

University of Maine System – Board of Trustees Meeting
January 24, 2022
Zoom Meeting – No Physical Location Available

AGENDA

Monday, January 24, 2022

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

Executive Session from 8:00 am to 11:00 am

The Board of Trustees will go directly into Executive Session under provisions of: 1 MRSA 406 6A, C & D.

Call to Order/Reconvene Public Meeting @ 11:30 am

Citizen Comment

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, January 21st.

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 (10 minutes)

- UMA Presidential Search Update
- USM Presidential Search Update

Chancellor's Report (15 minutes)

Approx. 12:15 pm

Vice Chancellor for Research and Innovation Report (20 minutes)

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

Vice Chancellor for Strategic Initiatives' Report (15 minutes)

Tab 2 - [Strategic Planning Update](#)

Lunch Break (30 minutes) (Timing of the lunch break will be at the discretion of the Chair)

Approx. 1:20 pm

Vice Chancellor for Academic Affairs' Report (60 minutes)

Tab 3 - [Academic Affairs Update](#)

Vice Chancellor for Finance and Administration & Treasurer's Report (30 minutes)

Approx. 2:50 pm

Action Items

Tab 5 - Honorary Degree Nominations for 2023 (5 minutes)

Tab 6 - Honorary Degree Nomination for 2022, UMPI (5 minutes)

Tab 7 - Confirmation of Board of Visitor Appointment for 2021-2022, UMPI (5 minutes)

Tab 8 - BOV – Chancellor Engagement (10 minutes)

Tab 9 - Tenure Request – Professor in the Department of Mathematics and Statistics, UM (5 minutes)

Tab 10 - UMS Fraternal Order of Police Employees – Participation in MainePERS (5 minutes)

Tab 11 - FY2022 & FY2023 Compensation and Benefit Changes for Non-Represented Management Group and Non Represented Faculty (including Maine Law) (5 minutes)

Approx. 3:30 pm

Break (10 minutes) (Timing of the break will be at the discretion of the Chair)

Tab 12 - UMS Investment Statement Resolution (15 minutes)

Tab 13 - FY2022 – FY2023 IT Capital Spending Plan (10 minutes)

Tab 14 - Renovation of 274 Front Street for Expansion of UMF Sweatt-Winter Child Care and Early Education Center (10 minutes)

Tab 15 - New Academic Program Proposal: Doctorate of Nursing Practice (DNP), UMFK (15 minutes)

Approx. 4:30 pm

Consent Agenda (5 minutes)

Tab 16 - Acceptance of Minutes

January 3, 2022 Academic & Student Affairs Committee

Tab 17 - New Academic Program Proposal: Master of Science in Nursing, UMFK

January 5, 2022 Finance, Facilities & Technology Committee

Tab 18 - Establishment of the Elliot R. Barker, III Professorship in Chemical Engineering, UM

Tab 19 - Establishment of the Dan '63 and Betty Churchill Professorship in Climate Policy and International Affairs, UM

Tab 20 - Establishment of the Norman B. Stetson '62 Professorship in Electrical and Computer Engineering, UM

Tab 21 - Renaming of former North Stevens Hall, UM

Tab 22 - Ferland Engineering Education & Design Center Budget Update, UM

Tab 23 - Priority 1 Athletic Field Improvements, UM

Tab 24 - 300 Fore Street Renovation and Fit Out Increase, UM and UM School of Law

Tab 25 - Wieden Hall Renovation – Project Budget Modification & Internal Loan Request, UMPI

Tab 26 - Science Building Renovation for Dubyak Center Expansion, USM

Discussion Items:

Tab 27 - Unified Accreditation and Unified Catalog Update (15 minutes)

Date of the Next Meeting: March 27-28, 2022 - TBA

Public Meeting conclude at approximately 5:00 pm

Executive Session (following the public meeting, if needed)

Attachments

Managed Investment Pool Flash Report

Pension Fund Flash Report

Operating Fund Flash Report

FY2022 Budget Update

HEERF Update

Budget Stabilization Funds Historical

Core Financial Ratios Presentation

Honorary Degree Nominations for 2023 - List (*Confidential*)

Honorary Degree Nominations for 2023 - Narratives (*Confidential*)

Honorary Degree Nominations for 2022, UMPI - List (*Confidential*)

Honorary Degree Nominations for 2022, UMPI - Narratives (*Confidential*)

2021 UMPI Board of Visitors Proposed Candidate (*Confidential*)

UM Tenure Request – Background (*Confidential*)

Karen L. Boudreau Biographical Information

Karen L. Boudreau, Esq. and Thomas S. Jensen, M.D. UMS Naming Gift Agreement

Ferland EEDC Funding - Background

New Academic Program Proposal: Graduate Nursing Programs at UMFK

Reports

UMS Interactive Dashboard

Agenda Calendar

Capital & Bond Project Report Executive Summary

Capital Project Status Report

Capital Project Status Report – Bond Report

Academic Calendar for Academic Years 2025-2026

Academic Calendar for Academic Years 2026-2027

Enrollment Report

FY2021 UMS Competitive Procurement & Legislative Report Executive Summary

FY2021 UMS Competitive Procurement & Legislative Cover Letter & Report

FY2021 Annual Report of Gifts, Fundraising & Endowments

Presentations

January 2022 Faculty Spotlight

2021-22 Demographics, Enrollment and Trends

Vice Chancellor for Research & Innovation Update – January 2022

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:

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 January 24, 2024 Board of Trustees meeting.

1. Expand UMS R&D capacity through campus engagement
2. Pursue new funding opportunities to benefit the Maine economy and develop the workforce
3. Focus: integrating research and instruction, tailoring research infrastructure

Presentation:

[Vice Chancellor for Research & Innovation Update – January 2022](#)

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University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Vice Chancellor for Strategic Initiatives and Chief Legal Officer Report

INITIATED BY: Dannel P. Malloy, Chancellor

BOARD INFORMATION: X

BOARD ACTION:

BOARD POLICY:

210 [Legal Affairs](#)

301 [Mission and Strategic Plan 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:

The Board's July 26, 2021 UMS Strategic Planning Resolution charged Chancellor Dannel Malloy to begin the work necessary to prepare a 5-year strategic plan for UMS.

At the Board's September 2021 meeting, Vice Chancellor for Strategic Initiatives and Chief Legal Officer James Thelen presented an initial timeline and plan for the work, and in November 2021, updated the Board on project status, including the System's work to identify a strategic planning consultant that will help UMS undertake the work to develop the plan.

Vice Chancellor Thelen will update the Board on the System's engagement of Huron Consulting Group to facilitate the System's strategic planning process and work with the Board's Ad Hoc Strategic Planning Committee and UMS Presidents' Council on the effort.

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University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Academic Affairs Update

INITIATED BY: Dannel P. Malloy, Chancellor

BOARD INFORMATION: X

BOARD ACTION:

UNIFIED ACCREDITATION CONNECTION:

BACKGROUND:

The Vice Chancellor for Academic Affairs (VCAA) update at the January 2022 Board of Trustees meeting has the following items.

1. **Faculty Spotlight:**

Maine Education Policy Research Institute (MEPRI) co-Directors Amy Johnson (USM) and Janet Fairman (UM) will present an overview of the Institute's mission, its education research, evaluation, and policy analysis work with a focus on current initiatives and areas of focus.

