

Board of Trustees  
**Finance, Facilities & Technology Committee**

May 5, 2021 from 9:00 am to 12:00 pm

Via Zoom

**REVISED**  
**4/29/2021**

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 – 9:05am Call the meeting to order and Roll Call
- 9:05am – 9:20am **EXECUTIVE SESSION**  
The Finance, Facilities & Technology Committee will enter Executive Session under the provision of: 1 MRSA Section 405 6-C.
- 9:20am – 9:35am  
**TAB 1** Lease Request, UMS for the University of Maine School of Law
- 9:35am – 9:55am  
**TAB 2** FY2022 Proposed Operating Budget and Student Charges – Second Reading, UMS
- 9:55am – 10:05am  
**TAB 3** Lease Authorization Request, UM, 167 Fore St, Portland, ME
- 10:05am – 10:15am  
**TAB 4** Wieden Hall Renovation, UMPI
- 10:15am – 10:25am  
**TAB 5** Steam and Condensate Line Replacement, USM
- 10:25am – 10:35am  
**TAB 6** Randall Student Center Renovation, UMA
- 10:35am – 10:45am  
**TAB 7** Replacement name for former Clarence C. Little Hall, UM
- 10:45am – 11:00am  
**TAB 8** Repaving MaineStreet Initiative
- 11:00am - 11:10am  
**TAB 13** ASCC Building Addition, UM: Green Engineering (GEM) “Factory of the Future”
- 11:10am – 11:20am  
**TAB 9** Review of Projects with a Value of \$250,000 or Greater
- 11:20am – 11:35am  
**TAB 10** Parking Plan update, USM
- 11:35am – 11:50am  
**TAB 11** Capital Project Status Report, UMS
- 11:50am – 12:00pm  
**TAB 12** One Year Capital Plan Summary - Operating

Action items within the Committee purview are noted in green.

Items for Committee decisions and recommendations are noted in red.

## Finance, Facilities, & Technology Committee Meeting - Agenda

*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

**NAME OF ITEM:** Lease Request, UMS for the University of Maine School of Law

**INITIATED BY:** James O. Donnelly, Chair

**BOARD INFORMATION:**

**BOARD ACTION:**

**X**

**BOARD POLICY:**

801 – Acquisition of Real Property – GSF Increase

**UNIFIED ACCREDITATION CONNECTION:**

N/A

**BACKGROUND:**

The University of Maine System requests authorization to negotiate and enter into a lease for space in Portland, Maine for use as a temporary home for the University of Maine School of Law. The subject property, at 300 Fore Street in Portland, is currently occupied and owned by CIEE and includes sufficient square footage of facility space for law school operations and some additional UMS staff to be identified yet. The lease would be for a term of up to 5 years with a single 5-year optional renewal and a right of first refusal along with a purchase option.

This request is pursuant to Board Policy 801, the acquisition of real property, and pursuant to the Board's prohibition of increases in space without Trustee approval. Per policy, leases with a value of over \$100,000 or a term greater than five years must be considered by the Board or its Finance Facilities and Technology Committee. In this case, the lease is expected to exceed those values, so the request is to approve and forward this matter to the consent agenda of the Board of Trustees subject to review by UMS General Counsel and Treasurer and on the condition that the annual lease cost not exceed \$960,000 for the first five-year lease term.

The age, design, and condition of the current building used and occupied by the University of Maine School of Law (as well as a small number of staff from the University of Southern Maine Foundation, USM, and the University of Maine Graduate and Professional Center and Maine Center Ventures) on the USM campus at 246 Deering Avenue in Portland unreasonably limits the size of Maine Law classes. Its design is functionally obsolete for the educational needs of the 21<sup>st</sup> century.

The building also is challenged from a core infrastructure perspective. The law building (combined with newer library space appended to it) at 246 Deering Avenue has a Net Asset Value of approximately 40 percent, a stage at which action to address its condition is fully warranted. The law building was constructed nearly 50 years ago and has not been

April 26, 2021

meaningfully updated or renovated since construction. The current independently estimated asset reinvestment need approaches \$20 million and that likely is a conservative estimate.

Perhaps less critically, but still noteworthy, the facility also has been named among the 8 ugliest university buildings in the nation. This is obviously a challenge, rather than an advantage, to law student recruitment.

For these reasons, UMS has been exploring alternative sites for the law school to occupy for the next several years (in which case UMS would seek to move all staff and operations and seek subsequent Trustee approval to raze the building). On November 10, 2020, UMS issued RFI # 2021-013 to invite competitive proposals for lease or purchase options for Class A Office/Classroom Space in Portland that would be suitable for the Law School's use (and house additional UMS and supporting staff as space permitted). UMS received two responses, but neither was deemed sufficient for the Law School's needs.

While that process did not directly produce a satisfactory and actionable outcome, UMS continued to consider options and learned through engagement with Portland-area real estate brokers that Malone Commercial Brokers would be marketing potentially suitable space for lease in the units owned and occupied by CIEE, Inc. at 300 Fore Street in Portland. Discussions have since progressed between UMS and CIEE through Malone Commercial Brokers to the point where a non-binding confidential Letter of Intent has been signed between UMS and CIEE, with each agreeing to seek authorization from their respective Boards to negotiate and execute a 5-year lease (with 5-year renewal, right of first refusal, and purchase options). The potential lease, if approved by Trustees, would permit the Maine Law School to begin operating from 300 Fore Street as early as the start of the Fall 2021 semester. The cost of the lease remains at this time subject to the confidentiality terms in the non-binding Letter of Intent with CIEE, though UMS seeks approval to execute the lease at a "not to exceed" annual lease cost of \$960,000 or less.

Leasing space at 300 Fore Street in Portland for this purpose would temporarily increase UMS overall square footage in use, but that temporary increase would be offset and eliminated by the removal-by-demolition of 246 Deering Avenue. With Finance, Facilities and Technology Committee and Board approval, moving the Maine Law School and current University of Maine Graduate and Professional Center staff to leased space at 300 Fore Street is expected to be temporary until a new Maine Center building is constructed at the USM campus, as anticipated in the 2020 Harold Alfond Foundation grants that would direct up to \$40 million in new funds to UMS for that purpose (with at least an additional \$30 million secured in matching capital funds). UMS will report to the Board at that time additional purposes to which the property could be put to advance UMS strategic priorities.

Basic operating costs at 246 Deering Avenue (the current Maine Law School building) are approximately \$550,000 annually, while operating costs at 300 Fore Street are expected to be approximately \$290,000 annually, apart from the basic annual lease costs. Operating costs at 246 Deering Avenue could decrease by approximately \$330,000 annually if the building is vacated. Additional operating costs could be avoided if the building were removed by demolition, which would require further Trustee consideration and which UMS would seek as soon as practical.

UMS expects that it would be responsible for making any necessary improvements at 300 Fore Street to permit use by the Maine Law School. These costs are expected to be less, and likely

April 26, 2021



substantially less, than the investment that would be necessary to renovate 246 Deering Avenue to the same standards.

While no City of Portland zoning changes are necessary, UMS will seek endorsement for its intended uses from the City of Portland.

**TEXT OF PROPOSED RESOLUTION:**

That the Finance, Facilities and Technology Committee forward this item to the Consent Agenda at the May 24, 2021 Board of Trustees meeting for approval of the following resolution:

That the Board of Trustees authorizes the University of Maine System to negotiate and execute a lease agreement at or below the “not to exceed” cost stated herein as a temporary home for the Law School, contingent on and subject to review and approval of the terms and conditions by the UMS General Counsel and Treasurer and the Finance, Facilities and Technology Committee and Board of Trustees.

April 26, 2021

University of Maine System  
Board of Trustees

**AGENDA ITEM SUMMARY**

**NAME OF ITEM:** FY2022 Proposed Operating Budget and Student Charges – Second Reading, UMS

**INITIATED BY:** James O. Donnelly, Chair

**BOARD INFORMATION:**

**BOARD ACTION:** X

**BOARD POLICY:**

Policy 701 – Capital Budgets

**UNIFIED ACCREDITATION CONNECTION:**

N/A

**BACKGROUND:**

Vice Chancellor Low, will present the FY2022 Proposed Operating & Capital Budget and Student Charges for the University of Maine System.

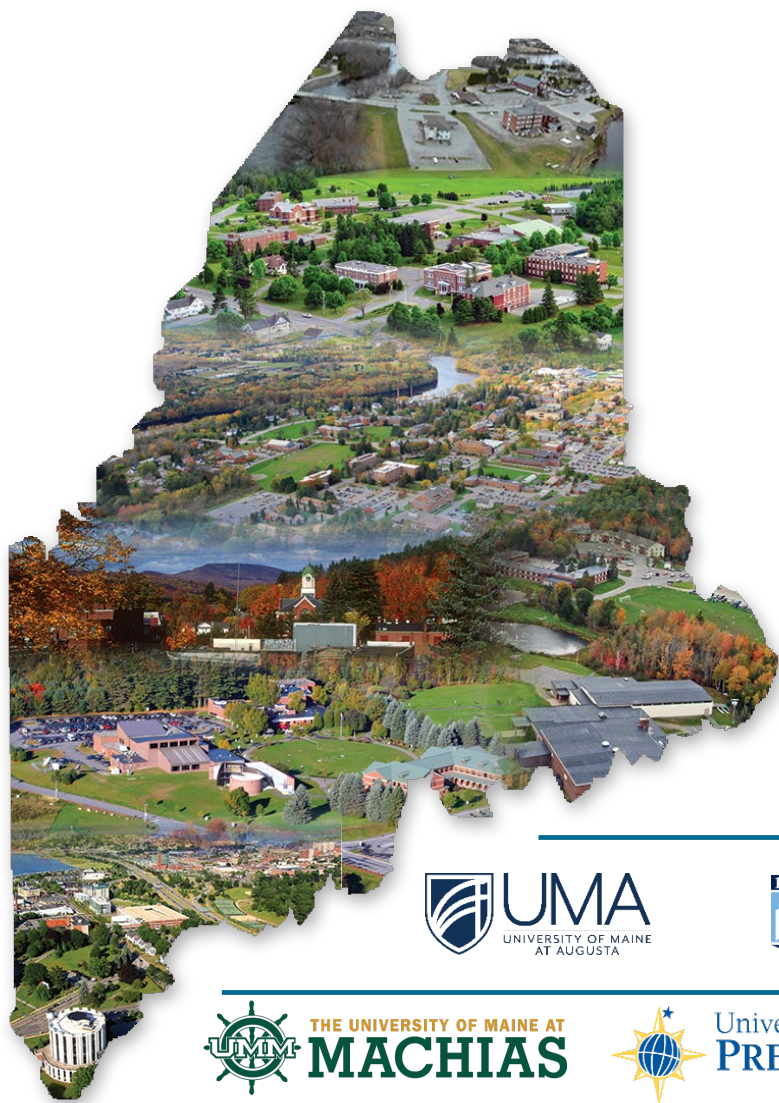
This is the second reading of the budget, and a vote of the Committee will be taken for this item to be forwarded to the May 24, 2021 Board of Trustees meeting.

**TEXT OF PROPOSED RESOLUTION:**

That the Finance, Facilities and Technology Committee, approves the following resolution to be forwarded for Board of Trustee approval at the May 24, 2021 Board Meeting.

That the Board of Trustees accepts the recommendation of the Finance, Facilities and Technology Committee, and approves the FY2022 Proposed Operating & Capital Budget, Recommended Student Charges, and proposed transfers from Institutional Reserves including Budget Stabilization Funds.

4/26/2021



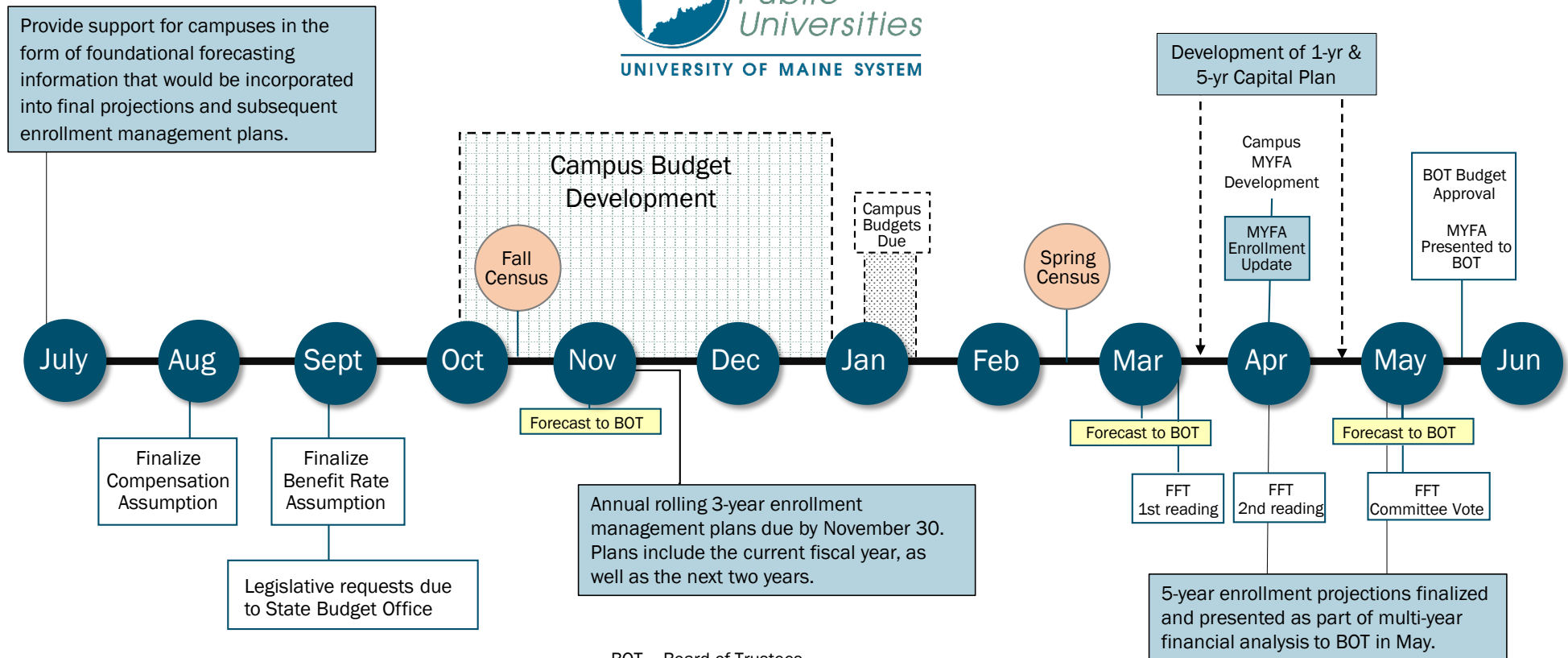
# FY22

## Operating Budget, Second Reading

*Finance, Facilities & Technology Committee - May 5, 2021*



# Unified Budget Timeline



BOT – Board of Trustees  
FFT – Finance, Facilities & Technology  
MYFA – Multi-Year Financial Analysis

Spring 2021



## FY22 Budget Pressures & COVID19

- Federal funding being used in FY21 and FY22 to cover COVID related expenses and / or lost revenue
- FY22 State Appropriation held at FY21 Pre-COVID levels
- Although increased above FY21 levels, residence hall occupancy rates remain below full capacity, contributing to auxiliary budget challenges
- Gordian (Sightlines) data continues to show declines in campus NAV and increases in renovation age across UMS facilities; and
- Received \$14.9M in Coronavirus Relief Funds from State of Maine to partially offset testing, PPE, and quarantine costs







## FY22 Budget Overview

- Enrollment

Enrollment budgeting process focuses on returning students and realistic enrollment goals adjusted for potential COVID19 impact.

FY22 budgeted credit hours are 1.5% above FY21 budget and 0.6% above FY21 actuals.

- In-state tuition increase – 2.5%

- Unrestricted capital investments are increasing by \$4.5M or 20% over FY21 budget

- Budget Balancing

UMFK and UMPI are relying on CARES funds to offset their budgeted operating losses in FY22. UMF is utilizing CARES funds and requesting the utilization of previously approved Budget Stabilization Funds to balance the budget.

Maine Law has minimal CARES funds and no reserves so is requesting Budget Stabilization Funds to offset the operating loss.

UMA is budgeting a slight operating surplus; all other budgets are balanced.





## FY22 Budget Overview

	E&G	Auxiliary	Total	CARES	Campus Reserves	Budget Stabilization	Total
UMaine	\$ 0	\$ 0	\$ 0	\$0	\$ 0	\$ 0	\$ 0
UMA	465,911	(451,082)	14,829	-	-	-	14,829
UMF	(3,102,759)	(528,744)	(3,631,503)	1,707,320	145,961	1,778,222	0
UMFK	(214,407)	(535,593)	(750,000)	750,000	-	-	0
UMPI	(939,053)	(175,945)	(1,114,998)	1,114,998	-	-	0
USM	365,035	(365,035)	-	-	-	-	0
Maine Law	(2,426,386)	-	(2,426,386)	-	-	2,426,386*	0
Governance/Univ. Serv.	-	-	-	-	-	-	0
<b>Total</b>	<b>\$(5,851,659)</b>	<b>\$ (2,056,399)</b>	<b>\$(7,908,058)</b>	<b>\$3,572,318</b>	<b>\$ 145,961</b>	<b>\$4,204,608</b>	<b>\$ 14,829</b>

\* Proposed new funding



## Budget Stabilization Fund

The Budget Stabilization Fund was created to enable the UMS to smooth the financial impact of adverse markets, economic conditions, and address other financial challenges.

The Fund was established in 2010 and has been built from net investment income that exceeded budget pursuant to the Board of Trustees investment policy.

The Treasurer will authorize only the transfer needed to offset a net unrestricted operating loss for each institution at the close of FY21 and FY22.

Balance 7/1/20

\$ 12,114,212

*Law School direct appropriation increased from \$856,808 to \$1,281,808 in FY22*

Utilization	FY21 (approved)	FY21 (amended)	FY22* (recommended)
Law School (incl FY20 cfwd)	(1,961,444)	(1,316,871)	(2,426,386)
UMF	(2,959,661)	0	(1,778,222)
Investment gain/loss	TBD	TBD	TBD
Subtotal	(\$4,921,105)	(\$1,316,871)	(\$4,204,608)

Proj Bal (7/1/20 Bal-Amended- Recommended)

*\*requires BOT approval*

\$6,592,733

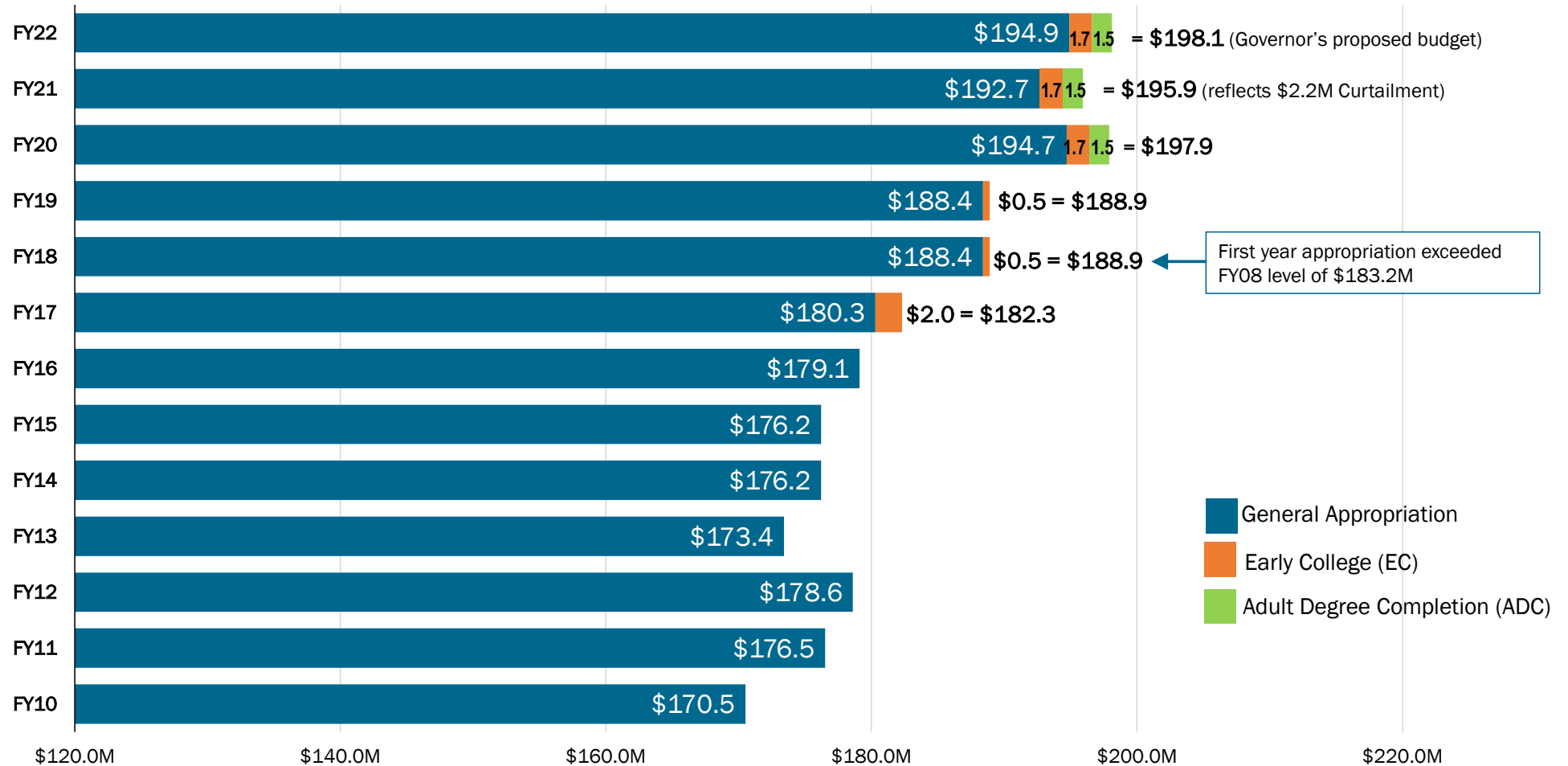






## E&G State Appropriation

(excl. restricted funds, e.g. MEIF & Debt Service)

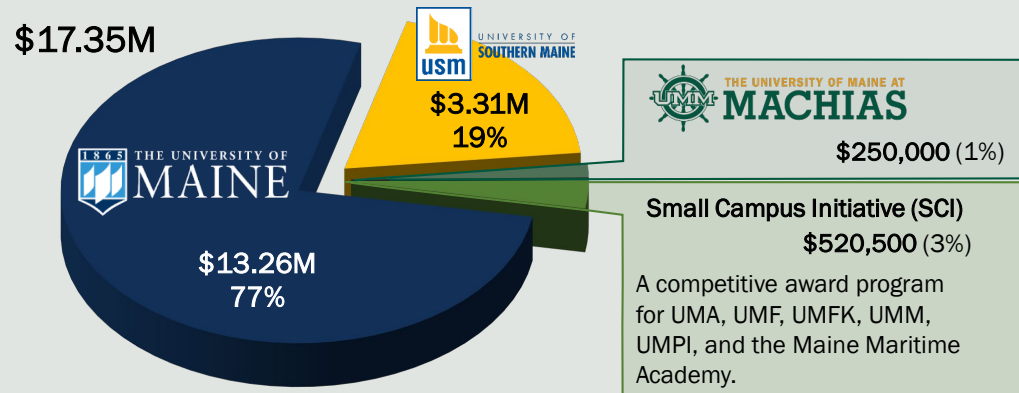




## Maine Economic Improvement Fund (MEIF)

	UMaine	USM	UMM	SCI	Total
Biotechnology	1,357,411	110,180			1,467,591
Aquaculture & Marine	2,499,453	348,563	250,000		3,098,016
Composite Materials	1,541,320	50,000			1,591,320
Environmental	1,589,518	100,000			1,689,518
Forestry & Agriculture	1,810,262	510,760			2,321,022
Information Technology	1,471,246	524,253			1,995,499
Precision Manufacturing	1,586,896	100,000			1,686,896
Cross Sector	1,407,494	1,572,144			2,979,638
Small Campus Initiative				520,500	520,500
<b>Total</b>	<b>13,263,600</b>	<b>3,315,900</b>	<b>250,000</b>	<b>520,500</b>	<b>17,350,000</b>

- MEIF is flat funded in Governor's Biennial Budget.

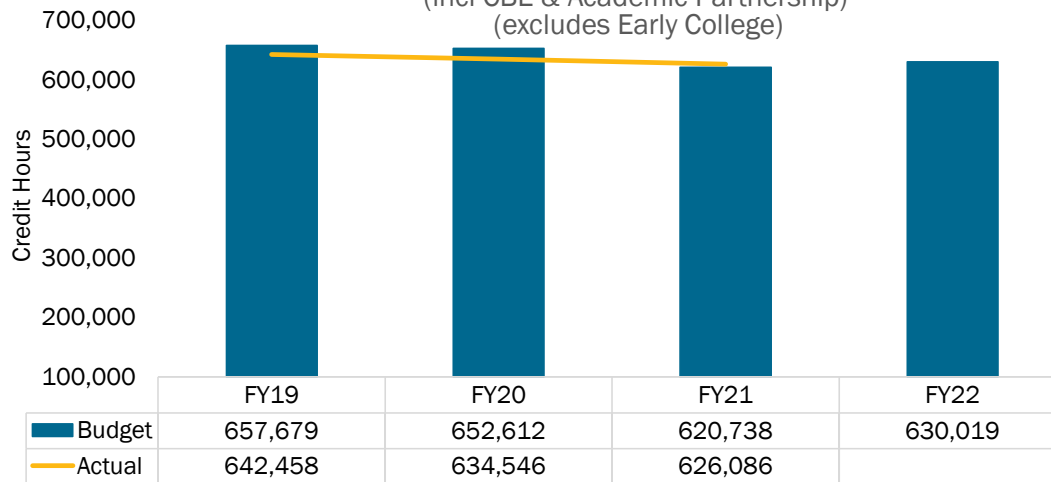




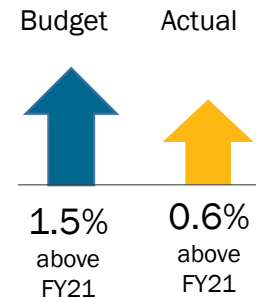
# UMS Enrollment

## UMS Total Credit Hour Enrollment

(incl CBE & Academic Partnership)  
(excludes Early College)



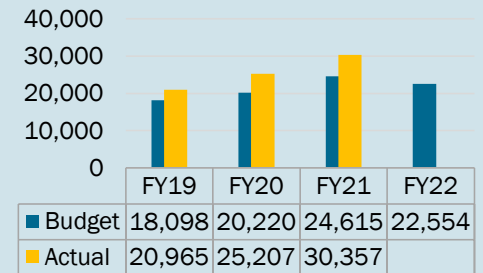
## FY22 Enrollment Budget



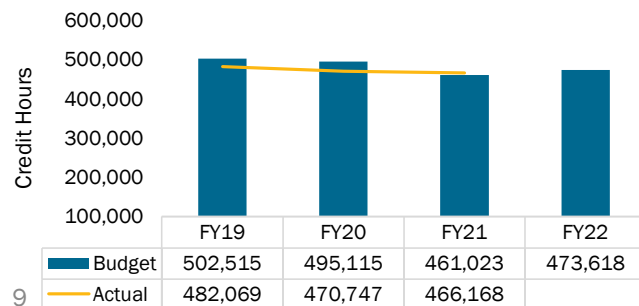
## Major factors impacting enrollment:

- Budgeting a modest increase in credit hours above FY21 actuals
- Out of state credit hours comprise 25% of total credit hours

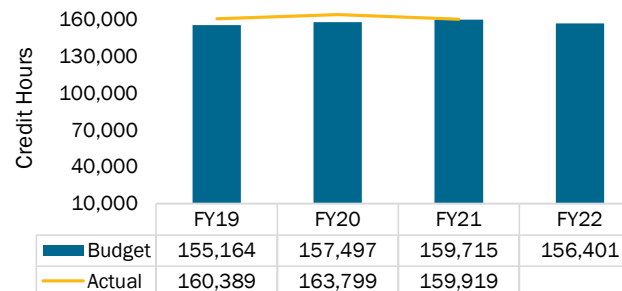
## Early College



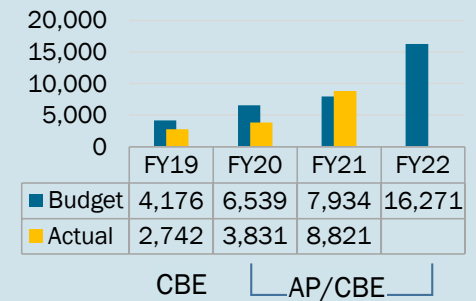
## In-State (excludes EC)



## Out-of-State



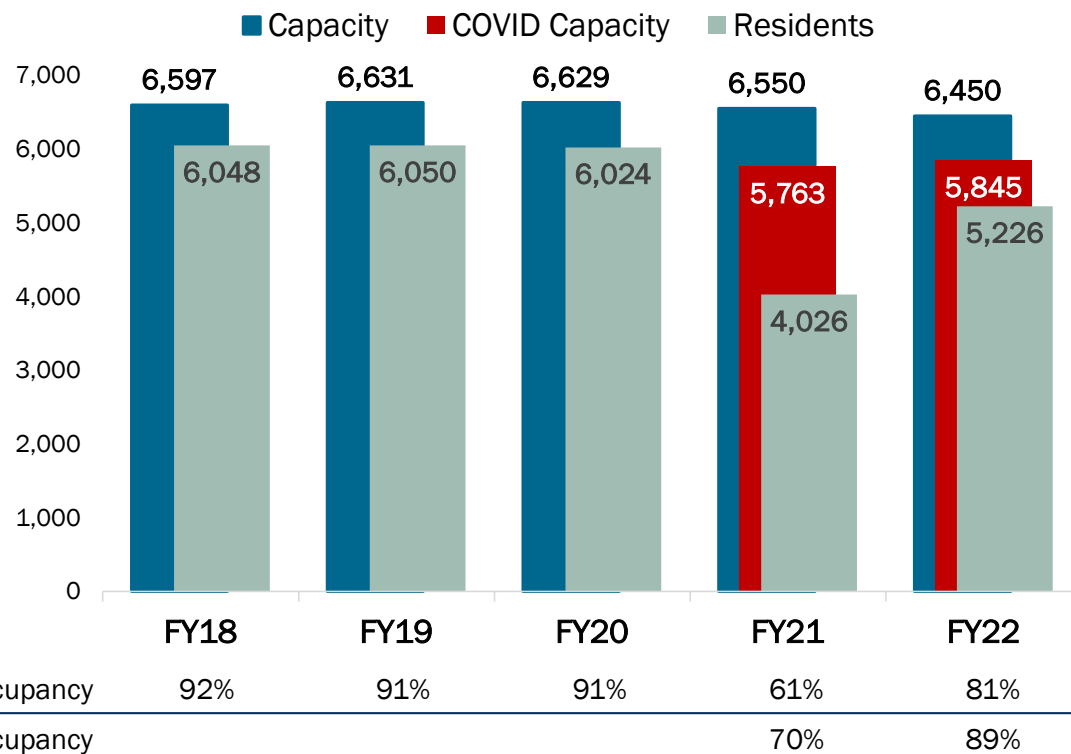
## CBE/AP





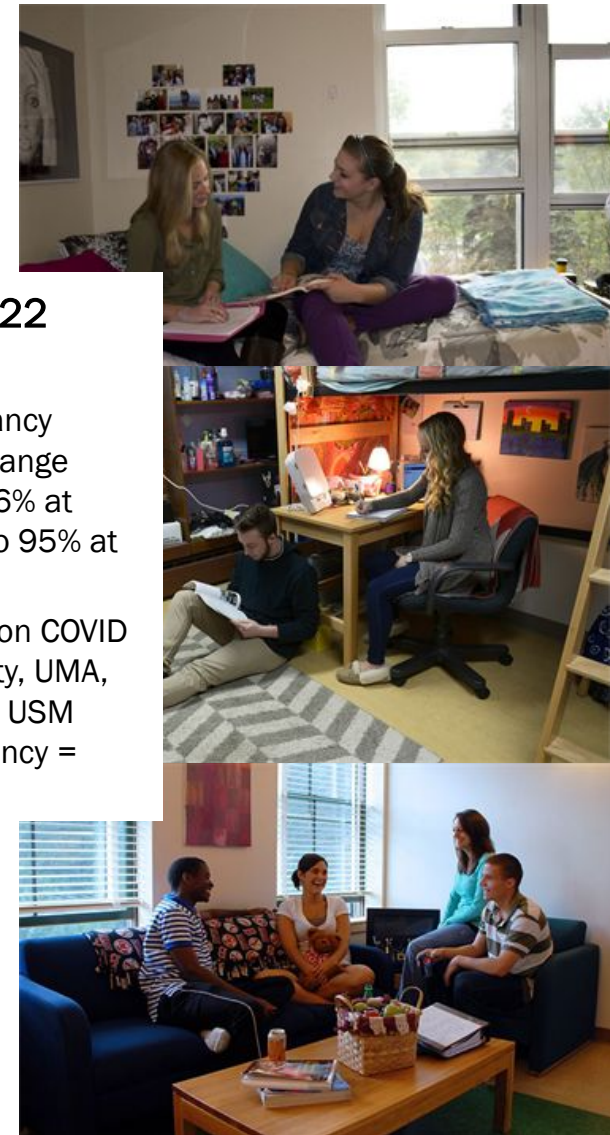
# Residence Hall Occupancy (Annual Average)

## UMS Total



## FY22

- Normal Occupancy Rates range from 56% at UMM to 95% at USM.
- Based on COVID Capacity, UMA, UMF, & USM occupancy = 100%.





## FY22 Recommended Tuition Rates (Excluding UMaine/UMM)

### Undergraduate

In-State/Canadian	FY21 Rate/CH	FY22 Proposed Rate/CH	FY 22 Proposed Increases	
			\$	%
UMA/UMFK/UMPI	\$245	\$251	\$6	2.4%
UMF / USM	\$288	\$295	\$7	2.4%
<b>Out-of-State</b>				
UMA	\$592	\$607	\$15	2.5%
UMF	\$645	\$661	\$16	2.5%
UMFK/UMPI	\$392	\$402	\$10	2.6%
USM	\$769	\$788	\$19	2.5%

### Graduate

In-State/Canadian	FY21 Rate/CH	FY22 Proposed Rate/CH	FY22 Proposed Increases	
			\$	%
UMA/USM	\$432	\$443	\$11	2.5%
UMF	\$427	\$438	\$11	2.6%
Law School	\$773	\$773	\$0	0%
<b>Out-of-State</b>				
UMA	\$ 540	\$ 554	\$14	2.6%
USM	\$1,186	\$1,216	\$30	2.5%
Law School	\$1,156	\$1,156	\$0	0%



## Tuition & Fee Rate Consolidation



### UMS Task Force exploring restructuring of tuition & fees and ways of simplifying bills for transparency

- Reviewing the large volume of fees across the system (+500 separate fees).
- Public Higher Education trend to collapse most fees into a single tuition rate with a neutral impact on students
- Collapsing results in simplifying student bills resulting in more transparency to students & parents
- Streamlined billing process results in operational efficiencies and cost savings
- Communication & discussion with students, including Student Government, is key to a successful restructuring.



UMaine is proposing consolidating some mandatory fees into the FY22 tuition rate as part of a UMS pilot. UMaine's per credit hour tuition would increase by approximately \$80 (UMM by \$37) if all but 2 mandatory fees were rolled into a single tuition rate.

#### Excluded fees:

- Student Activity Fee -approved by Students
- Technology Fee – designated to support campus technology & educational environment



USM is proposing a pilot to simplify its current fee structure. The proposal would consolidate most student fees—including course fees—into a new Comprehensive Fee (\$60/CH).

- The proposal would provide greater transparency for students and their families into USM's cost of attendance
- Proposal would be revenue neutral to the University's FY22 budget



## UMaine Tuition / Fee Roll up Impact

UMaine is proposing consolidating some mandatory fees into the FY22 tuition rate as part of a UMS pilot. UMaine's per credit hour tuition would increase by approximately \$80 (UMM by \$37) if all but 2 mandatory fees were rolled into a single tuition rate. Excluded fees:

- Student Activity Fee - approved by Students
- Technology Fee – designated to support campus technology & educational environment

	FY21 credit hour rate	adj	Rolled up credit hour rate	FY22 credit hour rate, includes 2.5% increase	Student/ Technology annual fee	Annual tuition**
<b>Undergraduate</b>						
In-State*	\$ 308	\$ 80	\$ 388	\$ 398	\$ 346	\$ 12,286
Out-of-State	\$ 1,001	\$ 80	\$ 1,081	\$ 1,108	\$ 346	\$ 33,586
NEBHE	\$ 524	\$ 80	\$ 604	\$ 677 ***	\$ 346	\$ 20,644
<b>Graduate</b>						
In-State*	\$ 461	\$ 80	\$ 541	\$ 555	\$ 276	\$ 10,266
Out-of-State	\$ 1,503	\$ 80	\$ 1,583	\$ 1,623	\$ 276	\$ 29,490
NEBHE	\$ 784	\$ 80	\$ 864	\$ 944 ***	\$ 276	\$ 17,259

\* includes Canadians

\*\* 30 credits/year for undergrad; 18 credits/year for grad

\*\*\* NEBHE rate calculated at 170% of resident



## UMaine's Online Proposed Rates

UMaine is proposing consolidating some mandatory fees into the FY22 tuition rate as part of a UMS pilot. UMaine's per credit hour tuition would increase by approximately \$80 (UMM by \$37) if all but 2 mandatory fees were rolled into a single tuition rate. Excluded fees:

- Student Activity Fee - approved by Students
- Technology Fee – designated to support campus technology & educational environment

	FY21 credit hour rate	adj	Rolled up credit hour rate	FY22 credit hour rate, includes 2.5% increase	Tech fee per credit hour	Total per credit hour
<b>Undergraduate</b>						
Online - resident	\$ 308	\$ 80	\$ 388	\$ 398	\$ 7	\$ 405
Online – non-resident (e-rate)	\$ 385	\$ 80	\$ 465	\$ 498	* \$ 7	\$ 505
<b>Graduate</b>						
Online blended program rates (all inclusive)**						
MBA			\$ 610	\$ 650		
Engineering			\$ 675	\$ 700		
Education			\$ 567	\$ 565		
All other			\$ 573	\$ 600		

\*e-rate calculated at 125% of resident

\*\*Proposed maximum online graduate rates for fall 2021





## UMM's Tuition/fee roll up impact

	FY21 credit hour rate		adj	Rolled up credit hour rate	FY22 credit hour rate, +2.5%	Student/ Technology annual fee	Annual tuition**
<b>Undergraduate</b>							
In-State*	\$ 245	\$	37	\$ 282	\$ 289	\$ 480	\$ 9,164
Out-of-State	\$ 490	\$	37	\$ 527	\$ 540	\$ 480	\$ 16,694
NEBHE	\$ 392	\$	37	\$ 429	\$ 440	\$ 480	\$ 13,680

\*includes Canadians

\*\* 30 credits/year for undergrad



## UMM's Online Proposed Rates

	FY21 credit hour rate		Adj	Rolled up credit hour rate	FY22 credit hour rate, +2.5%		Tech fee per credit hour	Total per credit hour
<b>Undergraduate</b>								
Online - resident	\$ 245	\$	37	\$ 282	\$ 289	\$	7	\$ 296
Online - non-resident (e-rate)	\$ 490	\$	37	\$ 527	\$ 361	*	\$ 7	\$ 368



## USM Student Fee Proposal

USM's Comprehensive fee proposal would consolidate:

- Unified fee
- Transportation fee
- Health fee
- Online fee
- Course fees
- Administrative fees
- Professional Development fees

Student Activity fee and ad hoc fees (e.g. enrollment and payment fees) would remain.

### Undergraduate In-State, 12 credits

	FY22 Current	FY22 Proposed
Tuition	\$3,540	\$3,540
Unified fee (current)	\$396	\$720
Comprehensive fee (\$60/CH – proposed)		
Transportation fee	\$110	--
Student Activity fee	\$70	\$70
Health fee	\$80	--
Online course enrollment fee (example)	\$120	--
Summer administrative fee	\$35	--
Course fees (example)	\$120	--
<b>Total Cost</b>	<b>\$4,471</b>	<b>\$4,330</b>

### Graduate In-State, 6 credits

	FY22 Current	FY22 Proposed
Tuition	\$2,658	\$2,658
Unified fee (current)	\$198	\$360
Comprehensive fee (\$60/CH – proposed)		
Transportation fee	\$83	--
Health fee	\$80	--
Online course enrollment fee (example)	\$120	--
Summer administrative fee	\$35	--
Grad. student prof. dev. fee	\$20	--
Course fees (example)	\$50	--
<b>Total Cost</b>	<b>\$3,244</b>	<b>\$3,018</b>

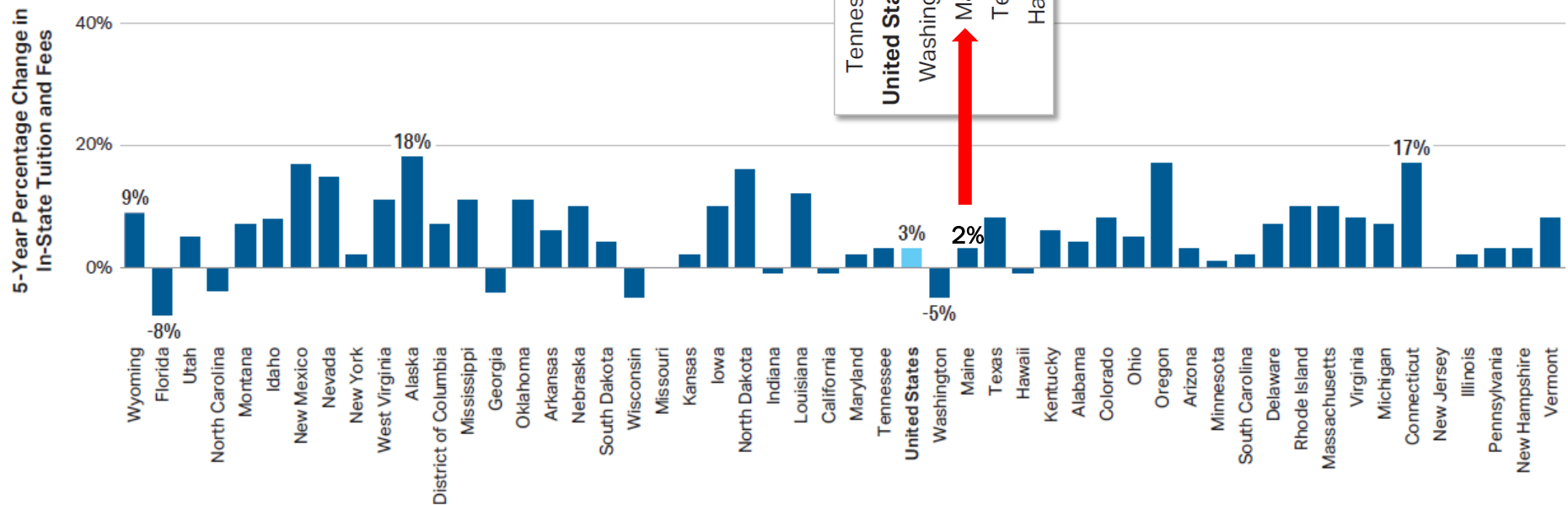


## 2019-20 Average Annual Tuition Growth Rates

### Tuition and Fees by State — Public Four-Year In-State

Adjusted for inflation

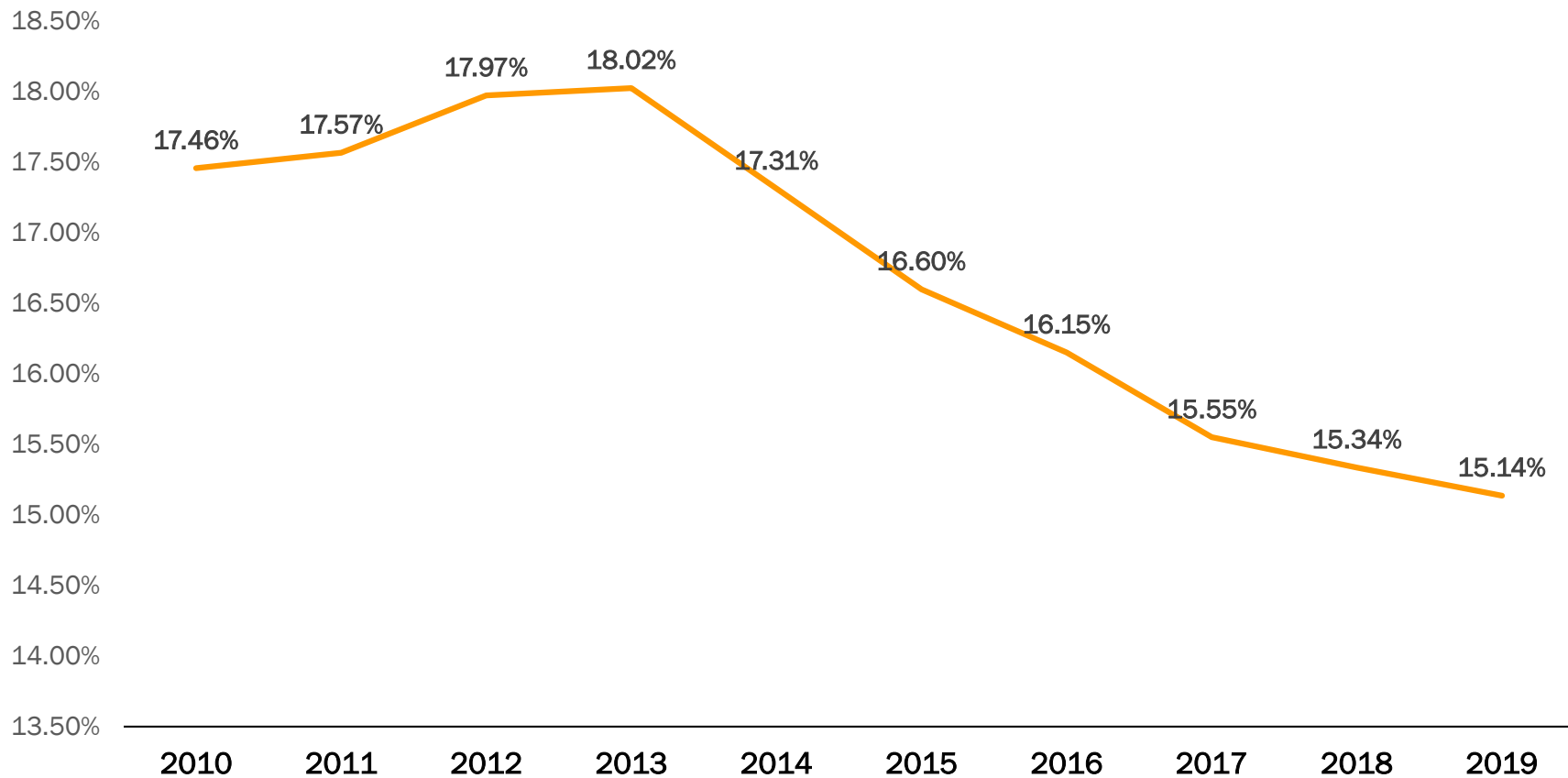
Source: College Board, Trends in Pricing and  
Student Aid 2020



SOURCE: College Board, Annual Survey of Colleges; NCES, IPEDS Fall 2018 Enrollment data.



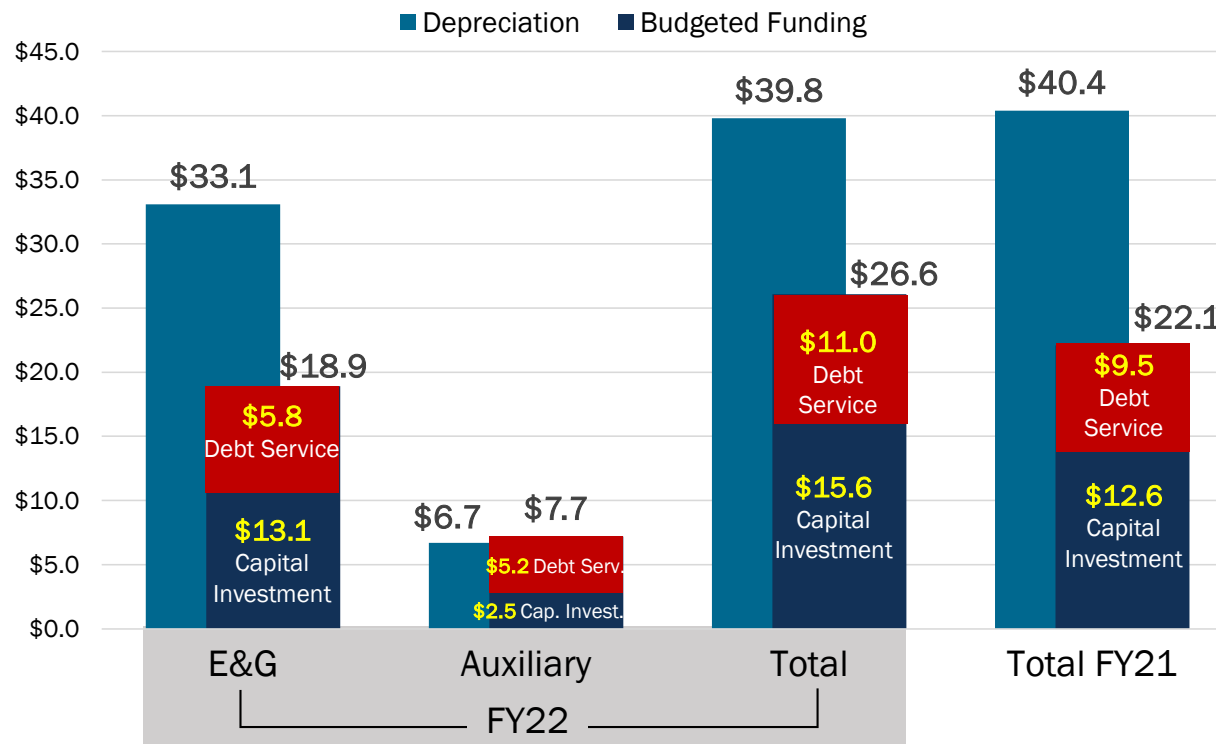
## UMS In-State Tuition as a % of Maine Per Capita Income





## Funding Depreciation

### Funding Depreciation by Fund (\$ in millions)

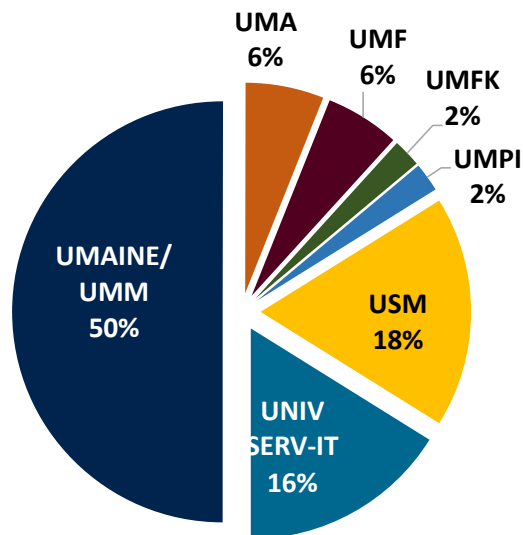


- FY22 required capital funding sources – 1) restored curtailment 2) minimum 5% campus increase
- Total investment increase is \$4.5M or 20%
- Depreciation expense decreased by \$0.6M - from \$40.4M in FY21 to \$39.8M in FY22.
- E&G and Auxiliary budgeted capital investment = \$15.6M; an increase of \$3.0M.
- Funding through Debt Service increasing by \$1.5M.
- 67% of the total depreciation expense is funded in the FY22 budget – up 12% from the FY21 budget.



