming process of Little Hall.

An attempt to address the often-fraught relationship between the university and Wabanaki individuals and groups has begun with the MOU entered into by the Penobscot Nation and the University of Maine in May 2018. This relationship is also addressed in the University of Maine Land Acknowledgement statement, largely based on the MOU, which states:

¹⁷ <https://umaine.edu/150/faces-behind-the-places/>, accessed 15 May 2020.

The University of Maine recognizes that it is located on Marsh Island in the homeland of the Penobscot Nation, where issues of water and territorial rights, and encroachment upon sacred sites, are ongoing. Penobscot homeland is connected to the other Wabanaki Tribal Nations—the Passamaquoddy, Maliseet, and Micmac—through kinship, alliances, and diplomacy. The University also recognizes that the Penobscot Nation and the other Wabanaki Tribal Nations are distinct, sovereign, legal and political entities with their own powers of self-governance and self-determination.¹⁸

It has long been the case that the largest group of students of non-European descent at the University of Maine are of Indigenous ancestry. In addition, the creation of UMaine and of public higher education in the United States, generally, via the Morrill Land Grant Act of 1862, was directly based on the federal government's claim to own Indigenous lands.¹⁹

The foundation of the Penobscot-UMaine MOU is a commitment to the collaborative development of the “management of Penobscot cultural heritage” in which the university plays a role. The MOU particularly highlights the work of the Hudson Museum, Fogler Library Special Collections, UMaine Press, and the Anthropology Department. To be consistent with the collaborative intent of the MOU, we further recommend that the selection of appropriate Penobscot (and/or Wabanaki) names for Little Hall be the charge of a joint committee of university and Wabanaki stakeholders. The renaming process should be undertaken in a transparent manner with the opportunity for public comment, such as through a campus forum to help raise attention to the importance of naming traditions and about the value of the UMaine landscape more generally.

2 African American

Given the fundamental place of slavery in U.S. history, the University of Maine should identify appropriate people of African descent to be recognized in the naming of campus buildings and locations. Given the upsurge of public concern about systemic racism and anti-black violence in U.S. society today, a priority should be made to identify a person of African descent to so honor.

3. Women

Given the low rate of female representation on building names at UMaine, correcting this shortcoming should be an important consideration for future building names.

4. Fundraising Opportunity

¹⁸ The MOU and the statement both appear on the Native American Programs website of the University of Maine: <https://umaine.edu/nativeamericanprograms/>, accessed 18 May 2020.]

¹⁹ "The dark history of land-grant universities." Washingtonpost.com, 8 Nov. 2019, p. NA. Gale Academic OneFile, https://link-galecom.proxy02.ursus.maine.edu/apps/doc/A605235227/AONE?u=maine_orono&sid=AONE&xid=88149610, accessed 18 May 2020.

A substantial “naming rights” donor could provide needed funds to tackle deferred maintenance and even make improvements to a building that is now over fifty years old. Its prominence on the mall as well as the use of its large lecture halls by many classes from a wide range of departments and units should make this highly visible building a priority for major renovations.

The Task Force also discussed if the building should temporarily have a functional name as a transitional phase while a more permanent one is selected. This is not recommended for two main reasons. First, it would prolong the renaming process and risks lingering on the negative qualities of the change without the positive outcome to be gained from an appropriate new name. Second, given the multiple uses of the building in question, a fitting functional name is not readily apparent.

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AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** University Credit Union Lease Authorization Request, UM
2. **INITIATED BY:** Mark R. Gardner, Chair
3. **BOARD INFORMATION:** **BOARD ACTION:** X
4. **OUTCOME:** **BOARD POLICY:**
Enhance fiscal positioning 802 – Disposition of Real Property
5. **BACKGROUND:**

The University of Maine System acting through the University of Maine (UM) requests authorization of a two-year extension to an existing lease with University Credit Union (UCU) which provides approximately 300 square feet of space at the Memorial Union on the Orono campus. The rental rate was initially set at \$16,800 annually with a 1.5% annual escalation factor plus a \$10,000 contribution to student activities. The total for this two-year extension would be approximately \$56,468.

This request is pursuant to Board Policy 802, Disposition of Real Property, which requires leases with a total value of \$100,000 or more or a term of 5 years or more to be considered by the Board of Trustees or its Finance, Facilities and Technology Committee. In this case, the request would exercise the two-year renewal option of the initial lease that has been in effect since September of 2015, bringing it within the purview of the committee to approve based on the length of time with no further Board action.

The current lease for space at the Memorial Union, of approximately 300 square feet on the ground floor, nearby the Bookstore, began September 15, 2015 and expires on September 14, 2020. The renewal would extend the agreement by another two (2) years, through September 14, 2022. Rent for the space began at \$16,800 annually, with an additional \$10,000 due to fund student-centered activities. The annual rent of \$16,800 since the first year of the lease is subject to a 1.5% escalation factor each year.

University Credit Union (UCU) is a financial institution offering unique services for University of Maine System students, employees and alumni, and their families.

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 extend a lease with University Credit Union for a period of two years and a total value of approximately \$56,468, subject to review and approval of all final terms and conditions by the University of Maine System Treasurer and General Counsel.

8/25/2020



AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Temporary Kitchen Space Lease Authorization Request, USM
2. **INITIATED BY:** Mark R. Gardner, Chair
3. **BOARD INFORMATION:** **BOARD ACTION:** X
4. **OUTCOME:** **BOARD POLICY:**
 Improve student success and completion 801 – Acquisition of Real Property
 Enhance fiscal positioning
5. **BACKGROUND:**

The University of Maine System acting through the University of Southern Maine (USM) requests authorization to lease 2 Portland Square, Portland, ME (the former Walter's Restaurant location) of approximately 3,219 sq. ft. to use as a temporary kitchen for Sodexo for a period of 32 to 36 months.

- a. This request is pursuant to Board Policy 801 – Acquisition of Real Property, which requires leases with a total value of \$100,000 or more or a term of 5 years or more to be considered by the Board of Trustees or its Finance, Facilities and Technology Committee. The scope of this project places it within the purview of the Finance, Facilities and Technology Committee to approve on behalf of the Board without further consideration by the full Board.
- b. The University of Southern Maine would lease the space from North River IV, LLC for \$26/sf. ft. modified gross, plus a 2.5% annual escalator for years two and three, for a period of 32 to 36 months. In addition, the University would lease (8) eight parking spaces for \$155 per space per month. The lease payments would total up to \$262,240 plus an additional \$44,640 for parking for a total of up to \$306,880. The lease will be funded by dining revenue. Additional related expenses are detailed in item e.
- c. USM plans to begin construction of their new Residence Hall (Portland Commons) and Career and Student Success Center in Portland in early Spring of 2021. To start that construction will require the demolition of the Woodbury Campus Center where the Sodexo dining operation for Portland is located. The Woodbury Campus Center will be closed at the end of the Fall 2020 semester and the University will begin preparation to demolish the building when students leave after Thanksgiving break in November. The University plans to relocate the current Portland Sodexo operation to a temporary location for the duration of the construction projects, which are anticipated to be completed in early summer 2023.

8/25/2020

- d. A temporary kitchen location is required for Sodexo to continue providing catering service and food preparation for the enhanced retail locations on the Portland campus after the demolition of the Woodbury Campus Center and during the construction of the new Portland Commons and the Career and Student Success Center. Upon review of various options (see g. below), it was determined that the most cost-effective alternative was to lease this existing kitchen, located within 2 miles of the campus, which requires minimal renovations. The selected space is the former Walter's Restaurant located at 2 Portland Square in Portland.
- e. Because the space is temporary and replacing existing space to be demolished, there is no long-term change in square footage. USM estimates additional one-time operating expenses for this lease of approximately \$15,000 for setup and increased utilities, transportation and waste removal costs at this location of up to \$25,530 for the 32 to 36 month period. These costs are in addition to the estimated utilities and waste removal expenses of approximately \$77,000 over the course of the three years regardless of location.
- f. USM has identified dining revenue to cover the temporary added costs. In summary the estimated costs over the term of the agreement include: lease of the space of up to \$262,240; parking space lease of up to \$44,640; one time setup costs of up to \$15,000; utilities, waste removal and transportation costs of up to \$102,420. For a total cost of \$424,300 over three years.
- g. The University has considered several other options for temporary kitchen space including renovating the lower level of the Sullivan Gym. The cost for construction or renovation in Sullivan Gym was estimated at \$491,000. A temporary kitchen trailer rental was also explored but preliminary estimates for install and rental were over \$500,000. These costs do not reflect the costs for utilities and waste removal which are estimated to be about \$77,000 over three years.
- h. The term of this lease is expected to be 32 to 36 months from November 2020 to July 2023 (or November 2023).
- i. No further Board consideration regarding this lease is anticipated at this time.

6. TEXT OF PROPOSED RESOLUTION (k):

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 lease space located at 2 Portland Square from North River IV, LLC for use as a temporary kitchen space for Sodexo during the construction of the new Portland Residence hall and Career and Student Success Center. The final terms, including rate, associated costs and other terms, shall be negotiated by the University of Southern Maine in the best economic interest of the University, subject to review and approval by the University of Maine System Vice Chancellor of Finance and Administration and University Counsel.

8/25/2020



AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** University Credit Union Lease Authorization Request, UMPI
2. **INITIATED BY:** Mark R. Gardner, Chair
3. **BOARD INFORMATION:** **BOARD ACTION:** X
4. **OUTCOME:** **BOARD POLICY:**
Enhance fiscal positioning 802 – Disposition of Real Property
5. **BACKGROUND:**
The University of Maine System acting through the University of Maine at Presque Isle requests authorization of a two-year extension to an existing lease with University Credit Union (UCU), which provides 145 square feet of office space on the UMPI campus. The rental rate is set at \$6,300 per year for a total of \$12,600 over the term of the extension.

This request is pursuant to Board Policy 802, Disposition of Real Property, which requires leases with a total value of \$100,000 or more or a term of 5 years or more to be considered by the Board of Trustees or its Finance, Facilities and Technology Committee. In this case, the request would exercise the two-year renewal option of the initial lease that has been in effect since December 2015, bringing it within the purview of the Committee to approve based on the length of time with no further Board action.

The renewal would be effective starting August 1, 2020, and would terminate 2 years later, on July 31, 2022. The rent would be \$6,300 annually for both years of the lease.

University Credit Union (UCU) is a financial institution offering unique services for University of Maine System students, employees and alumni, and their families. The University has been renting this space to the UCU for a period of 13 years in total. The office space in the lease is located on the first floor of the Campus Center and includes both an office and an Automated Teller Machine (ATM) available to the campus and public.

The UCU branch on the UMPI campus has been a great benefit to the campus community as well as the larger local population. UCU has been an active and involved partner with the University, regularly taking part in events, including Homecoming and Employee Recognition events.

8/25/2020

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 Presque Isle to extend a lease with the University Credit Union for a period of two years, for a total of \$12,600, subject to review and approval of all final terms and conditions by the University of Maine System Treasurer and General Counsel.

8/25/2020



AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Northern Maine Community College Houlton Higher Education Center Lease Renewal, UMPI
2. **INITIATED BY:** Mark R. Gardner, Chair
3. **BOARD INFORMATION:** **BOARD ACTION:** X
4. **OUTCOME:** **BOARD POLICY:**
 Primary Outcomes: 802 – Disposition of Real Property
 Increase enrollment
 Improve student success and completion
 Enhance fiscal positioning
5. **BACKGROUND:**

The University of Maine System acting through the University of Maine at Presque Isle requests authorization to exercise the second one-year renewal option of the current lease with the Northern Maine Community College, which would provide 634 square feet of office and classroom space at the UMPI Houlton Higher Education Center.

This request is pursuant to Board Policy 802, which requires leases with a total value of \$100,000 or more or a term of 5 years or more to be considered by the Board of Trustees or its Finance, Facilities and Technology Committee. In this case, the request would exercise the one-year renewal option of the initial lease that has been in effect since July 2016, bringing the total lease time to 5 years and within the purview of the Committee to approve based on the length of time with no further Board action.

The renewal would be effective starting July 1, 2020, and would terminate 1 year later, on June 30, 2021. The rent would be \$3,000 for the additional year, with an additional \$1,902 in custodial charges, bringing the total payment to \$4,902.

The University has been renting this space to the Northern Maine Community College for a period of 4 years, under the current lease. The office space and classroom are located within the Houlton Higher Education Center.

NMCC provides offerings from the Houlton Higher Education Center consistent with offerings from the Presque Isle campus. UMPI and NMCC collaborate on their offerings to provide pathways for students in this region of Aroostook County.

8/25/2020

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 Presque Isle to renew a lease with the Northern Maine Community College for a period of one year, subject to review and approval of all final terms and conditions by the University of Maine System Treasurer and General Counsel.

5

8/25/2020



AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Optical Network Equipment Refresh for the Northern Ring, UMS
2. **INITIATED BY:** Mark R. Gardner, Chair
3. **BOARD INFORMATION:** **BOARD ACTION:** X
4. **OUTCOME:** **BOARD POLICY:**
 Primary outcomes: 701 – Budgets, Operating & Capital
 Maintain ability to increase, expand
 network connectivity and equipment
 support in northern and downeast
 Maine
5. **BACKGROUND:**
 - a. **Executive summary of the request:**

Approval is being sought to expend \$1.35M of existing funds to replace the optical network equipment supporting MaineREN's Northern Ring in order to meet the advanced network requirements of the research and education institutions of downeast and northern Maine. MaineREN, a RON (regional optical network), is the backbone network connecting Maine's research and education institutions to each other and the rest of the world to facilitate collaboration. This cyber-infrastructure is critical not only to be able to recruit and retain top research faculty, but also to educate Maine's K-20 students.
 - b. **Funding Sources:**

Funding for this project will come from the following sources:
External Funds: \$1.1M - Annual fees collected from 3rd party MaineREN subscribers/participants will be used to fund this equipment refresh.
US:IT Capital Reserves Project (8100131): \$250K – Funding allocated to replace network equipment connecting UMM, UMFk, UMPI, and the Houlton Center will be incorporated into this larger equipment replacement project.
 - c. **Locations**

The optical equipment to be replaced resides in the following towns:

• Orono	• Presque Isle
• Ellsworth	• Van Buren
• Machias	• Fort Kent
• Calais	• Ashland
• Danforth	• Stacyville
• Houlton	• East Millinocket

08/25/2020

6. **TEXT OF PROPOSED RESOLUTION:**

That the Finance, Facilities, and Technology Committee forward this item to the Consent Agenda at the September 28, 2020, Board of Trustees meeting for approval of the following resolution:

That the Board of Trustees accepts the recommendation of the Finance, Facilities and Technology Committee and authorizes the University of Maine System to expend up to \$1,350,000 to replace optical network equipment in northern and downeast Maine with funding from existing sources derived from fees collected from non-UMS entities connected to the optical network along with previously allocated capital project funds to upgrade network equipment for UMM, UMFK and UMPI.

Maine Research and Education Network

Northern Ring Equipment Refresh

Objective

Approval is being sought to expend \$1.35M of existing funds to replace the optical network equipment supporting MaineREN's Northern Ring in order to meet the advanced network requirements of the research and education institutions of down east and northern Maine. Locations where optical equipment would be replaced include Orono, Ellsworth, Machias, Calais, Danforth, Houlton, Presque Isle, Van Buren, Fort Kent, Ashland, Stacyville and East Millinocket.

6.1

Background

MaineREN, a RON (regional optical network), is the backbone network connecting Maine's research and education institutions to each other and the rest of the world while providing advanced connectivity and levels of support they would not have through the commercial market. The ME entities served by the MaineREN include UMS (campuses, centers, cooperative extension), ME Higher Education institutions (Bates, Bowdoin, Colby, Maine Maritime Academy, Thomas, Unity, College of the Atlantic), ME Research Institutions (Downeast Institute, The Jackson Lab, MDI Bio Lab, Bigelow Lab), 99% of the ME K12 primary and secondary public and private schools, 85% of ME public libraries, ME Public Television/Radio, Northern Light Health and a variety of state and municipal government agencies. The connectivity provided through MaineREN enables these institutions to compete and collaborate with peers throughout Maine, the United States and the world. This cyber-infrastructure is critical not only to be able to recruit and retain top research faculty, but also to educate Maine's K-20 students.

MaineREN's Northern Ring services Hancock, Washington, Aroostook and northern Penobscot counties. The proposed project will expand and improve service for all of Maine's R&E entities in this region in terms of capacity, agility, service resiliency, and operational aspects similar to what is available for locations which roughly fall below the 45th parallel (Ellsworth, Bangor, Farmington). The new equipment will also significantly improve operational aspects of maintaining the network. As an example, one improvement will be gaining remote insight to every fiber path between optical nodes including identifying the precise location of a fiber break to quickly dispatch a repair crew. We believe this project will service the current sites well and efficiently for the next 5-7 years.

The timetable for this project is being driven by the need to replace optical equipment originally installed in 2012. This equipment is struggling to meet current needs in terms of operational support and capacity due to its age and is limiting ability to increase bandwidth capacity due to incompatibility with currently available equipment. Additionally, vendor technical support for this product line will be terminated in November 2020 resulting in reliance on spare parts on hand for service needs.

Funding

A joint purchase agreement with UNH for optical networking equipment in 2017 has provided the UMS with significant price reduction for optical equipment through 2022. For this project, funds have been set aside each year through the depreciation of the existing optical equipment to fund inevitable replacement. These funds, along with funds derived from fees charged to external MaineREN connectors, are sufficient to cover the majority of costs for the proposed equipment replacement (\$1.1M) with the remaining funding to be covered by IT Capital Reserves (\$250K).

6.1






AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Review of Projects with a Value of \$250,000 or Greater
2. **INITIATED BY:** Mark R. Gardner, 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
- Classroom Summer Upgrades – Web Conferencing
- UMS Wireless Infrastructure
- MaineStreet Improvements
- VoIP – UMF
- VoIP – UMPI
- VoIP – USM
- Brightspace LMS Implementation

Status Update – August 2020**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.

7.1

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	12/2019 (updated 11/18)	12/2020	\$4,945,075	\$4,945,075	100%	99%	Total estimated budget reflects additional allocation provided Dec. 2017 as well as contingency funds added December 2018

Status

The remaining CFTF work has been put on hold due to summer installations of web conferencing equipment in classrooms. In the meantime, several CFTF projects have been closed out, and budget adjustments have been made to determine any remaining contingency funds left to spend at campuses. Remaining funds are available at UMA, UMaine and UMPI, and planning for additional classroom upgrades at these campuses is underway. Projects will be set up in the near future once web conferencing work subsides.

BUDGET SUMMARY

Campus	Allocation	% Committed to Date	\$\$ Not Yet Budgeted	% Complete
PROJECT TOTAL	\$4,945,075	100%	-0-	99%
UMM	\$240,900	100%	-0-	99%
UMF	\$415,976	100%	-0-	100%
UMaine	\$1,681,630	100%	-0-	100%
UMPI	\$360,276	100%	-0-	99%
USM	\$1,238,980	100%	-0-	96%
UMFK	\$287,348	100%	-0-	99%
UMA	\$719,965	100%	-0-	99%

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)	100%
	Fine Arts 122	100%
	Jewett 284, 293, 297	100%
	Katz 5, 15, 51	100%
	Katz 14	100%
	Katz 16	100%
	Handley Hall	100%
	LAC 162J, 162K, 162L, 216A, 216B, 218, 222C	100%
	Bangor 135, 142	100%
	Camden 101, 105, 304	100%
	Randall 253/255	95%
	Jewett 156	100%
	Jewett 284, 293, 297	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	100%
	Roberts 3, 101, 103	100%
	Education Center 103, 106, 110, 114	100%
UMaine	Shibles 202	100%
	DPC 105	100%
	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	100%

	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	100%
	Center Stevens 155	100%
	Darling Marine Center Brooke Hall	100%
	PAIL Necropsy Lab	100%
	Libby 220	100%
	Nutting 213	100%
	Boardman 210	100%
	Lengyel 125, 127	100%
	Center Stevens 355	100%
	Deering 17, 113	100%
	Little 211, 212, 219	100%
UMM	Torrey Hall 230, 232, 234 - Phase 1	100%
	Torrey Hall 102	95%
	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	100%
	Science 13, 115	100%
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%
	Old Model School 112	62%
	Armory 119	100%
	Cyr 200-Contingency	100%
	Cyr 204, 205-Contingency	100%
UMPI	Folsom 206	100%
	Pullen 113, 212, 216	100%
	Folsom 204 & 205	100%
	Houlton 110	100%
	Folsom 203	100%
	Pullen 212	100%
	Pullen 213	100%
	Preble 239	100%
	Gentile Athletic	100%
	Weidan Training	100%
	Houlton 109	95%
	Houlton 120	49%
	Houlton 124	100%
	Houlton 125	95%
	Pullen 111, 214	100%
	Pullen 215	95%
	Pullen 113, 210, 213, ART	95%
	Folsom 303	100%
	Folsom 301, 304	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	85%
	John Mitchell 233, 242, 252, 265, 270	77%
	John Mitchell 252	100%
	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	95%
	Science 203	95%
	Science 403	95%
	Law 118	100%
	Payson Smith 42 & 44 - Phase 2	100%
	Payson Smith 206	95%
	Payson Smith 201, 304, 306 - Phase 2	85%
	Bailey 218 & 312	100%
	Bailey 313	75%
	Bailey 402	68%
	LAC 104, 106	100%
	Glickman Library 423/424	100%
	Luther Bonney 209	100%
	Science 157	100%
	Science 533	100%
	Russell 1 and Dance Studio	100%
	Masterton G38	100%
	Hill Gym 201	100%
	Ice Arena 154	100%
	LB 410, 524	100%




	Corthell 320	100%
	LAC 105, 108, 110	100%

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

Risks

- Potential COVID-19 impact of work on campus.
- Potential delays in shipping and equipment shortages due to COVID-19 impact.

Status Update – August 2020**Classrooms for the Future Web Conferencing Projects**

Overall status:		Change from previous report:	N/A
Budget status:		Change from previous report:	N/A
Schedule status:		Change from previous report:	N/A

Overview

The Board of Trustees recently approved funding for adding web conferencing equipment to several UMS classrooms that were upgraded in the CFTF Phase I project. The majority of work will take place this summer, with any remaining installations to be completed over winter break. The budget includes funds for web conferencing carts as well as four temporary employees to assist UMS IT staff with installations. Vendors will also be engaged for work in the UM Law School large lecture hall and for classrooms requiring programming changes. Once the rooms have been updated, they will be re-assessed and scored accordingly.

