

University of Maine System – Board of Trustees Meeting
September 27, 2021
Zoom Meeting – No Physical Location Available

AGENDA

REVISED
9/20/2021

Monday, September 27, 2021

Chair Gardner has determined that with the elevated covid cases in the State, this meeting will be held virtually, in accordance with [Board of Trustee Policy 215 - Remote Public Meetings](#)

Call to Order @ 8:00 am

The Board of Trustees will go directly into Executive Session

Executive Session from 8:05 am to 10:15 am

Call to Order/Reconvene Public Meeting @ 10:45 am

Citizen Comment (5 minutes)

Individuals who wish to participate in Citizen Comment, please contact the Board Office at ums.trustees@maine.edu with your name and topic by 5:00 pm on Friday, September 24. To participate in Citizen Comment during the meeting dial: 1-800-605-5167 code 743544#

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

Chair's Report (15 minutes)

Chancellor's Report (15 minutes)

Vice Chancellor for Research and Innovation Report (20 minutes)

Tab 1 - [Vice Chancellor for Research and Innovation Update](#)

11:45 am

Vice Chancellor for Academic Affairs' Report (45 minutes)

Tab 2 - [Academic Affairs Update](#)

12:30 pm

Lunch Break (20 minutes) (Timing of the lunch break will be at the discretion of the Chair)

12:50 pm

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

Tab 3 - [Finance & Administration Update](#)

1:05 pm

Vice Chancellor for Strategic Initiatives' Report (20 minutes)

Tab 4 - [UMS Strategic Planning Initial Process Recommendations & Proposed Timeline](#)

1:25 pm

Action Items (80 minutes)

Tab 5 - [UMA Presidential Search Criteria & Charge to the Search Committee \(5 minutes\)](#)

Tab 6 - [Establishment of Ad Hoc Committee on Strategic Planning \(5 minutes\)](#)

- Tab 7 – University of Maine at Farmington Credit Hour Change (15 minutes)
- Tab 8 – Confirmation of Faculty & Student Representatives to the Board (5 minutes)
- Tab 9 – Tenure at Time of Hire, Professor of Education & Human Development, UM (5 minutes)
- Tab 10 – Tenure at Time of Hire, Professor in the Maine School of Business, UM (5 minutes)
- Tab 11 – 300 Fore Street Renovation and Fit Out, University of Maine & Maine School of Law (15 minutes)
- Tab 21 – Approval of Collective Bargaining Agreement, ACSUM (5 minutes)
- Tab 22 – Approval of Collective Bargaining Agreement, Teamsters (5 minutes)
- Tab 23 – Approval of Collective Bargaining Agreement, UMPSA (5 minutes)
- Tab 24 – Approval of Collective Bargaining Agreement: Fraternal Order of Police, Lodge #100 (5 minutes)

2:45 pm

Consent Agenda (5 minutes)

- Tab 12 - Acceptance of Minutes

September 13, 2021 Academic & Student Affairs Committee

- Tab 13 – New Academic Program Proposal: Master of Legal Studies, Maine School of Law

September 15, 2021 Finance, Facilities & Technology Committee

- Tab 14 – Financing Authorization Resolution for Airplane Acquisition, UMA
- Tab 15 – Lease Authorization Request 167 Fore Street in Portland Maine, UM
- Tab 16 – Bennett D. Katz Library HVAC Enhancement, UMA
- Tab 17 – Handley Hall HVAC Enhancement, UMA

2:50 pm

Discussion Items:

- Tab 18 – UMS Transforms Update (20 minutes)
- Tab 19 – University of Maine at Machias Regional Campus Task Force (20 minutes)
- Tab 20 – Unified Accreditation Update (10 minutes)

Date of the Next Meeting: November 14 & 15, 2021 at the University of Maine hosted by the University of Maine System

Attachments

Managed Investment Pool Flash Report
Pension Fund Flash Report
Operating Fund Flash Report
UM Tenure at Time of Hire Education & Human Development Background Information (*Confidential*)
UM Tenure at Time of Hire School of Business Background Information (*Confidential*)
Academic Program Proposal Master of Legal Studies (MLS)
UMA Airplane Detailed Financing Authorization Resolution & Reimbursement
Previously Approved Agenda Item Summary for UMA Handley Hall HVAC Enhancement – August 2019
University of Maine System Board Strategic Planning Charge - 7/26/21
University of Maine System Proposed Strategic Planning Timeline
Charge to the UMA Presidential Search Committee

Reports

UMS Interactive Dashboard
Agenda Calendar
Capital & Bond Project Report Executive Summary
Capital Project Status Report
Capital Project Status Report – Bond Report
Academic & Student Affairs Committee FY2022 Work Plan

Finance, Facilities, Technology Committee FY2022 Work Plan
Human Resources & Labor Relations Committee FY2022 Work Plan
Investment Committee FY2022 Work Plan
Annual Report on Real Estate and Lease Activity

Presentations

Information Privacy Law Faculty Spotlight Presentation
300 Fore Street Update
University of Maine Machias Regional Campus Task Force Update
UMFK Programs for Examination
Vice Chancellor for Research & Innovation Update September 2021
VCFA Budget Update Presentation
UMS Strategic Planning Process and Proposed Timeline

Tabs noted in red text are action items.

Note: Times are estimated based upon the anticipated length for presentations or discussion of a particular topic. An item may be brought up earlier or the order of items changed for effective deliberation of matters before the Board.

University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Vice Chancellor for Research and Innovation Update

INITIATED BY: Dannel P. Malloy, Chancellor

BOARD INFORMATION: X

BOARD ACTION:

BOARD POLICY:

N/A

UNIFIED ACCREDITATION CONNECTION:

Unified accreditation requires that the University of Maine System demonstrate that it has addressed all of the NECHE standards. One of these, standard 7, describes expectations for teaching, learning and scholarship:

The institution supports teaching and learning through a well-qualified faculty and academic staff, who, in structures and processes appropriate to the institution, collectively ensure the quality of instruction and support for student learning. Scholarship, research, and creative activities receive support appropriate to the institution's mission. The institution's faculty has primary responsibility for advancing the institution's academic purposes through teaching, learning, and scholarship.

System-wide focus on research and innovation can support achievement of this standard. Additionally, such a focus helps advance the recommendations of the [University of Maine System Research and Development Plan FY20 – FY24](#).

BACKGROUND:

Joan Ferrini-Mundy, UMS Vice Chancellor for Research and Innovation, will provide updates at the September 27, 2021 Board of Trustees meeting.

1. UMS researcher outreach via UMaine research infrastructure
2. Request for information externally sponsored funding
3. Joint UMaine VPR-UMS:IT research computing task force
4. Maine Jobs and Recovery Act
5. Fall semester focus areas for research and innovation

Presentation:

[Vice Chancellor for Research & Innovation Update September 2021](#)

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University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Academic Affairs Update

INITIATED BY: Dannel Malloy, Chancellor

BOARD INFORMATION: X

BOARD ACTION:

UNIFIED ACCREDITATION CONNECTION:

BACKGROUND:

The Vice Chancellor for Academic Affairs (VCAA) update at the September 2021 Board of Trustees meeting has the following items.

1. **Faculty Spotlight:** Scott Bloomberg, Associate Professor of Law and Peter Guffin, Professor of Practice and Director of the Information Privacy Program will deliver their presentation on Information Privacy for the University of Maine School of Law.
2. **PFE Presentations:** The iterative PFE process is intended to maintain quality and inspire continuous improvement of the portfolio of UMS academic programs while accurately and fairly identifying programs in need of deeper examination. Toward that end, there will be additional metrics and methods adopted for the PFE to improve its usefulness as a mechanism for analyzing program performance and quality. The University at Fort Kent will present their programs.

Attachments:

[Information Privacy Law Faculty Spotlight Presentation](#)
[UMFK Programs for Examination](#)

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University of Maine System
Board of Trustees

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AGENDA ITEM SUMMARY

NAME OF ITEM: Finance and Administration Update

INITIATED BY: Dannel P. Malloy, Chancellor

BOARD INFORMATION: X

BOARD ACTION:

BOARD POLICY:

UNIFIED ACCREDITATION CONNECTION:

N/A

BACKGROUND:

The Vice Chancellor for Finance and Administration and Treasurer Ryan Low will provide two updates at the September 27, 2021 Board of Trustees meeting.

1. UMS Investment Update - Flash Reports
2. FY2022 Budget Update

Attachments:

[Managed Investment Pool Flash Reports](#)

[Pension Fund Flash Reports](#)

[Operating Fund Flash Reports](#)

[VCFA Budget Update Presentation](#)

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University of Maine System
Board of Trustees

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AGENDA ITEM SUMMARY

NAME OF ITEM: UMS Strategic Planning Initial Process Recommendations & Proposed Timeline

INITIATED BY: Dannel Malloy, Chancellor

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY: [301 - Mission Policy](#)

UNIFIED ACCREDITATION CONNECTION:

To prepare and adopt a strategic plan by which the University of Maine System, acting through its universities and the University of Maine School of Law, will take full advantage of Unified Accreditation to achieve the UMS tripartite mission of teaching, research, and public service for the benefit of all UMS students and the State of Maine, with national and global impact as well.

BACKGROUND:

UMS's unified accreditation, effective since July 1, 2020, opens the door to previously unavailable strategic opportunities for the System's universities to collaborate, share resources, and achieve educational efficiencies to better serve their students and the State of Maine.

System leadership and representatives from all System universities and Maine Law are fully engaged in the significant work of preparing a self-study assessment report for NECHE in connection with NECHE's planned Fall 2022 comprehensive evaluation of the System's unified accreditation. The complete draft self study will be posted online later this month for review and comment by the UMS community.

Recognizing that this work is ongoing, the Board recently charged the Chancellor to lead the System, acting with appropriate consultation with the Board and through the UMS university presidents, Maine Law Dean, and System leadership, in the creation of a new UMS strategic plan. The Board's July 26, 2021 resolution and charge for this purpose detailed a number of parameters to be followed in the strategic planning process, as well as a number of issues and sources of information to be considered. An important element of the Board's strategic planning charge is that the UMS strategic planning process and resulting Strategic Plan must be informed by the NECHE unified accreditation self study, Fall 2022 comprehensive evaluation visit and report, and the NECHE Standards for Accreditation.

The Board's July 26 Strategic Planning charge and resolution directed the Chancellor, for the September 2021 Board meeting, to propose a recommended process and timeline to be followed in the preparation of a UMS strategic plan that fully satisfies all of the components of the Board's strategic planning charge.

UMS's strategic planning work will begin as UMS is also starting related and complementary work with VisionPoint, a national enterprise marketing firm that only works with higher education. An enterprise marketing solicitation and initiative sponsored by Vice Chancellor for Finance and Administration Ryan Low earlier in the year resulted in VisionPoint's selection, which will result in UMS universities transitioning from separate, incumbent marketing vendors to work with one marketing and communications firm in more strategic and complementary ways.

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Initial work with VisionPoint consists of a “current state” market perception and brand analysis, which identify current gaps and opportunities in UMS’s marketing and communications strategies, which will be one important element of information UMS leaders and the selected strategic planning consultant will consider for building the foundation for a System-wide strategic plan.

Vice Chancellor for Strategic Initiatives and Chief Legal Officer James Thelen will lead a presentation of the Chancellor’s initial proposed timeline and process for developing a UMS Strategic Plan, including how the Plan will be aligned with NECHE’s Fall 2022 comprehensive evaluation and expected re-accreditation of UMS’s unified accreditation model.

TEXT OF PROPOSED RESOLUTION:

That the University of Maine System Board of Trustees accepts the Chancellor’s initial proposed strategic planning timeline and process recommendations, and authorizes that all work necessary be undertaken to complete a strategic plan according to the proposed timeline, in compliance with all applicable Board and UMS policies, and in keeping with the Board’s July 26, 2021 Resolution and Strategic Planning Charge.

Attachments:

[University of Maine System Board Strategic Planning Charge - 7/26/21](#)

[University of Maine System Proposed Strategic Planning Timeline](#)

Presentation:

[UMS Strategic Planning Process and Proposed Timeline](#)

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University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

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NAME OF ITEM: UMA Presidential Search Criteria & Charge to the Search Committee

INITIATED BY: Dannel P. Malloy, Chancellor

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY:

204 – Presidents – Appointments & Responsibilities

404.4 – Chancellor & Presidents Benefit Package

UNIFIED ACCREDITATION CONNECTION:

N/A

BACKGROUND:

The UMA Presidential search committee is currently being formed with constituent groups working to identify representative committee members. Trustees Sven Bartholomew, Emily Cain, and Peggy Rotundo will serve on the committee; Trustee Bartholomew will chair the committee. UMS System staff are also reviewing proposals to select a search consultant to lead a national presidential search on UMS's behalf.

Important first steps of the search are for the Board to develop the description of the position and related criteria for selecting the President and to formally charge the committee.

UMS Administrative Procedures for the Recruitment and Selection of Presidents state:

The chancellor on behalf of the Board of Trustees must formally charge each search committee with the responsibility for conducting the search for a president. The charge shall include preferred characteristics to be used as guidelines throughout the search articulated and/or approved by the chancellor and Board of Trustees based on an assessment of the needs of the university and University System. Close collaboration of the chancellor, Board and committee in defining the preferred characteristics will enhance the quality of information to candidates and increase the likelihood of a successful search outcome.

In addition to the criteria identified by the Board of Trustees, the selected search consultant will conduct interviews of constituent groups and provide the resulting themes to the search committee for use in its work.

Vice Chancellor for Strategic Initiatives and Chief Legal Officer James Thelen and Search Chair Trustee Sven Bartholomew will provide a summary of pre-search activities already underway and lead a brief discussion with the Board of preferred characteristics of candidates for the next President of the University of Maine at Augusta. The presidential candidate who is hired will be called upon to advance UMA's historic mission and serve its students and the State of Maine by using UMA's strengths to strategically collaborate with other UMS universities in the UMS unified accreditation environment.

Trustee Bartholomew will then request authorization to charge the committee.

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TEXT OF PROPOSED RESOLUTION:

That the Board of Trustees approves the preferred characteristics and priorities for the University of Maine at Augusta Presidential search as discussed, which will be further developed by the Presidential search committee and selected search consultant in a presidential profile to be used for the national search. When charging the committee, Chancellor Malloy will transmit the UMS Board of Trustees' preferred characteristics and priorities to the search committee and search consultant for use in describing the position and guiding the work of recommending final candidates for UMA's next President to Chancellor Malloy and the Board.

Attachment:

[Charge to the UMA Presidential Search Committee](#)

University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Establishment of the Ad Hoc Committee on Strategic Planning

INITIATED BY: Mark R. Gardner, Chair

BOARD INFORMATION: X

BOARD ACTION:

BOARD POLICY:

Policy 103 – Board of Trustees: Bylaws (Section 3.2)

UNIFIED ACCREDITATION CONNECTION:

N/A

BACKGROUND:

As outlined in the Bylaws, Ad Hoc Committees may be established by vote of the Board of Trustees to undertake special assignments. Upon completion of its duties, the Board will discharge the Ad Hoc Committee.

The Ad Hoc Committee on Strategic Planning is being established to continue to work with the Chancellor and System Leadership on the UMS Strategic Plan. Trustee members of the Committee include: Mark Gardner, James Donnelly, James Erwin, Trish Riley and two additional Trustees will be added.

TEXT OF PROPOSED RESOLUTION:

That the Board of Trustees agreed to establish the Ad Hoc Committee on Strategic Planning.

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University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: University of Maine at Farmington Credit Hour Change

INITIATED BY: Dannel P. Malloy, Chancellor

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY:

Board Policy 303.1: Limit Undergraduate Degrees to 121 Credit Hours

UNIFIED ACCREDITATION CONNECTION:

Under unified accreditation, all university campuses will utilize the 121-credit limit for all undergraduate degree programs.

BACKGROUND:

The UMF Strategic Plan outlines a number of tactical changes that not only place the University on sound financial footing, but may also generate additional enrollments and enhance student success.

As part of this process, the University of Maine at Farmington (UMF) has begun the process of changing their 4-credit system to align with the Institutional 3-credit system. This change is intended to be effective immediately with a multi-year implementation framework so that student and financial systems may be properly updated. Provost Brown will present the implementation plan.

The Academic and Student Affairs Committee approved this recommendation to be forwarded for Board of Trustee approval at the September 27, 2021 Board meeting.

TEXT OF PROPOSED RESOLUTION:

That the Board of Trustees accepts the recommendation of the Academic & Student Affairs Committee and approves the request from the University of Maine at Farmington to move to a three-credit system effective immediately.

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University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Confirmation of Faculty & Student Representatives to the Board of Trustees

INITIATED BY: Mark R. Gardner, Chair

BOARD INFORMATION: X

BOARD ACTION:

BOARD POLICY:

Policy 205 – Faculty & Student Representatives to the Board of Trustees

UNIFIED ACCREDITATION CONNECTION:

N/A

BACKGROUND:

To create the environment for interaction among and between Faculty and Student Representatives, the Trustees and System administration, the Trustees have provided opportunities for participation in the meetings of the committees of the Board.

One faculty member and one undergraduate student from each of the seven universities and one graduate student from the University of Southern Maine and one graduate student from the University of Maine will be appointed by the Board as non-voting representatives to the Board of Trustees and invited to participate as non-voting members on the standing committees.

Normally, the representative is expected to complete a two year term; therefore, it is an expectation that the minimum term of service by Faculty and Student Representatives to the Board be two years. The nominations will be forwarded through the Presidents to the Chancellor for submission to the Board for Trustee approval.

The following nominations are being recommended by the Presidents:

Faculty Representative:

Michael Scott, UM, – appointed for a two year term – September 2021 to September 2023

Student Representative:

Valentina Annunziata, Maine School of Law, – appointed for a two year term – September 2021 to September 2023

TEXT OF PROPOSED RESOLUTION:

That the Board of Trustees approves the appointment of the Faculty and Student Representatives to the Board of Trustees as presented.

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University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Tenure at Time of Hire, Professor of Education and Human Development, UM

INITIATED BY: Dannel Malloy, Chancellor

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY:

Board Policy 310: Tenure

UNIFIED ACCREDITATION CONNECTION:

N/A

BACKGROUND:

The University of Maine has requested that Dr. Penny Bishop be awarded tenure at the rank of full Professor, effective July 1, 2021 in accordance with Board of Trustee Policy 310. This coincides with the appointment as full professor of education and human development and Dean of the College of Education and Human Development also effective July 1, 2021. Dr. Bishop was selected after an extensive search and rigorous evaluation process. Dr. Bishop holds an Ed.D. in educational leadership and policy studies from the University of Vermont. This recommendation has the full support of the College of Education and Human Development and of the faculty and staff in the School of Learning and Teaching.

The Academic and Student Affairs Committee approved this recommendation to be forwarded for Board of Trustee approval at the September 27, 2021 Board meeting.

TEXT OF PROPOSED RESOLUTION:

That the Board of Trustees accepts the recommendation of the Academic & Student Affairs Committee and approves tenure at the rank of Professor of Education and Human Development to Dr. Penny Bishop, with tenure to be effective July 1, 2021.

Attachment:

[UM Tenure at Time of Hire Education & Human Development Background Information \(Confidential\)](#)

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University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Tenure at Time of Hire, Professor in the Maine School of Business, UM

INITIATED BY: Dannel Malloy, Chancellor

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY:

Board Policy 310: Tenure

UNIFIED ACCREDITATION CONNECTION:

N/A

BACKGROUND:

The University of Maine has requested that Dr. Norman J. O'Reilly be awarded tenure at the rank of full Professor, effective July 1, 2021 in accordance with Board of Trustee Policy 310. This coincides with the appointment as full professor in the Maine School of Business and Dean of the Graduate School of Business. Dr. O'Reilly was selected after an extensive search and rigorous evaluation process. Dr. Reilly holds an MBA in marketing from the University of Ottawa and a Ph.D. from Carleton University. This recommendation has the full support of the Maine Business School Tenure and Reappointment Committee and the Executive Dean of the Maine School of Business.

The Academic and Student Affairs Committee approved this recommendation to be forwarded for Board of Trustee approval at the September 27, 2021 Board meeting.

TEXT OF PROPOSED RESOLUTION:

That the Board of Trustees accepts the recommendation of the Academic & Student Affairs Committee and approves tenure at the rank of Professor in the Maine School of Business to Dr. Norman J. O'Reilly, with tenure to be effective July 1, 2021.

Attachment:

[UM Tenure at Time of Hire School of Business Background Information](#) (*Confidential*)

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University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: 300 Fore St. Renovation and Fit Out, University of Maine and Maine School of Law

INITIATED BY: Dannel P. Malloy, Chancellor

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY:

701 – Budgets, Operating & Capital

UNIFIED ACCREDITATION CONNECTION:

The collaborative and inter-disciplinary work being done throughout the System will be enhanced by the ability of faculty and leaders to come together for innovation and collaboration. The new facility will bring together the Graduate School of Business, the Graduate and Professional Center, and the Law School, in professional and modern spaces. In addition, the University of Maine will have space for the Portland Gateway, MCECIS and UMaine Foundation.

BACKGROUND:

a. Summary of the request:

The University of Maine and the University of Maine School of Law acting through the University of Maine System request authorization to expend \$6,000,000 for design and initial fit out of the space at 300 Fore Street in Portland.

This request is pursuant to Board Policy 701 – Budgets, Operating & 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 request is to forward the authorization to the September 27, 2021 Board of Trustees meeting.

b. Overall requested budget and funding source:

The current request is for \$6,000,000 to perform design and initial fit out of the space. The total cost of the fit out and renovation will be fine-tuned as the Construction manager at Risk (CM) comes on board. Additional costs and savings will be identified as the CM works collaboratively with the architect. Value engineering will be employed. Future request for an increase to this amount is anticipated.

Funding will come from the Bobby Monks & Bonnie Porta gift to Maine Center Ventures for Maine Law/Maine Center occupancy of 300 Fore Street and other gifts to be identified as well as funding sources identified by the Treasurer and Chancellor.

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

With the lease of 300 Fore Street to house the University of Maine School of Law as well as the Maine Professional and Graduate Center, the Graduate School of Business, and other University of Maine departments, changes to the space are needed in order to accommodate the classrooms, student collaboration space and faculty and staff offices. The building is currently designed and laid out in a call

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center type fashion and includes minimal classroom space or enclosed/private office spaces which are needed for the effective function of the uses planned in the new space.

The current request is anticipated to complete the fit out for key student-centric floors and spaces, mainly on the ground floor and first three floors of the building. The final cost of the full renovations is still unknown as schematic level layout and system evaluation is ongoing, however the goal is to reuse the facility in its existing state to the extent possible and to minimize these costs, while assuring a professional building. The current request is to cover design of the layout, purchase of some existing furniture and fixtures from the lessor, permitting and substantial renovation through January of 2022.