## Capital Investments from Operations

TOTAL % INVESTMENT



	Facilities & Infrastructure	Equipment & Vehicles	Projects to be determined during FY22	Capital Reserve Deposit (to be utilized in FY23 or after)	TOTAL INVESTMENT
<b>UMAINE/UMM</b>	\$ 1,783,064	\$ 1,837,727	\$ 4,212,636		\$ 7,833,427
<b>UMA</b>	907,611	34,179			941,790
<b>UMF</b>	310,650	115,000		467,461	893,111
<b>UMFK</b>	337,842	-			337,842
<b>UMPI</b>	348,792			-	348,792
<b>USM</b>	2,776,694				2,776,694
<b>UNIV SERV - IT</b>	1,000,000	675,875		850,000	2,525,875
<b>TOTAL</b>	\$ 7,464,653	\$ 2,662,781	\$ 4,212,636	\$ 1,317,461	\$ 15,657,531



## FY22 E&G and Auxiliary Operations – Capital Investments

FY22 E&G and Auxiliary Operations - Capital Investments				
	PROJECT DESCRIPTION	FY22 Budget		
		E&G	AUXILIARY	TOTAL
UMAINE/UMM				
Maine special projects	Other	600,000	-	
Electrical Distribution Upgrades	Utility Infrastructure	70,000	-	
Alfond Arena FD - Annual Required	Other	48,500	-	
Memorial Gym FD - Annual Required	Other	140,000	-	
Classroom P&P projects - Various	Other	100,000	-	
Annual Funded Depreciation - Various Projects	Other	3,612,636	-	
Residence Hall bathroom renovation	Renovation	-	1,424,564	
Vehicles	-	250,000	6,350	
Equipment		1,209,987	371,390	
Capital Reserve Funding		-	-	
TOTAL		\$ 6,031,123	\$ 1,802,304	\$ 7,833,427

<b>UMA</b>				
Handley Hall HVAC updates	Building Systems	507,320	\$ -	
Katz Library HVAC Repairs	Building Systems	250,291	-	
Bangor Campus Walkways	Grounds Infrastructure	100,000	-	
Landscaping Design Work	Grounds Infrastructure	50,000	-	
Equipment		34,179	-	
<b>TOTAL</b>		<b>\$ 941,790</b>	<b>\$ -</b>	<b>\$ 941,790</b>



## FY22 E&G and Auxiliary Operations – Capital Investments

FY22 E&G and Auxiliary Operations - Capital Investments				
	PROJECT DESCRIPTION	FY22 Budget		
		E&G	AUXILIARY	TOTAL
UMF				
Window Replacement - Franklin Hall	Building Systems	70,000	-	
Roof Replacement - Ricker Hall	Building Envelope	107,000	-	
Roof Replacement - Scoot Hall	Building Envelope	-	133,650	
Equipment		-	115,000	
Capital Reserve Funding		356,653	110,808	
TOTAL		\$ 533,653	\$ 359,458	\$ 893,111
UMFK				
Gymnasium Renovation	Renovation	337,842	-	
TOTAL		\$ 337,842	\$ -	\$ 337,842
UMPI				
Paving Upgrades	Grounds Infrastructure	75,000	-	
Campus Center Boiler Replacement	Building Systems	100,000	-	
Building Automation	Building Systems	38,272	-	
Campus Access Control - Multiple	Safety / Code	25,000	-	
Campus Access Control	Safety / Code	-	25,520	
Merriman Kitchen and Lobby Renovation	Renovation	-	40,000	
Building Automation-Multiple	Building Systems	-	45,000	
TOTAL		\$ 238,272	\$ 110,520	\$ 348,792





## FY22 E&G and Auxiliary Operations – Capital Investments

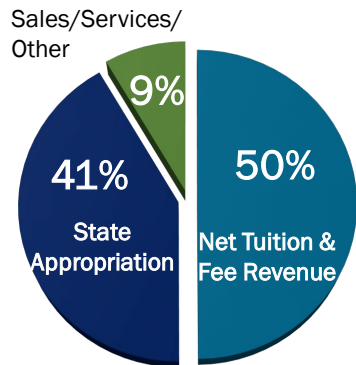
FY22 E&G and Auxiliary Operations - Capital Investments				
	PROJECT DESCRIPTION	FY22 Budget		
		E&G	AUXILIARY	TOTAL
USM				
Glickman Boiler Replacement	Building Systems	30,000	-	
Science Boiler Replacement	Building Systems	30,000	-	
Russell Hall Envelope Repair	Building Envelope	114,364	-	
Portland Underground Util Rep	Utility Infrastructure	585,000	-	
IT Option 6	Utility Infrastructure	420,000	-	
Gorham Underground Util Rep	Utility Infrastructure	50,000	-	
Portland Underground Util Rep	Utility Infrastructure	50,000	-	
Construction of Grounds Garage Maintenance Garage/Salt Shed	New Space	215,000		
Portland Underground Util Rep	Utility Infrastructure	1,000,000	-	
Robie Andrews Bathroom Upgrades	Building Systems	-	282,330	
Equipment		-	-	
TOTAL		\$ 2,494,364	\$ 282,330	\$ 2,776,694
UNIVERSITY SERVICES				
A/R Billing System Replacement	Infrastructure	150,000	-	
IP Telephone Conversion	Infrastructure	533,500	-	
Orono Switchroom Power Distribution	Infrastructure	100,000	-	
Orono Switchroom Battery Replacement	Infrastructure	80,000	-	
MaineStreet Interface Enhancements	Infrastructure	136,500	-	
Various Equipment Refreshes	Equipment	675,875		
Capital Reserve	Capital Reserve	850,000		
TOTAL		\$ 2,525,875	\$ -	\$ 2,525,875
GRAND TOTAL		\$ 13,102,919	\$ 2,554,612	\$ 15,657,531

*Implementation of IT capital projects (excluding equipment) pending return on investment income*

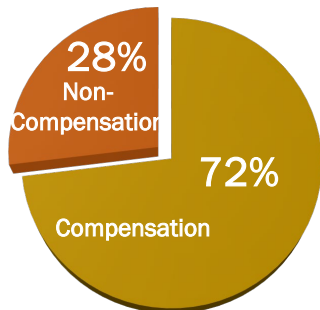


## FY22 Proposed Budget: E&G

### FY22 Revenue



### FY22 Expense

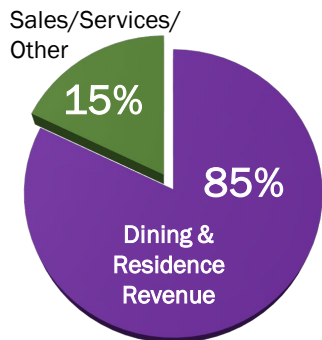


	FY21 Base	FY22 Base	\$ Change	% Change
<b>Revenue:</b> Tuition & Fees	\$ 321,379,167	\$ 332,151,371	\$ 10,772,204	3.4%
Tuition Waivers/Scholarships	(92,599,588)	(90,660,676)	1,938,912	-2.1%
State Appropriation	195,862,398	198,111,388	2,248,990	1.1%
Sales/Services/Other	37,887,432	40,872,579	2,985,147	7.9%
<b>Total Revenue</b>	<b>462,529,409</b>	<b>480,474,662</b>	<b>17,945,253</b>	<b>3.9%</b>
<b>Expense:</b> Personnel (net of \$9.3M attrition)	356,743,769	361,056,090	4,312,321	1.2%
Fuel & Electricity	15,122,044	15,351,701	229,657	1.5%
Supplies & Services	32,000,486	34,590,231	2,589,745	8.1%
Travel	4,667,675	4,891,294	223,619	4.8%
Memberships, Contributions & Sponsorships	1,123,242	1,127,769	4,527	0.4%
Maintenance & Alterations	11,935,435	11,705,428	(230,007)	-1.9%
Interest Expense	1,390,267	1,239,891	(150,376)	-10.8%
Depreciation	33,945,343	33,148,096	(797,247)	-2.3%
Other Expenses & Transfers	28,059,779	37,487,438	9,427,659	33.6%
<b>Total Operating Expenses &amp; Transfers</b>	<b>484,988,040</b>	<b>500,597,938</b>	<b>15,609,898</b>	<b>3.2%</b>
<b>Operating Increase (Decrease)</b>	<b>\$ (22,458,631)</b>	<b>\$ (20,123,276)</b>	<b>\$ 2,335,355</b>	<b>-10.4%</b>
<b>Modified Cash Flow:</b> Add back Depreciation	33,945,343	33,148,096	(797,247)	-2.3%
Less Capital Expenditures	(8,455,934)	(11,746,226)	(3,290,332)	38.9%
Less Capital Reserve Funding	(3,249,979)	(1,356,653)	1,893,326	-58.3%
Less Debt Service Principal	(4,252,774)	(5,773,560)	(1,520,786)	35.8%
<b>Net Change Before Other Adj &amp; Transfers</b>	<b>(4,471,975)</b>	<b>(5,851,659)</b>	<b>(1,379,684)</b>	
Transfer from/(to) Budget Stabilization	4,277,470	4,204,608	(72,862)	
<b>Net Change Subtotal</b>	<b>(194,505)</b>	<b>(1,647,051)</b>	<b>(1,452,546)</b>	
Other Strategic Transfers from/(to) Reserves	6,116,261	145,961	(5,970,300)	
<b>Net Change in Cash &amp; Reserve Transfers</b>	<b>\$ 5,921,756</b>	<b>\$ (1,501,090)</b>	<b>\$ (7,422,846)</b>	
<b>Net Change after CARES</b>		<b>\$ 830,946</b>		

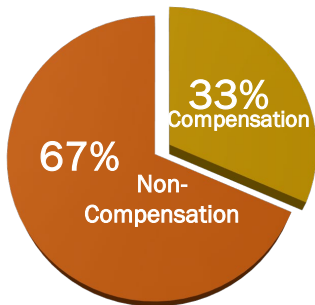


## FY22 Proposed Budget: Auxiliary

### FY22 Revenue



### FY22 Expense

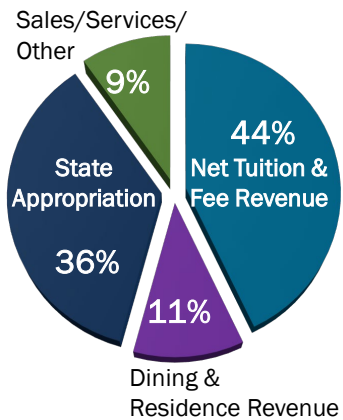


	FY21 Base	FY22 Base	\$ Change	% Change
<b>Revenue:</b> Tuition & Fees	\$ 173,175	\$ 873,175	\$ 700,000	404.2%
Dining	22,303,302	28,925,528	6,622,226	29.7%
Residence	25,922,961	33,159,977	7,237,016	27.9%
Tuition Waivers/Scholarships	(2,482,475)	(2,461,735)	20,740	-0.8%
Sales/Services/Other	13,664,146	10,503,376	(3,160,770)	-23.1%
<b>Total Revenue</b>	<b>59,581,109</b>	<b>71,000,321</b>	<b>11,419,212</b>	<b>19.2%</b>
<b>Expense:</b> Personnel Expense	23,214,007	23,654,171	440,164	1.9%
Fuel & Electricity	5,500,894	5,628,025	127,131	2.3%
Supplies & Services	18,092,382	20,545,284	2,452,902	13.6%
Travel	84,211	73,359	(10,852)	-12.9%
Memberships, Contributions & Sponsorships	18,957	18,876	(81)	-0.4%
Maintenance & Alterations	4,005,603	4,058,898	53,295	1.3%
Interest Expense	3,194,793	2,994,438	(200,355)	-6.3%
Depreciation	6,434,198	6,655,351	221,153	3.4%
Other Expenses & Transfers	11,174,430	8,314,913	(2,859,517)	-25.6%
<b>Total Operating Expenses &amp; Transfers</b>	<b>71,719,475</b>	<b>71,943,315</b>	<b>223,840</b>	<b>0.3%</b>
<b>Operating Increase (Decrease)</b>	<b>\$ (12,138,366)</b>	<b>\$ (942,994)</b>	<b>\$ 11,195,372</b>	<b>-92.2%</b>
<b>Modified Cash Flow:</b> Add back Depreciation	6,434,198	6,655,351	221,153	3.4%
Less Capital Expenditures	(944,587)	(2,443,804)	(1,499,217)	158.7%
Less Capital Reserve Funding	-	(110,808)	(110,808)	-%
Less Debt Service Principal	(5,210,461)	(5,214,144)	(3,683)	0.1%
<b>Net Change Before Other Adj &amp; Transfers</b>	<b>(11,859,216)</b>	<b>(2,056,399)</b>	<b>9,802,817</b>	
Transfer from/to Budget Stabilization	643,635	-	(643,635)	
Other Strategic Transfers from/(to) Reserves	5,362,282	-	(5,362,282)	
<b>Net Change in Cash &amp; Reserve Transfers</b>	<b>\$ (5,853,299)</b>	<b>\$ (2,056,399)</b>	<b>\$ 3,796,900</b>	
<b>Net Change after CARES</b>		<b>\$ (816,117)</b>		

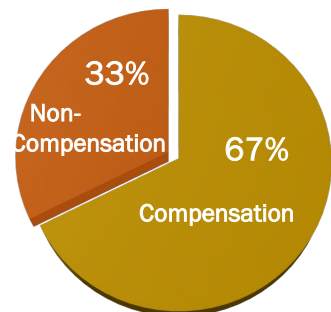


## FY22 Proposed Budget: E&G and Auxiliary

### FY22 Revenue



### FY22 Expense



	FY21 Base	FY22 Base	\$ Change	% Change
<b>Revenue:</b> Tuition & Fee	\$ 321,552,342	\$ 333,024,546	\$ 11,472,204	3.6%
Dining	22,303,302	28,925,528	6,622,226	29.7%
Residence	25,922,961	33,159,977	7,237,016	27.9%
Tuition Waivers/Scholarships	(95,082,063)	(93,122,411)	1,959,652	-2.1%
State Appropriation	195,862,398	198,111,388	2,248,990	1.1%
Sales/Services/Auxiliary	51,551,578	51,375,955	(175,623)	-0.3%
<b>Total Revenue</b>	<b>522,110,518</b>	<b>551,474,983</b>	<b>29,364,465</b>	<b>5.6%</b>
<b>Expense:</b> Personnel (net of \$9.3M attrition)	379,957,776	384,710,261	4,752,485	1.3%
Fuel & Electricity	20,622,938	20,979,726	356,788	1.7%
Supplies & Services	50,092,868	55,135,515	5,042,647	10.1%
Travel	4,751,886	4,964,653	212,767	4.5%
Memberships, Contributions & Sponsorships	1,142,199	1,146,645	4,446	0.4%
Maintenance & Alterations	15,941,038	15,764,326	(176,712)	-1.1%
Interest Expense	4,585,060	4,234,329	(350,731)	-7.6%
Depreciation	40,379,541	39,803,447	(576,094)	-1.4%
Other Expenses & Transfers:	39,234,209	45,802,351	6,568,142	16.7%
<b>Total Operating Expenses &amp; Transfers</b>	<b>556,707,515</b>	<b>572,541,253</b>	<b>15,833,738</b>	<b>2.8%</b>
<b>Operating Increase (Decrease)</b>	<b>\$ (34,596,997)</b>	<b>\$ (21,066,270)</b>	<b>\$ 13,530,727</b>	<b>-39.1%</b>
<b>Modified Cash Flow:</b> Add back Depreciation	40,379,541	39,803,447	(576,094)	-1.4%
Less Capital Expenditures	(9,400,521)	(14,190,070)	(4,789,549)	50.9%
Less Capital Reserve Funding	(3,249,979)	(1,467,461)	1,782,518	-54.8%
Less Debt Service Principal	(9,463,235)	(10,987,704)	(1,524,469)	16.1%
<b>Net Change Before Other Adj &amp; Transfers</b>	<b>(16,331,191)</b>	<b>(7,908,058)</b>	<b>8,423,133</b>	
Transfer from/(to) Budget Stabilization	4,921,105	4,204,608	(716,497)	
<b>Net Change Subtotal</b>	<b>(11,410,086)</b>	<b>(3,703,450)</b>	<b>7,706,636</b>	
Transfer from/(to) Admin Savings Rsrv	11,478,543	145,961	(11,332,582)	
<b>Net Change in Cash &amp; Reserve Transfers</b>	<b>\$ 68,457</b>	<b>\$ (3,557,489)</b>	<b>\$ (3,625,946)</b>	
<b>Net Change after CARES</b>		<b>\$ 14,829</b>		



## Quasi-Independent State Entities Budget Requirement

- Public Law 2011, Chapter 616 mandates:

- Board of Trustees approval of the annual budget for travel, meals, and entertainment costs.
- Board of Trustees approval of the annual budget for contribution expenses – defined by this Public Law as membership dues & fees, gifts, donations, and sponsorships.
- Periodic reporting of the actual travel and contribution costs by the UMS to the Board of Trustees.
- Annual reporting to the Legislature by the UMS of contributions made to persons in the preceding year that were greater than \$1,000, and the total contributed to each.

### FY22 Budget

(\$000's)

Fund	Travel, Meals, Entertainment	Memberships, Gifts, Donations, & Sponsorships
E&G/Auxiliary	\$4,965	\$ 1,147
Restricted/Other	4,000	550
<b>Total</b>	<b>\$8,965</b>	<b>\$ 1,697</b>

E&G/Auxiliary are included in the proposed operating budgets. Restricted/Other includes grants & contracts, MEIF, Coop. Ext, etc. and is not included in the operating budgets.

- UMS "Use of University funds" policy generally prohibits charitable contributions; Sponsorships which advance the University's mission are allowed. UMS "Travel & Expense" policy defines what constitutes allowable travel, meals, and entertainment expenses.



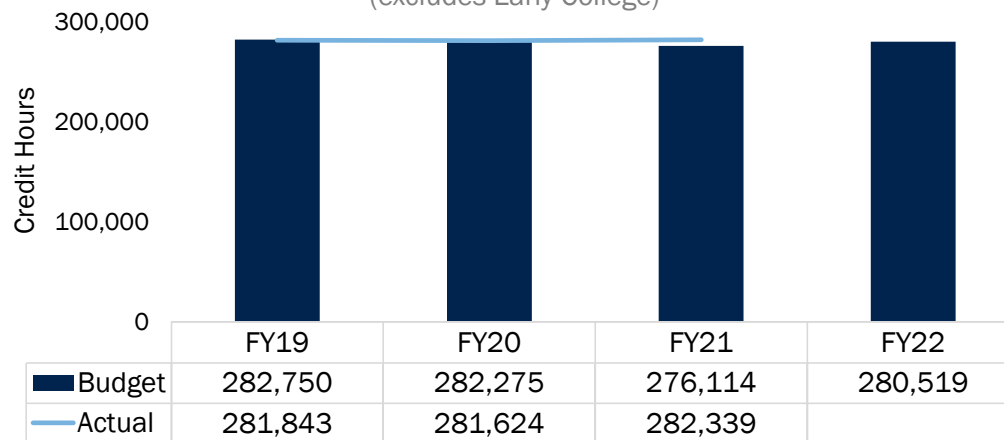
## Appendix

- Detailed Information by Campus for FY22:
  - Enrollment & Residence Hall Occupancy
  - Operating Budgets
  - Student Cost Report

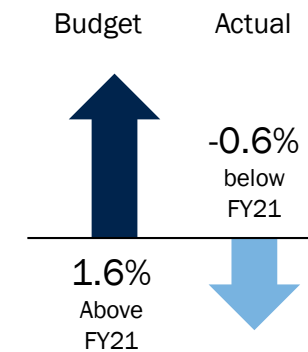


## UMaine Enrollment

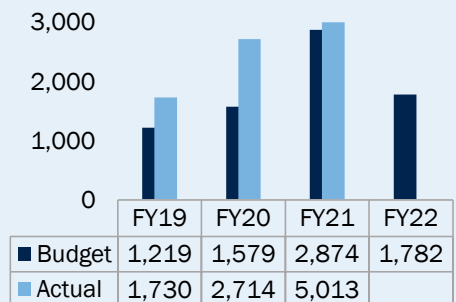
### Total Credit Hour Enrollment (excludes Early College)



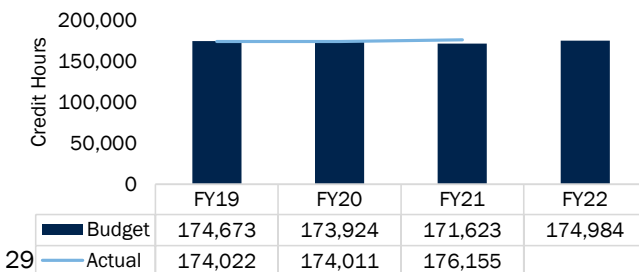
### FY22 Enrollment Budget



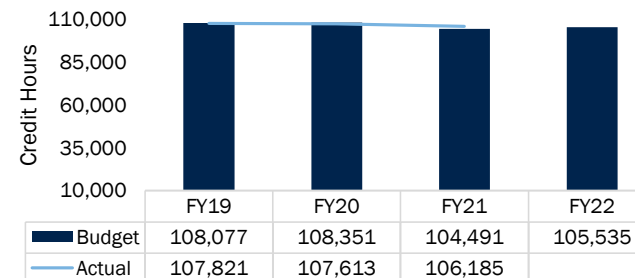
### Early College



### In-State (excludes EC)



### Out-of-State



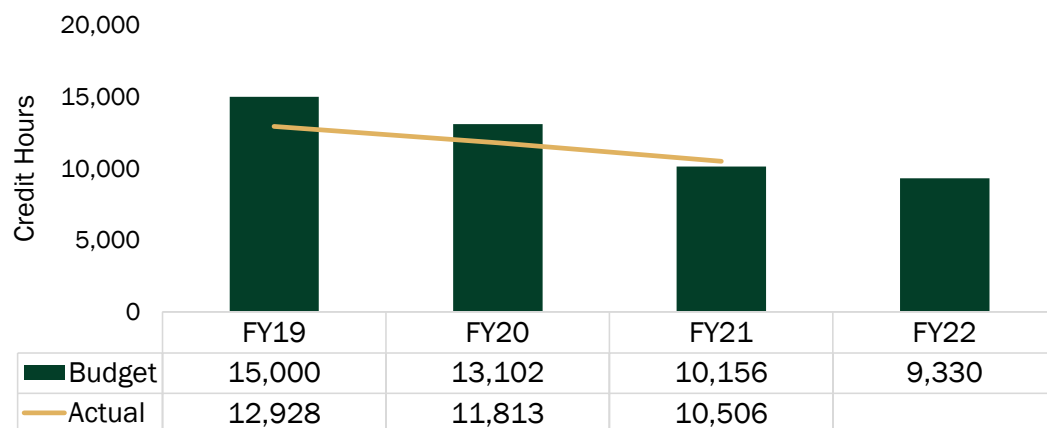




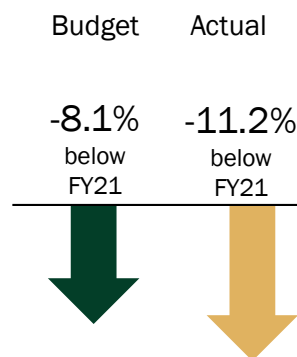
## UMM Enrollment

### Total Credit Hour Enrollment

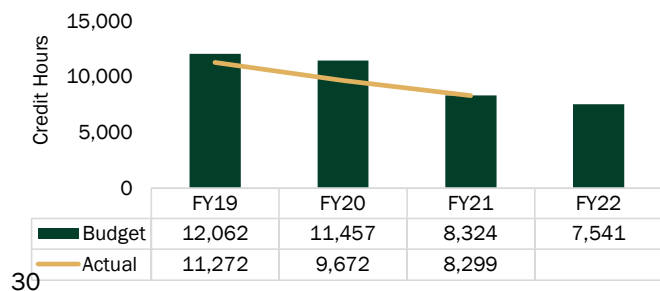
(excludes Early College)



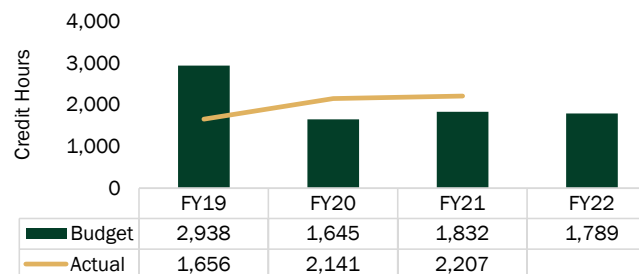
### FY22 Enrollment Budget



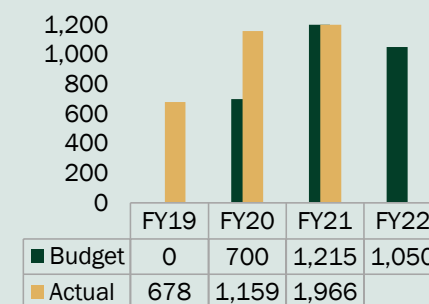
### In-State (excludes EC)



### Out-of-State



### Early College





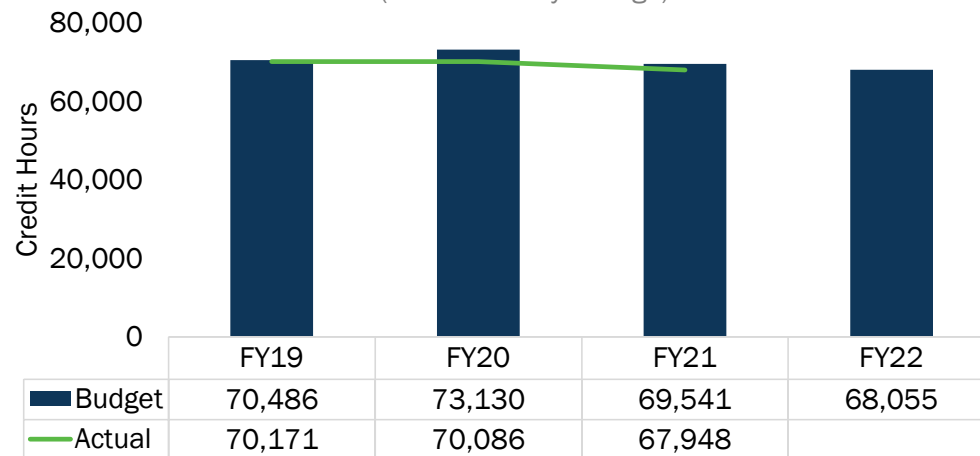


UNIVERSITY of  
MAINE at AUGUSTA

## UMA Enrollment

### Total Credit Hour Enrollment

(excludes Early College)



### FY22 Enrollment Budget

Budget Actual

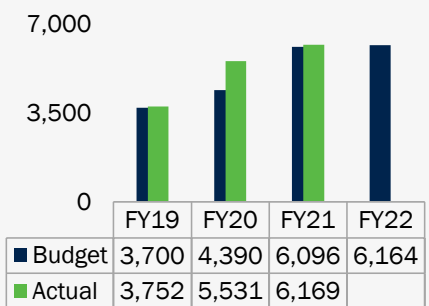
-2.1%  
below  
FY21



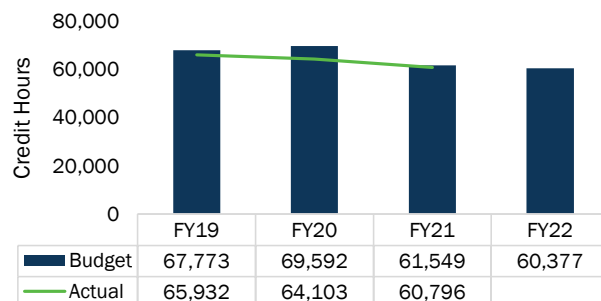
0.2%  
above  
FY21



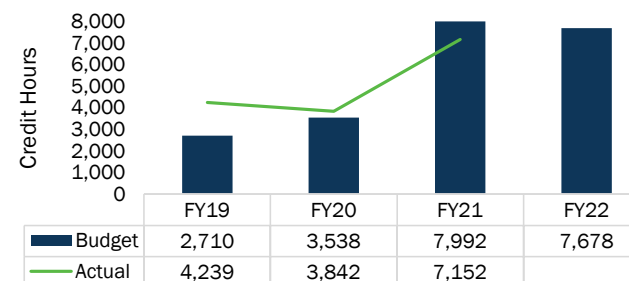
### Early College



### In-State (excludes EC)



### Out-of-State

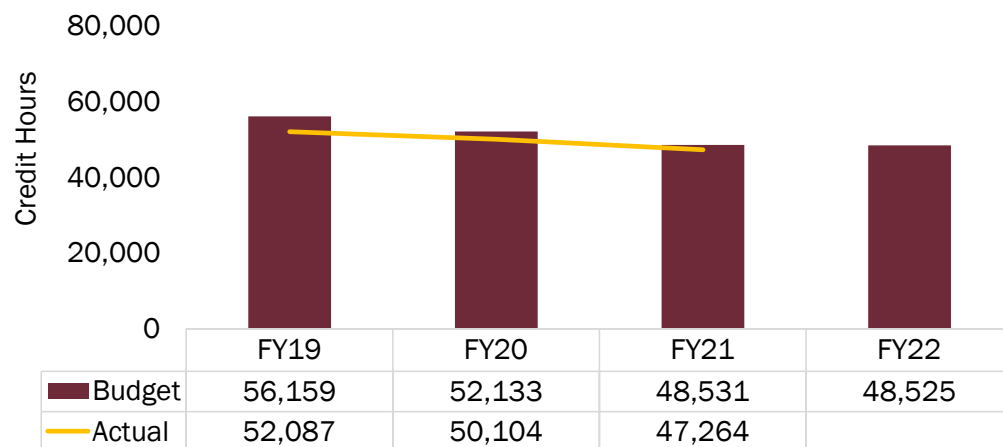




# UMF Enrollment

## Total Credit Hour Enrollment

(excludes Early College)



## FY22 Enrollment Budget

Budget

Actual

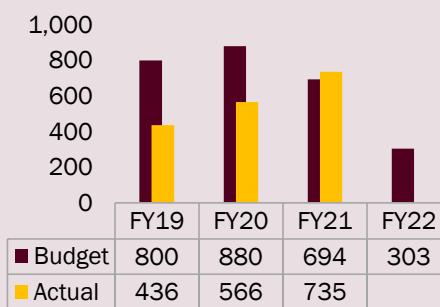
0.0%  
FY21



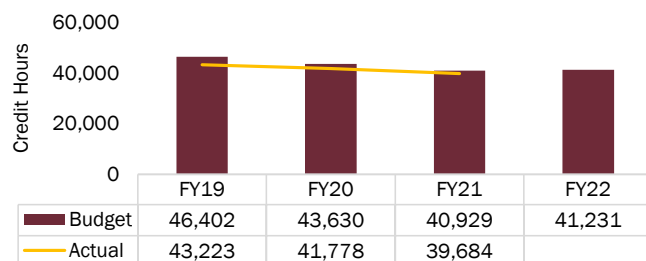
2.7%  
above  
FY21



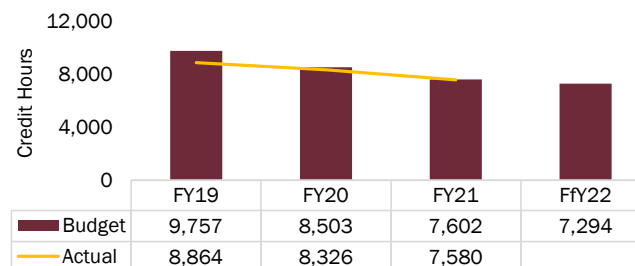
## Early College



## In-State (excludes EC)



## Out-of-State

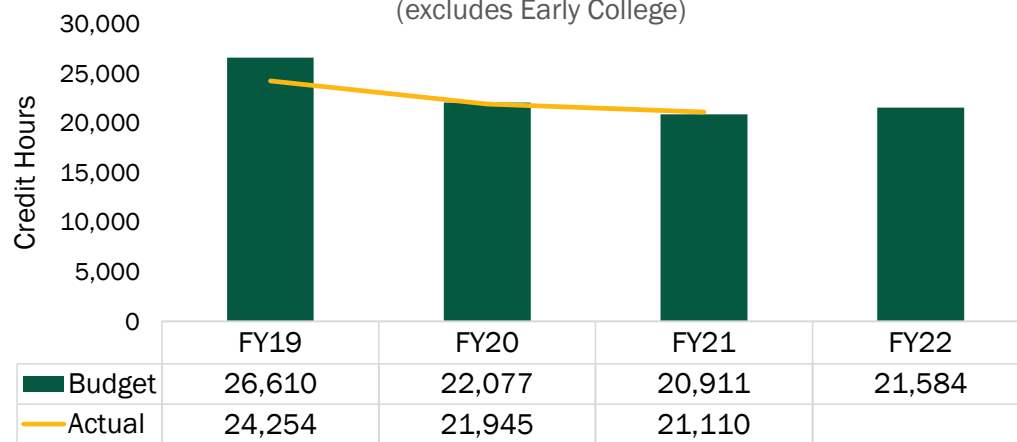




## UMFK Enrollment

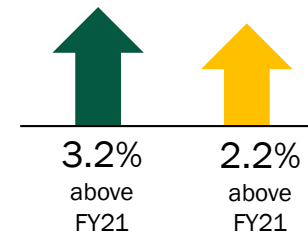
### Total Credit Hour Enrollment

(includes Academic Partnership)  
(excludes Early College)

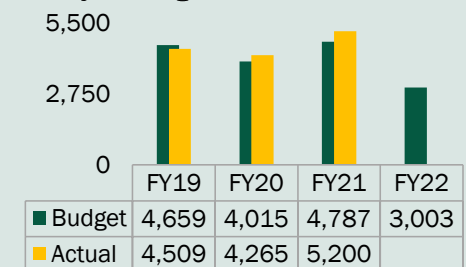


### FY22 Enrollment Budget

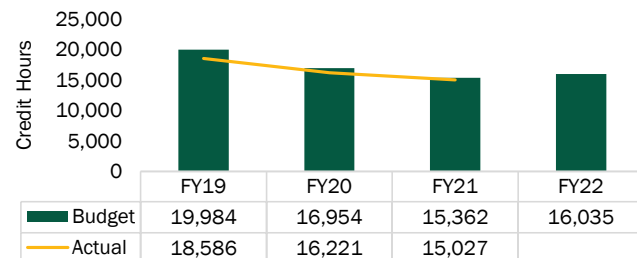
Budget Actual



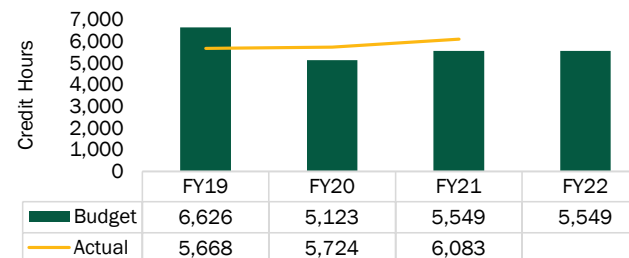
### Early College



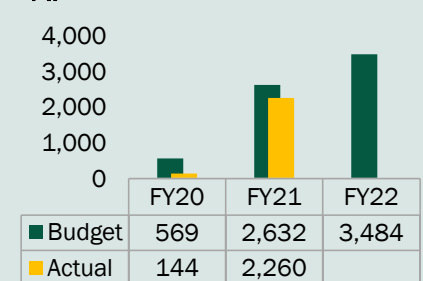
### In-State (excludes EC)



### Out-of-State



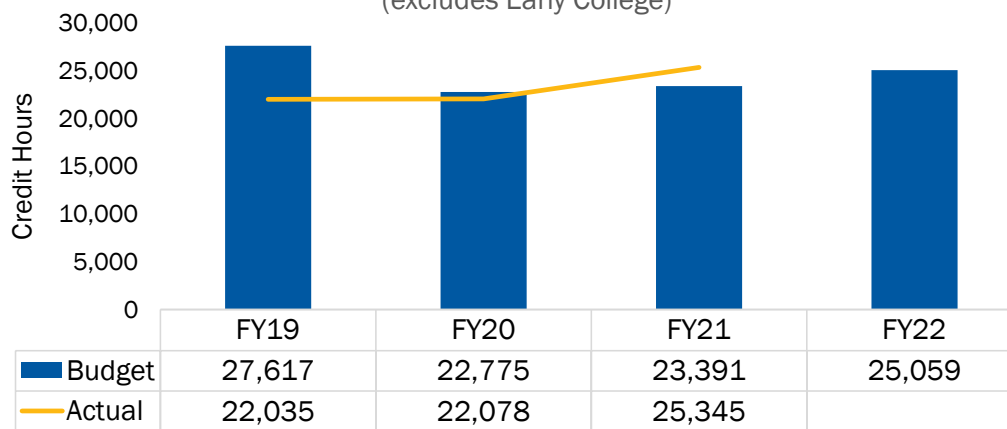
### AP



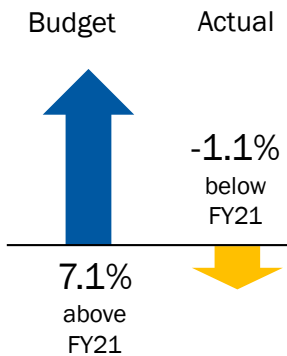


### Total Credit Hour Enrollment

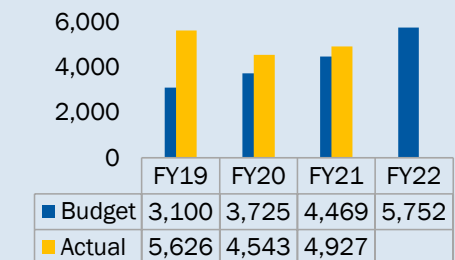
(includes CBE, Academic Partnership)  
(excludes Early College)



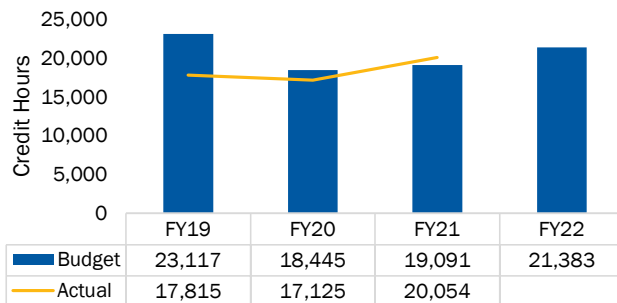
### FY22 Enrollment Budget



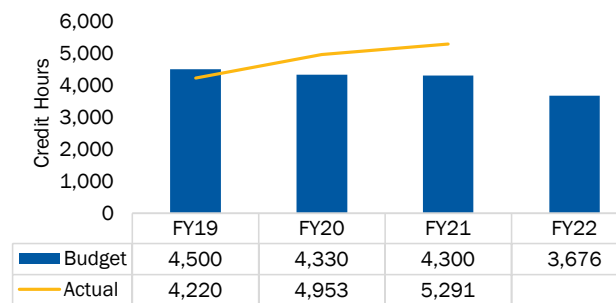
### Early College



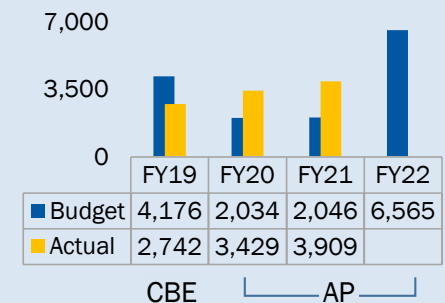
### In-State (includes EC)



### Out-of-State



### CBE/AP

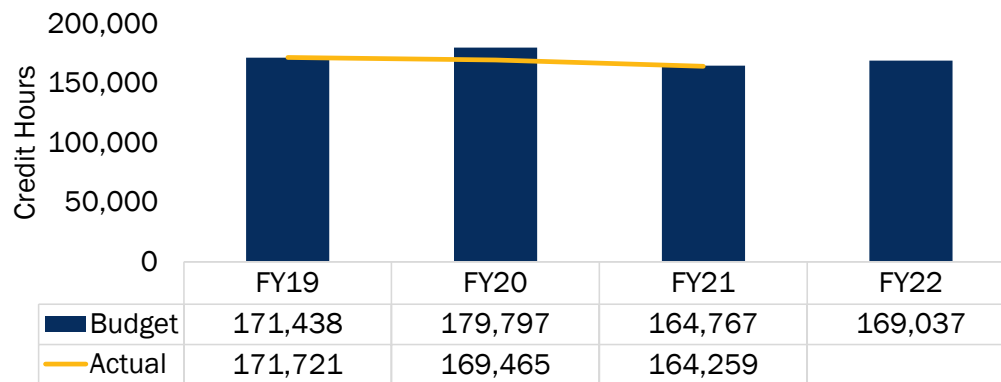




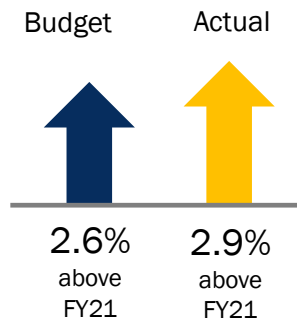
## USM Enrollment

### Total Credit Hour Enrollment

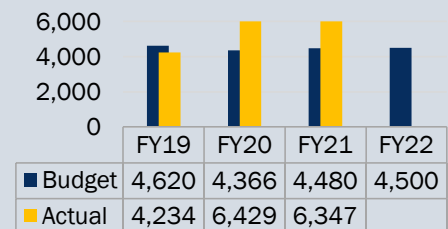
(includes Academic Partnership)  
(excludes Early College)



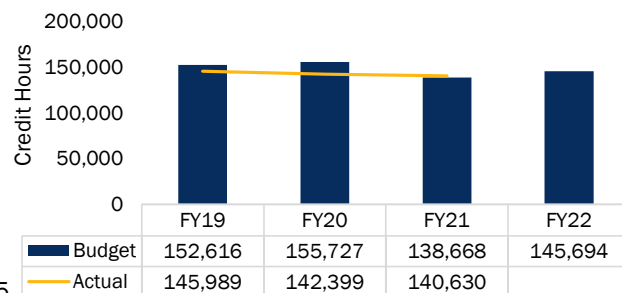
### FY22 Enrollment Budget



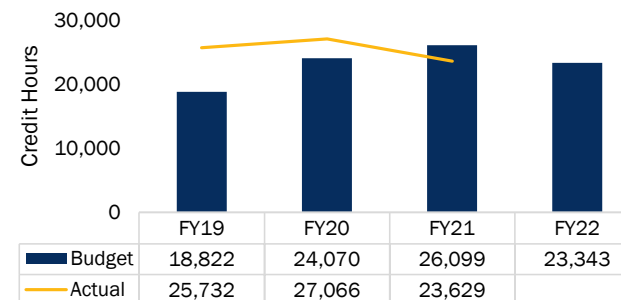
### Early College



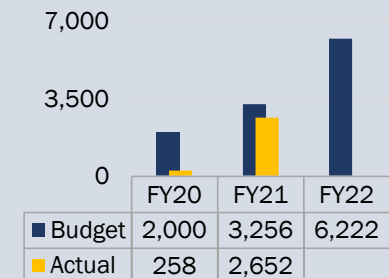
### In-State (excludes EC)



### Out-of-State



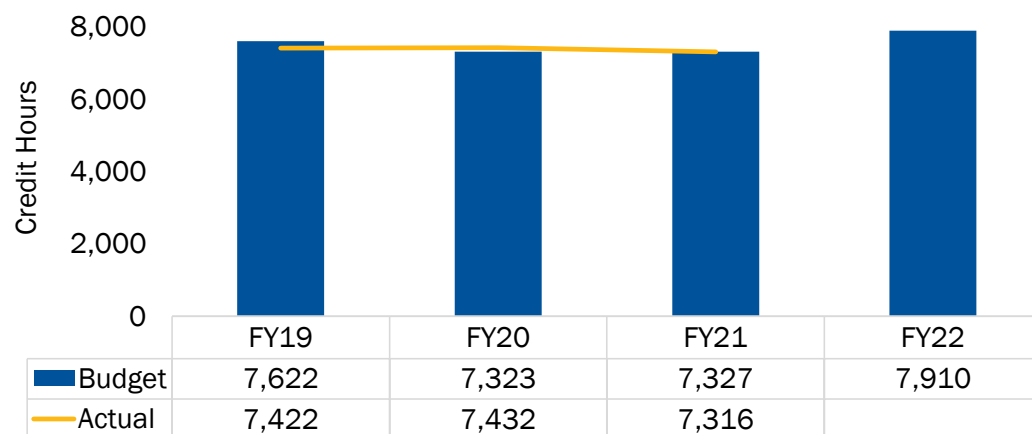
### AP



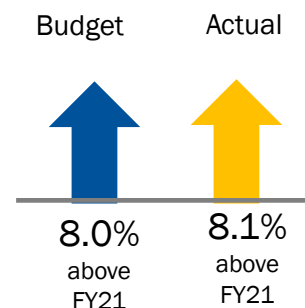


# Maine Law Enrollment

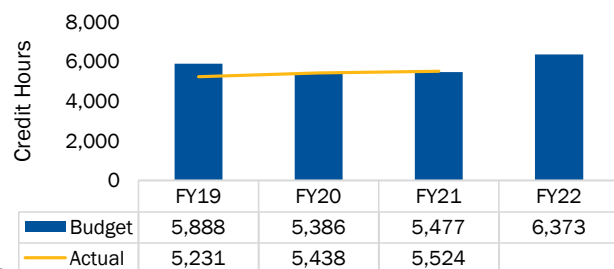
## Total Credit Hour Enrollment



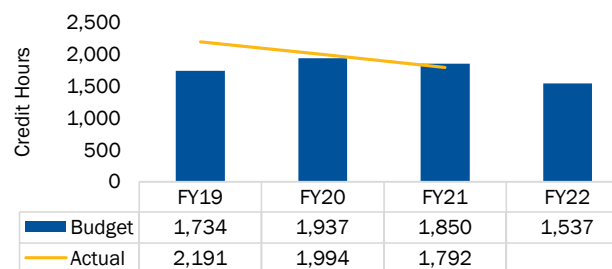
## FY22 Enrollment Budget



## In-State



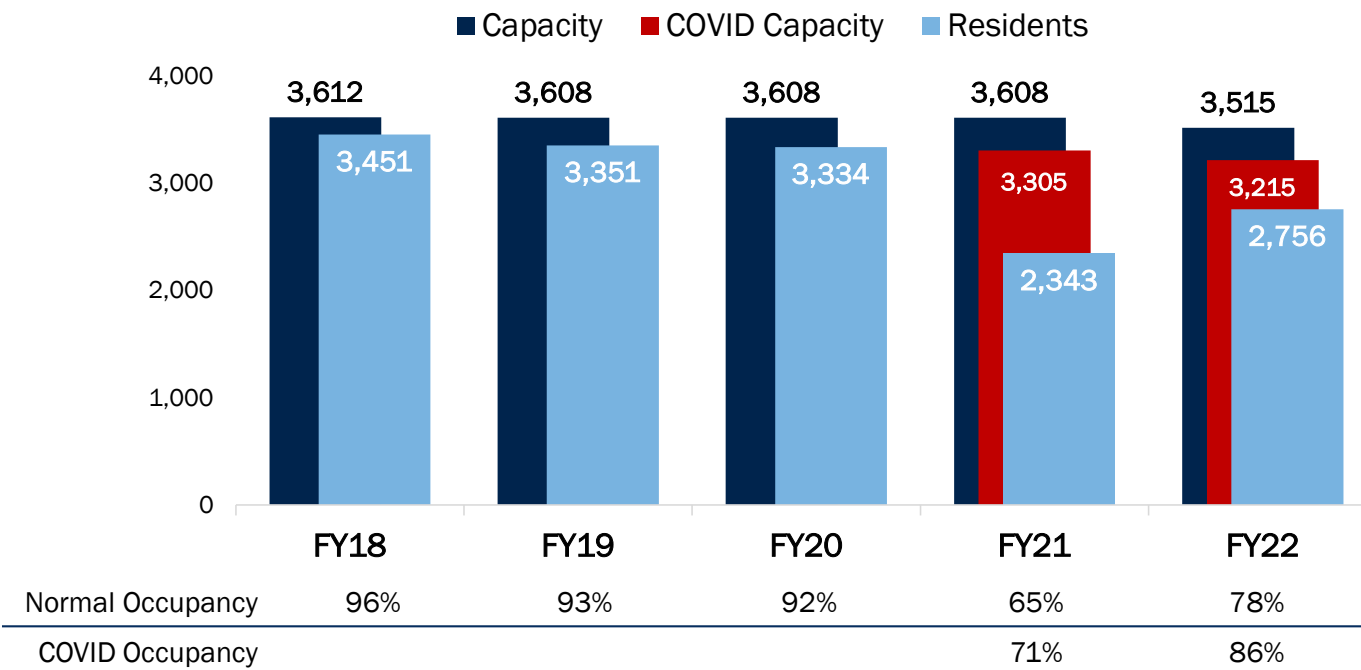
## Out-of-State





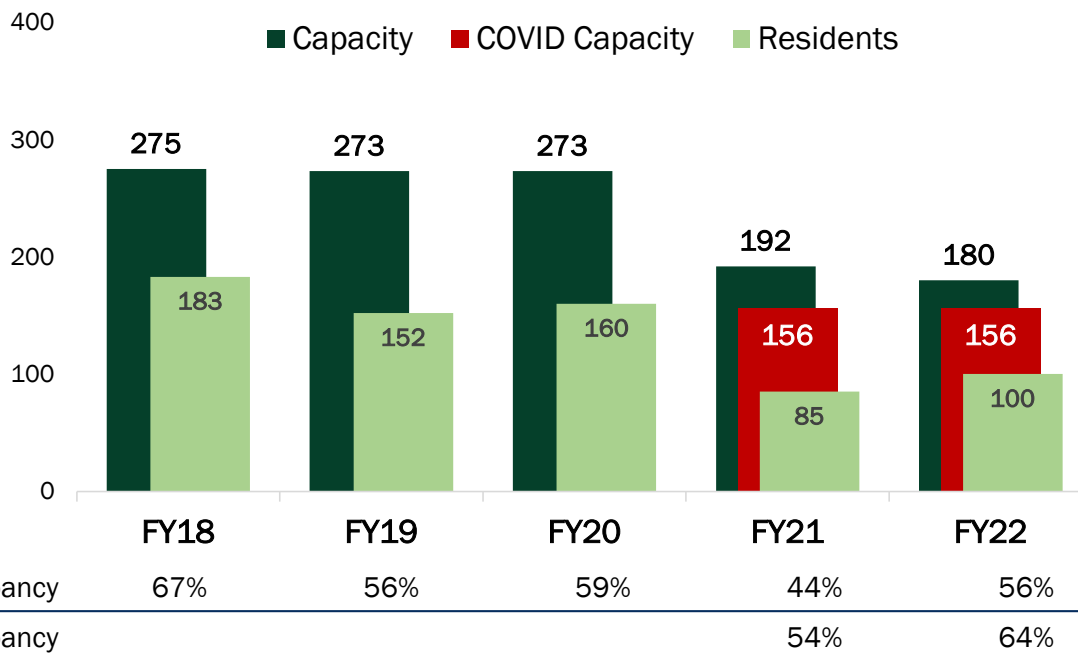


## Residence Hall Occupancy (Annual Average)





## Residence Hall Occupancy (Annual Average)



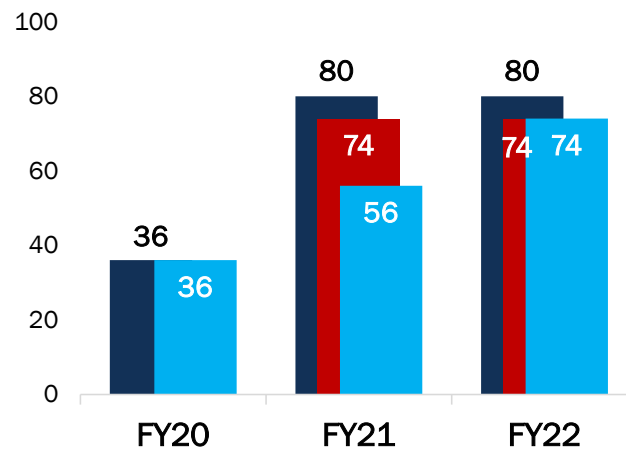




## Residence Hall Occupancy (Annual Average)



■ Capacity ■ COVID Capacity ■ Residents

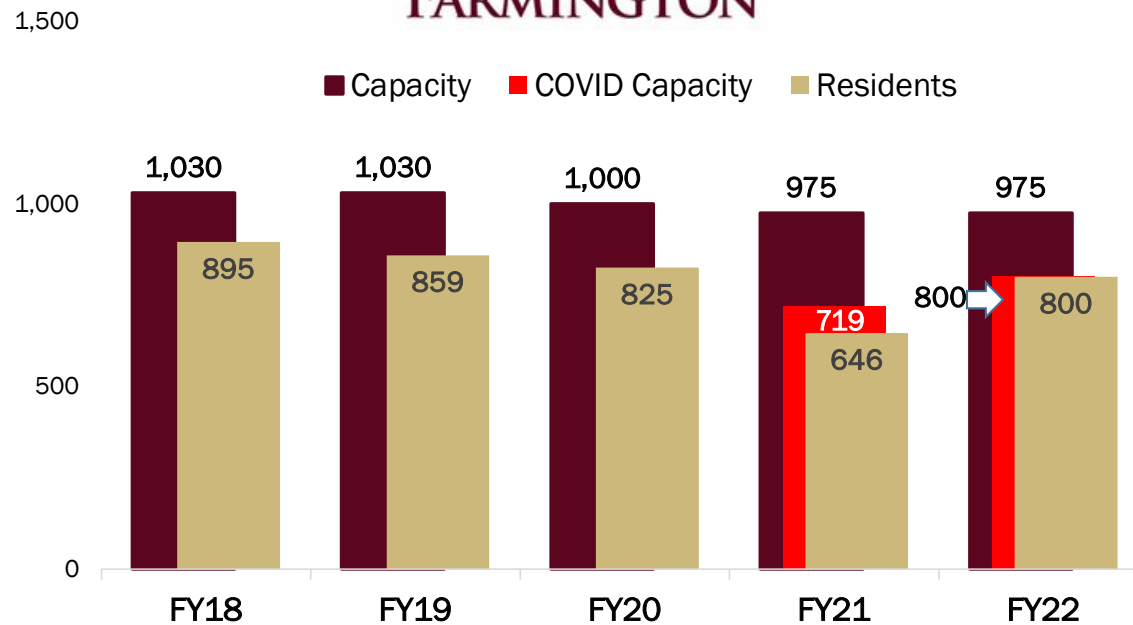


Normal Occupancy	100%	70%	93%
COVID Occupancy		76%	100%

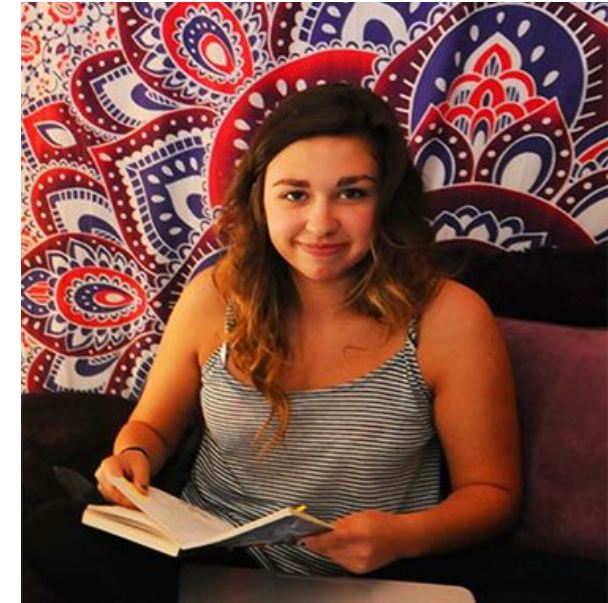




## Residence Hall Occupancy (Annual Average)

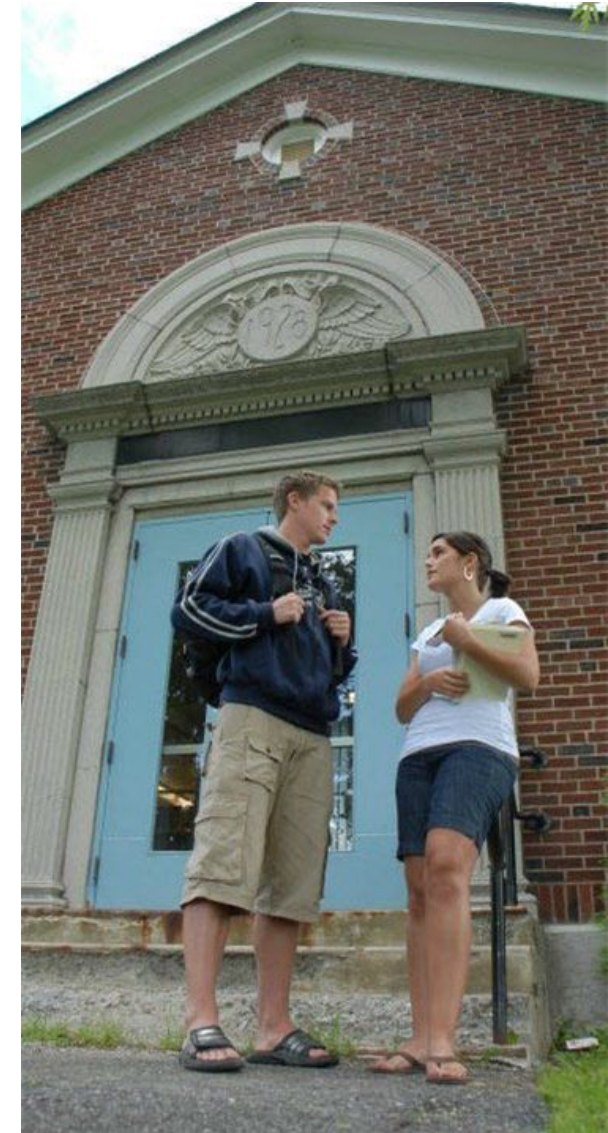
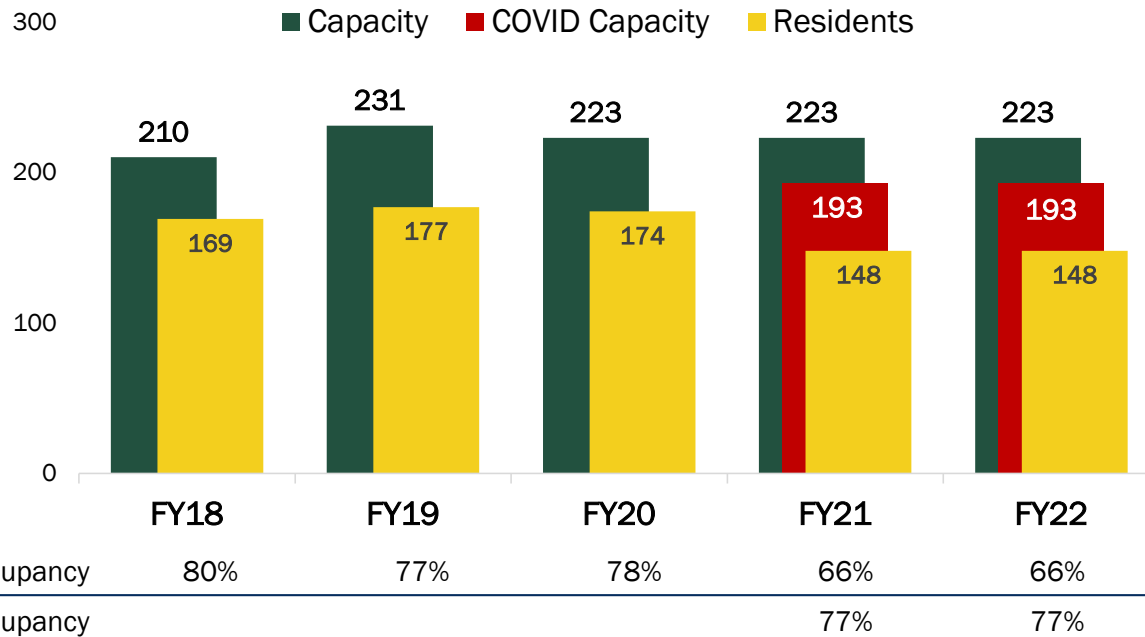