Initiation Date	Sponsor	Estimated Completion Date*	Estimated Budget	Budget Committed to date	Budget % Committed	Project % Complete	Comments
5/2020	David Demers	2/1/2021	\$2,563,650	\$2,289,900	89%	41%	*Expected to complete majority of rooms this summer with remaining rooms to be completed over winter break

Status

Installation work is being completed for Summer web conferencing upgrades. Due to shipping delays, cameras are not expected to arrive on campuses until August 15-19th. Camera mounts have already been installed so the cameras can be placed and equipment testing can continue.

In addition to the room upgrades, 42 carts (UM-10; UMA-10; UMF-4; UMFK-2; UMM-2; UMPI-2; USM-11; UMSL-1) with web conferencing equipment have been delivered to campuses and have been placed in designated classrooms for faculty use. These carts will remain stationary for the duration of the semester.

Documentation has been prepared and hard copies will be placed in the newly updated classrooms. A training video will be available for distribution during the week of August 17th, and live training will begin that week and continue into the week of the 24th.

Web conferencing equipment installations will resume during winter break for rooms originally scheduled for upgrades during that time. Once updates to all designated rooms are completed, room reassessments will take place.

Summary by Campus and Classroom Project

Campuses	Rooms By Project Setup	% Complete
UMA	Brunswick 114	67%
	Ellsworth 2	46%
	Ellsworth 7	41%
	LAC 162J	4%
	Rockland 410	65%

	Rockland 413	67%
	Saco 108	38%
	Civic Center 257*	17%
	Fine Arts 124	69%
	Jewett Hall 124	5%
	Jewett Hall 156	8%
	Jewett Hall 180	60%
	Jewett Hall 284	58%
	Jewett Hall 293	71%
	Jewett Hall 297	63%
	Katz 5	36%
	Katz 53	11%
	Randall Student Ctr 253*	14%
	Randall Student Ctr 255*	6%
	Camden Hall 101*	4%
	Camden Hall 105*	4%
	Camden Hall 304*	4%
	College Center 135	58%
	College Center 142*	4%
	Eastport Hall 135	53%
	Eastport Hall 136*	4%
	Eastport Hall 138	53%
	UMA Percentage Complete	34%
UMF	Education Center 103	56%
	Education Center 106	58%
	Education Center 111	58%
	Education Center 113*	57%
	Education Center 114*	45%
	Preble 117	47%
	Ricker Addition 217	54%
	Roberts 5*	5%
	Roberts 101*	5%
	Roberts 131**	4%
	Roberts C23**	4%

	UMF Percentage Complete	36%
UMaine	Aubert 421	59%
	Aubert 422	60%
	Barrows 123*	5%
	Barrows 124	60%
	Barrows 130	4%
	Barrows 131*	5%
	Bennett 102	59%
	Bennett 140	59%
	Bennett 141	5%
	Boardman 115*	5%
	Bryand Global 100	60%
	Deering 17*	41%
	Deering 113	59%
	DPC 100	83%
	DPC 105	47%
	DPC 107	47%
	DPC 115	47%
	DPC 117	47%
	Hutchinson Center 102	4%
	Hutchinson Center 129*	4%
	Jenness 100	60%
	Jenness 102	55%
	Jenness 104	53%
	Jenness 106	55%
	Jenness 108	55%
	Lengyel 125	53%
	Lengyel 127	52%
	Little 110	83%
	Little 120	83%
	Little 202*	37%
	Little 206*	22%
	Little 211	59%
	Little 219*	39%

	Little 220*	4%
	Lord 200*	5%
	Murray 106	60%
	Neville 100	60%
	Neville 101	83%
	Neville 208	60%
	Neville 227	60%
	Nutting 100	83%
	Nutting 102	60%
	Nutting 213	60%
	Nutting 257	60%
	Shibles 217	54%
	Shibles 313	56%
	Shibles 316	45%
	Stevens/Center 155*	5%
	Stevens/Center 355*	5%
	Stevens/Center 235	83%
	Stevens/Center 237*	5%
	UMaine Percentage Complete	45%
UM LAW	Moot	47%
	Middle	47%
	First Year	78%
	506*	4%
	522A*	4%
	UM Law Percentage Complete	36%
UMM	Science 115	40%
	Science 120	25%
	Science 13*	36%
	Torrey 104	47%
	Torrey 106	51%
	Torrey 226	52%
	Torrey 228*	41%
	Torrey 230	51%

	Torrey 232	49%
	Torrey 234*	38%
	UMM Percentage Complete	43%
UMFK	Armory 119	53%
	Cyr 113	60%
	Cyr 204	59%
	Cyr 205*	44%
	Old Model School 103*	35%
	Powell 123	59%
	UMFK Percentage Complete	52%
UMPI	Folsom 203	58%
	Folsom 204*	33%
	Folsom 205	58%
	Folsom 206	58%
	Folsom 303	58%
	Pullen 111*	5%
	Pullen 212	58%
	Pullen 214*	5%
	Pullen 216*	5%
	Weidan PTA	58%
	UMPI Percentage Complete	40%
USM	Bailey 10*	4%
	Bailey 113	49%
	Bailey 201	53%
	Bailey 202	60%
	Bailey 204	54%
	Bailey 205	56%
	Bailey 206*	8%
	Bailey 207*	8%
	Bailey 218	59%
	Bailey 312	59%
	Bailey 315	61%

	Bailey 319	56%
	Bailey 322*	4%
	Bailey 402*	5%
	Bailey 403	59%
	John Mitchell 151	58%
	John Mitchell 242	59%
	John Mitchell 252	46%
	LAC 104*	4%
	LAC 108	43%
	LAC 158	51%
	LAC 210	47%
	Luther Bonney 103*	4%
	Luther Bonney 209	60%
	Luther Bonney 241*	18%
	Luther Bonney 302	59%
	Luther Bonney 326	59%
	Luther Bonney 402*	59%
	Luther Bonney 403*	59%
	Luther Bonney 410	58%
	Luther Bonney 502*	17%
	Luther Bonney 503	59%
	Luther Bonney 510	59%
	Luther Bonney 523	59%
	Masterton 113*	4%
	Masterton 305*	4%
	Masterton G08	56%
	Masterton G38	59%
	Payson 42	59%
	Payson 44	59%
	Payson 200	59%
	Payson 201	31%
	Payson 202	59%
	Payson 204	59%

	Science 533	59%
	Wishcamper 133*	4%
	Wishcamper 419/427*	4%
	USM Percentage Complete	42%

*denotes rooms scheduled for winter break




**vendor scheduled to do installations the week of August 17th

Risks

- Potential COVID-19 impact on summer installations.
- Delayed shipping of cameras for web conferencing rooms.

Status Update – August 2020

UMS Wireless Infrastructure

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

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	12/2020	\$13,215,000	\$12,521,387	98%	

Status

Cabling is underway in the Costello Sports Complex. The contractor is scheduling around planned events such as COVID testing dates. We have received the go ahead to start work in Sullivan gym and will begin the week of 8/24 with an estimated 2 months to complete. The scope of work for Lewiston-Auburn Campus was limited to upgrading electronic equipment due to the uncertain future of the facility. These upgrades are approximately 75% completed. A few “punch list” items remain in other USM buildings.

At UM, Facilities Management is completing some related items. No additional work is currently underway or being planned as part of this project.

At UMPI, no work is currently underway or being planned as part of this project.

At UMA, no work is currently underway or being planned.

At UMM, project work is complete on the UMM campus.

At UMF, project work is complete on the UMF campus.

At UMFK, project work is complete on the UMFK campus.

BUDGET SUMMARY

Campus	Allocation	% Budgeted to Date	\$\$ Not Yet Budgeted	% Expended & Encumbered to Date	\$\$ Expended & Encumbered	\$\$ Not Yet Expended/Encumbered
PROJECT TOTAL	\$13,215,000	99%	\$145,772	95%	\$12,521,387	\$693,613
Equipment in Inventory					\$562,206	
System-wide Services	\$620,000	100%	-\$452	100%	\$620,452	-\$452
UM - Machias	\$733,200	100%	\$0	101%	\$743,998	-\$10,798
UM - Farmington	\$1,674,800	100%	-\$6,712	100%	\$1,681,512	-\$6,712
UMaine	\$3,294,600	100%	\$0	100%	\$3,302,486	-\$7,886
UM - Presque Isle	\$700,200	100%	\$0	99%	\$695,454	\$4,746

USM	\$5,017,600	97%	\$158,260	74%	\$3,735,355	\$1,282,245
UM - Fort Kent	\$614,600	103%	-\$17,655	103%	\$632,255	-\$17,655
UM - Augusta	\$560,000	98%	\$12,331	98%	\$547,669	\$12,331

(*) = 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 Scott West Scott South Campus Fiber			
University of Maine at Fort Kent				
Powell The Lodge Crocker	Blake Library Cyr Hall			
University of Maine at Machias				
Torrey Hall / Merrill Library Reynolds Powers	Science Kilburn Dorward Sennett			
University of Maine at Presque Isle				
Park Emerson Merriman	Folsom-Pullen Wieden Library Campus Fiber			
University of Maine				
Fogler Library Shibles Bennett Rogers Jenness Lord Bryand Global Science Boardman Murray Hall² Aubert Wells Stewart	Little Class of 1944 Lengyel Estabrook Core Hitchner Hart Core Donald P Corbett Winslow Barrows / ESRB NuttingDeering Center Stevens North Stevens			

Merrill	South Stevens Fernald			
University of Southern Maine				
Drawing Studio Print Studio Academy Building Wishcamper <u>Wireless Only</u> Law Building	Abromson Masterton Hall Glickman Library Luther-Bonney Payson-Smith Brooks Dining JMC (wired) Russell	<u>In Progress</u> Science (99%) Bailey (99%) Corthell (99%) Lewiston-Auburn (75%) Costello Complex (20%)	<u>Begin 0-3 months</u> Sullivan Complex	

- 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

- Campus closures and increased health and safety regulations due to COVID-19 pandemic are impacting project schedule.
- 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 – August 2020

MaineStreet Improvements

Overview

This initiative was initially 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 upgraded 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 included transitioning the CS PeopleSoft environments from the legacy Solaris architecture to Linux architecture.

- PeopleSoft User Interface Platform:** This project will acquire and deploy a 3rd party PeopleSoft User-Interface 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	Comments
CS 9.2 Upgrade	October 2018	David Demers	June 2019	June 2019	\$1,349,263	\$436,064	100%	Project Closed
UX Enhancements	September 2018		January 2019	February 2021	\$1,148,237	\$506,718	65%	Current Estimated Completion Date adjusted to account for a controlled student pilot before full launch

PeopleSoft User Interface Platform

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

Summary Status

In late April and early May, the Project Team conducted a controlled student preview of the Campus Experience module and collected initial reactions and feedback from participants (student workers). The input received was overwhelmingly positive and used to inform configuration adjustments and addition of resources to the platform. The Technical Team recently updated the CSTS3 test database with the latest version of the Campus Experience module, remediated issues, and applied the necessary UMS customizations in preparation for Functional Team user acceptance testing (UAT), which occurred in August. While valuable feedback was collected during UAT, given the current competing priorities and demands of functional area teams as the Fall semester approaches, another opportunity for additional testing will be provided in early fall. The Project Team is currently making plans for an expanded Fall 2020 Student Pilot during which student participants will use Campus Experience (referred to more generally as the “New MaineStreet Experience”) for Spring 2021 registration, among other activities.

Recently Completed

- Functional Team initial user acceptance testing (UAT)
- Functional Team UAT Kickoff
- Reassessment of each feature and function in updated test environment
- Application of latest software releases and reapplication of customizations in test environment

In Progress

- Fall 2020 Student Pilot planning
- CX move to CSPRD (configured to remain non-visible until student pilot)

Risks & Mitigation Strategies

Risk	Risk Management Plan
Impact of the COVID-19 pandemic include a shift in resource availability, including students, for testing and feedback	Leverage staff resources efficiently and targeted, virtual outreach to students to solicit input
Failure to complete the 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. Leverage qualified Highpoint resources to augment UMS resources when needed.
Changes to project scope	Perform fit/gap analysis and execute the change control process throughout the project.
A high volume of change within a short time period can result in training and support challenges.	Engaging with stakeholders at an early stage will help inform decisions regarding functional deployment, communication, and training.
Many MaineStreet self-service functions are customized and HighPoint modules are designed to work with native PeopleSoft functionality. Users will need to be able to access the appropriate features and functions of MaineStreet in the HighPoint environment.	Conducting a comprehensive analysis of functionality and customizations with functional and technical stakeholders will inform the development of the optimal user experience.

Status Update – August 2020**VoIP – UMF**

Overall status:



Change from previous report: None

Budget status:



Change from previous report: None

Schedule status:



Change from previous report: Changed from yellow

Overview

This project will upgrade the UMF telecom system to utilize voice-over-IP (VoIP) and mitigate risk associated with the aging Avaya phone system.

Initiation Date	Sponsor	Original Estimated Completion Date	Current Estimated Completion Date	Estimated Budget	Budget Committed to date	Project % Complete	Comments
4/2019	Jeffrey Letourneau	9/2021	2/2021	\$499,000	\$342,038.73	84%	

Status

The Admissions building and Franklin Hall have been completed. Infrastructure cabling is underway in Merrill Hall and will be completed by the end of August. With the completion of Merrill Hall, the majority of new phone installations will be completed and the project team will refocus on clean up and decommissioning of the legacy system.

Risks

- Delays in other projects caused by COVID-19 response may impact this schedule.
- The legacy Avaya phone system has showed signs of failing. There is a risk that we will not be able to migrate all services from this system before failure occurs. This risk is being mitigated by temporarily moving line to analog voice gateways.
- Due to the mitigation plan noted above, many users will be required to transition multiple times. This poses a risk of customer dissatisfaction and will necessitate a more comprehensive communication strategy.
- The network infrastructure in many buildings on the UMF campus is not adequate for deploying VoIP phones. This poses a risk to both project schedule and budget.
- Availability of human resources is a risk to this project. Resources needed for this project will also be working on telecommunications upgrades at UMPI and USM as well as providing operational support for all campuses.

Status Update – August 2020**VoIP – UMPI**

Overall status:



Change from previous report: None

Budget status:



Change from previous report: None

Schedule status:



Change from previous report: Change from yellow

Overview

This project will upgrade the UMF telecom system to utilize voice-over-IP (VoIP) and mitigate risk associated with the aging Avaya phone system.

Initiation Date	Sponsor	Original Estimated Completion Date	Current Estimated Completion Date	Estimated Budget	Budget Committed to date	Project % Complete	Comments
6/2019	Jeffrey Letourneau	9/2021	9/2021	\$291,000	\$252,073.68	50%	

Status

After being delayed due to the pandemic, cabling infrastructure work is now underway in Preble Hall. South Hall is tentatively scheduled for winter break. With completion of these two buildings, the majority phone replacements will be completed and the team will focus on clean up and decommissioning the old system during the spring semester.

Risks

- Delays in other projects caused by COVID-19 response may impact this schedule.
- There is a risk that we will not be able to migrate all services from this system before failure of the legacy system occurs.
- The network infrastructure in some buildings on the UMPI campus is not adequate for deploying VoIP phones. This poses a risk to both project schedule and budget.
- Availability of human resources is a risk to this project. Resources needed for this project will also be working on telecommunications upgrades at UMF and USM as well as providing operational support for all campuses.

Status Update – August 2020**VoIP – USM**

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 upgrade the USM telecom system to utilize voice-over-IP (VoIP) and mitigate risk associated with the aging Nortel phone system.

Initiation Date	Sponsor	Original Estimated Completion Date	Current Estimated Completion Date	Estimated Budget	Budget Committed to date	Project % Complete	Comments
6/2019	Jeffrey Letourneau	9/2022	9/2022	\$809,000	\$204,970.07	25%	

Status

The team continues scheduling and coordinating voicemail and VoIP migrations on a building-by-building or, in some cases, a floor-by-floor basis. An effort is also in place to coordinate with the network upgrade projects to avoid re-work.

It has been determined that current resources on campus do not have enough time to balance this project and other daily tasks. Leadership is working at options to add additional resources to increase the speed of project completion.

Status by Building:




Building - Portland	% Complete	Building - Gorham	% Complete
Wishcamper	96%	Brooks Student Center	100%
Glickman	74%	Bailey Hall	87%
Luther Bonney	18%	Upton	14%
Science	35%	Corthell	94%
106, 120, 126 Bedford Street	85%	Russell	68%
Building - Lewiston-Auburn Campus	3%		

Risks

- Campus closures and changes in health and safety regulations in response to the COVID-19 are impacting project schedule.
- Construction, office moves, and other facilities changes planned for the next 12-24 months may cause project delays.
- Constantly changing staff phone assignments and lack of clear processes for notifying IT when staff leave or are hired is a risk to a complete and accurate migration.
- There is a risk that we will not be able to migrate all services from this system before failure of the legacy system occurs.

- The network infrastructure in some buildings on the USM campus is not adequate for deploying VoIP phones. This poses a risk to both project schedule and budget.
- Availability of human resources is a risk to this project. Resources needed for this project will also be working on telecommunications upgrades at UMF and UMPI as well as providing operational support for all campuses.

Status Update – August 2020**Brightspace LMS Implementation**

Overall status:		Change from the previous report:	N/A
Budget status:		Change from the previous report:	N/A
Schedule status:		Change from the previous report:	N/A

Project Overview

Blackboard's current Learning Management System (Blackboard Learn) is slated to be superseded with its new product, Blackboard Learn Ultra, in the coming years. Instead of waiting to be forced into the new product on the vendor's timeline, during the 2018 - 2019 academic year the University of Maine System (UMS) has engaged in a comprehensive review process to evaluate and identify the Learning Management System best suited to the needs of our campus communities. Based upon feedback received from faculty across all UMS campuses and a thorough feature evaluation process also involving representation from all campuses, Desire2Learn's (D2L) Brightspace platform was selected to replace Blackboard Learn. This project will implement Brightspace as the UMS's new LMS. Implementation must be completed and the new system operational by August 2020. The Blackboard contract has been extended to August 25, 2020. (The Summer 2020 term concludes on August 21, 2020.)

7.1

Initiation Date	Sponsor	Original Estimated Completion Date	Current Estimated Completion Date	Initial Budget	Current Budget Balance	Project % Complete	Comments
10/9/19	UMS Chief Academic Officers Council (CAOC)	September 2020	August 2021	Implementation and Year 1: \$205,825	\$0	88%	Current Estimated Completion Date adjusted to account for a full academic year of courses conducted via Brightspace. Support needs will decrease after initial implementation in Sept. 2020.
				Transition Support Allocations: \$1,401,396	\$1,225,702		

Status

Faculty and staff have worked diligently throughout the late spring and summer to prepare Brightspace and its users for the full Fall transition from Blackboard, as well as to develop, conduct and support live Summer courses. Migration of prior semester course content from Blackboard to Brightspace continues, as does development of the robust custom administration tool built to leverage the benefits of the Brightspace integration with MaineStreet. Additional student communications have recently been sent, and customized student training materials have been developed, systemwide.

Recently Completed

- Brightspace Training for IT Support Staff
- Further refinement and development of user roles and permissions
- Additional requests and completed integrations of several third-party tools
- Creation of a System Announcement page in Brightspace, visible to staff and faculty and intended to keep stakeholders apprised of updates and changes to the UMS Brightspace instance
- Blackboard course content migration through Spring 2018 (nearly complete)

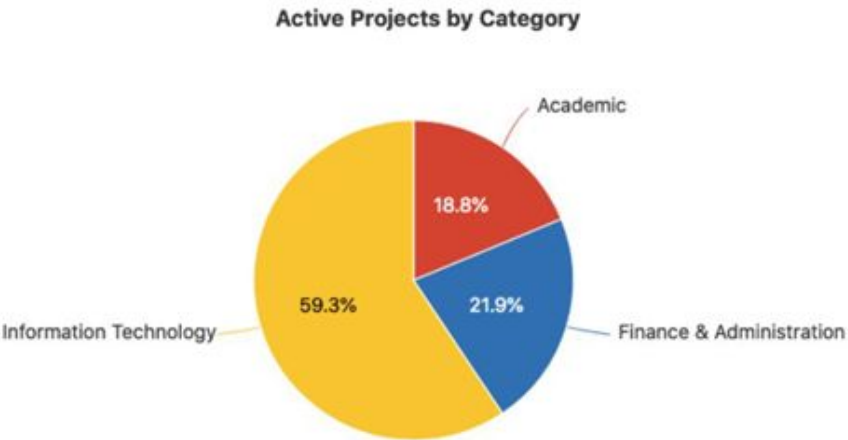
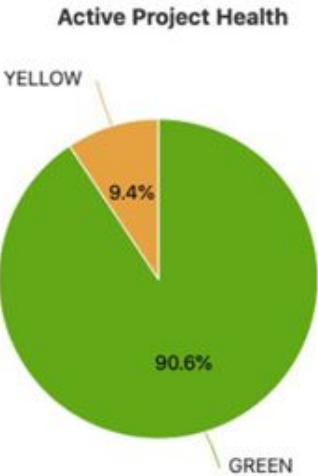
In Progress

- Continued development of custom administrative tool
- Post-implementation planning
- Discovery around request to enable campus utilization of Brightspace landing pages for specific communications
- Continued faculty training

Risks & Mitigation Strategies

Risk	Risk Management Plan
Unexpected technical complications have contributed to a delay in course migration from Blackboard to Brightspace.	Dedicated resources and migration support from D2L; consistent UMS monitoring and communication with Blackboard and D2L..
Impacts of the COVID-19 pandemic include a shift in resource availability	Leverage staff and faculty resources efficiently. Utilize targeted, virtual communication, outreach and training resources.
Failure to complete the 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 D2L consultants to augment UMS resources when needed.
Interruption of project timeline due to delay in decision-making	Defined and closely adhered to the 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 training information.