- d. **Explanation of the scope and substance of the project as needed to supplement (a) and (c):** (see above)

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

Changes in square footage and operating costs were described in the May 24, 2021 Board meeting agenda item. The proposed renovation and fit out of the space is not expected to have an impact on those figures.

- f. **Budget for the project and further elaboration on funding source and selection as needed to supplement (b) above:**

As stated, the full cost of fit out is not yet known. The current budget of \$6,000,000 is expected to provide for design, permitting and substantial fit out work. The source of these funds is from gifts and other sources to be identified and approved by the Treasurer and Chancellor. Efforts are underway to identify additional sources for the full project.

- g. **Alternatives that were considered to meet the need being addressed by this project:**

As described in the Agenda item from May 24, 2021 Board Meeting.

- h. **Timeline for start, occupancy and completion:**

The project is currently in design after a conceptual layout/plan was complete in July. The selection of a construction manager at risk is underway and expected to be complete by early September. Design will continue with construction work to take place as soon as feasible. The current goal is to occupy and hold classes here at the start of the Spring 2022 semester.

- i. **Timeline for any further consideration or action anticipated to be needed by the Board or its committees regarding this project if full authority is not being requested from the outset:**

Additional consideration for the final budget will be needed and is anticipated to be presented at a future Board meeting.

- j. **Additional information that may be useful for consideration of the item:**

Challenges presented by the current Law School building, which is also home to the Graduate School of Business and the Graduate and Professional Center, have been exacerbated through the last several years, and the cost avoidance enabled by leaving that building is substantial, as has previously been presented to the Board.

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The Finance, Facilities and Technology Committee approved this item to be forwarded to the September 27, 2021 Board of Trustees meeting, for approval of the following resolution:

TEXT OF PROPOSED RESOLUTION:

That the Board of Trustees accepts the recommendation of the Finance, Facilities and Technology Committee, and authorizes the University of Maine and the University of Maine School of Law acting through the University of Maine System to expend \$6,000,000 for the design, permitting and initial fit out of space at 300 Fore Street Portland. The funding sources will be gifts and other sources as identified by the Vice Chancellor for Finance and Administration and Treasurer and the Chancellor.

Presentation:

[300 Fore Street Update](#)

University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Acceptance of Minutes

INITIATED BY: Mark R. Gardner, Chair

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY:

N/A

UNIFIED ACCREDITATION CONNECTION:

N/A

BACKGROUND:

The following minutes will be presented to the Board of Trustees for approval at the September 27, 2021 Board meeting:

July 26, 2021 – Board of Trustees Meeting

August 24, 2021 – Executive Committee Meeting

September 13, 2021 – Academic & Student Affairs Committee Meeting

September 13, 2021 – Human Resources & Labor Relations Committee Meeting

September 16, 2021 – Investment Committee Meeting

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

TEXT OF PROPOSED RESOLUTION:

That the Board of Trustees approves the minutes as presented.

Revised - 9/22/2021

University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: New Academic Program Proposal: Masters of Legal Studies, Maine Law School

INITIATED BY: Dannel Malloy, Chancellor

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY:

305.1 Program Approval, Review & Elimination Procedures

UNIFIED ACCREDITATION CONNECTION:

As outlined in the Guiding Principles and pursuant to UMS Board Policy 212 and the UMS Statement on Shared Governance, faculty from each of the Universities participated in the review of this proposed program.

BACKGROUND:

The University of Maine School of Law is seeking permission to offer a Masters of Legal Studies (MLS). The proposal was reviewed at all appropriate faculty and administrative levels and was reviewed and subsequently recommended by the Chief Academic Officers Council. Dr. Robert Placido, Vice Chancellor of Academic Affairs recommended the program to the Chancellor. Chancellor Malloy signed his approval of the MLS on August 30, 2021.

The Academic and Student Affairs Committee approved this recommendation to be forwarded to the Consent Agenda for Board of Trustee approval at the September 27, 2021 Board meeting.

TEXT OF PROPOSED RESOLUTION:

That the Board of Trustees accepts the recommendation of the Academic and Student Affairs Committee, and approves the creation of a Masters of Legal Studies (MLS) for the University of Maine School of Law.

Attachment:

[Academic Program Proposal Master of Legal Studies \(MLS\)](#)

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University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Financing Authorization Resolution for Airplane Acquisition, UMA

INITIATED BY: Dannel P. Malloy, Chancellor

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY:

Section 712 Debt Policy

UNIFIED ACCREDITATION CONNECTION:

Increase enrollment

Improve student success and completion

Enhance fiscal positioning

BACKGROUND:

The University of Maine System (UMS) acting through the University of Maine at Augusta (UMA) anticipates financing an airplane for UMA's Private Flight course using the existing Banc of America Public Capital Corp tax-exempt Master Lease Financing Agreement.

The airplane vendor is Cirrus Design Corporation, a Wisconsin company, identified through Request for Proposal # 2021-038. The total contract price for the airplane including options is \$498,090. The vendor requires:

- 10% deposit at the time of contract,
- 15% six months prior to delivery, and
- the remaining balance at delivery which is estimated to be in February 2022.

A Financing Authorization resolution and a Reimbursement of Project Expenditures resolution for this airplane acquisition is enclosed for Board review and approval. This resolution will enable the University to be reimbursed for expenditures, including expenditures made for this project within 60 days prior to approval of this resolution.

This Resolution request is pursuant to Board of Trustees Policy 712, which requires that debt and related agreements be approved by the Board and is also in compliance with U.S. Treasury Regulations regarding tax-exempt debt and reimbursement of costs.

The Finance, Facilities and Technology Committee approved this recommendation to be forwarded to the Consent Agenda for Board of Trustee approval at the September 27, 2021 Board meeting.

TEXT OF PROPOSED RESOLUTION:

That the Board of Trustees, accepts the recommendation of the Finance, Facilities and Technology Committee, and approves the resolution entitled, "Financing Authorization" and "Reimbursement of Project Expenditures" for the University of Maine Augusta acquisition of an airplane with a maximum financing principal amount of debt of \$499,000.

Attachments:

[UMA Airplane Detailed Financing Authorization Resolution & Reimbursement](#)

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University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

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

INITIATED BY: Dannel P. Malloy, Chancellor

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 5,236 square feet of office space at 167 Fore Street, Floors 6 and 3, 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). Research conducted at this facility is funded primarily by U.S. Department of Defense contracts.

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 3 years with two 5-year extension options with an initial monthly rate of approximately \$10,800, triple net. The request is also pursuant to Trustee policy prohibiting net increases in space without Trustee authorization. In this case, the request is to forward the recommendations to the Consent Agenda for Board approval.

On March 5th, 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 (ASCC) and the Portland Gateway Office Director. Research conducted at this facility is funded primarily by U.S. Department of Defense contracts. In addition to the 6th floor which we currently occupy, we propose to occupy the 3rd floor. We will soon be exceeding capacity on the 6th floor, with 10 out of 13 workstations filled and the additional seats will be filled by October. We have open job descriptions due to several funded research contracts and require the space to seat additional staff as we continue recruiting in the Portland metro region. The University is now negotiating a longer, three-year lease term for both floors 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 09/16/2021

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.

In March and April, significant physical and security enhancements were completed on the office suite to permit the start of secured work. Over \$80,000 in enhancements have been made to the space to provide secured network access and meet all physical security requirements from UMS Chief Information Security Officer, UM Chief of Police and the Office of Research Compliance. Some of these physical modifications include a closed-circuit security camera feed, MaineCard badge access to the front door and an Information Technology closet, an intrusion detection system, and fiber internet to the suite that is routed directly through the USM campus. This enables our staff in Portland to utilize the same secure enclave as our staff in Orono. This enclave has been set up and is managed by UMS IT to protect sensitive CUI and ITAR-restricted data in accordance with NIST SP 800-171 standards.

The initial rent equates to a cost per square foot of \$24.75 (triple net), 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.

The Finance, Facilities and Technology Committee approved this recommendation to be forwarded to the Consent Agenda for Board of Trustee approval at the September 27, 2021 Board meeting.

TEXT OF PROPOSED RESOLUTION:

That the Board of Trustees approves the recommendation of the Finance, Facilities and Technology Committee and authorizes the University of Maine System acting through the University of Maine to enter into a lease agreement for up to 5,236 square feet of space at 167 Fore Street, Portland, Maine for up to 13 years and at a cost of up to \$129,591 per year plus expenses for the initial 3-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.

University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Bennett D. Katz Library HVAC Enhancement, UMA

INITIATED BY: Dannel P. Malloy, Chancellor

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY:

701 – Budgets, Operating & Capital

UNIFIED ACCREDITATION CONNECTION:

N/A

BACKGROUND:

a. Summary of the request

The University of Maine System acting through the University of Maine at Augusta (UMA) requests authorization to spend up to \$1,100,000 to enhance the mechanical heating, ventilation, and air conditioning systems at the Bennett D. Katz Library as a prevention measure for the spread of COVID-19.

b. Overall requested budget and funding source

The overall project budget is \$1,100,000 to be funded by monies allocated to UMA through the Higher Education Emergency Relief Fund (HEERF). This request is pursuant to Board Policy 701, which requires projects with a total cost of more than \$500,000 be considered by the Board of Trustees or its Finance, Facilities, & Technology Committee. In this case the Committee recommendation will be forwarded to the Board of Trustees Consent Agenda at the September 27, 2021 Board Meeting.

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

UMA has \$5,387,150 of HEERF monies available for a variety of institutional non-student aid needs. HEERF guidelines specifically allow for minor remodeling projects to monitor and suppress coronavirus, including the installation or renovation of HVAC systems to help with air filtration to prevent the spread of COVID-19.

d. Explanation of the scope and substance of the project as needed to supplement (a) and (c) above.

The new system will replace the central air handler with a Dedicated Outdoor Air (DOAS) energy recovery unit. This unit will provide 100% outside air for ventilation throughout the functional space with no recirculation among spaces. Each functional space will include its own heat pump to provide space heating and cooling needs. Air associated with these heat pumps is recycled only within that area served and not throughout the facility. The DOAS unit will be sized with capacity to provide 50% more ventilation air than the base requirements set forth by the American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE) Standard 62.1, and it meets the

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current ASHRAE guidelines to prevent the spread of COVID-19. Additionally, the heat pumps will incorporate MERV13 Filtration to capture and remove contaminants from the air. Again, the filtration is in line with current ASHRAE guidelines to help prevent the spread of COVID-19. It is estimated that this project will increase the Net Asset Value from 38% to 57%.

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

Engineers estimate that electricity utilization will be reduced 10-20% which would result in a reduction in operating costs.

f. Budget for the project and further elaboration on funding source and selection as needed to supplement (b) above

None

g. Alternatives that were considered to meet the need being addressed by this project

Efforts were made to develop a less costly approach, but nothing else was found that would meet ASHRAE guidelines to help prevent the spread of COVID-19.

h. Timeline for start, occupancy and completion

Project to begin after fall semester with completion in the summer of 2022.

i. Timeline for further consideration or action anticipated to be needed by the Board or its committees regarding this project of fill authority is not being requested from the outset.

No further Board action is anticipated at this time.

j. Additional information that may be useful to consideration of item.

None

The Finance, Facilities and Technology Committee approved this recommendation to be forwarded to the Consent Agenda for Board of Trustee approval at the September 27, 2021 Board meeting.

TEXT OF PROPOSED RESOLUTION:

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 \$1,100,000 of Higher Education Emergency Relief Fund monies to enhance the HVAC system of the Bennett D. Katz Library.

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University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Handley Hall HVAC Enhancement, UMA

INITIATED BY: Dannel P. Malloy, Chancellor

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY:

701 – Budgets, Operating & Capital

UNIFIED ACCREDITATION CONNECTION:

N/A

BACKGROUND:

a. Summary of the request

The University of Maine System acting through the University of Maine at Augusta (UMA) requests authorization to spend up to \$1,230,000 enhance the mechanical heating, ventilation, and air conditioning systems at Handley Hall as a prevention measure for the spread of COVID-19.

b. Overall requested budget and funding source

The overall project budget is \$1,230,000 to be funded by monies allocated to UMA through the Higher Education Emergency Relief Fund (HEERF -\$1,200,000) and E&G funds (\$30,000). This request is pursuant to Board Policy 701, which requires projects with a total cost of more than \$500,000 be considered by the Board of Trustees or its Finance, Facilities, & Technology Committee. In this case the Committee recommendation will be forwarded to the Board of Trustees Consent Agenda at the September 27, 2021 Board Meeting.

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

UMA has \$5,387,150 of HEERF monies available for a variety of institutional non-student aid needs. HEERF guidelines specifically allow for minor remodeling projects to monitor and suppress coronavirus, including the installation or renovation of HVAC systems to help with air filtration to prevent the spread of COVID-19.

d. Explanation of the scope and substance of the project as needed to supplement (a) and (c) above.

In September, 2019, the Board of Trustees approved an HVAC project at Handley Hall with a budget of \$575,000. As the pandemic unfolded, UMA placed the project on hold and contracted with Allied Engineering on additional needs related to preventing the spread of COVID-19. The original project will now be cancelled.

The new system will replace the central split system air handlers with a Dedicated Outdoor Air (DOAS) energy recovery unit. This unit will provide 100% outside air for ventilation throughout the functional spaces, with no recirculation among spaces. Each functional space will include its own heat pump to provide the space heating and cooling needs. Air associated with these heat pumps is recirculated only within the area served and not throughout the facility. The DOAS unit will be sized with capacity to provide 50% more ventilation air than the base requirements set forth by the

American Society of Heating, Refrigerating, and Air Conditioning Engineers (ASHRAE) Standard 62.1, and it meets the current ASHRAE guidelines to help prevent the spread of COVID-19. Additionally, the heat pumps will incorporate MERV13 filtration to capture and remove contaminants from the air. Again, the filtration is in line with current ASHRAE guidelines to help prevent the spread of COVID-19. It is estimated that this project will increase the Net Asset Value from 79% to 90%.

- e. **Changes, if any, in net square footage or ongoing operating costs resulting from the project**
Engineers estimate that electricity utilization will be reduced 10-20% which would result in a reduction in operating costs.
- f. **Budget for the project and further elaboration on funding source and selection as needed to supplement (b) above)**
\$1,200,000 of HEERF monies will fund the remaining work to be done. \$30,000 of E&G monies will cover design work previously completed.
- g. **Alternatives that were considered to meet the need being addressed by this project**
Efforts were made to develop a less costly approach, but nothing else was found that would meet ASHRAE guidelines to help prevent the spread of COVID-19.
- h. **Timeline for start, occupancy and completion**
Project to begin after fall semester with completion in the summer of 2022.
- i. **Timeline for further consideration or action anticipated to be needed by the Board or its committees regarding this project of fill authority is not being requested from the outset.**
No further board action is anticipated at this time.
- j. **Additional information that may be useful to consideration of item.**
None

The Finance, Facilities and Technology Committee approved this recommendation to be forwarded to the Consent Agenda for Board of Trustee approval at the September 27, 2021 Board meeting.

TEXT OF PROPOSED RESOLUTION:

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 \$1,200,000 of Higher Education Emergency Relief Fund monies and up to \$30,000 of E&G monies to enhance the HVAC system of Handley Hall.

Attachment:

[Previously Approved Agenda Item Summary UMA Handley Hall HVAC Enhancement – August 2019](#)

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University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: UMS TRANSFORMS Update

INITIATED BY: Dannel P. Malloy, Chancellor

BOARD INFORMATION: X

BOARD ACTION:

BOARD POLICY:

UNIFIED ACCREDITATION CONNECTION:

BACKGROUND:

The Harold Alfond Foundation's historic investment in Maine and its people includes a \$240 million commitment to the University of Maine System to bring transformative change to the state's largest educational, research, innovation and talent development asset. The grant is both a gift and a challenge that inspires everyone who believes in the transformative power of education to come together and do more. UMS will proceed with a commitment to inclusion that makes sure that no one is left behind.

Vice Chancellor for Research and Innovation, Ferrini-Mundy and Vice Chancellor for Strategic Initiatives, Thelen serve as the Co-Principal Investigators for the Harold Alfond Foundation sponsored UMS TRANSFORMS project and will provide the Board with an update on the project. More information about the project can be found at the following website:

<https://www.maine.edu/transforms/>

University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: University of Maine at Machias Regional Campus Task Force

INITIATED BY: Dannel P. Malloy, Chancellor

BOARD INFORMATION: X

BOARD ACTION:

BOARD POLICY:

UNIFIED ACCREDITATION CONNECTION:

BACKGROUND:

In April 2021, President Joan Ferrini-Mundy convened the University of Maine/University of Maine at Machias Regional Campus Task Force. Its charge was to review progress in various areas and develop realistic, accelerated timelines and implementation steps for completion of the transition as a regional campus, with major elements in place by fall 2021, and all elements completed by July 2022. Work was done primarily within topically focused working groups. President Ferrini-Mundy will provide an update on the work and recommendations of the task force, including sharing remarks and images pertaining to the approved rebranding campaign.

Presentation:

[University of Maine Machias Regional Campus Task Force Update](#)

9/16/2021

University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Unified Accreditation update

INITIATED BY: Dannel Malloy, Chancellor

BOARD INFORMATION: X

BOARD ACTION:

BOARD POLICY:

UNIFIED ACCREDITATION CONNECTION:

Board engagement/transparency

BACKGROUND:

Associate Vice Chancellor for Accreditation and Strategic Initiatives Jeff St. John will give a brief update on the plan for sharing the draft NECHE self study with the UMS community in the 2021-22 academic year: messaging, timeline, structure of the draft, and mechanism for feedback.

University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Approval of Collective Bargaining Agreement, ACSUM

INITIATED BY: Dannel Malloy, Chancellor

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY:

Section 407 Labor Relations

UNIFIED ACCREDITATION CONNECTION:

BACKGROUND:

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

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

TEXT OF PROPOSED RESOLUTION:

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

University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Approval of Collective Bargaining Agreement, Teamsters

INITIATED BY: Dannel Malloy, Chancellor

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY:

Section 407 Labor Relations

UNIFIED ACCREDITATION CONNECTION:

BACKGROUND:

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

The University has reached a tentative agreement with the Teamsters Union Local # 340, representing the UMS Service & Maintenance Unit. The Board will be briefed on the terms of the Agreement at the meeting.

TEXT OF PROPOSED RESOLUTION:

That the Board of Trustees authorizes the Chancellor to execute the collective bargaining agreement with the Teamsters Union Local # 340, representing the UMS Service & Maintenance Unit, upon notice that the agreement has been ratified.

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University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Approval of Collective Bargaining Agreement, UMPSA

INITIATED BY: Dannel Malloy, Chancellor

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY:

Section 407 Labor Relations

UNIFIED ACCREDITATION CONNECTION:

BACKGROUND:

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

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

TEXT OF PROPOSED RESOLUTION:

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

9/20/2021

University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Approval of Collective Bargaining Agreement: Fraternal Order of Police, Lodge #100

INITIATED BY: Dannel Malloy, Chancellor

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY:
Section 407 Labor Relations

UNIFIED ACCREDITATION CONNECTION:

BACKGROUND:

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

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

TEXT OF PROPOSED RESOLUTION:

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

University of Maine System Managed Investment Pool

TOTAL PLAN PERFORMANCE

	Market Value (\$)	% of Portfolio	Policy %	1 Mo (%)	YTD (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)
MIP Composite	447,870,178	100.0	100.0	0.8	8.4	23.4	9.5	9.0	6.5	7.1
Allocation Index				0.8	9.9	24.7	10.7	10.0	7.6	7.6
Policy Index				0.6	9.5	24.7	10.7	10.3	7.8	7.8
Total Domestic Large Cap	102,603,334	22.9	22.0	2.4	17.9	36.4	18.1	17.3	14.6	15.0
S&P 500				2.4	18.0	36.4	18.2	17.3	14.7	15.3
SSgA S&P 500	102,603,334	22.9	22.0	2.4	17.9	36.4	18.1	17.3	14.6	15.3
S&P 500				2.4	18.0	36.4	18.2	17.3	14.7	15.3
Total Domestic Small/Mid Cap	26,880,730	6.0	6.0	-0.2	20.4	56.2	14.0	16.3	12.4	13.4
Russell 2500				-1.8	14.9	49.1	13.8	14.8	12.3	13.1
Westfield Capital	13,777,415	3.1	3.0	1.3	12.0	41.3	18.0	19.6	14.6	14.7
Russell 2500 Growth				-2.2	6.3	38.8	18.5	18.8	15.3	15.0
DFA	13,103,315	2.9	3.0	-1.8	28.0	71.2	8.7	11.6	9.0	11.2
Russell 2000 Value				-3.6	22.2	63.7	8.3	11.6	9.7	10.8
Global Equity	46,769,848	10.4	10.0	3.9	13.1	33.5	--	--	--	--
MSCI World				1.8	15.1	35.1	14.5	14.3	10.7	11.1
Walter Scott Global Equity	46,769,848	10.4	10.0	3.9	13.1	33.5	--	--	--	--
MSCI World				1.8	15.1	35.1	14.5	14.3	10.7	11.1
Total International Equity (including emerging markets)	92,357,434	20.6	21.0	-0.9	5.7	26.1	7.1	7.9	4.5	5.2
MSCI EAFE				0.8	9.6	30.3	7.7	9.4	5.4	6.1
Morgan Stanley	22,402,325	5.0	5.0	-1.1	6.0	23.0	7.2	8.2	4.8	6.1
JO Hambro	20,847,343	4.7	5.0	0.4	4.7	23.3	--	--	--	--
MSCI EAFE				0.8	9.6	30.3	7.7	9.4	5.4	6.1
Kabouter International Opportunities Offshore Fund II	17,259,432	3.9	4.0	0.8	2.4	17.9	4.6	--	--	--
MSCI EAFE Small Cap				1.7	10.9	38.7	8.8	11.1	8.4	8.7
Emerging Markets Equity	31,848,334	7.1	7.0	-2.6	7.9	35.2	12.2	9.1	4.8	4.3
Emerging Markets Equity Custom Benchmark				-4.0	9.0	33.8	10.4	11.9	6.0	4.3
Aberdeen Emerging Mkts	14,832,274	3.3	3.5	-5.0	0.7	28.9	12.8	10.5	6.0	5.1
MSCI Emerging Markets				-6.7	0.2	20.6	7.9	10.4	5.0	3.6
Mondrian EM Small Cap	17,016,060	3.8	3.5	-0.5	15.2	41.0	11.3	7.5	3.4	--
MSCI Emerging Markets Small Cap				-1.3	18.2	47.9	11.4	10.6	6.0	4.2



University of Maine System Managed Investment Pool

TOTAL PLAN PERFORMANCE

	Market Value (\$)	% of Portfolio	Policy %	1 Mo (%)	YTD (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)
Total Fixed Income	114,905,634	25.7	26.5	0.9	2.3	6.1	5.6	4.1	3.6	4.5
BBgBarc US Aggregate TR				1.1	-0.5	-0.7	5.7	3.1	3.5	3.3
Commonfund	41,613,701	9.3	9.5	1.1	0.2	2.2	5.9	3.9	3.8	4.1
BBgBarc US Aggregate TR				1.1	-0.5	-0.7	5.7	3.1	3.5	3.3
Vanguard Inflation-Protected Securities	15,789,466	3.5	3.5	2.5	4.2	6.7	7.5	4.4	--	--
BBgBarc US TIPS TR				2.7	4.4	6.9	7.6	4.5	3.7	3.3
Vanguard Short-Term Inflation-Protected Securities	15,522,906	3.5	3.5	1.3	4.1	6.5	--	--	--	--
BBgBarc US TIPS 1-5 Yr TR				1.5	4.4	7.0	5.1	3.3	2.3	1.8
Blackrock Strategic Income Opportunities	20,238,150	4.5	5.0	-0.1	1.2	6.4	5.2	--	--	--
3-Month Libor Total Return USD				0.0	0.1	0.2	1.4	1.4	1.1	0.9
Bain Capital Senior Loan Fund	21,741,411	4.9	5.0	0.3	4.8	12.2	--	--	--	--
Credit Suisse Leveraged Loans				0.0	3.5	9.6	4.1	4.7	4.0	4.5
Total GAA	32,555,213	7.3	7.5	0.7	4.7	10.8	4.5	4.6	3.0	3.8
65% MSCI ACWI (Net) / 35% BBgBarc Global Agg				0.9	7.6	21.1	10.8	9.9	7.4	7.4
Newton Global Real Return	32,555,213	7.3	7.5	0.7	4.7	12.3	8.4	5.0	--	--
60% MSCI ACWI (Net) / 40% BBgBarc Global Agg				0.9	6.9	19.4	10.4	9.4	7.1	7.0
Total Hedge Funds	29,199,641	6.5	7.0	-2.8	-3.6	15.5	7.5	6.9	4.2	3.7
HFRI Fund of Funds Composite Index				-0.3	4.7	15.4	6.1	5.8	4.1	3.8
Lighthouse	29,199,641	6.5	7.0	-2.8	-3.6	15.5	7.5	7.5	--	--
Credit Suisse Long Shrt Eqt USD				1.4	6.8	16.3	6.5	7.0	5.4	5.7
Private Equity	2,412,634	0.5	0.0	0.0	4.9	48.5	12.0	14.6	11.6	--
Landmark Equity Partners XV	2,412,634	0.5	0.0	0.0	4.9	48.5	12.0	14.6	11.6	--
CJA US All PE (1 Qtr Lag)				0.0	22.0	47.4	17.6	17.2	14.1	14.3
Total Cash	185,710	0.0	0.0							
Distribution Account	185,710	0.0	0.0	0.0	0.0	0.0	0.9	0.8	0.6	0.4
91 Day T-Bills				0.0	0.0	0.0	1.2	1.1	0.8	0.6

Notes:

Fiscal YTD begins 7/1

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

Emerging Markets Equity Custom Benchmark consists of MSCI EM from Inception to 5/31/2019 and 50% MSCI EM / 50% MSCI EM Small Cap from 6/1/2019 to present.