Normal Occupancy	87%	83%	83%	66%	82%
COVID Occupancy				90%	100%





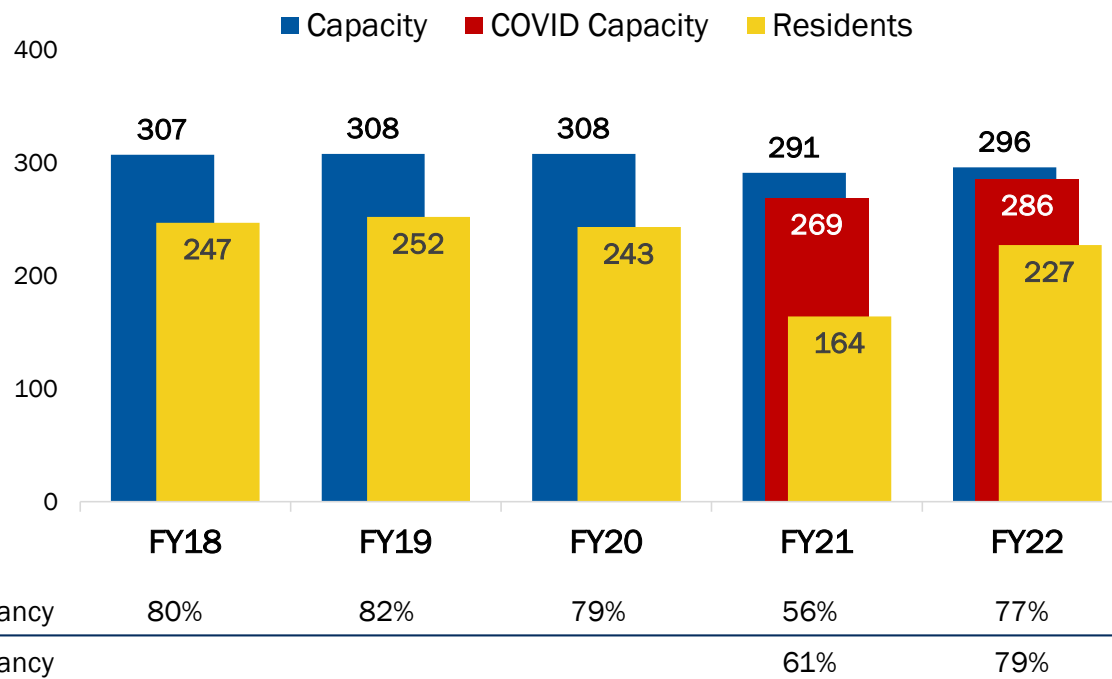
## Residence Hall Occupancy (Annual Average)







## Residence Hall Occupancy (Annual Average)

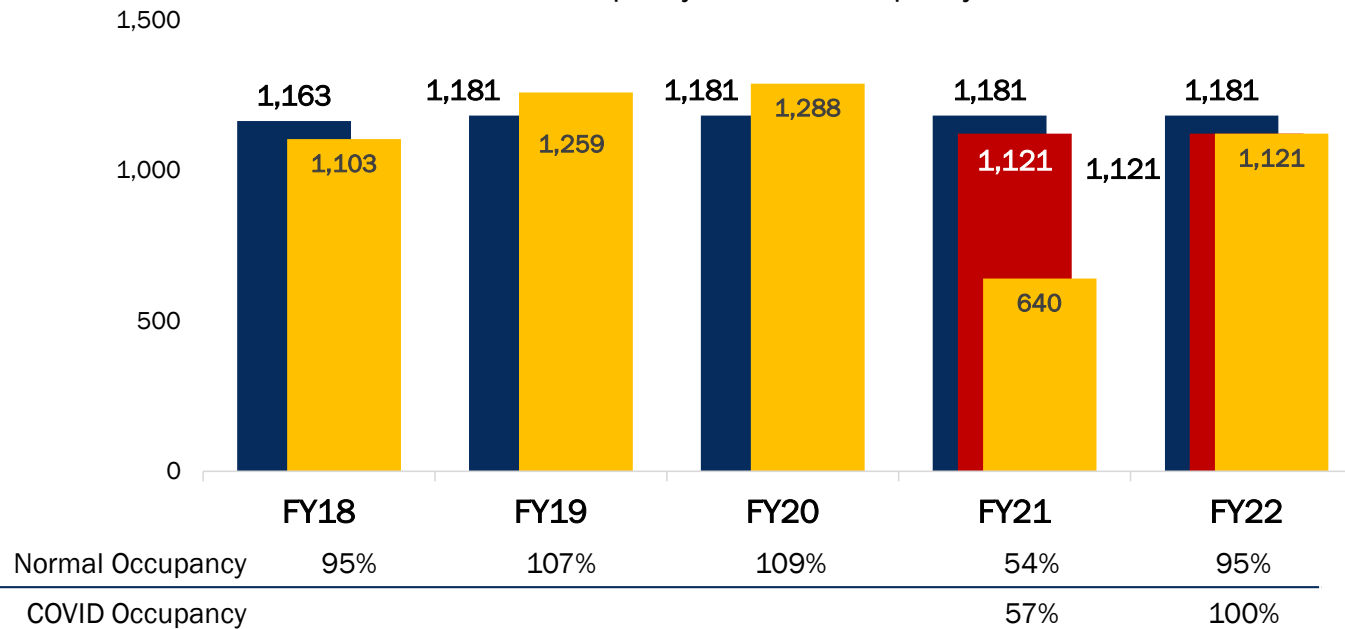




## Residence Hall Occupancy (Annual Average)



■ Capacity ■ COVID Capacity ■ Residents



# FY22 OPERATING BUDGETS

	TOTAL E&G							
	FY17 ACTUALS	FY18 ACTUALS	FY19 ACTUALS	FY20 ACTUALS	FY21 BASE	FY22 BASE	BUDGET CHANGE	
<b>Revenues</b>								
Tuition & Fee Revenue	\$ 280,024,068	\$ 299,124,061	\$ 312,243,463	\$ 319,016,811	\$ 321,379,167	\$ 332,151,371	\$ 10,772,204	3.4%
Dining Revenue	4,609	1,614	1,915	(739)	-	-	-	-%
Residence Revenue	10,651	14,359	10,228	9,874	-	-	-	-%
Tuition Waivers/Scholarships	(67,944,934)	(80,737,436)	(87,682,269)	(95,303,121)	(92,599,588)	(90,660,676)	1,938,912	-2.1%
Net Student Charges Revenue	212,094,394	218,402,598	224,573,338	223,722,825	228,779,579	241,490,695	12,711,116	5.6%
State Appropriation	189,670,534	188,920,534	188,920,534	197,899,372	195,862,398	198,111,388	2,248,990	1.1%
Indirect Cost Recovery	12,355,375	12,277,559	13,595,333	14,680,200	14,126,362	16,803,543	2,677,181	19.0%
Investment Income/Gifts	10,475,233	7,005,550	11,694,013	9,278,280	4,400,115	3,825,981	(574,134)	-13.0%
Sales/Services/Auxiliary	23,524,325	23,738,945	23,086,426	19,101,027	19,360,955	20,243,055	882,100	4.6%
<b>Total Revenue</b>	<b>448,119,869</b>	<b>450,345,186</b>	<b>461,869,643</b>	<b>464,681,704</b>	<b>462,529,409</b>	<b>480,474,662</b>	<b>17,945,253</b>	<b>3.9%</b>
<b>Expenses</b>								
Salaries & Wages	\$217,545,242	\$224,400,522	\$231,607,838	\$238,280,079	\$248,898,587	\$251,047,863	\$2,149,276	0.9%
Attrition (Salary Only)	-	-	-	-	(4,304,609)	(6,041,016)	(1,736,407)	40.3%
Employee Benefits Including Attrition	96,160,506	100,079,279	104,223,963	107,409,277	112,149,791	116,049,243	3,899,452	3.5%
Pandemic Pay	-	-	-	1,487,858	-	-	-	-%
Personnel	313,705,749	324,479,801	335,831,801	347,177,214	356,743,769	361,056,090	4,312,321	1.2%
Other Expenses & Transfers:								
Fuel & Electricity	13,425,125	13,529,287	14,299,233	12,492,563	15,122,044	15,351,701	229,657	1.5%
Supplies & Services	31,155,067	32,951,197	34,300,921	33,987,849	32,057,824	34,500,184	2,442,360	7.6%
Shared Services	(59,908)	(29,905)	(4,115)	(4,838)	(57,338)	90,047	147,385	-257.0%
Travel	6,985,290	6,833,355	8,080,413	5,587,554	4,667,675	4,891,294	223,619	4.8%
Memberships, Contributions & Sponsorships	1,413,096	1,311,537	1,437,786	1,098,283	1,123,242	1,127,769	4,527	0.4%
Maintenance & Alterations	12,415,256	12,882,090	12,744,534	12,062,682	11,935,435	11,705,428	(230,007)	-1.9%
Interest	2,069,763	1,760,344	1,711,106	1,532,721	1,390,267	1,239,891	(150,376)	-10.8%
Depreciation	28,973,453	32,128,069	33,121,470	32,866,002	33,945,343	33,148,096	(797,247)	-2.3%
Other Expenses & Transfers	30,334,983	30,499,904	27,992,658	21,694,065	27,301,083	36,941,993	9,640,910	35.3%
Unassigned Budget	376	17,189	5,005	5,334	758,696	545,445	(213,251)	-28.1%
<b>Total Other Expenses &amp; Transfers</b>	<b>126,826,183</b>	<b>125,567,762</b>	<b>135,120,193</b>	<b>109,225,931</b>	<b>128,244,271</b>	<b>139,541,848</b>	<b>11,297,577</b>	<b>8.8%</b>
<b>Total Operating Expenses &amp; Transfers</b>	<b>440,531,932</b>	<b>450,047,563</b>	<b>470,951,994</b>	<b>456,403,145</b>	<b>484,988,040</b>	<b>500,597,938</b>	<b>15,609,898</b>	<b>3.2%</b>
<b>Operating Increase (Decrease)</b>	<b>\$ 7,587,938</b>	<b>\$ 297,622</b>	<b>\$ (9,082,351)</b>	<b>\$ 8,278,559</b>	<b>\$ (22,458,631)</b>	<b>\$ (20,123,276)</b>	<b>\$ 2,335,355</b>	<b>-10.4%</b>
<b>Modified Cash Flow</b>								
Operating Increase (Decrease)	\$ 7,587,938	\$ 297,622	\$ (9,082,351)	\$ 8,278,559	\$ (22,458,631)	\$ (20,123,276)	\$ 2,335,355	-10.4%
Add Back Depreciation	28,973,453	32,128,069	33,121,470	32,866,002	33,945,343	33,148,096	(797,247)	-2.3%
Less Capital Expenditures	(12,511,773)	(8,468,070)	(7,817,931)	(8,557,236)	(8,455,934)	(11,746,266)	(3,290,332)	38.9%
Less Capital Reserve Funding	(3,337,729)	(5,017,317)	(6,767,182)	-	(3,249,979)	(1,356,653)	1,893,326	-58.3%
Less Debt Service Principal	(4,908,690)	(4,974,456)	(4,215,513)	(4,168,229)	(4,252,774)	(5,773,560)	(1,520,786)	35.8%
<b>Net Change Before Other Adjustments &amp; Transfers</b>	<b>15,803,198</b>	<b>13,965,848</b>	<b>5,238,494</b>	<b>28,419,096</b>	<b>(4,471,975)</b>	<b>(5,851,659)</b>	<b>(1,379,684)</b>	
Transfer from/(to) Administrative Savings Rsrv	(2,792,912)	(2,558,792)	(2,638,839)	(2,530,716)	-	-	-	
Transfer from/(to) Budget Stabilization	300,000	(1,724,680)	202,546	860,760	4,277,470	4,204,608	(72,862)	
<b>Net Change Subtotal</b>	<b>13,310,287</b>	<b>9,682,376</b>	<b>2,802,201</b>	<b>26,749,140</b>	<b>(194,505)</b>	<b>(1,647,051)</b>	<b>(1,452,546)</b>	
Other Strategic Transfers from/(to) Reserves	(5,488,601)	(5,400,949)	3,959,603	(11,752,808)	6,116,261	145,961	(5,970,300)	
<b>Net Change in Cash &amp; Reserve Transfers</b>	<b>\$ 7,821,685</b>	<b>\$ 4,281,426</b>	<b>\$ 6,761,804</b>	<b>\$ 14,996,332</b>	<b>\$ 5,921,756</b>	<b>\$ (1,501,090)</b>	<b>\$ (7,422,846)</b>	

	TOTAL						4/7/21	
			Auxiliary					
	FY17 ACTUALS	FY18 ACTUALS	FY19 ACTUALS	FY20 ACTUALS	FY21 BASE	FY22 BASE	BUDGET CHANGE	
<b>Revenues</b>								
Tuition & Fee Revenue	\$ 1,126,277	\$ 1,133,614	\$ 1,130,062	\$ 1,053,562	\$ 173,175	\$ 873,175	\$ 700,000	404.2%
Dining Revenue	28,792,734	29,577,135	31,051,752	25,360,470	22,303,302	28,925,528	6,622,226	29.7%
Residence Revenue	33,413,858	34,249,346	34,420,322	34,334,542	25,922,961	33,159,977	7,237,016	27.9%
Tuition Waivers/Scholarships	(2,346,459)	(2,594,361)	(2,333,667)	(2,268,624)	(2,482,475)	(2,461,735)	20,740	-0.8%
Net Student Charges Revenue	60,986,409	62,365,734	64,268,469	58,479,949	45,916,963	60,496,945	14,579,982	31.8%
State Appropriation	-	-	-	-	-	-	-	-%
Indirect Cost Recovery	-	-	-	-	-	-	-	-%
Investment Income/Gifts	-	-	-	-	-	-	-	-%
Sales/Services/Auxiliary	18,004,628	17,045,583	16,744,889	14,242,832	13,664,146	10,503,376	(3,160,770)	-23.1%
Total Revenue	78,991,037	79,411,316	81,013,358	72,722,781	59,581,109	71,000,321	11,419,212	19.2%
<b>Expenses</b>								
Salaries & Wages	\$14,599,534	\$14,949,001	\$15,628,775	\$14,570,859	\$15,922,531	\$16,001,485	\$78,954	0.5%
Attrition (Salary Only)	-	-	-	-	(98,035)	-	98,035	-100.0%
Employee Benefits Including Attrition	6,336,886	6,667,271	6,903,775	6,472,576	7,389,511	7,652,686	263,175	3.6%
Pandemic Pay	-	-	-	826,714	-	-	-	-%
Personnel	20,936,420	21,616,272	22,532,550	21,870,149	23,214,007	23,654,171	440,164	1.9%
Other Expenses & Transfers:								
Fuel & Electricity	5,668,679	5,706,171	6,263,138	5,538,221	5,500,894	5,628,025	127,131	2.3%
Supplies & Services	23,641,250	23,191,009	23,885,188	20,935,335	18,092,382	20,545,284	2,452,902	13.6%
Shared Services	-	-	-	-	-	-	-	-%
Travel	123,626	129,660	190,582	173,049	84,211	73,359	(10,852)	-12.9%
Memberships, Contributions & Sponsorships	20,357	17,449	21,257	13,295	18,957	18,876	(81)	-0.4%
Maintenance & Alterations	4,655,737	4,409,689	4,862,301	3,926,960	4,005,603	4,058,898	53,295	1.3%
Interest	4,154,325	3,922,381	3,700,111	3,466,453	3,194,793	2,994,438	(200,355)	-6.3%
Depreciation	5,243,267	5,660,872	5,991,956	6,320,307	6,434,198	6,655,351	221,153	3.4%
Other Expenses & Transfers	10,523,963	10,381,614	10,117,563	16,012,000	11,143,690	8,284,173	(2,859,517)	-25.7%
Unassigned Budget	-	-	-	-	30,740	30,740	-	0.0%
Total Other Expenses & Transfers	54,031,204	53,418,844	55,032,098	56,385,619	48,505,468	48,289,144	(216,324)	-0.4%
Total Operating Expenses & Transfers	74,967,624	75,035,116	77,564,648	78,255,768	71,719,475	71,943,315	223,840	0.3%
Operating Increase (Decrease)	\$ 4,023,412	\$ 4,376,201	\$ 3,448,710	\$ (5,532,987)	\$ (12,138,366)	\$ (942,994)	\$ 11,195,372	-92.2%
<b>Modified Cash Flow</b>								
Operating Increase (Decrease)	\$ 4,023,412	\$ 4,376,201	\$ 3,448,710	\$ (5,532,987)	\$ (12,138,366)	\$ (942,994)	\$ 11,195,372	-92.2%
Add Back Depreciation	5,243,267	5,660,872	5,991,956	6,320,307	6,434,198	6,655,351	221,153	3.4%
Less Capital Expenditures	(1,391,717)	(2,010,486)	(3,079,073)	(1,007,950)	(944,587)	(2,443,804)	(1,499,217)	158.7%
Less Capital Reserve Funding	(1,538,075)	(1,504,056)	(519,100)	-	-	(110,808)	(110,808)	-%
Less Debt Service Principal	(4,955,928)	(5,162,411)	(5,450,898)	(5,901,036)	(5,210,461)	(5,214,144)	(3,683)	0.1%
Net Change Before Other Adjustments & Transfers	1,380,960	1,360,120	391,596	(6,121,666)	(11,859,216)	(2,056,399)	9,802,817	
Transfer from/(to) Administrative Savings Rsrv	-	-	-	-	-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-	-	643,635	-	(643,635)	
Net Change Subtotal	1,380,960	1,360,120	391,596	(6,121,666)	(11,215,581)	(2,056,399)	9,159,182	
Other Strategic Transfers from/(to) Reserves	20,560	-	-	(150,000)	5,362,282	-	(5,362,282)	
Net Change in Cash & Reserve Transfers	\$ 1,401,520	\$ 1,360,120	\$ 391,596	\$ (6,271,666)	\$ (5,853,299)	\$ (2,056,399)	\$ 3,796,900	



	TOTAL						4/7/21	
	E&G and Auxiliary							
	FY17 ACTUALS	FY18 ACTUALS	FY19 ACTUALS	FY20 ACTUALS	FY21 BASE	FY22 BASE	BUDGET CHANGE	
<b>Revenues</b>								
Tuition & Fee Revenue	\$ 281,150,344	\$ 300,257,675	\$ 313,373,526	\$ 320,070,373	\$ 321,552,342	\$ 333,024,546	\$ 11,472,204	3.6%
Dining Revenue	28,797,343	29,578,749	31,053,667	25,359,731	22,303,302	28,925,528	6,622,226	29.7%
Residence Revenue	33,424,509	34,263,705	34,430,550	34,344,416	25,922,961	33,159,977	7,237,016	27.9%
Tuition Waivers/Scholarships	(70,291,394)	(83,331,797)	(90,015,936)	(97,571,746)	(95,082,063)	(93,122,411)	1,959,652	-2.1%
Net Student Charges Revenue	273,080,802	280,768,332	288,841,807	282,202,774	274,696,542	301,987,640	27,291,098	9.9%
State Appropriation	189,670,534	188,920,534	188,920,534	197,899,372	195,862,398	198,111,388	2,248,990	1.1%
Indirect Cost Recovery	12,355,375	12,277,559	13,595,333	14,680,200	14,126,362	16,803,543	2,677,181	19.0%
Investment Income/Gifts	10,475,233	7,005,550	11,694,013	9,278,280	4,400,115	3,825,981	(574,134)	-13.0%
Sales/Services/Auxiliary	41,528,952	40,784,528	39,831,314	33,343,859	33,025,101	30,746,431	(2,278,670)	-6.9%
Total Revenue	527,110,906	529,756,502	542,883,001	537,404,485	522,110,518	551,474,983	29,364,464	5.6%
<b>Expenses</b>								
Salaries & Wages	\$232,144,776	\$239,349,524	\$247,236,613	\$252,850,938	\$264,821,118	\$267,049,348	\$2,228,230	0.8%
Attrition (Salary Only)	-	-	-	-	(4,402,644)	(6,041,016)	(1,638,372)	37.2%
Employee Benefits Including Attrition	102,497,392	106,746,550	111,127,738	113,881,853	119,539,302	123,701,929	4,162,627	3.5%
Pandemic Pay	-	-	-	2,314,572	-	-	-	-%
Personnel	334,642,169	346,096,073	358,364,350	369,047,363	379,957,776	384,710,261	4,752,485	1.3%
Other Expenses & Transfers:								
Fuel & Electricity	19,093,804	19,235,457	20,562,372	18,030,785	20,622,938	20,979,726	356,788	1.7%
Supplies & Services	54,796,317	56,142,206	58,186,110	54,923,184	50,150,206	55,045,468	4,895,262	9.8%
Shared Services	(59,908)	(29,905)	(4,115)	(4,838)	(57,338)	90,047	147,385	-257.0%
Travel	7,108,916	6,963,015	8,270,996	5,760,603	4,751,886	4,964,653	212,767	4.5%
Memberships, Contributions & Sponsorships	1,433,453	1,328,987	1,459,043	1,111,577	1,142,199	1,146,645	4,446	0.4%
Maintenance & Alterations	17,070,994	17,291,778	17,606,835	15,989,642	15,941,038	15,764,326	(176,712)	-1.1%
Interest	6,224,088	5,682,725	5,411,217	4,999,173	4,585,060	4,234,329	(350,731)	-7.6%
Depreciation	34,216,720	37,788,941	39,113,426	39,186,310	40,379,541	39,803,447	(576,094)	-1.4%
Other Expenses & Transfers	40,858,946	40,881,518	38,110,222	37,706,065	38,444,773	45,226,166	6,781,393	17.6%
Unassigned Budget	376	17,189	5,005	5,334	789,436	576,185	(213,251)	-27.0%
Total Other Expenses & Transfers	180,857,388	178,986,606	190,152,291	165,611,551	176,749,739	187,830,992	11,081,253	6.3%
Total Operating Expenses & Transfers	515,499,556	525,082,679	548,516,641	534,658,914	556,707,515	572,541,253	15,833,738	2.8%
Operating Increase (Decrease)	\$ 11,611,350	\$ 4,673,823	\$ (5,633,641)	\$ 2,745,571	\$ (34,596,997)	\$ (21,066,270)	\$ 13,530,727	-39.1%
<b>Modified Cash Flow</b>								
Operating Increase (Decrease)	\$ 11,611,350	\$ 4,673,823	\$ (5,633,641)	\$ 2,745,571	\$ (34,596,997)	\$ (21,066,270)	\$ 13,530,727	-39.1%
Add Back Depreciation	34,216,720	37,788,941	39,113,426	39,186,310	40,379,541	39,803,447	(576,094)	-1.4%
Less Capital Expenditures	(13,903,490)	(10,478,556)	(10,897,004)	(9,565,186)	(9,400,521)	(14,190,070)	(4,789,549)	50.9%
Less Capital Reserve Funding	(4,875,804)	(6,521,373)	(7,286,282)	-	(3,249,979)	(1,467,461)	1,782,518	-54.8%
Less Debt Service Principal	(9,864,618)	(10,136,867)	(9,666,410)	(10,069,265)	(9,463,235)	(10,987,704)	(1,524,469)	16.1%
Net Change Before Other Adjustments & Transfers	17,184,158	15,325,968	5,630,090	22,297,430	(16,331,191)	(7,908,058)	8,423,133	
Transfer from/(to) Administrative Savings Rsrv	(2,792,912)	(2,558,792)	(2,638,839)	(2,530,716)	-	-	-	
Transfer from/(to) Budget Stabilization	300,000	(1,724,680)	202,546	860,760	4,921,105	4,204,608	(716,497)	
Net Change Subtotal	14,691,247	11,042,496	3,193,797	20,627,473	(11,410,086)	(3,703,450)	7,706,636	
Other Strategic Transfers from/(to) Reserves	(5,468,041)	(5,400,949)	3,959,603	(11,902,808)	11,478,543	145,961	(11,332,582)	
Net Change in Cash & Reserve Transfers	\$ 9,223,206	\$ 5,641,546	\$ 7,153,400	\$ 8,724,666	\$ 68,457	\$ (3,557,489)	\$ (3,625,946)	

## University of Maine (incl UMM)

	E&G							
	FY17 ACTUALS	FY18 ACTUALS	FY19 ACTUALS	FY20 ACTUALS	FY21 BASE	FY22 BASE	BUDGET CHANGE	
<b>Revenues</b>								
Tuition & Fee Revenue	\$ 155,996,402	\$ 169,109,748	\$ 176,767,390	\$ 180,746,515	\$ 182,190,170	\$ 193,283,513	\$ 11,093,343	6.1%
Dining Revenue	1,368	1,614	1,915	-	-	-	-	-%
Residence Revenue	-	-	-	-	-	-	-	-%
Tuition Waivers/Scholarships	(45,076,516)	(52,842,062)	(57,039,355)	(63,005,894)	(62,824,919)	(62,768,868)	56,051	-0.1%
Net Student Charges Revenue	110,921,254	116,269,299	119,729,950	117,740,622	119,365,251	130,514,645	11,149,394	9.3%
State Appropriation	87,380,069	89,106,776	88,797,945	89,437,962	89,426,672	89,876,052	449,380	0.5%
Indirect Cost Recovery	8,152,804	8,271,101	9,691,701	10,612,907	9,831,276	12,510,000	2,678,724	27.2%
Investment Income/Gifts	946,066	934,075	937,325	940,988	953,043	978,025	24,982	2.6%
Sales/Services/Auxiliary	16,563,829	16,853,103	15,997,205	12,907,520	14,652,571	14,415,012	(237,559)	-1.6%
Total Revenue	223,964,022	231,434,354	235,154,126	231,639,998	234,228,813	248,293,734	14,064,921	6.0%
<b>Expenses</b>								
Salaries & Wages	\$96,397,004	\$99,192,899	\$101,956,763	\$104,606,403	\$106,341,176	\$108,122,739	\$1,781,563	1.7%
Attrition (Salary Only)	-	-	-	-	-	(2,597,402)	(2,597,402)	-%
Employee Benefits Including Attrition	41,713,659	43,329,140	45,054,818	46,118,983	48,247,171	49,375,391	1,128,220	2.3%
Pandemic Pay	-	-	-	778,489	-	-	-	-%
Personnel	138,110,663	142,522,039	147,011,581	151,503,874	154,588,347	154,900,728	312,381	0.2%
Other Expenses & Transfers:								
Fuel & Electricity	8,938,623	8,604,470	9,371,646	8,096,226	10,276,753	10,350,558	73,805	0.7%
Supplies & Services	16,459,845	18,065,379	18,417,971	17,351,210	15,583,215	16,732,200	1,148,985	7.4%
Shared Services	18,426,772	19,327,750	19,923,395	20,573,372	22,013,757	22,055,006	41,249	0.2%
Travel	3,597,182	3,447,773	4,395,917	3,002,271	2,798,572	2,780,661	(17,911)	-0.6%
Memberships, Contributions & Sponsorships	341,848	394,046	441,411	385,004	379,850	379,593	(257)	-0.1%
Maintenance & Alterations	4,868,919	5,677,160	5,959,760	5,420,288	4,884,825	4,987,180	102,355	2.1%
Interest	787,402	654,513	661,707	613,864	552,104	488,958	(63,146)	-11.4%
Depreciation	14,114,324	16,028,224	16,724,242	16,568,523	17,304,144	16,757,839	(546,305)	-3.2%
Other Expenses & Transfers	22,649,430	22,223,031	19,858,633	14,500,251	20,850,888	27,880,652	7,029,764	33.7%
Unassigned Budget	-	-	1,083	-	3,894	84,110	80,216	2060.0%
Total Other Expenses & Transfers	90,184,346	94,422,347	95,755,765	86,511,008	94,648,002	102,496,757	7,848,755	8.3%
Total Operating Expenses & Transfers	228,295,009	236,944,386	242,767,346	238,014,882	249,236,349	257,397,485	8,161,136	3.3%
Operating Increase (Decrease)	\$ (4,330,987)	\$ (5,510,032)	\$ (7,613,220)	\$ (6,374,884)	\$ (15,007,536)	\$ (9,103,751)	\$ 5,903,785	-39.3%
<b>Modified Cash Flow</b>								
Operating Increase (Decrease)	\$ (4,330,987)	\$ (5,510,032)	\$ (7,613,220)	\$ (6,374,884)	\$ (15,007,536)	\$ (9,103,751)	\$ 5,903,785	-39.3%
Add Back Depreciation	14,114,324	16,028,224	16,724,242	16,568,523	17,304,144	16,757,839	(546,305)	-3.2%
Less Capital Expenditures	(5,846,156)	(5,062,018)	(4,448,291)	(4,411,988)	(5,258,193)	(6,031,123)	(772,930)	14.7%
Less Capital Reserve Funding	(989,870)	(1,950,000)	(1,575,000)	-	-	-	-	-%
Less Debt Service Principal	(1,442,101)	(1,558,609)	(1,297,240)	(1,466,936)	(1,557,171)	(1,622,965)	(65,794)	4.2%
Net Change Before Other Adjustments & Transfers	1,505,210	1,947,565	1,790,490	4,314,715	(4,518,756)	-	4,518,756	
Transfer from/(to) Administrative Savings Rsrv	1,000,000	-	-	-	-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-	-	-	-	-	
Net Change Subtotal	2,505,210	1,947,565	1,790,490	4,314,715	(4,518,756)	-	4,518,756	
Other Strategic Transfers from/(to) Reserves	235,241	300,446	211,527	148,324	4,518,756	-	(4,518,756)	
Net Change in Cash & Reserve Transfers	\$ 2,740,451	\$ 2,248,011	\$ 2,002,017	\$ 4,463,039	\$ -	\$ -	\$ -	

4/7/21

## University of Maine (incl UMM)

	FY17 ACTUALS	FY18 ACTUALS	Auxiliary FY19 ACTUALS	FY20 ACTUALS	FY21 BASE	FY22 BASE	BUDGET CHANGE	
<b>Revenues</b>								
Tuition & Fee Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-%
Dining Revenue	19,373,154	19,795,473	20,402,633	15,988,497	14,677,363	18,435,806	3,758,443	25.6%
Residence Revenue	20,173,974	21,015,736	20,722,667	20,652,691	15,440,588	19,136,301	3,695,713	23.9%
Tuition Waivers/Scholarships	(1,155,344)	(1,428,094)	(1,221,519)	(1,316,066)	(1,367,847)	(1,333,427)	34,420	-2.5%
Net Student Charges Revenue	38,391,784	39,383,115	39,903,781	35,325,123	28,750,104	36,238,680	7,488,576	26.0%
State Appropriation	-	-	-	-	-	-	-	-%
Indirect Cost Recovery	-	-	-	-	-	-	-	-%
Investment Income/Gifts	-	-	-	-	-	-	-	-%
Sales/Services/Auxiliary	13,465,355	12,971,660	13,472,292	11,693,358	12,530,250	9,403,938	(3,126,312)	-25.0%
<b>Total Revenue</b>	<b>51,857,139</b>	<b>52,354,775</b>	<b>53,376,073</b>	<b>47,018,480</b>	<b>41,280,354</b>	<b>45,642,618</b>	<b>4,362,264</b>	<b>10.6%</b>
<b>Expenses</b>								
Salaries & Wages	\$11,486,392	\$11,815,223	\$12,266,133	\$11,133,419	\$12,475,106	\$12,503,162	\$28,056	0.2%
Attrition (Salary Only)	-	-	-	-	(98,035)	-	98,035	-100.0%
Employee Benefits Including Attrition	4,954,425	5,229,266	5,357,276	4,896,239	5,761,564	5,952,191	190,627	3.3%
Pandemic Pay	-	-	-	715,259	-	-	-	-%
Personnel	16,440,817	17,044,488	17,623,409	16,744,917	18,138,635	18,455,353	316,718	1.7%
Other Expenses & Transfers:								
Fuel & Electricity	3,707,513	3,965,249	4,252,868	3,656,079	3,604,189	3,724,179	119,990	3.3%
Supplies & Services	12,905,345	12,479,133	13,105,439	11,328,240	10,459,120	11,012,219	553,099	5.3%
Shared Services	-	-	-	-	-	-	-	-%
Travel	85,333	80,376	134,098	136,956	69,044	55,692	(13,352)	-19.3%
Memberships, Contributions & Sponsorships	15,264	11,971	16,480	10,153	13,784	13,813	29	0.2%
Maintenance & Alterations	3,168,684	3,312,447	3,776,119	2,897,446	2,653,110	2,643,300	(9,810)	-0.4%
Interest	2,218,213	2,089,980	1,972,570	1,855,059	1,715,676	1,590,306	(125,370)	-7.3%
Depreciation	3,570,518	3,708,566	3,878,267	4,046,144	4,228,105	4,157,223	(70,882)	-1.7%
Other Expenses & Transfers	6,421,412	6,414,356	6,341,573	10,935,928	6,242,163	3,496,320	(2,745,843)	-44.0%
Unassigned Budget	-	-	-	-	-	-	-	-%
<b>Total Other Expenses &amp; Transfers</b>	<b>32,092,281</b>	<b>32,062,079</b>	<b>33,477,415</b>	<b>34,866,005</b>	<b>28,985,191</b>	<b>26,693,052</b>	<b>(2,292,139)</b>	<b>-7.9%</b>
<b>Total Operating Expenses &amp; Transfers</b>	<b>48,533,098</b>	<b>49,106,567</b>	<b>51,100,824</b>	<b>51,610,922</b>	<b>47,123,826</b>	<b>45,148,405</b>	<b>(1,975,421)</b>	<b>-4.2%</b>
<b>Operating Increase (Decrease)</b>	<b>\$ 3,324,040</b>	<b>\$ 3,248,208</b>	<b>\$ 2,275,249</b>	<b>\$ (4,592,441)</b>	<b>\$ (5,843,472)</b>	<b>\$ 494,213</b>	<b>\$ 6,337,685</b>	<b>-108.5%</b>
<b>Modified Cash Flow</b>								
Operating Increase (Decrease)	\$ 3,324,040	\$ 3,248,208	\$ 2,275,249	\$ (4,592,441)	\$ (5,843,472)	\$ 494,213	\$ 6,337,685	-108.5%
Add Back Depreciation	3,570,518	3,708,566	3,878,267	4,046,144	4,228,105	4,157,223	(70,882)	-1.7%
Less Capital Expenditures	(808,506)	(1,261,860)	(1,866,484)	(623,781)	(585,989)	(1,802,304)	(1,216,315)	207.6%
Less Capital Reserve Funding	(1,538,075)	(1,504,056)	(500,000)	-	-	-	-	-%
Less Debt Service Principal	(2,589,363)	(2,692,767)	(2,841,824)	(3,096,560)	(2,784,147)	(2,849,132)	(64,985)	2.3%
<b>Net Change Before Other Adjustments &amp; Transfers</b>	<b>1,958,614</b>	<b>1,498,091</b>	<b>945,208</b>	<b>(4,266,638)</b>	<b>(4,985,503)</b>	<b>-</b>	<b>4,985,503</b>	
Transfer from/(to) Administrative Savings Rsrv	-	-	-	-	-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-	-	-	-	-	
<b>Net Change Subtotal</b>	<b>1,958,614</b>	<b>1,498,091</b>	<b>945,208</b>	<b>(4,266,638)</b>	<b>(4,985,503)</b>	<b>-</b>	<b>4,985,503</b>	
Other Strategic Transfers from/(to) Reserves	26,606	-	-	(150,000)	4,985,503	-	(4,985,503)	
<b>Net Change in Cash &amp; Reserve Transfers</b>	<b>\$ 1,985,221</b>	<b>\$ 1,498,091</b>	<b>\$ 945,208</b>	<b>\$ (4,416,638)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	

University of Maine (incl UMM)								4/7/21
	E&G & Auxiliary							
	FY17 ACTUALS	FY18 ACTUALS	FY19 ACTUALS	FY20 ACTUALS	FY21 BASE	FY22 BASE	BUDGET CHANGE	
<b>Revenues</b>								
Tuition & Fee Revenue	\$ 155,996,402	\$ 169,109,748	\$ 176,767,390	\$ 180,746,515	\$ 182,190,170	\$ 193,283,513	\$ 11,093,343	6.1%
Dining Revenue	19,374,522	19,797,087	20,404,548	15,988,497	14,677,363	18,435,806	3,758,443	25.6%
Residence Revenue	20,173,974	21,015,736	20,722,667	20,652,691	15,440,588	19,136,301	3,695,713	23.9%
Tuition Waivers/Scholarships	(46,231,860)	(54,270,156)	(58,260,874)	(64,321,960)	(64,192,766)	(64,102,295)	90,471	-0.1%
Net Student Charges Revenue	149,313,038	155,652,414	159,633,731	153,065,744	148,115,355	166,753,325	18,637,970	12.6%
State Appropriation	87,380,069	89,106,776	88,797,945	89,437,962	89,426,672	89,876,052	449,380	0.5%
Indirect Cost Recovery	8,152,804	8,271,101	9,691,701	10,612,907	9,831,276	12,510,000	2,678,724	27.2%
Investment Income/Gifts	946,066	934,075	937,325	940,988	953,043	978,025	24,982	2.6%
Sales/Services/Auxiliary	30,029,184	29,824,763	29,469,498	24,600,878	27,182,821	23,818,950	(3,363,871)	-12.4%
Total Revenue	275,821,160	283,789,129	288,530,200	278,658,479	275,509,167	293,936,352	18,427,185	6.7%
<b>Expenses</b>								
Salaries & Wages	\$107,883,396	\$111,008,122	\$114,222,896	\$115,739,822	\$118,816,282	\$120,625,901	\$1,809,619	1.5%
Attrition (Salary Only)	-	-	-	-	(98,035)	(2,597,402)	(2,499,367)	2549.5%
Employee Benefits Including Attrition	46,668,084	48,558,405	50,412,094	51,015,222	54,008,735	55,327,582	1,318,847	2.4%
Pandemic Pay	-	-	-	1,493,748	-	-	-	-%
Personnel	154,551,480	159,566,527	164,634,990	168,248,792	172,726,982	173,356,081	629,099	0.4%
Other Expenses & Transfers:								
Fuel & Electricity	12,646,137	12,569,719	13,624,515	11,752,305	13,880,942	14,074,737	193,795	1.4%
Supplies & Services	29,365,189	30,544,512	31,523,410	28,679,450	26,042,335	27,744,419	1,702,084	6.5%
Shared Services	18,426,772	19,327,750	19,923,395	20,573,372	22,013,757	22,055,006	41,249	0.2%
Travel	3,682,515	3,528,149	4,530,016	3,139,226	2,867,616	2,836,353	(31,263)	-1.1%
Memberships, Contributions & Sponsorships	357,112	406,017	457,891	395,156	393,634	393,406	(228)	-0.1%
Maintenance & Alterations	8,037,603	8,989,607	9,735,879	8,317,734	7,537,935	7,630,480	92,545	1.2%
Interest	3,005,615	2,744,494	2,634,277	2,468,923	2,267,780	2,079,264	(188,516)	-8.3%
Depreciation	17,684,843	19,736,790	20,602,508	20,614,667	21,532,249	20,915,062	(617,187)	-2.9%
Other Expenses & Transfers	29,070,842	28,637,387	26,200,206	25,436,179	27,093,051	31,376,972	4,283,921	15.8%
Unassigned Budget	-	-	1,083	-	3,894	84,110	80,216	2060.0%
Total Other Expenses & Transfers	122,276,627	126,484,426	129,233,180	121,377,013	123,633,193	129,189,809	5,556,616	4.5%
Total Operating Expenses & Transfers	276,828,107	286,050,953	293,868,170	289,625,804	296,360,175	302,545,890	6,185,715	2.1%
Operating Increase (Decrease)	\$ (1,006,947)	\$ (2,261,824)	\$ (5,337,970)	\$ (10,967,326)	\$ (20,851,008)	\$ (8,609,538)	\$ 12,241,470	-58.7%
<b>Modified Cash Flow</b>								
Operating Increase (Decrease)	\$ (1,006,947)	\$ (2,261,824)	\$ (5,337,970)	\$ (10,967,326)	\$ (20,851,008)	\$ (8,609,538)	\$ 12,241,470	-58.7%
Add Back Depreciation	17,684,843	19,736,790	20,602,508	20,614,667	21,532,249	20,915,062	(617,187)	-2.9%
Less Capital Expenditures	(6,654,663)	(6,323,878)	(6,314,775)	(5,035,769)	(5,844,182)	(7,833,427)	(1,989,245)	34.0%
Less Capital Reserve Funding	(2,527,945)	(3,454,056)	(2,075,000)	-	-	-	-	-%
Less Debt Service Principal	(4,031,464)	(4,251,376)	(4,139,065)	(4,563,496)	(4,341,318)	(4,472,097)	(130,779)	3.0%
Net Change Before Other Adjustments & Transfers	3,463,824	3,445,656	2,735,698	48,077	(9,504,259)	-	9,504,259	
Transfer from/(to) Administrative Savings Rsrv	1,000,000	-	-	-	-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-	-	-	-	-	
Net Change Subtotal	4,463,824	3,445,656	2,735,698	48,077	(9,504,259)	-	9,504,259	
Other Strategic Transfers from/(to) Reserves	261,848	300,446	211,527	(1,676)	9,504,259	-	(9,504,259)	
Net Change in Cash & Reserve Transfers	\$ 4,725,672	\$ 3,746,103	\$ 2,947,225	\$ 46,401	\$ -	\$ -	\$ -	

## University of Maine at Augusta

	E&G						
	FY17 ACTUALS	FY18 ACTUALS	FY19 ACTUALS	FY20 ACTUALS	FY21 BASE	FY22 BASE	BUDGET CHANGE
<b>Revenues</b>							
Tuition & Fee Revenue	\$ 20,924,255	\$ 20,370,378	\$ 21,454,377	\$ 22,216,371	\$ 23,941,841	\$ 23,029,173	\$ (912,668) -3.8%
Dining Revenue	-	-	-	-	-	-	- -%
Residence Revenue	-	-	-	-	-	-	- -%
Tuition Waivers/Scholarships	(2,691,731)	(3,431,893)	(3,445,212)	(3,360,663)	(3,886,549)	(3,056,188)	830,361 -21.4%
Net Student Charges Revenue	18,232,524	16,938,485	18,009,165	18,855,708	20,055,292	19,972,985	(82,307) -0.4%
State Appropriation	16,803,125	17,193,899	17,428,401	18,366,360	18,373,781	18,466,112	92,331 0.5%
Indirect Cost Recovery	159,416	156,968	149,667	120,525	164,928	160,885	(4,043) -2.5%
Investment Income/Gifts	-	-	-	-	-	-	- -%
Sales/Services/Auxiliary	549,466	476,336	376,085	293,245	259,684	503,564	243,880 93.9%
<b>Total Revenue</b>	<b>35,744,531</b>	<b>34,765,688</b>	<b>35,963,318</b>	<b>37,635,837</b>	<b>38,853,685</b>	<b>39,103,546</b>	<b>249,861 0.6%</b>
<b>Expenses</b>							
Salaries & Wages	\$17,392,864	\$17,417,042	\$17,977,816	\$18,757,336	\$19,671,355	\$19,445,574	(\$225,781) -1.1%
Attrition (Salary Only)	-	-	-	-	(918,572)	(918,572)	- 0.0%
Employee Benefits Including Attrition	7,207,588	7,309,754	7,504,474	7,967,779	8,029,617	8,221,822	192,205 2.4%
Pandemic Pay	-	-	-	80,029	-	-	- -%
Personnel	24,600,452	24,726,796	25,482,290	26,805,144	26,782,400	26,748,824	(33,576) -0.1%
Other Expenses & Transfers:							
Fuel & Electricity	615,403	694,926	826,393	674,034	713,162	738,162	25,000 3.5%
Supplies & Services	1,788,560	1,602,182	1,573,719	1,699,644	1,574,562	1,674,515	99,953 6.3%
Shared Services	4,476,201	4,608,719	4,806,306	4,729,346	4,804,276	4,901,412	97,136 2.0%
Travel	357,547	344,505	309,789	216,211	120,640	114,639	(6,001) -5.0%
Memberships, Contributions & Sponsorships	52,206	76,265	62,558	72,819	74,395	59,947	(14,448) -19.4%
Maintenance & Alterations	445,018	496,396	627,993	827,752	752,223	682,098	(70,125) -9.3%
Interest	42,550	34,540	30,228	25,619	21,999	13,068	(8,931) -40.6%
Depreciation	1,555,419	1,703,223	1,738,994	1,787,413	1,883,660	2,134,517	250,857 13.3%
Other Expenses & Transfers	2,151,204	2,031,111	1,748,979	1,422,612	2,137,003	2,232,082	95,079 4.4%
Unassigned Budget	-	-	-	5,387	225,928	147,779	(78,149) -34.6%
<b>Total Other Expenses &amp; Transfers</b>	<b>11,484,107</b>	<b>11,591,867</b>	<b>11,724,960</b>	<b>11,460,837</b>	<b>12,307,848</b>	<b>12,698,219</b>	<b>390,371 3.2%</b>
<b>Total Operating Expenses &amp; Transfers</b>	<b>36,084,559</b>	<b>36,318,663</b>	<b>37,207,250</b>	<b>38,265,981</b>	<b>39,090,248</b>	<b>39,447,043</b>	<b>356,795 0.9%</b>
<b>Operating Increase (Decrease)</b>	<b>\$ (340,028)</b>	<b>\$ (1,552,974)</b>	<b>\$ (1,243,932)</b>	<b>\$ (630,144)</b>	<b>\$ (236,563)</b>	<b>\$ (343,497)</b>	<b>\$ (106,934) 45.2%</b>
<b>Modified Cash Flow</b>							
Operating Increase (Decrease)	\$ (340,028)	\$ (1,552,974)	\$ (1,243,932)	\$ (630,144)	\$ (236,563)	\$ (343,497)	\$ (106,934) 45.2%
Add Back Depreciation	1,555,419	1,703,223	1,738,994	1,787,413	1,883,660	2,134,517	250,857 13.3%
Less Capital Expenditures	(724,844)	(821,025)	(813,789)	(545,419)	(610,637)	(941,790)	(331,153) 54.2%
Less Capital Reserve Funding	-	-	-	-	-	-	- -%
Less Debt Service Principal	(278,035)	(286,330)	(328,372)	(357,047)	(372,538)	(383,319)	(10,781) 2.9%
<b>Net Change Before Other Adjustments &amp; Transfers</b>	<b>212,511</b>	<b>(957,105)</b>	<b>(647,098)</b>	<b>254,804</b>	<b>663,922</b>	<b>465,911</b>	<b>(198,011)</b>
Transfer from/(to) Administrative Savings Rsrv	-	-	-	-	-	-	-
Transfer from/(to) Budget Stabilization	-	-	-	-	-	-	-
<b>Net Change Subtotal</b>	<b>212,511</b>	<b>(957,105)</b>	<b>(647,098)</b>	<b>254,804</b>	<b>663,922</b>	<b>465,911</b>	<b>(198,011)</b>
Other Strategic Transfers from/(to) Reserves	405,923	(12,902)	505,817	(134,367)	-	-	-
<b>Net Change in Cash &amp; Reserve Transfers</b>	<b>\$ 618,435</b>	<b>\$ (970,008)</b>	<b>\$ (141,281)</b>	<b>\$ 120,436</b>	<b>\$ 663,922</b>	<b>\$ 465,911</b>	<b>\$ (198,011)</b>