7.1

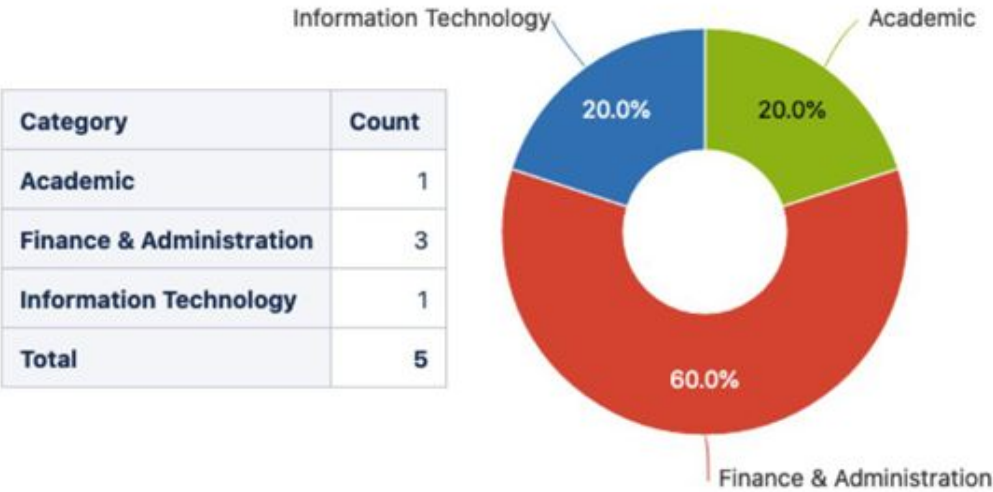


Project Health	Count
GREEN	29
YELLOW	3
Total	32

Total Budget of Active Projects	
	Sum of Budget
Total	\$28,641,000.00

Category	Count
Academic	6
Finance & Administration	7
Information Technology	19
Total	32

Initiating Projects & RFPs











US:IT Project (>\$250,000) Review

**Finance – Facilities – Technology
Committee**

September 2, 2020










Maine's
Public
Universities

UNIVERSITY OF MAINE SYSTEM

University Services


Information Technology

1

US:IT Project (>\$250,000) Review

Classrooms for the Future (Tab 7.1; Page 29)



Maine's
Public
Universities

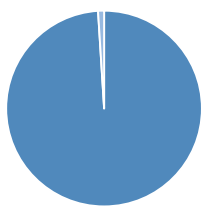
UNIVERSITY OF MAINE SYSTEM

Project Budget - \$4.945M**

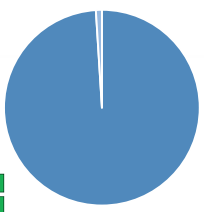
	Jun	Aug
Remaining	\$0	\$0
Expended	\$4,945,075	\$4,945,075

■ Expended ■ Remaining

99% Complete (Jun)



99% Complete (Aug)




Overall status: ■

Budget status: ■

Schedule status: ■









Initiation Date	Sponsor	Original Estimated Completion Date	Current Estimated Completion Date	Estimated Budget*	Budget Committed to date	Budget % Committed	Project % Complete
4/2016	Dorad Dornier	12/2019 (updated 11/18)	12/2020	\$4,945,075	\$4,945,075	100%	99%

****Revised Budget**
reflects additional
\$582,730 allocation
provided from project
contingency funds




2

7.2








US:IT Project (>\$250,000) Review


Classrooms for the Future (Tab 7.1; Page 29)



Maine's
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Universities
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• **2017-2020 Classroom Upgrades**

Campus	Aug '20	
UMA	99%	
UMF	100%	
UMFK	99%	
UMM	99%	
UM	100%	
USM	96%	
UMPI	99%	




3

7.2

US:IT Project (>\$250,000) Review

Classrooms for the Future (Tab 7.1; Page 29)




Maine's
Public
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• **Aug 2020 Update**

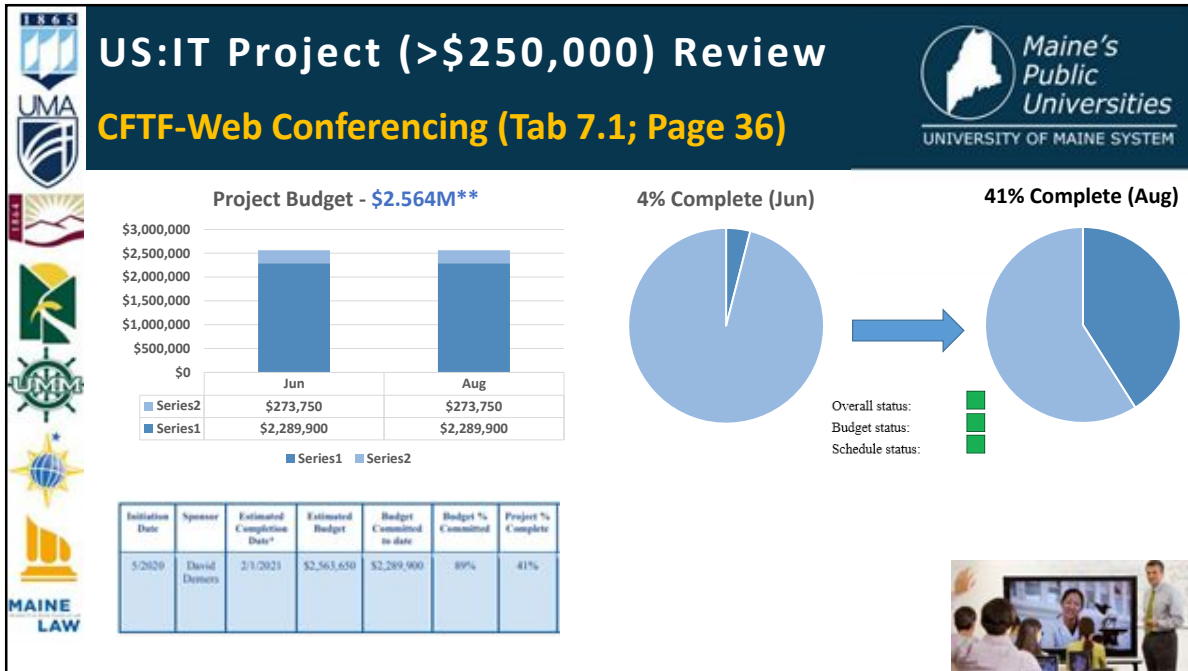
- Due to COVID-19 pandemic and Summer Web-Conferencing upgrades, final work scheduling has been affected
 - Several campuses have been completed
 - Anticipate availability of small amount of remaining funds for UMA, UM and UMPI

• **Risks**

- High anticipation for Phase II funding to complete remaining rooms

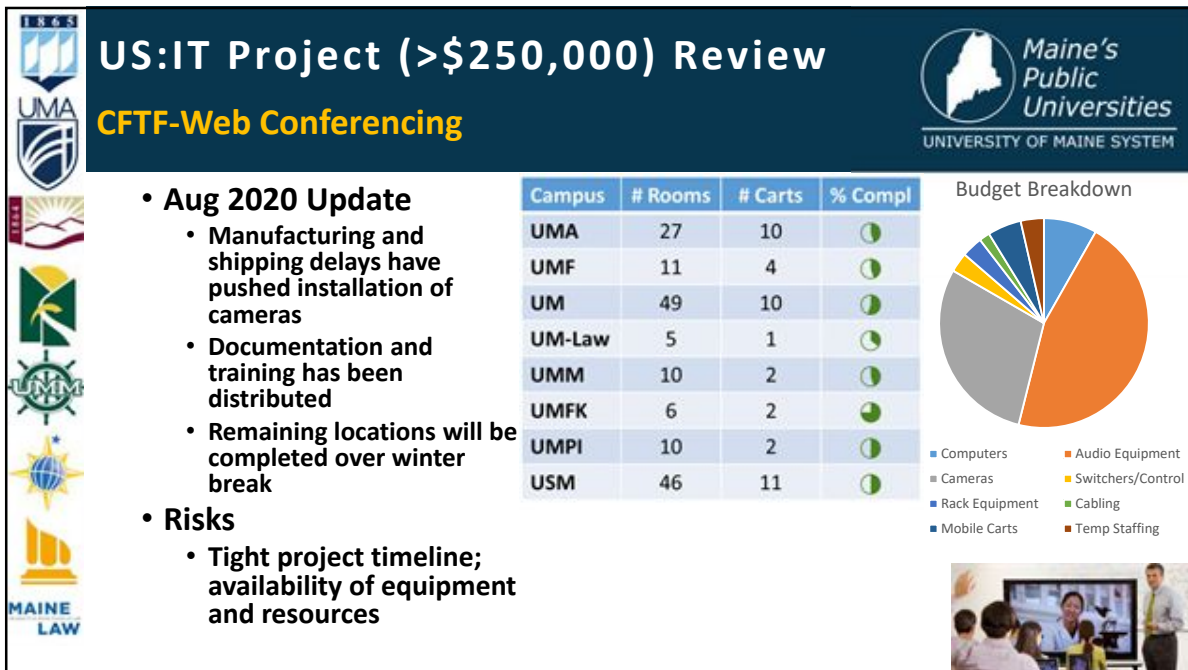


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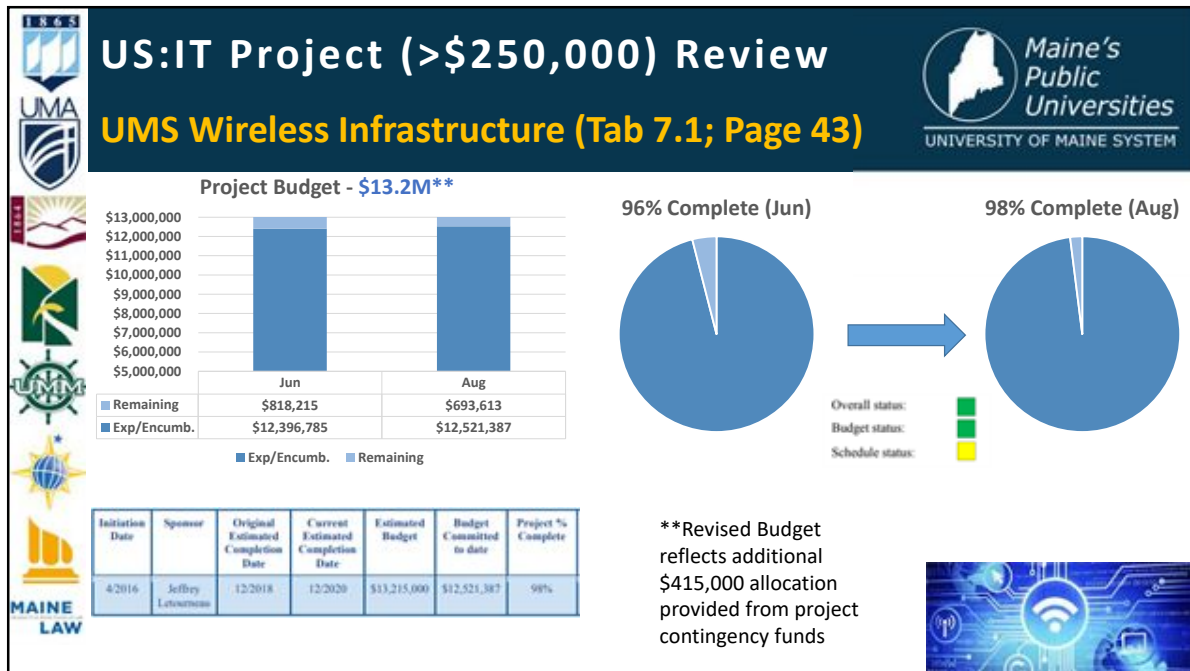


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7.2

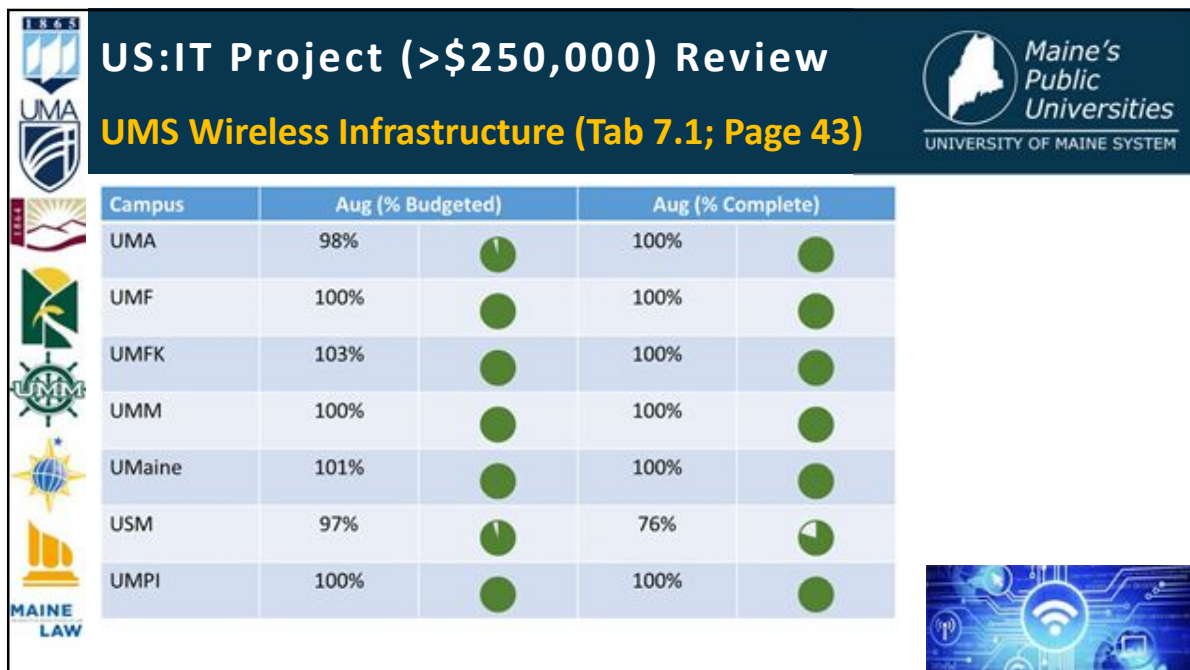


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7

7.2




8





US:IT Project (>\$250,000) Review

UMS Wireless Infrastructure (Tab 7.1; Page 43)





- **Project Status**
 - COVID-19 Pandemic has impacted final work at USM
 - Workforce availability
 - Facility availability
- **Recently Completed:**
 - USM – Russell; Science, Bailey, Corthell all nearly complete
- **Current Work:**
 - USM – Costello Complex (20%); LAC Network Equipment Upgrade (75%); Sullivan Gym work underway
- **Risks**
 - Phased funding will necessitate maintaining parallel wireless networks
 - High anticipation for additional funding to complete effort




7.2

9

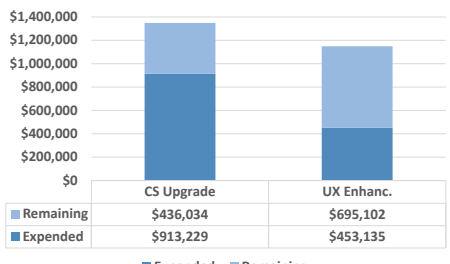



US:IT Project (>\$250,000) Review

MaineStreet Improvements (Tab 7.1; Page 46)



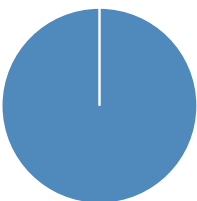
Project Budget - \$2.48M



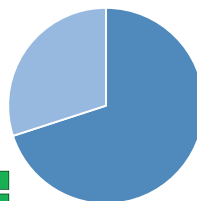
	CS Upgrade	UX Enhanc.
Remaining	\$436,034	\$695,102
Expended	\$913,229	\$453,135

■ Expended ■ Remaining

CS Upgrade (100% Compl)



UX Enhance (70% Compl)





Overall status: ■



Budget status: ■

Schedule status: ■

Project	Initiation Date	Sponsor	Original Estimated Completion Date	Current Estimated Completion Date	Initial Budget	Current Budget Balance	Project % Complete
CS 9.2 Upgrade	October 2018		June 2019	June 2019	\$1,349,263	\$436,064	100%
UX Enhancements	September 2018	David Demers	January 2019	February 2021	\$1,148,237	\$506,718	65%





10






US:IT Project (>\$250,000) Review

MaineStreet Improvements (Tab 7.1; Page 46)





- UX Enhancements:**
 - Completed controlled student preview of the NEW MaineStreet Experience interface
 - Completed User-Acceptance Testing for latest release
 - Conducting expanded student pilot during Fall 2020 term; emphasis on functionality to support Spring 2021 registration in Oct.
- Risks**
 - Managing change in navigation and interface for the MaineStreet environment


7.2

11

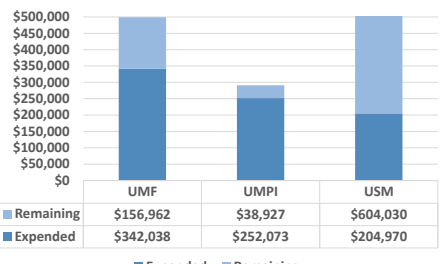



US:IT Project (>\$250,000) Review

VoIP Implementation (Tab 7.1; Pages 48-50)

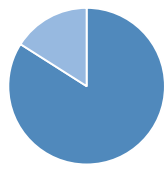


Project Budget - \$1.599M




	UMF	UMPI	USM
Remaining	\$156,962	\$38,927	\$604,030
Expended	\$342,038	\$252,073	\$204,970

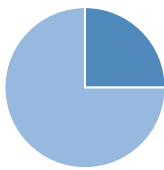
UMF (84% Compl)



UMPI (50% Compl)



USM (25% Compl)










Overall status: ■

Budget status: ■

Schedule status: ■


Initiation Date	Sponsor	Original Estimated Completion Date	Current Estimated Completion Date	Estimated Budget	Budget Committed to date	Project % Complete
4/2019	Jeffrey Latourneau	9/2021	2/2021	\$499,000	\$342,638.73	84%
4/2019	Jeffrey Latourneau	9/2021	9/2021	\$291,000	\$152,973.68	50%
4/2019	Jeffrey Latourneau	9/2022	9/2022	\$809,000	\$204,970.07	25%

12

US:IT Project (>\$250,000) Review

VoIP Implementation (Tab 7.1; Pages 48-50)



UMF:

- Admissions & Franklin Hall completed
- Merrill Hall nearly completed
- Final punch-list items are being scheduled
- Plans for final decommission of legacy telephony system underway

UMPI:

- Work has commenced in Preble now that it is accessible
- South Hall to proceed over Winter break


USM:

- Brooks, Wishcamper, Corthell substantially completed
- Work continues in Glickman, Luther-Bonney, Science, Bailey, Upton, Russell

COVID-19 Impact will delay project timeline








Risks

- Ongoing probability of future failures of legacy phone systems at UMF/USM
- Poor network infrastructure on both campuses will pose challenges to the project timeline




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7.2

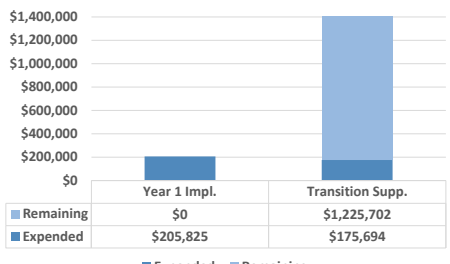








US:IT Project (>\$250,000) Review

Brightspace LMS Implementation (Tab 7.1; Page 52)

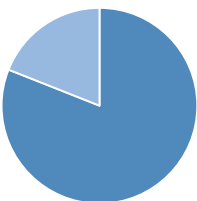


Project Budget - \$1.61M

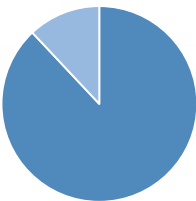


	Year 1 Impl.	Transition Supp.
Remaining	\$0	\$1,225,702
Expended	\$205,825	\$175,694

81 % Complete (Jun)



88 % Complete (Aug)




Overall status: ■









Budget status: ■

Schedule status: ■

Initiation Date	Sponsor	Original Estimated Completion Date	Current Estimated Completion Date	Initial Budget	Current Budget Balance	Project % Complete
10/9/19	UMS Chief Academic Officers Council (CAOC)	September 2020	August 2021	Implementation and Year 1: \$205,825	\$0	88%
				Transition Support Allocations: \$1,401,396	\$1,225,702	




14


US:IT Project (>\$250,000) Review

Brightspace LMS Implementation (Tab 7.1; Page 52)



Maine's
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UNIVERSITY OF MAINE SYSTEM

- **Project Overview**
 - Replace current Learning Management System (Blackboard Learn) with modern, mobile-friendly, cloud-based platform – Brightspace from Desire2Learn for Fall 2020 term.
- **Recently Completed:**
 - Brightspace training for IT Support Staff
 - Additional refinement of user roles/permissions
 - Additional 3rd Party Tool integrations
 - Migration of course content from Blackboard
- **In Progress:**
 - Planning for transition from implementation > operation
 - Ongoing faculty training
 - Exploration of additional users of Brightspace
- **Risks**
 - Very aggressive timeline for completion
 - COVID-19 disruption



7.2



AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Adaptive reuse of Coburn and Holmes Halls – Market Demand and P3 Project Update, UM
2. **INITIATED BY:** Mark R. Gardner, Chair
3. **BOARD INFORMATION:** X **BOARD ACTION:**
4. **OUTCOME:** Enhance fiscal positioning
Support Maine through research and economic development **BOARD POLICY:** 702 – Budgets Operating & Capital
712 – Deby Policy
802 – Disposition of Real Property
5. **BACKGROUND:** Pursuant to the update presented at the October 30, 2019 meeting of this Committee and other prior briefings, the University of Maine System acting through the University of Maine continues to pursue *Adaptive reuse of Coburn and Holmes Halls*, unused facilities on the Orono campus. These building have been previously identified for reuse or disposition, yet are historic properties. The Univeristy of Maine, has utilized the P3 consultant Brailsford & Dunlavey to analyze the nature of the facilities for potential private redevelopment for future uses that would be compatible with the the Univeristy of Maine education, research and public service mission. The University of Maine established a Project Team of University of Maine and University of Maine System staff to advise B&D and the Project Team participated in the evaluation, ananalysis and determination of market demand. The Project Team and B&D believe office and hotel concepts, through a public-private partnership that takes advantages of the federal and state Historic Tax Credit Program, are both economically viable and strategically beneficial options to pursue for adaptive reuse of Coburn and Holmes Halls. A companion briefing document reviewing this initiative, the Project Team recommendations, and schedule to move forward is attached as part of this briefing.