2. **2021-22 Demographics, Enrollment, and Trends Update:**

Robert Placido, Vice Chancellor of Academic Affairs, and Carolyn Dorsey, Associate Vice Chancellor of Academic Affairs, will provide a brief update on demographic challenges facing the state and the impact those challenges have had on 2021 enrollments, enrollment projections for the spring and fall 2022 semesters, an overview of national higher education trends, how the UMS is responding to the various academic and student affairs trends, and what initiatives should be considered for future growth.

Presentations:

[January 2022 Faculty Spotlight Presentation](#)

[2021-22 Demographics, Enrollment, and Trends Presentation](#)

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University of Maine System
Board of Trustees

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 three updates at the January 24, 2022 Board of Trustees meeting.

1. UMS Investment Update - Flash Reports
2. FY2022 Budget Changes
3. KPI – Core Financial Ratios

Attachments:

[Managed Investment Pool Flash Reports](#)

[Pension Fund Flash Reports](#)

[Operating Fund Flash Reports](#)

[FY2022 Budget Update](#)

[HEERF Update](#)

[Budget Stabilization Funds Historical](#)

[Core Financial Ratios Presentation](#)

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University of Maine System
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AGENDA ITEM SUMMARY

NAME OF ITEM: Honorary Degree Nominations for 2023

INITIATED BY: Dannel P. Malloy, Chancellor

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY:

213 - Honorary Degrees

UNIFIED ACCREDITATION CONNECTION:

N/A

BACKGROUND:

Honorary Degree nominations from the University of Maine System campuses are presented annually for approval. In accordance with Board practice, the nominations are presented a year in advance and will be reviewed in Executive Session. Action will be taken in the public meeting without identification of the individual honorees. Publicity is the responsibility of the campus after arrangements for conferral of the degree are complete.

TEXT OF PROPOSED RESOLUTION:

That the Board of Trustees approves the 2023 nominations for Honorary Degrees as presented.

Attachment:

[Honorary Degree Nominations for 2023 - List](#) (*Confidential*)

[Honorary Degree Nominations for 2023 - Narratives](#) (*Confidential*)

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AGENDA ITEM SUMMARY

NAME OF ITEM: Honorary Degree Nomination for 2022, UMPI

INITIATED BY: Dannel P. Malloy, Chancellor

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY:

213 - Honorary Degrees

UNIFIED ACCREDITATION CONNECTION:

N/A

BACKGROUND:

Honorary Degree nominations from the University of Maine System campuses are presented annually for approval. In accordance with Board practice, the nominations are presented a year in advance and will be reviewed in Executive Session. Action will be taken in the public meeting without identification of the individual honorees. Publicity is the responsibility of the campus after arrangements for conferral of the degree are complete.

TEXT OF PROPOSED RESOLUTION:

That the Board of Trustees approves the 2022 nomination for Honorary Degrees for the University of Maine at Presque Isle as presented.

Attachment:

[Honorary Degree Nomination for 2022 - List](#) (*Confidential*)

[Honorary Degree Nomination for 2022 - Narratives](#) (*Confidential*)

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University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Confirmation of Boards of Visitors' Appointment for 2021-2022, UMPI

INITIATED BY: Dannel P. Malloy, Chancellor

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY:

University of Maine System Charter

UNIFIED ACCREDITATION CONNECTION:

N/A

BACKGROUND:

In accordance with the University of Maine System Charter, each Board of Visitors consists of up to 20 members recommended by campus Presidents and confirmed by the Board of Trustees. Membership should reflect the mission of the university and the region it serves. Boards of Visitor appointment recommendations from the Presidents are outlined in the attached biographical sketches distributed to the Board of Trustees.

Campuses may contact the potential candidate(s) to determine his/her interest prior to submitting the name(s) to the Clerk's Office. The list of proposed members may be larger than the number of seats the President intends to fill, understanding that this is the list from which they will draw to extend invitations.

TEXT OF PROPOSED RESOLUTION:

That the Board of Trustees confirms the University of Maine at Presque Isle Boards of Visitors' appointment for 2021-2022, as presented.

Attachments:

[2021 UMPI BOV Proposed Candidate](#) (*Confidential*)

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University of Maine System
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AGENDA ITEM SUMMARY

NAME OF ITEM: BOV – Chancellor Engagement

INITIATED BY: Dannel P. Malloy, Chancellor

BOARD INFORMATION: **BOARD ACTION: X**

BACKGROUND:

In November 2014, the Board of Trustees endorsed a charter creating the *Board of Trustees/Board of Visitors Executive Committee*, a model of collaboration between the Chancellor, the Board of Trustees, and the Board of Visitors. In assessing the role and makeup of the committee and in listening to Board of Visitor (BOV) members and reviewing comments that followed the BOT/BOV Summits, it is now clear that while the Executive Committee served an essential purpose following its inception, it is time to reimagine the engagement between the Chancellor and UMS BOVs.

BOV members have expressed a desire to engage more fully with the Chancellor and System leadership, including UMS presidents and Maine Law Dean. Further, BOT members are actively involved in multiple UMS meetings, and balancing all of the commitments asked of them is time-consuming. Therefore, it is the recommendation of the Chancellor that the charter is sunsetted to make way for an updated process and schedule and expanded group, all of which is beyond the scope of the current model.

TEXT OF PROPOSED RESOLUTION:

That the Board of Trustees endorses sunsetting the charter for the Board of Trustees/Board of Visitors Executive Committee and replacing it with an updated process and schedule of engagement to be shared with the Trustees at the Board's May 2022 meeting.

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University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Tenure Request, Professor in the Department of Mathematics & Statistics, UM

INITIATED BY: Dannel P. 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. Joan Ferrini-Mundy be awarded tenure, at the rank of Professor in the Department of Mathematics & Statistics, effective upon Board approval. Upon the conclusion of her service as University of Maine President, she would have the option to assume the full-time faculty position. This request would serve as an exception Board of Trustees Policy 310 which states that “a chief academic officer or other university employee in a position at the level of vice president may be considered for tenure to be effective upon assuming a full-time faculty appointment after completion of service in the administrative position.” Dr. Ferrini-Mundy’s credentials have been reviewed by the peer committee in the Department of Mathematics and Statistics and has received their full support.

The Academic and Student Affairs Committee, approved this item to be forwarded for Board of Trustee approval at the January 24, 2022 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 Department of Mathematics and Statistics with tenure to be effective January 24, 2022.

Attachment:

[UM Tenure Request – Background](#) (*Confidential*)

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University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: UMS Fraternal Order of Police Employees – Participation in MainePERS

INITIATED BY: Dannel P. Malloy, Chancellor

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY:

407 – Labor Relations

UNIFIED ACCREDITATION CONNECTION:

N/A

BACKGROUND:

At its September 27, 2021 meeting, the UMS Board of Trustees approved the tentative collective bargaining agreement reached between UMS and the Fraternal Order of Police, Lodge # 100 (“FOP”), and authorized the Chancellor to sign the new agreement provided it was ratified in the same form by UMS police unit members.

FOP unit members ratified the collective bargaining agreement with UMS on October 28.

A newly-negotiated benefit in the FOP agreement allows unit members to make a one-time choice to continue participation in a MainePERS retirement plan instead of UMS’s separate standard 403(b) retirement savings plan. (This benefit was of particular interest to this unit in the most recent negotiations, as some unit members have already contributed to the MainePERS based on their employment with municipal police departments before coming to UMS.)

In order for UMS police unit employees who wish to do so to participate in MainePERS, the UMS Board is required to approve limited participation with MainePERS on the terms set forth in the resolution below.