## University of Maine at Augusta

	FY17 ACTUALS	FY18 ACTUALS	Auxiliary FY19 ACTUALS	FY20 ACTUALS	FY21 BASE	FY22 BASE	BUDGET CHANGE	
<b>Revenues</b>								
Tuition & Fee Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-%
Dining Revenue	5,511	6,794	5,694	3,447	7,637	7,000	(637)	-8.3%
Residence Revenue	-	-	-	255,783	423,415	521,791	98,376	23.2%
Tuition Waivers/Scholarships	-	-	-	(12,320)	(27,420)	(46,100)	(18,680)	68.1%
Net Student Charges Revenue	5,511	6,794	5,694	246,910	403,632	482,691	79,059	19.6%
State Appropriation	-	-	-	-	-	-	-	-%
Indirect Cost Recovery	-	-	-	-	-	-	-	-%
Investment Income/Gifts	-	-	-	-	-	-	-	-%
Sales/Services/Auxiliary	1,160,982	1,040,118	1,064,604	946,336	71,050	66,954	(4,096)	-5.8%
<b>Total Revenue</b>	<b>1,166,494</b>	<b>1,046,912</b>	<b>1,070,298</b>	<b>1,193,246</b>	<b>474,682</b>	<b>549,645</b>	<b>74,963</b>	<b>15.8%</b>
<b>Expenses</b>								
Salaries & Wages	\$184,686	\$186,109	\$190,981	\$314,570	\$114,116	\$78,120	(\$35,996)	-31.5%
Attrition (Salary Only)	-	-	-	-	-	-	-	-%
Employee Benefits Including Attrition	92,557	95,261	98,608	139,656	59,684	39,443	(20,241)	-33.9%
Pandemic Pay	-	-	-	625	-	-	-	-%
Personnel	277,243	281,370	289,590	454,850	173,800	117,563	(56,237)	-32.4%
Other Expenses & Transfers:								
Fuel & Electricity	694	723	697	657	1,500	2,000	500	33.3%
Supplies & Services	826,060	728,808	754,064	943,583	94,999	100,603	5,604	5.9%
Shared Services	-	-	-	-	-	-	-	-%
Travel	26	-	-	739	-	-	-	-%
Memberships, Contributions & Sponsorships	885	685	940	640	-	-	-	-%
Maintenance & Alterations	9,604	3,880	5,623	4,171	2,000	11,000	9,000	450.0%
Interest	2,284	1,882	1,468	1,433	1,415	498	(917)	-64.8%
Depreciation	15,986	17,335	17,335	16,336	15,771	-	(15,771)	-100.0%
Other Expenses & Transfers	112,607	108,810	136,871	437,145	779,608	763,422	(16,186)	-2.1%
Unassigned Budget	-	-	-	-	-	-	-	-%
<b>Total Other Expenses &amp; Transfers</b>	<b>968,145</b>	<b>862,122</b>	<b>916,999</b>	<b>1,404,704</b>	<b>895,293</b>	<b>877,523</b>	<b>(17,770)</b>	<b>-2.0%</b>
<b>Total Operating Expenses &amp; Transfers</b>	<b>1,245,388</b>	<b>1,143,493</b>	<b>1,206,588</b>	<b>1,859,554</b>	<b>1,069,093</b>	<b>995,086</b>	<b>(74,007)</b>	<b>-6.9%</b>
<b>Operating Increase (Decrease)</b>	<b>\$ (78,895)</b>	<b>\$ (96,580)</b>	<b>\$ (136,290)</b>	<b>\$ (666,308)</b>	<b>\$ (594,411)</b>	<b>\$ (445,441)</b>	<b>\$ 148,970</b>	<b>-25.1%</b>
<b>Modified Cash Flow</b>								
Operating Increase (Decrease)	\$ (78,895)	\$ (96,580)	\$ (136,290)	\$ (666,308)	\$ (594,411)	\$ (445,441)	\$ 148,970	-25.1%
Add Back Depreciation	15,986	17,335	17,335	16,336	15,771	-	(15,771)	-100.0%
Less Capital Expenditures	(22,399)	(5,000)	(5,000)	(2,917)	-	-	-	-%
Less Capital Reserve Funding	-	-	-	-	-	-	-	-%
Less Debt Service Principal	(10,066)	(10,345)	(10,904)	(13,961)	(16,825)	(5,641)	11,184	-66.5%
<b>Net Change Before Other Adjustments &amp; Transfers</b>	<b>(95,373)</b>	<b>(94,591)</b>	<b>(134,860)</b>	<b>(666,851)</b>	<b>(595,465)</b>	<b>(451,082)</b>	<b>144,383</b>	
Transfer from/(to) Administrative Savings Rsrv	-	-	-	-	-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-	-	-	-	-	
<b>Net Change Subtotal</b>	<b>(95,373)</b>	<b>(94,591)</b>	<b>(134,860)</b>	<b>(666,851)</b>	<b>(595,465)</b>	<b>(451,082)</b>	<b>144,383</b>	
Other Strategic Transfers from/(to) Reserves	-	-	-	-	-	-	-	
<b>Net Change in Cash &amp; Reserve Transfers</b>	<b>\$ (95,373)</b>	<b>\$ (94,591)</b>	<b>\$ (134,860)</b>	<b>\$ (666,851)</b>	<b>\$ (595,465)</b>	<b>\$ (451,082)</b>	<b>\$ 144,383</b>	

## University of Maine at Augusta

## E&amp;G and Auxiliary

	FY17 ACTUALS	FY18 ACTUALS	FY19 ACTUALS	FY20 ACTUALS	FY21 BASE	FY22 BASE	BUDGET CHANGE	
<b>Revenues</b>								
Tuition & Fee Revenue	\$ 20,924,255	\$ 20,370,378	\$ 21,454,377	\$ 22,216,371	\$ 23,941,841	\$ 23,029,173	\$ (912,668)	-3.8%
Dining Revenue	5,511	6,794	5,694	3,447	7,637	7,000	(637)	-8.3%
Residence Revenue	-	-	-	255,783	423,415	521,791	98,376	23.2%
Tuition Waivers/Scholarships	(2,691,731)	(3,431,893)	(3,445,212)	(3,372,983)	(3,913,969)	(3,102,288)	811,681	-20.7%
Net Student Charges Revenue	18,238,035	16,945,279	18,014,859	19,102,618	20,458,924	20,455,676	(3,248)	0.0%
State Appropriation	16,803,125	17,193,899	17,428,401	18,366,360	18,373,781	18,466,112	92,331	0.5%
Indirect Cost Recovery	159,416	156,968	149,667	120,525	164,928	160,885	(4,043)	-2.5%
Investment Income/Gifts	-	-	-	-	-	-	-	-%
Sales/Services/Auxiliary	1,710,448	1,516,455	1,440,690	1,239,581	330,734	570,518	239,784	72.5%
<b>Total Revenue</b>	<b>36,911,025</b>	<b>35,812,601</b>	<b>37,033,616</b>	<b>38,829,083</b>	<b>39,328,367</b>	<b>39,653,191</b>	<b>324,824</b>	<b>0.8%</b>
<b>Expenses</b>								
Salaries & Wages	\$17,577,551	\$17,603,151	\$18,168,797	\$19,071,906	\$19,785,471	\$19,523,694	(\$261,777)	-1.3%
Attrition (Salary Only)	-	-	-	-	(918,572)	(918,572)	-	0.0%
Employee Benefits Including Attrition	7,300,145	7,405,015	7,603,083	8,107,435	8,089,301	8,261,265	171,964	2.1%
Pandemic Pay	-	-	-	80,653	-	-	-	-%
Personnel	24,877,695	25,008,166	25,771,880	27,259,994	26,956,200	26,866,387	(89,813)	-0.3%
Other Expenses & Transfers:								
Fuel & Electricity	616,097	695,649	827,090	674,691	714,662	740,162	25,500	3.6%
Supplies & Services	2,614,619	2,330,990	2,327,783	2,643,227	1,669,561	1,775,118	105,557	6.3%
Shared Services	4,476,201	4,608,719	4,806,306	4,729,346	4,804,276	4,901,412	97,136	2.0%
Travel	357,573	344,505	309,789	216,950	120,640	114,639	(6,001)	-5.0%
Memberships, Contributions & Sponsorships	53,091	76,950	63,498	73,459	74,395	59,947	(14,448)	-19.4%
Maintenance & Alterations	454,622	500,276	633,616	831,923	754,223	693,098	(61,125)	-8.1%
Interest	44,834	36,422	31,696	27,052	23,414	13,566	(9,848)	-42.1%
Depreciation	1,571,405	1,720,558	1,756,329	1,803,749	1,899,431	2,134,517	235,086	12.4%
Other Expenses & Transfers	2,263,811	2,139,921	1,885,850	1,859,757	2,916,611	2,995,504	78,893	2.7%
Unassigned Budget	-	-	-	5,387	225,928	147,779	(78,149)	-34.6%
<b>Total Other Expenses &amp; Transfers</b>	<b>12,452,253</b>	<b>12,453,989</b>	<b>12,641,958</b>	<b>12,865,541</b>	<b>13,203,141</b>	<b>13,575,742</b>	<b>372,601</b>	<b>2.8%</b>
<b>Total Operating Expenses &amp; Transfers</b>	<b>37,329,948</b>	<b>37,462,155</b>	<b>38,413,838</b>	<b>40,125,535</b>	<b>40,159,341</b>	<b>40,442,129</b>	<b>282,788</b>	<b>0.7%</b>
<b>Operating Increase (Decrease)</b>	<b>\$ (418,923)</b>	<b>\$ (1,649,554)</b>	<b>\$ (1,380,222)</b>	<b>\$ (1,296,452)</b>	<b>\$ (830,974)</b>	<b>\$ (788,938)</b>	<b>\$ 42,036</b>	<b>-5.1%</b>
<b>Modified Cash Flow</b>								
Operating Increase (Decrease)	\$ (418,923)	\$ (1,649,554)	\$ (1,380,222)	\$ (1,296,452)	\$ (830,974)	\$ (788,938)	\$ 42,036	-5.1%
Add Back Depreciation	1,571,405	1,720,558	1,756,329	1,803,749	1,899,431	2,134,517	235,086	12.4%
Less Capital Expenditures	(747,243)	(826,025)	(818,789)	(548,336)	(610,637)	(941,790)	(331,153)	54.2%
Less Capital Reserve Funding	-	-	-	-	-	-	-	-%
Less Debt Service Principal	(288,101)	(296,675)	(339,276)	(371,008)	(389,363)	(388,960)	403	-0.1%
<b>Net Change Before Other Adjustments &amp; Transfers</b>	<b>117,138</b>	<b>(1,051,696)</b>	<b>(781,958)</b>	<b>(412,047)</b>	<b>68,457</b>	<b>14,829</b>	<b>(53,628)</b>	
Transfer from/(to) Administrative Savings Rsrv	-	-	-	-	-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-	-	-	-	-	
<b>Net Change Subtotal</b>	<b>117,138</b>	<b>(1,051,696)</b>	<b>(781,958)</b>	<b>(412,047)</b>	<b>68,457</b>	<b>14,829</b>	<b>(53,628)</b>	
Other Strategic Transfers from/(to) Reserves	405,923	(12,902)	505,817	(134,367)	-	-	-	
<b>Net Change in Cash &amp; Reserve Transfers</b>	<b>\$ 523,061</b>	<b>\$ (1,064,598)</b>	<b>\$ (276,141)</b>	<b>\$ (546,414)</b>	<b>\$ 68,457</b>	<b>\$ 14,829</b>	<b>\$ (53,628)</b>	

## Univ of Maine at Farmington

## E&amp;G

	FY17 ACTUALS	FY18 ACTUALS	FY19 ACTUALS	FY20 ACTUALS	FY21 BASE	FY22 BASE	BUDGET CHANGE	
<b>Revenues</b>								
Tuition & Fee Revenue	\$ 18,920,211	\$ 19,365,705	\$ 19,421,490	\$ 18,881,476	\$ 18,189,107	\$ 18,308,044	\$ 118,937	0.7%
Dining Revenue	-	-	-	(186)	-	-	-	-%
Residence Revenue	-	-	-	-	-	-	-	-%
Tuition Waivers/Scholarships	(4,063,233)	(4,599,672)	(4,773,421)	(4,887,993)	(4,516,249)	(4,516,249)	-	0.0%
Net Student Charges Revenue	14,856,979	14,766,034	14,648,068	13,993,297	13,672,858	13,791,795	118,937	0.9%
State Appropriation	12,253,931	12,296,865	12,380,248	12,978,593	12,985,843	13,051,098	65,255	0.5%
Indirect Cost Recovery	260,117	220,402	211,347	250,659	225,000	225,000	-	0.0%
Investment Income/Gifts	3,340	-	4,549	1,000	-	-	-	-%
Sales/Services/Auxiliary	1,028,611	1,013,835	1,193,520	1,130,553	850,675	850,675	-	0.0%
<b>Total Revenue</b>	<b>28,402,978</b>	<b>28,297,136</b>	<b>28,437,732</b>	<b>28,354,102</b>	<b>27,734,376</b>	<b>27,918,568</b>	<b>184,192</b>	<b>0.7%</b>
<b>Expenses</b>								
Salaries & Wages	\$15,797,383	\$16,341,129	\$16,731,907	\$16,767,514	\$16,765,875	\$16,604,976	(\$160,899)	-1.0%
Attrition (Salary Only)	-	-	-	-	(100,000)	-	100,000	-100.0%
Employee Benefits Including Attrition	7,135,133	7,398,377	7,611,369	7,739,592	7,822,903	8,144,276	321,373	4.1%
Pandemic Pay	-	-	-	117,474	-	-	-	-%
Personnel	22,932,516	23,739,506	24,343,276	24,624,580	24,488,778	24,749,252	260,474	1.1%
Other Expenses & Transfers:								
Fuel & Electricity	693,341	659,140	762,964	606,026	697,904	656,222	(41,682)	-6.0%
Supplies & Services	1,484,184	1,384,180	1,345,709	1,397,972	1,171,485	1,277,964	106,479	9.1%
Shared Services	3,081,149	3,316,799	3,658,022	3,709,521	3,909,948	3,926,348	16,400	0.4%
Travel	766,832	596,438	789,477	453,720	295,680	297,630	1,950	0.7%
Memberships, Contributions & Sponsorships	91,914	92,599	101,535	91,880	94,059	94,059	-	0.0%
Maintenance & Alterations	208,231	113,453	124,370	67,652	50,981	50,981	-	0.0%
Interest	226,986	213,133	198,430	183,988	164,183	148,650	(15,533)	-9.5%
Depreciation	1,818,821	1,881,502	1,873,593	1,884,475	1,984,535	2,036,441	51,906	2.6%
Other Expenses & Transfers	(718,837)	(848,711)	(624,021)	(912,307)	(1,498,443)	(1,075,152)	423,291	-28.2%
Unassigned Budget	-	-	-	-	-	5,000	5,000	-%
<b>Total Other Expenses &amp; Transfers</b>	<b>7,652,620</b>	<b>7,408,534</b>	<b>8,230,080</b>	<b>7,482,926</b>	<b>6,870,332</b>	<b>7,418,143</b>	<b>547,811</b>	<b>8.0%</b>
<b>Total Operating Expenses &amp; Transfers</b>	<b>30,585,136</b>	<b>31,148,041</b>	<b>32,573,355</b>	<b>32,107,506</b>	<b>31,359,110</b>	<b>32,167,395</b>	<b>808,285</b>	<b>2.6%</b>
<b>Operating Increase (Decrease)</b>	<b>\$ (2,182,159)</b>	<b>\$ (2,850,904)</b>	<b>\$ (4,135,623)</b>	<b>\$ (3,753,404)</b>	<b>\$ (3,624,734)</b>	<b>\$ (4,248,827)</b>	<b>\$ (624,093)</b>	<b>17.2%</b>
<b>Modified Cash Flow</b>								
Operating Increase (Decrease)	\$ (2,182,159)	\$ (2,850,904)	\$ (4,135,623)	\$ (3,753,404)	\$ (3,624,734)	\$ (4,248,827)	\$ (624,093)	17.2%
Add Back Depreciation	1,818,821	1,881,502	1,873,593	1,884,475	1,984,535	2,036,441	51,906	2.6%
Less Capital Expenditures	(55,514)	(30,893)	(9,730)	(5,853)	(445,232)	(177,000)	268,232	-60.2%
Less Capital Reserve Funding	(376,964)	-	-	-	-	(356,653)	(356,653)	-%
Less Debt Service Principal	(304,888)	(323,021)	(343,939)	(412,075)	(340,595)	(356,720)	(16,125)	4.7%
<b>Net Change Before Other Adjustments &amp; Transfers</b>	<b>(1,100,704)</b>	<b>(1,323,317)</b>	<b>(2,615,698)</b>	<b>(2,286,857)</b>	<b>(2,426,026)</b>	<b>(3,102,759)</b>	<b>(676,733)</b>	
Transfer from/(to) Administrative Savings Rsrv	-	-	-	-	-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-	500,000	2,316,026	1,778,222	(537,804)	
<b>Net Change Subtotal</b>	<b>(1,100,704)</b>	<b>(1,323,317)</b>	<b>(2,615,698)</b>	<b>(1,786,857)</b>	<b>(110,000)</b>	<b>(1,324,537)</b>	<b>(1,214,537)</b>	
Other Strategic Transfers from/(to) Reserves	749,764	-	-	(124,926)	110,000	145,961	35,961	
<b>Net Change in Cash &amp; Reserve Transfers</b>	<b>\$ (350,939)</b>	<b>\$ (1,323,317)</b>	<b>\$ (2,615,698)</b>	<b>\$ (1,911,783)</b>	<b>\$ 0</b>	<b>\$ (1,178,576)</b>	<b>\$ (1,178,576)</b>	



## Univ of Maine at Farmington

	FY17 ACTUALS	FY18 ACTUALS	Auxiliary FY19 ACTUALS	FY20 ACTUALS	FY21 BASE	FY22 BASE	BUDGET CHANGE	
<b>Revenues</b>								
Tuition & Fee Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-%
Dining Revenue	3,514,160	3,753,956	3,720,627	3,028,180	3,441,239	3,896,718	455,479	13.2%
Residence Revenue	4,557,563	4,832,326	4,838,538	4,675,530	4,279,096	4,729,274	450,178	10.5%
Tuition Waivers/Scholarships	(406,057)	(463,922)	(356,055)	(247,320)	(267,208)	(267,208)	-	0.0%
Net Student Charges Revenue	7,665,666	8,122,360	8,203,110	7,456,390	7,453,127	8,358,784	905,657	12.2%
State Appropriation	-	-	-	-	-	-	-	-%
Indirect Cost Recovery	-	-	-	-	-	-	-	-%
Investment Income/Gifts	-	-	-	-	-	-	-	-%
Sales/Services/Auxiliary	767,671	656,971	520,235	466,827	264,825	261,950	(2,875)	-1.1%
<b>Total Revenue</b>	<b>8,433,337</b>	<b>8,779,331</b>	<b>8,723,345</b>	<b>7,923,217</b>	<b>7,717,952</b>	<b>8,620,734</b>	<b>902,782</b>	<b>11.7%</b>
<b>Expenses</b>								
Salaries & Wages	\$1,310,886	\$1,282,119	\$1,315,330	\$1,223,205	\$1,237,870	\$1,284,345	\$46,475	3.8%
Attrition (Salary Only)	-	-	-	-	-	-	-	-%
Employee Benefits Including Attrition	548,265	541,854	554,524	526,231	538,160	580,731	42,571	7.9%
Pandemic Pay	-	-	-	40,442	-	-	-	-%
Personnel	1,859,151	1,823,973	1,869,855	1,789,878	1,776,030	1,865,076	89,046	5.0%
Other Expenses & Transfers:								
Fuel & Electricity	436,328	455,506	508,072	480,728	519,542	506,517	(13,025)	-2.5%
Supplies & Services	3,182,964	3,320,728	3,346,936	2,775,840	2,685,960	3,378,066	692,106	25.8%
Shared Services	-	-	-	-	-	-	-	-%
Travel	21,759	24,463	14,702	23,373	7,239	7,239	-	0.0%
Memberships, Contributions & Sponsorships	1,800	2,775	1,731	1,093	2,875	2,875	-	0.0%
Maintenance & Alterations	109,375	150,951	57,795	35,040	47,407	47,407	-	0.0%
Interest	474,577	445,091	421,967	390,782	356,558	353,593	(2,965)	-0.8%
Depreciation	524,441	633,192	696,981	686,497	751,775	790,475	38,700	5.1%
Other Expenses & Transfers	1,830,773	1,611,867	1,566,089	1,590,195	2,062,851	1,955,423	(107,428)	-5.2%
Unassigned Budget	-	-	-	-	-	-	-	-%
<b>Total Other Expenses &amp; Transfers</b>	<b>6,582,019</b>	<b>6,644,575</b>	<b>6,614,273</b>	<b>5,983,547</b>	<b>6,434,207</b>	<b>7,041,595</b>	<b>607,388</b>	<b>9.4%</b>
<b>Total Operating Expenses &amp; Transfers</b>	<b>8,441,170</b>	<b>8,468,548</b>	<b>8,484,127</b>	<b>7,773,425</b>	<b>8,210,237</b>	<b>8,906,671</b>	<b>696,434</b>	<b>8.5%</b>
<b>Operating Increase (Decrease)</b>	<b>\$ (7,832)</b>	<b>\$ 310,783</b>	<b>\$ 239,218</b>	<b>\$ 149,792</b>	<b>\$ (492,285)</b>	<b>\$ (285,937)</b>	<b>\$ 206,348</b>	<b>-41.9%</b>
<b>Modified Cash Flow</b>								
Operating Increase (Decrease)	\$ (7,832)	\$ 310,783	\$ 239,218	\$ 149,792	\$ (492,285)	\$ (285,937)	\$ 206,348	-41.9%
Add Back Depreciation	524,441	633,192	696,981	686,497	751,775	790,475	38,700	5.1%
Less Capital Expenditures	(275,574)	(380,162)	(270,990)	(154,029)	(230,748)	(248,650)	(17,902)	7.8%
Less Capital Reserve Funding	-	-	-	-	-	(110,808)	(110,808)	-%
Less Debt Service Principal	(606,100)	(638,566)	(708,278)	(795,398)	(672,377)	(673,824)	(1,447)	0.2%
<b>Net Change Before Other Adjustments &amp; Transfers</b>	<b>(365,065)</b>	<b>(74,753)</b>	<b>(43,069)</b>	<b>(113,138)</b>	<b>(643,635)</b>	<b>(528,744)</b>	<b>114,891</b>	
Transfer from/(to) Administrative Savings Rsrv	-	-	-	-	-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-	-	643,635	-	(643,635)	
<b>Net Change Subtotal</b>	<b>(365,065)</b>	<b>(74,753)</b>	<b>(43,069)</b>	<b>(113,138)</b>	<b>-</b>	<b>(528,744)</b>	<b>(528,744)</b>	
Other Strategic Transfers from/(to) Reserves	-	-	-	-	-	-	-	
<b>Net Change in Cash &amp; Reserve Transfers</b>	<b>\$ (365,065)</b>	<b>\$ (74,753)</b>	<b>\$ (43,069)</b>	<b>\$ (113,138)</b>	<b>\$ -</b>	<b>\$ (528,744)</b>	<b>\$ (528,744)</b>	

## Univ of Maine at Farmington

## E&amp;G and Auxiliary

	FY17 ACTUALS	FY18 ACTUALS	FY19 ACTUALS	FY20 ACTUALS	FY21 BASE	FY22 BASE	BUDGET CHANGE	
<b>Revenues</b>								
Tuition & Fee Revenue	\$ 18,920,211	\$ 19,365,705	\$ 19,421,490	\$ 18,881,476	\$ 18,189,107	\$ 18,308,044	\$ 118,937	0.7%
Dining Revenue	3,514,160	3,753,956	3,720,627	3,027,994	3,441,239	3,896,718	455,479	13.2%
Residence Revenue	4,557,563	4,832,326	4,838,538	4,675,530	4,279,096	4,729,274	450,178	10.5%
Tuition Waivers/Scholarships	(4,469,289)	(5,063,594)	(5,129,476)	(5,135,313)	(4,783,457)	(4,783,457)	-	0.0%
Net Student Charges Revenue	22,522,645	22,888,394	22,851,179	21,449,687	21,125,985	22,150,579	1,024,594	4.8%
State Appropriation	12,253,931	12,296,865	12,380,248	12,978,593	12,985,843	13,051,098	65,255	0.5%
Indirect Cost Recovery	260,117	220,402	211,347	250,659	225,000	225,000	-	0.0%
Investment Income/Gifts	3,340	-	4,549	1,000	-	-	-	-%
Sales/Services/Auxiliary	1,796,282	1,670,806	1,713,755	1,597,380	1,115,500	1,112,625	(2,875)	-0.3%
Total Revenue	36,836,315	37,076,467	37,161,078	36,277,319	35,452,328	36,539,302	1,086,974	3.1%
<b>Expenses</b>								
Salaries & Wages	\$17,108,269	\$17,623,248	\$18,047,237	\$17,990,720	\$18,003,745	\$17,889,321	(\$114,424)	-0.6%
Attrition (Salary Only)	-	-	-	-	(100,000)	-	100,000	-100.0%
Employee Benefits Including Attrition	7,683,398	7,940,231	8,165,893	8,265,823	8,361,063	8,725,007	363,944	4.4%
Pandemic Pay	-	-	-	157,915	-	-	-	-%
Personnel	24,791,667	25,563,479	26,213,130	26,414,458	26,264,808	26,614,328	349,520	1.3%
Other Expenses & Transfers:								
Fuel & Electricity	1,129,669	1,114,647	1,271,035	1,086,754	1,217,446	1,162,739	(54,707)	-4.5%
Supplies & Services	4,667,148	4,704,908	4,692,645	4,173,812	3,857,445	4,656,030	798,585	20.7%
Shared Services	3,081,149	3,316,799	3,658,022	3,709,521	3,909,948	3,926,348	16,400	0.4%
Travel	788,591	620,902	804,180	477,093	302,919	304,869	1,950	0.6%
Memberships, Contributions & Sponsorships	93,714	95,374	103,266	92,972	96,934	96,934	-	0.0%
Maintenance & Alterations	317,606	264,405	182,166	102,692	98,388	98,388	-	0.0%
Interest	701,563	658,224	620,397	574,770	520,741	502,243	(18,498)	-3.6%
Depreciation	2,343,262	2,514,694	2,570,574	2,570,972	2,736,310	2,826,916	90,606	3.3%
Other Expenses & Transfers	1,111,936	763,157	942,068	677,888	564,408	880,271	315,863	56.0%
Unassigned Budget	-	-	-	-	-	5,000	5,000	-%
Total Other Expenses & Transfers	14,234,639	14,053,109	14,844,352	13,466,474	13,304,539	14,459,738	1,155,199	8.7%
Total Operating Expenses & Transfers	39,026,306	39,616,588	41,057,482	39,880,931	39,569,347	41,074,066	1,504,719	3.8%
Operating Increase (Decrease)	\$ (2,189,991)	\$ (2,540,121)	\$ (3,896,405)	\$ (3,603,612)	\$ (4,117,019)	\$ (4,534,764)	\$ (417,745)	10.1%
<b>Modified Cash Flow</b>								
Operating Increase (Decrease)	\$ (2,189,991)	\$ (2,540,121)	\$ (3,896,405)	\$ (3,603,612)	\$ (4,117,019)	\$ (4,534,764)	\$ (417,745)	10.1%
Add Back Depreciation	2,343,262	2,514,694	2,570,574	2,570,972	2,736,310	2,826,916	90,606	3.3%
Less Capital Expenditures	(331,088)	(411,055)	(280,720)	(159,882)	(675,980)	(425,650)	250,330	-37.0%
Less Capital Reserve Funding	(376,964)	-	-	-	-	(467,461)	(467,461)	-%
Less Debt Service Principal	(910,988)	(961,587)	(1,052,217)	(1,207,474)	(1,012,972)	(1,030,544)	(17,572)	1.7%
Net Change Before Other Adjustments & Transfers	(1,465,769)	(1,398,069)	(2,658,768)	(2,399,996)	(3,069,661)	(3,631,503)	(561,842)	
Transfer from/(to) Administrative Savings Rsrv	-	-	-	-	-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-	500,000	2,959,661	1,778,222	(1,181,439)	
Net Change Subtotal	(1,465,769)	(1,398,069)	(2,658,768)	(1,899,996)	(110,000)	(1,853,281)	(1,743,281)	
Other Strategic Transfers from/(to) Reserves	749,764	-	-	(124,926)	110,000	145,961	35,961	
Net Change in Cash & Reserve Transfers	\$ (716,005)	\$ (1,398,069)	\$ (2,658,768)	\$ (2,024,922)	\$ 0	\$ (1,707,320)	\$ (1,707,320)	

## Univ of Maine at Fort Kent

	E&G							
	FY17 ACTUALS	FY18 ACTUALS	FY19 ACTUALS	FY20 ACTUALS	FY21 BASE	FY22 BASE	BUDGET CHANGE	
<b>Revenues</b>								
Tuition & Fee Revenue	\$ 8,782,839	\$ 8,674,237	\$ 8,678,189	\$ 8,200,008	\$ 7,501,555	\$ 7,572,151	\$ 70,596	0.9%
Dining Revenue	-	-	-	-	-	-	-	-%
Residence Revenue	-	-	-	-	-	-	-	-%
Tuition Waivers/Scholarships	(976,618)	(1,447,188)	(1,571,238)	(1,659,449)	(1,066,900)	(1,066,900)	-	0.0%
Net Student Charges Revenue	7,806,221	7,227,049	7,106,951	6,540,560	6,434,655	6,505,251	70,596	1.1%
State Appropriation	5,308,503	6,513,346	6,877,413	7,818,910	7,818,908	7,858,199	39,291	0.5%
Indirect Cost Recovery	49,376	43,369	37,775	48,544	35,000	37,500	2,500	7.1%
Investment Income/Gifts	-	-	-	-	-	-	-	-%
Sales/Services/Auxiliary	407,501	337,260	583,364	396,928	284,350	295,900	11,550	4.1%
<b>Total Revenue</b>	<b>13,571,602</b>	<b>14,121,024</b>	<b>14,605,503</b>	<b>14,804,941</b>	<b>14,572,913</b>	<b>14,696,850</b>	<b>123,937</b>	<b>0.9%</b>
<b>Expenses</b>								
Salaries & Wages	\$6,293,134	\$6,465,395	\$6,315,596	\$6,431,856	\$7,063,547	\$7,065,733	\$2,186	0.0%
Attrition (Salary Only)	-	-	-	-	(403,881)	(173,302)	230,579	-57.1%
Employee Benefits Including Attrition	2,603,692	2,735,132	2,700,317	2,733,909	2,794,836	2,994,869	200,033	7.2%
Pandemic Pay	-	-	-	17,689	-	-	-	-%
Personnel	8,896,826	9,200,527	9,015,914	9,183,454	9,454,502	9,887,300	432,798	4.6%
Other Expenses & Transfers:								
Fuel & Electricity	428,252	408,864	450,819	446,265	467,359	458,690	(8,669)	-1.9%
Supplies & Services	640,315	594,458	935,315	913,534	983,312	1,116,345	133,033	13.5%
Shared Services	1,514,685	1,677,758	1,810,651	1,910,969	2,089,035	2,089,035	-	0.0%
Travel	298,363	343,488	362,050	248,253	158,800	340,138	181,338	114.2%
Memberships, Contributions & Sponsorships	59,992	59,695	64,144	32,236	59,390	70,280	10,890	18.3%
Maintenance & Alterations	201,312	184,222	161,979	149,487	172,873	155,927	(16,946)	-9.8%
Interest	45,615	38,563	35,206	30,739	25,477	20,327	(5,150)	-20.2%
Depreciation	666,633	628,754	718,358	720,247	730,121	775,864	45,743	6.3%
Other Expenses & Transfers	1,466,569	367,036	800,284	12,074	(161,152)	55,096	216,248	-134.2%
Unassigned Budget	-	-	-	-	28,997	21,576	(7,421)	-25.6%
<b>Total Other Expenses &amp; Transfers</b>	<b>5,321,736</b>	<b>4,302,838</b>	<b>5,338,804</b>	<b>4,463,805</b>	<b>4,554,212</b>	<b>5,103,278</b>	<b>549,066</b>	<b>12.1%</b>
<b>Total Operating Expenses &amp; Transfers</b>	<b>14,218,562</b>	<b>13,503,364</b>	<b>14,354,718</b>	<b>13,647,259</b>	<b>14,008,714</b>	<b>14,990,578</b>	<b>981,864</b>	<b>7.0%</b>
<b>Operating Increase (Decrease)</b>	<b>\$ (646,960)</b>	<b>\$ 617,659</b>	<b>\$ 250,785</b>	<b>\$ 1,157,682</b>	<b>\$ 564,199</b>	<b>\$ (293,728)</b>	<b>\$ (857,927)</b>	<b>-152.1%</b>
<b>Modified Cash Flow</b>								
Operating Increase (Decrease)	\$ (646,960)	\$ 617,659	\$ 250,785	\$ 1,157,682	\$ 564,199	\$ (293,728)	\$ (857,927)	-152.1%
Add Back Depreciation	666,633	628,754	718,358	720,247	730,121	775,864	45,743	6.3%
Less Capital Expenditures	(452,098)	(270,688)	(259,427)	(301,000)	(259,000)	(337,842)	(78,842)	30.4%
Less Capital Reserve Funding	(27,445)	-	-	-	-	-	-	-%
Less Debt Service Principal	(366,256)	(327,341)	(345,488)	(355,677)	(356,954)	(358,701)	(1,747)	0.5%
<b>Net Change Before Other Adjustments &amp; Transfers</b>	<b>(826,126)</b>	<b>648,385</b>	<b>364,228</b>	<b>1,221,252</b>	<b>678,366</b>	<b>(214,407)</b>	<b>(892,773)</b>	
Transfer from/(to) Administrative Savings Rsrv	1,000,000	-	-	-	-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-	-	-	-	-	
<b>Net Change Subtotal</b>	<b>173,874</b>	<b>648,385</b>	<b>364,228</b>	<b>1,221,252</b>	<b>678,366</b>	<b>(214,407)</b>	<b>(892,773)</b>	
Other Strategic Transfers from/(to) Reserves	-	-	-	(281,670)	-	-	-	
<b>Net Change in Cash &amp; Reserve Transfers</b>	<b>\$ 173,874</b>	<b>\$ 648,385</b>	<b>\$ 364,228</b>	<b>\$ 939,583</b>	<b>\$ 678,366</b>	<b>\$ (214,407)</b>	<b>\$ (892,773)</b>	

## Univ of Maine at Fort Kent

	FY17 ACTUALS	FY18 ACTUALS	Auxiliary FY19 ACTUALS	FY20 ACTUALS	FY21 BASE	FY22 BASE	BUDGET CHANGE	
<b>Revenues</b>								
Tuition & Fee Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-%
Dining Revenue	694,019	601,689	651,798	627,923	508,763	584,185	75,422	14.8%
Residence Revenue	818,121	695,912	740,055	725,799	613,532	697,310	83,778	13.7%
Tuition Waivers/Scholarships	(59,545)	(54,275)	(50,795)	(54,460)	(135,000)	(130,000)	5,000	-3.7%
Net Student Charges Revenue	1,452,596	1,243,326	1,341,057	1,299,262	987,295	1,151,495	164,200	16.6%
State Appropriation	-	-	-	-	-	-	-	-%
Indirect Cost Recovery	-	-	-	-	-	-	-	-%
Investment Income/Gifts	-	-	-	-	-	-	-	-%
Sales/Services/Auxiliary	127,520	132,830	136,286	159,234	120,431	92,944	(27,487)	-22.8%
<b>Total Revenue</b>	<b>1,580,115</b>	<b>1,376,156</b>	<b>1,477,343</b>	<b>1,458,496</b>	<b>1,107,726</b>	<b>1,244,439</b>	<b>136,713</b>	<b>12.3%</b>
<b>Expenses</b>								
Salaries & Wages	\$200,297	\$194,492	\$225,426	\$224,262	\$245,071	\$242,175	(\$2,896)	-1.2%
Attrition (Salary Only)	-	-	-	-	-	-	-	-%
Employee Benefits Including Attrition	82,525	89,505	106,813	107,326	112,240	114,478	2,238	2.0%
Pandemic Pay	-	-	-	5,158	-	-	-	-%
Personnel	282,821	283,997	332,239	336,746	357,311	356,653	(658)	-0.2%
Other Expenses & Transfers:								
Fuel & Electricity	183,105	159,377	178,141	177,814	177,775	181,080	3,305	1.9%
Supplies & Services	661,996	677,975	706,004	666,078	726,332	709,042	(17,290)	-2.4%
Shared Services	-	-	-	-	-	-	-	-%
Travel	5,503	4,433	1,816	2,032	500	3,000	2,500	500.0%
Memberships, Contributions & Sponsorships	51	249	200	180	200	90	(110)	-55.0%
Maintenance & Alterations	93,673	78,605	45,587	25,933	25,162	22,300	(2,862)	-11.4%
Interest	228,183	215,139	207,200	197,445	186,017	173,912	(12,105)	-6.5%
Depreciation	215,847	218,773	230,322	233,443	229,661	234,767	5,106	2.2%
Other Expenses & Transfers	65,940	60,788	76,508	67,927	57,091	63,046	5,955	10.4%
Unassigned Budget	-	-	-	-	-	-	-	-%
<b>Total Other Expenses &amp; Transfers</b>	<b>1,454,298</b>	<b>1,415,338</b>	<b>1,445,777</b>	<b>1,370,852</b>	<b>1,402,738</b>	<b>1,387,237</b>	<b>(15,501)</b>	<b>-1.1%</b>
<b>Total Operating Expenses &amp; Transfers</b>	<b>1,737,119</b>	<b>1,699,335</b>	<b>1,778,016</b>	<b>1,707,598</b>	<b>1,760,049</b>	<b>1,743,890</b>	<b>(16,159)</b>	<b>-0.9%</b>
<b>Operating Increase (Decrease)</b>	<b>\$ (157,004)</b>	<b>\$ (323,179)</b>	<b>\$ (300,673)</b>	<b>\$ (249,103)</b>	<b>\$ (652,323)</b>	<b>\$ (499,451)</b>	<b>\$ 152,872</b>	<b>-23.4%</b>
<b>Modified Cash Flow</b>								
Operating Increase (Decrease)	\$ (157,004)	\$ (323,179)	\$ (300,673)	\$ (249,103)	\$ (652,323)	\$ (499,451)	\$ 152,872	-23.4%
Add Back Depreciation	215,847	218,773	230,322	233,443	229,661	234,767	5,106	2.2%
Less Capital Expenditures	(19,000)	(19,000)	(19,000)	(11,242)	-	-	-	-%
Less Capital Reserve Funding	-	-	-	-	-	-	-	-%
Less Debt Service Principal	(213,717)	(213,826)	(210,000)	(237,895)	(255,704)	(270,909)	(15,205)	5.9%
<b>Net Change Before Other Adjustments &amp; Transfers</b>	<b>(173,874)</b>	<b>(337,232)</b>	<b>(299,350)</b>	<b>(264,797)</b>	<b>(678,366)</b>	<b>(535,593)</b>	<b>142,773</b>	
Transfer from/(to) Administrative Savings Rsrv	-	-	-	-	-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-	-	-	-	-	
<b>Net Change Subtotal</b>	<b>(173,874)</b>	<b>(337,232)</b>	<b>(299,350)</b>	<b>(264,797)</b>	<b>(678,366)</b>	<b>(535,593)</b>	<b>142,773</b>	
Other Strategic Transfers from/(to) Reserves	-	-	-	-	-	-	-	
<b>Net Change in Cash &amp; Reserve Transfers</b>	<b>\$ (173,874)</b>	<b>\$ (337,232)</b>	<b>\$ (299,350)</b>	<b>\$ (264,797)</b>	<b>\$ (678,366)</b>	<b>\$ (535,593)</b>	<b>\$ 142,773</b>	

## Univ of Maine at Fort Kent

## E&amp;G and Auxiliary

	FY17 ACTUALS	FY18 ACTUALS	FY19 ACTUALS	FY20 ACTUALS	FY21 BASE	FY22 BASE	BUDGET CHANGE	
<b>Revenues</b>								
Tuition & Fee Revenue	\$ 8,782,839	\$ 8,674,237	\$ 8,678,189	\$ 8,200,008	\$ 7,501,555	\$ 7,572,151	\$ 70,596	0.9%
Dining Revenue	694,019	601,689	651,798	627,923	508,763	584,185	75,422	14.8%
Residence Revenue	818,121	695,912	740,055	725,799	613,532	697,310	83,778	13.7%
Tuition Waivers/Scholarships	(1,036,163)	(1,501,463)	(1,622,033)	(1,713,909)	(1,201,900)	(1,196,900)	5,000	-0.4%
Net Student Charges Revenue	9,258,817	8,470,375	8,448,008	7,839,822	7,421,950	7,656,746	234,796	3.2%
State Appropriation	5,308,503	6,513,346	6,877,413	7,818,910	7,818,908	7,858,199	39,291	0.5%
Indirect Cost Recovery	49,376	43,369	37,775	48,544	35,000	37,500	2,500	7.1%
Investment Income/Gifts	-	-	-	-	-	-	-	-%
Sales/Services/Auxiliary	535,021	470,090	719,650	556,161	404,781	388,844	(15,937)	-3.9%
<b>Total Revenue</b>	<b>15,151,717</b>	<b>15,497,180</b>	<b>16,082,846</b>	<b>16,263,437</b>	<b>15,680,639</b>	<b>15,941,289</b>	<b>260,650</b>	<b>1.7%</b>
<b>Expenses</b>								
Salaries & Wages	\$6,493,431	\$6,659,887	\$6,541,023	\$6,656,118	\$7,308,618	\$7,307,908	(\$710)	0.0%
Attrition (Salary Only)	-	-	-	-	(403,881)	(173,302)	230,579	-57.1%
Employee Benefits Including Attrition	2,686,217	2,824,637	2,807,130	2,841,236	2,907,076	3,109,347	202,271	7.0%
Pandemic Pay	-	-	-	22,847	-	-	-	-%
Personnel	9,179,647	9,484,524	9,348,153	9,520,201	9,811,813	10,243,953	432,140	4.4%
Other Expenses & Transfers:								
Fuel & Electricity	611,357	568,240	628,959	624,079	645,134	639,770	(5,364)	-0.8%
Supplies & Services	1,302,311	1,272,433	1,641,318	1,579,612	1,709,644	1,825,387	115,743	6.8%
Shared Services	1,514,685	1,677,758	1,810,651	1,910,969	2,089,035	2,089,035	-	0.0%
Travel	303,866	347,921	363,866	250,284	159,300	343,138	183,838	115.4%
Memberships, Contributions & Sponsorships	60,043	59,944	64,344	32,416	59,590	70,370	10,780	18.1%
Maintenance & Alterations	294,985	262,827	207,565	175,420	198,035	178,227	(19,808)	-10.0%
Interest	273,798	253,702	242,406	228,184	211,494	194,239	(17,255)	-8.2%
Depreciation	882,480	847,527	948,680	953,691	959,782	1,010,631	50,849	5.3%
Other Expenses & Transfers	1,532,509	427,824	876,791	80,002	(104,061)	118,142	222,203	-213.5%
Unassigned Budget	-	-	-	-	28,997	21,576	(7,421)	-25.6%
<b>Total Other Expenses &amp; Transfers</b>	<b>6,776,034</b>	<b>5,718,176</b>	<b>6,784,581</b>	<b>5,834,657</b>	<b>5,956,950</b>	<b>6,490,515</b>	<b>533,565</b>	<b>9.0%</b>
<b>Total Operating Expenses &amp; Transfers</b>	<b>15,955,681</b>	<b>15,202,700</b>	<b>16,132,734</b>	<b>15,354,858</b>	<b>15,768,763</b>	<b>16,734,468</b>	<b>965,705</b>	<b>6.1%</b>
<b>Operating Increase (Decrease)</b>	<b>\$ (803,964)</b>	<b>\$ 294,480</b>	<b>\$ (49,888)</b>	<b>\$ 908,579</b>	<b>\$ (88,124)</b>	<b>\$ (793,179)</b>	<b>\$ (705,055)</b>	<b>800.1%</b>
<b>Modified Cash Flow</b>								
Operating Increase (Decrease)	\$ (803,964)	\$ 294,480	\$ (49,888)	\$ 908,579	\$ (88,124)	\$ (793,179)	\$ (705,055)	800.1%
Add Back Depreciation	882,480	847,527	948,680	953,691	959,782	1,010,631	50,849	5.3%
Less Capital Expenditures	(471,098)	(289,688)	(278,427)	(312,242)	(259,000)	(337,842)	(78,842)	30.4%
Less Capital Reserve Funding	(27,445)	-	-	-	-	-	-	-%
Less Debt Service Principal	(579,973)	(541,167)	(555,488)	(593,573)	(612,658)	(629,610)	(16,952)	2.8%
<b>Net Change Before Other Adjustments &amp; Transfers</b>	<b>(1,000,000)</b>	<b>311,153</b>	<b>64,878</b>	<b>956,455</b>	<b>-</b>	<b>(750,000)</b>	<b>(750,000)</b>	
Transfer from/(to) Administrative Savings Rsrv	1,000,000	-	-	-	-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-	-	-	-	-	
<b>Net Change Subtotal</b>	<b>0</b>	<b>311,153</b>	<b>64,878</b>	<b>956,455</b>	<b>-</b>	<b>(750,000)</b>	<b>(750,000)</b>	
Other Strategic Transfers from/(to) Reserves	-	-	-	(281,670)	-	-	-	
<b>Net Change in Cash &amp; Reserve Transfers</b>	<b>\$ 0</b>	<b>\$ 311,153</b>	<b>\$ 64,878</b>	<b>\$ 674,785</b>	<b>\$ -</b>	<b>\$ (750,000)</b>	<b>\$ (750,000)</b>	

## Univ of Maine at Presque Isle

	E&G							
	FY17 ACTUALS	FY18 ACTUALS	FY19 ACTUALS	FY20 ACTUALS	FY21 BASE	FY22 BASE	BUDGET CHANGE	
<b>Revenues</b>								
Tuition & Fee Revenue	\$ 6,750,613	\$ 7,539,255	\$ 7,621,876	\$ 7,674,168	\$ 8,105,473	\$ 8,448,312	\$ 342,839	4.2%
Dining Revenue	3,241	-	-	-	-	-	-	-%
Residence Revenue	8,176	10,759	7,753	5,224	-	-	-	-%
Tuition Waivers/Scholarships	(1,405,510)	(1,488,961)	(1,543,944)	(1,398,522)	(953,000)	(910,500)	42,500	-4.5%
Net Student Charges Revenue	5,356,521	6,061,053	6,085,685	6,280,870	7,152,473	7,537,812	385,339	5.4%
State Appropriation	6,999,217	7,936,764	7,508,452	8,017,134	8,013,478	8,053,747	40,269	0.5%
Indirect Cost Recovery	146,435	154,225	138,977	174,054	155,000	155,000	-	0.0%
Investment Income/Gifts	-	100	-	-	-	-	-	-%
Sales/Services/Auxiliary	602,896	641,160	608,219	464,327	351,403	291,600	(59,803)	-17.0%
<b>Total Revenue</b>	<b>13,105,069</b>	<b>14,793,302</b>	<b>14,341,332</b>	<b>14,936,384</b>	<b>15,672,354</b>	<b>16,038,159</b>	<b>365,805</b>	<b>2.3%</b>
<b>Expenses</b>								
Salaries & Wages	\$6,747,327	\$6,889,113	\$7,061,041	\$7,310,303	\$7,220,043	\$7,585,965	\$365,922	5.1%
Attrition (Salary Only)	-	-	-	-	-	-	-	-%
Employee Benefits Including Attrition	2,965,106	3,054,668	3,175,455	3,294,908	3,257,405	3,540,703	283,298	8.7%
Pandemic Pay	-	-	-	22,316	-	-	-	-%
Personnel	9,712,434	9,943,781	10,236,496	10,627,527	10,477,448	11,126,668	649,220	6.2%
Other Expenses & Transfers:								
Fuel & Electricity	449,116	427,647	509,809	465,884	461,800	590,800	129,000	27.9%
Supplies & Services	1,305,921	1,065,177	871,354	1,009,941	1,220,347	1,604,312	383,965	31.5%
Shared Services	1,781,732	1,967,428	2,047,479	2,150,304	2,253,211	2,274,703	21,492	1.0%
Travel	332,250	321,935	293,733	185,296	218,081	217,069	(1,012)	-0.5%
Memberships, Contributions & Sponsorships	61,693	61,725	66,910	72,863	73,805	75,665	1,860	2.5%
Maintenance & Alterations	1,168,807	461,143	436,550	373,890	300,650	303,850	3,200	1.1%
Interest	63,816	60,380	58,866	56,794	53,276	49,454	(3,822)	-7.2%
Depreciation	845,286	918,182	830,981	807,004	840,870	918,771	77,901	9.3%
Other Expenses & Transfers	(594,818)	206,434	(514,301)	(311,676)	337,597	404,476	66,879	19.8%
Unassigned Budget	-	13,048	-	-	-	-	-	-%
<b>Total Other Expenses &amp; Transfers</b>	<b>5,413,803</b>	<b>5,503,099</b>	<b>4,601,381</b>	<b>4,810,301</b>	<b>5,759,637</b>	<b>6,439,100</b>	<b>679,463</b>	<b>11.8%</b>
<b>Total Operating Expenses &amp; Transfers</b>	<b>15,126,236</b>	<b>15,446,879</b>	<b>14,837,877</b>	<b>15,437,827</b>	<b>16,237,085</b>	<b>17,565,768</b>	<b>1,328,683</b>	<b>8.2%</b>
<b>Operating Increase (Decrease)</b>	<b>\$ (2,021,167)</b>	<b>\$ (653,578)</b>	<b>\$ (496,544)</b>	<b>\$ (501,444)</b>	<b>\$ (564,731)</b>	<b>\$ (1,527,609)</b>	<b>\$ (962,878)</b>	<b>170.5%</b>
<b>Modified Cash Flow</b>								
Operating Increase (Decrease)	\$ (2,021,167)	\$ (653,578)	\$ (496,544)	\$ (501,444)	\$ (564,731)	\$ (1,527,609)	\$ (962,878)	170.5%
Add Back Depreciation	845,286	918,182	830,981	807,004	840,870	918,771	77,901	9.3%
Less Capital Expenditures	(244,755)	(121,702)	(62,747)	(139,468)	(185,000)	(238,272)	(53,272)	28.8%
Less Capital Reserve Funding	-	-	(804,845)	-	-	-	-	-%
Less Debt Service Principal	(59,718)	(60,395)	(74,049)	(87,445)	(91,139)	(91,943)	(804)	0.9%
<b>Net Change Before Other Adjustments &amp; Transfers</b>	<b>(1,480,354)</b>	<b>82,508</b>	<b>(607,204)</b>	<b>78,647</b>	<b>-</b>	<b>(939,053)</b>	<b>(939,053)</b>	
Transfer from/(to) Administrative Savings Rsrv	1,000,000	-	-	-	-	-	-	
Transfer from/(to) Budget Stabilization	300,000	-	-	-	-	-	-	
<b>Net Change Subtotal</b>	<b>(180,354)</b>	<b>82,508</b>	<b>(607,204)</b>	<b>78,647</b>	<b>-</b>	<b>(939,053)</b>	<b>(939,053)</b>	
Other Strategic Transfers from/(to) Reserves	-	-	-	(29,465)	-	-	-	
<b>Net Change in Cash &amp; Reserve Transfers</b>	<b>\$ (180,354)</b>	<b>\$ 82,508</b>	<b>\$ (607,204)</b>	<b>\$ 49,182</b>	<b>\$ -</b>	<b>\$ (939,053)</b>	<b>\$ (939,053)</b>	