Returns are net of manager fees

Landmark market value is estimated as of 7/31/2021.

July 31, 2021

DISCLAIMERS & DISCLOSURES

Past performance is no guarantee of future results.

Returns for pooled funds, e.g. mutual funds and collective investment trusts, are collected from third parties; they are not generally calculated by NEPC. Returns for separate accounts, with some exceptions, are calculated by NEPC. Returns are reported net of manager fees unless otherwise noted.

A “since inception” return, if reported, begins with the first full month after funding, although actual inception dates (e.g. the middle of a month) and the timing of cash flows are taken into account in Composite return calculations.

NEPC’s preferred data source is the plan’s custodian bank or record-keeper. If data cannot be obtained from one of the preferred data sources, data provided by investment managers may be used. Information on market indices and security characteristics is received from additional providers. While NEPC has exercised reasonable professional care in preparing this report, we cannot guarantee the accuracy of all source information contained within. In addition, some index returns displayed in this report or used in calculation of a policy index, allocation index or other custom benchmark may be preliminary and subject to change.

All investments carry some level of risk. Diversification and other asset allocation techniques are not guaranteed to ensure profit or protect against losses.

The opinions presented herein represent the good faith views of NEPC as of the date of this presentation and are subject to change at any time. Neither fund performance nor universe rankings contained in this report should be considered a recommendation by NEPC.

This report may contain confidential or proprietary information and may not be copied or redistributed to any party not legally entitled to receive it.

Source of private fund performance benchmark data: Cambridge Associates, via Refinitiv





PROPRIETARY & CONFIDENTIAL

University of Maine System Pension Plan

TOTAL PLAN PERFORMANCE

	Market Value (\$)	% of Portfolio	Policy %	1 Mo (%)	YTD (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)
Pension Composite	25,366,632	100.0	100.0	1.6	5.7	14.6	8.8	7.3	5.7	6.3
Allocation Index				1.1	6.9	15.4	8.6	7.8	6.5	6.9
Policy Index				1.1	6.7	15.2	8.8	7.9	6.6	7.1
Total Global Equity	8,067,722	31.8	30.0	4.0	13.1	33.3	--	--	--	--
MSCI World				1.8	15.1	35.1	14.5	14.3	10.7	11.1
Walter Scott Global Equity Fund	8,067,722	31.8	30.0	4.0	13.1	33.3	--	--	--	--
MSCI World				1.8	15.1	35.1	14.5	14.3	10.7	11.1
Emerging Markets Equity	792,783	3.1	3.0	-0.5	15.2	41.0	11.3	7.5	3.4	--
Mondrian EM Small Cap	792,783	3.1	3.0	-0.5	15.2	41.0	11.3	7.5	3.4	--
MSCI Emerging Markets Small Cap				-1.3	18.2	47.9	11.4	10.6	6.0	4.2
Total Fixed Income	10,717,897	42.3	43.0	1.1	1.0	2.6	5.7	3.5	3.5	3.8
BBgBarc US Aggregate TR				1.1	-0.5	-0.7	5.7	3.1	3.5	3.3
Baird Aggregate Bond Fund - BAGIX	6,503,052	25.6	26.0	1.2	--	--	--	--	--	--
BBgBarc US Aggregate TR				1.1	-0.5	-0.7	5.7	3.1	3.5	3.3
Vanguard Inflation-Protected Securities	908,709	3.6	3.5	2.5	4.2	6.7	7.5	--	--	--
BBgBarc US TIPS TR				2.7	4.4	6.9	7.6	4.5	3.7	3.3
Vanguard Short-Term Inflation-Protected Securities - VTSPX	802,488	3.2	3.5	1.3	4.1	6.5	--	--	--	--
BBgBarc US TIPS 1-5 Yr TR				1.5	4.4	7.0	5.1	3.3	2.3	1.8
BlackRock Strategic Income Opportunities	1,177,201	4.6	5.0	-0.1	1.2	6.4	5.3	--	--	--
3-Month Libor Total Return USD				0.0	0.1	0.2	1.4	1.4	1.1	0.9
Bain Capital Senior Loan Fund	1,326,448	5.2	5.0	0.3	4.8	12.2	--	--	--	--
Credit Suisse Leveraged Loans				0.0	3.5	9.6	4.1	4.7	4.0	4.5
Total GAA	1,910,583	7.5	8.0	0.7	4.7	12.3	7.3	6.1	4.1	4.3
65% MSCI ACWI (Net) / 35% BBgBarc Global Agg				0.9	7.6	21.1	10.8	9.9	7.4	7.4
Newton Global Real Return	1,910,583	7.5	8.0	0.7	4.7	12.3	8.4	5.0	--	--
60% MSCI ACWI (Net) / 40% FTSE WGBI				1.1	6.3	18.5	10.3	9.2	6.9	6.8
Total Alternative Investments	1,330,340	5.2	5.0	-2.8	-3.6	15.5	7.5	6.9	4.7	3.9
HFRI Fund of Funds Composite Index				-0.3	4.7	15.4	6.1	5.8	4.1	3.8
Lighthouse	1,330,340	5.2	5.0	-2.8	-3.6	15.5	7.5	7.5	--	--
Credit Suisse Long Shrt Eqt USD				1.4	6.8	16.3	6.5	7.0	5.4	5.7



University of Maine System Pension Plan

TOTAL PLAN PERFORMANCE

	Market Value (\$)	% of Portfolio	Policy %	1 Mo (%)	YTD (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)
Total Real Assets	2,170,388	8.6	8.0							
Principal	2,170,388	8.6	8.0	0.4	6.5	8.1	5.3	6.5	8.2	9.3
NCREIF ODCE				0.0	6.1	8.0	5.5	6.6	8.4	9.6
Total Cash	376,918	1.5	3.0							
Distribution Account	376,918	1.5	3.0	0.0	0.0	0.0	0.9	0.9	0.6	0.4
91 Day T-Bills				0.0	0.0	0.0	1.2	1.1	0.8	0.6

Notes:

Fiscal YTD begins 7/1

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

Emerging Markets Equity Benchmark consists of MSCI EM from inception to 5/31/2019 and MSCI EM Small Cap from 6/1/2019 to present.

Returns are net of manager fees



July 31, 2021

DISCLAIMERS & DISCLOSURES

Past performance is no guarantee of future results.

Returns for pooled funds, e.g. mutual funds and collective investment trusts, are collected from third parties; they are not generally calculated by NEPC. Returns for separate accounts, with some exceptions, are calculated by NEPC. Returns are reported net of manager fees unless otherwise noted.

A “since inception” return, if reported, begins with the first full month after funding, although actual inception dates (e.g. the middle of a month) and the timing of cash flows are taken into account in Composite return calculations.

NEPC’s preferred data source is the plan’s custodian bank or record-keeper. If data cannot be obtained from one of the preferred data sources, data provided by investment managers may be used. Information on market indices and security characteristics is received from additional providers. While NEPC has exercised reasonable professional care in preparing this report, we cannot guarantee the accuracy of all source information contained within. In addition, some index returns displayed in this report or used in calculation of a policy index, allocation index or other custom benchmark may be preliminary and subject to change.

All investments carry some level of risk. Diversification and other asset allocation techniques are not guaranteed to ensure profit or protect against losses.

The opinions presented herein represent the good faith views of NEPC as of the date of this presentation and are subject to change at any time. Neither fund performance nor universe rankings contained in this report should be considered a recommendation by NEPC.

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Source of private fund performance benchmark data: Cambridge Associates, via Refinitiv





PROPRIETARY & CONFIDENTIAL

University of Maine System Operating Fund

TOTAL PLAN PERFORMANCE

	Market Value (\$)	% of Portfolio	Policy %	1 Mo (%)	YTD (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)
Operating Funds Composite	278,167,220	100.0	100.0	0.1	2.1	6.5	5.0	4.1	3.2	3.1
<i>Allocation Index</i>				0.4	2.2	5.3	4.5	3.9	3.1	3.0
Liquidity Pool Composite	74,698,661	26.9	30.0	0.0	0.3	0.5	1.4	1.2	0.9	0.7
State Pool	42,840,122	15.4		0.0	0.4	0.7	1.5	1.3	1.0	0.8
BOA General Fund	6,376,700	2.3		0.0	0.2	0.5	0.7	0.5	0.3	0.3
Federated Gov't Obligations	9,389,707	3.4		0.0	0.0	0.0	1.1	--	--	--
JP Morgan US Gov't Money Market Fund	16,092,132	5.8		0.0	0.0	0.0	1.1	--	--	--
<i>FTSE T-Bill 3 Months TR</i>				0.0	0.0	0.1	1.3	1.1	0.8	0.6
Income Pool Composite	136,598,964	49.1	47.5	0.3	0.6	2.4	4.0	2.9	2.6	2.6
Income Research + Management	76,224,839	27.4	26.0	0.2	0.4	1.2	3.7	2.3	2.1	--
<i>Bloomberg US Govt/Credit 1-3 Yr. TR</i>				0.2	0.2	0.4	3.0	1.9	1.7	1.5
BlackRock Strategic Income Opportunities	19,343,180	7.0	7.0	-0.1	1.2	6.4	5.3	4.5	--	--
<i>3-Month Libor Total Return USD</i>				0.0	0.1	0.2	1.4	1.4	1.1	0.9
Baird Aggregate Bond Fund - BAGIX	22,390,970	8.0	7.5	1.2	--	--	--	--	--	--
<i>Bloomberg US Aggregate TR</i>				1.1	-0.5	-0.7	5.7	3.1	3.5	3.3
Bain Senior Floating Rate Fund	18,639,976	6.7		0.3	--	--	--	--	--	--
<i>Credit Suisse Leveraged Loans</i>				0.0	3.5	9.6	4.1	4.7	4.0	4.5
Total Return Pool Composite	66,869,595	24.0	22.5	-0.2	8.0	25.2	11.0	9.7	7.0	6.7
Lighthouse	15,265,595	5.5	5.0	-2.8	-3.6	15.5	7.5	7.5	--	--
<i>Credit Suisse Long Shrt Eqt USD</i>				1.4	6.8	16.3	6.5	7.0	5.4	5.7
Newton Global Real Return	11,676,553	4.2	4.0	0.7	4.7	12.3	8.3	--	--	--
<i>60% MSCI ACWI (Net)/ 40% Bloomberg Global Agg</i>				0.9	6.9	19.4	10.4	9.4	7.1	7.0
PIMCO All Asset	11,871,913	4.3	4.0	0.5	13.2	26.1	9.7	8.6	5.6	5.7
<i>Blended Index</i>				1.5	3.1	6.5	7.5	5.3	4.8	4.8
Vanguard Total World Stock Index	28,055,533	10.1	9.5	0.5	13.2	34.5	13.7	14.0	10.4	--
<i>FTSE Global All Cap Index</i>				0.6	13.3	34.8	13.8	13.8	9.5	9.0

Notes:

Returns are net of manager fees.

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

Fiscal YTD begins 7/1

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

Composite excludes external loans.

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

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Source of private fund performance benchmark data: Cambridge Associates, via Refinitiv





PROPRIETARY & CONFIDENTIAL



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

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

Date: August 30, 2021

To: Dannel P. Malloy, Chancellor
University of Maine System (UMS)

From: Robert Placido, VCAA

Regarding: Program Request – Master of Legal Studies

The University of Maine

University of Maine
at Augusta

University of Maine
at Farmington

University of Maine
at Fort Kent

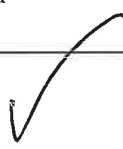
University of Maine
at Machias

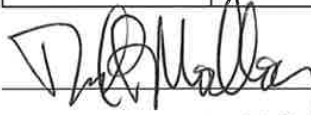
University of Maine
at Presque Isle

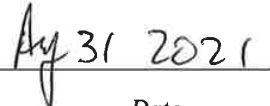
University of
Southern Maine

Please find the attached program proposal from the University of Maine School of Law to offer a new Master of Legal Studies (MLS). The attached materials include letters of support from Dean Saufley, Provost Bam, as well as the full program proposal. The MLS is a 30-credit degree for students who desire a better understanding of laws and legal systems but do not wish to practice law. The goals of the MLS degree program are consistent with the mission of the University of Maine System and the system-wide Graduate and Professional Center.

The proposed MLS was reviewed by the Chief Academic Officers Council (CAOC) on May 6, 2021. The CAOC was supportive and recommended the proposal on that date. I also recommend this program for your approval.

I approve	I do not approve for the reasons listed below	Additional information needed for a decision	Action
			Approve the program request for a Master of Legal Studies at the Maine School of Law


Chancellor Dannel P. Malloy


Date

cc: Dean Saufley
Provost Bam

Academic Program Request

Pro forma Statement

Executive Summary

The University of Maine School of Law requests approval to develop a new master's degree program, the Master of Legal Studies (M.L.S.). The M.L.S. will be a 30-credit degree designed for those who desire a better understanding of laws and legal systems but do not wish to practice law. The primary purpose of the program will be to provide non-lawyer professionals who work (or would like to work) with lawyers or with laws and regulations a foundational understanding of laws and legal systems, as well as the opportunity to take advanced training in specialized areas of law most important to their current (or desired) fields and careers, without having to commit three years of full-time study necessary for a Juris Doctor (J.D.) degree.

	Academic Year			
	2022	2023	2024	2025
	20 (7 f/t, 13 p/t)	25 (9 f/t, 16p/t)	30 (10 f/t, 20 p/t)	30 (10 f/t, 20 p/t)
Projected Enrollment	366 credits	462 credits	540 credits	540 credits

Revenue

Estimated Tuition	\$423,096	\$534,072	\$624,240	\$624,240
Other Revenue	0	0	0	0
Total Revenue	\$423,096	\$534,072	\$624,240	\$624,240

Expenses

--New FTE Faculty	1	1	1	1
Total New Faculty Salary + Ben	\$120,000	\$120,000	\$120,000	\$120,000
Total Supplies and Services	\$186,000	\$116,000	\$100,000	\$104,000
Total New Staff + Ben	\$152,000	\$152,000	\$152,000	\$152,000

Net (Total Revenue – Total Expenses)

	(\$34,904)	\$146,072	\$252,240	\$248,240
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Office of the Dean

August 17, 2021

Dr. Robert Placido
Vice Chancellor for Academic and Student Affairs
University of Maine System
15 Estabrooke Drive
Orono, Maine 04469

Dear Vice Chancellor Placido:

The University of Maine School of Law is pleased to submit a new Program Proposal to the University of Maine System.

The Faculty of the School of Law have developed a program proposal for a Master of Legal Studies (M.L.S.) degree. The M.L.S. will be a 30-credit degree designed for those who desire a better understanding of laws and legal systems but do not wish to practice law.

The demand for non-J.D. degrees from U.S. law schools has increased significantly in recent years. The M.L.S. will add value to Maine's economy as students will learn how to use legal and regulatory knowledge to help their existing and new employers gain a competitive advantage. The degree can help enhance the existing careers of professionals by increasing their value to employers and creating opportunities for advancement. An M.L.S. degree provides non-lawyer professionals the opportunity to gain practical and theoretical knowledge in selected areas of law, and learn the skills of legal research, analysis, and communication essential to understanding and applying the law.

The enclosed Program Proposal has been unanimously recommended by the Maine Law faculty and has the full support of Vice Dean and Provost Dmitry Bam.

The Program Proposal for the M.L.S. degree at Maine Law has my unequivocal support, and I request that the enclosed proposal be moved directly to the Board of Trustees for approval.

Sincerely,



Leigh I. Saufley
Dean

ENC

cc: Provost Bam, File



Faculty of Law

August 17, 2021

Leigh Saufley
Dean
University of Maine School of Law
246 Deering Avenue
Portland, Maine 04106

Dear Dean Saufley:

I am pleased to send you this proposal for a Master of Legal Studies (M.L.S.) degree. This proposal has my full support. I developed this proposal pursuant to a recommendation by Maine Law's faculty and with the faculty's endorsement. With your support, Maine Law will submit this program proposal to the University of Maine System for approval.

Sincerely,

A handwritten signature in black ink that reads "Dmitry Bam". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Dmitry Bam
Vice-Dean / Provost and Professor of Law

ENC
cc: File

University of Maine School of Law

Program Proposal

Master of Legal Studies (M.L.S.)
Degree Program

April 16, 2021

Table of Contents

- I. Full Program Title
- II. Program Objectives
- III. Evidence of Program Need
- IV. Program Content
- V. Program Resources
- VI. Total Financial Consideration
- VII. Program Evaluation

TABLES

Table 1. Schools with M.L.S. (or similar) Programs

Table 2. Fiscal Impact Statement

I. Full Program Title

The Master of Legal Studies (M.L.S.) Degree

II. Program Objectives

This is a proposal for a new academic master's degree program, Master of Legal Studies (M.L.S.), to be implemented as soon as fall 2022. The M.L.S. degree can be earned in one academic year on a full-time basis, or up to four years on a flexible part-time basis. The M.L.S. is a 30-credit degree designed for those who desire a better understanding of laws and legal systems but do not wish to practice law.¹ More specifically, the program will provide non-lawyer professionals who work (or would like to work) with lawyers or with laws and regulations a foundational understanding of laws and legal systems, as well as the opportunity to take advanced training in specialized areas of law most important to their current (or desired) fields and careers, without having to commit three years of full-time study necessary for a Juris Doctor (J.D.) degree. The M.L.S. degree, a master's degree beyond the undergraduate degree, will be administered by the University of Maine School of Law ("Maine Law" or "School of Law"). The goals of the M.L.S. degree program are consistent with the mission of the University of Maine System and the system-wide Graduate and Professional Center.

III. Evidence of Program Need

The M.L.S. is the traditional academic master's degree for non-lawyers that is offered by many law schools.² According to American Bar Association (ABA) data, out of 205 ABA-accredited law schools in the U.S., 105 offer the M.L.S. or similar degree, including eight other law schools in New England. Some schools offer only "specialized" M.L.S. degrees in limited substantive areas (often in areas in which the J.D. program is particularly strong). Most, however, offer "general" M.L.S. programs that allow students to design a curriculum suited to their individual needs. With adequate funding, the University of Maine School of Law is now well positioned to join these schools in offering a general M.L.S. degree.

The demand for non-J.D. degrees from U.S. law schools has greatly increased, as evidenced by the number of law schools offering academic master's degrees for non-lawyers. In today's changing economy, graduate education has become more relevant and more important. Higher education often fails to prepare students and professionals to navigate laws and legal systems. It is increasingly important, however, for Maine's private and public enterprises to be better and more broadly educated, and for those who work in, or are seeking to enter, careers involving legal or regulatory issues to gain foundational and specialized knowledge of laws and legal systems without having to spend a full three years doing so. This includes non-lawyer professionals in fields such as business, compliance, education, engineering, entertainment, health care, social work, law enforcement, human resources, and government.

The M.L.S. will provide tremendous value to Maine's economy as students will learn how to use legal and regulatory knowledge to help their existing and new employers gain a

¹ The M.L.S. is not to be confused with the post-JD LL.M degree currently offered by Maine Law.

² The master's degree for non-lawyers may differ slightly by name, e.g., Master of Jurisprudence (M.J.), Juris Master (J.M.), Master of Science or Master of Studies (M.S.), or Master of Legal Studies (M.L.S.).

competitive advantage. The M.L.S. degree can benefit several groups in the Maine community: (1) those who work with lawyers—such as corporate and non-profit organization managers, accountants, auditors, government employees, realtors, economic and real estate developers, and law enforcement personnel; (2) those whose work is governed by law and regulations—such as health care professionals, compliance offices, human resource professionals, government employees, IT professionals, and educators; and (3) those in other professions where knowledge of the law is valuable—such as journalists, engineers, and entrepreneurs. The M.L.S. degree can help enhance the existing careers of professionals by increasing their value to employers and creating opportunities for advancement. The M.L.S. degree can also help professionals reorient their careers and launch new career paths, increasing employment opportunities. The degree provides non-lawyer professionals the opportunity to gain practical and theoretical knowledge in selected areas of law, and learn the skills of legal research, analysis, and communication essential to understanding and applying the law.