Following the reccomendations from B&D and the Project Team, the University of Maine plans to purse a a qualifications-based, public, competitive solicitation in search of potential partners for the project. That solicitation is planned to be in the market place in the fall of 2020, potentially as soon as before the end of September 2020. Exactly how the University of Maine pursues either of the proposed reuses, whether through the active solicitation or some other mechanism, remains to be determined and confirmed based on responses to the RFQ and ongoing diligence by the University of Maine. Based on positive results of the RFQ, the University expects to request further Board consideration over the fall 2020/winter 2021 period.

8/25/2020



UMaine Historic Building P3
Project Update
September 2020

8.1

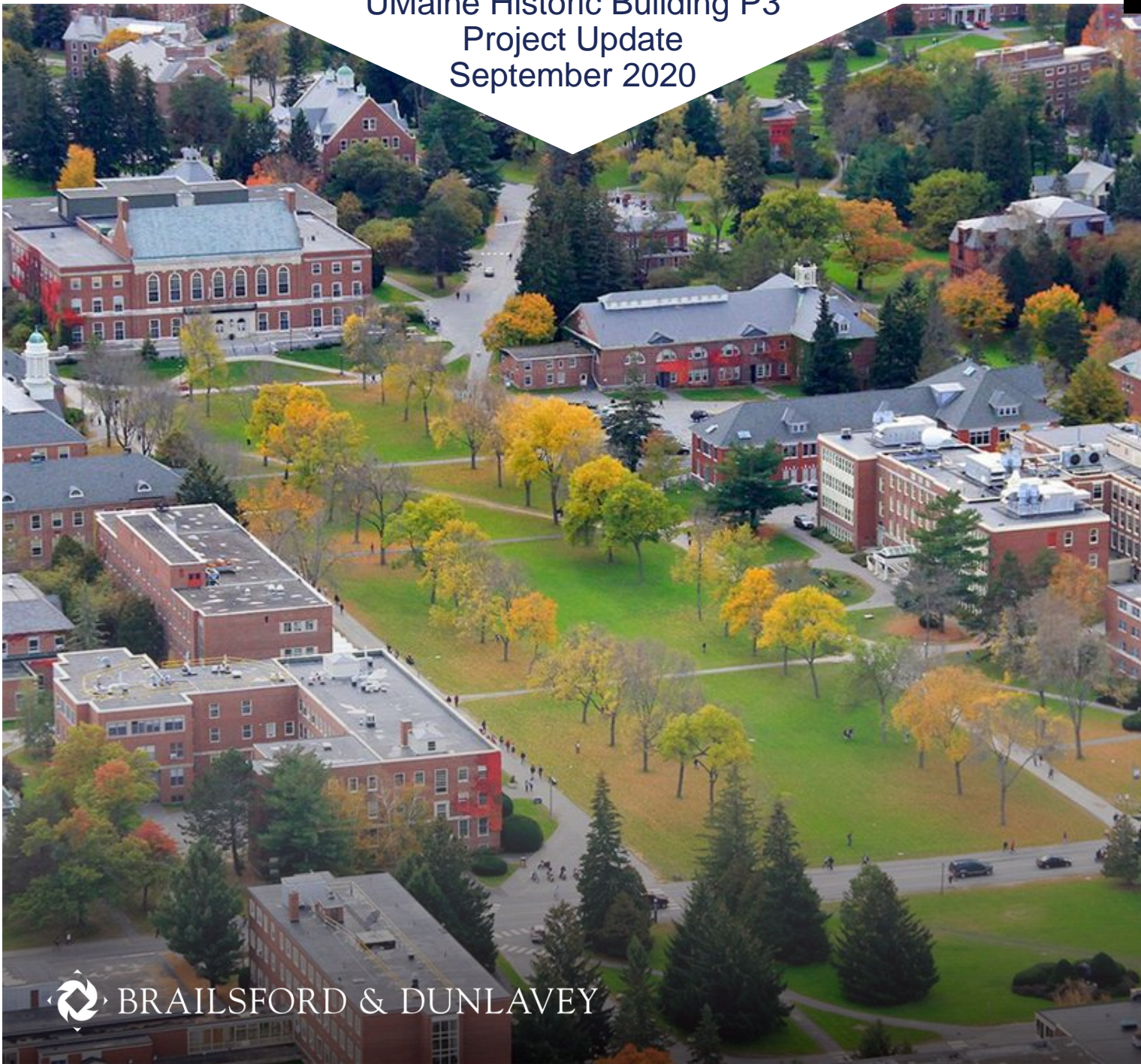


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- › **UMaine Historic Building P3, Project Recommendations (Brailsford & Dunlavey, June 2020)**
- › **UMaine Recommendation (University of Maine, June 2020)**
- › **Updated Project Delivery Schedule Memorandum (Brailsford & Dunlavey, August 2020)**
- › **Project Delivery Schedule**

8.1



University of Maine Historic
Buildings Assessment (P3)
INITIAL DOCUMENTATION / SPRING 2020

8.1



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 - c. Economic Viability
 - d. COVID-19 Pandemic
- 2. PROJECT CONTEXT
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 - b. Historic Building Redevelopment Context
 - c. University of Maine System Context
 - d. Campus Context
- 3. EXISTING CONDITIONS
 - a. Coburn Hall
 - b. Holmes Hall
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- 4. ADAPTIVE REUSE AND MARKET OVERVIEW
 - a. Multifamily Housing
 - b. Commercial Retail
 - c. Storage
 - d. Office
 - e. Hospitality
- 5. PROJECT FINANCING AND OWNERSHIP

ACKNOWLEDGEMENTS

B&D would like to thank the following administrators at the University of Maine System (“UMS”) and the University of Maine (“UMaine”) for their leadership and support throughout the project process (*listed alphabetically*):

- ◆ Dr. Robert Dana, Vice President for Student Life and Dean of Students
- ◆ Robin Delcourt, Special Assistant to the Executive Vice President for Academic Affairs and Provost
- ◆ Tracy Elliott, Vice President of Finance and Controller, UMS
- ◆ Dr. Joan Ferrini-Mundy, UMaine President
- ◆ Rudy Gabrielson, Chief Procurement Officer, UMS
- ◆ Stewart Harvey, Executive Director of Facilities and Capital Management Services
- ◆ Dr. Jeffrey Hecker, Senior Advisor to the President
- ◆ Derek Houtman, Associate Strategic Sourcing Manager, UMS
- ◆ Carolyn McDonough, Director of Capital Planning and Project Management, UMS
- ◆ Sara Mlynarchek, Assistant General Counsel, UMS
- ◆ Rachel Piper, Director of Strategic Sourcing and Supplier Relationship Management
- ◆ Claire Strickland, Chief Business Officer
- ◆ Jake Ward, Vice President for Innovation and Economic Development
- ◆ Dr. Kimberly Whitehead, Chief of Staff to the President

The Brailsford & Dunlavey (“B&D”) Project Team comprised the following individuals:

- ◆ Brad Noyes, Executive Vice President
- ◆ Katie Karp, Vice President
- ◆ Meg Green, Associate
- ◆ Javaneh Jabbari, Senior Analyst
- ◆ Drew Boland, Analyst

SUMMARY OF OUTCOME

To identify the most appropriate concept for the adaptive reuse of Coburn and Holmes Halls (“the Project”), the Project Team evaluated each market segment based on its strategic alignment with UMaine’s mission as well as its economic viability. B&D considered five major market segments: office, hospitality, multi-family housing (market-rate and affordable), commercial retail, and storage.

FINDINGS

After evaluation, the Project Team expanded the market analytics for the concepts which achieved both the strategic and economic requirements. Ultimately, B&D’s analysis determined that only two market segments – office and hospitality – were both economically viable and sufficiently aligned with UMaine’s mission.

The Project Team believes office and hotel concepts, through a public-private partnership that takes advantages of the federal and state Historic Tax Credit Program, are both economically viable and strategically beneficial options to pursue for adaptive reuse of Coburn and Holmes Halls. To define the ideal partnership structure for UMaine, B&D conducted a Risk Transfer work session with UMaine leadership and stakeholders to evaluate and test various project delivery and financing approaches. In this session, UMaine key decision-makers articulated the level of risk the University is willing to retain in regards to financing, delivering, operating and maintaining the project, as well as the level of risk the University would intend to transfer to a third party.

The Project Team synthesized the results of this session and concluded that the most advantageous delivery and financing structure for UMaine is a private equity transaction, in which a private entity assumes almost all risk associated with this development. The University is willing to support the project by covering shared operating costs (i.e., trash removal, grounds, etc.). Aside from these, the private entity should anticipate assuming all the risks associated with financing, delivering, occupying, and maintaining this development.

B&D believes this project will be attractive to local and regional developers with diverse portfolios and experience in multiple university-affiliated market segments. The Project team’s immediate next step is to commence the solicitation process, which includes issuing a request for qualifications (“RFQ”), followed by a request for proposals (“RFP”). An RFQ will solicit interest and receive information from prospective development partners illustrating their qualifications to successfully execute the project. Based on the evaluation of qualifications, UMaine will establish a short-list, identifying potential qualified partners and issue and release an RFP to that specific group. Subsequently, the University will evaluate proposals and select the partner that provides the most strategic and economic benefit to UMaine.

8.1

Proceeding with the optimal timing for the hotel and office development project will be paramount to the success of the project. Once appropriate approvals are in place, UMaine and UMS will issue an RFQ, and subsequently an RFP, to solicit a single development partner team for both concepts at the same time. The Project Team identified the optimal time to open a potential hotel project is early May, allowing the project to capture the significant spike in hotel room demand from Commencement as well as the summer non-University demand. A hotel project timeline from the start of the solicitation of a private developer through delivery is approximately 32 months. Therefore, the best time for the University to move forward with a concurrent solicitation of a development partner for both a hotel and an office project is September 2020, as highlighted by the schedules below. UMS Board of Trustees' ("BOT") approval is required to start the solicitation process, therefore, UMaine will need to seek BOT approval at the July 2020 meeting in order to meet the targeted commencement of the solicitation process in September 2020.

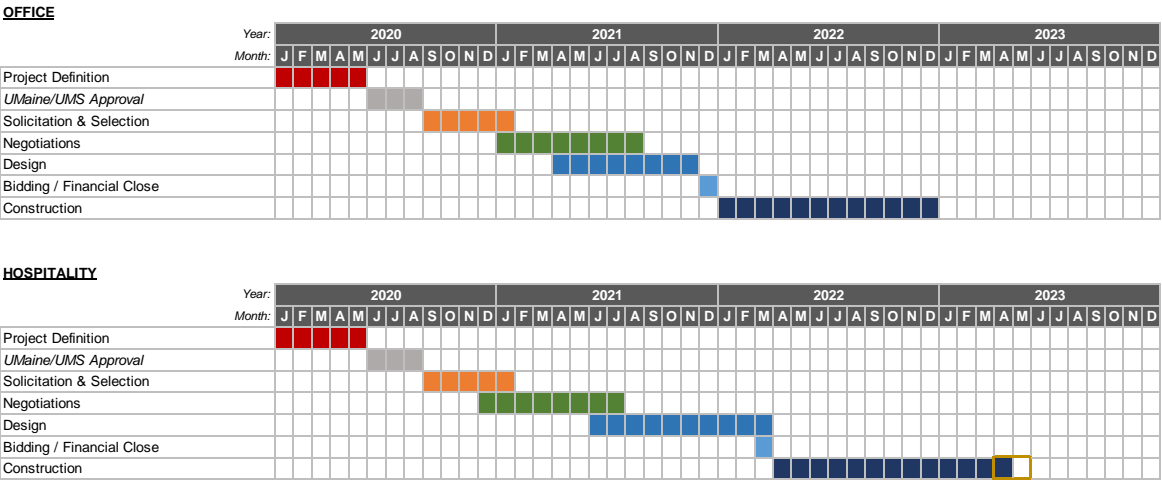


Figure 1: Project Team recommended Office and Hospitality Project Parallel Timeline.

ALIGNMENT WITH STRATEGIC CRITERIA

The renovation and reuse of Coburn and Holmes Halls is a mission-driven initiative for UMaine, and as such, must directly support the strategic vision of the institution. Through a Strategic Asset Value ("SAV") work session with UMaine leadership and stakeholders, the Project Team set the following strategic criteria to ensure that the renovation of Coburn and Holmes appropriately advances UMaine’s institutional mission.

Any renovation and reuse of Coburn and Holmes halls should:

- ◆ Align with UMaine’s institutional values and benefit UMaine students, faculty, staff, and the regional community.

- ◆ Prioritize market segments that represent the campus's intellectual environment and commitment to research and innovation.
- ◆ Support local and regional economic development and ideally generate revenue to support UMaine's mission.
- ◆ Provide a quality of program that:
 - Creates a connection hub for the UMaine community;
 - Contributes to student success; and
 - Reinforces safety and security on campus.
- ◆ Explore a range of project delivery and financing structures to achieve the most advantageous economic outcome for the University.

ECONOMIC VIABILITY

For each concept, B&D generated financial models to project capital costs, including potential tax incentives, revenues and expenses, and equity and debt obligations associated with each concept. The Project Team's focus was determining financial viability of any project concept based on current market economics.

COVID-19 PANDEMIC

At the time of this documentation, the hotel and office industries are in transition due to the COVID-19 pandemic, resulting in no current market performance that can be used to predict future market conditions. Therefore, timing of a solicitation process is critical. Specifically, these development submarkets are currently predicting several market changes that may prove advantageous for this project:

- ◆ Any unevenness in resurgence of the hospitality and travel industry may result in a faster recovery in domestic travel, possibly placing Maine in a strong position during the timing for potential bidders.
- ◆ Any resulting decompression in construction industry pricing would positively impact project economics during the timing of solicitation.
- ◆ Any reduction of debt and equity financing terms due to government actions put in place to encourage economic activity would further improve project economics over the time period under consideration.

The re-development of these historic facilities is a long-term, mission-driven initiative for UMaine, and any benefits that can be gained from temporary market fluctuations, specifically as it relates to project economics, should be incorporated into the timing when moving forward. At the moment, given the

anticipated pandemic timeline and financial and construction market impacts, the Project Team recommends that UMaine begin the solicitation process around September 2020.

8.1

PROJECT CONTEXT

In October 2019, the University of Maine System engaged B&D to provide development advisory services related to the adaptive reuse of two historic buildings – Coburn Hall and Holmes Hall – at the University of Maine. As part of this initiative, B&D assessed the strategic importance of Coburn and Holmes and the long-term value of continued investment in these facilities. In addition, B&D advised UMaine on a range of possible financing and delivery structures that would be most advantageous in obtaining the University's financial and strategic objectives.

The following document outlines the initial considerations of the Project, which intend to guide subsequent analysis and University decision-making as the Project progresses. The findings contained herein represent the professional opinions of B&D's personnel based on the assumptions and conditions detailed in this document.

PROJECT DESCRIPTION

Phase 1: Validation of Strategy

The first phase of the Project sought to validate market demand and potential programming capacity for the adaptive reuse of Coburn and Holmes. The project objectives and criteria for success established during this initial phase prepared UMaine and the Project Team to make critical decisions as concepts were developed and refined.

Phase 1 included the following key methodologies:

- ◆ A **Strategic Asset Value (“SAV”) work session** with University leadership to identify and prioritize the strategic objectives that any investment in Coburn or Holmes must address to advance the University's broader mission and vision. The SAV guided all subsequent research and recommendations provided by the Project Team, as well as University decision-making.
- ◆ An **existing conditions analysis** to determine the extent to which the buildings' current conditions impact redevelopment options. This analysis included evaluating usable space and identifying conditions that could pose opportunities and/or challenges to redevelopment.
- ◆ An **on- and off-campus market analysis** to contextualize rental rates, amenities, market competition, and other key metrics of the off-campus commercial, residential, and hospitality markets proximate to UMaine's campus in Orono, ME. This analysis provided market context as the Project Team evaluated the economic viability of each potential redevelopment concept.

Phase 2: Financing / Ownership Options

Upon the identification of potential adaptive re-use programs that aligned with market demand and the needs of the UMaine community, the second phase of the Project intended to assist UMaine in evaluating the most advantageous project delivery methodology. The Project Team reviewed and evaluated various options for financing, ownership, and management of the redevelopment of the historic facilities, including public-private partnerships.

Phase 2 included the following methodologies:

- ◆ **Financial and Ownership Plan Development** to project long-term revenues and expenses, as well as equity and debt obligations associated with the potential redevelopment options for Coburn and Holmes. The Project Team also conducted a Risk Transfer Analysis to determine the financial benefits and considerations of various project delivery approaches with key UMaine decision-makers and stakeholders.

HISTORIC BUILDING REDEVELOPMENT CONTEXT

Many institutions of higher education are long-standing centers of academic activity and sources of innovation in their communities. Consequently, university campuses often contain historic buildings of great importance to the institution and surrounding area. Universities recognize the importance of preserving and maintaining these buildings both for their historic value and their contemporary functionality. However, without consistent investment, many of these historic buildings functionally and physically exceed their useful lives. They often have costly deferred maintenance needs, and maintaining and modernizing historic buildings requires significant financial investment. As universities seek to allocate their financial resources as strategically as possible, it is beneficial for them to consider creative financing methods to maximize the value of the buildings while minimizing capital costs.

One way universities can reduce the cost of preserving a historic building is through the use of historic tax credits. Starting in the late 1970s, the federal and state governments sought to incentivize private sector investment in America's historic buildings with tax credits aimed at reducing the fiscal burden necessary to rehabilitate aging facilities. These incentives apply to buildings listed in the National Register of Historic Places or identified as contributing buildings in a certified historic district.

To be eligible to obtain tax incentives, the property must generate income for a minimum of five years after the rehabilitation project is completed. Therefore, as non-profit organizations, universities cannot directly

benefit from these incentives for their capital projects; universities instead must consider partnering with private entities for the rehabilitation projects to take advantage of the historic tax credit program.

The tax credit program is not the only reason to consider partnering with a private entity in a rehabilitation project for a campus facility. Historic rehabilitation projects contribute to the local economy through job creation and efficient utilization of existing physical facilities. In addition, a public-private partnership provides numerous benefits to universities pursuing capital projects: universities can benefit from the transference of financing and implementation risks to a private entity, as well as the ability to reserve balance sheet and capital cost savings for academic initiatives and investments.

UNIVERSITY OF MAINE SYSTEM CONTEXT

The University of Maine System is particularly challenged when it comes to preserving and maintaining historic buildings across its seven university campuses¹. According to a Sightlines² assessment conducted in 2019, half of the System's facilities are over 50 years old, and UMS has \$1.22B of deferred maintenance need over the next 10 years. To address the vast need for deferred maintenance costs, UMS is interested in exploring innovative and novel sources of financing renovation and rehabilitation projects, including through public-private partnerships. This Project is an ideal opportunity to explore the viability of a public-private partnership in the adaptive reuse of historic buildings on the UMaine campus and can be considered an example for the broader UMaine System campuses for the future.

CAMPUS CONTEXT

Founded in 1865, the University of Maine is the flagship campus of the University of Maine System. UMaine's mission is to provide the people of Maine with research and learning opportunities that enhance humanity, the environment, and the economy. Located between the Stillwater and Penobscot Rivers in Orono, ME, the University's 600-acre campus is a designated arboretum and covers one of the most aesthetic natural landscapes in the country.

In 1978, the National Register of Historic Places formally recognized University of Maine's Historic District, a collection of the historic campus buildings constructed between 1873 and 1906. The district is located in the western section of campus, as illustrated in Figure 1 below. In 2010, the boundaries of the historic district expanded to include twenty-three buildings and four sites.

¹ <https://www.maine.edu/universities/>

² Sightlines group (part of Gordian company) conducts facilities condition assessments and provides estimates for repairs, replacements, and renewals.



Figure 2: UMaine's Historic District

As the buildings in UMaine's Historic District age, many require substantial renovation to update code requirements, improve accessibility, and modernize safety equipment. In 2007, UMaine completed a Historic Preservation Master Plan to identify and document the historic resources of the core campus and recommend appropriate preservation treatments and uses for these resources. The Plan sought to bring greater attention to these important historic structures in order to provide campus planners with practical information needed to develop long-term capital project decisions. The Plan focused on the core land grant campus recognized by the National Historic Register as well as three buildings outside this district. In addition, the plan addressed the UMaine Mall and various other campus features and structures over 50 years old.³

Coburn and Holmes Hall, built in the late-19th century, were among the first structures on UMaine's campus. The exteriors of Coburn and Holmes exemplify the Richardsonian Romanesque architectural style that dominates the earliest buildings at the University, and they have served numerous departments as classroom and administrative facilities throughout their rich histories. Along with eight other adjacent facilities, Coburn and Holmes comprise the original Historic District at the core of campus, later expanded in 2010.

Despite their cultural and historic significance to the University, these buildings have amassed significant deferred maintenance costs and are currently vacant. Though their structures are solid, accessibility and safety code issues render Coburn and Holmes unfit for tenants. Despite their underutilization, the University continues to invest in updates to the facilities, including a reroofing of Holmes Hall in 2018, and the annual cost to the University of heating the facilities alone is approximately \$100,000. The indirect costs of

³ The University of Maine Historic Preservation Master Plan

underutilization of these two historic buildings in a prime campus location is also significant. However, with a full rehabilitation of the buildings, there is substantial future market potential for both Coburn and Holmes that aligns with UMaine's strategic initiatives as well as the needs of the campus and surrounding communities.

EXISTING CONDITIONS

COBURN HALL

Coburn Hall was purpose-built in 1887-88 to house the University Library, Department of Agriculture and Natural History, and the University's Natural History Museum. Coburn has been vacant since 2006 due to a lack of maintenance and the accumulation of several interior environmental and physical issues.

The immediate site is in good condition due to a complete exterior restoration in 2009, which reconstructed the foundation, improved site drainage issues, restored the slate roof, repaired and repointed the masonry, restored exterior trim, replaced windows, and repaired doors. The 2009 renovation did not address the deferred maintenance need of the building's interior.