## Univ of Maine at Presque Isle

	FY17 ACTUALS	FY18 ACTUALS	Auxiliary FY19 ACTUALS	FY20 ACTUALS	FY21 BASE	FY22 BASE	BUDGET CHANGE	
<b>Revenues</b>								
Tuition & Fee Revenue	\$ 450	\$ 550	\$ 450	\$ -	\$ -	\$ -	\$ -	-%
Dining Revenue	843,418	794,926	883,268	798,286	717,885	781,286	63,401	8.8%
Residence Revenue	1,255,987	1,179,985	1,274,666	1,156,482	999,525	1,287,572	288,047	28.8%
Tuition Waivers/Scholarships	(232,615)	(239,169)	(236,728)	(234,900)	(235,000)	(235,000)	-	0.0%
Net Student Charges Revenue	1,867,240	1,736,292	1,921,657	1,719,868	1,482,410	1,833,858	351,448	23.7%
State Appropriation	-	-	-	-	-	-	-	-%
Indirect Cost Recovery	-	-	-	-	-	-	-	-%
Investment Income/Gifts	-	-	-	-	-	-	-	-%
Sales/Services/Auxiliary	155,377	146,793	129,518	146,121	63,000	63,000	-	0.0%
<b>Total Revenue</b>	<b>2,022,617</b>	<b>1,883,085</b>	<b>2,051,175</b>	<b>1,865,990</b>	<b>1,545,410</b>	<b>1,896,858</b>	<b>351,448</b>	<b>22.7%</b>
<b>Expenses</b>								
Salaries & Wages	\$234,532	\$172,426	\$217,230	\$230,704	\$200,555	\$250,372	\$49,817	24.8%
Attrition (Salary Only)	-	-	-	-	-	-	-	-%
Employee Benefits Including Attrition	93,041	56,594	86,226	98,745	86,063	110,521	24,458	28.4%
Pandemic Pay	-	-	-	6,865	-	-	-	-%
Personnel	327,573	229,020	303,457	336,315	286,618	360,893	74,275	25.9%
Other Expenses & Transfers:								
Fuel & Electricity	309,219	312,067	369,681	322,987	312,000	308,750	(3,250)	-1.0%
Supplies & Services	884,538	812,877	841,810	879,892	783,303	856,786	73,483	9.4%
Shared Services	-	-	-	-	-	-	-	-%
Travel	4,157	4,402	3,488	1,638	-	-	-	-%
Memberships, Contributions & Sponsorships	-	-	-	-	-	-	-	-%
Maintenance & Alterations	458,547	225,125	156,758	140,518	235,900	232,500	(3,400)	-1.4%
Interest	-	-	392	851	784	559	(225)	-28.7%
Depreciation	66,629	62,270	69,085	74,231	75,181	72,520	(2,661)	-3.5%
Other Expenses & Transfers	114,613	111,785	197,515	488,102	188,656	192,641	3,985	2.1%
Unassigned Budget	-	-	-	-	-	-	-	-%
<b>Total Other Expenses &amp; Transfers</b>	<b>1,837,701</b>	<b>1,528,526</b>	<b>1,638,729</b>	<b>1,908,219</b>	<b>1,595,824</b>	<b>1,663,756</b>	<b>67,932</b>	<b>4.3%</b>
<b>Total Operating Expenses &amp; Transfers</b>	<b>2,165,274</b>	<b>1,757,546</b>	<b>1,942,186</b>	<b>2,244,533</b>	<b>1,882,442</b>	<b>2,024,649</b>	<b>142,207</b>	<b>7.6%</b>
<b>Operating Increase (Decrease)</b>	<b>\$ (142,657)</b>	<b>\$ 125,539</b>	<b>\$ 108,989</b>	<b>\$ (378,544)</b>	<b>\$ (337,032)</b>	<b>\$ (127,791)</b>	<b>\$ 209,241</b>	<b>-62.1%</b>
<b>Modified Cash Flow</b>								
Operating Increase (Decrease)	\$ (142,657)	\$ 125,539	\$ 108,989	\$ (378,544)	\$ (337,032)	\$ (127,791)	\$ 209,241	-62.1%
Add Back Depreciation	66,629	62,270	69,085	74,231	75,181	72,520	(2,661)	-3.5%
Less Capital Expenditures	(148,044)	(169,620)	(74,152)	(38,235)	(105,000)	(110,520)	(5,520)	5.3%
Less Capital Reserve Funding	-	-	(19,100)	-	-	-	-	-%
Less Debt Service Principal	-	-	(3,291)	(8,411)	(9,928)	(10,154)	(226)	2.3%
<b>Net Change Before Other Adjustments &amp; Transfers</b>	<b>(224,072)</b>	<b>18,189</b>	<b>81,531</b>	<b>(350,959)</b>	<b>(376,779)</b>	<b>(175,945)</b>	<b>200,834</b>	
Transfer from/(to) Administrative Savings Rsrv	-	-	-	-	-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-	-	-	-	-	
<b>Net Change Subtotal</b>	<b>(224,072)</b>	<b>18,189</b>	<b>81,531</b>	<b>(350,959)</b>	<b>(376,779)</b>	<b>(175,945)</b>	<b>200,834</b>	
Other Strategic Transfers from/(to) Reserves	-	-	-	-	376,779	-	(376,779)	
<b>Net Change in Cash &amp; Reserve Transfers</b>	<b>\$ (224,072)</b>	<b>\$ 18,189</b>	<b>\$ 81,531</b>	<b>\$ (350,959)</b>	<b>\$ -</b>	<b>\$ (175,945)</b>	<b>\$ (175,945)</b>	

## Univ of Maine at Presque Isle

## E&amp;G and Auxiliary

	FY17 ACTUALS	FY18 ACTUALS	FY19 ACTUALS	FY20 ACTUALS	FY21 BASE	FY22 BASE	BUDGET CHANGE	
<b>Revenues</b>								
Tuition & Fee Revenue	\$ 6,751,063	\$ 7,539,805	\$ 7,622,326	\$ 7,674,168	\$ 8,105,473	\$ 8,448,312	\$ 342,839	4.2%
Dining Revenue	846,659	794,926	883,268	798,286	717,885	781,286	63,401	8.8%
Residence Revenue	1,264,163	1,190,744	1,282,420	1,161,706	999,525	1,287,572	288,047	28.8%
Tuition Waivers/Scholarships	(1,638,125)	(1,728,130)	(1,780,672)	(1,633,422)	(1,188,000)	(1,145,500)	42,500	-3.6%
Net Student Charges Revenue	7,223,761	7,797,345	8,007,342	8,000,738	8,634,883	9,371,670	736,787	8.5%
State Appropriation	6,999,217	7,936,764	7,508,452	8,017,134	8,013,478	8,053,747	40,269	0.5%
Indirect Cost Recovery	146,435	154,225	138,977	174,054	155,000	155,000	-	0.0%
Investment Income/Gifts	-	100	-	-	-	-	-	-%
Sales/Services/Auxiliary	758,273	787,952	737,737	610,448	414,403	354,600	(59,803)	-14.4%
<b>Total Revenue</b>	<b>15,127,686</b>	<b>16,676,386</b>	<b>16,392,507</b>	<b>16,802,373</b>	<b>17,217,764</b>	<b>17,935,017</b>	<b>717,253</b>	<b>4.2%</b>
<b>Expenses</b>								
Salaries & Wages	\$6,981,860	\$7,061,539	\$7,278,271	\$7,541,007	\$7,420,598	\$7,836,337	\$415,739	5.6%
Attrition (Salary Only)	-	-	-	-	-	-	-	-%
Employee Benefits Including Attrition	3,058,147	3,111,261	3,261,681	3,393,653	3,343,468	3,651,224	307,756	9.2%
Pandemic Pay	-	-	-	29,181	-	-	-	-%
Personnel	10,040,006	10,172,800	10,539,953	10,963,841	10,764,066	11,487,561	723,495	6.7%
Other Expenses & Transfers:								
Fuel & Electricity	758,335	739,714	879,490	788,872	773,800	899,550	125,750	16.3%
Supplies & Services	2,190,459	1,878,055	1,713,164	1,889,834	2,003,650	2,461,098	457,448	22.8%
Shared Services	1,781,732	1,967,428	2,047,479	2,150,304	2,253,211	2,274,703	21,492	1.0%
Travel	336,407	326,337	297,221	186,934	218,081	217,069	(1,012)	-0.5%
Memberships, Contributions & Sponsorships	61,693	61,725	66,910	72,863	73,805	75,665	1,860	2.5%
Maintenance & Alterations	1,627,353	686,268	593,308	514,408	536,550	536,350	(200)	0.0%
Interest	63,816	60,380	59,258	57,645	54,060	50,013	(4,047)	-7.5%
Depreciation	911,915	980,451	900,066	881,235	916,051	991,291	75,240	8.2%
Other Expenses & Transfers	(480,206)	318,218	(316,786)	176,426	526,253	597,117	70,864	13.5%
Unassigned Budget	-	13,048	-	-	-	-	-	-%
<b>Total Other Expenses &amp; Transfers</b>	<b>7,251,504</b>	<b>7,031,625</b>	<b>6,240,110</b>	<b>6,718,519</b>	<b>7,355,461</b>	<b>8,102,856</b>	<b>747,395</b>	<b>10.2%</b>
<b>Total Operating Expenses &amp; Transfers</b>	<b>17,291,510</b>	<b>17,204,425</b>	<b>16,780,062</b>	<b>17,682,361</b>	<b>18,119,527</b>	<b>19,590,417</b>	<b>1,470,890</b>	<b>8.1%</b>
<b>Operating Increase (Decrease)</b>	<b>\$ (2,163,824)</b>	<b>\$ (528,039)</b>	<b>\$ (387,555)</b>	<b>\$ (879,987)</b>	<b>\$ (901,763)</b>	<b>\$ (1,655,400)</b>	<b>\$ (753,637)</b>	<b>83.6%</b>
<b>Modified Cash Flow</b>								
Operating Increase (Decrease)	\$ (2,163,824)	\$ (528,039)	\$ (387,555)	\$ (879,987)	\$ (901,763)	\$ (1,655,400)	\$ (753,637)	83.6%
Add Back Depreciation	911,915	980,451	900,066	881,235	916,051	991,291	75,240	8.2%
Less Capital Expenditures	(392,799)	(291,321)	(136,899)	(177,703)	(290,000)	(348,792)	(58,792)	20.3%
Less Capital Reserve Funding	-	-	(823,945)	-	-	-	-	-%
Less Debt Service Principal	(59,718)	(60,395)	(77,340)	(95,857)	(101,067)	(102,097)	(1,030)	1.0%
<b>Net Change Before Other Adjustments &amp; Transfers</b>	<b>(1,704,426)</b>	<b>100,696</b>	<b>(525,673)</b>	<b>(272,312)</b>	<b>(376,779)</b>	<b>(1,114,998)</b>	<b>(738,219)</b>	
Transfer from/(to) Administrative Savings Rsrv	1,000,000	-	-	-	-	-	-	
Transfer from/(to) Budget Stabilization	300,000	-	-	-	-	-	-	
<b>Net Change Subtotal</b>	<b>(404,426)</b>	<b>100,696</b>	<b>(525,673)</b>	<b>(272,312)</b>	<b>(376,779)</b>	<b>(1,114,998)</b>	<b>(738,219)</b>	
Other Strategic Transfers from/(to) Reserves	-	-	-	(29,465)	376,779	-	(376,779)	
<b>Net Change in Cash &amp; Reserve Transfers</b>	<b>\$ (404,426)</b>	<b>\$ 100,696</b>	<b>\$ (525,673)</b>	<b>\$ (301,777)</b>	<b>\$ -</b>	<b>\$ (1,114,998)</b>	<b>\$ (1,114,998)</b>	



## University of Southern Maine

	E&G						
	FY17 ACTUALS	FY18 ACTUALS	FY19 ACTUALS	FY20 ACTUALS	FY21 BASE	FY22 BASE	BUDGET CHANGE
<b>Revenues</b>							
Tuition & Fee Revenue	\$ 62,602,040	\$ 67,980,844	\$ 71,893,964	\$ 74,653,271	\$ 75,312,732	\$ 75,274,407	\$ (38,325) -0.1%
Dining Revenue	-	-	-	(553)	-	-	- -%
Residence Revenue	2,475	3,600	2,475	4,650	-	-	- -%
Tuition Waivers/Scholarships	(12,276,891)	(15,132,311)	(17,428,968)	(18,975,993)	(17,251,971)	(16,241,971)	1,010,000 -5.9%
Net Student Charges Revenue	50,327,624	52,852,134	54,467,472	55,681,375	58,060,761	59,032,436	971,675 1.7%
State Appropriation	48,032,552	47,783,008	47,775,142	48,098,693	46,874,076	47,109,624	235,548 0.5%
Indirect Cost Recovery	3,579,669	3,424,630	3,357,629	3,470,573	3,525,000	3,525,000	- 0.0%
Investment Income/Gifts	125,675	127,698	125,934	129,457	114,448	114,448	- 0.0%
Sales/Services/Auxiliary	3,498,369	3,540,360	3,594,863	3,131,924	2,165,698	3,289,730	1,124,032 51.9%
<b>Total Revenue</b>	<b>105,563,898</b>	<b>107,727,829</b>	<b>109,321,040</b>	<b>110,512,022</b>	<b>110,739,983</b>	<b>113,071,238</b>	<b>2,331,255 2.1%</b>
<b>Expenses</b>							
Salaries & Wages	\$49,010,360	\$50,428,422	\$53,449,292	\$55,583,315	\$58,899,866	\$58,952,556	\$52,690 0.1%
Attrition (Salary Only)	-	-	-	-	(2,182,663)	(1,753,247)	429,416 -19.7%
Employee Benefits Including Attrition	21,348,584	21,940,169	23,570,682	24,636,835	25,346,280	26,373,886	1,027,606 4.1%
Pandemic Pay	-	-	-	354,519	-	-	- -%
Personnel	70,358,944	72,368,591	77,019,974	80,574,669	82,063,483	83,573,195	1,509,712 1.8%
Other Expenses & Transfers:							
Fuel & Electricity	2,277,018	2,668,953	2,343,803	2,182,350	2,493,536	2,547,739	54,203 2.2%
Supplies & Services	5,335,376	6,189,136	6,441,163	6,167,566	5,478,662	5,398,947	(79,715) -1.5%
Shared Services	12,507,766	11,810,828	12,139,152	12,217,682	12,698,591	12,792,857	94,266 0.7%
Travel	1,196,675	1,324,700	1,428,646	1,082,772	453,104	653,024	199,920 44.1%
Memberships, Contributions & Sponsorships	236,530	216,754	325,245	228,968	172,592	173,889	1,297 0.8%
Maintenance & Alterations	1,865,937	2,546,105	1,857,174	1,914,879	2,037,499	2,156,444	118,945 5.8%
Interest	843,995	729,015	725,757	602,746	546,640	499,199	(47,441) -8.7%
Depreciation	6,102,457	6,410,113	6,653,437	6,741,610	7,099,059	6,572,221	(526,838) -7.4%
Other Expenses & Transfers	2,490,974	2,519,302	3,428,813	2,236,231	(1,729,210)	884,614	2,613,824 -151.2%
Unassigned Budget	376	4,141	3,923	(30)	269,344	149,098	(120,246) -44.6%
<b>Total Other Expenses &amp; Transfers</b>	<b>32,856,727</b>	<b>34,419,047</b>	<b>35,347,112</b>	<b>33,374,774</b>	<b>29,519,817</b>	<b>31,828,032</b>	<b>2,308,215 7.8%</b>
<b>Total Operating Expenses &amp; Transfers</b>	<b>103,215,671</b>	<b>106,787,638</b>	<b>112,367,085</b>	<b>113,949,442</b>	<b>111,583,300</b>	<b>115,401,227</b>	<b>3,817,927 3.4%</b>
<b>Operating Increase (Decrease)</b>	<b>\$ 2,348,227</b>	<b>\$ 940,192</b>	<b>\$ (3,046,046)</b>	<b>\$ (3,437,420)</b>	<b>\$ (843,317)</b>	<b>\$ (2,329,989)</b>	<b>\$ (1,486,672) 176.3%</b>
<b>Modified Cash Flow</b>							
Operating Increase (Decrease)	\$ 2,348,227	\$ 940,192	\$ (3,046,046)	\$ (3,437,420)	\$ (843,317)	\$ (2,329,989)	\$ (1,486,672) 176.3%
Add Back Depreciation	6,102,457	6,410,113	6,653,437	6,741,610	7,099,059	6,572,221	(526,838) -7.4%
Less Capital Expenditures	(3,811,093)	(1,613,575)	(1,744,499)	(1,204,001)	(1,019,997)	(2,494,364)	(1,474,367) 144.5%
Less Capital Reserve Funding	-	-	-	-	-	-	- -%
Less Debt Service Principal	(1,727,693)	(1,663,761)	(1,818,557)	(1,311,543)	(1,359,277)	(1,382,833)	(23,556) 1.7%
<b>Net Change Before Other Adjustments &amp; Transfers</b>	<b>2,911,897</b>	<b>4,072,969</b>	<b>44,335</b>	<b>788,646</b>	<b>3,876,468</b>	<b>365,035</b>	<b>(3,511,433)</b>
Transfer from/(to) Administrative Savings Rsrv	-	-	-	-	-	-	-
Transfer from/(to) Budget Stabilization	-	-	-	-	-	-	-
<b>Net Change Subtotal</b>	<b>2,911,897</b>	<b>4,072,969</b>	<b>44,335</b>	<b>788,646</b>	<b>3,876,468</b>	<b>365,035</b>	<b>(3,511,433)</b>
Other Strategic Transfers from/(to) Reserves	155,435	272,078	(32,045)	(85,047)	703,000	-	(703,000)
<b>Net Change in Cash &amp; Reserve Transfers</b>	<b>\$ 3,067,333</b>	<b>\$ 4,345,046</b>	<b>\$ 12,290</b>	<b>\$ 703,599</b>	<b>\$ 4,579,468</b>	<b>\$ 365,035</b>	<b>\$ (4,214,433)</b>

## University of Southern Maine

	FY17 ACTUALS	FY18 ACTUALS	Auxiliary FY19 ACTUALS	FY20 ACTUALS	FY21 BASE	FY22 BASE	BUDGET CHANGE	
<b>Revenues</b>								
Tuition & Fee Revenue	\$ 1,125,827	\$ 1,133,064	\$ 1,129,612	\$ 1,053,562	\$ 173,175	\$ 873,175	\$ 700,000	404.2%
Dining Revenue	4,362,471	4,624,297	5,387,732	4,914,136	2,950,415	5,220,533	2,270,118	76.9%
Residence Revenue	6,608,212	6,525,387	6,844,396	6,868,257	4,166,805	6,787,729	2,620,924	62.9%
Tuition Waivers/Scholarships	(492,898)	(408,901)	(468,570)	(403,558)	(450,000)	(450,000)	-	0.0%
Net Student Charges Revenue	11,603,612	11,873,847	12,893,170	12,432,397	6,840,395	12,431,437	5,591,042	81.7%
State Appropriation	-	-	-	-	-	-	-	-%
Indirect Cost Recovery	-	-	-	-	-	-	-	-%
Investment Income/Gifts	-	-	-	-	-	-	-	-%
Sales/Services/Auxiliary	2,327,723	2,097,211	1,421,953	830,956	614,590	614,590	-	0.0%
<b>Total Revenue</b>	<b>13,931,335</b>	<b>13,971,058</b>	<b>14,315,123</b>	<b>13,263,353</b>	<b>7,454,985</b>	<b>13,046,027</b>	<b>5,591,042</b>	<b>75.0%</b>
<b>Expenses</b>								
Salaries & Wages	\$1,182,741	\$1,298,633	\$1,413,674	\$1,444,699	\$1,649,813	\$1,643,311	(\$6,502)	-0.4%
Attrition (Salary Only)	-	-	-	-	-	-	-	-%
Employee Benefits Including Attrition	566,074	654,791	700,327	704,380	831,800	855,322	23,522	2.8%
Pandemic Pay	-	-	-	58,365	-	-	-	-%
Personnel	1,748,815	1,953,423	2,114,000	2,207,443	2,481,613	2,498,633	17,020	0.7%
Other Expenses & Transfers:								
Fuel & Electricity	1,031,819	813,249	953,679	899,957	885,888	905,499	19,611	2.2%
Supplies & Services	5,180,348	5,171,487	5,130,935	4,341,702	3,342,668	4,488,568	1,145,900	34.3%
Shared Services	-	-	-	-	-	-	-	-%
Travel	6,849	15,985	36,478	8,312	7,428	7,428	-	0.0%
Memberships, Contributions & Sponsorships	2,357	1,769	1,906	1,229	2,098	2,098	-	0.0%
Maintenance & Alterations	815,855	638,681	820,419	823,853	1,042,024	1,102,391	60,367	5.8%
Interest	1,231,067	1,170,288	1,096,513	1,020,883	934,343	875,570	(58,773)	-6.3%
Depreciation	849,846	1,020,736	1,099,967	1,263,656	1,133,705	1,400,366	266,661	23.5%
Other Expenses & Transfers	1,978,618	2,074,008	1,799,008	2,492,702	1,813,321	1,813,321	-	0.0%
Unassigned Budget	-	-	-	-	30,740	30,740	-	0.0%
<b>Total Other Expenses &amp; Transfers</b>	<b>11,096,760</b>	<b>10,906,205</b>	<b>10,938,906</b>	<b>10,852,293</b>	<b>9,192,215</b>	<b>10,625,981</b>	<b>1,433,766</b>	<b>15.6%</b>
<b>Total Operating Expenses &amp; Transfers</b>	<b>12,845,574</b>	<b>12,859,628</b>	<b>13,052,907</b>	<b>13,059,736</b>	<b>11,673,828</b>	<b>13,124,614</b>	<b>1,450,786</b>	<b>12.4%</b>
<b>Operating Increase (Decrease)</b>	<b>\$ 1,085,760</b>	<b>\$ 1,111,430</b>	<b>\$ 1,262,216</b>	<b>\$ 203,617</b>	<b>\$ (4,218,843)</b>	<b>\$ (78,587)</b>	<b>\$ 4,140,256</b>	<b>-98.1%</b>
<b>Modified Cash Flow</b>								
Operating Increase (Decrease)	\$ 1,085,760	\$ 1,111,430	\$ 1,262,216	\$ 203,617	\$ (4,218,843)	\$ (78,587)	\$ 4,140,256	-98.1%
Add Back Depreciation	849,846	1,020,736	1,099,967	1,263,656	1,133,705	1,400,366	266,661	23.5%
Less Capital Expenditures	(118,194)	(174,844)	(843,446)	(177,745)	(22,850)	(282,330)	(259,480)	1135.6%
Less Capital Reserve Funding	-	-	-	-	-	-	-	-%
Less Debt Service Principal	(1,536,682)	(1,606,907)	(1,676,600)	(1,748,810)	(1,471,480)	(1,404,484)	66,996	-4.6%
<b>Net Change Before Other Adjustments &amp; Transfers</b>	<b>280,730</b>	<b>350,415</b>	<b>(157,863)</b>	<b>(459,283)</b>	<b>(4,579,468)</b>	<b>(365,035)</b>	<b>4,214,433</b>	
Transfer from/(to) Administrative Savings Rsrv	-	-	-	-	-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-	-	-	-	-	
<b>Net Change Subtotal</b>	<b>280,730</b>	<b>350,415</b>	<b>(157,863)</b>	<b>(459,283)</b>	<b>(4,579,468)</b>	<b>(365,035)</b>	<b>4,214,433</b>	
Other Strategic Transfers from/(to) Reserves	(6,046)	-	-	-	-	-	-	
<b>Net Change in Cash &amp; Reserve Transfers</b>	<b>\$ 274,684</b>	<b>\$ 350,415</b>	<b>\$ (157,863)</b>	<b>\$ (459,283)</b>	<b>\$ (4,579,468)</b>	<b>\$ (365,035)</b>	<b>\$ 4,214,433</b>	

## University of Southern Maine

## E&amp;G and Auxiliary

	FY17 ACTUALS	FY18 ACTUALS	FY19 ACTUALS	FY20 ACTUALS	FY21 BASE	FY22 BASE	BUDGET CHANGE	
<b>Revenues</b>								
Tuition & Fee Revenue	\$ 63,727,867	\$ 69,113,908	\$ 73,023,577	\$ 75,706,833	\$ 75,485,907	\$ 76,147,582	\$ 661,675	0.9%
Dining Revenue	4,362,471	4,624,297	5,387,732	4,913,583	2,950,415	5,220,533	2,270,118	76.9%
Residence Revenue	6,610,687	6,528,987	6,846,871	6,872,907	4,166,805	6,787,729	2,620,924	62.9%
Tuition Waivers/Scholarships	(12,769,789)	(15,541,212)	(17,897,538)	(19,379,551)	(17,701,971)	(16,691,971)	1,010,000	-5.7%
Net Student Charges Revenue	61,931,236	64,725,981	67,360,642	68,113,772	64,901,156	71,463,873	6,562,717	10.1%
State Appropriation	48,032,552	47,783,008	47,775,142	48,098,693	46,874,076	47,109,624	235,548	0.5%
Indirect Cost Recovery	3,579,669	3,424,630	3,357,629	3,470,573	3,525,000	3,525,000	-	0.0%
Investment Income/Gifts	125,675	127,698	125,934	129,457	114,448	114,448	-	0.0%
Sales/Services/Auxiliary	5,826,091	5,637,571	5,016,816	3,962,880	2,780,288	3,904,320	1,124,032	40.4%
<b>Total Revenue</b>	<b>119,495,233</b>	<b>121,698,888</b>	<b>123,636,163</b>	<b>123,775,375</b>	<b>118,194,968</b>	<b>126,117,265</b>	<b>7,922,297</b>	<b>6.7%</b>
<b>Expenses</b>								
Salaries & Wages	\$50,193,101	\$51,727,055	\$54,862,966	\$57,028,014	\$60,549,679	\$60,595,867	\$46,188	0.1%
Attrition (Salary Only)	-	-	-	-	(2,182,663)	(1,753,247)	429,416	-19.7%
Employee Benefits Including Attrition	21,914,657	22,594,960	24,271,008	25,341,214	26,178,080	27,229,208	1,051,128	4.0%
Pandemic Pay	-	-	-	412,884	-	-	-	-%
Personnel	72,107,759	74,322,015	79,133,974	82,782,112	84,545,096	86,071,828	1,526,732	1.8%
Other Expenses & Transfers:								
Fuel & Electricity	3,308,837	3,482,202	3,297,482	3,082,307	3,379,424	3,453,238	73,814	2.2%
Supplies & Services	10,515,723	11,360,623	11,572,098	10,509,268	8,821,330	9,887,515	1,066,185	12.1%
Shared Services	12,507,766	11,810,828	12,139,152	12,217,682	12,698,591	12,792,857	94,266	0.7%
Travel	1,203,524	1,340,686	1,465,124	1,091,084	460,532	660,452	199,920	43.4%
Memberships, Contributions & Sponsorships	238,887	218,523	327,151	230,197	174,690	175,987	1,297	0.7%
Maintenance & Alterations	2,681,792	3,184,786	2,677,593	2,738,732	3,079,523	3,258,835	179,312	5.8%
Interest	2,075,062	1,899,304	1,822,270	1,623,629	1,480,983	1,374,769	(106,214)	-7.2%
Depreciation	6,952,303	7,430,849	7,753,404	8,005,266	8,232,764	7,972,587	(260,177)	-3.2%
Other Expenses & Transfers	4,469,592	4,593,310	5,227,822	4,728,932	84,111	2,697,935	2,613,824	3107.6%
Unassigned Budget	376	4,141	3,923	(30)	300,084	179,838	(120,246)	-40.1%
<b>Total Other Expenses &amp; Transfers</b>	<b>43,953,487</b>	<b>45,325,251</b>	<b>46,286,018</b>	<b>44,227,067</b>	<b>38,712,032</b>	<b>42,454,013</b>	<b>3,741,981</b>	<b>9.7%</b>
<b>Total Operating Expenses &amp; Transfers</b>	<b>116,061,246</b>	<b>119,647,266</b>	<b>125,419,992</b>	<b>127,009,179</b>	<b>123,257,128</b>	<b>128,525,841</b>	<b>5,268,713</b>	<b>4.3%</b>
<b>Operating Increase (Decrease)</b>	<b>\$ 3,433,987</b>	<b>\$ 2,051,622</b>	<b>\$ (1,783,829)</b>	<b>\$ (3,233,804)</b>	<b>\$ (5,062,160)</b>	<b>\$ (2,408,576)</b>	<b>\$ 2,653,584</b>	<b>-52.4%</b>
<b>Modified Cash Flow</b>								
Operating Increase (Decrease)	\$ 3,433,987	\$ 2,051,622	\$ (1,783,829)	\$ (3,233,804)	\$ (5,062,160)	\$ (2,408,576)	\$ 2,653,584	-52.4%
Add Back Depreciation	6,952,303	7,430,849	7,753,404	8,005,266	8,232,764	7,972,587	(260,177)	-3.2%
Less Capital Expenditures	(3,929,287)	(1,788,419)	(2,587,946)	(1,381,747)	(1,042,847)	(2,776,694)	(1,733,847)	166.3%
Less Capital Reserve Funding	-	-	-	-	-	-	-	-%
Less Debt Service Principal	(3,264,375)	(3,270,668)	(3,495,157)	(3,060,353)	(2,830,757)	(2,787,317)	43,440	-1.5%
<b>Net Change Before Other Adjustments &amp; Transfers</b>	<b>3,192,628</b>	<b>4,423,384</b>	<b>(113,528)</b>	<b>329,362</b>	<b>(703,000)</b>	<b>-</b>	<b>703,000</b>	
Transfer from/(to) Administrative Savings Rsrv	-	-	-	-	-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-	-	-	-	-	
<b>Net Change Subtotal</b>	<b>3,192,628</b>	<b>4,423,384</b>	<b>(113,528)</b>	<b>329,362</b>	<b>(703,000)</b>	<b>-</b>	<b>703,000</b>	
Other Strategic Transfers from/(to) Reserves	149,389	272,078	(32,045)	(85,047)	703,000	-	(703,000)	
<b>Net Change in Cash &amp; Reserve Transfers</b>	<b>\$ 3,342,017</b>	<b>\$ 4,695,462</b>	<b>\$ (145,573)</b>	<b>\$ 244,316</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	

4/7/21

## University of Maine Law

	E&G						
	FY17 ACTUALS	FY18 ACTUALS	FY19 ACTUALS	FY20 ACTUALS	FY21 BASE	FY22 BASE	BUDGET CHANGE
<b>Revenues</b>							
Tuition & Fee Revenue	\$ 6,047,708	\$ 6,083,894	\$ 6,406,176	\$ 6,645,003	\$ 6,138,289	\$ 6,235,771	\$ 97,482 1.6%
Dining Revenue	-	-	-	-	-	-	- -%
Residence Revenue	-	-	-	-	-	-	- -%
Tuition Waivers/Scholarships	(1,454,437)	(1,795,349)	(1,879,691)	(2,014,608)	(2,100,000)	(2,100,000)	- 0.0%
Net Student Charges Revenue	4,593,272	4,288,545	4,526,486	4,630,394	4,038,289	4,135,771	97,482 2.4%
State Appropriation	-	-	-	-	856,808	1,281,808	425,000 49.6%
Indirect Cost Recovery	-	-	-	-	-	-	- -%
Investment Income/Gifts	66,161	64,645	63,515	62,362	64,645	65,063	418 0.6%
Sales/Services/Auxiliary	19,092	8,653	8,985	7,432	8,270	8,270	- 0.0%
<b>Total Revenue</b>	<b>4,678,525</b>	<b>4,361,842</b>	<b>4,598,986</b>	<b>4,700,189</b>	<b>4,968,012</b>	<b>5,490,912</b>	<b>522,900 10.5%</b>
<b>Expenses</b>							
Salaries & Wages	\$3,642,937	\$3,501,489	\$3,531,770	\$3,590,338	\$4,331,208	\$4,439,434	\$108,226 2.5%
Attrition (Salary Only)	-	-	-	-	(101,000)	-	101,000 -100.0%
Employee Benefits Including Attrition	1,702,717	1,697,029	1,724,751	1,720,079	2,072,554	2,221,692	149,138 7.2%
Pandemic Pay	-	-	-	5,019	-	-	- -%
Personnel	5,345,655	5,198,518	5,256,521	5,315,436	6,302,762	6,661,126	358,364 5.7%
Other Expenses & Transfers:							
Fuel & Electricity	-	-	-	-	-	-	- -%
Supplies & Services	298,393	267,223	199,513	170,276	273,943	412,840	138,897 50.7%
Shared Services	-	-	-	-	-	-	- -%
Travel	113,699	91,195	78,240	59,477	33,500	90,250	56,750 169.4%
Memberships, Contributions & Sponsorships	53,347	41,467	13,805	32,796	28,800	35,400	6,600 22.9%
Maintenance & Alterations	15,203	36,209	15,616	11,477	3,250	10,250	7,000 215.4%
Interest	-	-	-	-	-	-	- -%
Depreciation	-	-	-	-	-	-	- -%
Other Expenses & Transfers	728,580	795,329	(68,717)	(103,512)	712,201	707,432	(4,769) -0.7%
Unassigned Budget	-	-	-	-	-	-	- -%
<b>Total Other Expenses &amp; Transfers</b>	<b>1,209,222</b>	<b>1,231,422</b>	<b>238,457</b>	<b>170,513</b>	<b>1,051,694</b>	<b>1,256,172</b>	<b>204,478 19.4%</b>
<b>Total Operating Expenses &amp; Transfers</b>	<b>6,554,877</b>	<b>6,429,940</b>	<b>5,494,978</b>	<b>5,485,949</b>	<b>7,354,456</b>	<b>7,917,298</b>	<b>562,842 7.7%</b>
<b>Operating Increase (Decrease)</b>	<b>\$ (1,876,352)</b>	<b>\$ (2,068,098)</b>	<b>\$ (895,992)</b>	<b>\$ (785,760)</b>	<b>\$ (2,386,444)</b>	<b>\$ (2,426,386)</b>	<b>\$ (39,942) 1.7%</b>
<b>Modified Cash Flow</b>							
Operating Increase (Decrease)	\$ (1,876,352)	\$ (2,068,098)	\$ (895,992)	\$ (785,760)	\$ (2,386,444)	\$ (2,426,386)	\$ (39,942) 1.7%
Add Back Depreciation	-	-	-	-	-	-	- -%
Less Capital Expenditures	(941)	(1,466)	-	-	-	-	- -%
Less Capital Reserve Funding	-	-	-	-	-	-	- -%
Less Debt Service Principal	-	-	-	-	-	-	- -%
<b>Net Change Before Other Adjustments &amp; Transfers</b>	<b>(1,877,293)</b>	<b>(2,069,564)</b>	<b>(895,992)</b>	<b>(785,760)</b>	<b>(2,386,444)</b>	<b>(2,426,386)</b>	<b>(39,942)</b>
Transfer from/(to) Administrative Savings Rsrv	-	105,000	-	-	-	-	-
Transfer from/(to) Budget Stabilization	-	275,320	202,546	360,760	1,961,444	2,426,386	464,942
<b>Net Change Subtotal</b>	<b>(1,877,293)</b>	<b>(1,689,244)</b>	<b>(693,446)</b>	<b>(425,000)</b>	<b>(425,000)</b>	<b>-</b>	<b>425,000</b>
Other Strategic Transfers from/(to) Reserves	662,934	-	693,446	425,000	425,000	-	(425,000)
<b>Net Change in Cash &amp; Reserve Transfers</b>	<b>\$ (1,214,358)</b>	<b>\$ (1,689,244)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

	Governance					4/7/21		
			E&G					
	FY17 ACTUALS	FY18 ACTUALS	FY19 ACTUALS	FY20 ACTUALS	FY21 BASE	FY22 BASE	BUDGET CHANGE	
Revenues								
Tuition & Fee Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-%
Dining Revenue	-	-	-	-	-	-	-	-%
Residence Revenue	-	-	-	-	-	-	-	-%
Tuition Waivers/Scholarships	-	-	-	-	-	-	-	-%
Net Student Charges Revenue	-	-	-	-	-	-	-	-%
State Appropriation	4,342,115	4,288,136	4,351,193	5,355,335	5,355,335	5,355,335	-	0.0%
Indirect Cost Recovery	-	-	-	-	-	-	-	-%
Investment Income/Gifts	-	-	-	-	-	-	-	-%
Sales/Services/Auxiliary	-	-	-	-	-	-	-	-%
Total Revenue	4,342,115	4,288,136	4,351,193	5,355,335	5,355,335	5,355,335	-	0.0%
Expenses								
Salaries & Wages	\$2,162,034	\$2,666,997	\$2,720,131	\$2,602,639	\$2,590,894	\$2,679,394	\$88,500	3.4%
Attrition (Salary Only)	-	-	-	-	-	-	-	-%
Employee Benefits Including Attrition	1,126,487	1,362,875	1,433,947	1,329,402	1,337,359	1,420,493	83,134	6.2%
Pandemic Pay	-	-	-	-	-	-	-	-%
Personnel	3,288,521	4,029,873	4,154,078	3,932,041	3,928,253	4,099,887	171,634	4.4%
Other Expenses & Transfers:								
Fuel & Electricity	2,431	1,924	2,379	229	-	-	-	-%
Supplies & Services	82,555	84,117	128,428	133,649	358,909	349,474	(9,435)	-2.6%
Shared Services	641,998	511,319	638,302	700,758	777,299	789,667	12,368	1.6%
Travel	108,754	139,496	142,108	122,326	153,680	113,200	(40,480)	-26.3%
Memberships, Contributions & Sponsorships	42,617	31,197	25,694	40,268	25,825	24,325	(1,500)	-5.8%
Maintenance & Alterations	4,883	4,752	4,583	3,397	2,100	2,100	-	0.0%
Interest	-	-	-	-	-	-	-	-%
Depreciation	-	-	-	-	-	-	-	-%
Other Expenses & Transfers	(187,002)	(148,453)	(474,142)	140,481	143,805	(23,318)	(167,123)	-116.2%
Unassigned Budget	-	-	-	-	(34,536)	-	34,536	-100.0%
Total Other Expenses & Transfers	696,236	624,352	467,351	1,141,108	1,427,082	1,255,448	(171,634)	-12.0%
Total Operating Expenses & Transfers	3,984,758	4,654,225	4,621,429	5,073,150	5,355,335	5,355,335	-	0.0%
Operating Increase (Decrease)	\$ 357,357	\$ (366,089)	\$ (270,236)	\$ 282,185	\$ -	\$ -	\$ -	-%
Modified Cash Flow								
Operating Increase (Decrease)	\$ 357,357	\$ (366,089)	\$ (270,236)	\$ 282,185	\$ -	\$ -	\$ -	-%
Add Back Depreciation	-	-	-	-	-	-	-	-%
Less Capital Expenditures	-	(895)	(837)	-	-	-	-	-%
Less Capital Reserve Funding	-	-	-	-	-	-	-	-%
Less Debt Service Principal	-	-	-	-	-	-	-	-%
Net Change Before Other Adjustments & Transfers	357,357	(366,984)	(271,073)	282,185	-	-	-	
Transfer from/(to) Administrative Savings Rsrv	-	-	-	-	-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-	-	-	-	-	
Net Change Subtotal	357,357	(366,984)	(271,073)	282,185	-	-	-	
Other Strategic Transfers from/(to) Reserves	(257,499)	263,457	191,884	33,671	-	-	-	
Net Change in Cash & Reserve Transfers	\$ 99,858	\$ (103,528)	\$ (79,189)	\$ 315,857	\$ -	\$ -	\$ -	

## Allocated University Services

	E&G							
	FY17 ACTUALS	FY18 ACTUALS	FY19 ACTUALS	FY20 ACTUALS	FY21 BASE	FY22 BASE	BUDGET CHANGE	
<b>Revenues</b>								
Tuition & Fee Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-%
Dining Revenue	-	-	-	-	-	-	-	-%
Residence Revenue	-	-	-	-	-	-	-	-%
Tuition Waivers/Scholarships	-	-	-	-	-	-	-	-%
Net Student Charges Revenue	-	-	-	-	-	-	-	-%
State Appropriation	-	-	-	-	-	-	-	-%
Indirect Cost Recovery	7,556	6,864	8,237	2,939	190,158	190,158	-	0.0%
Investment Income/Gifts	18,611	18,160	17,846	17,498	18,000	272,819	254,819	1415.7%
Sales/Services/Auxiliary	852,144	866,585	722,336	767,998	788,304	588,304	(200,000)	-25.4%
<b>Total Revenue</b>	<b>878,311</b>	<b>891,608</b>	<b>748,420</b>	<b>788,435</b>	<b>996,462</b>	<b>1,051,281</b>	<b>54,819</b>	<b>5.5%</b>
<b>Expenses</b>								
Salaries & Wages	\$20,102,198	\$21,483,592	\$21,766,566	\$22,414,922	\$25,599,290	\$25,686,159	\$86,869	0.3%
Attrition (Salary Only)	-	-	-	-	(598,493)	(598,493)	-	0.0%
Employee Benefits Including Attrition	10,356,236	11,244,479	11,410,022	11,759,886	13,034,907	13,510,232	475,325	3.6%
Pandemic Pay	-	-	-	110,895	-	-	-	-%
Personnel	30,458,434	32,728,071	33,176,588	34,285,702	38,035,704	38,597,898	562,194	1.5%
Other Expenses & Transfers:								
Fuel & Electricity	20,942	63,362	31,422	21,549	11,530	9,530	(2,000)	-17.3%
Supplies & Services	3,673,321	3,697,533	4,239,358	4,582,428	4,723,776	4,901,347	177,571	3.8%
Shared Services	(42,490,211)	(43,250,506)	(45,027,421)	(45,996,790)	(48,603,455)	(48,738,981)	(135,526)	0.3%
Travel	213,434	229,613	252,348	185,735	372,618	239,183	(133,435)	-35.8%
Memberships, Contributions & Sponsorships	472,950	337,789	334,984	140,580	214,376	214,461	85	0.0%
Maintenance & Alterations	3,636,947	3,362,631	3,556,510	3,293,860	3,731,034	3,356,598	(374,436)	-10.0%
Interest	59,400	30,200	912	18,970	26,588	20,235	(6,353)	-23.9%
Depreciation	-	-	-	-	-	-	-	-%
Other Expenses & Transfers	2,197,932	2,731,727	3,126,005	3,067,557	1,636,629	1,593,682	(42,947)	-2.6%
Unassigned Budget	-	-	-	(23)	-	-	-	-%
<b>Total Other Expenses &amp; Transfers</b>	<b>(32,767,653)</b>	<b>(33,306,347)</b>	<b>(33,819,303)</b>	<b>(34,860,952)</b>	<b>(37,886,904)</b>	<b>(38,403,945)</b>	<b>(517,041)</b>	<b>1.4%</b>
<b>Total Operating Expenses &amp; Transfers</b>	<b>(2,309,219)</b>	<b>(578,276)</b>	<b>(642,715)</b>	<b>(575,250)</b>	<b>148,800</b>	<b>193,953</b>	<b>45,153</b>	<b>30.3%</b>
<b>Operating Increase (Decrease)</b>	<b>\$ 3,187,530</b>	<b>\$ 1,469,884</b>	<b>\$ 1,391,135</b>	<b>\$ 1,363,685</b>	<b>\$ 847,662</b>	<b>\$ 857,328</b>	<b>\$ 9,666</b>	<b>1.1%</b>
<b>Modified Cash Flow</b>								
Operating Increase (Decrease)	\$ 3,187,530	\$ 1,469,884	\$ 1,391,135	\$ 1,363,685	\$ 847,662	\$ 857,328	\$ 9,666	1.1%
Add Back Depreciation	-	-	-	-	-	-	-	-%
Less Capital Expenditures	(893,098)	(545,809)	(478,611)	(249,508)	(677,875)	(675,875)	2,000	-0.3%
Less Capital Reserve Funding	-	-	-	-	-	-	-	-%
Less Debt Service Principal	-	-	(7,868)	(177,505)	(175,100)	(181,453)	(6,353)	3.6%
<b>Net Change Before Other Adjustments &amp; Transfers</b>	<b>2,294,432</b>	<b>924,075</b>	<b>904,656</b>	<b>936,672</b>	<b>(5,313)</b>	<b>-</b>	<b>5,313</b>	
Transfer from/(to) Administrative Savings Rsrv	283,828	25,000	-	-	-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-	-	-	-	-	
<b>Net Change Subtotal</b>	<b>2,578,260</b>	<b>949,075</b>	<b>904,656</b>	<b>936,672</b>	<b>(5,313)</b>	<b>-</b>	<b>5,313</b>	
Other Strategic Transfers from/(to) Reserves	288,637	57,273	772,373	1,249,716	5,313	-	(5,313)	
<b>Net Change in Cash &amp; Reserve Transfers</b>	<b>\$ 2,866,897</b>	<b>\$ 1,006,348</b>	<b>\$ 1,677,029</b>	<b>\$ 2,186,388</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	

## Other Univ Svcs &amp; Activities

	E&G					BUDGET CHANGE	
	FY17 ACTUALS	FY18 ACTUALS	FY19 ACTUALS	FY20 ACTUALS	FY21 BASE	FY22 BASE	
<b>Revenues</b>							
Tuition & Fee Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-%
Dining Revenue	-	-	-	-	-	-	-%
Residence Revenue	-	-	-	-	-	-	-%
Tuition Waivers/Scholarships	-	-	(439)	-	-	-	-%
Net Student Charges Revenue	-	-	(439)	-	-	-	-%
State Appropriation	8,551,022	3,801,740	3,801,740	7,826,385	6,157,497	7,059,413	14.6%
Indirect Cost Recovery	-	-	-	-	-	-	-%
Investment Income/Gifts	9,315,380	5,860,872	10,544,843	8,126,974	3,249,979	2,395,626	-26.3%
Sales/Services/Auxiliary	2,416	1,654	1,848	1,102	-	-	-%
<b>Total Revenue</b>	<b>17,868,819</b>	<b>9,664,265</b>	<b>14,347,992</b>	<b>15,954,461</b>	<b>9,407,476</b>	<b>9,455,039</b>	<b>0.5%</b>
<b>Expenses</b>							
Salaries & Wages	(\$0)	\$14,444	\$96,956	\$215,453	\$415,333	\$465,333	12.0%
Attrition (Salary Only)	-	-	-	-	-	-	-%
Employee Benefits Including Attrition	1,305	7,656	38,128	107,904	206,759	245,879	18.9%
Pandemic Pay	-	-	-	1,430	-	-	-%
Personnel	1,305	22,100	135,083	324,786	622,092	711,212	14.3%
Other Expenses & Transfers:							
Fuel & Electricity	-	-	-	-	-	-	-%
Supplies & Services	86,597	1,812	148,393	561,629	689,613	1,032,240	49.7%
Shared Services	-	-	-	-	-	-	-%
Travel	553	(5,788)	28,104	31,494	63,000	45,500	-27.8%
Memberships, Contributions & Sponsorships	-	-	1,500	870	150	150	0.0%
Maintenance & Alterations	-	18	-	-	-	-	-%
Interest	-	-	-	-	-	-	-%
Depreciation	3,870,513	4,558,071	4,581,865	4,356,730	4,102,954	3,952,443	-3.7%
Other Expenses & Transfers	150,950	623,098	711,125	1,642,355	4,871,765	4,282,429	-12.1%
Unassigned Budget	-	-	-	-	265,069	137,882	-48.0%
<b>Total Other Expenses &amp; Transfers</b>	<b>4,775,038</b>	<b>(629,397)</b>	<b>7,235,587</b>	<b>(5,328,389)</b>	<b>9,992,551</b>	<b>9,450,644</b>	<b>-5.4%</b>
<b>Total Operating Expenses &amp; Transfers</b>	<b>4,776,343</b>	<b>(607,297)</b>	<b>7,370,670</b>	<b>(5,003,602)</b>	<b>10,614,643</b>	<b>10,161,856</b>	<b>-4.3%</b>
<b>Operating Increase (Decrease)</b>	<b>\$ 13,092,476</b>	<b>\$ 10,271,562</b>	<b>\$ 6,977,322</b>	<b>\$ 20,958,063</b>	<b>\$ (1,207,167)</b>	<b>\$ (706,817)</b>	<b>\$ 500,350 -41.4%</b>
<b>Modified Cash Flow</b>							
Operating Increase (Decrease)	\$ 13,092,476	\$ 10,271,562	\$ 6,977,322	\$ 20,958,063	\$ (1,207,167)	\$ (706,817)	\$ 500,350 -41.4%
Add Back Depreciation	3,870,513	4,558,071	4,581,865	4,356,730	4,102,954	3,952,443	(150,511) -3.7%
Less Capital Expenditures	(483,272)	-	-	(1,700,000)	-	(850,000)	(850,000) -%
Less Capital Reserve Funding	(1,943,449)	(3,067,317)	(4,387,337)	-	(3,249,979)	(1,000,000)	2,249,979 -69.2%
Less Debt Service Principal	(730,000)	(755,000)	-	-	-	(1,395,626)	(1,395,626) -%
<b>Net Change Before Other Adjustments &amp; Transfers</b>	<b>13,806,267</b>	<b>11,007,316</b>	<b>7,171,850</b>	<b>23,614,793</b>	<b>(354,192)</b>	<b>-</b>	<b>354,192</b>
Transfer from/(to) Administrative Savings Rsrv	(6,076,740)	(2,688,792)	(2,638,839)	(2,530,716)	-	-	-
Transfer from/(to) Budget Stabilization	-	(2,000,000)	-	-	-	-	-
<b>Net Change Subtotal</b>	<b>7,729,527</b>	<b>6,318,524</b>	<b>4,533,011</b>	<b>21,084,076</b>	<b>(354,192)</b>	<b>-</b>	<b>354,192</b>
Other Strategic Transfers from/(to) Reserves	(7,729,038)	(6,281,301)	1,616,601	(12,954,044)	354,192	-	(354,192)
<b>Net Change in Cash &amp; Reserve Transfers</b>	<b>\$ 489</b>	<b>\$ 37,223</b>	<b>\$ 6,149,612</b>	<b>\$ 8,130,032</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



# STUDENT CHARGES FY2022



**May 24, 2021**



## UNIVERSITY OF MAINE SYSTEM

**STUDENT CHARGES**

FY22

## TABLE OF CONTENTS

Preface .....	1
Total Student Charges .....	2-3
Credit Hour Tuition Rates .....	4-5
Annual Tuition Rates .....	6-7
Annual Mandatory Fees .....	8-9
Annual Tuition and Mandatory Fees .....	10-11
Annual Room and Board Charges .....	12
Annual Comprehensive Student Charges .....	13-14
Overview of Student Fees .....	15
Narrative Description of Mandatory Fees .....	16

## UNIVERSITY OF MAINE SYSTEM STUDENT COST REPORT

### PREFACE

The UMS Student Pricing task force considering the restructuring of Tuition and Fees

- Restructuring of tuition and fees is a trend across public higher education institutions.
- Task Force is reviewing the large volume of fees across the system (500 + separate fees)
- Proposing to collapse most fees into a single tuition charge with a neutral impact to students' bills.
- Intent is to simplify bills, for more transparency to students and parents
- Cost savings will occur as a result of a more streamlined billing process

Therefore, in FY22,

- UMaine & UMM consolidated most student fees (except for the two listed below) into a single tuition charge:
  - Student Activity fee which is approved by the students
  - Technology fee which will be designated to support campus technology and educational environment
- USM simplified its current fee structure by consolidating most student fees – including course fees – into a new Comprehensive Fee (\$60/CH). This provides greater transparency for students and their families into USM's cost of attendance and would be revenue neutral to the University's FY22 budget.