The Human Resources and Labor Relations Committee approved this item to be forwarded to the January 24, 2022 Board of Trustees meeting, for approval of the following resolution:

TEXT OF PROPOSED RESOLUTION

That the UMS Board of Trustees accepts the recommendation of the Human Resources and Labor Relations Committee and agrees to limited participation in MainePERS on the following terms:

- a) Effective July 1, 2022, UMS will and does hereby join MainePERS for its FOP police unit members, to include police officers, dispatchers, campus security officers and security guards who work more than 20 hours per week and who are not seasonal or temporary as defined by the Appendix to MainePERS Chapter 802 under Special Plan 2C.

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- b) This approval does not permit any other UMS employees to be eligible to participate in MainePERS.
- c) Eligible UMS FOP unit members who elect to participate with MainePERS will not be able to purchase prior service credits with MainePERS at this time.
- d) UMS Chancellor Dannel Malloy is hereby authorized to sign an appropriate agreement between UMS and MainePERS to implement this resolution and the MainePERS participation election benefit that it authorizes.

University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: FY2022 & FY2023 Compensation and Benefit Changes for Non-Represented Management Group and Non-Represented Faculty (including Maine Law)

INITIATED BY: Dannel P. Malloy, Chancellor

BOARD INFORMATION: **BOARD ACTION:** X

BOARD POLICY:
N/A

UNIFIED ACCREDITATION CONNECTION:
N/A

BACKGROUND:

Non-represented employees are in positions which are not covered by collective bargaining agreements. Compensation and employee policies for these employees are recommended by the Chancellor and approved by the Board of Trustees.

The Chancellor recommends wage, salary, and benefit adjustments for non-represented Salaried, Hourly, University Supervisors and Confidential employees. For FY2022 and FY2023, non-represented salaried and hourly staff who are not Management Group employees received the same pay increases as similarly situated employees in the ACSUM (hourly) and UMPSA (salaried) bargaining units based upon the collective bargaining agreements approved by the Board at its September 2021 meeting.

The Chancellor now recommends that the Board proceed with approving FY2022 and FY2023 pay increases for non-represented faculty (including Maine Law) and Management Group employees. Across the System, there are 69 Management Group employees, 15 Maine Law faculty, and 137 other non-represented faculty who will be impacted by this adjustment.

Salary and Wages

The following describes pay increases available to eligible employees. Non-represented employees may also be eligible for individual pay increases under existing policies such as a promotion, reclassification, the addition of significant increased responsibilities, retention, and correction of inequities.

To be eligible for an increase described below an employee must be actively employed and receiving pay in the pay period in which the increase is processed. To be eligible for the base pay increase for FY2022, employees must have been employed in a regular status as of June 30, 2021. To be eligible for a base pay increase in FY2023, employees must have been employed in a regular status as of June 30, 2022.

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Non-Represented Faculty, Law Faculty, Non-represented Part-time Faculty, Management Group, Presidents and Chancellor:

There will be a general three percent (3%) base salary increase pool for the Management Group, to be allocated among respective Management Group employees by their university presidents, the Maine Law dean, and the Chancellor for both FY2022 and FY2023. Non-represented faculty, including Maine Law faculty, will receive three percent (3%) increases for FY2022 and FY2023. Increases effective back to the beginning of FY2022 will be paid in the next payroll following full approval by the Board.

The Human Resources and Labor Relations Committee approved this item to be forwarded to the January 24, 2022 Board of Trustees meeting, for approval of the following resolution:

TEXT OF PROPOSED RESOLUTION:

That the Board of Trustees accepts the recommendation of the Human Resources and Labor Relations Committee and approves the management group and non-represented faculty compensation and benefit changes for FY2022 and FY2023 as presented.

University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: University of Maine System (UMS) Statement on Environmental, Social and Governance Investing

INITIATED BY: Mark R. Gardner, Chair

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY:

Section 709 - Investments

UNIFIED ACCREDITATION CONNECTION:

N/A

BACKGROUND:

UMS investment consultants, Kelly Regan and Jay Roney of NEPC, addressed the Board of Trustees at its May 24, 2021 meeting, providing an overview of the UMS Environmental, Social and Governance (ESG) investment strategy. Since that time, the Investment Committee has met with student leaders to promote further understanding of the University's portfolio construction and to hear about the positive impacts of ESG investing including reducing fossil fuel exposure in the portfolios. At its November 9th meeting, the Committee also heard from one of its ESG investment managers (Newton) who noted that UMS was an early adopter of ESG placing UMS ahead of its peers. Because of these and other thoughtful discussions, the Investment Committee continues to support an ESG investing strategy and proposes the adoption of the following Statement on Environmental, Social and Governance (ESG) investing:

University of Maine System Statement on Environmental, Social and Governance Investing:

The University of Maine System (UMS) Investment Committee has been in open dialogue with students since 2013 in their concerted effort to have the UMS divest from fossil fuels. The UMS adopted the holistic approach of Environmental, Social, and Governance (ESG) investing in 2016, working closely with students. This approach has allowed the UMS to select best in class managers who analyze companies through an ESG lens alongside financial factors. In addition, ESG investing aligns with the UMS's values all the while keeping the Board's fiduciary responsibility front and center.

By investing with managers who invest in companies with good ESG quality, the UMS is investing in companies that are striving to develop competitive advantages versus peers through innovation, resource efficiency, and many other sustainable factors that may lead to revenue improvement ultimately improving future returns. Additionally, evidence shows that commitment to ESG policies has a real impact on the financial health and long-term performance of a company. Those companies with strong ESG practices may also achieve reputational benefits and potential out-performance, contributing to our portfolio returns.

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Being an early adopter of the ESG approach has moved UMS ahead of its peers with its portfolios' fossil fuel exposure declining significantly - to a de minimus percentage - while maintaining risk and return goals. Working with its advisor, UMS will continue to monitor its investments to improve performance as a dedicated ESG investor.

The financial strength of the UMS portfolios supports our mission of providing first-rate higher education at a reasonable cost in order to improve the quality of life for the citizens of Maine. Generous benefactors have entrusted us with these funds and our fiduciary obligation is to invest such funds wisely so that today's students and future generations of students benefit – through scholarship and by keeping education affordable.

TEXT OF PROPOSED RESOLUTION:

That the Board of Trustees approves the recommendation of the Investment Committee and accepts the University of Maine System Statement on Environmental, Social and Governance Investing as stated above.

University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: FY2022-FY2023 IT Capital Spending Plan

INITIATED BY: Dannel P. Malloy, Chancellor

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY:

N/A

UNIFIED ACCREDITATION CONNECTION:

Facilitate modification and change management within enterprise systems to support Unified Accreditation goals and outcomes.

BACKGROUND:

The University of Maine System requests authorization to expend up to \$3.945 million on deferred and emerging technology initiatives to improve disaster recovery/business continuity, enhance information security, network reliability and support effective change management and incident response as we initiate the Repaving MaineStreet initiative.

There are several areas of focus covered by this proposal, including:

- Disaster Recovery/Business Continuity – investment in expansion of enterprise storage and virtualization infrastructure along with improved enterprise server backup and replication functionality to ensure system failover capacity. Replacement of aged battery backup systems in the UMS Data Centers.
- Enhancing Information Security – investment in contemporary digital forensics tools to enhance and improve intrusion detection, centralized data collection and incident analysis. Additional expansion of current storage environment for the UMS-wide video surveillance platform is also included.
- Network Reliability – investments in modernizing the UMS IP Address Management system and expanding network firewall capacity by replacing legacy or homegrown solutions with contemporary tools; addressing structured cabling needs that were not included in the Wireless Infrastructure project.
- Change Management/Incident Response – investment in enterprise tools to assist with the management of enterprise system configuration changes and decisions and to optimize ability to receive and address incident reports; expand capacity for load testing and application testing as we initiate the Repaving MaineStreet project.