8.1

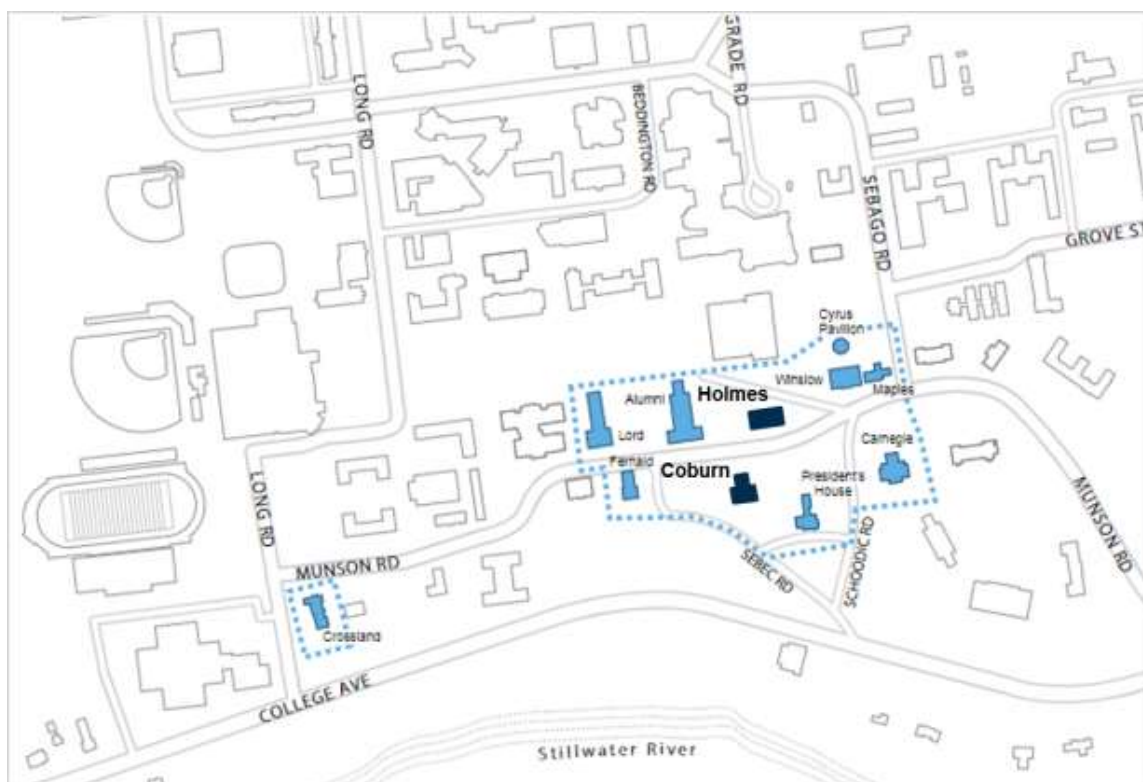


Figure 3: Coburn and Holmes Halls in the University of Maine's Historic District

A 2012 architectural study of Coburn Hall highlights several needed interior improvements before the building can reopen. First and foremost, the structure exhibits significant code and compliance deficiencies. The main entrance is not accessible and the building has no elevator. Circulation improvements must be made, including the addition of an elevator and multiple stair towers at both the north and south elevations.⁴ These additions would bring the building up to code while still retaining Coburn's historic nature. Beyond structural and circulation improvements, renovations must be made to make the interior suitable for future tenants: finishes, equipment, electrical systems, and IT systems all require modernization. Though the basement was not addressed in the study, it represents a large amount of potentially valuable square footage flanked by ample windows and natural light, as it is approximately one half-story below grade.

HOLMES HALL

The smaller of the two buildings, Holmes Hall was built in 1888 with funds UMaine received from the Hatch Act earmarked for agricultural experiment stations at land-grant institutions. The original structure was expanded in 1899 – 1904 with the addition of two wings to the north and south. Originally used as laboratory, classroom, office, and support space for agricultural uses, Holmes Hall later became the home of the University's Chemistry department until 1914. Holmes thereafter served as academic, office, and support spaces for a variety of departments. The most significant renovations to Holmes came in 1955, as a one-story with basement addition was constructed on the northern end of the building. The renovation further altered interior spaces to accommodate the growing needs of its occupants; today, few interior spaces remain as they were originally. Currently, Holmes is vacant and underutilized.

The immediate site is in fair condition. Holmes Hall remains an architecturally-sound building with a solid structure and envelope. However, the interior will need to be renovated and reconfigured to serve future



Figure 4: Coburn Hall Exterior



Figure 5: Coburn Hall Interior



Figure 6: Holmes Hall original construction



Figure 7: Holmes Hall post-1904 additions

⁴ Coburn Hall Conditions Assessment

uses, and several spaces have fallen into disrepair: walls are marked with cracked plaster, loose bricks, deteriorated doors and windows, and asbestos flooring.⁵ Holmes’ history as an instructional facility has carved many of the interior spaces into small offices and classrooms; as a result, the interior is inflexible to any renovation requiring large, open spaces. Load-bearing walls suggest the possibility of constructing several smaller rooms within the building. The foundation, masonry, and slate roofing are all in fair condition and display few signs of damage.⁶

Any renovation to Holmes must focus significant investment into code safety and accessibility improvements. The building houses no elevator, no ramp, and depends on the original single open stair for internal circulation. One fire escape exists in the building. Accessibility improvements alone will prove to be a significant undertaking: while it is possible to add an internal elevator, connecting it to an accessible main entrance would require considerable construction.⁷ The most needed exterior investment will be in repairing and replacing windows and doors.

Building	Year Built	Total Floors	GSF	ASF	Replacement Value	Deferred Maintenance	Renovation Cost**
Coburn Hall	1888	3*	18,295	14,636	\$5,107,511	\$6,011,549	\$3.9M - \$4.5M
Holmes Hall	1888	4*	14,539	11,631	\$4.339751	\$4,423,344	\$3.1M - \$3.6M

Figure 8: Coburn and Holmes Existing Conditions
*Includes Basement
**Renovation cost after historic tax credits

HISTORIC TAX CREDIT OPPORTUNITY

Each year, the Federal Government encourages the preservation of historic structures in the United States through a federal tax incentive program. The National Park Service, in coordination with the Internal Revenue Service and State Historic Preservation Offices, administers qualifying projects with these incentives equal to 20% or 10% of total project costs. The Maine Historic Preservation Commission distributes an additional 25% state tax credit to developers in the State of Maine whose projects also qualify for the larger 20% tax credit. To qualify for both the federal 20% credit and the 25% state credit, projects must be designated a “certified rehabilitation of a certified historic structure.”⁸ If development projects in the state of Maine meet the above guidelines outlined by Federal and State agencies, significant project cost reductions can substantially increase the financial benefit to developers.

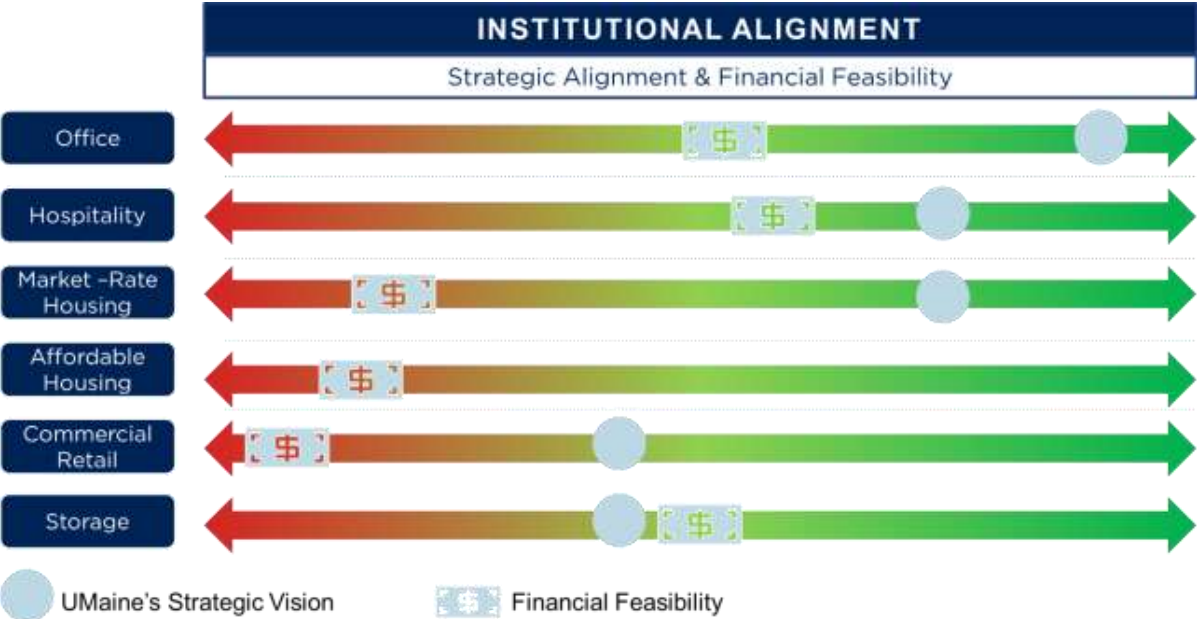
⁵ Holmes Hall Conditions Assessment
⁶ Holmes Hall Rehabilitation and Reuse
⁷ Holmes Hall Rehabilitation and Reuse
⁸ Maine Historic Preservation Commission, Historic Rehabilitation Tax Credit Rules

The historic rehabilitation of Coburn and Holmes Halls qualifies for both the 20% federal and 25% state tax credits, as both halls are listed on the National Register of Historic Places and their rehabilitation will be deemed “significant” by federal and state agencies. Depending upon the size of rehabilitation and future use of these halls, B&D believes that a potential private development partner could be awarded over \$5 million in tax credits for the rehabilitation of Coburn and Holmes Halls. With these significant cost savings, these halls are viable for reinvestment. Redevelopment of these storied buildings allows UMS to usher in a new future for UMaine by preserving the past with the needs of the future. Investment in this project provides the University with a strategically-aligned and financially valuable opportunity for a public-private partnership.

8.1

ADAPTIVE REUSE & MARKET OVERVIEW

In order to identify the most appropriate concept for the adaptive reuse of Coburn and Holmes Halls, the Project Team evaluated each market segment based on their strategic alignment with UMaine’s mission, as well as their economic viability. Figure 8 below summarizes the results of this analysis.



8.1

Figure 9: Concept Viability Analysis

MULTIFAMILY HOUSING

Overview

The Project Team explored converting Coburn and Holmes Halls into a multi-family housing facility, providing both market-rate and affordable units for faculty, staff, and local residents. Although this concept is aligned with UMaine’s strategic vision, the Project Team did not find this option financially feasible.

Strategic Alignment

Providing multifamily housing is aligned with UMaine’s vision as an institution, as it provides a direct benefit to a number of UMaine and community stakeholders. By providing market-rate, affordable, or senior housing in proximity to UMaine resources, the University could strengthen ties to the local Orono and

Bangor community and support Maine's growing retirement population. Additionally, UMaine would benefit from additional swing space for student housing during future campus housing renovations and could advance the institution's competitive advantage in recruiting faculty or staff by offering them temporary housing accommodations. Units could also be designated as temporary housing for the University to welcome visiting scholars, researchers, or industry leaders to advance research and innovation efforts on campus.

Market Overview & Financial Viability

The Project Team evaluated the viability of both market-rate and affordable multifamily housing. While a market exists for student and faculty/staff housing, a successful multifamily development in Coburn and Holmes would be difficult. The size of the historic halls makes them challenging to fit enough residential units for the project to generate sufficient revenue to cover capital costs. The necessary code upgrades for habitable units are especially costly. Despite the opportunity to receive an additional 5% in historic tax credits as part of this development, B&D estimates annual cash flow in the first year would constitute a loss of approximately \$200,000 for both affordable and market rate housing concepts.

COMMERCIAL RETAIL

Overview

The Project Team further explored the feasibility of converting space in Coburn and Holmes to accommodate commercial retail tenants and service the local market. Potential tenants include apparel & accessory shops, restaurants, service providers, tech outlets, and entertainment venues. The Project Team's analysis determined that the commercial retail option did not sufficiently align with UMaine's strategic criteria and was not financially feasible.

Strategic Alignment

Retail in Coburn and Holmes achieves UMaine's strategic goal of advancing of the local economy by providing space for the UMaine community to engage with local businesses. Retail spaces could also offer convenient services to the campus community in a central campus location. However, retail would do little to support student success or research and innovation, and it would simultaneously create security challenges by increasing external foot traffic on campus. Investments in retail also fail to represent the University's intellectual environment. For these reasons, retail is not strategically-aligned with the mission and vision of the University.

Market Overview & Economic Viability

The Project Team evaluated market and economic viability for retail tenants in Coburn and Holmes and tested the concept's feasibility in a variety of scenarios. Conversations with UMaine stakeholders indicated that a market may exist for on-campus service-providing retail outlets, such as technology providers, hair/nail salons, laundromats, and more. For these businesses to operate, sufficient demand must come from the student, faculty, and staff populations at UMaine and will likely compete with retail outlets in nearby Old Town and Orono. Total project costs are estimated to be higher for a retail space, as UMaine will need to build out interior spaces to tenant specifications. In addition, high turnover in the retail market and industry trends to Internet-based shopping create uncertainty around operating costs, tenant improvements, and revenue assumptions. Based on an average of \$7 per square foot in rental revenue, this concept achieves a debt coverage ratio of 0.13 in the first year and a negative cash flow in excess of \$400,000. For these reasons, B&D determined that retail was not an economically viable option.

STORAGE

Overview

The Project Team explored the viability of converting Coburn and Holmes into a rental storage facility available to both University and community stakeholders. Due to the current floor plans and conditions of the buildings, converting interior spaces into small, climate-controlled storage units would be financially prudent. Load-bearing walls in Coburn and Holmes require square footage to be carved into rooms of less than approximately 500 SF, which lends well to small storage units. A market exists for these buildings, considering the magnitude of storage demand that a population of 10,000+ students creates, although any on-campus storage facility would compete with significant storage availability in the local market. Although this concept is somewhat feasible economically, it has a poor strategic alignment with UMaine. Therefore, B&D determined this concept not to be viable.

Strategic Alignment

There is benefit to the UMaine community in providing a climate-controlled rental storage facility on campus, as units could be made available to students, faculty, and staff, as well as the regional Maine community. However, converting these two historic buildings into storage facilities undermines their cultural significance to the University and would not directly contribute to student success or support regional economic development to the degree that alternate concepts would. Reinstating the historic grandeur of these buildings must be a focus for any developer, and crowding these halls with storage units will detract from the defining characteristics of Coburn and Holmes. Additionally, this concept does little to advance UMaine's commitment to research and innovation on campus. For these reasons, a conversion to storage would not be strategically-aligned with the mission and vision of the University.

Market Overview & Economic Viability

The Project Team found that a reasonable market exists for climate-controlled storage rental on the University's campus. Out-of-state and international students, in particular, would create demand for summer/winter break storage facilities, and visiting faculty and staff would benefit from the units as well. Many colleges and universities provide some storage for students during breaks in the academic calendar; Coburn and Holmes would naturally assume this responsibility for UMaine, as this storage facility provides the competitive market advantage of being located on campus. The facility could capture some demand from the local market, though several large-scale storage facilities exist in the Orono-Bangor region. Some of these facilities are owned by national chains and charge increasingly low monthly rental rates for units; thus, to be competitive, UMaine would gain far less monthly revenue than alternate proposed concepts. While the project team estimates that a storage facility would lose approximately \$10,000 in its first year, resulting in a 0.95 initial debt coverage ratio for the project, the project will break even in its third year. Therefore B&D marked this concept as somewhat economically feasible.

OFFICE

Overview

Converting Coburn and Holmes Halls into commercial office space would be strategically-aligned and economically-viable for the University of Maine. If the University proceeds with this concept, the halls could provide spaces for startup and incubator offices, shared workspaces for students and private-sector firms to collaborate on initiatives, and meeting space for both University and community stakeholders, relative to market demand.

Coburn and Holmes are physically fit to be converted into Office space due to their interior features and renovation requirements. Load-bearing walls in Holmes require interior spaces to be divided into small units suitable for office suites, and former classroom/administrative space in Coburn can be converted into modernized offices. Between the two buildings, renovations allow 26,267 assignable square feet (ASF) available to convert into flexible office spaces to suit potential occupants. The combined size of these facilities allows UMaine to convert space into several office suites dependent upon the needs of future tenants. As these buildings are located proximate to UMaine's campus, off-campus entities will find accessibility to the University's research operations advantageous.

Strategic Alignment

The Project Team determined that converting Coburn and Holmes into office space would be the most strategically-aligned concept for the University of Maine, as it best achieves each of the four strategic criteria outlined in the 'Strategic Criteria' section of this document (See Figure 8: Concept Viability Analysis). By

providing collaborative office space on campus in a historic setting and delivering modernized offices to the local market, UMaine will have a direct hand in advancing the economic development of the Bangor-Orono region. Revenue from office tenants will allow UMaine to invest more into its own innovative development initiatives on campus, furthering its goal as a preeminent research institution. Further, providing collaborative office space on campus will increase opportunities for students to engage with private-sector firms and create lifelong career connections.

Market Overview

B&D analyzed the local Orono-Bangor office market, including over 3.2 million square feet of space, and interviewed local business leaders familiar with commercial activity to gain a greater understanding of the office space market in the surrounding area. Although the project team focused research on the immediate Orono market proximate to UMaine, several properties in Bangor were also analyzed to better understand market-wide regional activity.

The average vacancy rate in the Orono-Bangor region is 6.9%, which is over 3% higher than the prior period and double 2019's Q2 vacancy. The local market also suffers from a negative absorption rate (-103,000), indicating that 103,000 more square feet was made available than was leased in the previous 12 months. While the lower market has a generally lower vacancy rate than the national average, this large fluctuation in recent months is most likely due to the recent addition of 160,000 SF of Class-A office space for the Bangor Savings Bank in 2019, creating a large influx of vacated square footage previously occupied by the Bank.

Potential Tenants & Demand

Due to relatively low current demand for newly-constructed office space in Orono-Bangor, the Project Team believes that the most suitable tenants for Coburn and Holmes Halls will be sourced through partnerships with the University of Maine. A prime campus location, accessibility to cutting-edge research, and proximity to future talent makes these halls an attractive space for many potential partner organizations. To be competitive in the local market, where the majority of office facilities include sizable parking lots, UMaine must consider the provision of convenient parking to potential future tenants in Coburn and Holmes. To meet demand for parking from future tenants, UMaine could reserve spaces within two existing campus lots in proximate to Coburn and Holmes.

The Project Team explored the viability of welcoming existing partners of UMaine into office space in Coburn and Holmes by comparing measures of total office space demand against ability to pay. The Advanced Structures and Composites Center (ASCC) – a UMaine material sciences, manufacturing, and engineering research center – is a viable tenant for these facilities. In a recent expansion plan, the ASCC

outlined a need for an additional 5,600 ASF of office space on the University of Maine's Campus to serve the growing functions of the organization. In addition, the College of Natural Sciences, Forestry, and Agriculture has commissioned a planning group to explore the construction of a new building to create classrooms, labs, office, and meeting spaces for faculty, staff, and students in the life sciences. This building would replace facilities in Murray Hall, which would be taken offline. B&D believes that both the ASCC and the College of Natural Sciences, Forestry, and Agriculture would be suitable tenants for Coburn and Holmes Halls upon their renovation considering the significant cost savings to both departments due to the unique historic tax credits. If these organizations were to forego Coburn and Holmes and build out new office space elsewhere on campus, they would incur substantially higher overall project costs. When applying a 5% discount rate, B&D estimated that the cost to UMaine departments of renting space in Coburn and Holmes would take approximately 80 years to match the total project cost of building new space elsewhere on campus. Additionally, government organizations that have existing partnerships with UMaine can utilize grants toward subsidized office space on campus; these grants combined with historic tax credits make office space in Coburn and Holmes an attractive investment.

The Project Team also explored the viability of several private sector entities forming partnerships with the University to commence future operations on campus. In speaking with several business leaders in the state of Maine, B&D has identified potential demand from firms in banking, software technology, and energy industries. Several Maine-based companies display potential demand as well, including LL Bean, Tyler Technologies, Jackson Labs, and Unum. By providing office space on campus, UMaine holds the ability to form mutually-beneficial partnerships to foster internships, research opportunities, and special projects for students.

Economic Viability

The Project Team considers the conversion of Coburn and Holmes into office space to be economically viable and advantageous to the University. With the many advantages that offices on UMaine's campus would provide, including research and talent accessibility, B&D assumed a \$20 / SF rental revenue basis to charge future tenants. While this rent is approximately 25% higher than local market rents,⁹ the Project Team assumed UMaine would provide full-service leases to cover all operating costs for tenants, given they are currently already spending an estimated \$100,000 annually to heat the two vacant facilities. To remain competitive to other office spaces in Orono-Bangor, UMaine must provide adequate parking spaces adjacent to offices in Coburn and Holmes. Given these assumptions, the project team estimates the project to break even in the first year while achieving a debt coverage ratio of 1.00. If parking is included in plans, assuming full-service leases for likely tenants, B&D believes that the University will gain a positive cash flow within the first two years of operation making this option financially feasible.

⁹ Bangor-Orono Offices, CoStar Realty Information, Inc.

HOSPITALITY

Overview

Each year, UMaine attracts a large number of visitors to the Orono and Bangor area through various events and conferences. Currently, the University does not have any affiliated hotel properties on campus, and the majority of Orono hospitality demand is accommodated in either two economy-class hotels in Orono or other hotels in nearby Bangor. B&D believes there is an opportunity to convert Coburn and Holmes into a boutique hotel on campus. Both of these halls have historic and architectural features, which make them suitable for a boutique hotel conversion. Based on an initial evaluation of these two facilities, the Project Team believes there is an opportunity to develop approximately 65 rooms within both Coburn and Holmes Halls. Furthermore, this concept will include meeting spaces and a small café which will benefit UMaine students, faculty, and staff.