**When reviewing the Tuition & Fee increases in this report for UM and UMM, the reader should note that the \$ and % increase in the tuition rate from FY21 to FY22 includes the revenue neutral “roll-up” of the mandatory fees into the tuition rate. For USM, the \$ and % increase in the Fee rate includes the revenue neutral consolidation of student fees.**

**UNIVERSITY OF MAINE SYSTEM  
FY22 TOTAL STUDENT CHARGES**

	Annual Tuition	Mandatory Fees	Tuition & Mandatory Fees <sup>1</sup>	Room & Board <sup>2</sup>	Total
<b><u>I. Undergraduate</u></b>					
<b><u>In-State &amp; Canadian</u></b>					
UM	\$11,940	\$346	\$12,286	\$11,274	\$23,560
UMA	7,530	1,028	8,558	7,430	15,988
UMF	9,440	950	10,390	10,336	20,726
UMFK	7,530	1,155	8,685	8,970	17,655
UMM	8,670	480	9,150	9,963	19,113
UMPI	7,530	1,100	8,630	8,832	17,462
USM	8,850	1,960	10,810	10,465	21,275
Average	8,784	1,003	9,787	9,973	19,760
<b><u>Out-of-State</u></b>					
UM	\$33,240	\$346	\$33,586	\$11,274	\$44,860
UMA	18,210	1,028	19,238	7,430	26,668
UMF	21,152	950	22,102	10,336	32,438
UMFK	12,060	1,155	13,215	8,970	22,185
UMM	16,200	480	16,680	9,963	26,643
UMPI	12,060	1,100	13,160	8,832	21,992
USM	23,640	1,960	25,600	10,465	36,065
Average	19,509	1,003	20,512	9,973	30,485
<b><u>NEBHE</u></b>					
UM	\$20,310	\$346	\$20,656	\$11,274	\$31,930
UMA	12,060	1,028	13,088	7,430	\$20,518
UMF	15,584	950	16,534	10,336	26,870
UMFK	12,060	1,155	13,215	8,970	22,185
UMM	13,200	480	13,680	9,963	23,643
UMPI	12,060	1,100	13,160	8,832	21,992
USM	14,610	1,960	16,570	10,465	27,035
Average	14,269	1,003	15,272	9,973	25,245

<sup>1</sup>Annual tuition & mandatory fees are based on 15 credit hours per semester for two semesters for undergraduate and law students (except UMF based on 16 credit hours per semester beginning in FY07) and 9 credit hours per semester for two semesters for graduate students.

<sup>2</sup>Rates shown are based on the meal plan and room type with the greatest projected number of students. Several meal plans and room types are available. Beginning in FY20, UMA has limited housing but no dining.

**UNIVERSITY OF MAINE SYSTEM  
FY22 TOTAL STUDENT CHARGES**

	Annual Tuition	Mandatory Fees	Tuition & Mandatory Fees <sup>1</sup>	Room & Board <sup>2</sup>	Total
<b>II. Graduate</b>					
<b>In-State &amp; Canadian</b>					
UM	\$9,990	\$276	\$10,266	\$11,274	\$21,540
UMA	7,974	617	8,591	7,430	16,021
UMF	7,884	377	8,261	10,336	18,597
USM	7,974	1,080	9,054	10,465	19,519
Average	8,456	588	9,044	10,692	19,736
<b>Out-of-State</b>					
UM	\$29,214	\$276	\$29,490	\$11,274	\$40,764
UMA	9,972	617	10,589	7,430	18,019
UMF	7,884	377	8,261	10,336	18,597
USM	21,888	1,080	22,968	10,465	33,433
Average	17,240	588	17,828	10,692	28,520
<b>NEBHE</b>					
UM	\$16,992	\$276	\$17,268	\$11,274	\$28,542
UMA	13,158	617	13,775	7,430	21,205
USM	13,158	1,080	14,238	10,465	24,703
Average	14,436	658	15,094	10,870	25,964

**III. Law School**

<b>In-State</b>	\$23,190	\$1,900	\$25,090	\$10,465	\$35,555
<b>Out-of-State</b>	\$34,680	\$1,900	\$36,580	\$10,465	\$47,045
<b>NEBHE &amp; Canadian</b>	\$31,650	\$1,900	\$33,550	\$10,465	\$44,015

<sup>1</sup>Annual tuition & mandatory fees are based on 15 credit hours per semester for two semesters for undergraduate and law students (except UMF based on 16 credit hours per semester beginning in FY07) and 9 credit hours per semester for two semesters for graduate students.

<sup>2</sup>Rates shown are based on the meal plan and room type with the greatest projected number of students. Several meal plans and room types are available. Beginning in FY20, UMA has limited housing but no dining.

UNIVERSITY OF MAINE SYSTEM  
**FY22 TUITION RATES - PER CREDIT HOUR**

	FY21 Rate	FY22 Rate	FY22 Increases	
			\$	%
In-State				
Undergraduate				
UM	\$308	\$398	90	29.2
UMA/UMFK/UMPI	245	251	6	2.4
UMF/USM	288	295	7	2.4
UMM	245	289	44	18.0
Graduate				
UM	461	555	94	20.4
UMA/USM	432	443	11	2.5
UMF	427	438	11	2.6
Law	773	773	-	-
Out-of-State				
Undergraduate				
UM	1001	1108	107	10.7
UMA	592	607	15	2.5
UMF	645	661	16	2.5
UMFK/UMPI	392	402	10	2.6
UMM	490	540	50	10.2
USM	769	788	19	2.5
Graduate				
UM	1,503	1,623	120	8.0
UMA	540	554	14	2.6
UMF	427	438	11	2.6
USM	1,186	1,216	30	2.5
Law	1,156	1,156	-	-

Academic Partnership rates vary by program.

Early College credit hour rate is \$141.68 for ALL campuses ALL students.

**When reviewing the Tuition & Fee increases in this report for UM and UMM, the reader should note that the \$ and % increase in the tuition rate from FY21 to FY22 includes the revenue neutral “roll-up” of the mandatory fees into the tuition rate. For USM, the \$ and % increase in the Fee rate includes the revenue neutral consolidation of student fees.**

UNIVERSITY OF MAINE SYSTEM  
**FY22 TUITION RATES - PER CREDIT HOUR**

	<b>FY21 Rate</b>	<b>FY22 Rate</b>	<b>FY22 Increases</b>	
			<b>\$</b>	<b>%</b>
<b>NEBHE</b>				
Undergraduate				
UM	\$524	\$677	153	29.2
UMA/UMFK	392	402	10	2.6
UMF	475	487	12	2.5
UMM	392	440	48	12.2
UMPI	392	402	10	2.6
USM	475	487	12	2.5
Graduate				
UM	784	944	160	20.4
UMA	713	731	18	2.5
USM	713	731	18	2.5
Law	1,055	1,055	-	-
<b>Canadian</b>				
Undergraduate				
UM	308	398	90	29.2
UMA/UMFK	245	251	6	2.4
UMF	288	295	7	2.4
UMM	245	289	44	18.0
UMPI	245	251	6	2.4
USM	288	295	7	2.4
Graduate				
UM	461	555	94	20.4
UMA	432	443	11	2.5
USM	432	443	11	2.5
Law	1,055	1,055	-	-

**When reviewing the Tuition & Fee increases in this report for UM and UMM, the reader should note that the \$ and % increase in the tuition rate from FY21 to FY22 includes the revenue neutral “roll-up” of the mandatory fees into the tuition rate. For USM, the \$ and % increase in the Fee rate includes the revenue neutral consolidation of student fees.**



**UNIVERSITY OF MAINE SYSTEM  
ANNUAL TUITION RATES**

<b>UNDERGRADUATE</b>			<b>FY21 to FY22</b>	
			<b>Annual Increase</b>	
<b><u>In-State &amp; Canadian</u></b>	<b><u>FY21</u></b>	<b><u>FY22</u></b>	<b><u>\$</u></b>	<b><u>%</u></b>
UM	\$9,240	\$11,940	2,700	29.2
UMA	7,350	7,530	180	2.4
UMF	9,216	9,440	224	2.4
UMFK	7,350	7,530	180	2.4
UMM	7,350	8,670	1,320	18.0
UMPI	7,350	7,530	180	2.4
USM	8,640	8,850	210	2.4
<b>Average</b>	<b>8,071</b>	<b>8,784</b>	<b>713</b>	<b>8.8</b>
<b><u>Out-of-State</u></b>				
UM	\$30,030	\$33,240	3,210	10.7
UMA	17,760	18,210	450	2.5
UMF	20,640	21,152	512	2.5
UMFK	11,760	12,060	300	2.6
UMM	14,700	16,200	1,500	10.2
UMPI	11,760	12,060	300	2.6
USM	23,070	23,640	570	2.5
<b>Average</b>	<b>18,531</b>	<b>19,509</b>	<b>978</b>	<b>5.3</b>
<b><u>NEBHE</u></b>				
UM	\$15,720	\$20,310	4,590	29.2
UMA	11,760	12,060	300	2.6
UMF	15,200	15,584	384	2.5
UMFK	11,760	12,060	300	2.6
UMM	11,760	13,200	1,440	12.2
UMPI	11,760	12,060	300	2.6
USM	14,250	14,610	360	2.5
<b>Average</b>	<b>13,173</b>	<b>14,269</b>	<b>1,096</b>	<b>8.3</b>

NOTE: Based on 15 credit hours per semester for two semesters for undergraduate and law students (except UMF based on 16 credit hours per semester beginning in FY07 & UMFK based on "Block" rate for 12-18 credit hours per semester in FY13-FY17) and 9 credit hours per semester for two semesters for graduate students.

**When reviewing the Tuition & Fee increases in this report for UM and UMM, the reader should note that the \$ and % increase in the tuition rate from FY21 to FY22 includes the revenue neutral "roll-up" of the mandatory fees into the tuition rate. For USM, the \$ and % increase in the Fee rate includes the revenue neutral consolidation of student fees.**

**UNIVERSITY OF MAINE SYSTEM  
ANNUAL TUITION RATES**

			<b>FY21 to FY22</b>	
			<b>Annual Increase</b>	
<b>GRADUATE</b>				
<u>In-State &amp; Canadian</u>	<u>FY21</u>	<u>FY22</u>	<u>\$</u>	<u>%</u>
UM	\$8,298	\$9,990	1,692	20.4
UMA	7,776	7,974	198	2.5
UMF	7,686	7,884	198	2.6
USM	7,776	7,974	198	2.5
<b>Average</b>	<b>7,884</b>	<b>8,456</b>	<b>572</b>	<b>7.3</b>
<b>Out-of-State</b>				
UM	\$27,054	\$29,214	2,160	8.0
UMA	9,720	9,972	252	2.6
UMF	7,686	7,884	198	2.6
USM	21,348	21,888	540	2.5
<b>Average</b>	<b>16,452</b>	<b>17,240</b>	<b>788</b>	<b>4.8</b>
<b>NEBHE</b>				
UM	\$14,112	\$16,992	2,880	20.4
UMA	12,834	13,158	324	2.5
USM	12,834	13,158	324	2.5
<b>Average</b>	<b>13,260</b>	<b>14,436</b>	<b>1,176</b>	<b>8.9</b>
<b>LAW</b>				
<u>In-State</u>	\$23,190	\$23,190	-	-
<u>Out-of-State</u>	34,680	34,680	-	-
<u>NEBHE &amp; Canadian</u>	31,650	31,650	-	-

NOTE: Based on 15 credit hours per semester for two semesters for undergraduate and law students (except UMF based on 16 credit hours per semester beginning in FY07 & UMFK based on "Block" rate for 12-18 credit hours per semester in FY13-FY17) and 9 credit hours per semester for two semesters for graduate students.

**When reviewing the Tuition & Fee increases in this report for UM and UMM, the reader should note that the \$ and % increase in the tuition rate from FY21 to FY22 includes the revenue neutral "roll-up" of the mandatory fees into the tuition rate. For USM, the \$ and % increase in the Fee rate includes the revenue neutral consolidation of student fees.**

**UNIVERSITY OF MAINE SYSTEM**  
**ANNUAL MANDATORY FEES<sup>1</sup>**

University	Fee	Credit Hours	FY21	FY22	\$ Increase
UM	Graduate Student Activity Fee	1 or More Credit Hours	\$120.00	\$0.00	(120.00)
		1 to 5 Credit Hours	\$0.00	\$120.00	120.00
		6 or More Credit Hours	\$0.00	\$150.00	150.00
	Undergraduate Student Activity Fee	6 or More Credit Hours	106.00	136.00	30.00
	Communications Fee	6 or More Credit Hours	30.00	0.00	(30.00)
	Technology Fee	Per Credit Hour	0.00	7.00	7.00
	Recreation Center Fee	0 to 5 Credit Hours	184.00	0.00	(184.00)
		6 or More Credit Hours	308.00	0.00	(308.00)
	Unified Fee	0 to 5 Credit Hours	274.00	0.00	(274.00)
		6 to 11 Credit Hours	840.00	0.00	(840.00)
		12 to 15 Credit Hours	2,060.00	0.00	(2,060.00)
		16 or More Credit Hours	2,114.00	0.00	(2,114.00)
UMA	Student Activity Fee	Per Credit Hour, up to 14	\$2.25	\$2.25	-
		15 or More Credit Hours	67.50	67.50	-
	Unified Fee	Per Credit Hour	32.00	32.00	-
	Unified Fee - University College	Per Credit Hour	14.00	0.00	(14.00)
UMF	Undergraduate Student Activity Fee	1 to 5 1/2 Credit Hours	\$80.00	\$80.00	-
		6 to 11 1/2 Credit Hours	120.00	120.00	-
		12 or More Credit Hours	160.00	160.00	-
	Student Health & Wellness Fee	4 or More Credit Hours	50.00	50.00	-
	Unified Fee	6 or less Credit Hours	184.00	189.00	5.00
		7 to 11 Credit Hours	368.00	377.00	9.00
		12 or More Credit Hours	722.00	740.00	18.00
UMFK	Student Activity Fee	Per Credit Hour	\$7.50	\$7.50	-
	Unified Fee	Per Credit Hour	31.00	31.00	-
UMM	Student Activity Fee	Per Credit Hour	\$0.00	\$9.00	9.00
		Per Credit Hour, up to 11	11.00	0.00	(11.00)
		12 or More Credit Hours	240.00	0.00	(240.00)
	Green Fee	Flat Fee	20.00	0.00	(20.00)
	Technology Fee	Per Credit Hour	0.00	7.00	7.00
	Unified Fee	Flat Fee + Per Credit Hour	642.00	0.00	(642.00)
UMPI	Student Activity Fee	6 or less Credit Hours	\$85.00	\$85.00	-
		7 or More Credit Hours	170.00	170.00	-
	Unified Fee - Campus	Per Credit Hour	31.00	31.00	-
	Unified Fee - Outreach	Per Credit Hour	0.00	0.00	-
USM	Undergraduate Student Activity Fee	1 to 5 Credit Hours	\$80.00	\$80.00	-
		6 to 11 Credit Hours	120.00	120.00	-
		12 or More Credit Hours	160.00	160.00	-
	Comprehensive Fee	Per Credit Hour	0.00	60.00	60.00
	Unified Fee	Per Credit Hour	33.00	0.00	(33.00)
Law School	Comprehensive Fee	Per Credit Hour	0.00	60.00	60.00
	Student Activity Fee	6 or More Credit Hours	100.00	100.00	-
	Unified Fee	Per Credit Hour	33.00	0.00	(33.00)

<sup>1</sup>Annual unless listed as per credit hour.

When reviewing the Tuition & Fee increases in this report for UM and UMM, the reader should note that the \$ and % increase in the tuition rate from FY21 to FY22 includes the revenue neutral "roll-up" of the mandatory fees into the tuition rate. For USM, the \$ and % increase in the Fee rate includes the revenue neutral consolidation of student fees.

**UNIVERSITY OF MAINE SYSTEM**  
**ANNUAL MANDATORY FEES**

<u>Undergraduate</u>		FY21	FY22	FY22 Increases	
				\$	%
UM	Communications	\$30	\$0		
	Recreation Center Fee	308	0		
	Technology Fee	0	210		
	Unified Fee	2,060	0		
	Student Activity	106	136		
	<b>Total</b>	<b>\$2,504</b>	<b>\$346</b>	<b>(2,158)</b>	<b>(86.2)</b>
UMA	Unified Fee	\$960	\$960		
	Student Activity	68	68		
	<b>Total</b>	<b>\$1,028</b>	<b>\$1,028</b>	<b>-</b>	<b>-</b>
UMF	Student Health & Fitness Fee	\$50	\$50		
	Unified Fee	722	740		
	Student Activity	160	160		
	<b>Total</b>	<b>\$932</b>	<b>\$950</b>	<b>18</b>	<b>1.9</b>
UMFK	Unified Fee	\$930	\$930		
	Student Activity	225	225		
	<b>Total</b>	<b>\$1,155</b>	<b>\$1,155</b>	<b>-</b>	<b>-</b>
UMM	Unified Fee	\$642	\$0		
	Green Fee	20	0		
	Technology Fee	0	210		
	Student Activity	240	270		
	<b>Total</b>	<b>\$902</b>	<b>\$480</b>	<b>(422)</b>	<b>(46.8)</b>
UMPI	Unified Fee	\$930	\$930		
	Student Activity	170	170		
	<b>Total</b>	<b>\$1,100</b>	<b>\$1,100</b>	<b>-</b>	<b>-</b>
USM	Unified Fee	\$990	\$0		
	Comprehensive Fee	0	1,800		
	Student Activity	160	160		
	<b>Total</b>	<b>\$1,150</b>	<b>\$1,960</b>	<b>810</b>	<b>70.4</b>
<b>Average</b>		<b>\$1,253</b>	<b>\$1,003</b>	<b>(250)</b>	<b>(20.0)</b>
<u>Graduate</u>					
UM	Communications	\$30	\$0		
	Recreation Center Fee	308	0		
	Technology Fee	0	126		
	Unified Fee	840	0		
	Student Activity	120	150		
	<b>Total</b>	<b>\$1,298</b>	<b>\$276</b>	<b>(1,022)</b>	<b>(78.7)</b>
UMA	Student Activity	\$41	\$41		
	Unified Fee	576	576		
	<b>Total</b>	<b>\$617</b>	<b>\$617</b>	<b>-</b>	<b>-</b>
UMF	Unified Fee	\$368	\$377	9	2.4
USM	Unified Fee	\$594	\$0		
	Comprehensive Fee	0	1,080		
	<b>Total</b>	<b>\$594</b>	<b>\$1,080</b>		
<b>Average</b>		<b>\$719</b>	<b>\$588</b>	<b>(131)</b>	<b>(18.2)</b>
<u>Law</u>					
	Unified Fee	\$990	\$0		
	Comprehensive Fee	0	1,800		
	Student Activity	100	100		
<b>Average</b>		<b>\$1,090</b>	<b>\$1,900</b>	<b>810</b>	<b>74.3</b>

NOTE: Based on 15 credit hours per semester for two semesters for undergraduate and law students (except UMF based on 16 credit hours per semester beginning in FY07 & UMFK based on "Block" rate for 12-18 credit hours per semester in FY13 - FY17) and 9 credit hours per semester for two semesters for graduu

When reviewing the Tuition & Fee increases in this report for UM and UMM, the reader should note that the \$ and % increase in the tuition rate from FY21 to FY22 includes the revenue neutral "roll-up" of the mandatory fees into the tuition rate. For USM, the \$ and % increase in the Fee rate includes the revenue neutral consolidation of student fees.

**UNIVERSITY OF MAINE SYSTEM**  
**ANNUAL TUITION AND MANDATORY FEES**

<b>UNDERGRADUATE</b> <b><u>In-State &amp; Canadian</u></b>	<b>FY21</b>	<b>FY22</b>	<b>FY22 Increases</b>	
	<b>Rate</b>	<b>Rate</b>	<b>\$</b>	<b>%</b>
UM	\$11,744	\$12,286	542	4.6
UMA	8,378	8,558	180	2.1
UMF	10,148	10,390	242	2.4
UMFK	8,505	8,685	180	2.1
UMM	8,252	9,150	898	10.9
UMPI	8,450	8,630	180	2.1
USM	9,790	10,810	1,020	10.4
<b>Average</b>	<b>9,324</b>	<b>9,787</b>	<b>463</b>	<b>5.0</b>
<b><u>Out-of-State</u></b>				
UM	\$32,534	\$33,586	1,052	3.2
UMA	18,788	19,238	450	2.4
UMF	21,572	22,102	530	2.5
UMFK	12,915	13,215	300	2.3
UMM	15,602	16,680	1,078	6.9
UMPI	12,860	13,160	300	2.3
USM	24,220	25,600	1,380	5.7
<b>Average</b>	<b>19,784</b>	<b>20,512</b>	<b>728</b>	<b>3.7</b>
<b><u>NEBHE</u></b>				
UM	\$18,224	\$20,656	2,432	13.3
UMA	12,788	13,088	300	2.3
UMF	16,132	16,534	402	2.5
UMFK	12,915	13,215	300	2.3
UMM	12,662	13,680	1,018	8.0
UMPI	12,860	13,160	300	2.3
USM	15,400	16,570	1,170	7.6
<b>Average</b>	<b>14,426</b>	<b>15,272</b>	<b>846</b>	<b>5.9</b>

When reviewing the Tuition & Fee increases in this report for UM and UMM, the reader should note that the \$ and % increase in the tuition rate from FY21 to FY22 includes the revenue neutral “roll-up” of the mandatory fees into the tuition rate. For USM, the \$ and % increase in the Fee rate includes the revenue neutral consolidation of student fees.

**UNIVERSITY OF MAINE SYSTEM**  
**ANNUAL TUITION AND MANDATORY FEES**

<b>GRADUATE</b>	<b>FY21</b>	<b>FY22</b>	<b>FY22 Increases</b>	
			<b>\$</b>	<b>%</b>
<b><u>In-State &amp; Canadian</u></b>	<b><u>Rate</u></b>	<b><u>Rate</u></b>		
UM	\$9,596	\$10,266	670	7.0
UMA	8,393	8,591	198	2.4
UMF	8,054	8,261	207	2.6
USM	8,370	9,054	684	8.2
<b>Average</b>	<b>8,603</b>	<b>9,044</b>	<b>441</b>	<b>5.1</b>
<b><u>Out-of-State</u></b>				
UM	\$28,352	\$29,490	1,138	4.0
UMA	10,337	10,589	252	2.4
UMF	8,054	8,261	207	2.6
USM	21,942	22,968	1,026	4.7
<b>Average</b>	<b>17,171</b>	<b>17,828</b>	<b>657</b>	<b>3.8</b>
<b><u>NEBHE</u></b>				
UM	\$15,410	\$17,268	1,858	12.1
UMA	13,451	13,775	324	2.4
USM	13,428	14,238	810	6.0
<b>Average</b>	<b>14,096</b>	<b>15,094</b>	<b>998</b>	<b>7.1</b>
<b>LAW</b>				
<b>In-State</b>	\$24,280	\$25,090	810	3.3
<b>Out-of-State</b>	35,770	36,580	810	2.3
<b>NEBHE &amp; Canadian</b>	32,740	33,550	810	2.5

**When reviewing the Tuition & Fee increases in this report for UM and UMM, the reader should note that the \$ and % increase in the tuition rate from FY21 to FY22 includes the revenue neutral “roll-up” of the mandatory fees into the tuition rate. For USM, the \$ and % increase in the Fee rate includes the revenue neutral consolidation of student fees.**

**UNIVERSITY OF MAINE SYSTEM  
ANNUAL ROOM & BOARD CHARGES<sup>1</sup>**

	<b>ROOM CHARGES</b>		<b>FY22 Increases</b>	
	<b>FY21</b>	<b>FY22</b>	<b>\$</b>	<b>%</b>
UM	\$5,670	\$5,814	144	2.5
UMF	5,356	5,356	-	-
UMFK	4,700	4,820	120	2.6
UMM	4,726	4,980	254	5.4
UMPI	5,000	5,000	-	-
USM	5,350 <sup>2</sup>	5,460	110	2.1
<b>Average</b>	<b>5,134</b>	<b>5,238</b>	<b>104</b>	<b>2.0</b>
UMA	7,430	7,430		
	<b>BOARD CHARGES</b>			
	<b>FY21</b>	<b>FY22</b>		
UM	\$5,302	\$5,460	158	3.0
UMF	4,882	4,980	98	2.0
UMFK	4,050	4,150	100	2.5
UMM	4,861	4,983	122	2.5
UMPI	3,738	3,832	94	2.5
USM	4,880 <sup>2</sup>	5,005	125	2.6
<b>Average</b>	<b>4,619</b>	<b>4,735</b>	<b>116</b>	<b>2.5</b>
	<b>FY21</b>	<b>FY22</b>		
UM	\$10,972	\$11,274	302	2.8
UMF	10,238	10,336	98	1.0
UMFK	8,750	8,970	220	2.5
UMM	9,587	9,963	376	3.9
UMPI	8,738	8,832	94	1.1
USM	10,230 <sup>2</sup>	10,465	235	2.3
<b>Average</b>	<b>9,753</b>	<b>9,973</b>	<b>220</b>	<b>2.3</b>

<sup>1</sup>Rates shown are based on the meal plan and room type with the greatest projected number of students. Several meal plans and room types are available. Beginning in FY20, UMA has limited housing but no dining.

<sup>2</sup>FY21 restated to reflect Doubles Rate and 19 Meal Plans



**UNIVERSITY OF MAINE SYSTEM**  
**ANNUAL COMPREHENSIVE STUDENT CHARGES**  
**(Includes Tuition, Mandatory Fees, Room and Board)**

<b>UNDERGRADUATE</b>		<b>FY21</b>	<b>FY22</b>	<b>FY22 Increases</b>	
<b><u>In-State &amp; Canadian</u></b>		<b>Rate</b>	<b>Rate</b>	<b>\$</b>	<b>%</b>
UM		\$22,716	\$23,560	844	3.7
UMA		15,808	15,988	180	1.1
UMF		20,386	20,726	340	1.7
UMFK		17,255	17,655	400	2.3
UMM		17,840	19,113	1,273	7.1
UMPI		17,188	17,462	274	1.6
USM		18,820	21,275	2,455	13.0
<b>Average</b>		<b>18,877</b>	<b>19,760</b>	<b>883</b>	<b>4.7</b>
<b><u>Out-of-State</u></b>					
UM		\$43,506	\$44,860	1,354	3.1
UMA		26,218	26,668	450	1.7
UMF		31,810	32,438	628	2.0
UMFK		21,665	22,185	520	2.4
UMM		25,190	26,643	1,453	5.8
UMPI		21,598	21,992	394	1.8
USM		33,250	36,065	2,815	8.5
<b>Average</b>		<b>29,337</b>	<b>30,485</b>	<b>1,148</b>	<b>3.9</b>
<b><u>NEBHE</u></b>					
UM		\$29,196	\$31,930	2,734	9.4
UMA		20,218	20,518	300	1.5
UMF		26,370	26,870	500	1.9
UMFK		21,665	22,185	520	2.4
UMM		22,250	23,643	1,393	6.3
UMPI		21,598	21,992	394	1.8
USM		24,430	27,035	2,605	10.7
<b>Average</b>		<b>23,979</b>	<b>25,245</b>	<b>1,266</b>	<b>5.3</b>

NOTE: Tuition and Fees based on 15 credit hours per semester for two semesters for undergraduate and law students (except UMF based on 16 credit hours per semester beginning in FY07 & UMFK based on "Block" rates for 12-18 hours per semester in FY13 - FY17) and 9 credit hours per semester for two semesters for graduate students. Room and board rates are based on the meal plan and room type with the greatest projected number of students. Several meal plans and room types are available. Beginning in FY20, UMA has limited housing but no dining.

**When reviewing the Tuition & Fee increases in this report for UM and UMM, the reader should note that the \$ and % increase in the tuition rate from FY21 to FY22 includes the revenue neutral "roll-up" of the mandatory fees into the tuition rate. For USM, the \$ and % increase in the Fee rate includes the revenue neutral consolidation of student fees.**

**UNIVERSITY OF MAINE SYSTEM  
ANNUAL COMPREHENSIVE STUDENT CHARGES  
(Includes Tuition, Mandatory Fees, Room and Board)**

<b>GRADUATE</b>	<b><u>In-State &amp; Canadian</u></b>	<b>FY21</b>	<b>FY22</b>	<b>FY22 Increases</b>	
		<b>Rate</b>	<b>Rate</b>	<b>\$</b>	<b>%</b>
	UM	\$20,568	\$21,540	972	4.7
	UMA	15,823	16,021	198	1.3
	UMF	18,292	18,597	305	1.7
	USM	17,400	19,519	2,119	12.2
	<b>Average</b>	<b>18,683</b>	<b>19,736</b>	<b>1,053</b>	<b>5.6</b>
	<b><u>Out-of-State</u></b>				
	UM	\$39,324	\$40,764	1,440	3.7
	UMA	17,767	18,019	252	1.4
	UMF	18,292	18,597	305	1.7
	USM	30,972	33,433	2,461	7.9
	<b>Average</b>	<b>27,251</b>	<b>28,520</b>	<b>1,269</b>	<b>4.7</b>
	<b><u>NEBHE</u></b>				
	UM	\$26,382	\$28,542	2,160	8.2
	UMA	20,881	21,205	324	1.6
	USM	22,458	24,703	2,245	10.0
	<b>Average</b>	<b>24,097</b>	<b>25,964</b>	<b>1,867</b>	<b>7.7</b>
<b>LAW</b>					
	<b>In-State</b>	\$33,310	\$35,555	2,245	6.7
	<b>Out-of-State</b>	44,800	47,045	2,245	5.0
	<b>NEBHE &amp; Canadian</b>	41,770	44,015	2,245	5.4

NOTE: Tuition and Fees based on 15 credit hours per semester for two semesters for undergraduate and law students (except UMF based on 16 credit hours per semester beginning in FY07 & UMF based on "Block" rates for 12-18 hours per semester in FY13 - FY17) and 9 credit hours per semester for two semesters for graduate students. Room and board rates are based on the meal plan and room type with the greatest projected number of students. Several meal plans and room types are available. Beginning in FY20, UMA has limited housing but no dining.

**When reviewing the Tuition & Fee increases in this report for UM and UMM, the reader should note that the \$ and % increase in the tuition rate from FY21 to FY22 includes the revenue neutral "roll-up" of the mandatory fees into the tuition rate. For USM, the \$ and % increase in the Fee rate includes the revenue neutral consolidation of student fees.**

## UNIVERSITY OF MAINE SYSTEM STUDENT FEES

### OVERVIEW

The procedures for establishing student fees throughout the University of Maine System are contained in the Board of Trustees Policy Manual in Section 703 and 704 as follows:

The **BOARD OF TRUSTEES** will establish those fees that are analogous to tuition, i.e., those that must be paid by all students as a condition of attendance. In addition, changes to the amount of the Student Activity Fee shall be requested by the recognized student governing body at each University and authorized after (a) a referendum approved by the student body, (b) approval of the President and, (c) approval of the Chancellor for presentation and approval by the Board of Trustees. Board approved fees include the Student Activity Fee, the Communications Fee, the Unified Fee, the Recreation Fee and the Student Health & Wellness Fee.

The **CHANCELLOR** will establish those fees impacting services and operations within the System. These include maximum levels for financial service fees (non-negotiable check fees) and fees principally affecting prospective students, such as application fees.

The **UNIVERSITY PRESIDENTS** are responsible to the maximum extent possible for establishing most university-specific fees, which include:

- all course fees
- all deposits
- all fees for optional university services and activities

Fee changes planned for the fall semester should ordinarily be adopted no later than May; those to become effective in the spring semester should be adopted by November 15. Universities should establish procedures for timely review of and comment on fee changes. The Chancellor should be informed in advance of the formal adoption of any fee changes.

Adjustments to Student Activity Fees will be considered by the Board at its May meeting in order to allow sufficient time for student governments to conduct spring referendums on any changes recommended to the fees.

**UNIVERSITY OF MAINE SYSTEM  
NARRATIVE DESCRIPTION OF EACH MANDATORY FEE**

<u>Name</u>	<u>University Charging Fee</u>
<u>Comprehensive Fee</u> This fee covers fixed costs of providing educational and student services not already supported by tuition.	USM
<u>Communications Fee</u> A student approved mandatory fee that is administered by the students to support WMEB-FM, the Maine Channel, “The Maine Campus”, and ASAP, a media and internet technologies laboratory.	UM
<u>Green Fee</u> A student approved mandatory fee used to re-start the recycling program on campus and to work on sustainable practices (refill stations, led lighting, planting more trees, etc.).	UMM
<u>Student Activity Fee</u> A student approved mandatory fee that is administered by the students for educational, cultural, social, and recreational purposes. Changes to this fee require the approval of the student body, University President, Chancellor, and Board of Trustees.	ALL
<u>Student Health &amp; Wellness Fee</u> This fee is charged to students registered for 4 or more credit hours of classes held at UMF. It covers all health center office visits, counseling and fees associated with Mainely Outdoors.	UMF
<u>Technology Fee</u> This fee supports the campus technology and educational environment necessary to meet the technological demands of the University of Maine community.	UM/UMM
<u>Unified Fee</u> This fee is used to cover fixed costs of providing educational services that may not be directly related to the number of credit hours for which a student is enrolled. This fee supports activities such as student services, the operation of facilities such as student and fitness centers, and student-utilized, instruction-related technologies.	UMA/UMF/UMFK/UMPI

University of Maine System  
Board of Trustees

**AGENDA ITEM SUMMARY**

**NAME OF ITEM:** Lease Authorization request, UM, 167 Fore St., Portland, ME

**INITIATED BY:** James O. Donnelly, Chair

**BOARD INFORMATION:**

**BOARD ACTION:** X

**BOARD POLICY:**

801 – Acquisition of Real Property; and Increase in Square Footage

**UNIFIED ACCREDITATION CONNECTION:**

UMaine personnel located in Portland will provide an opportunity to collaborate further with University of Southern Maine, University of Maine School of Law and the University of Maine Graduate and Professional Center.

**BACKGROUND:**

The University of Maine System acting through the University of Maine (UM) requests authorization to enter into a lease with 167 Fore LLC for 2,618 square feet of office space at 167 Fore Street, Floor 6, Portland, Maine to use as a U.S. person-only secure facility for approximately 13 research staff from the University of Maine Advanced Structures and Composites Center (ASCC) and the Portland Gateway Office Director which is a new UMaine position supported by the Office of the Vice President for Research.

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 proposed duration of this lease is for 5 years with two 5-year extension options with an initial monthly rate of approximately \$5,400, triple net. The request is also pursuant to Board policy prohibiting net increases in space without Trustee authorization. In this case, the request is to forward the recommendation to the Consent Agenda for approval at the May 24, 2021 Board meeting.

On March 5<sup>th</sup>, 2021, the University of Maine entered into a short-term, six-month lease for 2,618 square feet at 167 Fore Street, Portland, Maine, Floor 6. The purpose of this location is a U.S. person-only secure facility for approximately 13 research staff from the UMaine Advanced Structures and Composites Center and the Portland Gateway Office Director. Research conducted at this facility is funded primarily by U.S. Department of Defense contracts. The University is now negotiating a longer, five-year lease term for this space with up to two five-year renewal periods.

The location in Portland enables the ASCC to draw on the talent in the Southern Maine area to help tackle challenging engineering and design problems for US Government customers. The initial team focus is to drive the development of large-scale additive manufacturing processes for new Naval vessels and applications. Software tools are being developed to design and build better structures. Improvements to existing manufacturing processes are envisioned by combining real-time sensor data with optimization techniques and data science which can be used to inform on-line decision making.

04/26/2021

In March and April, significant physical and security enhancements were completed on the office suite to permit the start of secured work. As of April, eight staff have been hired to work from the space, all fully funded on federal research contracts.

The initial rent equates to a cost per square foot of \$24.75, which is on-par with commercial real estate lease rates in this part of Portland. Rent will be renegotiated at the time of any extension. Cost related to the lease will be recovered via the indirect rates charged to federal research contracts. Funding is available and unencumbered.

**TEXT OF PROPOSED RESOLUTION:**

That the Finance, Facilities and Technology Committee, approves the following resolution to be forwarded to the Consent Agenda for Board of Trustee approval at the May 24, 2021 Board Meeting.

That the Board of Trustees approves the recommendation of the Finance, Facilities and Technology Committee and authorizes the University of Maine System acting through the University of Maine to enter into a lease agreement for up to 2,618 square feet of space at 167 Fore Street, Portland, Maine for up to 15 years and at a cost of up to \$323,978 plus expenses for the initial 5-year period; to be funded with federal research indirect rate charges; with all final terms and conditions subject to review and approval of the University of Maine System Treasurer and General Counsel.

04/26/2021

University of Maine System  
Board of Trustees

## **AGENDA ITEM SUMMARY**

**NAME OF ITEM:** Wieden Hall Renovation, UMPI

**INITIATED BY:** James O. Donnelly, Chair

**BOARD INFORMATION:**

**BOARD ACTION:** X

**BOARD POLICY:**

701 – Budgets, Operating & Capital

**UNIFIED ACCREDITATION CONNECTION:**

Meet the needs of our student athletic program and support and build enrollment in relevant Health-Related academic programs.

**BACKGROUND:**

The University of Maine System, acting through the University of Maine at Presque Isle (UMPI), requests authorization to expend up to \$3,757,000 for renovations needed to Wieden Hall. This renovation is to be funded by the 2018 Facilities and Infrastructure Improvement Bonds.

This request is pursuant to Board of Trustees Policy 701 which requires projects with a total cost of more than \$500,000 to be considered by the Board of Trustees or its Finance, Facilities and Technology Committee. In this case the committee's recommendation will be forwarded to the full Board for approval at the May 24, 2021 Board meeting.

Dedicated in 1960 as a multipurpose building, Wieden Hall now serves as the home of the Owls' men's and women's basketball teams and women's volleyball. Wieden also houses an indoor batting cage for the baseball team, a state-of-the-art athletic training facility, and classrooms for the athletic training, physical education, and new physical therapy programs. Currently Wieden Hall supports the academic programs of Exercise Science, Physical Education (for those training to work with K-12 students), Physical Therapist Assistant program, Business Administration with a Recreational Concentration and a Bachelor of Science in Health Administration. Wieden Hall is 61 years old with a 2020 net asset value (per Gordian) of 36%. The building requires significant structural, mechanical and electrical upgrades for it to continue as the heart of our athletic programs and in direct support of our relevant academic programs.

The scope of the Wieden Hall renovation project includes an electrical service upgrade and replacement of the exterior pad-mount transformer in phase one. Phase two of the project will include structural upgrades to the gymnasium and installation of a new roof to meet current building code requirements for snow, wind, and seismic loads. Heating and ventilation systems will be upgraded with improved controls along with life safety upgrades and a new gymnasium floor. Items being considered as scope alternates include gymnasium equipment, new bleachers, and air conditioning.

Beyond the scope listed above, additional work is needed to improve the facility. The full renovation costs will exceed the amount available to the University of Maine at Presque Isle

April 26, 2021



from the 2018 Facilities and Infrastructure Improvement Bonds. The University of Maine at Presque Isle acknowledges its obligation to solicit the additional funds for completion of this project and additional authorizations will be requested as those funds are identified and as necessary.

The project is expected to improve the building's net asset value and will not change the building square footage. Operating costs for the building are not expected to increase as a result of this project.

The first phase of the work, Electrical Service upgrade, will begin this summer and be complete this fall. Design for phase two will take place during the summer/fall of 2021 with construction starting in the spring of 2022 and completion in early 2023. The building is expected to be at least partially occupied during most of the construction.

**TEXT OF PROPOSED RESOLUTION:**

That the Finance, Facilities and Technology Committee approves the following resolution to be forwarded for Board of Trustee approval at the May 24, 2021 Board Meeting:

That the Board of Trustees accepts the recommendation of the Finance, Facilities and Technology Committee and authorizes the University of Maine System acting through the University of Maine at Presque Isle to expend up to \$3,757,000 from 2018 bond funds to begin the renovation of Wieden Hall.

April 26, 2021

University of Maine System  
Board of Trustees

**AGENDA ITEM SUMMARY**

5

**NAME OF ITEM:** Steam and Condensate Line Replacement - USM

**INITIATED BY:** James O. Donnelly, Chair

**BOARD INFORMATION:**

**BOARD ACTION:** X

**BOARD POLICY:**

701 – Budgets, Operating & Capital

**UNIFIED ACCREDITATION CONNECTION:**

N/A

**BACKGROUND:**

The University of Maine System acting through the University of Southern Maine requests authorization to expend up to \$600,000 to replace approximately 575 linear feet of the underground steam and condensate lines located between the Central Heat Plant and the Science and Masterton buildings on the Portland campus. This project would be funded with unrestricted university E&G funds.

This request is pursuant to Board Policy 701, which requires projects with a total cost of more than \$500,000 to be considered by the Board of Trustees or its Finance, Facilities and Technology Committee. In this case, the authorization will be forwarded to the Consent Agenda for the May 24, 2021 Board meeting.

The Portland campus of the University of Southern Maine utilizes a Central Heat Plant, which produces steam. This steam is transported to the buildings serviced from the Central Heat Plant through an underground heat distribution system. The Central Heat Plant was replaced in 2016 but the underground heat distribution system was not and is 40-50 years old and in need of replacement.

With construction of the Career and Student Success Center (CSSC) in close proximity to a large section of the underground heat and condensate line it was determined that replacement of this section of line was warranted at this time. Given the age of the system and the proximity to the construction the risk of failure to this system either during construction or soon after completion is increased. This section of the system is directly after the Central Heat Plant and a failure would result in an inability to provide heat to 5 of 6 buildings serviced by the Central Heat Plant.

If authorized, the work would be started after the Portland Central Heat Plant is shut down for the heating season, near the beginning of June of 2021, and the work would be completed before the plant needs to be started back up in the fall. To enable coordination of this project with the CSSC construction project, bids were received, and the work will be performed by the same contractors.

April 26, 2021

**TEXT OF PROPOSED RESOLUTION:**

That the Finance, Facilities and Technology Committee approves the following resolution to be forwarded to the Consent Agenda for Board of Trustee approval at the May 24, 2021 Board Meeting:

That the Board of Trustees accepts the recommendation of the Finance, Facilities, and Technology Committee authorizes the University of Maine System acting through the University of Southern Maine to expend up to \$600,000 to replace approximately 575 linear feet of the underground steam and condensate lines located between the Central Heat Plant and the Science and Masterton buildings on the Portland campus.

University of Maine System  
Board of Trustees

**AGENDA ITEM SUMMARY**

**NAME OF ITEM:** Randall Student Center Renovation, UMA

**INITIATED BY:** James O. Donnelly, Chair

**BOARD INFORMATION:**

**BOARD ACTION:** X

**BOARD POLICY:**

701 – Budgets, Operating & Capital

**UNIFIED ACCREDITATION CONNECTION:**

Increase enrollment and improve student success and completion.

**BACKGROUND:**

The University of Maine System acting through the University of Maine at Augusta (UMA) requests authorization to spend up to \$2,150,000 for a renovation of the Richard J. Randall Student Center to create improved spaces to serve University students.

In January 2020, the Board of Trustees approved an addition to and renovation of the Randall Student Center with a budget of \$6,850,000. As the pandemic unfolded, UMA placed the project on hold and worked with the designer, Harriman Associates, to explore a renovation-only approach enabled by moving the bookstore operation online and converting the space to a much needed student lounge. The current proposed project is in lieu of the project proposed in 2020 and will be funded through the 2018 voter approved general obligation bond. Institutional funds will not be required.

This request is pursuant to Board Policy 701, which requires projects with a total cost of more than \$500,000 to be considered by the Board of Trustees or its Finance, Facilities and Technology Committee. In this case the Committee's recommendation will be forwarded to the full board for consideration at the May 24, 2021 Board meeting.

The renovations create a "hub" for student spaces and services, including improved spaces for Admissions, Advising, Registrar and Student Financial Aid. Additionally, these newly renovated spaces are co-located with the Moose Tracks Café and Spirit Store, and newly renovated Student Lounge and offices for Student Life and the Augusta Student Government Association.

Bids will be obtained shortly after Board of Trustees approval, and construction will begin immediately pending a successful bid. The project is anticipated to be complete by December. As necessary, partial occupancy may occur in time for the Fall 2021 semester. Operating costs will not be impacted by the renovation.

April 26, 2021

**TEXT OF PROPOSED RESOLUTION:**

That the Finance, Facilities, and Technology Committee approves the following resolution to be forwarded for Board of Trustee approval at the May 24, 2021 Board Meeting:

That the Board of Trustees accepts the recommendation of the Finance, Facilities, and Technology Committee and authorizes the University of Maine System acting through the University of Maine at Augusta to expend up to \$2,150,000 in funds from the 2018 general obligation bond to renovate the Richard J. Randall Student Center. This project replaces the Randall Student Center Renovation & Addition project authorized in January of 2020.



### AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Randall Student Center Renovation & Addition, UMA
2. **INITIATED BY:** Dannel P. Malloy, Chancellor
3. **BOARD INFORMATION:** **BOARD ACTION:** X
4. **OUTCOME:** **BOARD POLICY:**  
 Increase Enrollment 701 – Budgets-Operating & Capital  
 Improve Student Success GSF Increase
5. **BACKGROUND:**

The University of Maine System acting through the University of Maine at Augusta (UMA) requests to spend up to \$6,850,000 for a renovation and addition to the Randall Student Center to improve space for a variety of services focused on student recruitment and retention, such as Admissions; Enrollment; and Advising, as well as other student services as detailed below.

The Welcome Center project includes an addition to and renovation of the Richard J. Randall Student Center. This is consistent with the UMA master plan accepted by Trustees in May of 2018. The project will be funded through a mix of 2018 voter approved general obligation bond funds and campus funds.

This request is pursuant to Board Policy 701, which requires projects with a total cost of more than \$500,000 to be considered by the Board of Trustees or its Finance, Facilities and Technology Committee. The request is also pursuant to Trustee policy prohibiting net increases in space without Trustee authorization. In this case, the request is to approve and to forward this matter to the Consent Agenda for the January 26-27, 2020 Board of Trustees meeting.

UMA began developing the plans for the Augusta Welcome Center in the spring of 2019. The scope of the project and total budget have increased to accommodate campus needs and the current construction cost environment. The Welcome Center project will include the construction of an 8,400 square foot addition added to the south end of the Randall Student Center. The new space will include a large entrance lobby which will serve as a “hub” for activities in the building. In addition, there will be office spaces for the Enrollment Services and Admissions departments. The new addition will contain a much-needed large gathering space that will be available for campus events and activities.

The Welcome Center project will also involve renovating the first floor of the Randall Center to create improved office space for the Advising Center, Registrar’s Office, Student Financial Services department, Instructional Technology, University Store, and

1/16/2020

two academic spaces, a MAC Lab and the Flight Simulator Lab.

The second floor of the Randall Center will be renovated to create improved space for Student Government, the Student Accounts office, multiple Student Life departments, a staff lounge and additional conference/meeting rooms. The Fireplace Lounge will be converted into a large multipurpose student lounge, giving UMA students a place to relax and socialize before, in between, and after classes.

6.1

The result of the construction and renovations will have the Randall Student Center serving as the “campus center” of student government, student services and student life departments, conveniently located in close proximity to the student lounge, campus dining, IT Help Desk and University Store.

UMA plans to obtain bids this winter and begin construction as soon as possible thereafter. Occupancy, pending a successful bid, is anticipated in early 2021.

UMA will utilize \$2,885,000 from the 2018 voter approved bond and will fund the remaining approximately \$4 million project costs from UMA funds.

This request is also pursuant to Trustee policy prohibiting net increases in space without Trustee authorization. In this instance, off-setting space reduction has occurred in the past as described further below, rather than contemporaneously or prospectively. The new 8,400 square foot addition portion of the project is far less than the more than 60,000 gross square feet UMA has removed in the past 10 years. For example, UMA has removed Augusta Hall, Lincoln Hall and Dow Chapel.

Additionally, UMA has the strongest net asset value of any campus, having already achieved the Trustees’ interim goal of attaining net asset value better than 63 percent and UMA is approaching the long-term goal of 70 percent. The existing Randall Student center itself has an NAV of 74 percent. UMA also has the highest density measure of any campus in the System.

15

The renovations and addition will have a minor, but positive, impact on these metrics. The operating costs of the new square footage are estimated to be approximately \$55,000 per year. UMA will adjust the campus operating budget to factor in these new costs.

## 6. TEXT OF PROPOSED RESOLUTION:

That the Board of Trustees approves the recommendation of the Finance, Facilities and Technology Committee to authorize the University of Maine at Augusta to expend \$2,885,000 in 2018 general obligation bond and up to \$3,965,000 of E&G funds to renovate the Richard J. Randall Student Center and construct an addition to this building to serve as the UMA Welcome Center, with final funding sources to be determined by the UMA Chief Business Officer and University Treasurer.

University of Maine System  
Board of Trustees

**AGENDA ITEM SUMMARY**

**NAME OF ITEM:** Replacement name for former Clarence C. Little Hall, UM

**INITIATED BY:** James O. Donnelly, Chair

**BOARD INFORMATION:**

**BOARD ACTION:** X

**BOARD POLICY:**

803 – Naming and Renaming of Physical Facilities

**UNIFIED ACCREDITATION CONNECTION:**

Non-applicable

**BACKGROUND:**

The University of Maine System, acting through the University of Maine (UM) requests authorization to rename the building formerly named Clarence C. Little Hall as Beryl Warner Williams Hall.

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, after receiving a proposal from the Chancellor and at the recommendation of the campus President.

At its September 28, 2020 meeting, the University of Maine System Board of Trustees approved the recommendation from 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 pending a recommendation for a replacement name.”

To determine the replacement name, President Joan Ferrini-Mundy commissioned a renaming taskforce that submitted its final report on September 28, 2020 with proposed names. After due diligence and careful deliberation and consultation, in accordance with Board Policy Section 803, President Ferrini-Mundy recommended the name of Beryl Warner Williams for the building to Chancellor Malloy on February 25, 2021 and he accepted the recommendation on March 8, 2021.

Beryl Elizabeth Warner Williams is a native of Bangor, Maine. She earned two degrees from the University of Maine (a BS in Mathematics with honors and minor in English in 1935 and a Master’s in Mathematics in 1940) as well as an honorary Doctorate of Pedagogy from UMaine in 1972. A lifelong educator, Beryl Williams made significant contributions to higher education. She was the first woman to be appointed to a deanship at Morgan State University and was recognized as the “Mother of Continuing Education”. Outside of her professional accomplishments, she committed herself through civic engagement in Baltimore and the state of Maryland, holding affiliations in organizations such as the NAACP, National Council of Negro Women and the American Red cross just to name a few.

04/26/2021



**TEXT OF PROPOSED RESOLUTION:**

That the Finance, Facilities, and Technology Committee, approves the following resolution to be forwarded to the Consent Agenda for Board of Trustee approval at the May 24, 2021 Board Meeting:

That the Board of Trustees accepts the recommendation of the Finance, Facilities, and Technology Committee, and authorizes the University of Maine System acting through the University of Maine to rename the former Clarence C. Little Hall as Beryl Warner Williams Hall.

University of Maine System  
Board of Trustees

**AGENDA ITEM SUMMARY**

**NAME OF ITEM:** Repaving MaineStreet Initiative

**INITIATED BY:** James O. Donnelly, Chair

**BOARD INFORMATION:**

**BOARD ACTION:** X

**BOARD POLICY:**

701 – Budgets, Operating & Capital

**UNIFIED ACCREDITATION CONNECTION:**

Re-engineer and re-implement the UMS MaineStreet ERP platform to expand access to academic programming across the University, improve student self-service options, streamline business processes and improve operational efficiency. This work will also enable UMS to fulfill goals and objectives of the Unified Accreditation initiative.