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The proposed projects within each focus area along with the projected total investment cost are noted in the table below:

Project Name	Project Description	Total Cost
Disaster Recovery/Business Continuity	Enterprise Server Backup/DR Investment in backup to improve disaster recovery capability.	\$400,000.00
	Enterprise Virtualization Infrastructure Investment to maintain/expand enterprise virtual server hosting capabilities.	\$530,000.00
	Enterprise Storage Expansion Investment to maintain/expand enterprise storage capabilities.	\$600,000.00
	Orono Switchroom Power Dist./Battery Replacement Rebuild DC powerplant and replace backup batteries.	\$180,000.00
	USM UPS Refurbishment/Batteries Replace UPS system batteries for Portland Data Center.	\$55,000.00
Information Security	Digital Forensics Replace existing forensic hardware with improved centralized collection and analysis environment.	\$45,000.00
	Video Surveillance Storage Expansion Investment in digital storage for the enterprise video surveillance system in order to provide dependable access to surveillance footage across UMS.	\$20,000.00
Network Reliability	IP Address Management/DNS/DHCP Replace existing Address Management system with a commercial solution.	\$800,000.00
	Improved Firewall Replace pilot firewall project with a robust firewall for the data centers in Orono and Portland.	\$450,000.00
	UMF Preble Hall Re-cabling Bring structured cable plant in Preble Hall up to modern standards in support of telephone and network services.	\$100,000.00
Change Management/ Incident Response	Service Management/Ticketing/PPM Unified Service Management & Project Portfolio Management system to drive operational efficiency and effectiveness, project performance, strategic planning, reporting, and governance.	\$635,000.00
	Load Testing Software Acquire tool for load testing of major system implementations and modifications.	\$50,000.00
	Application Testing Framework Software to automate regression (and other) testing of software prior to go live.	\$80,000.00
Total		\$3,945,000.00

The Finance, Facilities and Technology Committee approved this item to be forwarded to the January 24, 2022 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 System to expend up to \$3,945,000 for deferred and emerging technology initiatives. The funding source will be previously earned temporary investment income.

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University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Renovation of 274 Front Street for Expansion of UMF Sweatt-Winter Child Care and Early Education Center

INITIATED BY: Dannel P. Malloy, Chancellor

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY:

701 – Budgets, Operating & Capital

UNIFIED ACCREDITATION CONNECTION:

The technology in the classroom located in the building will allow Early Childhood and Early Childhood Special Education undergraduate and graduate faculty opportunities to provide more training and professional development about best practices as well as the ability to offer summer institutes at the new facility that will be open to students and staff from other UMS campuses. The new Sweatt-Winter Child Care and Early Education Center will be a model for nature-based education that other campuses can learn from.

BACKGROUND:

a. Summary of the request

The University of Maine System acting through the University of Maine at Farmington (UMF) requests authorization to spend up to \$3,100,000 to conduct a renovation by replacement of UMF's Sweatt-Winter Child Care Center which includes early childhood programming and workforce training opportunities. This cost is in addition to the February 2019 purchase price of \$850,820 that was approved by the Finance, Facilities & Technology Committee and accepted by the Board of Trustees in January 2019. This phase of the project budget consists of the renovation portion of the project to renovate 274 Front Street to move its Sweatt-Winter Child Care Center from the middle of the campus into a newly renovated Sweatt-Winter Child Care and Early Education Center located at the entrance to campus.

b. Overall requested budget and funding source

This request is pursuant to Board of Trustees Policy 701 which requires projects with a total cost of more than \$500,000 to be considered by the Board of Trustees or its Finance, Facilities and Technology Committee. In this case the Committee's recommendation will be forwarded to the full Board for approval at the January 24, 2022 Board meeting. The overall renovation phase of the project is estimated to be \$3,100,000. Funding is earmarked as follows: up to \$1,400,000 from 2018 State Bond, \$600,000 from the Congressionally Directed Spending earmark, \$1,000,000 from Maine Job Recovery Act and \$100,000 from the Lennox Foundation.

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

The new facility will directly address the impacts of the pandemic, including reducing educational and economic disparities. There is a positive correlation between the rigorous

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preparation and degree attainment of early childhood educators and the outcomes of their students, especially those who are at-risk. Additionally, the expanded center will ensure more young children in Franklin County have access to quality early learning so their parents can fully participate in the workforce and improve their own economic outlook and that of this rural region.

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

This is a shovel-ready project. UMF plans to modernize and expand its nationally accredited childcare center by renovating a former call-center it has already purchased into a 10,384 square-foot state-of-the-art, multi-use, all-inclusive childcare and academic facility offering direct experience for students enrolled in undergraduate and graduate early childhood education classes. At least 20 new infant/toddler slots will be added and enrollment in UMF's early childhood education degree programs will be expanded by at least 20% to help produce more of the early childhood professionals Maine needs. UMF students will have opportunities for paid work study and internship placements at the center.

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

The project does not result in an increase in square footage. The NAV of the building is currently 77.5% and an increase in NAV is expected after renovation is complete. Operation of the facility has already been absorbed into UMF's budget as it is currently being used as the campuses COVID-19 testing center.

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

Initially to meet the needs of the program, the campus looked at a renovation and expansion project to the existing facility or the Kalikow Education Center. In 2019 when this property became available it was determined to be a better location and more cost-effective project.

h. Timeline for start, occupancy and completion

The schematic design is complete, the bid package is being developed and tentative advertisement is scheduled for January 25, 2022. The following are estimated construction dates pending Board approval:

- March 15, 2022 Construction award
- April 15, 2022 Construction starts
- December 31, 2022 Construction finish
- January 15, 2023 Opening of expanded facility; including additional slots for infant care

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. None

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

The Governor has recently committed to expand public Pre-K for which a four-year teaching degree is typically required. There is an even more pressing need for qualified and certified early educators and Maine's 10-year economic plan and the Economic Recovery committee

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recommends investments that grow the early childhood educator workforce and increase access to quality, affordable early learning and care.

The Finance, Facilities and Technology Committee approved this item to be forwarded to the January 24, 2022 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 System acting through the University of Maine at Farmington to expend up to \$3,100,000 comprised of 2018 Bond, Congressionally Directed Spending earmark, Foundation award(s) and the Maine Job Recovery Act, for renovation to 274 Front Street as the new home of the Sweatt-Winter Child Care and Early Education Center. The approved initial spending limit is set at \$1,500,000 with the additional \$1,600,000 to be authorized by the Chancellor and Vice Chancellor for Finance and Administration & Treasurer contingent upon obtaining confirmation of the Maine Jobs Recovery funds as well as the Congressionally Directed Spending earmark.

University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: New Academic Program Proposal: Doctorate of Nursing Practice (DNP), UMFK

INITIATED BY: Dannel P. Malloy, Chancellor

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY:

305.1 Program Approval, Review &
Elimination Procedures

UNIFIED ACCREDITATION CONNECTION:

This is not a collaborative program but has been developed with input from all UMS nursing program leads and will align resources and efforts with existing programs.

BACKGROUND:

The University of Maine at Fort Kent (UMFK) is seeking permission to offer a Doctor of Nursing Practice (DNP) program as a continued credentialing pathway from their proposed Master of Science in Nursing (MSN) program.