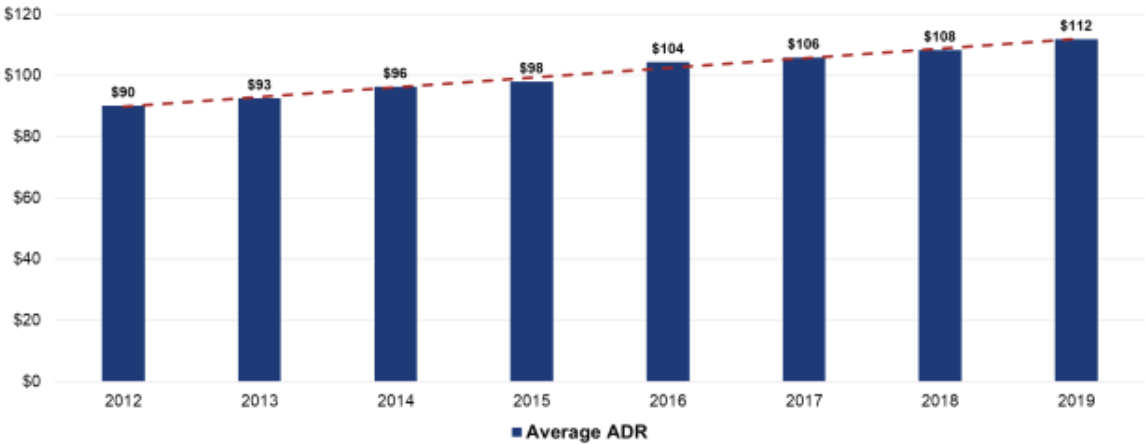
Strategic Alignment

The hotel concept is strategically aligned with UMaine's vision. A University-owned boutique hotel will strengthen UMaine's brand and provide upscale lodging accommodations for the UMaine community. This concept will also contribute to the economic well-being of the region by providing jobs and attracting tourists to stay in Orono. Additionally, UMaine students, faculty, and staff can utilize the meeting spaces and any potential food venues in this hotel.

Market Overview and Demand

The hotel market in Orono is limited to two economy-class lodging properties, Black Bear Inn and University Inn. These two properties provide the town of Orono with 116 hotel rooms; the rest of the hospitality demand in this area is accommodated mostly in Bangor or through Airbnb, Inc. rental properties. Various University and community stakeholders demonstrated a need for an upscale hotel development in Orono, which solidifies a boutique hotel development as a strong concept.

The Project Team advanced the analysis by collecting data from 22 hotel properties in the Bangor and Orono area. The hotel market data was obtained from Smith Travel Research (STR), which provides detailed statistical information for a specified hotel market. Over the past eight years, the average daily rate ("ADR") in the market has increased 3% annually, with an average of \$112 in 2019. While the Bangor/Orono marketplace has a modest average daily rate compared to the national market, its overall outlook can be described as stable and improving.



8.1

Figure 10: Historic ADR trends. Data collected from 22 properties in the Bangor / Orono area

In relation to occupancy, the overall market fluctuates throughout the year. As Maine attracts many tourists for summer recreation activities, the average hotel occupancy in the area increases to as high as 84% in the summer months (as compared to a national average occupancy rate of 66%). In contrast, in the months of January to April, November and December the average occupancy rates are significantly lower.

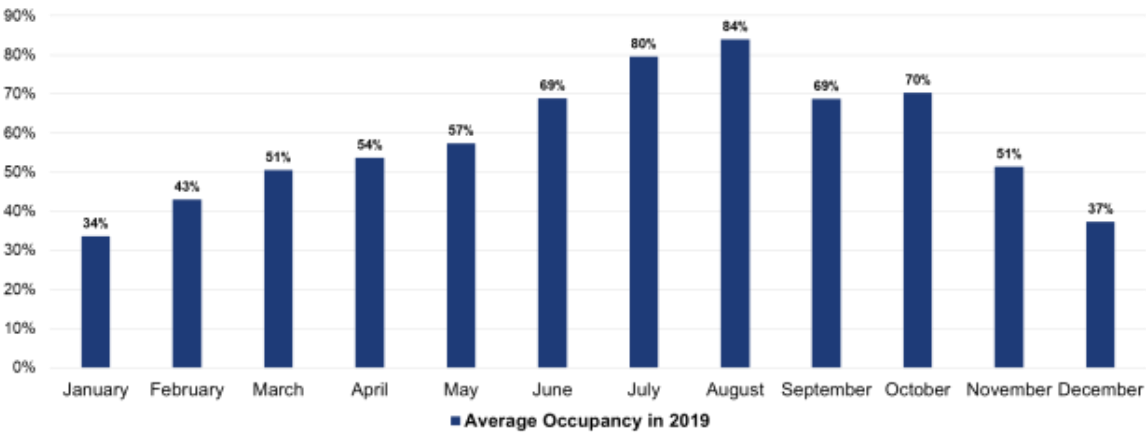


Figure 11: 2019 average hotel occupancy. Data collected from 22 properties in the Bangor / Orono area

To support a potential boutique hotel investment on campus, UMaine benefits from additional customers drawn to campus by UMaine’s events and conferences. B&D held multiple interviews with UMaine key stakeholders and explored UMaine’s University events calendar to identify the major events that would solicit out-of-towners to UMaine and consequently generate room night demand on campus. Based on in-depth interviews with University stakeholders, the Project Team created high-level assumptions to forecast the number of room night stays each of the above events would generate. Other smaller University events

that may generate hotel demand, including those held by UMaine partners, were not included in this analysis. The largest events that would generate on-campus hotel night demand are outlined below:

- **Athletic events:** UMaine hosts approximately 80 athletic events annually, from September to March, which may require some visiting teams to stay close to campus for at least one night.
- **Art performances, concerts and Broadway musicals:** The Collins Center for the Arts hosts approximately 120 events annually, approximately 35 of which are major concerts and Broadway musicals. These events may require the attending artists and crew to stay in Bangor or Orono for a few nights.
- **University commencement and Families and Friends weekend:** It is likely a University hotel would be fully occupied during these two large-scale events, which take place in May and early September.
- **Conferences and workshops:** UMaine hosts approximately ten conferences, six career fairs and more than 50 one-day workshops and seminars throughout the year. Consequently, attendees and guest speakers would seek lodging accommodation in Orono or Bangor through the year.
- **Open house events:** Fall, spring and summer open house events, along with program-specific open house events bring prospective students and their families to campus creating demand for hotel nights.
- **Campus tour:** Additionally, each year multiple students and their families visit UMaine and take campus tours in March and April.

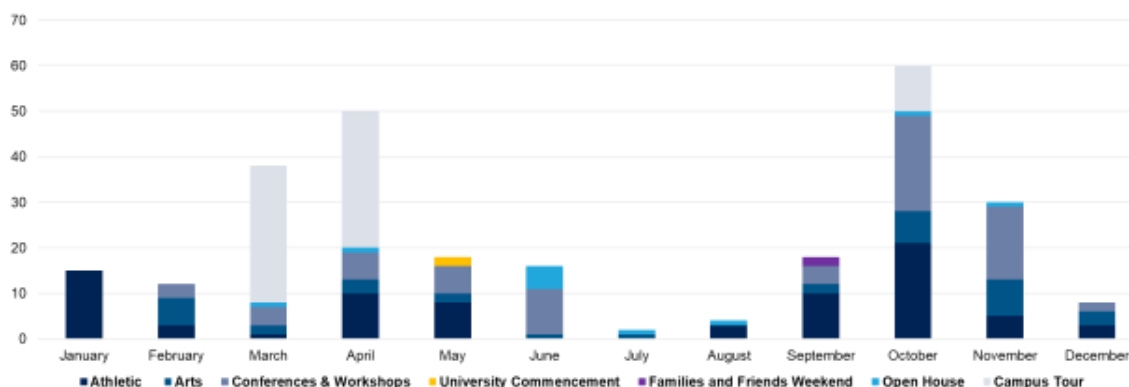


Figure 12: Estimated number of UMaine's major events per month

As shown in the above chart, University-related events mostly take place during academic months. This suggests that in low-demand hospitality months in the Orono-Bangor market, the University would generate sufficient room night demand to strengthen overall demand for a hotel development at UMaine. On the other hand, the increase in demand in the Orono-Bangor market in June and July would support the hotel when the University campus is quieter. It is important to note that this analysis is not intended to quantify

demand for a University hotel but to demonstrate the University-generated demand as it relates to demand from the general market.

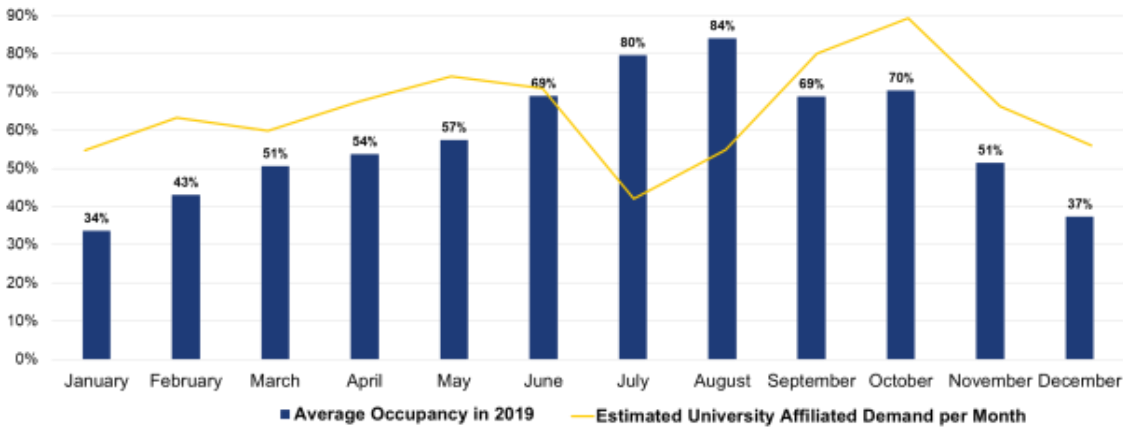


Figure 13: Hotel market occupancy in 2019 and University-affiliated demand projections

Economic Viability

The Project Team believes converting Coburn and Holmes halls to a boutique hotel is financially feasible. Further, as described in the previous section, the University will generate its own demand alongside that of the general market. Therefore, the Project Team believes assumptions for ADR and occupancy could be higher than the average market: B&D assumed an ADR of \$133 at 60% occupancy to generate the financial assessment. The financial model held \$20,000 per room for operating costs for approximately 65 rooms. Based on these preliminary assumptions, a hotel will result in a positive cash flow in the first year estimated at \$30,000 and achieve a coverage ratio of 1.05. B&D believes a hotel development will generate enough revenue to cover the development costs and annual operating expenses, making it a financially feasible investment.

PROJECT FINANCING AND OWNERSHIP

The Project Team believes office and hotel concepts, through a public-private partnership that takes advantages of the federal and state Historic Tax Credit Program, are both economically viable and strategically beneficial options to pursue for adaptive reuse of Coburn and Holmes halls. In order to define the ideal partnership structure for UMaine, B&D conducted a Risk Transfer work session with UMaine leadership and stakeholders to evaluate and test various project delivery and financing approaches. In this session, UMaine key decision-makers articulated the level of risk the University is willing to retain in regards to financing, delivering, operating and maintaining the project, as well as the level of risk the University would intend to transfer to a third party.

The Project Team synthesized the results of this session and concluded that the most advantageous delivery and financing structure for UMaine is a private equity transaction, in which a private entity assumes almost all risk associated with this development. The University is willing to support the project by covering shared operating costs (i.e., trash removal, grounds, etc.). Aside from these, the private entity should anticipate assuming all the risks associated with financing, delivering, occupying, and maintaining this development.

8.1



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To: Joan Ferrini-Mundy
President

From: Jeffrey Hecker
Senior Advisor

Re: Public-Private Partnership to Develop Holmes and Coburn Halls

Date: May 28, 2020

Cc: Robert Dana, Vice President for Student Life and Dean of Students
Jake Ward, Vice President for Innovation and Economic Development
Kimberly Whitehead, Chief of Staff to the President
Claire Strickland, Chief Business Officer
Carolyn McDonough, Director of Capital Planning and Project Management
Robin Delcourt, Special Assistant to the Provost
Stewart Harvey, Executive Director of Facilities and Capital Management Services
Sara Mlynarchek, Assistant General Counsel
Tracy Elliott, Vice President of Finance and Controller
Derek Houtman, UMS Associate Strategic Sourcing Manager

Attached please find a report from Brailsford & Dunlavy (B&D) summarizing the Core Team's assessment of opportunities for redevelopment of Coburn and Holmes Halls. You will recall that we contracted with B&D to provide support for UMaine in evaluating public-private partnership opportunities for adaptive reuse of Coburn and Holmes Halls in order to determine the most advantageous path forward for the university. The contract includes three phases: 1) *Validation of Strategy*; 2) *Financing/Ownership Options*; 3) *Selection Process*. The report summarizes the work completed with the Core Team in phases 1 and 2.

Summary of the Report's Findings and Recommendations

Based upon careful analysis of Coburn and Holmes Halls, market data, and relevant tax laws, B&D concludes that there are two economically viable private uses for the buildings that align with UMaine's mission and vision: office space and hospitality. Quoting the report, "*The Project Team believes office and hotel concepts, through a public-private partnership that takes advantage of federal and state historic tax credits, are both economically viable and strategically beneficial options to pursue for adaptive reuse of Holmes and Coburn Halls.*"

Office Space: Commercial office space would be attractive to private-sector firms with whom the university has existing relationships or firms that seek to take advantage of the university's human and capital resources. Furthermore, because of historic tax credits available to a private developer, it might be economically attractive for UMaine to lease space in the renovated buildings from the P3 developer rather than building new office space or renovating existing space at UMaine's expense. For example, the Advance Structures and Composites

MAINE'S LAND GRANT AND SEA GRANT UNIVERSITY

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Center has outlined the need for an additional 5,600 square feet of office space to grow its extramurally funded operation. At the cost for UMaine to construct an office space addition, B&D estimates that UMaine could lease newly renovated office space in Holmes/Coburn from a P3 developer for the equivalent of 80 years.

Hospitality: Renovating Holmes and/or Coburn Hall into a boutique hotel would be appealing to developers because the university creates demand for hotel space through its athletic and arts events, commencement, Homecoming, Family & Friends weekend, prospective student tours, conferences and institutes, as well as faculty and staff recruitment. Furthermore, this demand is greatest during the academic year when normal tourism-related demand for hotel accommodations wanes. The availability of attractive hotel space on campus would facilitate the university's recruitment of faculty, staff and students.

Core Team Recommendation

The Core Team recommends that the university initiate the process to seek Board of Trustee approval to begin the RFQ/RFP process to solicit a private development partner in September, 2020. As described in the B&D report, this would create a timeline that would result in a spring 2023 opening of the renovated buildings. Assuming board approval at its July, 2020 meeting, the Core Team recommends re-engagement with B&D in September, 2020 to complete Phase 3 of our contract.

Key considerations underlying the Core Team's recommendation include:

- Costs of Status Quo: The university spends approximately \$100,000 a year to heat and maintain Holmes and Coburn Halls in their current states and it is inevitable that there will be additional accrued deferred maintenance costs into the future. There is no return to the university on these investments. Furthermore, there are other costs to leaving these buildings vacant that are difficult to quantify. It is fair to assume that two prominently situated yet empty buildings negatively impact prospective students' impressions of the university, faculty and staff morale, and visitors' perception of UMaine's prestige.
- Historic Tax Credits: The historic tax credits available to a private developer make the renovation of Holmes and Coburn Halls economically feasible. B&D's report estimates that a private developer would benefit from approximately \$5 million in historic tax credits. As a non-profit, the university is not eligible for these credits. Therefore, it is not be economically viable for UMaine to renovate the buildings without a private partner.
- Cost-Recovery: The university has paid B&D \$73,666 to complete phase 1 and 2 of the contract. Phase 3 would cost an addition \$73,720. These costs would be passed on to the developer, and therefore recouped by the university, should the RFP process result in a contract.
- COVID-19: Given the impact of the pandemic on the university's current budget as well as future revenue uncertainties, the inclination is to postpone an initiative such as this one. There are, however, reasons to believe that fall 2020 would be an opportune time for the RFQ/RFP process. The slowdown in the economy has resulted in suppressed construction pricing and unprecedentedly low interest rates, making the Holmes/Coburn renovation project appealing to prospective developers.



INTRODUCTION

In May 2020, the Project Team documented a plan for the renovation and adaptive reuse of the University of Maine's ("UMaine's") Coburn and Holmes Halls, to be financed and delivered through a public-private partnership ("P3"). The plan documentation included a project delivery schedule for the two recommended redevelopment concepts for the halls – office and hospitality – as well as a discussion of the importance of the implementation timeline to the success of the projects. In addition to achieving the optimal delivery dates for each concept and appropriately aligning the project process with required UMaine System ("UMS") approvals, the project delivery schedule must also comprehend the dynamic impact of the current COVID-19 pandemic on the hospitality and office development industries. In particular, the hospitality market has been significantly disrupted by the COVID-19 pandemic. Therefore, in response to the latest forecasting in the hospitality market as of July 2020, the Project Team has updated the project delivery schedule and is supplementing our original documentation dated May 22 with this memo to ensure UMaine is positioned for a successful solicitation and selection of a development partner as well as the most advantageous financing and delivery of the projects.

8.1

PROJECT SCHEDULE UPDATE

The current COVID-19 pandemic has severely interrupted the hospitality industry; in May 2020, 18% of lodging assets across the United States were closed, with large urban markets experiencing closures up to 60%. As of July 2020, the industry has experienced initial indications of economic recovery, including increasing occupancy numbers in operating hotels.

The timeline of demand and RevPAR normalization will impact the financing and development of new hotel projects. Limited financing for new hotel projects is currently taking place, and any deals in the immediate future would likely come at a high premium. As a result, UMaine should align the financial close of the hospitality project with the anticipated normalization in hotel demand while also leveraging any improved interest rates and construction pricing caused by the pandemic and resulting economic downturn. The industry's latest forecasting predicts a nationwide return to 2019 occupancy levels by Q4 of 2021. Therefore, the Project Team recommends targeting a financial close in late 2021.

In order to achieve this timing, UMaine will need to first solicit and select a development partner. Developers will be more likely to respond to a hotel development RFQ and RFP if they are confident that the hotel industry is following forecasted recovery trends. The path to full economic recovery within the industry is likely to be uneven and dependent on geographic location (COVID outspread) and market segment (type of travel). Maine’s COVID cases per 100,000 people are among the lowest in the United States. In addition, Maine is a domestic tourism destination, particularly in the summer months, and the leisure segment of the market has been and is predicted to continue to be the fastest segment within the industry to recover. Furthermore, during the academic year, the project will benefit from inherent demand for hotel rooms through events and activities on UMaine’s campus and the Collins Center for the Arts. The current dynamics within the Bangor area hospitality market, coupled with broader industry predictions suggest that the market profile of the UMaine hospitality project will be prioritized as an attractive investment as normalization occurs.