**BACKGROUND:**

**a. Executive summary of the request:**

Approval is sought to initiate the ‘Repaving MaineStreet’ Initiative based on the final ERP assessment report completed during the Spring 2021 term. The ERP assessment report articulates the key opportunities, recommendations, timelines and projected costs for achieving a transformational overhaul of the current UMS Peoplesoft ERP solution (MaineStreet) to achieve significant operational efficiencies, improve business processes, improve self-service options and expand educational opportunities. This work will enable UMS to fulfill the goals and objectives of the Unified Accreditation Initiative. The proposal outlines a 5-year project timeline with a projected cost of up to \$16.8 million. The University of Maine System seeks approval to commit \$7.8 million to fund the first two years of the project with the intent to pursue external funding opportunities to cover the remainder of project costs.

**b. Funding Sources:**

Budget requirements for the first two years of the 5-year project is estimated at \$7.8 million. Funding to cover this amount is to come from the following sources:

- Temporary Investment Income - \$6.81 million
- Revenue Bond Interest - \$0.54 million
- Capital Project Contingency Fund Balances - \$0.35 million
- FY21 US:IT Attrition and Operational Savings - \$0.1 million

**TEXT OF PROPOSED RESOLUTION:**

That the Finance, Facilities and Technology Committee waives our current 3-step process for projects of \$5 million or more and approves the following resolution to be forwarded for Board of Trustee approval at the May 24, 2021 Board Meeting.

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

04/26/2021

to \$7.8 million to support the first two years of the 5-year ‘Repaving MaineStreet’ ERP reimplementation initiative with the remaining funding to be derived from a variety of sources, including external funding agencies.

Attachments & Reports:

- UMS Repaving MaineStreet Project Proposal (Pending)

University of Maine System  
Board of Trustees

**AGENDA ITEM SUMMARY**

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

**INITIATED BY:** James O. Donnelly, Chair

**BOARD INFORMATION:** X

**BOARD ACTION:**

**BOARD POLICY:**

N/A

**UNIFIED ACCREDITATION CONNECTION:**

N/A

**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
- MaineStreet Improvements
- VoIP – UMF
- VoIP – UMPI
- VoIP – USM
- Brightspace LMS Implementation
- ERP Assessment
- Optical Network Equipment Refresh for the Northern Ring

4/26/2021

## Status Update – April 2021

### Classrooms for the Future

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

### Overview

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

Initiation Date	Sponsor	Original Estimated Completion Date	Current Estimated Completion Date	Estimated Budget*	Budget Committed to date	Budget % Committed	Project % Complete	Comments
4/2016	David Demers	12/2019 (updated 11/18)	12/2020	\$4,945,075	\$4,945,075	100%	96%	Total estimated budget reflects additional allocation provided Dec. 2017 as well as contingency funds added in December 2018

### Status

The UMA campus began work on updating video conferencing rooms with the remaining contingency funds and RUS grant funds. This work will continue through Summer 2021. Once the work is completed in these rooms, reassessments of each classroom space will be performed.

Equipment maintenance reports have been submitted to the UMaine and UMM campuses and the UMF report has been drafted. Maintenance reports will be completed for the remaining campuses, and final reports will be completed for all campuses once the overall project has been completed.

### BUDGET SUMMARY

Campus	Allocation	% Committed to Date	\$\$ Not Yet Budgeted	% Complete
<b>PROJECT TOTAL</b>	\$4,945,075	100%	-0-	97%
UMM	\$240,900	100%	-0-	99%
UMF	\$415,976	100%	-0-	100%
UMaine	\$1,681,630	100%	-0-	100%
UMPI	\$360,276	100%	-0-	96%
USM	\$1,238,980	100%	-0-	98%
UMFK	\$287,348	100%	-0-	99%
UMA	\$719,965	100%	-0-	85%

9.1

**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%
	Katz 7	21%
	Katz 210	93%
	Saco 110	90%
	Bath/Brunswick 115, 119 (RUS)	93%
	Dental Clinic 109 (RUS)	90%
	East Millinocket 1 (RUS)	90%
	Ellsworth 3 (RUS)	21%

	Houlton 119 (RUS)	21%
	LAC 222C (RUS)	18%
	LAC 118 & 119 (RUS)	93%
	LAC 125 (RUS)	22%
	Rockland 412 (RUS)	93%
	Rumford 309 (RUS)	21%
	Saco 107 (RUS)	93%
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	95%
	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%
<b>USM</b>	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	90%
	John Mitchell 233, 242, 252, 265, 270	85%
	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	95%
	Bailey 218 & 312	100%
	Bailey 313	95%
	Bailey 402	95%
	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 higher equipment demand

**Status Update – April 2021****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	8/31/2021	\$2,563,650	\$2,289,900	90%	95%	*Rooms that are currently on hold will be completed in Summer 2021

**Status**

The UMaine campus has rooms on hold that have not been scheduled for use this semester. UMaine is reviewing these rooms to determine whether they will be used going forward or if the web conferencing equipment should be installed in other classrooms. USM has two rooms that are on hold because they are currently being used as student lounges. The rooms will be upgraded with web conferencing equipment once they are no longer needed for lounge spaces.

Reassessments will be completed in May on classrooms that were upgraded over winter break with web conferencing equipment.

**Summary of Web Conferencing Upgrades**

Campus	Number of Rooms	Number of Carts	Summer Rooms Completed	Number of Winter Rooms	Winter Rooms Completed	Percentage Complete
UMA	27	10	16	11	11	97%
UMF	11	4	11	0	0	100%
UM	56	10	42	15	10	92%
UM-Law	5	1	2	3	2	90%
UMM	10	2	7	3	2	94%
UMFK	6	2	6	0	0	100%
UMPI	10	2	6	4	4	96%
USM	47	11	32	15	13	94%

**Summary by Campus and Classroom Project**

<b>Campuses</b>	<b>Rooms By Project Setup</b>	<b>% Complete</b>
<b>UMA</b>	Brunswick 114	100%
	Ellsworth 2	100%
	Ellsworth 7	100%
	LAC 162K*	95%
	Rockland 410	100%
	Rockland 413	100%
	Saco 108	100%
	Civic Center 257*	90%
	Fine Arts 124	100%
	Jewett Hall 124*	100%
	Jewett Hall 156	100%
	Jewett Hall 180	100%
	Jewett Hall 284	100%
	Jewett Hall 293	100%
	Jewett Hall 297	100%
	Katz 5	100%
	Katz 53	90%
	Randall Student Ctr 253*	100%
	Randall Student Ctr 255*	95%
	Camden Hall 101*	90%
	Camden Hall 105*	90%
	Camden Hall 304* changed to Dental 142	90%
	College Center 135	100%
	College Center 142*	90%
	Eastport Hall 135	100%
	Eastport Hall 136*	90%
	Eastport Hall 138	100%
<b>UMF</b>	Education Center 103	100%
	Education Center 106	100%
	Education Center 111	100%
	Education Center 113	100%

	Education Center 114	100%
	Preble 117	100%
	Ricker Addition 217	100%
	Roberts 131	100%
	Roberts C23	100%
UMaine	Aubert 316*	90%
	Aubert 421	100%
	Aubert 422	100%
	Barrows 123*	90%
	Barrows 124	100%
	Barrows 130	100%
	Barrows 131*	90%
	Bennett 102	100%
	Bennett 140	100%
	Bennett 141	100%
	Boardman 115* changed to 210	90%
	Bryand Global 100	100%
	Deering 17*	90%
	Deering 101C* changed to Bennett 201	90%
	Deering 113	100%
	DPC 100	100%
	DPC 105	100%
	DPC 107	100%
	DPC 115	100%
	DPC 117	100%
	Dunn 115	95%
	Dunn 316	95%
	Hitchner 157	90%
	Hutchinson Center 102	100%
	Hutchinson Center 129*	75%
	Jenness 100	100%
	Jenness 102	100%
	Jenness 104	100%
	Jenness 106	100%

	Jenness 108	100%
	Lengyel 125	100%
	Lengyel 127	100%
	Little 110	100%
	Little 120	100%
	Little 130	100%
	Little 140	100%
	Little 202* (on hold)	61%
	Little 206* (on hold)	64%
	Little 211	100%
	Little 219*	100%
	Little 220* (on hold)	5%
	Lord 200* (on hold)	10%
	Merrill 228a (on hold)	11%
	Merrill 114	90%
	Murray 102	100%
	Murray 106	100%
	Neville 100	100%
	Neville 101	100%
	Neville 208	100%
	Neville 227	100%
	Nutting 100	100%
	Nutting 102	100%
	Nutting 213	100%
	Nutting 257	100%
	Shibles 217	100%
	Shibles 313	100%
	Shibles 316	100%
	Stevens/Center 155* changed to Little 204	90%
	Stevens/Center 355*	90%
	Stevens/North 235	100%
	Stevens/North 237* changed to Hitchner 157	90%
UM LAW	Moot	93%

	Middle*	95%
	First Year	90%
	506*	90%
	522A*	80%
<b>UMM</b>	Science 115	100%
	Science 120	100%
	Science 13*	53%
	Torrey 104	100%
	Torrey 106	100%
	Torrey 226	100%
	Torrey 228*	90%
	Torrey 230	100%
	Torrey 232	100%
	Torrey 234*	95%
<b>UMFK</b>	Armory 119	100%
	Cyr 113	100%
	Cyr 204	100%
	Cyr 205*	100%
	Old Model School 103*	100%
	Powell 123	100%
<b>UMPI</b>	Folsom 101A	100%
	Folsom 204	100%
	Folsom 205	100%
	Folsom 206	100%
	Folsom 303	100%
	Pullen 111*	90%
	Pullen 210*	90%
	Pullen 212	100%
	Pullen 214*	90%
	Pullen 216*	90%
	Weidan PTA	100%
<b>USM</b>	Bailey 10* (on hold)	21%
	Bailey 113	100%
	Bailey 201	100%



	Bailey 202	100%
	Bailey 204	100%
	Bailey 205	100%
	Bailey 206*	90%
	Bailey 207*	92%
	Bailey 218	100%
	Bailey 312	100%
	Bailey 315	100%
	Bailey 319	100%
	Bailey 402*	95%
	Bailey 403	100%
	John Mitchell 151	100%
	John Mitchell 242	100%
	John Mitchell 252	100%
	LAC 104*	90%
	LAC 108/109	100%
	LAC 158*	95%
	LAC 210	100%
	Luther Bonney 103*	89%
	Luther Bonney 209	100%
	Luther Bonney 241*	90%
	Luther Bonney 302	100%
	Luther Bonney 303*	90%
	Luther Bonney 326	100%
	Luther Bonney 402*	90%
	Luther Bonney 403*	90%
	Luther Bonney 410	100%
	Luther Bonney 502*	90%
	Luther Bonney 503	100%
	Luther Bonney 510	100%
	Luther Bonney 523	100%
	Masterton 113*	90%
	Masterton G08	100%

	Masterton G38	100%
	Payson 42	100%
	Payson 44	100%
	Payson 200	100%
	Payson 201	100%
	Payson 202	100%
	Payson 204	100%
	Science 533	100%
	Wishcamper 133* (on hold)	21%
	Wishcamper 419/427*	95%




\*denotes rooms scheduled for winter break

9.1

## Risks

- Potential equipment delays due to increased demand for equipment

**Status Update – April 2021****MaineStreet User Experience Enhancements**

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

**Overview**

This project is deploying the HighPoint User-Interface Platform to streamline and improve usability, navigability, and utility of the MaineStreet environment for students and faculty alike.

Project	Initiation Date	Sponsor	Original Estimated Completion Date	Current Estimated Completion Date	Initial Budget	Current Budget Balance	Project % Complete	Comments
<b>UX Enhancements</b>	September 2018	David Demers	January 2019	*October 2021	\$1,148,237	\$632,499	88%	* Completion date for full launch of HCX to all UMS students

**9.1****Summary Status**

Student surveys were released to UMM students in late February with the goal of soliciting feedback regarding their use of Highpoint (New MaineStreet Experience, or “HCX”). Though response rates were fairly low, largely due to the impacts of the pandemic and competing priorities, feedback received was overwhelmingly positive.

A “Soft Launch” of HCX is being considered for the summer, in which the approach used for the UMM Pilot would be replicated for all UMS students. Students would be able to choose either the “New MaineStreet Experience” or the “Classic Student Center” to complete tasks in MaineStreet. The Technical Team will develop and refine solutions to optimize the user experience over the summer. Full rollout of HCX is planned for the fall, at which point students will be funneled directly to the New MaineStreet Experience.

**Recently Completed**

- Circulation of student surveys
- Regular UMM Pilot meetings regarding status, communication, and feedback
- Technical consultation with HighPoint

**In Progress**

- Preparation for point release updates of HCX in production environment alongside PUM 21 PeopleSoft regulatory update in May
- Soft launch assessment and planning
- Outreach and communication with broad array of campus stakeholder groups
- Technical development

## 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.

9.1

**Status Update – April 2021****VoIP – UMF**

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 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	09/2021	\$499,000	\$377,948	99%	

**9.1****Status**

Clean up of the old system and eWaste disposal is planned for after the end of the semester.

The project team evaluated outstanding infrastructure issues which may impact the long-term stability and supportability of the voice system at UMF and have determined that upgrades in Fusion Center and Mantor will provide the most benefit within the available budget. Work will begin in these buildings as soon as the contractor is available and will be completed over the summer.

**Risks**

- Delays in other projects caused by COVID-19 response may impact this schedule.
- The legacy Avaya phone system has shown 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 lines 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 – April 2021****VoIP – UMPI**

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 UMPI 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	6/2021	\$291,000	\$238,321.96	80%	

**9.1****Status**

Academic and administrative buildings are substantially completed. The project team is working on residence halls where phones are needed for RA's and medical singles and converting the few outstanding analog lines such as elevator phones, alarms, etc. The legacy system is currently scheduled to be turned off in early May, after which we can begin eWaste disposal. It is anticipated that the project will be completed by 6/30/2021.

Building	Count of Extensions	% Complete	Building	Count of Extensions	% Complete
Normal	13	100%	Campus Center	30	80%
Emerson Annex	10	90%	Emerson	18	0%
Physical Plant	10	100%	Merriman	1	0%
Wieden	27	96%	Park	16	6%
CIL	32	91%	President's House	2	0%
Gentile	9	100%	South	54	96%
Folsom-Pullen	39	90%	Building not Identified	60	0%
Preble	77	88%			

(highlighted cells indicate a change since last report)

**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 – April 2021****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	\$443,856	59%	

**Status**

Significant progress has been made over the past few months. IP phones have been deployed in most of the large academic and office buildings with the exception of the Law Building. The team is currently evaluating the best way to deploy IP phones in the Law Building without significant infrastructure upgrades. There are also still a number of miscellaneous extensions such as elevators and alarms that need to be converted to the new system. The team is gradually working through these extensions as time permits.

The new call recording for Public Safety has been installed and is currently being tested. IP phones can be deployed to this department once testing is complete.

**Status by Building: (highlighted cells indicate a change since previous report)**

Building - Portland	% Complete	Building - Gorham	% Complete
LUTHER BONNEY HALL	87%	FIELD HOUSE, COSTELLO SPORTS COMPLEX	91%
SCIENCE BLDG, PTLD	86%	MCLELLAN HOUSE	93%
WOODBURY CAMPUS CENTER	**	RUSSELL HALL	65%
CENTRAL HEAT PLANT-P	100%	SCHOOL ST-134	75%
EXETER ST-045	9%	CENTRAL HEAT PLANT-G	58%
BEDFORD ST-102	18%	FACILITIES MANAGEMENT BUILDING	100%
BEDFORD ST-092	5%	COLLEGE AVE-007	100%
ABROMSON COMM ED CTR	76%	BROOKS STUDENT CTR	100%
PAYSON SMITH HALL	84%	BAILEY HALL	86%
USM PARKING GARAGE	14%	CORTHELL HALL	79%
BEDFORD ST-025, FACMGT	**	JOHN MITCHELL CTR	83%
LAW BLDG	1%	HASTINGS HALL	0%
GLICKMAN FAMILY LIBRARY	74%	UPTON HALL	71%

9.1

BEDFORD ST-120	92%	CARPENTER SHOP	50%
WISHCAMPER CTR	96%	HILL GYM, COSTELLO SPORTS COMPLEX	83%
BEDFORD ST-106	100%	ICE ARENA, COSTELLO SPORTS COMPLEX	63%
BEDFORD ST-126	100%	COLLEGE AVE-051	60%
SULLIVAN REC & FITNESS CTR	23%	ADMISSION BARN	14%
MASTERTON HALL	97%	HUSKEY DRIVE-028, PUBLIC SAFETY	9%
<b>LEWISTON-AUBURN CENTER</b>	<b>87%</b>	SCHOOL ST-128	25%




\*\* Building demolished

## 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 – April 2021****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) was 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) engaged in an RFP 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 implemented Brightspace as the UMS's new LMS.

**9.1**

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	February 2021	Implementation and Year 1: \$205,825	\$0	100%	Project closed
				Transition Support Allocations: \$1,401,396	\$995,773		

**Status**

The Brightspace Implementation Project Closeout Report was approved in February, marking the completion of the implementation phase. Implementation Team members and various additional stakeholders across the UMS were key in successfully completing the project within schedule, budget, and scope. Post-implementation efforts continue in order to further leverage Brightspace's features and capabilities, as well as to assess and deploy additional opportunities to support an optimal user experience.

**Recently Completed**

- Project closeout

**Status Update – April 2021****ERP Assessment**

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

**Project Overview**

The evaluation of the University of Maine System's (UMS) MaineStreet applications commenced in mid-July with Huron Consulting Services to assess current business processes, identify opportunities for improvement, and develop a plan to optimize processes and technology to support UMS' strategic objectives, particularly the requirements driven by Unified Accreditation. The desired outcomes for this engagement are:

- Evaluation of the current state of the shared ERP PeopleSoft (MaineStreet) environment
- Identification of deficiencies created by the current platform configuration, business processes, and underlying data architecture
- Summary of functionality required for a unified, future-state ERP environment fully supporting the strategic priorities of the UMS, including Unified Accreditation and Collaborative Degree Programs.
- Identification of efficiencies that may be attained through technological improvements or innovations including leveraging cloud-native solutions when feasible and realistic
- Evaluation of opportunities for improvements within the current ERP platform to deliver future-state functionality and support current and emerging business needs, including a shared, unified course catalog.
- A recommended plan to achieve UMS strategic outcomes through the realignment of technological tools, processes, and policies.

Initiation Date	Sponsor	Original Estimated Completion Date	Current Estimated Completion Date	Initial Budget	Current Budget Balance	Project % Complete	Comments
July 2020	David Demers	Nov 2020	May 2021	\$275,000	\$75,000	98%	

**Status**

Following the review of Huron's roadmap recommendations with the VC of Finance & Administration and identifying initial funding sources for executing the roadmap, Huron presented its recommendations to the President's Council for input during its April 13 meeting.

The final deliverable for this project is Huron's final report that will be presented to the BOT during its May meeting. The report will detail the scope and sequencing of the recommended roadmap that will improve the MaineStreet systems in support of Unified Accreditation and the optimal future state for the University of Maine System.

**Completed**




- Questionnaires for Human Resources, Finance, Admissions, Student Records, Academic Advisement, Student Financials, Financial Aid, Reporting, Technology
- Workshops for Human Resources, Finance, Admissions, Student Records, Academic Advisement, Student Financials, Financial Aid, Reporting, Technology
- Current state assessments for Human Resources, Finance, Student, Reporting, and Technology

- Presentation to Presidents' Council of Huron's Unified Accreditation vision as it pertains to the ERP Roadmap
- Roadmap recommendations
- CIO/VC of Finance & Administration review of roadmap recommendations
- Presentation of roadmap recommendations to Presidents' Council

**Upcoming Activities/Milestones**

- Initial socialization of roadmap recommendations
- Presentation of final roadmap recommendations to BOT

**Status Update April 2021****Northern Ring Optical Equipment Refresh**

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 replace optical network equipment in northern and Downeast Maine.

Initiation Date	Sponsor	Original Estimated Completion Date	Current Estimated Completion Date	Estimated Budget	Budget Committed to date	Project % Complete	Comments
12/2020	Jeffrey Letourneau	7/2021	7/2021	\$1,350,000	\$ 1,196,745	60%	

**9.1****Status**Site surveys and preparations:

All site surveys are completed.

Equipment Receipt and Installation:

All equipment has been installed.

Migration of Services:

Service testing and hardware configuration modifications are underway in preparation for final service migrations. Migrations are scheduled to begin May 1.

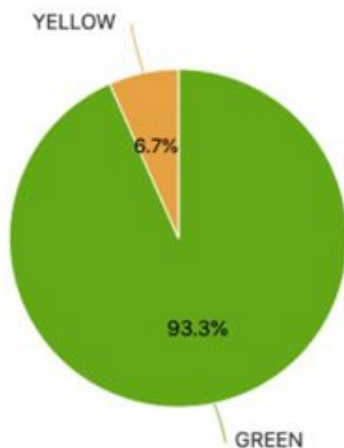
Decommissioning:

To begin when migration is complete. Current estimated timeline is late May through June.

**Risks**

- Limited access to sites and changes in health and safety regulations in response to the COVID-19 pandemic could impact project schedule. This work may require contractors from other states to visit sites.
- While working in Northern Maine in winter, weather may adversely impact project schedule.
- Availability of equipment may be a risk to this project.
- Availability of human resources is a risk to this project. Resources needed for this project also provide production support and support to other projects.

Active Project Health

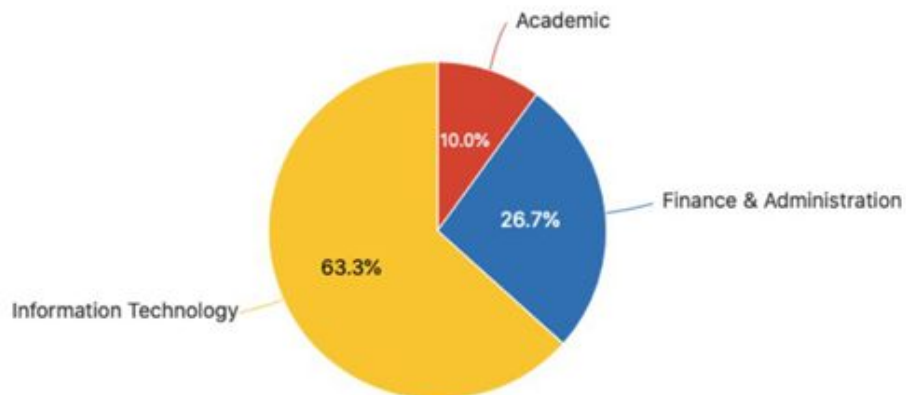


Project Health	Count
GREEN	28
YELLOW	2
Total	30

Total Budget of Active Projects

	Sum of Budget
Total	\$28,871,075.00

Active Projects by Category

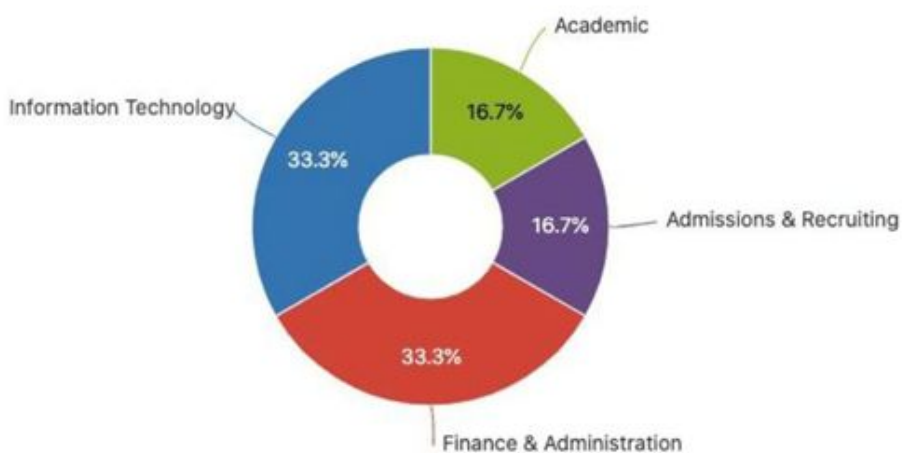


Category	Count
Academic	3
Finance & Administration	8
Information Technology	19
Total	30

9.1

Initiating Projects & RFPs

Category	Count
Academic	1
Admissions & Recruiting	1
Finance & Administration	2
Information Technology	2
Total	6











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

**Finance – Facilities – Technology  
Committee**

**May 5, 2021**










UNIVERSITY OF MAINE SYSTEM

**University Services**  
**Information Technology**


1

9.2

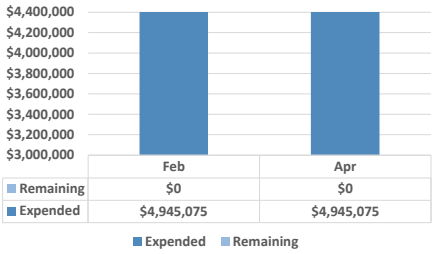
## US:IT Project (>\$250,000) Review

### Classrooms for the Future



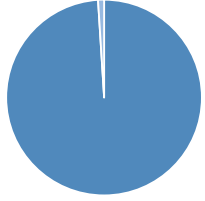
UNIVERSITY OF MAINE SYSTEM

**Project Budget - \$4.945M\*\***



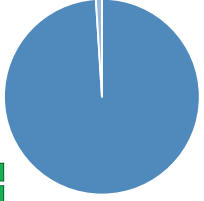
	Feb	Apr
Remaining	\$0	\$0
Expended	\$4,945,075	\$4,945,075

99% Complete (Feb)



→

99% Complete (Apr)




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	David Demers	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


1

134

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


### Classrooms for the Future



Maine's  
Public  
Universities  
UNIVERSITY OF MAINE SYSTEM









- 2017-2021 Classroom Upgrades

Campus	Apr '20	
UMA	85%	
UMF	100%	
UMFK	99%	
UMM	99%	
UM	100%	
USM	98%	
UMPI	96%	




3

9.2


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

### Classrooms for the Future



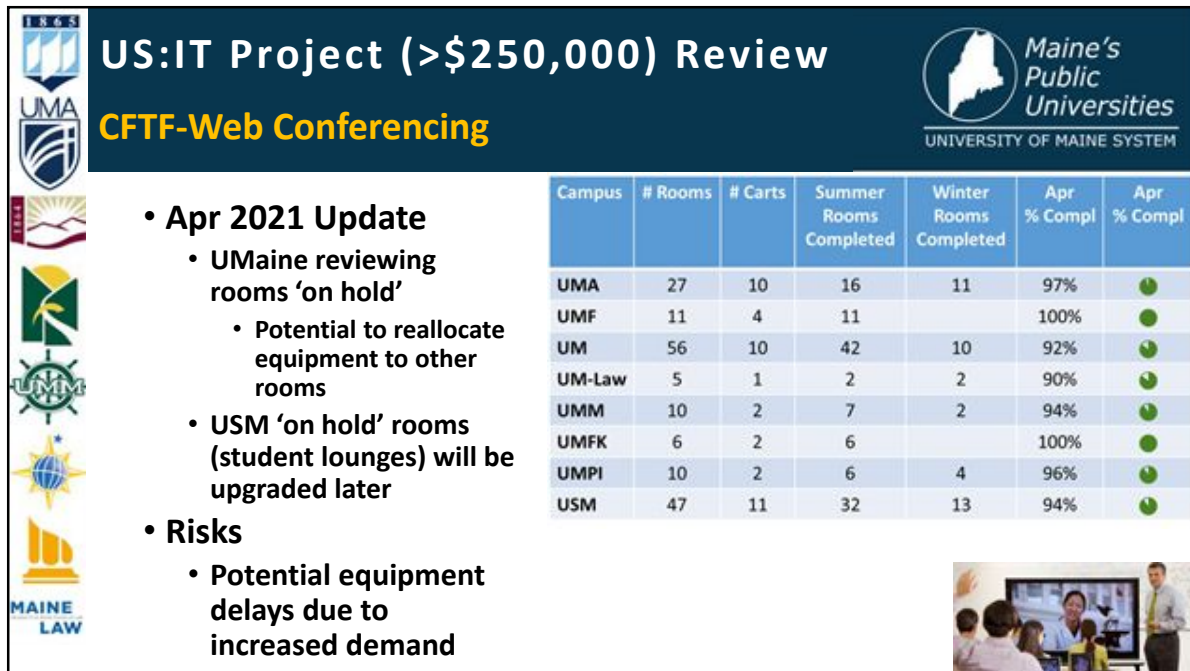
Maine's  
Public  
Universities  
UNIVERSITY OF MAINE SYSTEM

- Apr 2021 Update
  - Final UMA video conferencing room updates underway using remaining contingency and RUS grant funds.
    - Work to continue through Summer 2021
- Risks
  - Potential COVID-19 impact of work on campus
  - Potential delays in shipping and equipment shortages due to higher equipment demand



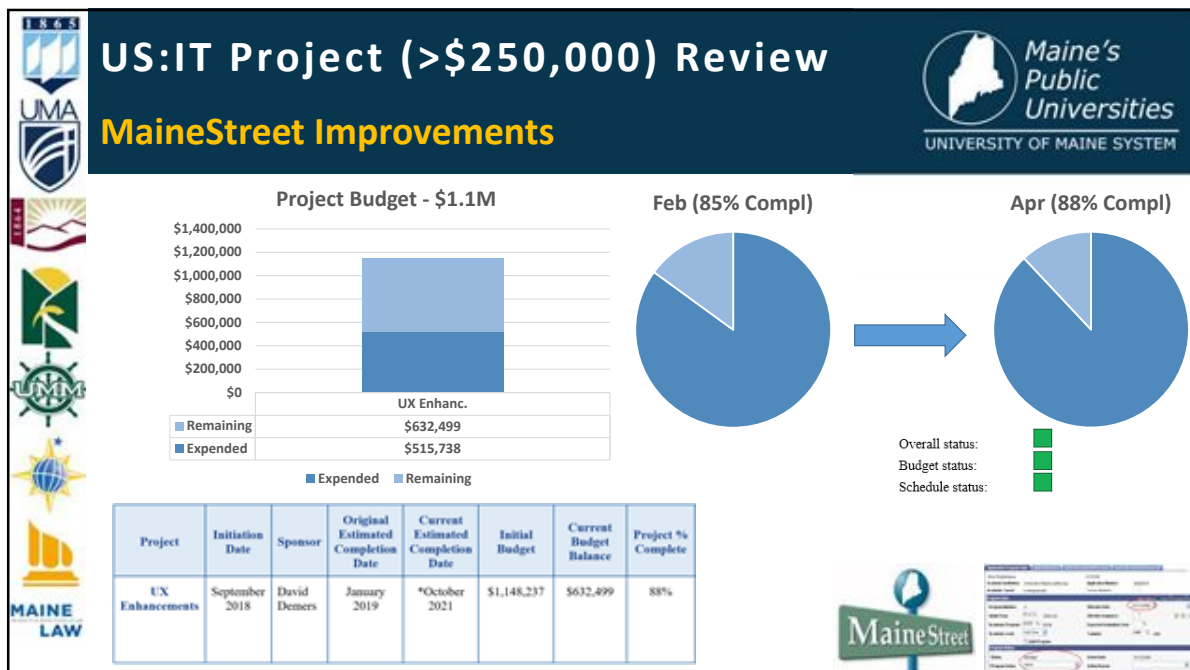
4







5

9.2




6









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

### MaineStreet Improvements





- Recently Completed:**
  - Circulation of student surveys for UMM pilot
    - Overwhelmingly positive feedback
  - UMM review meetings regarding status, communication and feedback
  - Technical review/consultation with HighPoint
- In Progress:**
  - Prep for next release of HCX for production (May)
  - Summer 'Soft Launch' planning
  - Outreach and communication with campus stakeholders
  - Ongoing Technical development
- Risks**
  - Managing change in navigation and interface for the MaineStreet environment


7

9.2

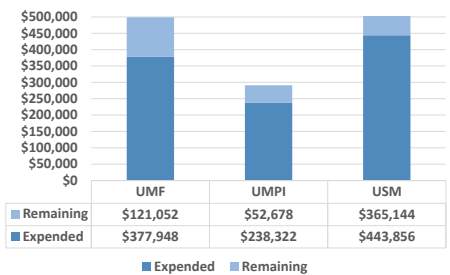



## US:IT Project (>\$250,000) Review

### VoIP Implementation

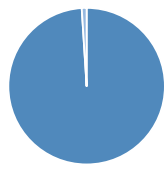


**Project Budget - \$1.599M**

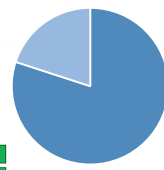


	UMF	UMPI	USM
Remaining	\$121,052	\$52,678	\$365,144
Expended	\$377,948	\$238,322	\$443,856

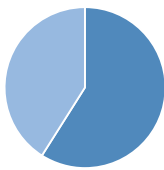
**UMF (99% Compl)**



**UMPI (80% Compl)**




**USM (59% 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	Jedley Lefebvre	9/2021	09/2021	\$499,000	\$377,948	99%
6/2019	Jedley Lefebvre	9/2021	6/2021	\$293,000	\$238,321.96	80%
6/2019	Jedley Lefebvre	9/2022	9/2022	\$800,000	\$443,856	59%

8





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

### VoIP Implementation





UMF:	UMPI:	USM:
<b>COVID-19 Impact has delayed project timeline</b>		
<ul style="list-style-type: none"> <li>Clean up/eWaste disposal planned for end of semester</li> <li>Upgrades in Fusion Center and Mantor will be completed over the summer</li> </ul>	<ul style="list-style-type: none"> <li>Academic and Admin buildings complete</li> <li>Residence Hall work underway</li> <li>Legacy system to be turned off early May</li> <li>Anticipated project completion by 6/30/2021</li> </ul>	<ul style="list-style-type: none"> <li>IP phones deployed in most large buildings</li> <li>Planning underway for Law Building deployment</li> <li>New Public Safety call recording service installed and is being testing</li> </ul>
<p><b>Risks</b></p> <ul style="list-style-type: none"> <li>Ongoing probability of future failures of legacy phone systems at UMF/USM</li> <li>Poor network infrastructure on both campuses will pose challenges to the project timeline</li> </ul>		




9

9.2

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

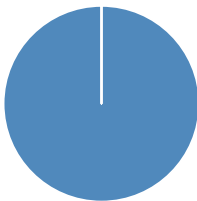
### Brightspace LMS Implementation



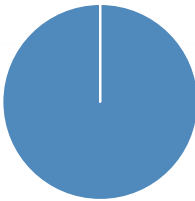
**Final Project Report**

- Report was approved in February marking completion of implementation
- Project completed within schedule, budget and scope
- Post-implementation efforts continue in order to leverage features and capabilities and to assess and deploy opportunities to support optimal user experience

100 % Complete (Feb)




100% Complete (Apr)



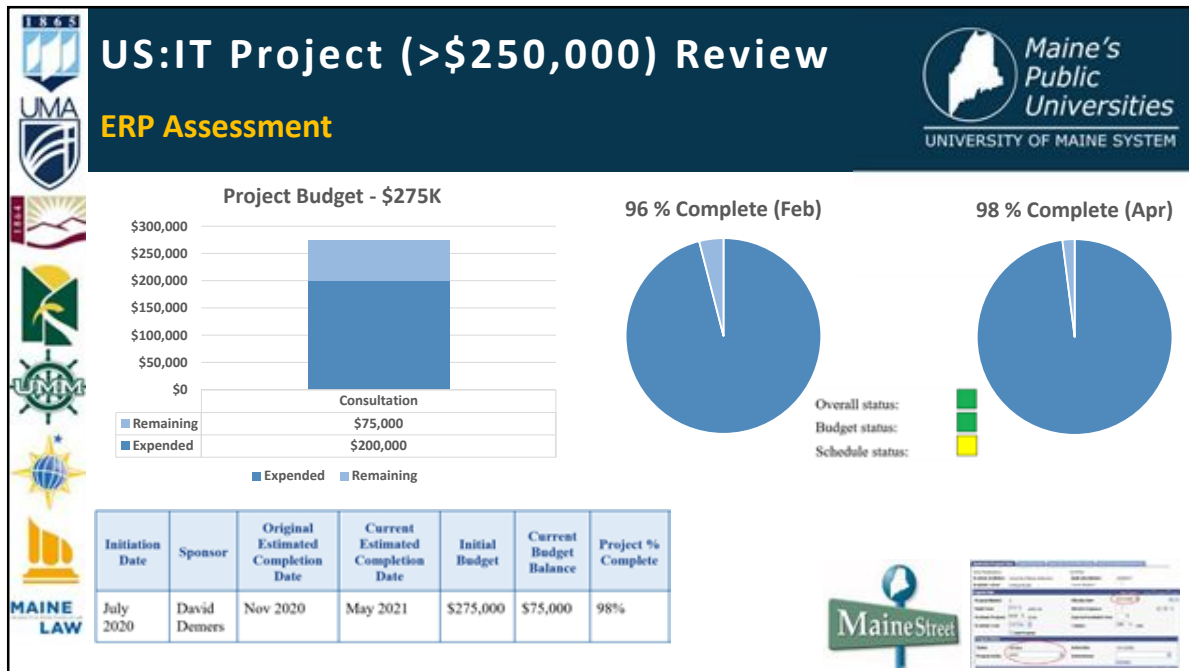
Overall status: ■

Budget status: ■

Schedule status: ■



10



11

9.2

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

### ERP Assessment



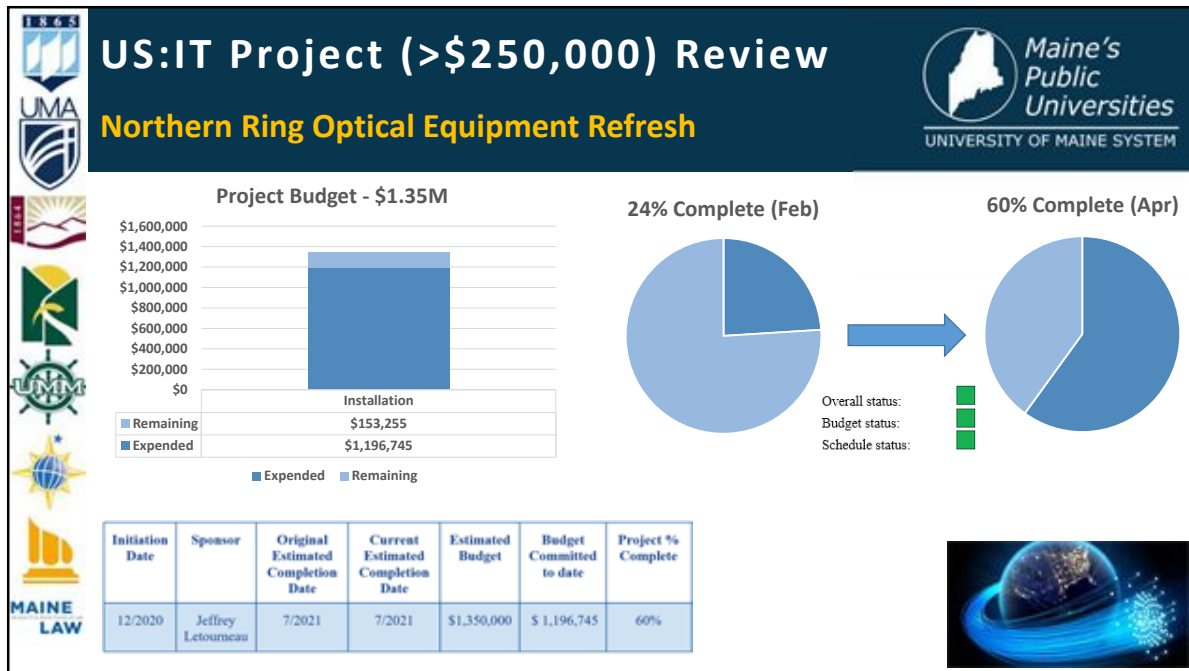


**Maine's  
Public  
Universities**  
UNIVERSITY OF MAINE SYSTEM

- Project Overview**
  - Evaluation of UMS MaineStreet (Peoplesoft) ERP to identify functional gaps and opportunities to support Unified Accreditation; develop roadmap/plan
  - "Repaving MaineStreet"
- Recently Completed:**
  - CIO/VC of Finance & Administration review of roadmap recommendations
  - Huron's Presentation to Presidents' Council of Recommendations and Draft Roadmap
- Upcoming:**
  - Initial socialization of roadmap recommendations
  - Presentation of final roadmap recommendations to BOT/FFT (May)

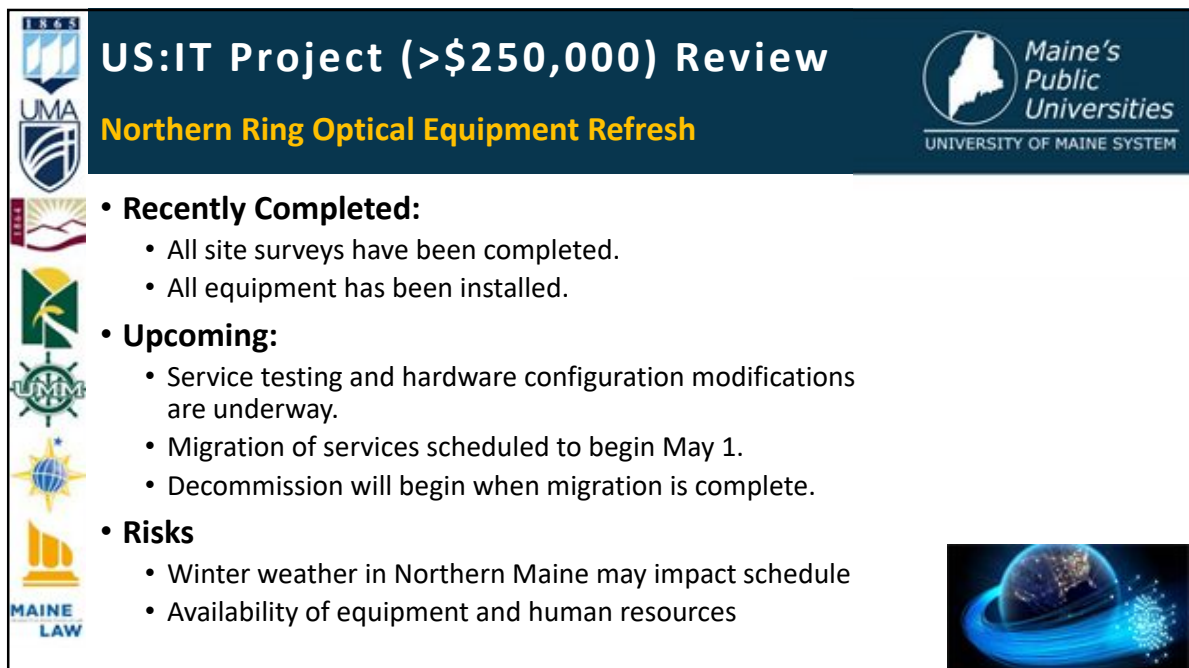



12



13

9.2



14

University of Maine System  
Board of Trustees

**AGENDA ITEM SUMMARY**

**NAME OF ITEM:** Parking Plan update, USM

**INITIATED BY:** James O. Donnelly, Chair

**BOARD INFORMATION:** X

**BOARD ACTION:**

**BOARD POLICY:**

701 – Budgets, Operating & Capital

**UNIFIED ACCREDITATION CONNECTION:**

N/A

**BACKGROUND:**

University of Southern Maine leadership will present a PowerPoint presentation update of the parking plan for the Portland campus as it relates in particular to the development project on Bedford Street and meeting the City's requirement for additional parking spaces.

This presentation serves as an update to the Structured Parking Facility project approved by the Board at the March 16, 2020 meeting and the Wishcamper Center Parking Lot Expansion project which the Board approved at the January 27, 2020 meeting.

Attachment

USM Parking Plan Presentation

# UNIVERSITY OF SOUTHERN MAINE

## Portland Campus Structured Parking

### *Update for Finance, Facilities & Technology Committee*

*May 5, 2021*

10.1

# Background & Site Selection

- In August 2020, USM/UMS selected Desman Design Management through a competitive procurement process as design consultant and advisor to Structured Parking Building Committee (SPBC).
- Desman's services began with site analysis and conceptual design and will include permitting advisory and design services from schematic design through project completion.
  - To date, Desman has completed site analysis and conceptual design
- Site analysis: Desman reviewed four sites to locate structured parking on USM's Portland Campus: Law School parking lot; Wishcamper parking lot; Falmouth Street parking lot; Sullivan Gym.
- Recommended Wishcamper site / extension of existing garage.
  - Does not displace existing uses; maintains key campus areas for future development
  - Limited neighborhood impact; preserves proximity to Portland Commons
  - Limited impact from massing and light trespass

10.1



# Site Analysis – Locations



10.1



# Conceptual / Schematic Designs

- As part of its site analysis work, Desman created conceptual designs for each of the four potential structured parking sites and associated cost estimates.
- Upon SPBC selection of Wishcamper as the preferred site, Desman entered into schematic design.
  - During conceptual design phase, Desman offered three Wishcamper alternatives: two additions to the existing garage and one a freestanding structure
  - The two additions, “W2” and “W3”, were of varying sizes—W3 being larger. SPBC selected W2 (but Desman package includes design for W3 in case of future expansion)
- W2 includes 660 parking spaces (453 net new spaces); it will connect to the existing garage and be built to allow for lateral expansion.
  - City requirement based on permitting condition of approval is 396 new spaces
  - 453 new spaces due to design integrity → SPBC will continue to review with Desman

10.1

# Cost Estimate / Funding Plan

- Desman's conceptual estimate for W2 is \$20.0m - \$24.5m. Includes 20% soft cost allocation. Schematic design / hiring of construction manager will provide opportunities to maximize budget efficiencies.
  - Schematic design cost estimate is due in early May
- Key budget factors:
  - Netted estimated cost of foregone Wishcamper Parking Lot expansion
  - Increased number of parking spaces from Sullivan Parking Lot location due to more displaced existing spaces (207 vs. 61)
  - Increased construction costs (original est. = \$28,000 / space; current est. = ~\$30,000 to ~\$36,000 / space). Increased projection driven by rising construction costs / different construction type than earlier envisioned (pre-cast concrete vs. steel)
  - *Note: Desman strongly advocates pre-cast; latter is less costly to maintain; better suited to northeast climate conditions*
- Funding Plan: BOT authorized borrowing for USM garage in overall authorization for bonding to support campus redevelopment

10.1

# Debt Service Payment Plan

- At current rates, USM would pay ~\$46,000 annually to service each \$1m in revenue bonds issued to fund new structured parking.
  - At a budget of \$20m, USM would pay \$920,000 annually in debt service
  - Repair & Replacement account would be funded at ~\$75,000 annually pursuant to Desman facility lifecycle estimate
- To fund the debt service, USM would propose utilizing a combination revenue streams:
  - Cell Tower rental revenue: ~\$250,000 (existing)
  - Pouring Rights revenue: ~\$157,000 (existing)
  - Solar Energy savings: ~\$300,000
  - Parking fee premium for Portland Commons residents: ~\$128,000
  - Increased transportation fee (10%): ~\$110,000
  - Conference revenue premium: ~\$100,000
- Per agreement with System Office, Controller's Office would sweep designated revenue streams to make debt payments.

10.1

# BOT Authorization

- In February / March 2020, UMS BOT authorized expenditures of \$400,000 for structured parking design and permitting phases.
  - Authorization included additional \$800,000 (\$1.2m total) at Chancellor and Vice Chancellor discretion
  - *"The approved initial spending limit is set at \$400,000 with the additional \$800,000 spending schedule to be authorized by the Chancellor and the Vice Chancellor for Finance and Administration and Treasurer and contingent upon obtaining approval of the site location from the City of Portland."*
- Current / Near-term expenditures
  - To date, site study has driven majority of cost: ~\$170,000
  - Permitting process is expected to cost ~\$500,000 (includes schematic design expense) → costs projected to exceed \$400,000 at / around time of site plan submission to City (late May)
- Additional BOT Authorization: SPBC is projecting a need for additional authorized spending late this year prior to project bidding period.

10.1

# TDM Plan

- New parking garage was highly topical during permitting for CSSC / Portland Commons.
  - Permit contingent on USM creating 396 additional parking spaces (garage and/or satellite parking) and implementing robust Transportation Demand Management (TDM) plan
  - USM strongly supportive of TDM requirement / work led by Director of Sustainability was already underway
- TDM Plan – Key Elements
  - Plan expected to achieve at least 10%-14% reduction in parking demand → factored into 396 spaces required by City
  - 27 initiatives: many increase mobility options for disadvantaged members of University community
  - Significant sources of reduction: course schedule revision, voluntary telecommuting, permit buy-out
  - Current activity includes researching potential for expanded course schedule revision and helping City launch Bikeshare program

10.1

## Next Steps

- Desman is expected to complete schematic design in early June with a final draft for client review (and City submission) in May.
- At that point, the project would enter the City of Portland permitting process 6-8 months, and USM/UMS would procure a construction manager. A traffic movement permit (TMP) is also needed and would be pursued concurrently.
  - USM and its consultant, VHB, have done extensive work—and communicated closely with City staff—in preparation of seeking the TMP
- Bid solicitation and contracting would begin in December, with actual construction likely to begin in March 2022.
- Desman estimates a 12-14 month construction timeline, meaning the new parking garage would be completed no later than the opening of the CSSC and Portland Commons Residence Hall.

10.1

University of Maine System  
Board of Trustees

**AGENDA ITEM SUMMARY**

**NAME OF ITEM:** Capital Project Status Report, UMS

**INITIATED BY:** James O. Donnelly, Chair

**BOARD INFORMATION:** X

**BOARD ACTION:**

**BOARD POLICY:**

701 – Budgets, Operating & Capital

**UNIFIED ACCREDITATION CONNECTION:**

N/A

**BACKGROUND:**

Overview:

Attached is the Capital Project Status Report for the May 5, 2021 meeting of the Finance, Facilities and Technology Committee. The report reflects a total of 18 projects; one project has been removed and one new project, UM's Neville Hall renovations, has been added since the last report.

In reviewing the status graphs at the end of this report a noted increase in the Total approved Board estimated expenditures is visible. This is mainly due to the recently approved budget increase for USM's Portland development projects – Portland Commons and Career and Student Success Center. The graph reflecting the Total Approved Funding by Source lags behind the estimated expenditures graph as funding for the projects is set up in the financial system.

COVID-19 Impact on Capital Construction:

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

- Projects previously placed on hold have been re-visioned. Two of which are being addressed in agenda items at this meeting. One remains on hold.
- Previously reported impacts continue to be relevant.
  - In particular, suppliers continue to notify contractors of material shortages and delays with potential schedule and cost impacts to our projects.

Bond Project Status Report:

The special portion of this report calling out only bond projects reflects forty-four (44) projects; an increase in nine projects since the last report. The new projects include four projects at UMA and five at UMF. The projects are currently estimated to account for more than \$41 million of the \$49 million in voter approved general obligation bond funding. Just over \$13 million of that has been expended.

April 26, 2021

Supplemental funding is being leveraged for some of these projects and the total estimated project value across all funds currently stands at over \$61 million, including the bond funding and other project resources. The University continues to invest in additional projects as well.

- A new section was added to the end of the report that separates projects which are complete and closed out from the ones in progress. This section reflects 11 projects that are complete. Additionally, two projects listed as complete remain in the active table while closeout is completed; and one project is substantially complete.
- Nine (9) of the active bond projects also appear on the Capital Project Status Report with approved budgets above Board threshold.
- Three (3) 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. One of those, UMPI's Wieden Hall Renovation, is currently before the Board.
- 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 be moved to the completed projects section on this report and will remain on the 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.

#### Research space approvals:

This report provides timely and appropriate disclosure of Chancellor-approved increases in University owned or occupied space when the space is for research purposes, as approved by the Board of Trustees at the January 2020 Board Meeting:

Upstart Center location in Orono - Wet Lab

Annual Cost: \$39,000 - Term: 4/15/21 - 4/15/22

#### Harold Alfond Foundation (HAF) Grant funded projects:

In support of the MCECIS program and the improvement of engineering, teaching and research facilities on the UMaine campus, the University issued a request for qualifications for design firms to prepare a Master Plan for the relevant buildings. Responses are due May 12th and the selection process is expected to be complete by July, 2021.

#### USM Portland Development Project:

Abatement and demolition of the existing buildings began in earnest immediately following Board approval in March. Site excavation focused on the Portland Commons and contractor mobilization are underway. Foundations are scheduled to begin in late May. A virtual groundbreaking event is slated to be aired on May 20<sup>th</sup>.