In addition to offering a general curriculum consistent with that offered at most law schools, the School of Law has a rich curriculum in several subject areas particularly relevant to professionals in Maine (e.g., government and regulation, business and commercial law, intellectual property, environmental and energy law, and information privacy). Students earning the M.L.S. degree will have an opportunity for specialization in these and other designated concentrations to make their acquired legal knowledge more relevant to their own professions and career goals. Students seeking a certificate in one of these specialized areas would be able to complete a sequence of classes within the field.

We anticipate regulatory compliance to be of particular interest for compliance professionals in government, business, health care, and human resources. Currently, the School of Law offers a regulatory compliance certificate program for compliance professionals already working in the field who would benefit from an examination of the regulatory environment and process. The short courses being offered in the certificate program (e.g., Regulatory Compliance; Introduction to Administrative Law; Employment and HR topics; Insurance and Financial Services Topics) embrace an executive education/professional development model. In the M.L.S. degree program, these subjects would be offered under a degree-granting graduate school or law school model for those non-lawyer professionals desiring more in-depth examination of the regulatory environment and process.

We also anticipate business, commercial, and tax law to be of particular interest for entrepreneurs, corporate managers, and accountants. The law school has also been nationally recognized for its Information Privacy expertise, and we expect that our offerings within the Information Privacy program will also be popular among M.L.S. students.

The School of Law has been a strong supporter of the System-wide Graduate and Professional Center, and the M.L.S. degree will be an important part of the Graduate and Professional Center. Housed in the Center, joint degree opportunities could be explored. For example, a joint M.B.A./M.L.S. program could allow business school students to complete the graduate law degree through credit sharing arrangements. Likewise, a joint M.P.H. / M.L.S. degree will allow Muskie Public Health students to receive critical legal training through a similar arrangement. A partnership with the Center is ideal as the goals of the M.L.S. degree

program are consistent with the Center's mission.³

By enabling the School of Law to attract non-lawyer professionals, such as health care professionals, privacy professionals, human resource professionals, and engineers, the M.L.S. program will also undoubtedly enrich the education of our J.D. students as they prepare to practice in a changing environment. The presence of government employees or entrepreneurs, for example, will undoubtedly add some different perspectives on law and legal issues, adding to the law school experience for our J.D. students and faculty.

We anticipate that the vast majority of the M.L.S. graduates will remain in their current jobs with increased opportunities for advancement. But many also will be equipped to launch new career paths upon completion of the program to the benefit of the community and state. In either case, by maintaining strong connections with M.L.S. program graduates, the School of Law will be better positioned to gauge needs and respond with programmatic adjustments.

Partnering with the Center and being able to access additional resources will present numerous opportunities for programmatic enhancements and enrollment increases. Within the Center, a joint M.B.A./M.L.S. program and other joint degree opportunities could be explored. More courses could be offered in the evenings and on weekends for those professionals enrolled on a part-time basis. In addition, the requested resources will allow us to develop online courses, improving the accessibility of the degree program.

IV. Program Content

The M.L.S. degree will be a “general” master’s degree (rather than one offered only in a specialized subject) that allows non-lawyer professionals to design a curriculum suited to their individual needs and interests. The School of Law will, however, provide areas of concentration based on specialized areas of law in which the School of Law has particular strengths—e.g., regulatory compliance, information and data privacy, environmental and energy law, ocean and marine law, business and commercial law, and tax. (These specialized areas and concentrations could be expanded with the development of the Graduate and Professional Center.) We believe that attracting a diverse student body with a range of expertise and interests will enhance the experience of J.D. students through their interaction with M.L.S. students.

Students who are admitted to the M.L.S. program must hold a bachelor’s degree from an accredited college or university. International students are welcome to apply, but they must have an equivalent of a U.S. bachelor’s degree and must also submit a TOEFL score, in addition to the requirements outlined above. In order to maintain high standards for students admitted to the program, applicants will be evaluated through a thorough assessment of prior academic record, professional experiences, and accomplishments. We will seek students who will enhance the professional development of their peers and who will contribute in positive ways to the community as a whole.

The M.L.S. program will be offered on both a full-time and part-time schedule, with

³ As described below, we intend to offer a number of new courses fully online as part of the M.L.S. degree. This will allow greater opportunity for M.B.A. students, and other graduate students throughout the University of Maine System, to take classes at Maine Law.

eventual asynchronous online options. For full-time students, the M.L.S. program normally will be completed in one academic year, which begins for all new students in late August. The M.L.S. will require a total of thirty (30) semester hours of successfully completed credits, which is considered a full-time load for J.D. students. (Note that 30 credits is consistent with many of the law schools surveyed that offer an M.L.S. degree.) Students in the program will be expected to take one or more foundational courses, and then enroll in courses that are presently offered at the School of Law in the basic J.D. program.

The School of Law will develop 10 new courses (30 credit hours) in the first year of the program. These ten courses will be available asynchronously to make it easier for professionals to obtain their degree. (Currently, Maine Law's classes are taught synchronously throughout the day.) Two additional courses will be developed each year for the first five years, giving M.L.S. students plenty of choices for how to satisfy their 30-credit graduation requirement.

If students choose to concentrate their studies, they will be able to specialize in more particular areas of interest through upper-division courses. To obtain a certificate or a specialization in a particular topic area, students would be required to take at least nine (9) credits of courses that focus on that topic, and write a thesis paper in that field. The specializations will be developed based on Maine Law's strength, as well as market interest. The Program Director will work closely with students to custom design their course of study and to tailor a unique capstone experience, such as a practicum course, a thesis, or a drafting project through Independent Study.

All students in the program will be required to take a core course on the U.S. legal system and legal methods taught by a School of Law faculty member. This course, which is also required for foreign lawyers enrolled in the School of Law's post-J.D. degree program (i.e., LL.M. program), is intended to provide M.L.S. students with sufficient background in the U.S. legal system and the study of law to prepare them for upper-division law courses. Other foundational courses, including more in-depth coverage of topics covered in the first-year J.D. curriculum, may also be required. While there will be no thesis requirement for the general M.L.S. degree, M.L.S. students may pursue writing projects under faculty supervision, either through independent research or by enrolling in seminars or other courses with a paper requirement.

Beyond the required introductory course(s) on the U.S. legal system, the remaining required credits for the M.L.S. degree would be earned through enrollment in courses from the J.D. curriculum (except for Externships and Clinics designed specifically for J.D. students). This course of study would be individually designed to best meet the professional and academic interests of each student in consultation with the Program Director, who will serve as the faculty advisor for students enrolled in the program.

With the Director's permission, students may seek to supplement their law studies with other graduate-level courses in other disciplines that are earned in graduate school programs of the University of Maine System. Six credits toward the M.L.S. degree may be earned outside the School of Law while pursuing the M.L.S. degree with prior approval from the Director. Credits from prior study will not be accepted toward the completion of the M.L.S. Degree. The Director will meet with each student before registration to design a study plan and thereafter

throughout the term to discuss classes, address problems, or help with any matter of personal concern.

Because the M.L.S. program is designed for professionals who desire education in the law without becoming practicing lawyers, M.L.S. graduates will not be eligible to sit for any bar exam. In addition, American Bar Association regulations do not permit credits acquired in the M.L.S. degree to be credited toward the J.D. degree. However, if M.L.S. students eventually do enroll in the J.D. program, the M.L.S. program experience will likely prove beneficial. J.D. credits earned within the last five years are eligible to transfer into the M.L.S. program provided the applicant earned a grade of C or higher in the course. Under no circumstances, however, will more than 14 J.D. transfer credits be accepted towards satisfying the requirements of the M.L.S. degree.

The impact of the M.L.S. program on courses offered for the J.D. degree with the School of Law will be minimal. M.L.S. students will enroll directly in courses that are currently being offered to J.D. students, but preference in limited-enrollment courses will be given to J.D. students. In fact, the addition of new asynchronous courses will increase the options for the School of Law's J.D. students.

V. Program Resources

A faculty member will be hired to serve as the Director of the M.L.S. program and will be in charge of planning, developing, and implementing the program, advising students, and developing and teaching the required course introducing students to the legal process and U.S. law and any other required courses.

Students in the M.L.S. program will be taught by current full-time and part-time faculty at the School of Law, as students in the program will be permitted to enroll in courses that are presently offered at the School of Law in the basic J.D. program. Students will be allowed to design a curriculum suited to their individual needs and interests, subject to the approval of the Director or a faculty advisor. Students will benefit from the expertise of numerous visiting Professors of Practice whom the law school enlists, and will continue to enlist, on a regular basis. For example, for this year and the coming year, the School of Law's curriculum is enriched by a number of Professors of Practice. Professor of Practice Andrew Kaufman, who was in private practice for 40 years, currently teaches courses in business and commercial law, regulatory compliance and risk management, and transactional practice. Professor of Practice Peter Guffin, a partner at Pierce Atwood, currently teaches courses on information privacy, cybersecurity, and data breach law. In addition, Professor of Practice Jeff Thaler, who is Assistant University Counsel for environmental, energy, and sustainability projects, currently teaches a variety of courses on administrative, environmental, and energy law. For students unable to enroll in the synchronous, daytime courses currently offered by the School of Law, Maine Law will develop additional courses to be taught entirely asynchronously.

Available to M.L.S. students will be a variety of support services. For example, the School of Law offers a formalized academic support program. All School of Law students may take advantage of the many services provided by this program, including student mentoring,

teaching assistant support, peer academic counseling and aid, and so on. One additional staff position will be required to support the program.

We will seek funding to enhance the M.L.S. degree program to suit the demand and needs of the Maine community—funding for the Director position to support expansion efforts; funding for the offering of additional courses at night and on weekends; funding for the development of online courses and content; and funding for necessary administrative support (e.g., admissions, academic support, etc.), as well as for marketing the program.

VI. Total Financial Consideration

Our financial assessment suggests that after an initial investment, tuition revenue from the M.L.S. program should be adequate to support it fully.

The tuition rate for M.L.S. students will be \$1,156/credit. We anticipate this to be a small program, with enrollment rising to 30 students per year by Year 3.

We will hire a single full-time faculty member who would serve as the Director of the M.L.S. program and will be in charge of planning, developing, and implementing the program. The Director of the program will supervise and advise all students enrolled in the program and teach required introductory and foundational course(s). All students in the program will be required to take a core course on the U.S. legal system and legal methods taught by the Director. This course, which is also required for foreign lawyers enrolled in the School of Law's post-J.D. degree program (i.e., LL.M. program), is intended to provide M.L.S. students with sufficient background in the U.S. legal system and the study of law to prepare them for upper-division law courses. The Director would also be asked to prepare additional foundational courses that consolidate the 6 doctrinal first-year courses taken by J.D. students (Contracts, Torts, Property, Civil Procedure, Criminal Law, and Constitutional Law) into an additional course or courses designed for the M.L.S. students. The Director will be a full-time, non-tenured member of the faculty.

In addition, we anticipate a one-time cost of \$60,000 to develop ten brand new asynchronous online courses to give M.L.S. students the flexibility to enter the program in the fall, spring, or summer semesters, and ensure that there are adequate offerings to complete the degree. Helping us develop these classes will be an instructions designer who specializes in creating asynchronous online legal courses. New courses will be added in future years. Some of these courses will be taught by full-time faculty, others by adjuncts. To ensure high quality asynchronous instruction, we will budget \$4,000 per adjunct instructor to teach these online courses.

We further anticipate the hiring of two individuals to support the program. First, an Instructional Designer who will work with the faculty to create effective and successful online courses. Second, one staff member will be need to oversee the program, providing administrative support. At this time, we do not project the need of hiring an Assistant Director or additional administrative support.

We project marketing expenses (e.g., marketing and admissions materials) of \$70,000 in

the first year, dropping to \$30,000 by year three and remaining stable at that amount. This will allow for the recruitment of well-qualified students into the program.

A fiscal impact statement for the first five years is attached as Table 2. The figures in Table 2 do not take into account the additional revenue (and related expenses) that could potentially be generated with the development of the Graduate and Professional Center. Support of, and collaboration with, the Graduate and Professional Center is important to the success of the project. Partnering with the Center will present numerous opportunities for programmatic enhancements to meet the needs and demands of the Maine community. If the program is housed in the Center, enrollment and tuition revenues will likely increase. At the same time, additional resources likely will be needed (such as funds for the development of additional online content and weekend offerings and additional academic support).

VII. Program Evaluation

Once each year, the School of Law will formally evaluate the program. The Director will prepare a report for the Dean and faculty. We will survey students about their experiences in the program as part of this evaluation. We will also review and critique recruiting methods and contacts.

During the 2023-2024 academic year, the School of Law is due for a site visit and a reaccreditation decision by the American Bar Association. As part of the process of preparing for the site visit, the School of Law will undertake a thorough self-assessment that will include an assessment of the M.L.S. program, including assessments of enrollment and quality of students admitted to the M.L.S. program, the effect of M.L.S. students on the classroom and extracurricular experiences of J.D. students, and whether courses are meeting the needs of the students admitted to the program.

Table 1
Schools with M.L.S. Programs
(Law Schools in New England are listed in bold print.)

Akron, University of
General, M.S.L.

Alabama, University of
Taxation, M.J.

Albany Law School
Advanced Legal Studies, M.S.

American University
Master of Legal Studies, M.L.S.

Appalachian School of Law
General, J.M.

Arizona, University of
Legal Studies, M.L.S.

Arizona State University
Legal Studies, M.L.S.
Sports Law and Business, M.A.

Boston University
Taxation, M.S.L.

California-Hastings, University of
General, M.S.
Health Policy & Law, M.S.

California-Los Angeles, University of
Master of Legal Studies, M.L.S.

Capital University
Master of Legal Studies

Cardozo School of Law
Data Law & Privacy, M.S.L.

Case Western Reserve University
Executive Master of Arts in Financial Integrity (M.A.)
Patent Practice, M.A.

Catholic University
General, M.L.S.

Chicago, University of
General, M.L.S.

Chicago-Kent College of Law
Taxation, M.S.

Cleveland State University
Master of Legal Studies, M.L.S.

Colorado
General, M.S.L.

Cornell University
Legal Studies, M.S.L.S.

Creighton University
General, M.L.S.
Government Organization and Leadership, M.S.

Dayton, University of
M.S.L.

Denver, University of
General, M.L.S.
Natural Resources, M.L.S.
Taxation, M.T.

DePaul University
General, M.J.

Drake University
Compliance and Risk Management, M.J.
Individualized Legal Studies, M.J.

Drexel University
Legal Studies, M.L.S.

Emory University
J.M.

Florida Coastal School of Law
General, M.S.L.

Florida International University
General (for non-lawyers), J.M.

Florida State University

General, J.M.

Fordham University

Corporate Compliance, M.S.L.

Fashion Law, M.L.S.

George Mason University

Juris Master, J.M.

George Washington University

Intellectual Property, M.S.L.

Georgetown University

General, M.S.L.

Georgia, University of

Master in the Study of Law, M.L.S.

Georgia State University

Master of Jurisprudence

Hofstra University

Health Law Policy, M.A.

Illinois, University of

General, M.S.L.

Indiana University-Bloomington

Comparative Law, M.C.L.

Indiana University-Indianapolis

General, M.J.

Iowa, University of

General, M.S.L.

The John Marshall Law School

General, M.J.

Kansas, University of

Homeland Security Law & Policy, M.S.

Lewis and Clark College

Environmental and Natural Resources, M.S.L.

Liberty University

American Legal Studies, J.M.

General, J.M.

International Legal Studies, J.M.

Loyola University-Chicago

Business Law, M.J.

Child and Family Law, M.J.

Global Competition Law, M.J.

Health Law, M.J.

Rule of Law for Development, M.J.

Loyola Law School-Los Angeles

General, M.L.S.; M.S.

Tax Law, M.T.

Maryland, University of

Cybersecurity Law, M.S.

General, M.S.L.

Homeland Security and Crisis Management Law, M.S.

Michigan, University of

Corporation Law, M.A.C.L.

Michigan State University

American Legal Studies, M.J.

General, M.L.S

Global Food Law, M.J.

Intellectual Property and Communications, M.J.

Legal Doctrine and Analysis, M.J.

Minnesota, University of

Patent Law, M.S.

Mitchell | Hamline School of Law

Master in the Study of Law, M.S.L.

Nebraska, University of

General, M.L.S.

New Hampshire, University of

Commerce and Technology Law, M.A.S.

Intellectual Property, M.A.S.

International Criminal Law & Justice, M.A.S.

New Mexico, University of

Legal Studies, M.A.

New York Law School

Mental Disability Law Studies, M.A.

New York University

Cybersecurity Risk and Strategy, M.S.

Law and Jewish Civilization, M.S.L.

Taxation, M.S.L.

Northeastern University

Legal Studies, M.L.S.

Media Advocacy, M.S.

Northern Kentucky University

Legal Studies, M.L.S.

Northwestern University

General, M.S.L.

Nova Southeastern University

Education Law, M.S.L.

Employment Law, M.S.L.

Health, M.S.L.

Legal Studies, M.S.

Ohio State University

General, M.S.L.

Oklahoma, University of

Healthcare Law, M.L.S.

Indigenous Peoples Law, M.L.S.

Oil, Gas, and Energy Law, M.L.S.

Oklahoma City University

Master of Legal Studies, M.L.S.

Oregon, University of

Conflict and Dispute Resolution, M.S.

Pacific-McGeorge, University of the

General, M.S.L.

Public Administration, M.A.

Public Policy, M.A.

Pennsylvania State University-Dickinson Law

Master of Legal Studies, M.L.S.

Pennsylvania State University-Penn State Law

Master of Legal Studies, M.L.S.

Pennsylvania, University of
M.C.L.

Pepperdine University
Dispute Resolution, M.D.R.
General, M.L.S. (online)

Pittsburgh, University of
General, M.L.S.

Regent University
Financial Planning and Law, M.A.
General, M.A.

Roger Williams University
General, M.S.L.

Saint Louis University
Human Resources Law, M.S.

St. Mary's University
General, M.J.

St. Thomas, University of
Organizational Ethics and Compliance, M.S.L.

Samford University
General, M.S.
Health Law & Policy, M.S.

San Diego, University of
Advanced Legal Studies, M.S.

San Francisco, University of
Legal Studies in Tax, M.L.S.T.

Santa Clara University
General Compliance, M.L.S.

Seattle University
Legal Studies, M.L.S.

Seton Hall University
General, M.S.J.
Privacy and Data Security, M.S.J.

Southern California, University of
Alternative Dispute Resolution, M.D.R.
General (for international lawyers), M.S.L.

Southern Illinois University
General, M.L.S.
Health Law, M.L.S.

Stanford University
As Approved, M.L.S.

Stetson University
International and Comparative Business Law, M.J.
Law & Aging, M.J.

Suffolk University
Masters of Science in Law: Life Sciences, M.S.L

Temple University
Taxation, M.S.T.

Tennessee, University of
Master of Legal Studies

Texas A&M University
General, M.J.
Intellectual Property, M.J.

Thomas Jefferson School of Law
General, M.S.L.

Toledo, University of
General, M.L.W.

Tulane University
Labor and Employment Law, M.J.

Tulsa, University of
American Indian and Indigenous Law, M.J.
Energy Law, M.J.E.L.

Utah, University of
General, M.L.S.

Vermont Law School
Energy Regulation and Law, M.E.R.L.
Environmental Law and Policy, M.E.L.P.
Food & Agriculture Law, M.F.A.L.P.

Wake Forest University

Masters of Studies in Law, M.S.L.

Washburn University

General, M.S.

Washington, University of

General, M.J.

Washington University

Legal Studies, M.L.S.

Wayne State University

Master of Studies in Law, M.S.L.

Western New England University

Elder Law and Estate Planning, M.S.

General, M.S.L.

Widener University-Delaware Law School

Corporate and Business Law, M.J.

General, M.J.

Health Law, M.J.

Willamette University

General, M.L.S.

Wisconsin, University of

As Approved, M.L.I.

Yale University

General, M.S.L.

Source: ABA Website (2021), https://www.americanbar.org/groups/legal_education/resources/llm-degrees_post_j_d_non_j_d/programs_by_school/

Table 2
Fiscal Impact Statement

M.L.S. PROGRAM - UNIVERSITY OF MAINE SCHOOL OF LAW
THE UNIVERSITY OF MAINE SYSTEM
FISCAL IMPACT STATEMENT

	Year 1	Year 2	Year 3	Year 4	Year 5
Projected Enrollment	20 (7 f/t, 13 p/t) 366 credits	25 (9 f/t, 16p/t) 462 credits	30 (10 f/t, 20 p/t) 540 credits	30 540 credits	30 540 credits
Projected Tuition Revenue (using 2020 rates)	\$423,096 ⁴	\$534,072	\$624,240	\$624,240	\$624,240
Projected Program Expenses:					
M.L.S. Faculty Director (salary and benefits)	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000
Development of Asynchronous Courses (ten new courses in year 1, two new courses every year after that)	\$60,000	\$12,000	\$12,000	\$12,000	\$12,000
Teaching of Online Courses (\$4,000 per 3-credit course)	\$40,000	\$44,000	\$48,000	\$52,000	\$56,000
Instructional Designer (salary and benefits)	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000
Administrative Staff (salary and benefits)	\$62,000	\$62,000	\$62,000	\$62,000	\$62,000
Marketing/Promotional Materials	\$70,000	\$50,000	\$30,000	\$30,000	\$30,000
Supplies/Services/Incidentals	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000

⁴ \$1,156/credit. According to Hanover Research, the average per-credit tuition rate across benchmarked programs is \$1,424/credit.

ABA Acquiescence Fee	\$6,000	\$0	\$0	\$0	\$0
<i>Total Projected Program Expenses</i>	\$458,000	\$388,000	\$372,000	\$376,000	\$380,000
Net Income or Expense	(\$34,904)	\$146,072	\$252,240	\$248,240	\$244,240

UNIVERSITY OF MAINE SYSTEM

RESOLUTION FINANCING AUTHORIZATION

DECLARATION OF OFFICIAL INTENT OF UNIVERSITY OF MAINE SYSTEM TO REIMBURSE CERTAIN CAPITAL EXPENDITURES FROM PROCEEDS OF INDEBTEDNESS

WHEREAS, the Internal Revenue Service has determined that the University of Maine System (the “University”) is described in Section 501(c)(3) of the Internal Revenue Code;

WHEREAS, the University intends to purchase an airplane (the “Project”) to service the University of Maine at Augusta’s (UMA’s) Private Flight course with the plane to be housed at Brunswick Landing, Maine;

WHEREAS, the University expects to pay certain capital expenditures in connection with the Project prior to the issuance of indebtedness to be used to finance such expenditures;

WHEREAS, the University is authorized to incur or issue debt obligations to finance costs of the Project;

WHEREAS, in order to reimburse itself or pay for costs of the Project, the University anticipates that it will enter into a tax-exempt financing lease for the purpose of financing the costs of the Project; and

WHEREAS, section 1.150-2(d) of the Treasury Regulations requires the University to declare its reasonable official intent to reimburse expenditures for the Project with proceeds of a subsequent borrowing;

NOW, THEREFORE, BE IT RESOLVED, by the Board of Trustees of the University as follows:

Section 1. The Board of Trustees of the University finds and determines that the foregoing recitals are true and correct.