To best position a competitive process for hotel and office developer solicitation, the Project Team recommends drafting solicitation materials beginning in late summer 2020 and managing an RFQ and RFP process from fall 2020 into early 2021 to align with this predicted market conditions. The following outlines an initial solicitation and selection timeline that also aligns with the required UMaine System FFT and BOT approvals, subject to change:

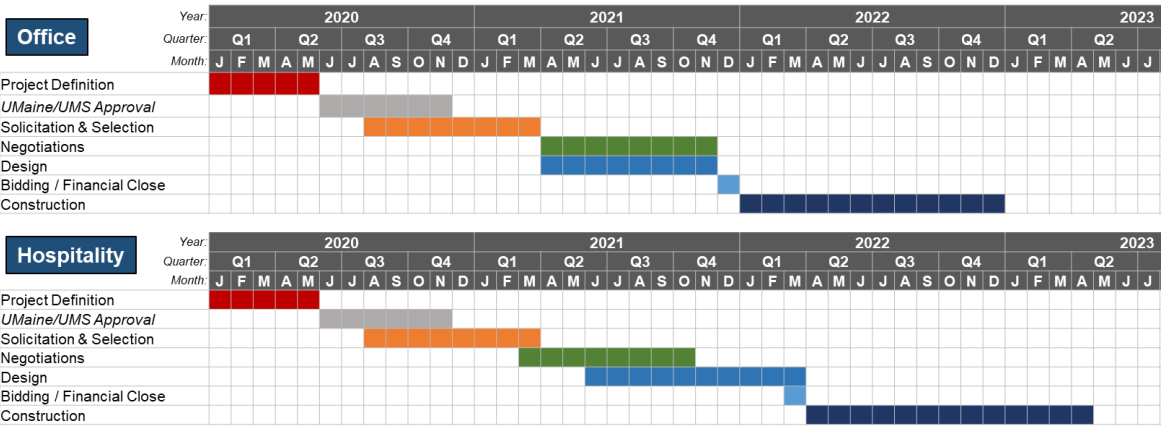


Figure 1: Updated Project Delivery Schedules for Office and Hospitality Concepts

Solicitation & Selection Key Dates (Subject to Change)	
Draft RFQ	Aug 18 – Sept 18, 2020
Release RFQ	Sept 21 – Oct 8
RFQ responses due	Oct 9
Review responses; shortlist qualified teams	Oct 12 – Oct 23
Draft RFP	Sept 21 – Nov 6
Seek FFT approval to release RFP	Oct 28 (FFT Meeting)
RFP qualifications announcement	Week of Nov 2
Release RFP and coordinate addenda	Nov 9 – Dec 14
RFP responses due	Dec 21
Developer interviews	Week of Jan 11
Selection of preferred development partner	March 27-28 (BOT Meeting)

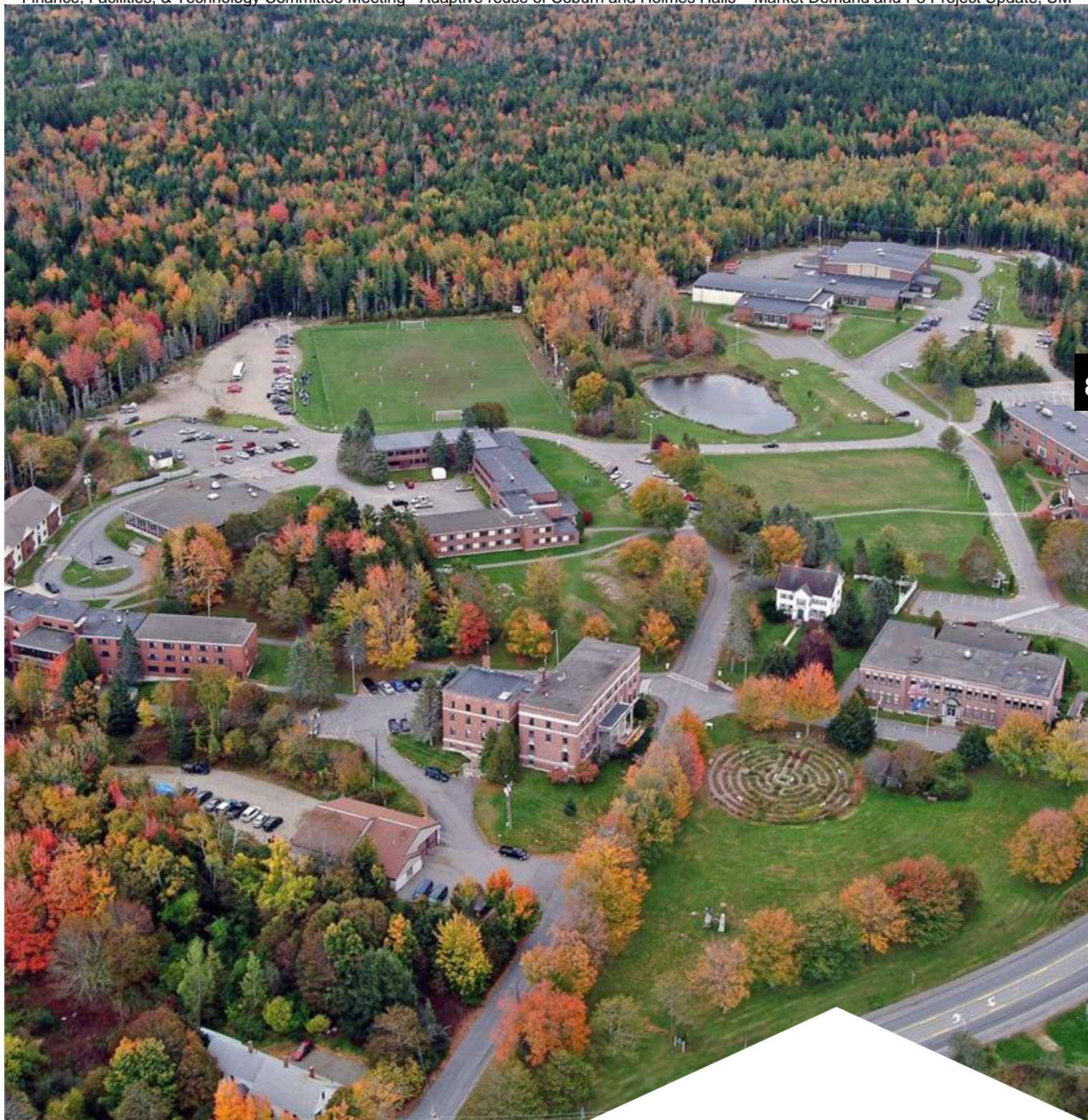
Figure 2: Solicitation and Selection Process Key Dates

Solicitation & Selection

Hospitality

Hospitality	Year:	2020												2021												2022												2023											
	Quarter:	Q1			Q2			Q3			Q4			Q1			Q2			Q3			Q4			Q1			Q2			Q3			Q4														
	Month:	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
Project Definition																																																	
UMaine/UMS Approval																																																	
Solicitation & Selection																																																	
Negotiations																																																	
Design																																																	
Bidding / Financial Close																																																	
Construction																																																	

 March 27th-28th BOT Meeting



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STAY ENGAGED WITH B&D:   



AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Career and Student Success Center and Portland Commons P3 Project Update, USM
2. **INITIATED BY:** Mark R. Gardner, Chair
3. **BOARD INFORMATION:** X **BOARD ACTION:**
4. **OUTCOME:** **BOARD POLICY:**
 Increase Enrollment
 Improve student success and completion
 Enhance Fiscal Positioning
5. **BACKGROUND:**

The University of Southern Maine continues, in partnership with the University of Maine System, to advance development plans for the Career & Student Success Center (CSSC) and Portland Commons Residence Hall. On July 15, USM hosted a neighborhood meeting about the project as the first step of the City of Portland Planning Board process. As of August 7, the project development team has submitted the project site plan to the Planning Board, and USM presented to the Planning Board at the Board's August 11 meeting.

As noted above, the Building Committee has begun referring to the residence hall as "Portland Commons". This is an informal name for the time being, and USM would seek formal designation authority from the Board of Trustees to officially name the building. Of note, the USM Foundation is currently working with the consulting firm CCS to develop philanthropic support for the CSSC, and naming of the latter, the residence hall and the green quad are each featured opportunities in that campaign.

The CSSC and Portland Commons project remains on budget (\$25 million and \$65-\$68 million, respectively), and the project is on schedule to begin construction in March 2021. Over the coming fall and winter enabling work will begin including vacating both 25 and 35 Bedford Street (Facilities Management and Woodbury Student Center) and relocating the people and services currently in and around those buildings. One such move includes leasing space where Sodexo can continue their food preparation and operations for the campus through the duration of the project. This related lease is separately before the Board for approval this month. Another related project which may come before the Board in the coming months involves the relocation of the Salt Shed and Maintenance Garage which are also currently within the footprint of the new buildings.

The Portland Commons and CSSC are scheduled to be complete in May 2023. Doors would open immediately upon completion, and USM would take advantage of its growing Summer Session and of the opportunity to house summer interns as well as graduates and others seeking a 12-month lease option. USM and the University System signed a Predevelopment Agreement with Capstone Development Partners in May,

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authorizing up to \$5.7 million in project expenditures. The USM/UMS team is currently negotiating a Development Agreement with Capstone.

USM has prepared and attached a brief project overview presentation for the Board's information.

On a separate but related topic, the USM/UMS Parking Garage Building Committee has selected Desman Design Management, a parking design and consulting firm, to design the proposed parking garage that would accompany the CSSC and Portland Commons. The Desman team includes Woodard & Curran of Portland and Michael Boucher Landscape Architecture of Freeport. On August 10, the Building Committee held a kick-off meeting with Desman. Throughout August and September, Desman will conduct a site study, moving into design development in October. The Building Committee is proposing to use a CM at-risk development model and would return to the Board for authorization of future borrowing to procure and develop the project. The timeline that Desman has developed provides for owner occupancy of the structure in the spring of 2023 to coincide with the opening of the CSSC and Portland Commons.

UNIVERSITY OF SOUTHERN MAINE

Career & Student Success Center / Portland Commons

University of Maine System Board of Trustees

Finance, Facilities & Technology Committee

September 2, 2020

9.1

Transforming USM's Portland Campus



9.1

Portland Commons

- **577-Bed Residence Hall**
- Creates affordable housing in Portland
- **Transforms parking lot into Green Quad** centerpiece for Portland campus; adds unique community resource
- **Design compliments existing campus architecture**
- **Achieves Passive House standards,** making Portland Commons energy efficient and highly sustainable

Transforming USM's Portland Campus

Career & Student Success Center

- **Campus Hub & Green Quad**

- 1st floor – Spacious dining center, café/pub, fireside student lounge.
- 2nd floor – Dedicated office, meeting, and event space for career services
- 3rd floor – Student Affairs offices, lounges, and programming

- **Aligns with State Economic Plan**

- Attracts out-of-state students to live, work, and study in Maine
- Provides Maine employers key resource to interact with and recruit USM students

- **73% of Portland voters supported bond package** - \$19m in bond funding for the CSSC



9.1

PROJECT OVERVIEW

9.1

Project Overview – Timeline / Process

Work-to-Date

- **June 2018:** Project initiation → Formation of USM President's P3 Committee (USM & UMS committee members).
- **January 2019:** UMS Trustees approve USM's Master Plan.
- **July – December 2019:** USM/UMS conduct RFQ and RFP processes.
- **January – May 2020:** UMS BOT approval of PDA; PDA executed.
- **Summer/Fall 2020:** City of Portland Planning Board process.
- **Spring 2021:** Demolition of Woodbury Student Center and 25 Bedford Street; begin construction of CSSC and Portland Commons project.
- **Spring 2023:** Complete construction and open to students and University community.

9.1

Project Overview – Team



9.1



PROJECT BACKGROUND – PORTLAND COMMONS

9.1

Career & Student Success Center Portland Commons Residence Hall Bedford St. Corner – Spring Scene



9.1

Project Background – Portland Commons

- **From 2015 to 2020, USM grew student enrollment by 7.3%.**
 - Robust enrollment growth has led to over-occupancy in residence halls on the Gorham campus
 - A 2018 Brailsford and Dunlavey market analysis demonstrated that USM could add 550 to 600 beds in Portland without affecting dorm occupancy on Gorham campus
- **Upper Division, Graduate and Law School students struggle to find affordable housing in the Greater Portland area.**
 - Portland Commons will help alleviate this housing shortage and will enable USM and University of Maine System to take advantage of Portland's national and international appeal
- **Balances three key USM priorities in achieving design excellence:**
 - *Affordability*
 - *Sustainability*
 - *Aesthetic appeal*

9.1

Project Details – Portland Commons

- **577-bed, 220,000 square foot Portland Commons Residence Hall will be built to Passive House standards.**
 - Portland Commons will be the largest Passive House residence hall in New England and will be among top five largest in the U.S.
 - Passive House will provide significant energy efficiency and reduced greenhouse gas emissions → at least 50% better than required by City building code
- **Establishes Portland as a residential campus & adds an affordable housing option** for upper division, graduate and Maine Law students.
 - While USM has had Portland-based residential options in the past, the Portland campus has never had on-campus housing
 - Fronted by a green quad, Portland Commons will be a short walk to all Portland campus academic buildings and the proposed Graduate Student Center

9.1

PROJECT BACKGROUND – CAREER & STUDENT SUCCESS CENTER

9.1

Career & Student Success Center Portland Commons Crossing Bedford Street – CSSC & Campus Quad



9.1

Project Details – Career & Student Success Center

- The Career & Student Success Center will help fulfill the needs of USM's growing and increasingly diverse student body.
- It will showcase use of local materials, recycled materials, utility conservation, solar power, and indoor air quality.
 - **First Floor:** 300+ seat dining, adjacent café/pub, fireside student lounge, University Store and welcome center
 - **Second Floor:** 13,500 square foot Career Center with a multipurpose event room overlooking the green quad, office suite for career advisers, interview rooms for employers visiting campus or Zoom interviews, Husky Dining Room
 - **Third Floor:** Student Affairs focus, with Diversity & Intercultural Center overlooking campus green, Student Government office, Student Affairs office, student lounges and study spaces

9.1

Project Details – Career & Student Success Center (cont'd)

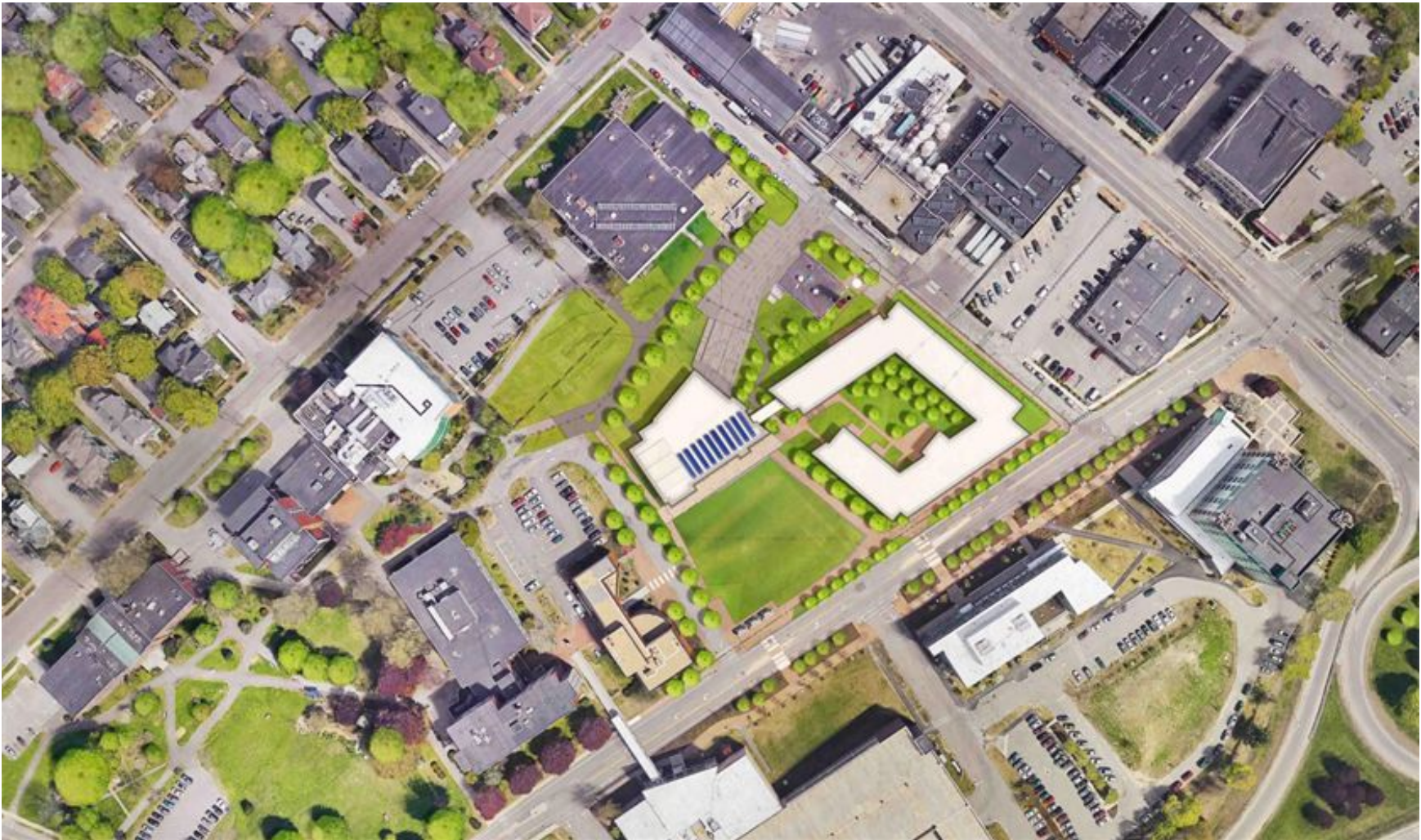
- **With the generous support of Maine voters**, the Career & Student Success Center will fulfill USM's commitment to enhanced career advisory and placement services that keeps Maine students in our state and attracts out-of-state students to live and work in Maine.
 - ***This commitment responds to the successful passage of Question 4 on the 2018 ballot***, which authorized \$49 million in bonding for modernizing UMS facilities to attract and retain students to Maine.
- **President Cummings and the USM Foundation led the bond campaign for USM**, and the President responded to the successful outcome by saying:
 - *"For our students, passage of Question 4 will translate to an enhanced learning environment, better preparation for future careers, and more integrated interaction with area employers. For the rest of us, yesterday marked a key date in our steady approach to becoming a truly great university."*

9.1

PROJECT DESIGN & ARCHITECTURAL RENDERINGS

9.1

Career & Student Success Center Residence Hall Campus Site Plan



9.1

Career & Student Success Center Residence Hall Aerial View of Quad



9.1

Career & Student Success Center Residence Hall Bedford Street Façade and Residence Hall Entry



9.1

Career & Student Success Center Residence Hall Crossing Bedford Street from Wishcamper

9.1



Career & Student Success Center Residence Hall Looking South on Durham Street



9.1

Career & Student Success Center Residence Hall Bedford Street View in Spring

9.1



Career & Student Success Center Residence Hall Bedford Street View in Winter



9.1

Career & Student Success Center Residence Hall Crossing Bedford Street from Wishcamper

9.1



Career & Student Success Center Residence Hall South Façade of CSSC



9.1

Career & Student Success Center Residence Hall Portico of CSSC



9.1

Career & Student Success Center Residence Hall Lobby of CSSC



9.1

RELATED PARKING & TRANSPORTATION PLANNING

9.1

Transportation Studies

- In 2019 USM hired VHB, renowned transportation consultant, to conduct studies & guide planning efforts
 - Parking study
 - Transportation Demand Management (TDM) study
 - Traffic study

9.1



Related Parking Projects

- **Structured Parking Feasibility Study:** During Summer 2019, USM contracted with Platz Associates to review options for additional structured parking on USM's Portland Campus.
- **New Structured Parking on USM Portland Campus:** In July, USM/UMS selected Desman Design Management to design garage
 - USM/UMS held a project kickoff meeting with Desman on August 10
 - Desman's first action is to conduct a site plan review, which is currently ongoing
 - Project will have a separate Planning Board process
 - Construction to be completed in the Spring of 2023
- **Wishcamper Parking Lot:** In May, USM received approval from the City of Portland Planning Board to reconfigure the Wishcamper Parking Lot, adding approximately 117 spaces.
 - Construction to be completed during Summer 2021

9.1

Conclusion

- The Career & Student Success Center, Portland Commons Residence Hall, and the Green Quad will **fulfill a significant portion of USM's Portland Campus Master Plan.**
- **The project will transform USM's Portland campus**, adding on-campus housing and creating a state-of-the-art Career & Student Success Center.
 - Students will be able to congregate to meet, dine, study and pursue career-related activities
 - Project will frame a campus green that will become USM's Portland entryway
- **Achieves key University objectives:**
 - *Transform surface parking lot into Residential Quad*
 - *Add affordable student housing on USM Portland campus*
 - *Balance design and construction quality with impactful commitment to sustainability*

9.1



AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Capital Project Status Report and Bond Projects Update, UMS
2. **INITIATED BY:** Mark R. Gardner, Chair
3. **BOARD INFORMATION:** X **BOARD ACTION:**
4. **OUTCOME:** **BOARD POLICY:**
5. **BACKGROUND:**

Overview:

Attached is the Capital Project Status Report for the September 2, 2020 meeting of the Finance, Facilities and Technology Committee. The report reflects a total of 22 projects; one new project has been added since the last report. Three projects have been removed.

COVID-19 Impact on Capital Construction:

While many projects continue to move forward at this time under the various provisions of state and federal pandemic guidance, some impacts continue.

- Three of four projects previously placed on hold remain so. The viability of and alternative options for these projects will continue to be reviewed for potential future resumption.
- Where construction is underway, the University is requiring contractors to provide a site specific COVID-19 work plan that outlines their process for ensuring their employees respect social distancing and other recommended or mandated practices for minimizing the spread of the virus, and their alignment with University protocols.
- Since mid-March the University has been conducting pre-bid meetings virtually; providing photos and videos of existing conditions and responding to questions issued by email.
- Since April the process of receiving bids transitioned to an electronic process. The University receives bids by email and provides a link to access an online or phone connection for the bid opening.
- Capital Planning and Project Management is collaborating with each campus to understand the policies each has put in place as well as any local municipal orders or policies to ensure our contractors are heeding them.
- The University has started seeing communication from contractors that material deliveries are being delayed with potential schedule and cost impacts.

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- We are beginning to see specific costs associated with the added protections and safety precautions required by the CDC, State and Campus.

Bond Project Status Report:

The special portion of this report calling out only bond projects continues to reflect twenty-nine (29) projects. These twenty-nine projects are currently estimated to account for more than \$38 million of the \$49 million in voter approved general obligation bond funding. About \$8.5 million of that has been expended.

Supplemental funding is being leveraged for some of these projects and the total estimated project value across all funds currently stands at approximately \$51.1 million, including the bond funding and other project resources.

- Eight of these bond projects are complete and another four are substantially complete.
- Eleven (11) of these bond projects also appear on the Capital Project Status Report with approved budgets above board threshold.
- Four (4) projects are expected to be brought to the board for additional authorization as design progresses but are currently in design and pre-design phases with budgets below the board approval threshold.
- The remaining bond funded projects do not have budgets that meet the threshold for Board of Trustees consideration and are therefore not present on the Capital Projects Status Report. As projects are completed, they will remain on this report for documenting purposes until all Bond Projects are completed.

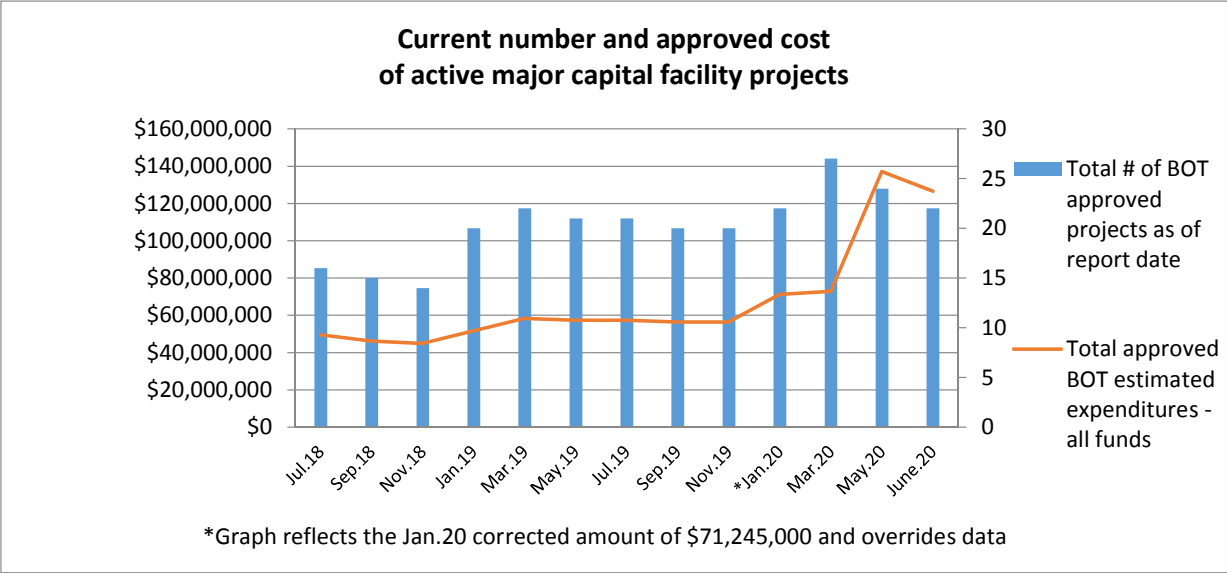
Future reports will be updated to reflect additional active Bond projects as the information becomes available.