As described in the included proposal from UMFK, the program is being developed in a modality unique to other UMS doctoral nursing programming as an online, accelerated format with multiple start dates designed to appeal to working professionals and students seeking additional educational credentials to meet the State of Maine nursing shortage. Maine is also experiencing a shortage in nurse educators. The DNP will assist in preparing practitioners for clinical and classroom teaching experiences. Curriculum development will be completed in consultation with Academic Partnerships (AP) and the Commission on Collegiate Nursing Education. While not structured as a collaborative program, UMFK has worked with all of the nursing programs in the UMS to ensure programming is not duplicative and that required clinical placements will be able to support the increase in enrollments. Curriculum and coursework will be aligned to develop transferable pathways to and from existing UMS programming.

The proposal was reviewed at all appropriate faculty and administrative levels at UMFK 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 DNP on December 20, 2021.

This item was an action item for the January 3, 2022 Academic & Student Affairs Committee meeting. After discussion, the Committee decided to forward the item to the full Board for further discussion and approval as a full Board action item at the January 24, 2022 Board of Trustees meeting.

TEXT OF PROPOSED RESOLUTION:

That the Board of Trustees authorizes the creation of the Doctorate of Nursing Practice degree for the University of Maine at Fort Kent.

Attachment:

[New Academic Program Proposal: Graduate Nursing Programs at UMFK](#)

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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 January 24, 2022 Board meeting:

November 9, 2021 – Investment Committee Meeting

November 15, 2021 – Board of Trustees Meeting

December 16, 2021 – Ad Hoc Committee on Strategic Planning Meeting

January 3, 2022 – Academic & Student Affairs Committee Meeting

January 3, 2022 – Human Resources & Labor Relations Committee Meeting

January 6, 2022 – Executive 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.

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University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: New Academic Program Proposal: Master of Science in Nursing (MSN), UMFK

INITIATED BY: Dannel P. Malloy, Chancellor

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY:

305.1 Program Approval, Review &
Elimination Procedures

UNIFIED ACCREDITATION CONNECTION:

This is not a collaborative program but has been developed with input from all UMS nursing programs.

BACKGROUND:

The University of Maine at Fort Kent (UMFK) is seeking permission to offer graduate level nursing practitioner programs with pathways leading to a Master of Science in Nursing with the following specialty tracks; adult gerontology nurse practitioner (ANP), acute psychiatric mental health nurse practitioner (Acute PMHNP), and primary psychiatric mental health nurse practitioner (Primary PMHNP).

As described in the included proposal from UMFK, the graduate programs are being developed in an online, accelerated format with multiple start dates designed to appeal to working professionals and undergraduate students seeking additional educational credentials to meet the state of Maine nursing shortage. While not structured as a collaborative program, UMFK has worked with all of the nursing programs in the UMS to ensure programming is not duplicative and that required clinical placements will be able to support the increase in enrollments.

The proposal was reviewed at all appropriate faculty and administrative levels at UMFK 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 MSN on December 20, 2021.

The Academic and Student Affairs Committee approved this item to be forwarded to the Consent Agenda for Board of Trustee approval at the January 24, 2022 Board Meeting.

TEXT OF PROPOSED RESOLUTION:

That the Board of Trustees accepts the recommendation of the Academic & Student Affairs Committee and authorizes the creation of a Master of Science in Nursing program with specialty tracks in adult gerontology and psychiatric mental health at the University of Maine at Fort Kent.

Attachment:

[New Academic Program Proposal: Graduate Nursing Programs at UMFK](#)

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University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Establishment of the Elliott R. Barker, III Professorship in Chemical Engineering, UM

INITIATED BY: Dannel P. Malloy, Chancellor

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY:

711 Named Chairs and Professorships

UNIFIED ACCREDITATION CONNECTION:

BACKGROUND:

The Elliott R. Barker, III Professorship in Chemical Engineering is presented to the Board for approval. This professorship was created in the University of Maine Foundation in 2017 and will meet the minimum endowment value of \$250,000 needed to establish a professorship within the University of Maine by the end of December 2022. The Barker Professorship is presented now, supported with a University of Maine Foundation endowment valuing \$260,725 as of September 30, 2021.

The purpose of this professorship is to attract an outstanding faculty member to the University of Maine or to retain a current, outstanding faculty member in the College of Engineering by providing its Dean with the resources to competitively attract and/or retain outstanding faculty. The income from the endowment shall be used to provide an annual stipend to the individual that shall not be considered as part of the holder's annual salary. The balance of the income may also be allocated by the holder to provide undergraduate and graduate student support, equipment, technical and clerical assistance, travel and other needs related to the teaching, research, and service activities of the holder. The holder of the Barker Professorship shall have an outstanding teaching and scholarly record.

The determination whether the holder is to be recruited or to be a current member of the faculty shall be made by the Dean of the College of Engineering in consultation with the Chair of Chemical and Biomedical Engineering. When used to attract an outstanding faculty member, the Professorship should be widely advertised and the selection shall be made by normal faculty search procedures. When used to retain a current, outstanding faculty member, selection shall be made by an ad hoc committee appointed by the Dean.

Nominations for the Professorship shall be recommended to the Provost and then forwarded to the President of the University of Maine. The President will forward the recommendation for final approval to the University of Maine System Chancellor. Appointments shall be for a term of five years. The fund shall be administered by the Dean of the College of Engineering in consultation with the Provost.

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The Finance, Facilities and Technology Committee approved this recommendation to be forwarded to the Consent Agenda for Board of Trustee approval at the January 24, 2022 Board of Trustees meeting.

TEXT OF PROPOSED RESOLUTION:

That the Board of Trustees accepts the recommendation of the Finance, Facilities and Technology Committee and authorizes the establishment of the Elliott R. Barker, III Professorship in Chemical Engineering.

[Board of Trustees Policy 711 – *Named Chairs & Professorships*](#)

University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Establishment of the Dan '63 and Betty Churchill Professorship in Climate Policy and International Affairs, UM

INITIATED BY: Dannel P. Malloy, Chancellor

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY:

711 Named Chairs and Professorships

UNIFIED ACCREDITATION CONNECTION:

BACKGROUND:

The Dan '63 and Betty Churchill Professorship in Climate Policy and International Affairs is presented to the Board for approval. This professorship was created in the University of Maine Foundation in 2020 with a bequest expectancy of \$1,500,000 and a five-year pledge of \$300,000 (\$60,000 per year) to begin funding the position in the 2021-2022 academic year, which surpasses the minimum annual gift requirement for the term appointment.

The purpose of this professorship is to provide the University of Maine with resources to competitively attract and retain outstanding tenure-eligible faculty in the School of Policy and International Affairs through an annual stipend for the holder of the Churchill Professorship. The balance of the income may be allocated for possibilities such as benefits, travel expenses, and other needs related to the teaching, research, and service activities at the discretion of the Dean of the College of Liberal Arts and Sciences in consultation with the Director of the School of Policy and International Affairs. The holder of the Churchill Professorship shall have demonstrated, or have the potential to demonstrate, an outstanding teaching and scholarly record with respect to climate change policy.

A selection committee will be formed and charged according to the University of Maine's standard policies and practices for such committees. Nominations for the Professorship shall be submitted to the Provost and then forwarded to the President of the University of Maine for final approval. Appointments shall be for a term of five years, unless the position is designated as tenure eligible through a combination of Churchill Professorship endowment funds and contributions from a UMaine college, and shall require approval by the President and Provost.