Section 2. This Resolution is adopted by the Board of Trustees of the University solely for purposes of establishing compliance with the requirements of section 1.150-2 of the Treasury Regulations. The Resolution does not bind the University to make any expenditure or incur any debt with respect to, or to proceed with, the Project.

Section 3. That this Board of Trustees expects that this University will pay certain capital expenditures in connection with the Project prior to the issuance of taxable or tax-exempt indebtedness for the Project. The reimbursement of such expenditures is consistent with the University's established budgetary and financial circumstances. There are no funds or sources of moneys of the University, or any related person or commonly controlled entity, which have been, or reasonably are expected to be, reserved, allocated on a long-term basis, or otherwise set aside to pay costs of the Project to be paid or reimbursed out of proceeds of indebtedness to be issued for the Project.

Section 4. The Board of Trustees of this University hereby declares this University's official intent to use proceeds of indebtedness to reimburse itself for future expenditures related to the Project. This Board reasonably expects that the maximum amount of indebtedness to be issued for the Project is \$499,000.

Section 5. This Resolution shall be continuously available for inspection by the general public during normal business hours at the offices of this University, located at the Controller's Office, University of Maine System, 5703 Alumni Hall, Suite 101, commencing on September 28, 2021.

Section 6. That the Resolution of the Trustees of the University of Maine System entitled Reimbursement of Project Expenditures attached hereto as an Addendum is hereby approved and adopted; and further

Section 7. This Resolution shall take effect immediately.

ADOPTED: September 27, 2021

ADDENDUM

RESOLUTION OF THE TRUSTEES OF THE UNIVERSITY OF MAINE SYSTEM

REIMBURSEMENT OF PROJECT EXPENDITURES

Be it resolved that, for purposes of U.S. Treasury Regulation §1.150-2, the University of Maine System reasonably expects (1) to incur debt to reimburse expenditures (including expenditures made within the last 60 days) with such expenditures to be made to pay the cost, or a portion of the cost, of planning, design, acquisition, construction, reconstruction, improvement, renovation, rehabilitation and equipping of the project described below (the “Project”) and (2) that the maximum principal amount of debt to be issued by the University of Maine System for the Project including for reimbursement purposes is Four Hundred Ninety Nine Thousand Dollars (\$499,000).

(a) PROJECT

University of Maine at Augusta:

Acquisition of an airplane for the University of Maine at Augusta’s flight courses;

This Resolution shall take effect immediately.

ADOPTED: September 27, 2021



AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Handley Hall HVAC System Upgrade Project, UMA
2. **INITIATED BY:** Samuel W. Collins, Chair Pro Tem
3. **BOARD INFORMATION:** **BOARD ACTION:** X
4. **OUTCOME:** **BOARD POLICY:**
Improve Student Success and Completion 701 – Budgets-Operating & Capital
5. **BACKGROUND:**

The University of Maine System acting through the University of Maine at Augusta (UMA) requests authorization to spend up to \$575,000 for upgrades to the heating, ventilation and air conditioning (HVAC) system for Handley Hall located in downtown Augusta. This project will be funded with voter-approved 2018 bond funds as well as 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. In this case, the request is within the purview of the Finance Facilities and Technology Committee.

Handley Hall is a five-story brick building located in downtown Augusta that was constructed in the late 1880's. UMA uses Handley Hall to house an art gallery, classrooms and teaching spaces for UMA's baccalaureate in Architecture and baccalaureate in Art programs currently serving more than 140 students, 11 full time and numerous part-time staff. Additionally the building serves as the headquarters for the statewide New Ventures Maine Program staff where trainings are held throughout the year in the 15 to 20 person conference room on the fifth floor. The facility has an estimated net asset value of 81 percent and is approximately 31,000 gross square feet.

The existing HVAC system includes minimal cooling and that part of the system is failing and needs to be replaced. The new system will provide cooling to the five occupied floors of the building and will consists of energy efficient ductless mini-split heat pumps which will provide efficient cooling and redundant heating throughout the building. The fifth floor will utilize heat recovery technology that will provide the ability to transfer heat to other floors of the building while cooling the fifth floor.

08/20/2019

The design for this project is nearly complete and ready for bid. The project is expected to go to bid in the Fall of 2019 calendar year with construction to be completed during winter break. The proposed budget has been adjusted to account for the current bidding climate that exists in the mechanical trades and an updated estimate for construction. As ever, actual costs will not be known until the University receives bids for this project.

4

6. TEXT OF PROPOSED RESOLUTION:

That the Board of Trustees, acting through the Finance, Facilities and Technology Committee, authorizes the University of Maine at Augusta to expend up to \$575,000 from 2018 State Bond and Campus funds for the Handley Hall HVAC System upgrade project.

08/20/2019



Board of Trustees
15 Estabrooke Drive
Orono, ME 04469

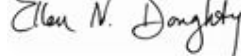
Tel: 207-581-5844

Fax: 207-581-9212

www.maine.edu

July 26, 2021

TO: Members of the Board of Trustees

FR: Ellen N. Doughty, Clerk of the Board 

RE: Notification of Board Actions

The University of Maine

University of Maine
at Augusta

University of Maine
at Farmington

University of Maine
at Fort Kent

University of Maine
at Machias

University of Maine
at Presque Isle

University of
Southern Maine

During a virtual Zoom meeting of the Board of Trustees on July 26, 2021, the Board approved the following action:

UMS Strategic Planning Charge

That the University of Maine System Board of Trustees directs the Chancellor to prepare and submit for Board approval a new strategic plan for the University of Maine System that articulates a financially sustainable five-year vision for UMS, sets clear priorities with measurable outcomes, and identifies the primary strategies that will achieve those outcomes.

The following parameters should guide the Strategic Planning work pursuant to this Charge:

1. Strategic Planning process: As soon as reasonably practical after receiving this Charge, and if possible at the Board's regular September 2021 meeting, the Chancellor will present the Board with a recommended process and timeline for the preparation of a System strategic plan that fully satisfies all of the components of this Charge.
2. The Plan should be developed by the Chancellor in close collaboration with the University Presidents and Maine Law Dean, with broad input from stakeholders on all campuses, representative Maine employers and professional associations, and political and community leaders, in accordance with the higher education public policy of the State of Maine as set forth in statute, the University of Maine System Mission as set forth in Board Policy 301.1, Board Policy 301 and its associated APL X-A, and other relevant Board policies, such as those governing shared governance, academic freedom, and freedom of speech.
3. The Board acknowledges that individual universities have strategic plans at various stages of development or implementation, and that university strategic plans play a fundamental role in university-level budget building, priority-setting, and university presidential leadership and accountability. The Strategic Plan developed for the System should guide and incentivize the universities to act together in strategic coordination to refine, align and fulfill their individual missions in ways that support and advance the System's mission and strategic plan.

4. Strategic Plan content considerations: The draft Strategic Plan should include the following elements:
 - a. A Vision for UMS in five years
 - b. A reasonable number of measurable outcomes or goals that reflect the highest priorities for the University of Maine System during the period of the Strategic Plan.
 - c. Two to four major, System-wide strategies for each goal that build on existing university and System initiatives when possible
 - d. Updated Key Performance Indicators (as needed) that measure progress toward achievement of the goals, and provide objective means of accountability from the Board, Chancellor, and System and university leadership to the UMS Strategic Plan.
5. The Board's role will be as follows:
 - a. To review the Chancellor's proposed process and timeline for Strategic Plan development and monitor progress Plan development by regular reports from UMS leaders to appropriate Board committees and to the Board as a whole at its regularly scheduled meetings
 - b. To participate in the input-gathering stage of the Strategic Plan development process to ensure that the Board members' perspectives on vision and strategic priorities for governance of the System and achievement of its mission are primary considerations to be reflected in the Strategic Plan
 - c. To receive for its consideration a summary of all stakeholder and public input on the draft Strategic Plan, and to conduct such additional meetings as deemed necessary to fully consider all such input and discuss the proposed Plan before acting to adopt the plan
 - d. To review, consider for approval, and adopt the Strategic Plan at a regularly scheduled public meeting
The Board otherwise defers to the Chancellor regarding the process and the content of the draft Plan.
6. Consulting assistance: The Board strongly supports the engagement of such outside resources and deployment of such internal staff and resources as may be necessary to support, advise and assist the Chancellor with the planning process and development of the Plan.

The process and Plan development should take into account, but not be limited to, at least the following:

1. State of Maine Post-Secondary Education Policy as set forth in 20-A MRS § 10902
2. The University of Maine System Charter, in particular Board Policy 102, section 1-A.
3. Current data, projections, studies, trends, and other relevant information, at the regional, national, and global levels, including without limitation emerging best practices and business models, demographics, higher education enrollment, innovations and impacts in delivery models for higher education, affordability, and market demand for skills and knowledge in the information economy.
4. The State of Maine's 10-year Economic Plan and The Maine Economic Recovery Plan
5. The Board's 2016 Primary and Secondary Outcomes
6. The Board's 2018 Declaration of Strategic Priorities to Address Critical State Needs, and the reports prepared and actions already taken thereunder
7. The Guiding Principles and January 27, 2020 Board Resolution under which the System is pursuing the implementation of unified accreditation
8. NECHE's Standards for Accreditation and the current process underway across the System to prepare a self-study report for NECHE in connection with its planned Fall 2022 Comprehensive Evaluation of the System's unified accreditation, so that the Plan is informed by the self-study and consistent with the Standards for Accreditation and NECHE's areas of focus in subsequent reaccreditations
9. The UMS TRANSFORMS programs and initiatives funded by the October 2020 Harold Alfond Foundation grant:
 - a. The Maine College of Engineering, Computing and Information Science

- b. The three Student Success and Retention initiatives: Research Learning Experience, Gateways to Success, and Pathways to Careers
 - c. The University of Maine Graduate & Professional Center
 - d. Division 1 Athletics, including gender equity and the use of UMaine athletic facilities for extracurricular student activities, student recruitment, high school and community events and competitions, and other competitive collegiate activities for other System universities
10. Strategic initiatives already underway, including by way of example only
- a. The System's Imperative for Change and related commitments to social justice and Diversity, Equity, and Inclusion
 - b. The pursuit of the goals established by the July 15, 2019 Report of the Committee to Advise on the Future Direction of the Law School
 - c. Programs for examination
 - d. The unified catalog initiative
 - e. Repaving MaineStreet investments and expected outcomes
 - f. The System's five-year priority capital needs and commitment to funding depreciation
 - g. Multi-campus collaborations planned or underway with respect to courses, programs and administration
 - h. Initiatives to enhance research and external funding opportunities UMS-wide and to build a solid financial model for research at the System flagship research university
 - i. The vital partnership between the University of Maine System and the Maine employer community, with the mutual goals of sustained engagement to maintain the competitive marketplace relevance of the UMS academic program, strengthen the workforce competencies and employability of UMS graduates, and enhance talent acquisition and job advancement
11. Opportunities to improve access and efficiency through collaboration with other educational institutions, including in particular the Maine Community College System and Maine Maritime Academy, through shared use of facilities and other resources and in academic programming.
12. External stakeholder input (employer, community, political leadership, foundations, etc.)

UNIVERSITY OF MAINE SYSTEM PROPOSED STRATEGIC PLANNING TIMELINE

July 2021	<ul style="list-style-type: none"> The University of Maine System (UMS) Board of Trustees charges Chancellor to develop UMS Strategic Plan
September 2021	<ul style="list-style-type: none"> RFP released for strategic plan consulting services Chancellor presents initial process and timeline recommendations to Board UMS Board Ad Hoc Strategic Planning Committee formed UMS Strategic Planning website launches (and to be continually updated) with Chancellor message to UMS community First draft NECHE Unified Accreditation Self Study shared with UMS community
October 2021	<ul style="list-style-type: none"> Strategic planning consultant selected UMS Strategic Planning Core Leadership Team formed
October- November 2021	<ul style="list-style-type: none"> Chancellor fall campus visits/strategic planning charge shared and early input sought
Late Fall- December 2021	<ul style="list-style-type: none"> UMS Strategic Planning Core Leadership Team working with consultant to identify stakeholder groups for input Early 2022 input-gathering sessions scheduled UMS VisionPoint strategic communications brand and market perceptions analysis work
Winter/ Spring 2022	<ul style="list-style-type: none"> Stakeholder strategic planning input-gathering (focus on UMS internal stakeholders) Continued work revising NECHE Self Study based on UMS community feedback May 2022 - Comprehensive report to UMS Board on early alignment between strategic planning input-gathering and NECHE Self Study Chancellor spring campus visits/strategic planning workshops
June 2022	<ul style="list-style-type: none"> UMS NECHE Self Study finalized/submitted
Summer 2022	<ul style="list-style-type: none"> Continued stakeholder strategic planning input-gathering (focus on UMS external stakeholders) UMS Executive Steering Committee work with strategic planning consultant and UMS Board Ad Hoc Strategic Planning committee to review stakeholder input and begin framing tenets/pillars of strategic plan
Fall 2022	<ul style="list-style-type: none"> Chancellor fall campus visits to preview draft tenets/pillars of strategic plan NECHE Comprehensive Evaluation Site Visit to UMS/all universities UMS Strategic Planning Core Leadership Team, working groups, and consultant work on drafting strategic plan and incorporating input from NECHE site visit team debriefing
January- March 2023	<ul style="list-style-type: none"> Draft UMS Strategic Plan shared with UMS community for final feedback Draft UMS Strategic Plan previewed for UMS Board and State of Maine stakeholders (e.g., Governor, Legislature)
Late spring/ early summer 2023	<ul style="list-style-type: none"> NECHE meeting regarding Unified Accreditation site visit and letter report confirming unified accreditation and five-year focus items
Summer 2023	<ul style="list-style-type: none"> UMS Executive Steering Committee work with strategic planning consultant and UMS Board Ad Hoc Strategic Planning committee to finalize UMS strategic plan in alignment with NECHE Unified Accreditation comprehensive evaluation report
Fall 2023	<ul style="list-style-type: none"> Public presentation of UMS Strategic Plan, including UMS Board adoption



UNIVERSITY OF MAINE SYSTEM

University of Maine at Augusta

CHARGE TO THE PRESIDENTIAL SEARCH COMMITTEE

September 2021

The UMA Presidential Search Committee, appointed to advise the Chancellor and Board of Trustees of the University of Maine System, is composed of the following representative membership:

- UMS Board of Trustees (3, appointed by the Board Chair, one of whom is designated by the Board chair to serve as the search committee chair)
- UMA faculty (3, selected by the UMA faculty senate)
- UMA undergraduate student body (1 plus an alternate undergraduate student, selected by the UMA student senate or governance body)
- UMA academic administration (1; the selection process is to be coordinated by the provost or vice president for academic affairs, with input from academic administrators such as deans, associate or assistant provosts and deans, and department chairs where that position is excluded from the bargaining unit)
- UMA salaried staff (1, selected by the applicable governance or advisory body)
- UMA hourly staff (1, selected by the applicable governance or advisory body)
- UMA Board of Visitors (1, selected by the Board of Visitors)
- UMA alumni/ae or general community representative (1) to be appointed by the Chancellor from recommendations received from groups such as the alumni association, foundation, and other university-related groups not already represented on the committee
- A Chancellor's designee (1), selected by the Chancellor

The committee's chair and spokesperson is Trustee Sven Bartholomew.

The Presidential Search Committee is charged with recommending to the Chancellor an unranked list of at least two, but no more than four, individuals who, in the committee's judgment, are well qualified to lead the University of Maine at Augusta as its next president, along with the committee's assessment of each recommended candidate's strengths and weaknesses.

Actions essential to fulfilling the charge, which will be undertaken in coordination with the selected presidential search consultant, include:

- Adoption of operating procedures for the committee to guide its tasks and decision-making;

- Adherence to a timetable which covers the entire time frame necessary to develop recommendations for the Chancellor;
- Adoption of a statement of preferred presidential characteristics to be used as guidelines throughout the process, including characteristics articulated and/or approved by the Board of Trustees and Chancellor in the charge to the committee. Close collaboration among and between the Chancellor, Board and presidential search committee in defining the preferred characteristics will enhance the quality of information to candidates and increase the likelihood of a successful search outcome;
- Active conduct of a national search, to develop a diverse pool of well-qualified candidates and ensure that the process is open to and actively inclusive of persons of diverse backgrounds in conformance with all equal opportunity and affirmative action guidelines and UMS goals for diversity, equity, and inclusion;
- Adoption of a strategy for handling public relations which includes progress reports to the Chancellor, the Board and the UMA campus community;
- Through the committee chair, maintaining contact with the Chancellor and/or his designee throughout the search;
- Recommending to the Chancellor qualified finalist candidates to be invited for on-campus interviews;
- Conducting on-campus visits for approved finalist candidates to provide UMA faculty, students, staff and other constituents an opportunity to provide meaningful input for the search committee's and Chancellor's consideration;
- An adherence to conduct that recognizes the importance of confidentiality within the requirements of an open public search.

The Chancellor and Board of Trustees extend their gratitude to the members of the Presidential Search Committee for accepting this demanding and critically important assignment. Best wishes for the successful completion of your role in the search to identify UMA's next president.

UNIVERSITY OF MAINE SYSTEM
Board of Trustees
AGENDA CALENDAR

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

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

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

 Student Affairs
 Official Fall Enrollment Update

Capital Project Status Report - Executive Summary

Overview:

Attached is the Capital Project Status Report for the September 15, 2021 meeting of the Finance, Facilities and Technology Committee. The report reflects a total of 21 projects with no additions or deletions since the last report. Note that the project highlighted in yellow (UMaine's UMEC project) is intended to reflect current P3 projects. Additional P3 projects will be similarly highlighted moving forward as they are added.

In addition to the Board approved projects with values greater than \$500,000 this report includes a separate list of all projects related to the Harold Alfond Foundation Grant, regardless of \$ value. This additional report is a work in progress, and we will continue to update it with improved information over the next few months.

While the number of Board approved projects has remained in the range of about 20 for the past few years, the total dollar value of these approved projects, at over \$200 million, has increased nearly four times the value seen just two years ago.

COVID-19 Impact on Capital Construction:

Projects continue to move forward at this time however, impacts continue.

- Previously reported impacts continue to be relevant.
 - In particular, various material shortages and delays continue, causing 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-nine (49) projects; an increase in four projects since the last report include three projects at Machias and one for Farmington?. The projects are currently estimated to account for approximately \$45 million of the \$49 million in voter approved general obligation bond funding. Over \$15 million of that has been expended.

Supplemental funding is being leveraged for some of these projects and the total estimated project value across all funds currently stands at over \$57 million, including the bond funding and other project resources.

- Ten (10) of the active bond projects also appear on the Capital Project Status Report with approved budgets above board threshold.
- Two (2) projects are expected to be brought to the board for additional authorization as design progresses but are currently in design and pre-design phases with budgets below the board approval threshold.
- The remaining bond funded projects do not have budgets that meet the threshold for Board of Trustees consideration and are therefore not present on the Capital Projects Status Report. As projects are closed out 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.
- The Completed project section reflects 13 projects that are complete. There are another three projects in the active projects table listed as complete and substantially complete. These will move to the completed section once closeout is finalized.

9/3/2021

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: No new approvals to report at this time.

Harold Alfond Foundation (HAF) Grant funded projects:

The designer selection process in support of the MCECIS Master Plan concluded in July and the selected firm, Perkins Eastman of Boston, MA in partnership with SMRT of Portland, ME have begun work.

The selection process for design of the UMaine Athletics projects continues. A final selection is anticipated in September.

USM Portland Development Project:

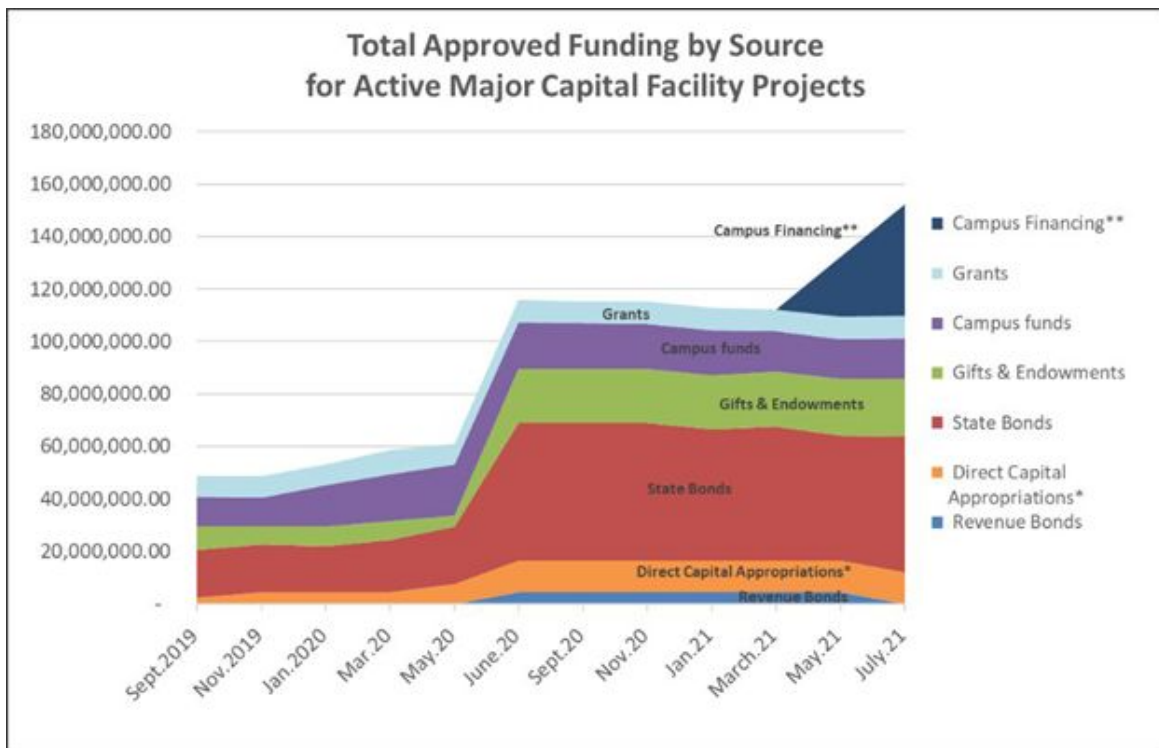
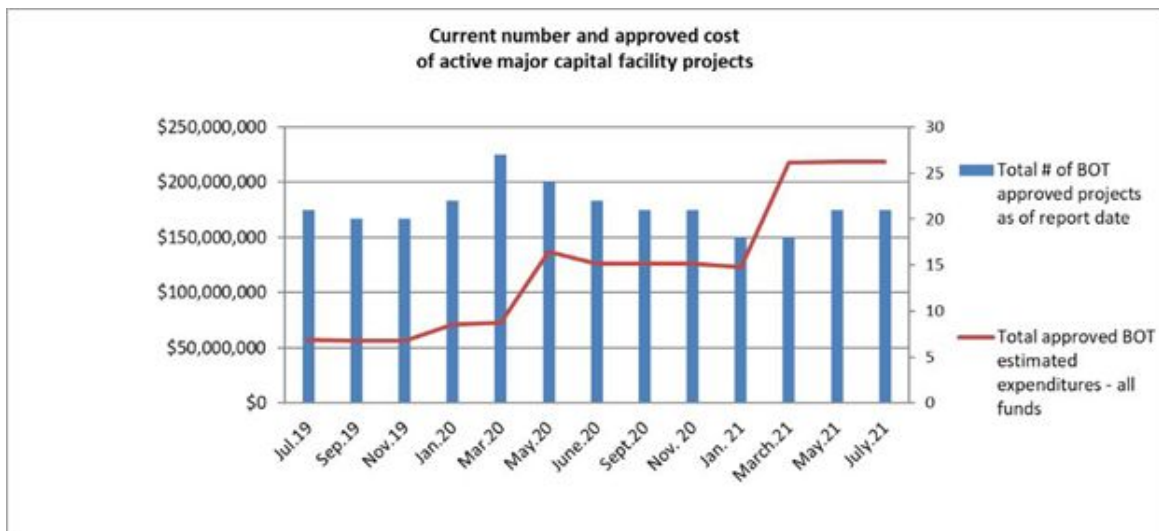
The Portland Commons' site utility and foundations work continues. All new utilities will be at the project site by mid-September. Superstructure framing of the Portland Commons will begin in September and continue for nearly a year. Installation of exterior wall panels is expected to begin in mid-September. Career and Student Success Center site work and foundations continue.