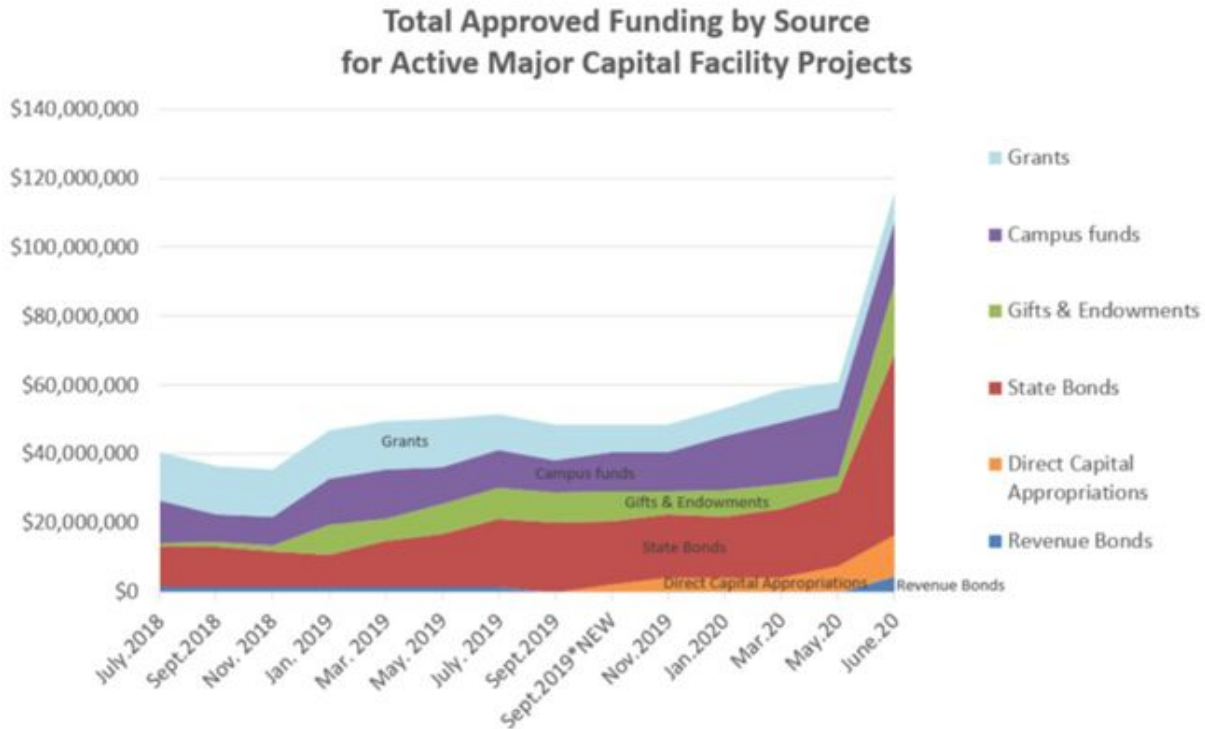
Update to UM Ferland Engineering Education & Design Center Project:

This project continues on schedule. Site and utility work continue in earnest with the intent of returning building services to operation for school to start. Excavation and ledge removal for the building footprint are in progress with forming for foundation and underground structures underway and the first concrete placement to follow. The GMP has been established within the existing approved project budget of \$72 million.

Update to USM P3

See separate Information item.





*Direct Capital Appropriations funds consist of capital appropriations in anticipation of revenue bonding, as well as MEIF funds.

**Please note that the graph reflecting Total Approved Funding by Source for Active Major Capital Facility Projects, two sets of data for the month of September are captured to reflect a change in methodology. The new methodology does not reflect any change in resources but does reflect a refinement in how those resources are categorized. Following months will return to a single set of data for each month.

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Capital Project Status Report
Board Approved Projects
September 2020 - Finance, Facilities and Technology Committee
With Grand Totals and % of Current Approved Estimates

Campus, Project Name (Project ID)	Funding Source(s) & each source's share of expenditures to date	Status	Original Estimated Completion	Current Est. Completion	Original Approved Estimate	Current Approved Estimate	% Expended of Current Approved Estimate	Prior Actions, Information & Notes
UMA								
**Handley Hall HVAC System Upgrade (1200029)	2018 State Bond (100%)	Design in Progress	2020	2021	\$575,000	\$575,000	4%	Board approved \$575K in September, 2019.
Augusta Welcome Center (1100077)	2018 State Bond (100%)	Hold	2021	2021	\$6,850,000	\$6,850,000	5%	Board approved \$6.85M in January 2020.
UM								
**Advanced Structures and Composites Center Expansion/ASCC Equip W2-Thermoplastics Lab/ASCC Equip W2 Tow Carriage (5100316, 5100414, 5100432)	2010 State Bond (49%), Grants (45%), Gifts (6%), Campus E&G Funds (0%)	Project 5100316 is Complete, Project 5100414 Design in Progress, Project 5100432 is Complete	2014	2021	\$6,400,000	\$10,400,000	92%	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.
Darling Marine Center Waterfront Infrastructure (5100459, 5100460, 5100461)	Grants (72%), Campus E&G Funds (28%)	Construction in Progress	2017	2021	\$3,000,000	\$5,200,000	13%	Board approved \$3M in July, 2017. Board approved increase of \$2.2M in September, 2019.
**UM Ferland Engineering, Education and Design Center (5100458, 5100493, 5100546, 5200604)	Gifts (12%), Campus Funds (6%), Campus Reserves (8%), State Appropriations (74%)	Construction in Progress	2024	2024	\$1,000,000	\$72,000,000	12%	Board approved \$1M in September, 2017. Board approved additional \$8M in May, 2018. Additional \$63M BOT approved March, 2020 Initial occupancy of this facility is expected in 2022; final completion in 2024.
Wells Commons Generator (5100433)	Campus Auxiliary Operating (64%) Campus Auxiliary Reserves (36%)	Substantially Complete	2019	2020	\$525,000	\$525,000	62%	Board approved \$525,000 January, 2018.
***CCAR EDA Hatchery Building Roof Replacement (5100456)	Campus E&G Funds (100%)	Complete	2019	2020	\$562,000	\$562,000	89%	Board approved \$562,000 in June, 2018.
Hilltop Commons Servery Updates (5100489)	Campus Auxiliary Operating (35%) Campus Auxiliary Reserves (65%)	Substantially Complete	2019	2020	\$925,000	\$925,000	77%	Board approved \$925,000 January, 2019.
UM Energy Center Phase II (5100516, 5100517)	Campus Operating (100%)	Pre-Design in Progress	2023	2023	\$5,700,000	\$5,700,000	5%	Board approved \$5.7M March, 2019.
**ASCC Renovation - Mezzanine Office Expansion (5100525)	Campus E&G Funds (100%)	Construction in Progress	2020	2021	\$450,000	\$1,400,000	5%	Board approved \$1,400,000 March, 2020
UMF								
Dearborn Gym HW Upgrades (2100087)	2018 State Bond (100%)	Substantially Complete	2019	2020	\$600,000	\$850,000	94%	Board approved \$600K in March, 2019. Board approved additional \$250K in May, 2019.
UMFK								
**UMFK Enrollment/Advancement Center (3100042)	Bond (98%), Campus E&G (2%)	Construction in Progress	2022	2021	\$3,249,000	\$3,249,000	6%	Board approved \$2.99M in Bond Funding, March, 2020. Plus, \$259K for a total of \$3,249,000.

Capital Project Status Report
Board Approved Projects
September 2020 - Finance, Facilities and Technology Committee
With Grand Totals and % of Current Approved Estimates

Campus, Project Name (Project ID)	Funding Source(s) & each source's share of expenditures to date	Status	Original Estimated Completion	Current Est. Completion	Original Approved Estimate	Current Approved Estimate	% Expended of Current Approved Estimate	Prior Actions, Information & Notes
USM								
USM Center for the Arts (6100300)	Gifts (100%)	Pre-Design in Progress	2022	2023	\$1,000,000	\$1,000,000	20%	Board approved \$1M in January, 2018.
Career and Student Success Center and Portland Residence Hall (6100325, 6100338)	2018 State Bond (49%), Campus E&G (51%)	Design in Progress	2020	2023	\$1,000,000	\$5,700,000	28%	Board approved \$1M in January, 2019. Board approved predevelopment expenditures of up to \$5.7M combined for the two projects in January 2020. The total project cost remains under development and subject to change.
Bailey Hall Fire Protection and Electrical Upgrades (6100316, 6100323)	2018 State Bond (61%), Campus E&G Funds (39%)	Project 6100316 is Construction in progress, Project 6100323 is Complete	2019	2021	\$2,580,000	\$4,388,000	40%	Board approved \$2.58M in January, 2019. Board approved \$1.808M in January 2020.
**USM Nursing Simulation Lab (6100327)	2018 State Bond (100%)	Substantially Complete	2021	2021	\$1,500,000	\$1,500,000	59%	Board approved \$1.5M in January 2020.
Brooks Patio Renovations (6200255)	Campus E&G Funds (100%)	Construction in Progress	2020	2020	\$650,000	\$650,000	4%	Board approved \$650,000 in January 2020.
Wishcamper Parking Lot (6100330)	Campus E&G Funds (100%), Capital Reserves (0%)	Hold	2020	2021	\$1,710,000	\$1,710,000	8%	Board approved \$1.71M in January, 2020.
Port Parking Garage Study (6100331)	Campus E&G Funds (100%)	Pre-Design in Progress	2022	2022	\$1,200,000	\$1,200,000	3%	Board approved in March 2020. Initial spending limit \$400,000 with addtl \$800,000 to be authorized by the Chancellor and Vice Chancellor for Finance and Administration and Treasurer and contingent upon site location approval from the City of Portland
Fitness Equipment Purchase and Space Renovation (00000000)		Hold	2020	2021	\$700,000	\$700,000	0%	Board Approved March, 2020. No expenditures as of yet.
UMPI								
**Folsom 105 Nursing Renovation (7100026)	Bond (100%)	Construction in Progress	2020	2020	\$800,000	\$800,000	22%	Board approved \$800K March, 2020.
*UMPI Solar Array (7100023)	Campus E&G Funds (100%)	Bidding	2020	2021	\$700,000	\$700,000	6%	Board approved \$700K June, 2020.
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 June 30, 2020 as a percentage of the current approved project estimate.

Bond Project Status Report
Active Bond Projects
September 2020 - Finance, Facilities, and Technology Committee
With Grand Totals and % of Current Approved Estimates

Campus, Project Name (Project ID), Project Manager	Status	Original Estimated Completion	Current Est. Completion	Funding Source(s) & each source's share of expenditures to date	Estimated Bond Funding for Project	Bond Funding Expended	Total Estimated Project Cost	Prior Actions, Information & Notes
UMA								
Augusta Campus Welcome Center (1100077) Project Manager: Ann Vashon/Walter Shannon	Hold	2021	2021	Bond (100%)	\$2,885,000	\$350,388	\$6,850,000	Board approved \$6.85M in January 2020.
**Handley Hall A/C Replacement (1200029) Project Manager: James Kauppila/Keenan Farwell	Design in Progress	2020	2021	Bond (100%)	\$450,000	\$23,520	\$575,000	Board approved budget of \$575,000 in September, 2019
Total Bond for Campus					\$3,335,000	\$373,908	\$7,425,000	
UMF								
Dearborn Gym Hot Water Upgrades (2100087) Project Manager: Keenan Farwell	Substantially Complete	2019	2020	Bond (100%)	\$850,000	\$799,903	\$850,000	Board approved \$600K in March, 2019. Board approved additional \$250K in May, 2019.
274 Front St Acquisition (2100089) Project Manager: Keenan Farwell	Complete	2019	2019	Bond (100%)	\$855,000	\$850,820	\$855,000	Board approved \$855K in January, 2019.
Scott Hall Renovations (2100092) Project Manager: Keenan Farwell	Construction in Progress	2019	2021	Bond (100%)	\$200,000	\$178,690	\$200,000	
Dakin Hall Shower Renovations (2100093) Project Manager: Keenan Farwell	Construction in Progress	2019	2021	Bond (100%)	\$200,000	\$81,551	\$200,000	
Lockwood Hall Shower Renovations (2100094) Project Manager: Keenan Farwell	Construction in Progress	2019	2021	Bond (100%)	\$200,000	\$80,714	\$200,000	
Stone Hall Shower Renovations (2100095) Project Manager: Keenan Farwell	Construction in Progress	2019	2021	Bond (100%)	\$200,000	\$28,390	\$200,000	
UMF Campus Paving (2100097) Project Manager: Keenan Farwell	Complete	2019	2019	Bond (100%)	\$97,338	\$97,338	\$97,338	
274 Front St Renovation (2100096) Project Manager: Keenan Farwell	Pre-Design in Progress	2020	2022	Bond (64%) (Campus E&G Funds (36%))	\$450,000	\$26,672	\$1,000,000	Approved budget of \$450,000, as it remains in study/design phase.
FRC Floor Renovation (2100098) Project Manager: Keenan Farwell	Complete	2019	2019	Bond (100%)	\$200,729	\$200,729	\$200,729	
Exterior Painting Merrill Hall (2200096) Project Manager: Keenan Farwell	Pre-Design in Progress	2020	2021	Bond (0%)	\$40,000	\$0	\$40,000	
Olsen Center Walk-In Replacement (2100090) Project Manager: Keenan Farwell	Complete	2020	2020	Bond (0%) (Campus E&G Funds (100%))	\$100,453	\$40,465	\$291,453	
Olsen Center Renovations (2100102) Project Manager: Keenan Farwell	Pre-Design in Progress	2023	2023	Bond (100%)	\$1,900,000	\$7,177	\$1,900,000	Approved budget of \$300,000, as it remains in study/design phase.
Total Bond for Campus					\$5,293,520	\$2,392,449	\$6,034,520	

Bond Project Status Report
Active Bond Projects
September 2020 - Finance, Facilities, and Technology Committee
With Grand Totals and % of Current Approved Estimates

Campus, Project Name (Project ID), Project Manager	Status	Original Estimated Completion	Current Est. Completion	Funding Source(s) & each source's share of expenditures to date	Estimated Bond Funding for Project	Bond Funding Expended	Total Estimated Project Cost	Prior Actions, Information & Notes
UM								
Neville Hall Renovation (5100534) Project Manager: Art Bottie	Design in Progress	2021	2021	Bond (100%), Campus E&G (0%)	\$300,000	\$53,137	\$1,500,000	Approved budget of \$300,000 as it remains in study/design phase.
Total Bond for Campus					\$300,000	\$53,137	\$1,500,000	
UMFK								
UMFK Enrollment/Advancement Center (3100042) Project Manager: Jacob Olsen	Construction in Progress	2022	2021	Bond (98%), Campus E&G (2%)	\$3,249,000	\$186,976	\$3,249,000	Board approved \$2.99M in Bond Funding, March, 2020. Plus, \$259K for a total of \$3,249,000.
Total Bond for Campus					\$3,249,000	\$186,976	\$3,249,000	
UMM								
UMM Science Building Roof Replacement (4100042) Project Manager: Art Bottie	Substantially Complete	2020	2020	Bond (100%)	\$325,000	\$266,612	\$325,000	
**UMM Dorward Hall Roof Replacement (4100043) Project Manager: Art Bottie	Complete	2020	2020	Bond (100%)	\$300,000	\$296,092	\$300,000	
**UMM Sennett Roof Replacement (4100044) Project Manager: Art Bottie	Construction in Progress	2020	2020	Bond (100%)	\$150,000	\$12,429	\$150,000	
**UMM Reynolds Center Roof Repair (4200044) Project Manager: Art Bottie	Complete	2020	2020	Bond (100%)	\$164,000	\$154,226	\$164,000	
UMM Site Work (4200045) Project Manager: Joshua Burke	Substantially Complete	2020	2020	Bond (100%)	\$60,000	\$50,195	\$60,000	
Total Bond for Campus					\$999,000	\$779,554	\$999,000	
USM								
Woodward Hall Renovations (6100301) Project Manager: Carol Potter	Complete	2019	2019	Bond (86%), Campus E&G Funds (14%)	\$1,500,000	\$1,172,840	\$1,172,840	Board approved \$1.8M in January, 2019. Remaining Bond Funding to be moved to a new project.
Ricci Lecture Hall Renovations (6100308) Project Manager: Ann Vashon	Complete	2019	2020	Bond (31%), Gifts (43%), Campus E&G Funds (26%)	\$150,000	\$561,053	\$561,053	Board approved \$500,000 in January, 2019. Board approved additional \$180K in May, 2019.

Bond Project Status Report
Active Bond Projects
September 2020 - Finance, Facilities, and Technology Committee
With Grand Totals and % of Current Approved Estimates

Campus, Project Name (Project ID), Project Manager	Status	Original Estimated Completion	Current Est. Completion	Funding Source(s) & each source's share of expenditures to date	Estimated Bond Funding for Project	Bond Funding Expended	Total Estimated Project Cost	Prior Actions, Information & Notes
**Career and Student Success Center (6100325) Project Manager: Ann Vashon	Design in Progress	2021	2023	Bond (100%)	\$19,000,000	\$775,909	\$19,000,000	Board approved \$1M in January, 2019. Board approved predevelopment expenditures of up to \$5.7M combined with the residence hall project in January 2020. The total project cost remains under development and subject to change.
Bailey Hall Fire Protection and Electrical Upgrades (6100316, 6100323) Project Manager: Joe Gallant	Project 6100316 Construction in Progress, Project 6100323 is Complete	2019	2021	Bond (61%), Campus E&G Funds (39%)	\$1,460,000	\$1,061,717	\$4,388,000	Board approved \$2.58M in January, 2019. Board approved additional \$1.808M in January, 2020.
**Nursing Simulation Lab Science (6100327) Project Manager: Joe Gallant	Substantially Complete	2021	2021	Bond (100%)	\$1,500,000	\$885,835	\$1,500,000	Board approved \$1.5M in January, 2020.
**Robie Andrews Renovation (6100339) Project Manager: Joe Gallant	Pre-Design in Progress	2021	2021	Bond (0%)	\$491,605	\$0	\$491,605	
Total Bond for Campus					\$24,101,605	\$4,457,354	\$27,113,498	

UMPI

**Wieden Renovation Bond (7100025) Project Manager: Joseph Moir	Design in Progress	2020	2021	Bond (100%)	\$125,000	\$40,807	\$4,000,000	Approved budget of \$125,000, as it remains in study/design phase.
**Folsom 105 Nursing Renovation (7100026) Project Manager: Joseph Moir	Construction in Progress	2020	2020	Bond (100%)	\$800,000	\$176,017	\$800,000	Board approved \$800K March, 2020.
Total Bond for Campus					\$925,000	\$216,824	\$4,800,000	
Totals:					\$38,203,125	\$8,460,202	\$51,121,018	

Explanatory Notes: * Project is new as of this report. ** Details of this project include updates since the last report. Completed projects will remain on this report unless otherwise specified.	Funding source(s) reflects primary source(s) for project.	Calendar Year unless otherwise noted.						Bond Funding expended reflects total expended as of June 30, 2020.
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AGENDA ITEM SUMMARY

- 1. **NAME OF ITEM:** FY2021 Finance, Facilities & Technology Committee Work Plan
- 2. **INITIATED BY:** Mark R. Gardner, Chair
- 3. **BOARD INFORMATION:** X **BOARD ACTION:**
- 4. **OUTCOME:** **BOARD POLICY:**
- 5. **BACKGROUND:**

Annually, a work plan for the Finance, Facilities & Technology Committee is formulated. The work plan is intended to cover both action items required for governance of the University of Maine System and those topics of importance and interest to the Board. Trustee Gardner and Vice Chancellor Ryan Low will review the draft plan with the Committee in preparation for inclusion in the September Board of Trustee meeting materials.

University of Maine System
Board of Trustees

**Finance, Facilities & Technology Committee
Work Plan FY2021**

Standing Agenda

1. Finance, Facilities or Technology items requiring Committee and/or Board approval
2. Updates from staff on finance, facilities and technology informational items
 - Including KPIs and System-wide financial update
3. Capital Projects Status Report for all projects requiring Committee and/or Board approval
4. Major Technology Projects Status Report for all projects requiring Committee and/or Board approval

Ad Hoc Agenda

- Review Finance KPIs (July meeting)
- Request for Appropriation (Sept. meeting)
- **Joint Meeting of the Audit Committee and the Finance/Facilities/Technology Committee** (late October/early November meeting)
 - External Auditor Report including Required Communications Letter and Summary of Audit Results
 - Presentation of the Annual Financial Report (Audited Financial Statements)
 - Update on Internal Audit
- Annual State of IT Report (February meeting)
- Sightlines Annual Report on the status of the facilities portfolio (January meeting)
- First reading of the Annual Operating, Capital Budget and Tuition Charges (March meeting)
- Approval of Annual Operating Budget, Capital Budget and Tuition Charges (May meeting)
- Multi-Year Financial & Structural Gap Analysis (November* / May meeting)
- Review of 5-year Capital Plan (November* / May meeting)

** FY21 only*

Informational Reports to the Board

Every Board Meeting

Financial Update and KPI update

September Meeting

Annual Report on Acquisition & Disposition of Real Property

November Meeting

Annual Report on Gifts, Fund Raising and Endowments
Current Fiscal YTD Forecast to Budget

January Meeting

Maine Economic Improvement Fund Report
Student Financial Aid Report
State of IT Report
Sightlines Report

March Meeting

Student Charges Report
Current Fiscal YTD Forecast to Budget

May Meeting

Multi-Year Financial Analysis
5-year Capital Plan
Current Fiscal YTD Forecast to Budget

Committee Meeting Schedule

The Committee meets six times during the year in advance of the Board of Trustees meetings.

In March, the Committee schedules a full day meeting to review, in depth, the Annual Operating Budget and Tuition Charges for the upcoming fiscal year.

Additional meetings may be scheduled as required.