The Dean of the College of Liberal Arts and Sciences in consultation with the Executive Vice President for Academic Affairs & Provost shall administer distributions from the fund.

The Finance, Facilities and Technology Committee approved this recommendation to be forwarded to the Consent Agenda for Board of Trustee approval at the January 24, 2022 Board meeting.

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TEXT OF PROPOSED RESOLUTION:

That the Board of Trustees accepts the recommendation of the Finance, Facilities and Technology Committee and authorizes the establishment of the Dan '63 and Betty Churchill Professorship in Climate Policy and International Affairs.

[Board of Trustees Policy 711 – *Named Chairs & Professorships*](#)

University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Establishment of the Norman B. Stetson '62 Professorship in Electrical and Computer Engineering, UM

INITIATED BY: Dannel P. Malloy, Chancellor

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY:

711 Named Chairs and Professorships

UNIFIED ACCREDITATION CONNECTION:

BACKGROUND:

The Norman B. Stetson '62 Professorship in Electrical and Computer Engineering is presented to the Board for approval. This professorship was created in 2020 with a quasi-endowed fund of \$155,000 held at the University of Maine Foundation, which surpasses the minimum annual gift requirement for the term appointment. As of September 30, 2021, the market value of the fund is \$187,349.

The purpose of this professorship is to provide the University of Maine with resources to competitively attract and retain outstanding faculty in the Department of Electrical and Computer Engineering through an annual stipend (not to be considered part of the holder's salary) for the holder of the Stetson Professorship. The balance of the income may be allocated for possibilities such as benefits, summer salary, travel expenses, equipment, technical and clerical assistance, and other needs related to the teaching, research, and service activities of the holder, as well as undergraduate and graduate student support, at the discretion of the Dean of the College of Engineering. The holder of the Stetson Professorship shall have demonstrated, or have the potential to demonstrate, an excellent teaching and scholarly record and strong leadership skills.

A selection committee will be formed and charged according to the University of Maine's standard policies and practices for such committees. Nominations for the Professorship shall be recommended to the Provost and then forwarded to the President of the University of Maine for final approval. Appointments shall be for a term of five years and require approval by the President.

The Dean of the College of Engineering in consultation with the Chair of the Department of Electrical and Computer Engineering and the Executive Vice President for Academic Affairs & Provost shall administer the fund.

The Finance, Facilities and Technology Committee approved this recommendation to be forwarded to the Consent Agenda for Board of Trustee approval at the January 24, 2022 Board meeting.

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TEXT OF PROPOSED RESOLUTION:

That the Board of Trustees accepts the recommendation of the Finance, Facilities and Technology Committee and authorizes the establishment of the Norman B. Stetson '62 Professorship in Electrical and Computer Engineering.

[Board of Trustees Policy 711 – *Named Chairs & Professorships*](#)

University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Renaming of former North Stevens Hall, UM

INITIATED BY: Dannel P. Malloy, Chancellor

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY:

803 – Naming of Physical Facilities

UNIFIED ACCREDITATION CONNECTION:

Non-applicable

BACKGROUND:

The University of Maine System, acting through the University of Maine (UM) requests authorization to rename the building wing formerly named North Stevens Hall as “Karen L. Boudreau, Esq. Hall” (formal designated name) and “Boudreau Hall” (common name).

This request is pursuant to Board Policy 803 *Naming of Physical Facilities*, which requires Board approval for the naming of any physical facility in the University of Maine System, after receiving a proposal from the UM Foundation and at the recommendation of the campus President.

Stevens Hall (*a.k.a. Center Stevens Hall*) was built in 1924 as the Arts & Sciences Building. With construction in 1932 of the north and south wings the original building and adjacent wings were renamed to Stevens Hall, North Stevens, and South Stevens in honor of the College of Arts & Sciences first Dean, James A. Stevens upon his retirement in 1932 and completion of the additional wings. The university has identified an opportunity to rename the North Stevens wing to Karen Boudreau Hall as a result of a substantial donation. Stevens Hall and South Stevens Hall will remain with their current names.

After due diligence and careful deliberation and consultation, in accordance with Board Policy Section 803, President Ferrini-Mundy recommended the name of “Karen L. Boudreau, Esq. Hall” (formal designated name) and “Boudreau Hall” (common name) for the building to Chancellor Malloy and he accepted the recommendation.

Per Board Policy 803 Section 3.b. “Benefactor naming: A donor may be recognized when a person, organization or corporation has provided substantial funding for a facility or other entity as defined below. Each University may offer such opportunities to acknowledge donors’ roles in advancing its mission and so that as an institution the university can express its deep appreciation in a concrete manner. Naming opportunities are not transactional in nature; they are not offered “for sale.” The university president will advise what is considered “substantial funding” based on the project and the naming opportunities. Consideration shall be given to the visibility and use of the space, current market, donor interest, and campus and peer institution comparables.

Criteria shall include:

- i. New Construction: (which may include maintenance endowments): Gift amounts shall provide a substantial portion of the project's total cost.
- ii. Existing Facilities: The gift(s) shall provide a substantial amount of funding for maintenance, repairs, and/or enhancement or renovation of a facility or space."

In this case the donors to the University will provide the University \$1,000,000, with the payment terms of the first 50% (\$500,000) within three (3) months of the Board of Trustee's approval and the second 50% (\$500,000) at a rate of \$100,000 per calendar year for each of the following years. The Donors have the option of paying in advance of this schedule and reducing the amount owed in subsequent years so long as the annual payment deadlines are met. The University will utilize the funds for maintenance, repairs, and/or enhancement or renovation of the facility. Upon approval the University anticipates the official renaming to be completed Summer of 2022 with a dedication tentatively planned for July 14, 2022. A copy of the gift agreement for the building is attached.

The Finance, Facilities and Technology Committee approved this recommendation to be forwarded to the Consent Agenda for Board of Trustee approval at the January 24, 2022 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 to rename the former North Stevens Hall as "Karen L. Boudreau, Esq. Hall" (formal designated name) and "Boudreau Hall" (common name).

Attachments:

[Karen L. Boudreau Biographical Information](#)

[Karen L. Boudreau, Esq. and Thomas S. Jensen, M.D. UMS Naming Gift Agreement](#)

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University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Ferland Engineering Education & Design Center (EEDC) Budget Update, University of Maine

INITIATED BY: Dannel P. Malloy, Chancellor

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY:

701 – Budgets Operating & Capital

UNIFIED ACCREDITATION CONNECTION:

The Ferland EEDC will serve as an anchor and model facility for research-based instruction in engineering on the UMaine campus and for UMS. As UMS TRANSFORMS planning for the Maine College of Engineering, Computer and Information Sciences continues, Ferland EEDC will be a resource for collaborative programs and opportunities for students across UMS campuses.

BACKGROUND:

a. Summary of the request.

The University of Maine System acting through the University of Maine (UM) requests authorization to expend up to an additional \$6 million to complete construction and fit out of the Ferland Engineering Education and Design Center, bringing the total authorization to \$78 million. Funding for the increased budget comes from additional privately raised funds.

b. Overall requested budget and funding source.

This request is pursuant to Board of Trustees Policy 701, which requires projects with a total cost of more than \$500,000, and changes to the budget of these projects, to be considered by the Board of Trustees or its Finance, Facilities and Technology Committee. In this case the Committee's recommendation will be forwarded to the Consent Agenda for approval at the January 24, 2022 Board meeting.