UMF and UMPI Residential Housing P3 Initiative:

Project review continues. More information expected at the next meeting.

UM Ferland Engineering Education & Design Center Project:

All of the interior concrete slabs are in place; all three concrete masonry stairwells are in operation; membrane roofing is nearing 3/4 completion, air handlers and exhaust fans are in place in the penthouse and connection between them and the building systems is in progress; the penthouse and third floor interior wall framing is nearing completion with mechanical, plumbing and electrical rough-in in the third floor walls in progress; Interior wall framing is in progress on the second floor and portions of the first floor; exterior framing, exterior sheathing, vapor barrier installation continues; granite and brick veneer installation is in progress starting on the west side of the building, exterior curtain wall installation and glazing has started; exterior sitework items outside the site fence have been accomplished this summer and sitework activities continue within the site fence now that the semester has started. The project continues on schedule.



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

** Campus Financing demonstrates the use of interim financing in the form of a Bond Anticipation Note as approved at the March 2021 meeting of the Board.

Capital Project Status Report
Board Approved Projects
September 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									
Randall Welcome Center (1100085)	2018 State Bond (100%)	Construction in Progress	2021	2021	\$2,150,000	\$2,150,000	\$135,074	6%	Board approved \$2.15M May 2021. The approval of 1100085 in May of '21 replaces 1100077.
Handley Hall A/C replacement (1200029)	2018 State Bond (100%)	Design in Progress	2020	2022	\$575,000	\$575,000	\$26,433	5%	Board approved \$575K in September, 2019.

UM

ASCC Building Addition GEM Lab (5100579)		Pre-Design in Progress			\$1,500,000	\$1,500,000	\$0	0%	Board approved \$1.5M May 2021.
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	\$9,518,011	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 (64%), Campus E&G Funds (31%) Gifts (4%) State Appropriations (1%)	Substantially Complete	2017	2021	\$3,000,000	\$5,200,000	\$4,712,579	91%	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 (4%), State Approp (50%) Gifts (10%) Campus Financing (33%) (Other 3%)	Construction in Progress	2024	2024	\$1,000,000	\$72,000,000	\$24,010,377	33%	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 (15%) Grants (85%)	Substantially Complete	2020	2021	\$450,000	\$1,400,000	\$995,544	71%	Board approved \$1,400,000 March, 2020
UM Energy Center Phase II (5100516, 5100517)	Campus E&G Funds (83%) Grants (17%)	Pre-Design in Progress	2023	2022	\$5,700,000	\$5,700,000	\$417,875	7%	Board approved \$5.7M March, 2019.
**Neville Hall Renovations (5100534)	State Bond (100%)	Construction in Progress	2021	2022	\$1,500,000	\$1,500,000	\$192,009	13%	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	\$812,381	96%	Board approved \$600K in March, 2019. Board approved additional \$250K in May, 2019.
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UMFK

UMFK Enrollment/Advancement Center (3100042)	Bond (100%)	Construction in Progress	2022	2021	\$3,249,000	\$3,249,000	\$1,838,894	57%	Board approved \$2.99M in Bond Funding, March, 2020. Plus, \$259K for a total of \$3,249,000.
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Capital Project Status Report
Board Approved Projects
September 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									
Bailey Hall Fire Protection and Electrical Upgrades (6100316, 6100323)	2018 State Bond (39%), Campus E&G (61%)	Project 6100316 is Construction in progress, Project 6100323 is Complete	2019	2021	\$2,580,000	\$4,388,000	\$3,761,179	86%	Board approved \$2.58M in January, 2019.
Career and Student Success Center and Portland Residence Hall (6100325, 6100338)	2018 State Bond (32%), Campus Financing (68%)	Construction in Progress	2020	2023	\$1,000,000	\$99,400,000	\$11,282,778	11%	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	\$853,135	85%	Board approved \$1M in January, 2018.
**Port Parking Garage Study (6100331)	Campus E&G Funds (100%)	Design in Progress	2022	2023	\$1,200,000	\$1,200,000	\$223,517	19%	Board approved in March 2020 with initial spending limit of \$400,000; addtl \$800,000 authorized by the Chancellor and Vice Chancellor for Finance and Administration and Treasurer in April, 2021.
***Wishcamper Parking Lot (6100330)	Campus E&G Funds (100%), Capital Reserves (0%)	Hold	2020	2021	\$1,710,000	\$1,710,000	\$276,842	16%	Board approved \$1.71M in January, 2020. Per USM Parking plan update of May, 2021 this project will be removed.
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.
USM Steam Line (6100361)	Campus E&G Funds	Construction in Progress	2021	2021	\$600,000	\$600,000	\$0	0%	Board approved \$600K in May 2021

UMPI									
Wieden Renovation Bond (7100025)	Bond (100%)	Design in Progress	2020	2021	\$3,757,000	\$3,757,000	\$83,077	2%	Board approved \$3.7M May 2021.
Folsom 105 Nursing Renovation (7100026)	Bond (100%)	Substantially Complete	2020	2021	\$800,000	\$800,000	\$709,368	88%	Board approved \$800K March, 2020.
UMPI Solar Array (7100023)	Campus E&G Funds (100%)	Bidding	2020	2021	\$700,000	\$700,000	\$134,639	19%	Board approved \$700K June, 2020.

HAF projects which are currently below board level

Campus, Project Name (Project ID)	Funding Source(s) & each source's share of expenditures to date	Status	Original Estimated Completion	Current Est. Completion	Total Expense to Date	Prior Actions, Information & Notes
UM - Engineering Ph III - MCECIS Master Planning (5200692)		Pre-Design				HAF Funded project. Below Board level.
UM - HAF Athletics Master Plan (5200696)		Pre-Design				HAF Funded project. Below Board level.
UM - Morse field Turf Replacement (5100559)		Substantially Complete				HAF Funded project. Below Board level.

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. Highlighted: Board level HAF and P3 Projects	Funding source(s) reflects primary source(s) for project.	Calendar Year unless otherwise noted.					Percentage expended reflects total expended as of July 31, 2021 as a percentage of the current approved project estimate.
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Bond Project Status Report
Active Bond Projects
September 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
UMA								
Handley Hall A/C Replacement (1200029)	Design in Progress	2020	2022	Bond (100%)	\$525,000	\$26,433	\$575,000	Board approved budget of \$575,000 in September, 2019
**Bangor Campus Welcome Center (1100534)	Construction in Progress	2021	2021	Bond (88%) Campus (12%)	\$475,000	\$168,584	\$475,000	
Randall Welcome Center (1100085)	Construction in Progress	2021	2021	Bond (100%)	\$2,150,000	\$135,074	\$2,150,000	Board approved \$2.15M May 2021. The approval of 1100085 in May of '21 replaces 1100077.
Randall 2nd Floor Renovations (1100083)	Construction in Progress	2021	2021	Bond (100%)	\$100,000	\$36,605	\$100,000	
Randall Center Student Lounge (1100084)	Construction in Progress	2021	2021	Bond (100%)	\$150,000	\$137,673	\$150,000	
Randall Admissions Renovations (1200083)	Design in Progress	2021	2021	Bond (100%)	\$65,000	\$22,088	\$65,000	
Katz Library HVAC Repairs (1200061)	Design in Progress	2021	2022	Bond (100%)	\$450,000	\$29,594	\$450,000	
Total Bond for Campus					\$3,915,000	\$556,051	\$3,965,000	
UMF								
Scott Hall Renovations (2100092)	Construction in Progress	2019	2022	Bond (100%)	\$200,000	\$193,660	\$200,000	
**Scott North Renovation (2100109)	Construction in Progress	2021	2021	Bond (100%)	\$150,000	\$1,414	\$150,000	
*Scott South Renovations (2200102)	Construction in Progress	2022	2022	Bond (100%)	\$125,000	\$7,531	\$125,000	
**Scott West Renovation (2100110)	Construction in Progress	2021	2021	Bond (100%)	\$175,000	\$620	\$175,000	
Dakin Hall Shower Renovations (2100093)	On Hold	2019	2021	Bond (100%)	\$200,000	\$92,207	\$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	\$131,355	\$200,000	
274 Front St Renovation (2100096)	On Hold	2020	2022	Bond (64%) Campus (36%)	\$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 (100%)	\$60,000	\$17,685	\$60,000	
FRC Façade Replacement (2100112)	Design in Progress	2022	2022	Bond (100%)	\$60,000	\$4,621	\$60,000	
Exterior Painting Merrill Hall (2200096)	Bidding	2020	2021	Bond (100%)	\$40,000	\$764	\$40,000	
Olsen Center Renovations (2100102)	On Hold	2023	2023	Bond (100%)	\$1,900,000	\$69,717	\$1,900,000	Approved budget of \$300,000, as it remains in study/design phase.
Mantor Library Renovations (2100103)	Construction in Progress	2021	2022	Bond (100%)	\$300,000	\$224,829	\$300,000	
Campus ADA Ramps (2100104)	Construction in Progress	2021	2021	Bond (100%)	\$115,000	\$19,479	\$100,000	
Roberts HVAC Upgrade (2100106)	Design in Progress	2021	2021	Bond (100%)	\$150,000	\$16,510	\$150,000	
Merrill Hall HVAC Upgrade (2100107)	Design in Progress	2021	2021	Bond (100%)	\$400,000	\$14,091	\$400,000	
Ricker Addition Renovation (2100108)	Design in Progress	2021	2021	Bond (0%)	\$175,000	\$30,655	\$175,000	
Dearborn Gym Hot Water Upgrades (2100087)	Complete	2019	2021	Bond (100%)	\$850,000	\$812,381	\$850,000	

Bond Project Status Report
Active Bond Projects
September 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
UM					Total Bond for Campus	\$5,750,000	\$1,740,462	\$6,285,000
Neville Hall Renovation (5100534)	Design in Progress	2021	2022	Bond (100%), Campus E&G (0%)	\$1,500,000	\$192,009	\$1,500,000	Board approved up to \$1.5M expenditure in March 2021.
*UMM Science Bldg Rm 010 Renovation (5100575)	Design in Progress	2021	2021	Bond (100%)	\$100,650	\$8,674	\$100,650	
					Total Bond for Campus	\$1,500,000	\$192,009	\$1,500,000
UMFK								
UMFK Enrollment/Advancement Center (3100042)	Construction in Progress	2022	2021	Bond (100%)	\$2,990,000	\$1,838,898	\$3,249,000	Board approved \$2.99M in Bond Funding, March, 2020. Plus, \$259K for a total of \$3,249,000.
					Total Bond for Campus	\$2,990,000	\$1,838,898	\$3,249,000
UMM								
*Reynolds Renewal (4100047)	Construction in Progress	2021	2021	Bond (100%)	\$400,000	\$129,792	\$400,000	
*Dorward Hall Roofing (4200048)	Construction in Progress	2021	2021	Bond (100%)	\$45,000	\$32,939	\$45,000	
					Total Bond for Campus	\$45,000	\$32,939	\$45,000
USM								
Career and Student Success Center (6100325)	Construction in Progress	2022	2023	Bond (100%)	\$19,000,000	\$3,613,490	\$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 (43%), Campus E&G Funds (57%)	\$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	\$1,301,740	\$1,500,000	Board approved \$1.5M in January, 2020.
***Robie Andrews Renovation (6100339)	Construction in Progress	2021	2021	Campus E&G Funds (100%)	\$491,605	\$0	\$491,605	Funding source changed from Bonds. Will be removed from list.
					Total Bond for Campus	\$22,451,605	\$6,372,229	\$32,930,605
UMPI								
Wieden Renovation Bond (7100025)	Design in Progress	2020	2021	Bond (100%)	\$3,757,000	\$83,077	\$3,757,000	Approved budget of \$125,000, as it remains in study/design phase. Board approved \$3.7M May 2021.
Folsom 105 Nursing Renovation (7100026)	Substantially Complete	2020	2021	Bond (100%)	\$800,000	\$709,368	\$800,000	Board approved \$800K March, 2020.
					Total Bond for Campus	\$4,557,000	\$792,445	\$4,557,000
					Totals:	\$41,163,605	\$11,492,094	\$52,486,605

Bond Project Status Report
Active Bond Projects
September 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
Completed Bond Projects								
Augusta Campus Welcome Center (1100077)	Closed	2021	2021	Bond (100%)	\$350,388	\$350,388	\$350,388	UMA
Jewett Hall Boiler Design Work (1200062)	Complete	2021	2021	Bond (100%)	\$305,000	\$321,287	\$321,287	UMA
274 Front St Acquisition (2100089)	Complete	2019	2019	Bond (100%)	\$850,820	\$850,820	\$850,820	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	\$209,503	UMF
Dakin Flooring, Ceiling, Light (2100105)	Complete	2021	2021	Bond (100%)	\$206,187	\$206,187	\$206,187	UMF
UMM Science Building Roof Replacement (4100042)	Complete	2020	2020	Bond (100%)	\$280,487	\$280,487	\$280,487	UMM
UMM Dorward Hall Roof Replacement (4100043)	Complete	2020	2020	Bond (100%)	\$296,092	\$296,092	\$296,092	UMM
UMM Sennett Roof Replacement (4100044)	Complete	2020	2020	Bond (100%)	\$201,257	\$201,257	\$201,257	UMM
UMM Reynolds Center Roof Repair (4200044)	Complete	2020	2020	Bond (100%)	\$154,226	\$154,226	\$154,226	UMM
UMM Site Work (4200045)	Complete	2020	2020	Bond (100%)	\$57,365	\$57,365	\$57,365	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
Totals:					\$4,189,068	\$4,205,355	\$4,761,987	
GRAND Total (Active and Completed Projects)					\$45,352,673	\$15,697,449	\$57,248,592	
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 July 31, 2021.

Academic and Student Affairs Committee of the Board – FY2022 Work Plan****Materials Due**

Sept 13 ASA 9am-12Noon <u>(for Sept BOT)</u>	Unified Accreditation Update Faculty Governance Council Update Program Proposals Review and Discussion of ASA Work plan UMS Transforms Student Success Faculty Representative Discussion Topic Student Representative Discussion Topic	9/2/21
September BOT (Sept. 27) Student Success & Retention Theme	ASA Work plan 2020-2021 Program Proposals (consent agenda) Faculty Spotlight (UML)	9/16/21
October 25 ASA 9am-12Noon <u>(for Nov BOT)</u>	Unified Accreditation Update Awarding of Academic Degrees (annual) Program Proposals Academic Calendar: AY 25-26, AY 26-27 Unified Accreditation Update Faculty Governance Council Update COVID Impact Update Faculty Representative Discussion Topic Student Representative Discussion Topic	10/13/21
November BOT (Nov. 14-15)	Fall Enrollment Report Awarding of Academic Degrees (consent agenda) Program Proposals (consent agenda) Academic Calendar: AY 25-26, AY 26-27 (information item)	11/4/21
January 3 ASA 9am-12Noon <u>(for Jan BOT)</u>	UMS Adult Credential and Degree Completion Initiative Enrollment Discussion Program Proposals (consent agenda) Unified Accreditation Update Faculty Governance Council Update Student Representatives Discussion Topic Faculty Representatives Discussion Topic	12/20/21

Academic and Student Affairs Committee of the Board – FY2022 Work Plan****Materials Due**

January BOT (Jan. 23-24)	Degree Progress Report	1/6/22
	UMS Part-Time Faculty Use and Compensation Report	
	Faculty Spotlight	
	Degree Progress Report (information item - Attached report)	
	Compensation Report (ASA/HR information item - attached report)	
March 7 ASA 9am-12Noon (for Mar BOT)	Strategic Program Review - Provost Presentations	2/24/2022
	Program Proposals (consent agenda)	
	Unified Accreditation Update	
	Faculty Governance Council Update	
	Student Representatives Discussion Topic	
	Faculty Representatives Discussion Topic	
12:15-2:00 pm (with HR/LR)	Review and recommendations: tenure nominations (Joint with HR/LR Committee)**	
March BOT (March 21-22)	Tenure Recommendations	3/10/22
	Student Financial Aid Report (information item - attached report)	
	Spring Enrollment Report (information item - attached report)	
	Early College Presentation	
	Faculty Spotlight	
May 2 ASA 9am-12Noon (for May BOT)	Data Governance Update	4/20/22
	Program Proposals	
	Strategic Program Review - Provost Presentations	
	Unified Accreditation update	
	Faculty Governance Council Update	
	Microcredentials	
	Student Representatives Discussion Topic	
	Faculty Representatives Discussion Topic	
May BOT (May 17-18)	Faculty Spotlight	5/5/22
	Program Proposals (consent agenda)	
June 20 ASA 9am-12Noon (tent.) (for July BOT)	Student Representatives Discussion Topic	6/8/22
	Faculty Representatives Discussion Topic	
	Unified Accreditation Update	
	Faculty Governance Council	

Academic and Student Affairs Committee of the Board – FY2022 Work Plan**

Materials Due

WE WOULD LIKE TO DISCUSS A JUNE/JULY HIATUS FOR ASA DUE TO DIFFICULT SCHEDULING

July BOT
(July 11)

TBD

6/24/22

This work plan is draft and will be updated based on topics to be added by the VCAA and CSAO. Other topics will be added as needed or required for decision making. Work plan will be updated as the Faculty and Student Representatives present their individual items. Items in **red are action items.

DRAFT

University of Maine System
Board of Trustees

**Finance, Facilities & Technology Committee
Work Plan FY2022**

Standing Agenda

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

Ad Hoc Agenda

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

Informational Reports to the Board

Every Board Meeting

Financial Update and KPI update

September Meeting

Annual Report on Acquisition & Disposition of Real Property

November Meeting

Annual Report on Gifts, Fund Raising and Endowments (w/ Foundations)
Current Fiscal YTD Forecast to Budget

January Meeting

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

March Meeting

Student Charges Report
Current Fiscal YTD Forecast to Budget

May Meeting

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

Committee Meeting Schedule

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

In March, the Committee schedules a full day meeting to review, in depth, the Annual Operating Budget and Tuition Charges for the upcoming fiscal year. The Committee will meet again in April to review operating budget a second time.

Additional meetings may be scheduled as required.

University of Maine System
Board of Trustees

Human Resources/Labor Relations Committee
Fiscal Year 2022 Work Plan

Standing Agenda:

1. Collective Bargaining Update (may occur in HR/LR Committee or in Executive Session of the Board of Trustees)
2. Human Resources and Labor Relations items requiring Committee and/or Board approval

Ad Hoc Agenda: **Note: Items in red require a vote of the Committee**

- **Approval of Collective Bargaining Agreements (as tentative agreements are reached)**
- Collective bargaining goals for FY23 (review as needed)
- Review Employee Health Plan Task Force Scorecard (September)
- Evaluation of Board Chair (March)
- Comprehensive Presidential Review results (as needed)
- Discuss priorities for HR Strategic Planning (as needed)
- **Policy and compensation changes for non-represented employees (as needed)**
- Update on significant HR initiatives (as needed)
- Briefing on compliance and regulatory issues (as needed)
- Chancellor's Review Committee, chaired by Human Resources/Labor Relations Committee Chair (as needed)

Informational Reports:

- Report of Management Group appointments (July, November, March)
- Workforce Profile and Turnover reports (May)
- Diversity, Equity, and Inclusion Update (develop benchmarks and report on initiatives, as needed)
- Employee Recognition and Service Awards (as needed)
- Retiree Healthcare Updates (as needed)

Meeting Schedule:

Committee Meetings are scheduled by the Board of Trustees Office on a 2-year cycle and will occur prior to each full Board meeting (approximately six times per year).



FY22 INVESTMENT COMMITTEE WORK PLAN

Every meeting includes:

- Portfolio and Manager Performance Reviews for:
 - Pension (closed defined benefit plan)
 - Managed Investment Pool (including endowment, the OPEB Trust, and 3rd party participants)
 - Operating Cash
- Defined Contribution (DC) Plan Update

Any of the meetings may include:

- Investment manager presentations as warranted
 - Reasons may include performance reviews, changes in personnel or organizational structure, interview managers for investment consideration, and educational sessions
- Asset allocation and scenario analysis including possible restriction of investment options
- Updating of investment guidelines
- Discussions regarding gift fees
- Oversight of the defined contribution retirement plan including sole recordkeeper relationship, plan economics, employee retirement readiness, employee engagement
- Request for Proposal Process for investment services

Meetings typically are held during the following months. Anticipated agenda items for FY22 include:

SEPTEMBER:

- Performance Reviews and Fiduciary Training
- Review Investment Policy Statement – DC Plan

DECEMBER:

- Approve endowment spending rate for FY23

MARCH:

- Review estimated endowment distributions for FY23
- Asset allocation study and recommendations

MAY:

- Update Investment Policy Statements – MIP, Pension, Operating Fund

Other meetings will be scheduled as needed.