#### UMF and UMPI Residential Housing P3 Initiative:

As reported at the March Board meeting, a Request for Qualifications was issued to gauge interest in the project from potential developers. There was significant interest as a number of qualifications were received. After reviewing the packages, a Request for Proposals was issued to the five potential partners deemed to be qualified. Proposals are due in early May at which time the university teams will work to select a partner for these projects. UMF/UMPI plan to

April 26, 2021



seek Finance, Facilities and Technology (FFT) Committee/Board of Trustee approval to enter an agreement with the selected partner in the July FFT Committee/Board meeting.

UM Historic Building P3 Initiative:

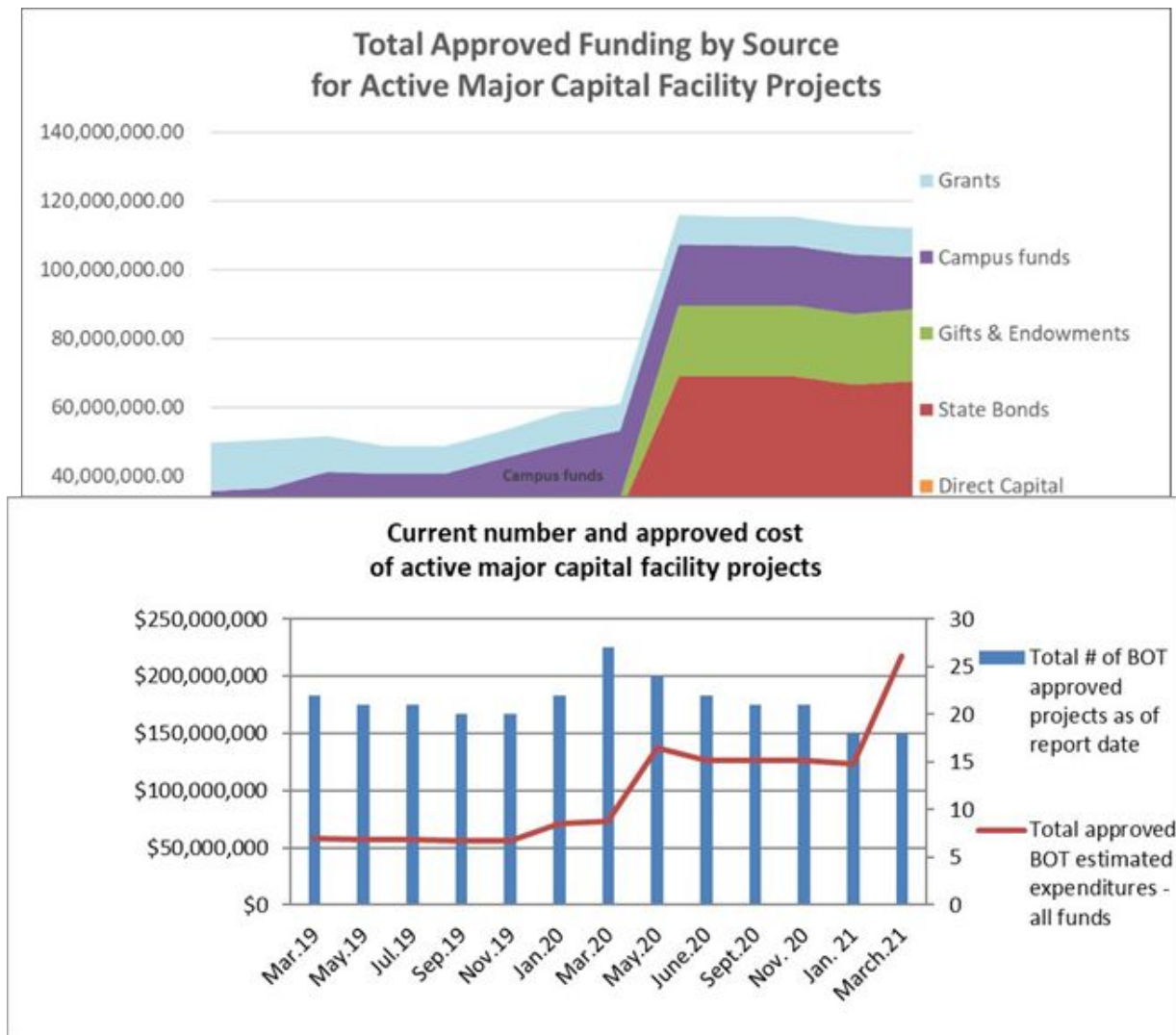
The University of Maine received proposals from qualified firms for the redevelopment of Coburn and Holmes Halls in February and held interviews to further qualify and assist in the selection of the interested teams. Negotiation with a selected partner is expected to begin soon.

UM Ferland Engineering Education & Design Center Project:

Metal decking installation at each floor level is complete. Preparation work is underway for concrete placement on the floor decks beginning late April with completion by end of May. Exterior framing, sheathing, blocking, and insulation is in progress in preparation for exterior façade installation, beginning with brick in mid-May. Elevator and Stair shaft construction has begun. The project continues on schedule.

UMFK Enrollment and Advancement Center Update:

The project is progressing on interior finishes, finalizing mechanical systems, and preparing for fireplace construction. Exterior siding is underway ahead of a June substantial completion.



April 26, 2021

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

**Capital Project Status Report**  
**Board Approved Projects**  
**May 2021 - 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	Total Expense to Date	% Expended of Current Approved Estimate	Prior Actions, Information & Notes
-----------------------------------	---	--------	-------------------------------	-------------------------	----------------------------	---------------------------	-----------------------	---	------------------------------------

**UMA**

Augusta Welcome Center (1100077)	2018 State Bond (100%)	Hold	2021	2021	\$6,850,000	\$6,850,000	350,388	5%	Board approved \$6.85M in January 2020.
Handley Hall HVAC System Upgrade (1200029)	2018 State Bond (100%)	Design in Progress	2020	2021	\$575,000	\$575,000	26,433	5%	Board approved \$575K in September, 2019.

**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 (44%), Gifts (7%), 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	9,518,002	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 (63%), Campus E&G Funds (37%)	Substantially Complete	2017	2021	\$3,000,000	\$5,200,000	4,515,533	87%	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)	Campus Funds (87%), Grants (13%)	Construction in Progress	2024	2024	\$1,000,000	\$72,000,000	16,174,350	22%	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.
**ASCC Renovation - Mezzanine Office Expansion (5100525)	Campus E&G Funds (22%) Grants (78%)	Substantially Complete	2020	2021	\$450,000	\$1,400,000	727,158	52%	Board approved \$1,400,000 March, 2020
UM Energy Center Phase II (5100516, 5100517)	Campus E&G Funds (87%) / Grants (13%)	Pre-Design in Progress	2023	2022	\$5,700,000	\$5,700,000	372,548	7%	Board approved \$5.7M March, 2019.
*Neville Hall Renovations (5100534)	State Bond (100%)	Design in Progress	2021	2022	\$1,500,000	\$1,500,000	56,274	4%	Board approved up to \$1.5M expenditure in March 2021.

**UMF**

Dearborn Gym HW Upgrades (2100087)	2018 State Bond (100%)	Complete	2019	2021	\$600,000	\$850,000	803,228	94%	Board approved \$600K in March, 2019. Board approved additional \$250K in May, 2019.
------------------------------------	------------------------	----------	------	------	-----------	-----------	---------	-----	--

**UMFK**

UMFK Enrollment/Advancement Center (3100042)	Bond (100%)	Construction in Progress	2022	2021	\$3,249,000	\$3,249,000	1,258,130	39%	Board approved \$2.99M in Bond Funding, March, 2020. Plus, \$259K for a total of \$3,249,000.
--	-------------	--------------------------	------	------	-------------	-------------	-----------	-----	---

**USM**

Bailey Hall Fire Protection and Electrical Upgrades (6100316, 6100323)	2018 State Bond (54%), Campus E&G (46%)	Project 6100316 is Construction in progress, Project 6100323 is Complete	2019	2021	\$2,580,000	\$4,388,000	3,340,446	76%	Board approved \$2.58M in January, 2019.
**Career and Student Success Center and Portland Residence Hall (6100325, 6100338)	2018 State Bond (44%), Campus E&G (56%)	Construction in Progress	2020	2023	\$1,000,000	\$99,400,000	6,285,812	6%	Board approved \$1M in January, 2019. Board approved predevelopment expenditures of up to \$5.7M combined for the two projects in January 2020. Board approved an increase by \$93.7M in February 2021.
USM Center for the Arts (6100300)	Gifts (100%)	Design in Progress	2022	2023	\$1,000,000	\$1,000,000	709,585	71%	Board approved \$1M in January, 2018.

**Capital Project Status Report**  
**Board Approved Projects**  
**May 2021 - 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	Total Expense to Date	% Expended of Current Approved Estimate	Prior Actions, Information & Notes
-----------------------------------	---	--------	-------------------------------	-------------------------	----------------------------	---------------------------	-----------------------	---	------------------------------------

**USM**

**Port Parking Garage Study (6100331)	Campus E&G Funds (100%)	Design in Progress	2022	2022	\$1,200,000	\$1,200,000	168,570	14%	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
Wishcamper Parking Lot (6100330)	Campus E&G Funds (100%), Capital Reserves (0%)	Hold	2020	2021	\$1,710,000	\$1,710,000	276,382	16%	Board approved \$1.71M in January, 2020.
Fitness Equipment Purchase and Space Renovation (0000000)		Hold	2020	2021	\$700,000	\$700,000	0	0%	Board Approved March, 2020. No expenditures as of yet.

**UMPI**

Folsom 105 Nursing Renovation (7100026)	Bond (100%)	Substantially Complete	2020	2021	\$800,000	\$800,000	707,841	88%	Board approved \$800K March, 2020.
UMPI Solar Array (7100023)	Campus E&G Funds (100%)	Bidding	2020	2021	\$700,000	\$700,000	134,139	19%	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 March 31, 2021 as a percentage of the current approved project estimate.
---	---	--	---------------------------------------	--	--	--	--	--	--

**Bond Project Status Report**  
**Active Bond Projects**  
**May 2021 - Finance, Facilities, and Technology Committee**  
**With Grand Totals and % of Current Approved Estimates**

Campus, Project Name (Project ID)	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
<b>UMA</b>								
Augusta Campus Welcome Center (1100077)	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)	Design in Progress	2020	2021	Bond (100%)	\$26,433	\$26,433	\$575,000	Board approved budget of \$575,000 in September, 2019
Bangor Welcome Ctr Planning (1100534)	Design in Progress	2021	2021	Campus E&G (100%)	\$475,000	\$0	\$475,000	
Jewett Hall Boiler Design Work (1200062)	Construction in Progress	2021	2021	Bond (100%)	\$305,000	\$307,740	\$305,000	
*Randall 2nd Floor Renovations (1100083)	Construction in Progress	2021	2021	Bond (100%)	\$100,000	\$36,165	\$100,000	
*Randall Center Student Lounge (1100084)	Construction in Progress	2021	2021	Bond (100%)	\$150,000	\$32,592	\$150,000	
*Randall Admissions Renovations (1200083)	Design in Progress	2021	2021	Bond (100%)	\$65,000	\$4,903	\$65,000	
*Katz Library HVAC Repairs (1200061)	Design in Progress	2021	2022	Bond (100%)	\$450,000	\$8,719	\$450,000	
<b>Total Bond for Campus</b>					<b>\$4,456,433</b>	<b>\$766,940</b>	<b>\$8,970,000</b>	
<b>UMF</b>								
Dearborn Gym Hot Water Upgrades (2100087)	Complete	2019	2021	Bond (100%)	\$850,000	\$803,228	\$850,000	Board approved \$600K in March, 2019. Board approved additional \$250K in May, 2019.
Scott Hall Renovations (2100092)	Construction in Progress	2019	2022	Bond (100%)	\$200,000	\$178,690	\$200,000	
*Scott North Renovation (2100109)	Design in Progress	2021	2021	Bond (0%)	\$150,000	\$0	\$150,000	
*Scott West Renovation (2100110)	Design in Progress	2021	2021	Bond (0%)	\$175,000	\$0	\$175,000	
Dakin Hall Shower Renovations (2100093)	On Hold	2019	2021	Bond (100%)	\$200,000	\$88,332	\$200,000	
Lockwood Hall Shower Renovations (2100094)	On Hold	2019	2021	Bond (100%)	\$200,000	\$84,199	\$200,000	
Stone Hall Renovations (2100095)	Construction in Progress	2019	2022	Bond (100%)	\$200,000	\$29,074	\$200,000	
**274 Front St Renovation (2100096)	On Hold	2020	2022	Bond (100%)	\$450,000	\$18,744	\$1,000,000	Approved budget of \$450,000, as it remains in study/design phase.
*FRC Roof Replacement (2100111)	Design in Progress	2021	2021	Bond (0%)	\$60,000	\$0	\$60,000	
*FRC Façade Replacement (2100112)	Design in Progress	2022	2022	Bond (0%)	\$60,000	\$0	\$60,000	
Exterior Painting Merrill Hall (2200096)	Pre-Design in Progress	2020	2021	Bond (100%)	\$40,000	\$764	\$40,000	
**Olsen Center Renovations (2100102)	On Hold	2023	2023	Bond (100%)	\$1,900,000	\$62,247	\$1,900,000	Approved budget of \$300,000, as it remains in study/design phase.

**Bond Project Status Report**  
**Active Bond Projects**  
**May 2021 - Finance, Facilities, and Technology Committee**  
**With Grand Totals and % of Current Approved Estimates**

Campus, Project Name (Project ID)	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
<b>UMF</b>								
Mantor Library Renovations (2100103)	Construction in Progress	2021	2022	Bond (100%)	\$300,000	\$220,925	\$300,000	
Campus ADA Ramps (2100104)	Construction in Progress	2021	2021	Bond (100%)	\$115,000	\$10,194	\$100,000	
Roberts HVAC Upgrade (2100106)	Design in Progress	2021	2021	Bond (100%)	\$150,000	\$10,524	\$150,000	
Merrill Hall HVAC Upgrade (2100107)	Design in Progress	2021	2021	Bond (100%)	\$400,000	\$0	\$400,000	
*Ricker Addition Renovation (2100108)	Design in Progress	2021	2021	Bond (0%)	\$175,000	\$0	\$175,000	
<b>Total Bond for Campus</b>					<b>\$5,625,000</b>	<b>\$1,506,921</b>	<b>\$6,160,000</b>	
<b>UM</b>								
**Neville Hall Renovation (5100534)	Design in Progress	2021	2022	Bond (100%), Campus E&G (0%)	\$1,500,000	\$56,274	\$1,500,000	Board approved up to \$1.5M expenditure in March 2021.
<b>Total Bond for Campus</b>					<b>\$1,500,000</b>	<b>\$56,274</b>	<b>\$1,500,000</b>	
<b>UMFK</b>								
UMFK Enrollment/Advancement Center (3100042)	Construction in Progress	2022	2021	Bond (100%)	\$3,249,000	\$1,258,130	\$3,249,000	Board approved \$2.99M in Bond Funding, March, 2020. Plus, \$259K for a total of \$3,249,000.
<b>Total Bond for Campus</b>					<b>\$3,249,000</b>	<b>\$1,258,130</b>	<b>\$3,249,000</b>	
<b>USM</b>								
**Career and Student Success Center (6100325)	Construction in Progress	2021	2023	Bond (100%)	\$19,000,000	\$2,416,045	\$26,551,000	Board approved \$1M in January, 2019. Board approved predevelopment expenditures of up to \$5.7M combined with the residence hall project in January 2020. Board approved an increase by \$93.7M in February 2021, of that amount, the specific budget for the CSSC is \$26.6M.
Bailey Hall Fire Protection and Electrical Upgrades (6100316, 6100323)	Project 6100316 Construction in Progress, Project 6100323 is Complete	2019	2021	Bond (48%), Campus E&G Funds (52%)	\$1,460,000	\$1,456,999	\$4,388,000	Board approved \$2.58M in January, 2019. Board approved additional \$1.808M in January, 2020.
Nursing Simulation Lab Science (6100327)	Complete	2021	2021	Bond (100%)	\$1,500,000	\$1,295,104	\$1,500,000	Board approved \$1.5M in January, 2020.
**Robie Andrews Renovation (6100339)	Bidding in Progress	2021	2021	Bond (100%)	\$491,605	\$51,953	\$491,605	
<b>Total Bond for Campus</b>					<b>\$22,451,605</b>	<b>\$5,220,101</b>	<b>\$32,930,605</b>	

**Bond Project Status Report**  
**Active Bond Projects**  
**May 2021 - Finance, Facilities, and Technology Committee**  
**With Grand Totals and % of Current Approved Estimates**

Campus, Project Name (Project ID)	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
<b>UMPI</b>								
Wieden Renovation Bond (7100025)	Design in Progress	2020	2021	Bond (100%)	\$125,000	\$66,359	\$4,000,000	Approved budget of \$125,000, as it remains in study/design phase.
Folsom 105 Nursing Renovation (7100026)	Substantially Complete	2020	2021	Bond (100%)	\$800,000	\$707,841	\$800,000	Board approved \$800K March, 2020.

Total Bond for Campus      **\$925,000**      **\$774,200**      **\$4,800,000**  
**Totals:      \$38,207,038      \$9,582,566      \$57,609,605**

<b>Completed Bond Projects</b>								
Campus, Project Name (Project ID)	Status	Original Estimated Completion	Current Est. Completion	Funding Source(s) & each source's share of expenditures to date	Bond Funding for Project	Bond Funding Expended	Total Project Cost	Campus
274 Front St Acquisition (2100089)	Complete	2019	2019	Bond (100%)	\$850,820	\$850,820	\$855,000	UMF
UMF Campus Paving (2100097)	Complete	2019	2019	Bond (100%)	\$97,338	\$97,338	\$97,338	UMF
FRC Floor Renovation (2100098)	Complete	2019	2019	Bond (100%)	\$209,503	\$209,503	\$200,729	UMF
Dakin Flooring, Ceiling, Light (2100105)	Complete	2021	2021	Bond (100%)	\$206,187	\$206,187	\$250,000	UMF
UMM Science Building Roof Replacement (4100042)	Complete	2020	2020	Bond (100%)	\$280,487	\$280,487	\$325,000	UMM
UMM Dorward Hall Roof Replacement (4100043)	Complete	2020	2020	Bond (100%)	\$296,092	\$296,092	\$300,000	UMM
UMM Sennett Roof Replacement (4100044)	Complete	2020	2020	Bond (100%)	\$152,000	\$152,000	\$152,000	UMM
UMM Reynolds Center Roof Repair (4200044)	Complete	2020	2020	Bond (100%)	\$154,226	\$154,226	\$164,000	UMM
UMM Site Work (4200045)	Complete	2020	2020	Bond (100%)	\$57,365	\$57,365	\$60,000	UMM
Woodward Hall Renovations (6100301)	Complete	2019	2019	Bond (86%), Campus E&G Funds (14%)	\$1,008,395	\$1,008,395	\$1,172,840	USM
Ricci Lecture Hall Renovations (6100308)	Complete	2019	2020	Bond (31%), Gifts (43%), Campus E&G Funds (26%)	\$172,010	\$172,010	\$564,197	USM
<b>Totals:</b>					<b>\$3,484,423</b>	<b>\$3,484,423</b>	<b>\$4,141,104</b>	

**Bond Project Status Report**  
**Active Bond Projects**  
**May 2021 - Finance, Facilities, and Technology Committee**  
**With Grand Totals and % of Current Approved Estimates**

Campus, Project Name (Project ID)	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
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 March 31, 2021.



University of Maine System  
Board of Trustees

**AGENDA ITEM SUMMARY**

**NAME OF ITEM:** One Year Capital Plan Summary - Operating

**INITIATED BY:** James O. Donnelly, Chair

**BOARD INFORMATION:** X

**BOARD ACTION:**

**BOARD POLICY:**

701 – Budgets, Operating & Capital

**UNIFIED ACCREDITATION CONNECTION:**

N/A

**BACKGROUND:**

Pursuant to prior adopted directives of Trustees, the Board is to specifically consider the capital investment portion of the annual operating budget. There is a concise presentation of that data in the budget documents that have been provided to Trustees. This briefing document elaborates on that element of the budget.

The FY22 budget includes \$11,677,289 for capital investments from Operations and, of that amount, \$10,677,289 is slated for facility and infrastructure improvements, not including IT projects.

Approximately 57% (\$6,126,153) of those facility and infrastructure related resources are dedicated for specific projects or spaces as shown on the FY2022 Operating one-year capital plan. The overall amount reflects a budgeted investment significantly higher than the FY2021 amount of approximately \$6.6 million and the FY2020 amount of approximately \$7.6 million.

Of these projects in the one year plan, broadly speaking, the categories include:

- Approximately \$0.4 million in Building Envelope projects (roof and façade)
- Approximately \$0.8 million in Building Systems (MEP – not including IT)
- Approximately \$1.9 million in Grounds and Underground Utility/infrastructure improvements
- Approximately \$1.8 million in Space renewal and renovations
- Approximately \$0.2 million in new Space
- Approximately \$1.0 million in Safety and Code upgrades
- Approximately \$4.5 million set aside as reactive projects.

April 26, 2021

University of Maine System  
Board of Trustees

**AGENDA ITEM SUMMARY**

**NAME OF ITEM:** ASCC Building Addition, UM;  
Green Engineering and Materials (GEM) “Factory of the Future”

**INITIATED BY:** James O. Donnelly, Chair

**BOARD INFORMATION:**

**BOARD ACTION:** X

**BOARD POLICY:** 701 – Budgets-Operating & Capital

**UNIFIED ACCREDITATION CONNECTION:**

Continued strategic and opportunity-driven growth in research at the University of Maine in the areas of 3-D printing technologies and with integration of AI opens enormous possibilities for educating engineering and computing students across the University of Maine System. Through the partnership that is developing with the University of Maine and the University of Southern Maine engineering and computing faculty as a result of the Harold Alfond Foundation UMS TRANSFORMS initiative, a vision for the Maine College of Engineering, Computing, and Information Science is underway. Educational and research learning opportunities in frontier areas of engineering and computing will be available to students across the System through GEM, thereby using some of the key affordances of unified accreditation to share opportunities across campuses.

**BACKGROUND:**

a. Executive summary of the request:

The University of Maine System acting through the University of Maine requests authorization to invest up to \$1,500,000 for preliminary design of the Green Engineering and Materials Factory of the Future, a proposed addition to the Advanced Structures and Composites Center at the University of Maine. Funding for the initial \$1.5 million would be by University of Maine reserves or other funding sources identified and approved by the University of Maine System Treasurer and with the goal of reimbursement by future federal funding awards.

This request is pursuant to Board Policy 701 – Budgets, Operating and Capital, which requires projects with a total cost of more than \$500,000 to be considered by the Board of Trustees or its Finance, Facilities and Technology Committee. In this case the Committee would make a recommendation to forward this for full Board consideration.

At the January, 2021 Committee meeting this project was presented by a team, led by Dr. Habib Dagher, as an information item in support of the three step approval process implemented by the Board as of January, 2020. The prior agenda item is attached for convenience and context. On March 22<sup>nd</sup>, Dr. Habib Dagher of the Advanced Structures and Composites Center provided the full Board with an update on the facility, including a video fly-through focusing on core capabilities and impact to economic development in the State of Maine.

Because even the preliminary expenses of a project of this scope exceed the \$500,000 threshold for Trustee consideration, the matter is now before Trustees for consideration of those preliminary expenses. This current agenda is the first action item in connection with the GEM project and is not a final approval.

## b. Overall requested budget and funding source:

The project is estimated to cost \$71 million based on a year-long preliminary independent architectural/engineering study. General industry standards and the University’s own experience suggest a possible cost of \$50-90 million based on the size and nature of the facility and how much fitting-out of the facility’s technology and occupancy needs is included in the core budget, but a more precise cost cannot be estimated at this time with a high degree certainty. Rather, the present request for approval of preliminary design expenses is in part targeted at providing better such data, design services and cost estimates to inform future decision making.

Notably, the timing of the request also is budget related, as the University has become aware of potential substantial federal funding being available from the U.S. Department of Defense within the next 14-18 months if the University can be prepared to make timely application for it. While that federal funding is unlikely to be sufficient for the entirety of the project, in general the current expectation of project leaders is the federal funding could perhaps be enough to cover half the cost or even more. If the federal funding was insufficient, the University would need to identify further funding sources.

Importantly, this present request is only for the preliminary \$1.5 million in design funding. Further expenditures would require further Trustee consideration and approval before they could proceed. The University and the project leaders are committed to seeking timely such consideration when warranted.

## c. More detailed explanation of rationale for project and metrics for success of the project (ROI or other):

**Funding Leveraged:** The Advanced Structures and Composites Center (ASCC) has seen a 6x growth in funded research in the last 5 years and GEM will enable us to secure and execute on over \$100 million in total R&D contracts and industry funding over the next 5 years. The proposed \$2-trillion American Jobs Plan with an emphasis on those sectors developed in the GEM Facility – including additive manufacturing, artificial intelligence and technologies to address climate change – enable GEM to serve as a key leverage point for federal research and workforce development funding in the coming years.

**Metric:** *Attract \$35 million in federal funding for the establishment of the GEM facility in the next two years, as well as \$36 million in state/private funding to complete construction. In addition, attract \$100 million in external R&D funding in the next 5 years.*

**Education Programs and Student Success:** The educational opportunities created by Green Engineering and Materials Lab (GEM) align with the UMS Transforms, particularly the Maine College of Engineering, Computing and Information Science (MCECIS). The GEM Additive Manufacturing work connecting High-Performance Computing (HPC) and AI has already been awarded over \$30 million (with another \$20 million in process) from the US DOE, Oak Ridge National Labs, the US Army Corps of Engineers and industry. GEM includes 12,000 ft<sup>2</sup> of additional classroom space, including 75 dedicated desks for student researchers. GEM will build a global reputation for UMaine by offering experiences like no other academic institution – serving as the flagship enrollment driver for MCECIS through learning opportunities in additive manufacturing, high-performance computing, artificial intelligence and other future-proof industries.

**Metric:** *Support and help enable the goal of doubling the number of UMaine Engineering and Computing graduates within the next 10 years*

d. Explanation of the scope and substance of the project:

The Green Engineering and Materials Laboratory (GEM) is a timely national asset that will house the Factory of the Future to design, manufacture and test new products constructed from wood-derived nanocellulose and other advanced materials, collaborate with industry, and train the next generation manufacturing workforce including undergraduates, graduate students and working professionals.

The Factory of the Future consists of highly instrumented arrays of AI- enabled 3D printers, high-performance computers, continuous fiber deposition heads, and machining systems and will enable research and development of novel bio-based feedstock materials as well as next generation digital manufacturing processes. This facility represents a fulfillment of shared vision for Maine and the University of Maine, as expressed in the UMS Board of Trustees Declaration of Strategic Priorities, Maine's Economic Recovery Committee Recommendations, Maine 10-year Economic Strategy, Harold Alfond UMS Transforms strategy aimed at re-imagining the future of Maine through innovation-led economic development.

The educational and workforce training opportunities created by Green Engineering and Materials Lab (GEM) enables the UMS Transforms, particularly the Maine College of Engineering, Computing and Information Science (MCECIS). GEM provides students across UMS with an opportunity to personalize their education in almost limitless ways. The GEM research experience runs in parallel with the students' academic programs, and leads to specific credentials that they can earn. These credentials include GEM badges earned after completing 100 hours of research work and meeting specific learning objectives, as well as GEM certificates earned once a student successfully accumulates four GEM badges. 100 hours of GEM research work that accomplish specific learning objectives are equivalent to the time a student puts into a typical 3-credit hour course. Students can customize their GEM experience based on their interests.

To put things in perspective, an undergraduate student who averages 20 hours per week of research work over a calendar year during their undergraduate career, has the equivalent of 2 years of full-time experience. GEM allows the student to earn credentials for this experience, and customize it to their needs and interests. For example, the requirements for the GEM-1 Computer Programming Badge includes two introductory courses offered by the School of Computing and Information Science, along with 100-hours of designated GEM lab work. Each lab experience includes a final proficiency test to count towards a practice badge. Each badge will include a combination of course requirements, immersive GEM lab experiences, or both for completion.

e. Changes, if any, in net square footage or ongoing operating costs resulting from the project:

The project, which currently has no identified partial or full off-set of space removal, is expected to increase footprint of the University by approximately 91,000 gross square feet. It is unknown at this time if the budget for the project will include the full life-cycle costs of the facility from construction through active use to removal or restoration. Annual operating cost of the facility (based on standard occupancy) are estimated to be over \$600,000 per year and would be paid for by indirect costs charged to federal awards in the approved Facilities and Administrative rate. As the building design is advanced, additional estimates will be made.

f. Budget for the project, total budgeted contingency and, if needed, further elaboration on funding source and selection:

The University of Maine is requesting to expend approximately \$1,500,000 to conduct the initial phases of design. The initial \$1.5 million would be funded by University of Maine reserves or other funding sources identified and approved by the University of Maine System Treasurer and with the goal of reimbursement by future federal funding awards. Following the completion of the initial design phases, the University will present findings to the Board of Trustees with an initial construction cost estimate prior to requesting approval to proceed with and expend resources on preparing additional design documents in preparation for bidding the project.

g. Alternatives that were considered:

The ASCC has exceeded current seating capacity according to a recent space audit. ASCC has been engaged actively with the UM Space Committee on identifying any potential locations for additional staff with very limited options available. Additional office space does not meet the need for the equipment and lab space which is required to execute the \$260 million in R&D projects mentioned above. An additional constraint is the need for controlled project work, as much of the current lab capacity is used in support of Department of Defense-funded projects. Currently the ASCC operates a hybrid model, which requires makeshift visual barriers when certain secure projects are underway. GEM will enable a portion of the ASCC lab space to be dedicated to these sensitive projects while the remaining lab space can be used for fundamental and open research.

h. Timeline for start, occupancy and completion:

The project design will begin upon approval of the initial \$1.5 million in expenditures being requested today. Assuming timely identification of funding sources and associated Trustee approval, it is estimated that design documents would be completed and the project ready to bid in late 2022 or early 2023. Assuming construction begins in the spring of 2023, occupancy would be anticipated in the fall of 2025. The schedule will be refined and confidence will increase as planning proceeds.

**TEXT OF PROPOSED RESOLUTION:**

That the Finance, Facilities and Technology Committee, approves the following resolution to be forwarded for Board of Trustee approval at the May 24, 2021 Board Meeting.

That the Board of Trustees accepts the recommendation of the Finance, Facilities and Technology Committee and authorizes the University of Maine System acting through the University of Maine expend up to \$1.5 million to proceed with design of a Green Engineering and Materials (GEM) “Factory of the Future,” with all final terms and conditions subject to review and approval of the University of Maine System Treasurer and General Counsel.

4/29/2021

University of Maine System  
Board of Trustees

**AGENDA ITEM SUMMARY**  
(Information Item Only)

**NAME OF ITEM:** Green Engineering and Materials (GEM) “Factory of the Future”

**INITIATED BY:** Mark R. Gardner, Chair

**BOARD INFORMATION:** X

**BOARD ACTION:**

**BOARD POLICY:** 701 – Budgets-Capital & Operating

**UNIFIED ACCREDITATION CONNECTION:**

GEM is a world-class research and educational facility that will provide access to academic programs across the UMaine System through immersive research learning experiences and leverage unique regional assets of UMS campuses to enable richer educational programs and workforce training opportunities.

**GEM Triggers the Harold Alfond UMS Transforms Strategy, helping to establish UMaine as a National Leader at the Intersection of Engineering and Computing.** The ASCC proposes to develop the 90,740 ft<sup>2</sup> GEM addition that will provide outstanding educational and economic opportunities in Maine by ushering in the next generation of large-scale bio-based additive manufacturing (aka 3D printing). The Green Engineering and Materials Laboratory (GEM) is a timely national asset that will house the *Factory of the Future*, to design, manufacture and test new products constructed from wood-derived nanocellulose and other advanced materials, collaborate with industry, and train the next generation of manufacturing workforce including undergraduates, graduate students and working professionals. The *Factory of the Future* consists of highly instrumented arrays of AI-enabled 3D printers, high-performance computers, continuous fiber deposition heads, and machining systems and will enable research and development of novel bio-based feedstock materials as well as next generation digital manufacturing processes. This facility represents a fulfillment of shared vision for Maine and the University of Maine, as expressed in the UMS Board of Trustees Declaration of Strategic Priorities, Maine’s Economic Recovery Committee Recommendations, Maine 10-year Economic Development Strategy, Harold Alfond UMS Transforms strategy aimed at re-imagining the future of Maine through innovation-led economic development. These plans have started to coalesce around bio-based materials and climate-friendly technologies, sectors where Maine has competitive strengths, for the focus of future investment. GEM seizes these opportunities to provide world-class research and educational programs for UMS while serving as a multiplier for regional economic development and business formation.



***GEM – Demonstrating National Leadership while Serving Local Needs***

## BACKGROUND

The Advanced Structures & Composites Center (ASCC) has seen a 6 times growth in funded research (Figure 1) over the last 5 years and is poised to execute on \$260 million in total R&D over the next 5 years. This portfolio offers an unparalleled opportunity to (1) provide world-class educational and workforce training opportunities for the UMS; (2) lead economic recovery efforts through direct hiring and incubating additional business spin-offs and industry partnerships in bio-based materials development and applications; (3) meet critical State needs in housing, energy and transportation through continued product innovation and testing; (4) create an R&D Gateway to UMaine and help establish UMaine as a top research university with Carnegie R1 classification; (5) create a demonstration building for cross laminated timber (CLT), an important step in efforts to attract a manufacturer to Maine to support Maine's forest products industry. The GEM mission represents a convergence of shared interests and priorities for UMaine, UMS, State of Maine and incoming Biden Administration by spurring innovation led economic development, fostering learner success and workforce readiness, and by developing sustainable material technologies. GEM will include four primary areas:

1. The Factory of the Future consists of highly instrumented arrays of HPC and AI-enabled 3D printers, continuous fiber deposition heads, and machining systems and will enable research and development of novel bio-based feedstock materials as well as next generation digital manufacturing processes.
2. A R&D Gateway including a Learning Center highlighting innovative UMaine R&D projects.
3. A 300-person 360 Virtual/Augmented Reality Conference/Learning Center.
4. 12,000 additional ft<sup>2</sup> of classroom space plus 35 new offices for students, staff, faculty and industry partners. This will increase ASCC office square footage from 7,700 to 24,000, including 75 desks for undergraduate and graduate student researchers.

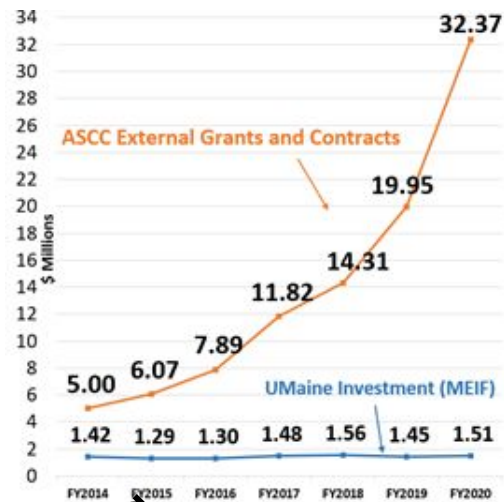


Figure 1 Growth of ASCC Grants and Contracts

The GEM Addition "Factory of the Future" concept is unlike any facility in existence today. The World's Largest Polymer 3D Printer we installed in 2019 has garnered strong international interest, and there is a significant backlog of projects requiring its use. GEM will significantly expand our printing capacity to the length of the facility (250ft), enabling multiple projects to print in parallel. Furthermore, the ASCC has significantly exceeded our personnel capacity. A recent project converting a storage mezzanine to office space for 30 provided short-term relief but is insufficient to support current and future staffing needs. We have asked FM to investigate options for short-term space near the ASCC complex to enable some staff to have dedicated offices/workstations, but none was available. Many of our most acute staffing needs are on projects which require direct lab access, either for equipment usage or to access to our secure enclave due to the controlled nature of Defense projects. Therefore, it is critical that we have space adjacent to our lab facilities and connected to our secure enclave. Our office space deficit is projected to grow to 9,300+ ft<sup>2</sup> by 2023 based on hiring needs.

A \$100,000 Mass Timber research grant, established with support from Sen. King, was used to complete conceptual architectural drawings, engineering and costing for this project. A separate report details this effort. Facilities Management has been supporting this effort from conception, including site selection, wetland mitigation and costing. Table 1 provides facility and equipment cost estimates and Table 2 provides a list of potential funding sources. The GEM facility has a prime opportunity to build on new funding priorities by the incoming Biden Administration due to the catalytic ability of the facility to meet targets in Biden's \$2T Climate Plan, and we have an opportunity to leverage our existing relationships with federal sponsors to achieve these goals. Furthermore, the value of new federal awards captured in FY21 that link high-performance computing to engineering provide an opportunity to match funds to any Alfond Gift funds allocated to the GEM facility.

Component	Estimate
Facility Construction Estimate (Consigli Construction, Scott Simons Architects, Thornton Tomasetti, Becker Structural Engineers, SmartLam, UMaine Facilities)	\$55,578,660
Equipment Estimates	\$15,490,000
<b>Total</b>	<b>\$71,068,660</b>

Table 2 – Facility &amp; Equipment Cost Estimates

<u><b>Financing Opportunities</b></u> <b>Construction &amp; Equipment</b>	<u><b>Grant Opportunities</b></u> <b>Equipment</b>
Economic Recovery Committee Recommendation to invest \$100M/yr in research centers, bio-products and offshore wind	Northern Border Regional Commission
Maine Won't Wait: 4 Year Climate Plan Strategy D: Grow Maine's Clean Energy Economy	EDA Public Works and Economic Adjustment Program
Alfond Foundation Investment	National Science Foundation
Finance Authority of Maine	Department of Defense
Maine Technology Institute (MTAF)	Department of Energy

Table 3 - Potential Funding Sources

While we are not seeking BOT spending authorization at this time, the University intends to pursue opportunities from the above-mentioned funding sources immediately. There are near-term deadlines and funding priorities which require actionable progress within the next 30-60 days to ensure we can realize the GEM vision.





**GEM**



## Green Engineering & Materials Laboratory Factory of the Future Industry 4.0

The Advanced Structures and Composites Center proposes to develop a 90,740 ft<sup>2</sup> facility attached to our current laboratory that will usher in a new era of AI-enabled large-scale bio-based additive manufacturing. The **GEM** Laboratory will house the **Factory of the Future** where AI-enabled arrays of printers and sensors will manufacture and test new products from wood-derived cellulose and other advanced bio-based materials, collaborate with industry, and train the next generation manufacturing workforce, including undergraduates, graduate students and working professionals.



### Innovation-Led Economic Recovery

- The *Factory of the Future* will drive new business growth in Maine's affordable housing, clean energy, construction, transportation, boatbuilding, furniture, and more, estimated \$90B+ economic output by 2040
- Enable ASCC to execute on \$260 million in R&D projects secured through federal sources and industry and activate \$90B+ industry sectors by 2040



### Transform Education through Immersive Learning

- Integrate research and scholarship into instruction and service, positioning UMaine as the premier destination for high-caliber researchers in key GEM research fields
- R&D Gateway for UMaine
- 300-person R&D Conference Center with 360-degrees floor-to-ceiling projection.

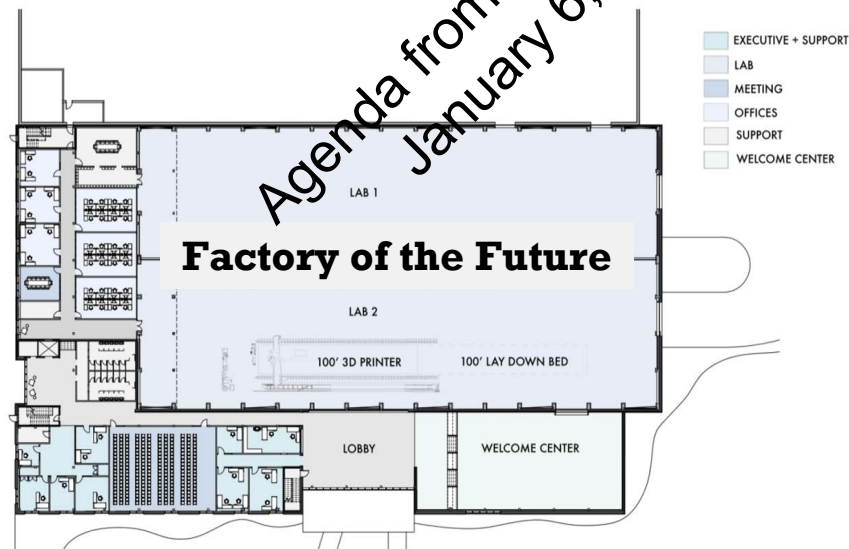


### Establish University of Maine as a Top-Tier Institution at the intersection of Computing and Engineering

- Secure Maine's research leadership role in large-scale bio-based additive manufacturing, while addressing critical state needs including housing, energy and transportation
- Help UMaine achieve R1 Research Classification.
- Create an immersive learning environment that houses over 300 research personnel and provides unparalleled educational experiences

13.1

## GEM Green Engineering & Materials Lab



## GEM R&D Gateway

Catalyzes innovation-led economic development in Maine's fastest-growing industries



Activate new markets for Maine's Forest Products Industry

**\$12B/yr** by 2025 annual economic impact<sup>1</sup>



Modernize Maine's Infrastructure

**\$4.5 B** by 2021-2030 annual capital investment<sup>2</sup>

<sup>1</sup>Forest Opportunities Roadmap, 2018

<sup>2</sup>UMass Amherst

<sup>3</sup>Maine Housing Authority

<sup>4</sup>Wood Mackenzie, 2020

<sup>5</sup>Maine Offshore Wind Report

Agenda from FFT Meeting, January 6, 2021



Immediate local economic impacts

\$88M Economic Output

\$21M Labor Income

424 Jobs

Talent, Training

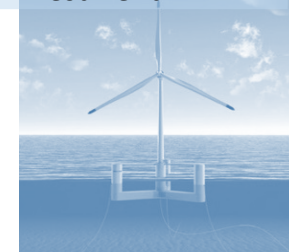


Meet Maine's demand for 20,000 Affordable Housing units

**\$3.8B** by 2040 total capital investment<sup>3</sup>

Access clean, local power from floating offshore wind

**\$23B** by 2035 total capital investment<sup>4</sup>



**\$5B/year** Mainer's energy bills redirected back to state's economy due to clean, locally-produced power and electrification of heating and transportation<sup>5</sup>

## Strategic Plan Alignment

GEM is a convergence of shared interests and priorities for the State of Maine and UMaine

1. Fostering Learner Success<sup>D</sup> 2. Discovering and Innovating<sup>D</sup> 3. Growing Partnerships<sup>D</sup>



The University of Maine  
Green Energy and Materials (GEM) Laboratory

## Meeting shared goals within each plan:

### Innovation-led Economic Development

1. Establish an innovation-driven Maine economy for the 21st century <sup>A,B,C,D,F</sup>
2. Increase value of what we sell per worker by 10%, increase workforce by 75,000, increase per capita wages by 10%<sup>A</sup>
3. Make Maine the best state in the nation in which to live, work, and learn by 2030 <sup>B</sup>

### Workforce Readiness & Competitiveness

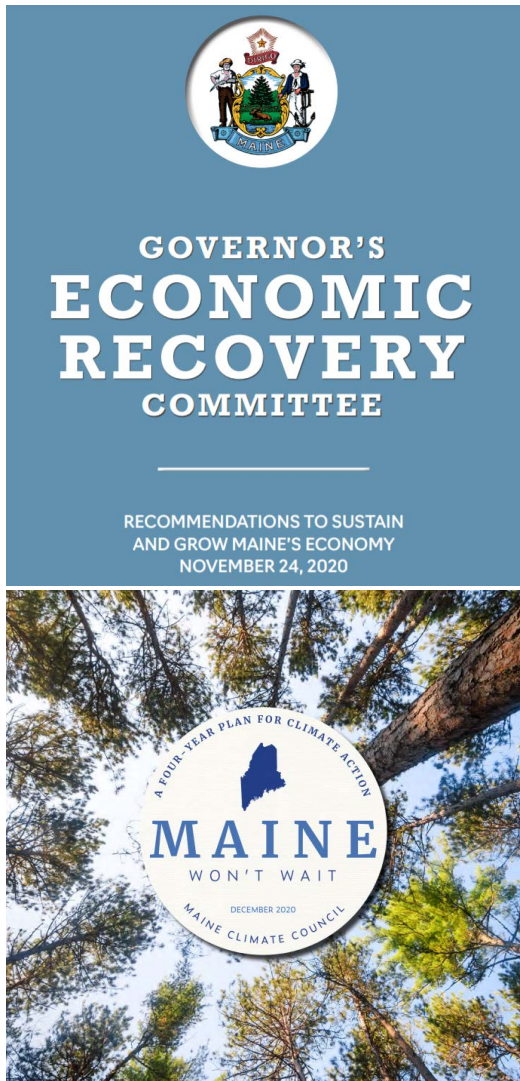
1. Prepare the knowledge and Innovation Workforce for Maine <sup>B,C,D</sup>. Advancing Workforce Readiness and Economic Development <sup>B,C,F</sup>
2. Align Academic Programs and Innovation to Drive Student Success and Employer Responsiveness <sup>C,D</sup>
3. Maintaining Competitiveness and Sustainability to Meet Critical State Needs <sup>A,B,C,D,E,F</sup>

### Emphasis on bio-based, renewable, sustainability solutions

1. Enable Governor's Climate and Clean Energy Goals <sup>A,B,E,F</sup>
2. Lead in developing bio-based and recyclable materials <sup>A,B,E,F</sup>
3. Lead in developing sustainable, more durable infrastructure <sup>B,E</sup>

13.1





Invest \$100 million annually in commercially-promising research and development

Sectors ERC highlighted for \$100M annual investment

Bio-based Products



Offshore Wind



Agenda from FFT Meeting, January 6, 2021

"Maine must make robust annual investments in commercially viable research, **Maine's research centers**, and in programs that create incentives for private sector innovation, targeting Maine's natural resource-based and next-generation technology sectors."

UMaine  
Won't Wait

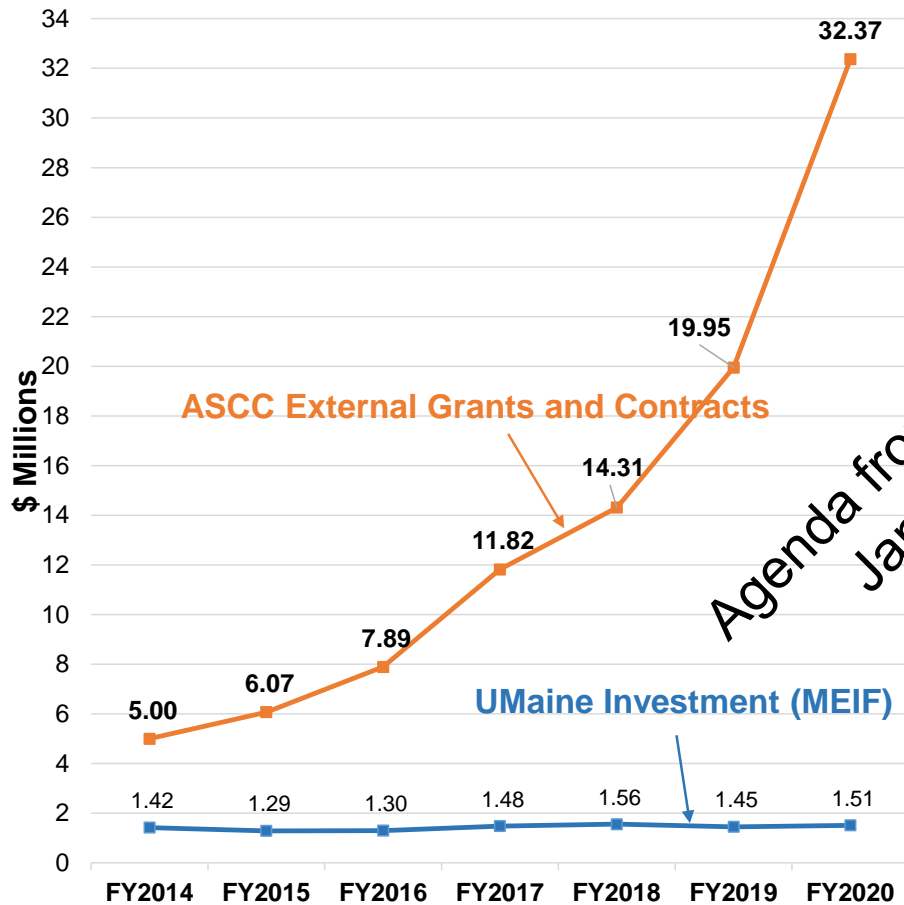
A.

B. Buildings

C, D. Clean  
energy

F. Resilient  
Communities

## Personnel Space Challenges



Personnel Growth Plans						
Number of Personnel	2018	2019	2020	2021	2022	2023
Senior Faculty/Staff	10	12	14	16	17	18
Staff/Faculty/Post-Docs	51	56	63	69	77	84
Total students	137	151	169	188	206	225
% Undergrad students with desks	28%	40%	50%	60%	70%	75%
Total Personnel	198	219	246	273	300	327
Total office space required (ft2)	7,535	9,138	11,510	13,414	15,360	17,020
Space deficit/required office-space (ft2)	163	(1,440)	(3,812)	(5,716)	(7,662)	(9,322)

\$260M research projects, including future options and private investment

Sponsor	Contract Value	Sponsor	Contract Value
U.S. Department of Energy	\$45,610,167	Advanced Research Projects Agency	\$2,675,417
U.S. Department of Defense	\$40,753,921	Maine Technology Institute	\$1,397,361
Oak Ridge National Laboratory	\$30,000,000	U.S. Department of Agriculture	\$571,661
U.S. Army Corps of Engineers	\$21,368,000	NASA	\$144,369
U.S. Department of Transportation	\$12,929,600	Private	\$104,589,254

13.1

## Potential Funding Scenario

**Federal matching funds available now to match HAF UMS Transforms vision**



### State Investment

*Supports state goals in 10 Year Economic Development Strategy and follows recommendation from Economic Recovery Committee to invest in research centers*



### \$30M Federal Research Funds Match Alfond

*Provides immediate ROI for Alfond investment while offering research, immersive learning and workforce development opportunities*

**\$15.5M High Feed-Rate Additive Manufacturing with Cellulose** – develop innovative, low energy processes to produce nanocellulose reinforced composites by utilizing the second fastest High-Performance Computer (HPC) in the world at ORNL to perform materials simulation and process design.

**\$12.5M Accelerating Rapid Prototyping (ARP)** – Links High-Performance Computing with 3D printing capabilities for rapid prototyping for defense technologies

**\$2.4M 3D Printed USV** – develops computational design tools and software to increase trust in printed structures by better understanding 'as-designed' versus 'as-printed' manufacturing

Item	Cost
Construction Estimate	\$55,578,000
Equipment	\$15,490,000
Total	\$71,068,660

Construction estimate provided by: Consigli Construction, Scott Simons Architects, Thornton Tomasetti, Becker Structural Engineers, SmartLam, UMaine Facilities

### Foundation Funding

*Investments focused on linking computing with engineering, transformative educational experiences and workforce development*



HPC + AI + AM



**"Factory of the Future" positions UMaine to secure significant additional federal funding over the next decade and help it emerge as an R1 University**



13.1





## Why **GEM** Now?

1. **GEM is needed for ASCC to execute on \$260M in R&D Projects** – The ASCC has simply run out of space to support our active research portfolio, with additional offices and lab space required to safely and effectively execute on our current projects and leverage additional federal research funds
1. **GEM provides innovation-led economic recovery at a critical time** - Drive new business for Maine wood products and bio-based advanced materials including 3D printed housing, transportation, boatbuilding, renewable energy, composites, and attract advanced materials companies by providing equipment, facility space and engineering support for technology development and workforce training
1. **GEM will help UMaine to emerge as a Premiere Research Institution** Secure Maine's leadership role in bio-derived, renewable and recyclable materials and applications, offering students and faculty to integrate research and scholarship with instruction and service
1. **GEM converges shared interests and visions between UMaine and State of Maine** – Leadership for UMaine and Maine have agreed that a focus on industries in the future and workforce development within those industries is a strategic goal for Maine.
1. **GEM leverages Alford's generosity to meet the intended goals with real projects** – Research conducted in GEM will enable linkage of advanced computing and information sciences with engineering and manufacturing, a central goal of the Alford investment. As such, existing federal contract funds can be leveraged as matching dollars.