At the March 2020 Board meeting the university requested and was approved to increase the spending authority of the project to \$72 million. At that time, it was noted that a final budget authorization would be required prior to the completion of the project. The current request reflects that and is to cover costs associated with fit out of the facility such as furniture, equipment, and IT fixtures in the building.

The project cost is being funded by University revenue bonds supported with State debt service funding, privately raised funds and other resources as identified by the University. Through fundraising, over \$25 million has been raised. This current request is for approval to expend the amount necessary to complete the construction and fit out the facility.

- c. **More detailed explanation of rationale for project and metrics for success of the project (ROI or other).** None
- d. **Explanation of the scope and substance of the project as needed to supplement (a) and (c) above.** See prior approvals.
- e. **Changes, if any, in net square footage or ongoing operating costs resulting from the project.** See prior approvals.
- 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.** See prior approvals.
- h. **Timeline for start, occupancy and completion.** The project continues on track for completion in summer of 2022 and occupancy in time for the Fall 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.** No additional authorization is expected.
- j. **Additional information that may be useful to consideration of the 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 January 24, 2022 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 to increase the Ferland EEDC project authorization by \$6 million bringing the total authorization to expend up to \$78 million. Funding for the increased budget will come from additional privately raised funds.

Attachment:

[Ferland EEDC Funding - Background](#)

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University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Priority 1 Athletic Field Improvements, University of Maine

INITIATED BY: Dannel P. Malloy, Chancellor

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY:

701 – Budgets, Operating & Capital

UNIFIED ACCREDITATION CONNECTION:

The facility improvements will not only improve conditions for the varsity and recreational sports programs on the Orono campus but also provide improved inventory of high-end facilities for other System campuses to host events and practices as needed.

BACKGROUND:

a. Summary of the request.

The University of Maine requests authorization to expend up to \$14 million to construct and make improvements to the soccer, softball and field hockey venues, and continue planning and design of the overall Athletics Master Plan. Funding for this work will be from the Harold Alfond Foundation (HAF) grant funding and matching contributions. The Harold Alfond Foundation (HAF) has made a \$90 million commitment to the University of Maine for major upgrades to the athletic facilities and the University is expected to match these funds with \$20 million. The construction and improvements to these athletic fields will be the first phase of a multiyear upgrade to the athletic venues.

b. Overall requested budget and funding source.

This request is pursuant to Board of Trustees Policy 701 which requires projects with a total cost of more than \$500,000 to be considered by the Board of Trustees or its Finance, Facilities and Technology Committee. In this case the Committee's recommendation will be forwarded to the Consent Agenda for approval at the January 24, 2022 Board meeting. The project budget for this first phase is estimated at \$14 million and would be funded by Harold Alfond Foundation grant funding and matching contributions.

c. More detailed explanation of rationale for project and metrics for success of the project (ROI or other). The mission of the University of Maine's Intercollegiate Athletics program is to provide equitable intercollegiate athletic opportunities, and academic support for hundreds of university students. The renovations and construction will transform Maine's only Division 1 athletics program while improving athlete safety and advancing gender equity.

d. Explanation of the scope and substance of the project as needed to supplement (a) and (c) above. Presently the women's soccer team is playing their games on the baseball field. The work at the soccer venue will entail construction of a soccer facility including playing surface, creation of spectator seating, support facilities, lighting and other related utilities for this venue. The scope of improvements to the softball and field hockey venues during this

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phase will be dependent on availability of funds remaining outside of the soccer venue and utility costs and will focus on improvements for safety and equity.

- e. **Changes, if any, in net square footage or ongoing operating costs resulting from the project.** Operating costs for these venues will be borne by University Athletics.
- f. **Budget for the project and further elaboration on funding source and selection as needed to supplement (b) above).** Project is donor-funded from the Harold Alfond Foundation grant and from matching contributions.
- g. **Alternatives that were considered to meet the need being addressed by this project.** The project is the first part of the overall campus Athletics Master Plan.
- h. **Timeline for start, occupancy and completion**
Design is currently in process with construction anticipated to start in the spring of 2022, with completion of the first venue in August 2022 before the start of Fall 2022 sport seasons.
- 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 authorization for costs and additional space as related to the Athletic Master Plan projects funded with the Harold Alfond Foundation grant funding and matching contributions will be presented as the design, funding and scheduling are formalized.
- j. **Additional information that may be useful to consideration of the item.**
The University of Maine may borrow against its cash reserves for less than a year while waiting for sufficient HAF grant funds to be received to fund this portion of the work.

The Finance, Facilities and Technology Committee approved this recommendation to be forwarded to the Consent Agenda for Board of Trustees approval at the January 24, 2022 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 to expend up to \$14 million to construct and make improvements to the soccer, softball, and field hockey venues, and continue planning and design of the overall Athletics Master Plan. Funding for this work will be from the Harold Alfond Foundation grant funding and matching contributions.

University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: 300 Fore St. Renovation and Fit Out Increase, University of Maine and University of 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 to increase the authorization for the Portland, 300 Fore Street renovation and fit out project by \$5,500,000 for a total expenditure of up to \$11,500,000.

b. Overall requested budget and funding source:

This request is pursuant to Board Policy 701 – *Budgets, Operating & Capital*, which requires projects with a total cost of more than \$500,000 or changes to such projects, 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 Consent Agenda at the January 24, 2022 meeting of the Board of Trustees for consideration.

The current request is for the authorization of an additional \$5,500,000 for a total of \$11,500,000 for the renovation and fit out of 300 Fore Street in Portland. In September of 2021, the Board authorized an initial \$6 million. Recognizing uncertainties in the construction materials and labor market it is anticipated that additional requests may be needed. Timing of the project is such that the current request is necessary to minimize impacts to the schedule and associated further cost increases. Funding will come from the Bobby Monks & Bonnie Porta gift to Maine Center Ventures for Maine Law/Maine Center occupancy of 300 Fore Street, \$2,500,000 from the University of Maine as well as up to \$8,000,000 in 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):

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With the long-term lease and potential purchase 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 to accommodate the classrooms, student collaboration space, library space, and faculty and staff offices. Because the nature of this project involved seizing the opportunity to secure the space when it was available, the final cost of the full renovations is still being estimated and evaluated. The team continues to look for ways to minimize these costs, while assuring a professional building. The current request will allow the project to move into construction in January with a goal of completing construction in the summer of 2022.

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

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

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 finalized. The current budget of \$11,500,000 is expected to provide for design, permitting, renovation 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:

Design of the project is substantially complete and bids are being reconciled through the CM@Risk contractor. The guaranteed maximum price is due from the contractor in early January. Based on preliminary review of that number, it is clear that additional funding will be needed. However, waiting until then for this approval will jeopardize the ability to complete the project for fall 2022 move in. The current goal is to occupy and hold classes here at the start of the fall '22 semester. This is a very tight schedule especially given current shortages in the construction labor market as well as extended material lead times. The team is working diligently to achieve this goal. The passage of this resolution will preserve the opportunity to achieve the fall 2022 goal schedule at the lowest cost. Deferral of consideration will jeopardize the timeline and cost.

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 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 recommendation to be forwarded to the Consent Agenda for Board of Trustee approval at the January 24, 2022 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 and the University of Maine School of Law acting through the University of Maine System to expend an additional \$5,500,000 for a total of \$11,500,000 for the design, permitting, renovation and 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.