UMS Annual Real Estate and Lease Report – FY2021

Executive Summary

Board Policies 801 – *Acquisition of Real Property* and 802 – *Disposition of Real Property* require an annual report summarizing real estate transactions for the Board of Trustees. These policies require board approval for:

- Acquisitions of real property with a cost of \$50,000 or more;
- Any lease of real property with a total payment term that exceeds \$100,000 and/or a term greater than 5 years;
- Leases/licenses for use of University real property if the total payment is greater than \$100,000 and/or the term is greater than 5 years.
- Note: Exceptions may be granted for leases/licenses of University property for minor uses to unrelated parties, e.g., easements and rights-of-way granted to public entities or environmental monitoring equipment.

This summary and attachment comprise the report for FY2021.

Real Estate Transactions

Acquisitions:

During FY2021, the University of Maine System did not acquire real estate.

Dispositions:

During FY2021, the University of Maine System did not sell any real estate.

Lease transactions:

The cost associated with real property leases decreased slightly during the period while the revenue associated with real property leases also declined. This report does not reflect Board actions not yet implemented and does not contain works in progress.

As a lessee, the University is engaged in agreements for uses such as dormitory space, forestland, academic and research locations, recreational fields, parking facilities, and utility purposes. The cost of leasing property in FY2021 was \$1.8 million, a decrease of approximately \$30,000 from FY2020. This decrease was primarily due to expired leases that were not renewed.

While the cost associated with leasing property decreased in FY2021, the University's footprint increased by 21,400 square feet. This increase is attributed to new leases entered into for UMaine and UMA.

As a lessor, the University engaged in agreements covering uses such as research, early education and childcare centers, office spaces, financial institutions, cooperative extension, and cell tower locations. Revenue in FY2021 totaled \$568,540, which was a decrease of \$128,472. This decrease was primarily due to expired leases that were not renewed.

09/03/2021

As the revenue associated with leasing of University property declined in FY2021, the acreage leased increased slightly by 1.71 acres. The square footage decreased by 984 square feet. The pandemic had a minimal impact on leased University property, resulting in five leases either being put on hold or terminated due to COVID.

Closing:

Overall, the University of Maine System continues to look for ways to decrease its footprint while improving use of its existing spaces. The University of Maine System continues to explore opportunities to increase revenue through leases to third parties for under-utilized spaces at market rates.

09/03/2021

**EXECUTIVE SUMMARY
FY2021 REAL ESTATE AND LEASE ACTIVITY REPORT**

REAL ESTATE ACQUIRED

	Acquired	Acreage	Sq. Ft	Value
-	-	-	-	-
TOTALS				

REAL ESTATE DISPOSITION

	Disposition	Acreage	Sq. Ft	Value
-	-	-	-	-
TOTALS				

Leased from Others (UMS is Lessee)

	Leases		Acreage		Square Feet		Annual Cost	
	Previous	Current	Previous	Current	Previous	Current	Previous	Current
UMA	10	11	0	0	85,037	92,015	\$1,251,640	\$1,147,523
UMF	2	2	.46	.46	0	0	\$1.00	\$1.00
UMFK	1	1	2.3	2.3	0	0	-	-
UMM	0	0	0	0	0	0	-	-
UM	16	19	1234	1299	135,440	145,959	\$432,399	\$519,710
USM	4	4	0	0	17,577	17,577	\$171,510	\$158,290
UMPI	0	0	0	0	0	0	-	-
UMS	1	1	0	0	657	657	\$12,000	\$12,000
Totals	34	40	1236.8	1301.8	238,711	260,111	\$1,867,550	\$1,837,524

Leased to Others (UMS is Lessor)

	Leases		Acreage		Square Feet		Annual Revenue	
	Previous	Current	Previous	Current	Previous	Current	Previous	Current
UMA	2	2	0	0	6,409	6,124	\$15,345	\$1,980
UMF	2	1	0.1	0	6,009	6,009	\$19,800	\$19,800
UMFK	7	7	.06	.02	794	8,425	\$22,896	12,544
UMM	2	3	0	0	2,610	2,741	\$24,841	26,508
UM	34	32	27.50	29.86	15,584	10,933	\$261,965	\$259,753
USM	21	13	0.74	0.23	26,127	22,462	\$331,159	\$247,355
UMPI	5	3	84.53	84.53	9,580	9,435	\$21,006	\$600
UMS	0	0	0	0	0	0	-	-
Totals	73	61	112.93	114.64	67,113	66,129	\$697,012	\$568,540

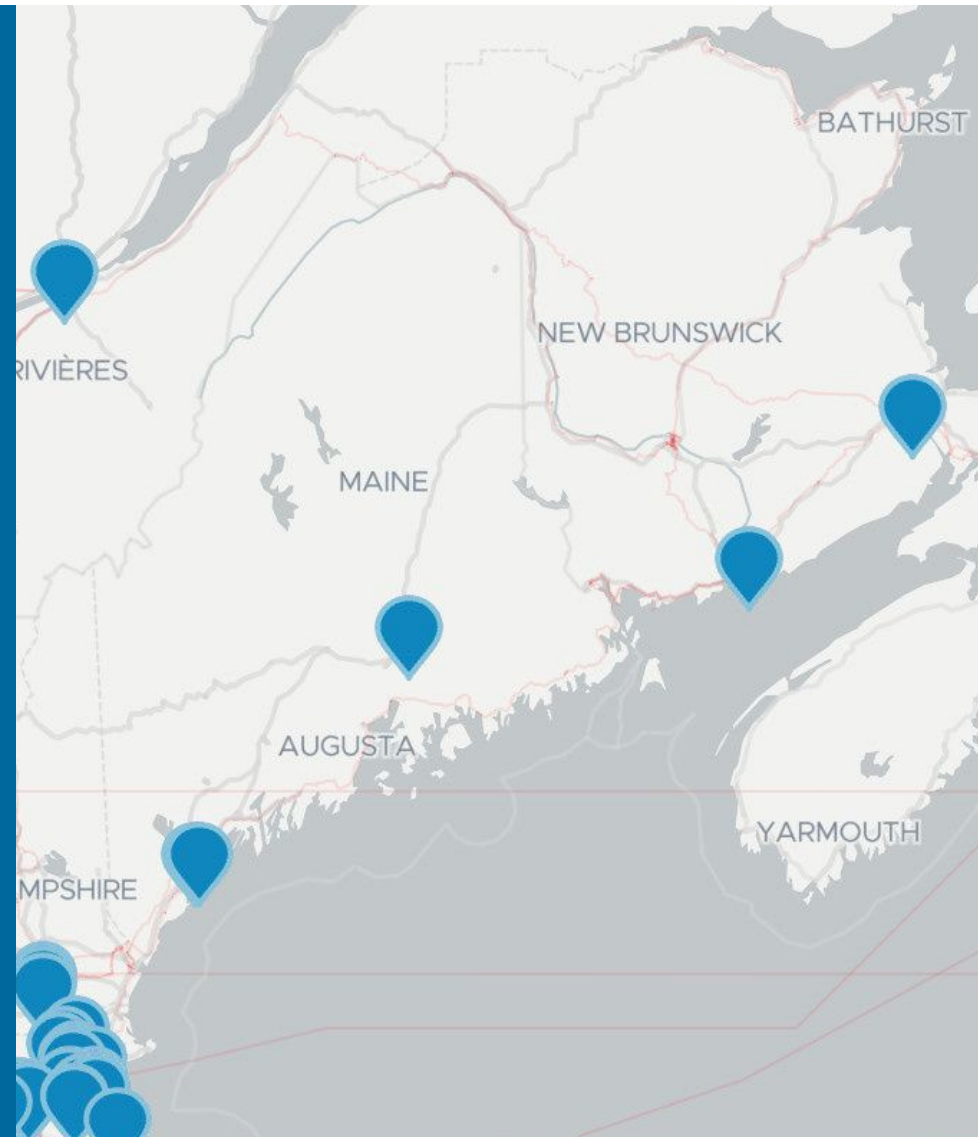
09/03/2021

MAINE
UNIVERSITY OF MAINE SCHOOL OF LAW
LAW

Information Privacy Law Program

SCOTT BLOOMBERG
Associate Professor
of Law

PETER GUFFIN
Professor of Practice & Director,
Information Privacy Program



Information Law Privacy Program

RANKING

iapp



only 11 of the 199

law schools in the U.S. receive IAPP Tier 1 designation



MAINE
LAW

Information Law Privacy Program

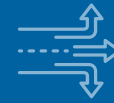
COMPONENTS



**Information Privacy
Certificate**



**Extensive
Curriculum**



**Privacy Pathways
Program**



**Internship/Externship
Program**



**Summer Privacy
Institute**



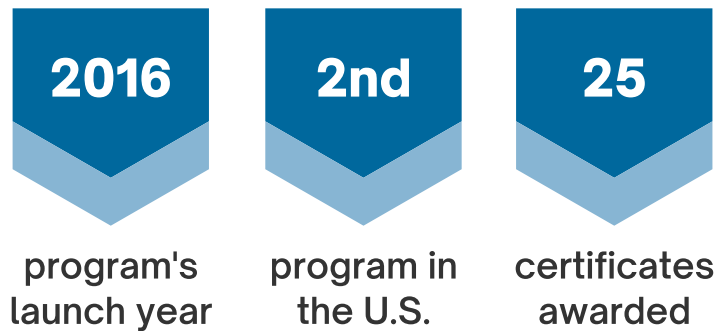
**Student
Activities**

**MAINE
LAW**

UNIVERSITY OF MAINE SCHOOL OF LAW

Information Privacy Certificate

BACKGROUND



ALUMNI PLACEMENTS



Information Law
Privacy Program



INTERDISCIPLINARY CURRICULUM



- Covers a **wide range of topics**: global privacy law, cybersecurity, health privacy, AI
- Taught by **nationally recognized** privacy experts
- Emphasizes the **interdisciplinary nature** of information privacy law and working collaboratively across disciplines (business, computer science, cybersecurity, public policy)

EXTERNSHIPS & INTERNSHIPS



Maine Law places student interns/externs with leading companies:

- Unum
- WEX
- IDEXX
- TD Bank
- IAPP
- JAX
- MMCRI
- Network Advertising Initiative
- Avangrid
- EY

Information Law Privacy Program

CROSS-UMS COLLABORATION

WINTER 2018

- Cybersecurity law course co-taught with faculty and students in USM's cybersecurity cluster program

2020/2021

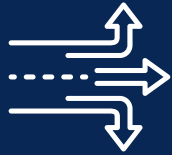
- Reciprocal guest lectures between Maine Law and School of Computing and Information Science faculty
- Guest lectures on privacy & COVID in USM COVID-19 course

FUTURE

- **Spring 2023:** Cross-listed privacy engineering course offered by Maine Law and the School of Computing and Information Science
- Exploring opportunities to collaborate with business, public policy, computer science, and cybersecurity schools

MAINE
LAW

PRIVACY PATHWAYS



- IAPP is the world's largest information privacy organization, headquartered in Portsmouth, NH.
- Trevor Hughes (Maine Law '95) is President/CEO of IAPP & serves as an adjunct professor at Maine Law.
- Maine Law participates in IAPP's Privacy Pathways Program.
- IAPP has selected Maine Law to participate in IAPP's Westin Scholar Book Award Program.

SUMMER PRIVACY INSTITUTE



- First and only program of its kind
- 3-4 intensive courses offered each summer since 2012
- Enrollees include Maine Law students, students from other law schools, and Maine lawyers
- Courses taught by nationally known privacy law scholars and practitioners from across the country
- 1-day conference for business professionals, lawyers, students, and others on selected topics of interest
- 2021 focus was artificial intelligence, ethics, and data protection

UNIVERSITY OF MAINE SCHOOL OF LAW

Passionate Students & Alumni

STUDENT INITIATIVES

Fall 2019: Founded Maine Law Information Privacy Association

Fall-Winter 2020: Maine Law information privacy moot court team placed 2nd in international competition (only U.S. team invited to the final round)

Fall 2021: Student-led online privacy law journal launched

ALUMNI & JOBS

Surge in demand for information privacy lawyers!!!

Global network of Maine Law alums in leadership positions:

IAPP, Cisco, Deloitte, Unum, MassMutual, OneTrust, Naspers, Facebook, CVS Health, Accenture, EY, Network Advertising Initiative

**MAINE
LAW**



Contact Us

With any questions you have about the Information Privacy Law program.

mainelaw.maine.edu/admissions/information-privacy-law

SCOTT BLOOMBERG

scott.bloomberg@maine.edu

PETER GUFFIN

peter.j.guffin@maine.edu

Update on 300 Fore St.



- Move In - January 2022
- Classes begin
 - January 18, 2021

Timing & Permitting

August 10, 2021

Change of Use Permit

Approved by the City of Portland

Conditions:

External Lighting Review Plan ☒

Tree Planting Substitute ☒

Trip Management Plan – in progress

Coordination of additional City Approval

Underway. City has been careful and attentive.

System takes possession

September 9, 2021

CIEE departs fully – September 15, 2021

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University Partners:

Maine Law

Graduate & Prof Center

Terry Sutton, CEO - Maine Center Ventures

GSB – MBA

Dean Norm O'Reilly

U Maine Gateway

Pips Veazie, Director, University of Maine
Portland Gateway

MCECIS

Vpof Research & Graduate SchoolDean

Kody Varahramyan

College of Engineering, Computing, and
Information Sciences

U Maine Foundation

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LAW



Maine Law and University of Maine partners will occupy all floors.

Generally:
Ground Floor

Library

First Floor

Large Classroom, Shared Open Space, & Reception

Second & Third Floors

Classrooms, Clinic, Student Services, Law Dean

Fourth and Fifth Floors (Slightly Smaller)

U Maine Offices, Law Faculty, Conference rooms,
Innovation spaces,

MAINE
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LAW



BUILDING USE

Full Time Employees:

• Maine Law	50±
• MCV/Graduate & Professional Center	4
• University of Maine Gateway	5
• Graduate School of Business	8
• MCECIS	3
• Maine College of Engineering, Computing, & Information Science	
• U Maine Foundation	5

Total Full-time

70+

Students:

- Law 250~ primarily scattered daytime hours
- MBA Primarily Online;
 - Local Students 25+
 - Some Evening in person classes and events



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UNIVERSITY OF MAINE SCHOOL OF LAW
LAW



Shared Spaces

First Floor gathering space 100+
Can be configured for events

5 Classrooms > 40
First Floor Moot Court Classroom 100+

Second Floor 2 or 3 Classrooms
One is dividable can be up to 100

Multiple Seminar Rooms

Innovation Hub

Conference Rooms



Priorities:

- Student Experiences and Success
- Inter-disciplinary Collaboration
- Connections to Maine's Businesses, Courts and Law Communities, Science & Education Communities

Student Benefits

- Bike Racks
- Locker Rooms
- Showers
- Parents' Room
- Prayer Room



Renovation and Costs

Architect and Builders have been selected
Using Competitive Process

Utilizing Construction Manager @ Risk
CHA and Consigli will collaborate
Reduced Costs, Improved Design



Existing spaces will be maintained
as much as possible

Furniture purchased from CIEE
Extensive savings



Pre-CM Conference cost assessment by CHA
Will be revisited with Contractor



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LAW



Thank you for supporting all of the students
of the University of Maine System.

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LAW



UMaineMachias Regional Campus Task Force Update



at
Machias

Board of Trustees
University of Maine System
September 27, 2021



Purpose

“The overall goal of UMM as a regional campus of the University of Maine is to serve students with affordable, high-quality educational opportunities in Down East Maine and Washington County as an entity of the University of Maine System.”

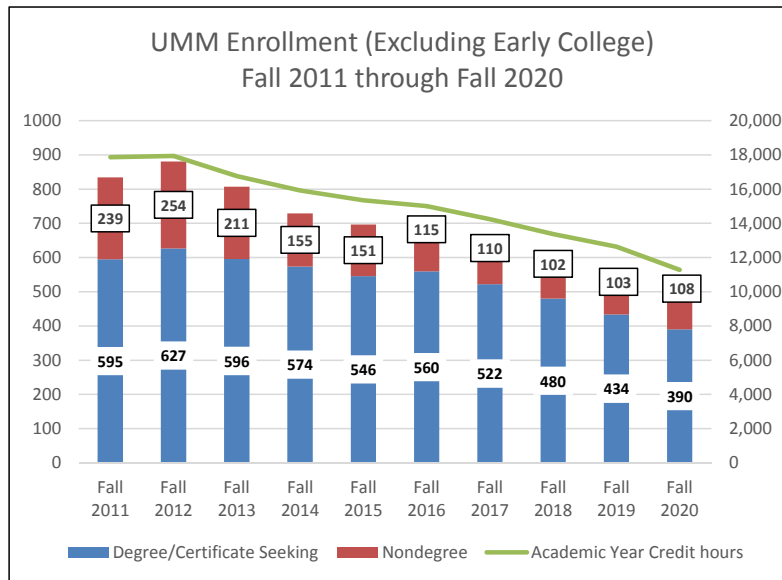
Charge

March 26, 2021

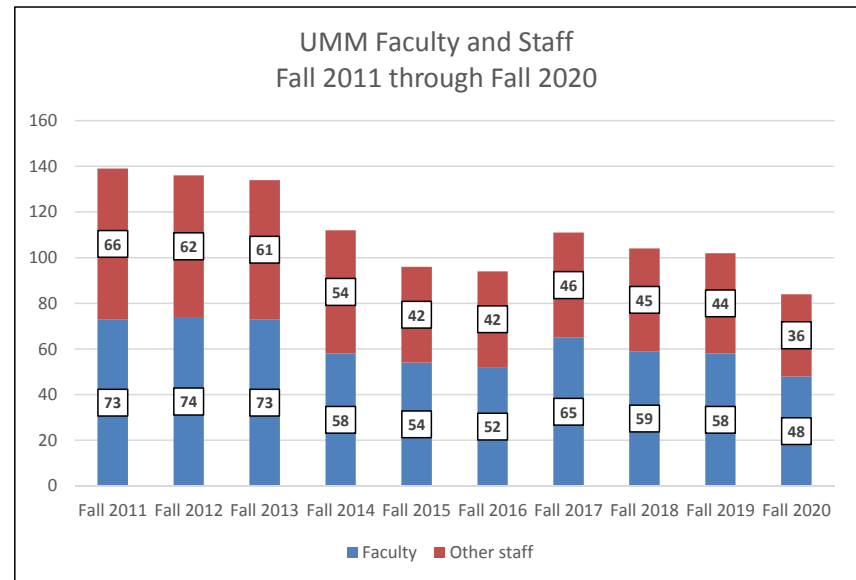
“The University of Maine/University of Maine at Machias Regional Campus Task Force will review progress in the following areas and create realistic, accelerated timelines and implementation steps for completion of the transition as a regional campus, with major elements to be fully planned or in place by fall 2021, and all elements completed by the end of July 2022. The task force will be collectively responsible for progress toward these deadlines, with the work done primarily within topically focused working groups. The task force will organize itself into working groups with identified leads or co-leads.”



UMM Enrollment, Faculty, and Staff



34% drop in degree-seeking students and
37% drop in credit hours



34% drop in faculty and 45% drop in staff/administrators



Regional Task Force

Regional Task Force Chair – Dr. Emily Haddad, *Dean of the UMaine College of Liberal Arts and Sciences*

- **Group 1: Tuition and Financial Aid**

Leads: **Bill Elsemore**, *Bursar, Senior Finance Officer*
Connie Smith, *Director of Student Financial Aid*
Joanne Yestramski, *Interim Vice President and Chief Business Officer, University of Maine and University of Maine at Machias*

- **Group 2: Academic Program Alignment and the Single Catalog Project**

Leads: **Heather Ball**, *Associate Professor of Special Education*
Tim Cole, *Associate Dean for Academics; Associate Professor of Political Science*
George Criner, *Professor of Resource Economics and Policy*
Lois-Ann Kuntz, *Professor of Psychology*

- **Group 3: Admissions and Enrollment Management**

Leads: **Chris Richards**, *Vice President for Enrollment Mgmt*
Lateef O'Connor, *Senior Associate Director of Enrollment Management & Regional Campus Admissions*

- **Group 4: UM/UMM Faculty and Staff Interactions/Opportunities**

Leads: **Heather Ball**, *Associate Professor of Special Education*
Tora Johnson, *Associate Professor of GIS and Director of Geographic Information Systems Service Center*
Chris Lindstrom, *Vice President for Human Resources*
Jessica Miller, *Associate Provost for Academic Affairs and Faculty Dev.*
Sid Mitchell, *Associate Professor of Education*

- **Group 5: Stakeholder Relations**

Leads: **Margaret Nagle**, *Senior Director of Public Relations*
Jacob van de Sande, *Board of Visitors*
Karen Beeftink, *Associate Professor of Environmental Recreation and Tourism Management*

- **Group 6: Growth Strategies for UMM**

Leads: **Jason Harkins**, *Associate Dean & Associate Professor of Management*
Gayle Kraus, *Professor Of Marine Ecology*
Monique LaRocque, *Associate Provost for the Division of Lifelong Learning*
Jacob van de Sande, *Board of Visitor*

- **Group 7: State and County Economic Possibilities, Workforce Development Opportunities**

Leads: **Hannah Carter**, *Dean of Cooperative Extension*
Jason Charland, *Senior Advisor to the President and Director of Research Development*
Renee Kelly, *Assistant Vice President for Innovation and Economic Development*
Sherrie Sprangers, *Professor Of Biology*



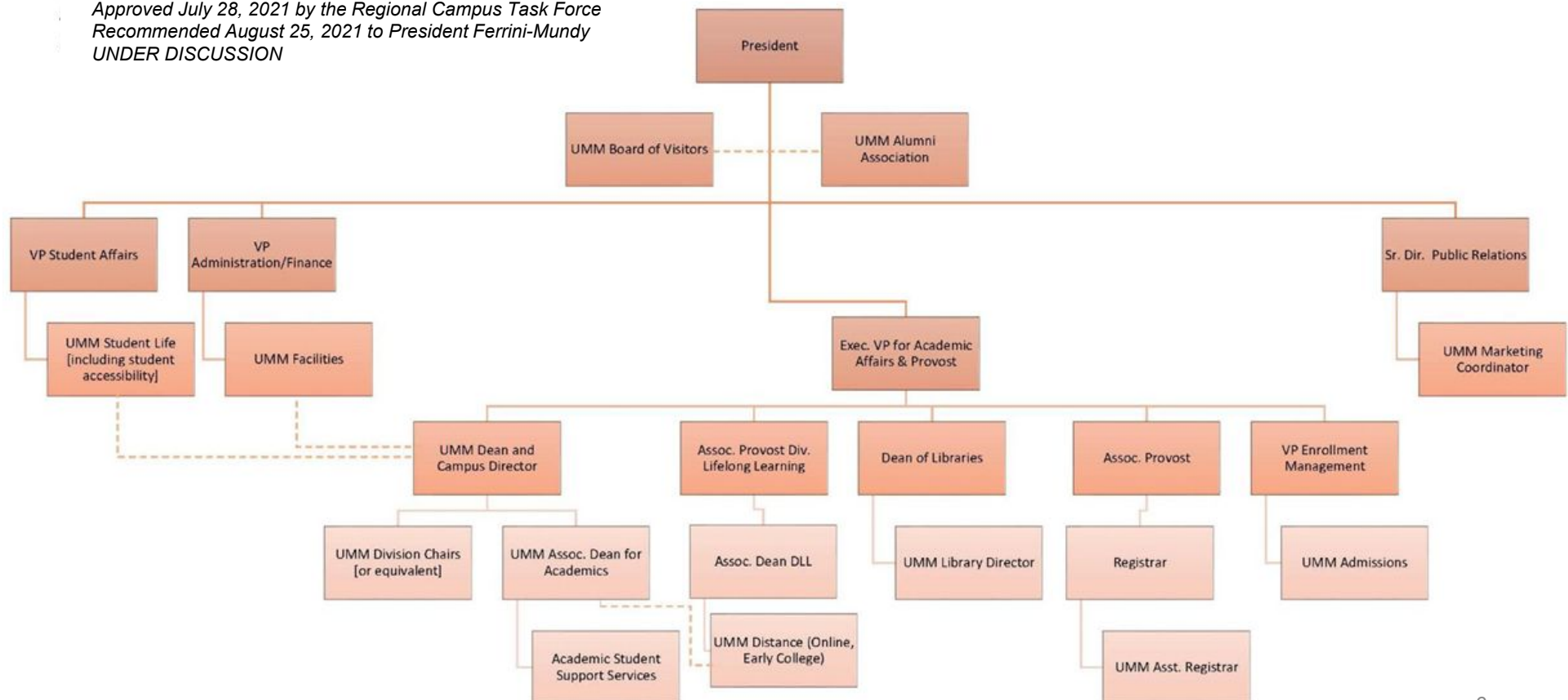
UMM Regional Task Force Timeline

2021	May 1	Preliminary checklist, work plan, and state of progress submitted to the President
	May 20	Interim report submitted to the President
	July-Aug	<ul style="list-style-type: none">• Task Force met on July 20, August 3, and August 17• Working Groups continuing to meet individually
	Sept 1	Final report due to the President (will be delayed)
	Fall	Major elements should be fully planned or in place for completion of the transition as a regional campus
2022	July	All major elements should be completed



UMaine/UMM Integrated Organizational Chart

Approved July 28, 2021 by the Regional Campus Task Force
Recommended August 25, 2021 to President Ferrini-Mundy
UNDER DISCUSSION





University of Maine at Machias Rebranding Campaign

Communication Timeline

2021 March

UM/UMM Regional Campus Task Force appointed; branding and communication priorities assigned to Working Group 5. UMaine Machias branding identified as an urgent need.

May

Task force approved a vote (15 in favor, 1 abstention) to expedite the rebranding proposal for consideration by leadership.

July

Proposed brand standards shared with UMS BOT Executive Committee, UMM BOV, Washington County legislative delegation, and UMM employees.

Sept/Oct

Town hall/listening sessions to preview the implementation of the rebranding campaign, answer questions, and respond to community members' needs.

Fall

Enrollment Management and Financial Aid marketing for 2022 cohort incorporates rebrand. Soft launch of rebranding on campus including online. Revise UMM mission and vision statements by January 2022.

Spring

Installation of bilingual UMM signage campus-wide, pole banners, and posting of full brand standards style guide.

2022 Fall

Incoming class that was recruited with rebranded materials will join fully rebranded campus community.





Questions?



Programs for Examination

University of Maine at Fort Kent
March 2021



Inventory – Highlight Unique Qualities

Fall 2020 – viable academic program presentations

Spring 2021 – analysis of initial findings

All programs have the following High Impact Practices (HIPs):
first-year experience, ePortfolio, internships

Focus – undergraduate university

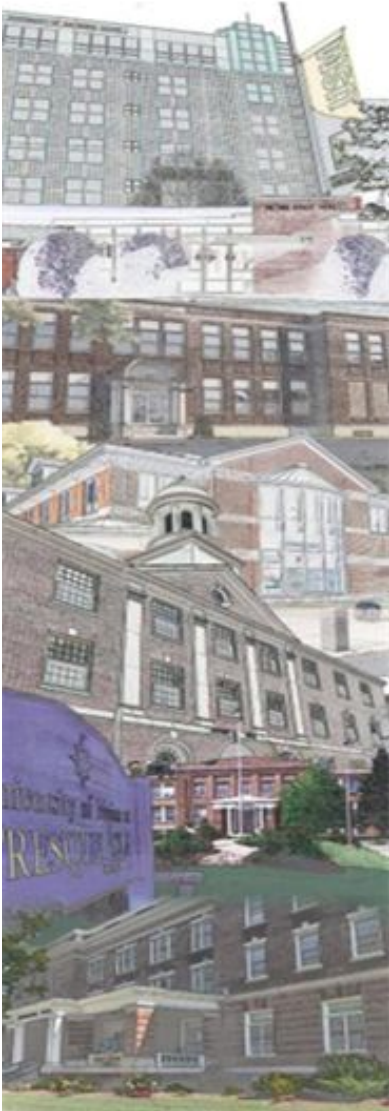
Impact – transform students into professionals

Faculty – workload (4 courses each sem) – excellence in teaching

Classroom Experience – engaged, hands-on, interactive

Workforce Needs – align with our academic programs

UMPI – shared positions and academic partnerships





Evaluation

- **Grow**
Increase retention rates of students in Academic Partnerships Nursing Program
- **Transform in order to Grow**
BehavioralSci; Business; Forestry/Bio/EnvScience; French
Rural Public Safety /Conservation Law Enforcement; CompApp/Cybersecurity
- **Maintain**
All programs have the capacity to grow
- **Sunset**
English Program – in the 2019/2020 PFE: *The Vice Chancellor recommended to the Chancellor that the program be suspended. The Chancellor concurred with the Vice Chancellor's recommendation.* To date - the English Program has not been suspended. The program will be reviewed fall semester 2021.



Plan to Strengthen Academic Portfolio

Priority – Enrollment has decreased 21.5% in the last five years

Students – fall 2020: full-time 60% and part-time 40%

First-generation 44%, TRIO 19%, in-state 75%, 26 countries

Address Recruitment and Retention Metrics:

Recruitment – Only 10-15% of applications lead to matriculated students

Retention – first-year full-time students:

fall to spring FY19 88%, FY20 81%, FY21 76%

By the third year, only half of program students are retained.

In-state students: 11 credits/ out-of-state students: 13 credits



Initiatives

UMS TRANSFORMS – Student Success and Retention

Research Learning Experience (RLE) – research opportunities 42%

Gateways to Success (GTS) – review success rates in STEM courses

Pathways to Careers (PTC) – service and comm-based learning 17%

Guiding Principles – *Becoming a Student-Ready College*

Campus – strategic planning process for 2021-2026

Cabinet – *Dare to Lead* (48 hour training) with Megan Clough

Staff – effective service departments: 21 PowerPoint presentations

Culture of Assessment – academics, services, facilities

Faculty – program revitalization to address recruitment and retention metrics

Unified Accreditation opportunities

Vice Chancellor for Research and Innovation Update

*UMS BOT Meeting
September 27, 2021*

Joan Ferrini-Mundy

Vice Chancellor for Research and Innovation

President, University of Maine and University of Maine at Machias

joan.ferrini-mundy@maine.edu



Updates

1. UMS researcher outreach via UMaine research infrastructure
2. Request for information externally sponsored funding
3. Joint UMaine VPR-UMS:IT research computing task force
4. Maine Jobs and Recovery Act
5. Fall semester focus areas for research and innovation



UMaine Research Affiliates Pilot Program FY 22

*Expanding the reach, capacity,
and collaboration potential for
research active faculty and
staff across UMS.*

Pilot launched in July 2021
with 24 UMS Researchers
participating in the inaugural
cohort. More information on
the program [website](#).



Request for Information

- The VCRI Office will release a call for information to campus leadership related to extramural funding activity
- Addresses the research data governance recommendation in the UMS R&D plan
- Will aid in reporting for UMS TRANSFORMS



UMS/UMaine Research Computing Planning Task Force

Vice Chancellors Low and Ferrini-Mundy are executive sponsors.



Task Force participants will contribute to

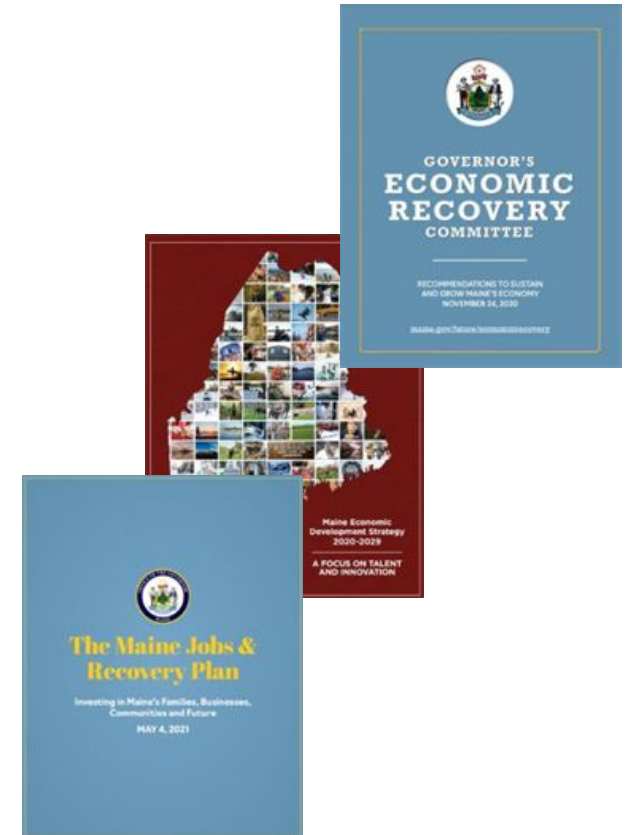
- *definition of scope, evaluation, and assessment of existing research computing resources available to support the UMS-wide research community*
- *current research computing governance models in place at major research universities and systems across the U.S.*

Representatives from campuses across the university system will be selected to participate in this effort.



Maine Jobs & Recovery Plan

- Governor Mills' plan to invest State's share of \$1.1B in American Rescue Plan Relief (LD 1733)
- Focuses on recovery from pandemic, long-term economic growth and infrastructure revitalization
- \$35M over two years for one-time UMS workforce development and research investments
- Collaborating with state officials on implementation



Fall semester focus areas for research and innovation

1. Research idea generation workshop with Presidents and Provosts
2. Concept paper requests for ARP projects
3. Coordination of research teams and networks to respond to multiple major federal program announcements
4. Maine Economic Improvement Fund (MEIF) Small Campus Initiative (SCI) and UMS Research Reinvestment Fund (RRF) RFP releases
5. UMS Grants Academy (Cohort 3)

Extramural Funding Spotlight - UMaine NSF CAREER awards

1. Sheila Edalatpour, Assistant Professor of Mechanical Engineering
[Thermal radiation in quantum materials and quantum-sized distances](#)
2. Danielle Levesque, Assistant Professor of Mammology and Mammalian Health
[Small mammal thermoregulation, energy use in changing climate](#)
3. Lauren Ross, Assistant Professor of Civil and Environmental Engineering
[Fresh and saltwater mixing in estuaries](#)
4. Thomas Schwartz, Assistant Professor of Chemical Engineering
[Chemical process for making rubber component](#)





Purpose:

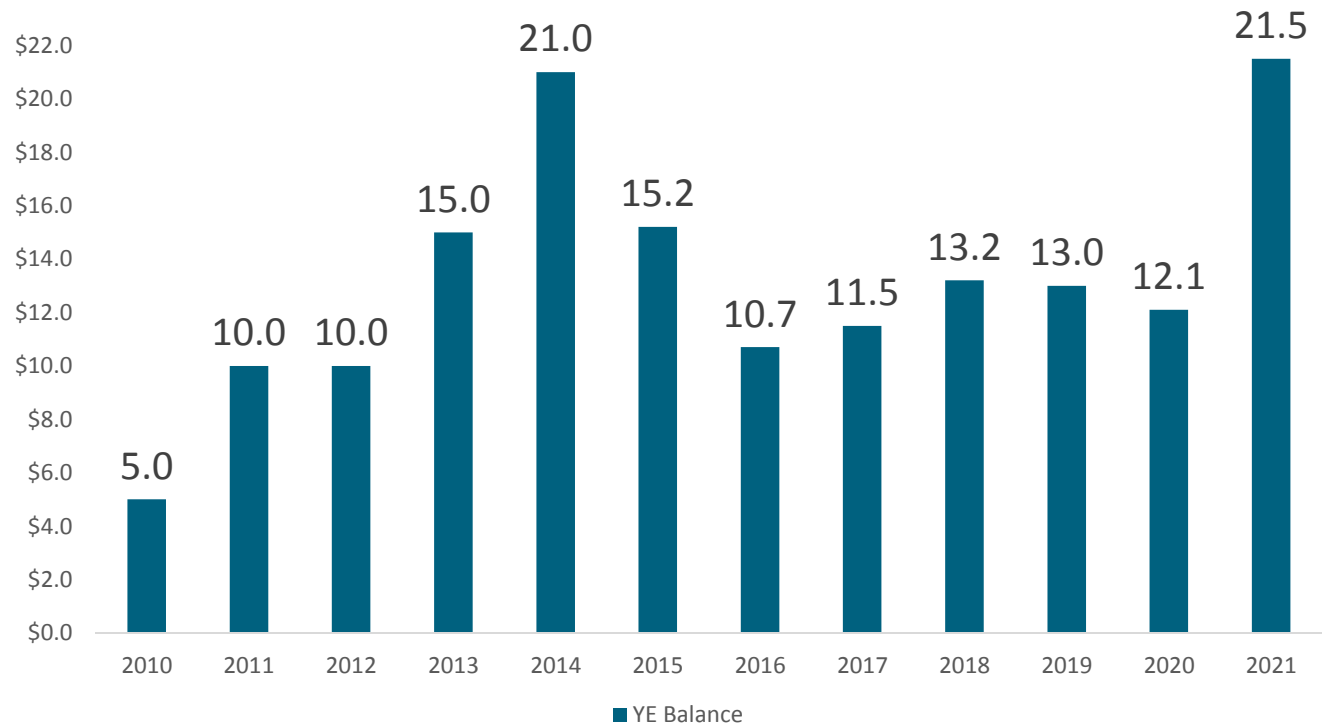
Smooth financial impact of adverse markets, economic conditions, and address other financial challenges

Utilization:

With Board approval, Treasurer authorizes only necessary transfer to offset losses at year end.

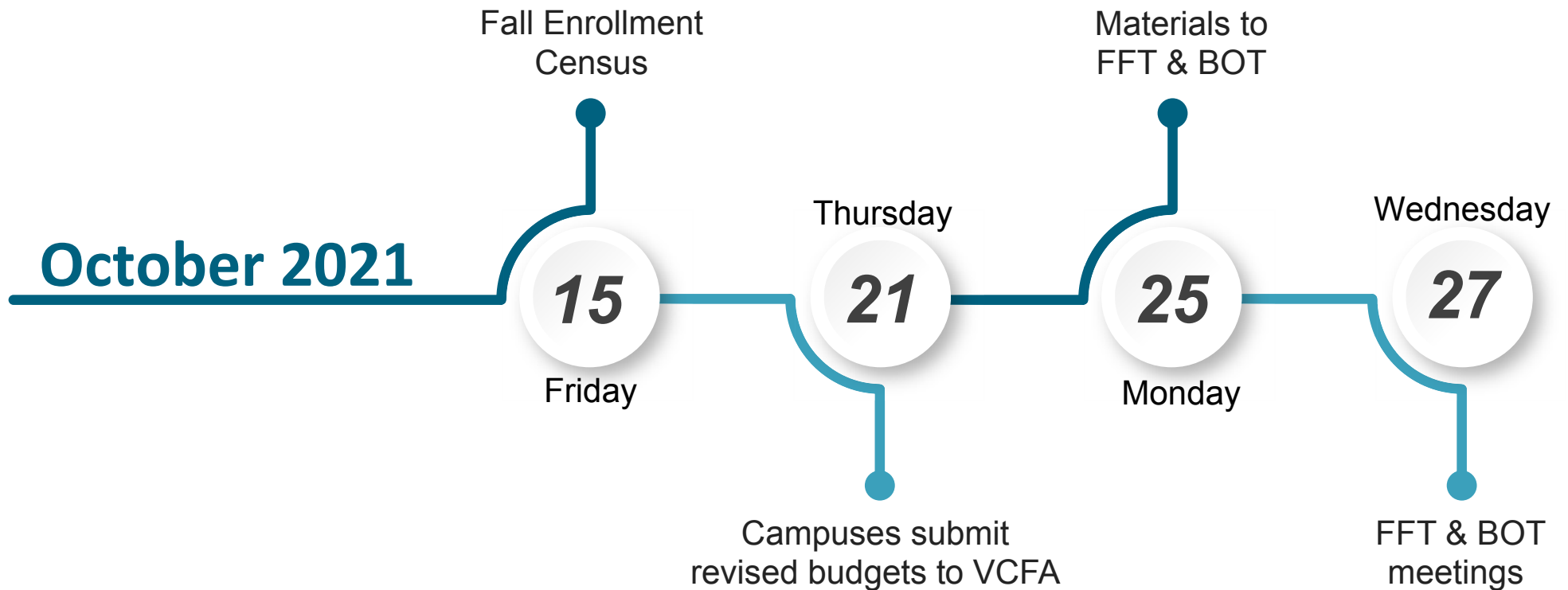
Budget Stabilization Fund Balances

FY2010 – FY2020





FY22 Revised Budget Timeline



UMS Strategic Planning

Initial Process and Timeline

Recommendations

James Thelen

Vice Chancellor for Strategic Initiatives and Chief Legal Officer
September 27, 2021



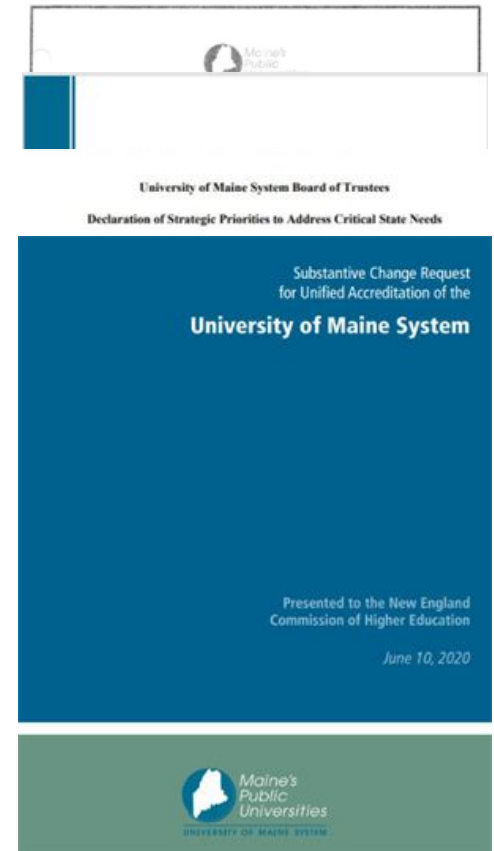
Overview of Presentation

- Historical Context: UMS Strategic Actions 2004-2020
- Underway: NECHE Unified Accreditation Self Study
- Launching: Unified Brand Culture Work
- Starting Point: UMS Strategic Planning 2021
- 2021-2023: UMS Strategic Planning
- Questions/Discussion



Historical Context: UMS Strategic Actions

- 2004 UMS Strategic Plan
 - Trustee involvement
 - Stakeholder input
 - Timeline
- 2009 New Challenges, New Directions
- 2014 Board of Trustees Strategic Outcomes (Primary, Secondary)
- December 2018 Declaration of Strategic Priorities to Address Critical State Needs
- June 2020: Unified Accreditation Request (with Guiding Principles)



Underway: NECHE UA Self Study

DRAFT

2022 UMS NECHE Self Study 9/30/21

Institutional Overview

Development of Unified Accreditation (approx. 2015 to present)

Basic profile data, including Fall 2021 enrollment (post-census)

Current organizational structure/state

Standard One Mission and Purposes

The institution's mission and purposes are appropriate to higher education, consistent with its charter or other operating authority, and implemented in a manner that complies with the Standards of the New England Commission of Higher Education. The institution's mission gives direction to its activities and provides a basis for the assessment and enhancement of the institution's effectiveness.



Launching: Unified Brand Culture Work



BRAND DEVELOPMENT OVERVIEW



Starting Point: UMS Strategic Planning

- Board Policy 301/July 26, 2021 UMS Strategic Planning Charge
- UMS Strategic Planning Leadership
 - **Executive Sponsor:** *UMS Chancellor Dannel Malloy*
 - **Executive Sponsor's Delegate:** *UMS Vice Chancellor for Strategic Initiatives/CLO James Thelen*
 - **Executive Steering Committee:** *UMS Presidents Council*
 - **UMS Strategic Planning Core Leadership Team:** *TBD*
- UMS Strategic Planning website launch: Sep 27, 2021 (with Chancellor message)
- Strategic Planning Consultant
 - *RFP released week of September 20*
 - *Consultant to be selected October 2021*
- Fall UMS campus visits: Chancellor and System leadership



2021-2023: UMS Strategic Planning

- **Through end of 2021**
 - *UMS Strategic Planning Core Leadership Team formed*
 - *Work with consultant to identify stakeholder groups for input*
 - *Schedule early 2022 UMS internal input sessions*
 - *VisionPoint market perception and brand analysis work*
- **First Half of 2022**
 - *UMS internal stakeholder input*
 - *Finalizing NECHE Self Study*
 - *Chancellor spring campus visits*
 - *Report to Board on Self Study alignment with strategic planning input*
- **June 2022:** NECHE Unified Accreditation Self Study completed, submitted



2021-2023: UMS Strategic Planning (cont)

- **Summer 2022**
 - *UMS external stakeholder input*
 - *UMS Executive Steering Committee work with Board Ad Hoc Strategic Planning Committee to review input and frame tenets of draft plan*
- **Fall 2022**
 - *Chancellor campus visits*
 - *NECHE Unified Accreditation Comprehensive Evaluation site visit*
 - *UMS to update draft Strategic Plan tenets based on site team visit debrief*
 - *Plan drafting*
- **Early 2023**
 - *Draft Strategic Plan shared with UMS community for input, previewed for State leaders*



2021-2023: UMS Strategic Planning (cont)

- **Spring/Early Summer 2023**
 - *Chancellor spring campus visits*
 - *NECHE meeting confirming unified accreditation, letter with five-year focus publicly posted with draft Strategic Plan*
- **Summer 2023**
 - *UMS Executive Steering Committee, Board Strategic Planning Committee, and consultant finalize UMS Strategic Plan in alignment with NECHE unified accreditation report*
- **Fall 2023**
 - *Public presentation of final Strategic Plan and Board adoption*

Questions/Discussion

James Thelen

Vice Chancellor for Strategic Initiatives and Chief Legal Officer
September 27, 2021