University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Wieden Hall Renovation - Project Budget Modification &
Internal Loan Request, University of Maine at Presque Isle

INITIATED BY: Dannel P. Malloy, Chancellor

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY:

701 – Budgets Operating & Capital

UNIFIED ACCREDITATION CONNECTION:

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

BACKGROUND:

a. Summary of the request:

The University of Maine System acting through the University of Maine at Presque Isle (UMPI), requests authorization to increase the budget for the Wieden Hall renovation project by \$2,500,000 for a total project budget of \$6,257,000. The university also requests authorization to fund this additional budget request of up to \$2,500,000 through an internal loan. Any outstanding loan amount will be reduced as gift funds are received.

b. Overall requested budget and funding source:

This request is pursuant to Board of Trustees Policy 701 which requires projects with a total cost of more than \$500,000 and changes to the budget of these projects to be considered by the Board of Trustees or its Finance, Facilities and Technology Committee. In this case the Committee's recommendation will be forwarded to the Consent Agenda for approval at the January 24, 2022 Board meeting.

In May of 2021, the Board authorized a budget of \$3,757,000 for this project with the understanding that additional funding would be required. The funding for the initial authorization is through 2018 State bond funds. The current project budget request is for a total of up to \$6,257,000 with the additional \$2,500,000 to be funded through an internal loan and/or gift funds.

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

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

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programs and in direct support of its relevant academic programs. The project is expected to improve the building's net asset value. An extensive building evaluation assessment was conducted by WBRC in 2016 highlighting the need for renovation at Wieden Hall leading to \$3,757,000 being earmarked in 2018 bond funds for the project.

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

Due to timing the project was broken into two phases. The first phase, a new electrical service to the building, was completed over the summer of 2021. Phase two of the project will include roof and structure replacement and reinforcements, boiler and fire protection system upgrades, and multiple upgrades to the gymnasium proper. Other areas of the building with known deficiencies will not be addressed at this time due to a lack of funding.

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

This project will not add or remove square footage and operating costs for the facility are not expected to increase as a result of this project.

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:

This project was considered as a potential for renovation through replacement. The cost to replace the Gymnasium portion of the building was estimated to be over \$16.5 million and to replace the entire building over \$21 million. While this would be a preferred solution, funding the project at this level was unattainable.

h. Timeline for start, occupancy and completion:

The phase II work will be bid following Board authorization, with construction to begin as soon as possible in 2022 and completion in early 2023. The building will be partially occupied during most of construction.

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:

If additional funding becomes available to address the other areas as mentioned in item d. additional requests will come forward at that time.

j. Additional information that may be useful to consideration of the 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 January 24, 2022 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 Presque Isle:

- To increase the total renovation budget of the Wieden Hall Renovation to \$6,257,000, and,
- To approve an internal loan of up to \$2.5 million for the Wieden Hall Renovations.

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University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Science Building Renovation for Dubyak Center Expansion,
University of Southern Maine

INITIATED BY: Dannel P. Malloy, Chancellor

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY:

701 – Budgets, Operating & Capital

UNIFIED ACCREDITATION CONNECTION:

The Dubyak Center supports synergy and future collaboration with computational and digital innovation efforts across the System. It strengthens connections between academic and research programs in computer science, data science, and cybersecurity. The secondary functions of innovation, commercialization, and K-12 initiatives overlaps with other UMS campuses and strengthens connections between USM researchers and educators with local industry and sister campuses. This project focuses on the immediate regional needs while creating a high impact nexus point for interfacing USM programs with other UMS campuses.

BACKGROUND:

a. Summary of the request.

The University of Southern Maine is requesting authorization to expend up to \$2.5 million for renovation to expand its Michael E. Dubyak Center for Digital Science and Innovation located on the second floor of the Science Building on the Portland Campus. Funds for this project will come from \$1.5 million in Maine Job Recovery funds and \$1 million in 2018 State bonds. The renovation would provide a physics classroom, digital computer classroom, an innovation technology café, research labs, staff offices and spaces for collaboration. By keeping the existing structure and shell in place, the project consists primarily of an interior fit-up with the exception of some minor mechanical reconfiguration to serve the new program spaces and an upgrade to the mechanical systems serving an existing server room to remain. Infrastructure and utilities serving adjacent spaces and floors are to remain as-is and stay operational during construction. The vision of the University is to provide a high-end technology and modern space in both function and aesthetic.

b. Overall requested budget and funding source

This request is pursuant to Board of Trustees Policy 701 which requires projects with a total cost of more than \$500,000 to be considered by the Board of Trustees or its Finance, Facilities and Technology Committee. In this case the Committee's recommendation will be forwarded to the Consent Agenda for approval at the January 24, 2022 Board meeting. The project budget is estimated at \$2.5 million and would be funded by \$1.5 million in Maine Job Recovery funds and \$1 million in 2018 State bonds.

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

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This Michael E. Dubyak Center for Digital Science and Innovation was seeded by a gift to support the creation of a central facility to advance digital sciences with an expectation to impact Southern Maine. The initial component was USM's Maker Innovation Studio and Step up STEM efforts. Those are established and very successful with impactful partnerships with Maine Health, NEOC, and the community. This project request is the renovation of second floor of the C-Wing of the Science Building as a nexus point and signature facility for UMS. Completing the Dubyak Center would advance computation and research capabilities in A.I., Big Data, Linguistics, and other fields, as well as innovation in the form of industry collaboration and IP. To effectively partner with Roux Institute and maintain the System's influence in the Portland region, it is optimal to complete work during Summer 2022 and launch Fall 2022.

Academic programing has already been vetted and approved (includes MS in Computer Science, Data Science, and Cybersecurity:USM/UMA). Development of new programming including internship and K-16 student pathways would begin immediately upon receipt of successful funding. Maine Robotics and USM K-12 summer camps are also ready to go. Milestones within the first year includes: (1) completion of facility; (2) increasing Maine Robotics K-12 camp opportunities to more than 700; (3) public launch of tech transfer capabilities; (4) Successful expansion of USM's Cyber Ambassador program.

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

This renovation and expansion of the Dubyak Center will create a cornerstone facility to support job growth, skills development, and collaboration. The Center will integrate efforts across USM academic departments and colleges, local industry, Roux Institute, Maine Med Innovation Cohort, Maine Medical Center Research Institution, and the University of Maine System. Funding would be used to develop approximately 6,500 square feet of underused, open space on the second floor of the Science Building on USM's Portland Campus. This renovation will expand the Science Building computer lab space from 15 students to 75 students by adding 60 seats. The Center will fully house the Department of Computer Science in a centralized location. The second floor space currently is partially finished, open area surrounding a sealed closed room.

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

The project encompasses existing heated and cooled space within the Science Building so will not change the square footage and changes in operating costs, if any, are expected to be minimal.

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

Post construction, many of the programs and research efforts have been identified as impactful to the state of Maine. MEIF and MTI have both expressed interest to invest in the success of the project.

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

The proposal addresses both a strategic priority to advance academics and to utilize derelict space. Portland campus is extremely space constrained in terms of office and research space. There is no current alternative to effectively advance computer science and data science space needs. A more costly but effective alternative would be to build an additional floor to the

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science building (6th floor) and include a technology center or start-up incubator space.

h. Timeline for start, occupancy and completion

Design is currently in process with construction to start in May 2022 at the end of the semester with completion in August 2022 before the start of Fall 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. No further consideration is anticipated at this time.

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

This proposal strongly supports the UMS Transforms and MCECIS initiative. It supports COVID recovery for the State. The Center would assist with three COVID needs: (1) provide a pipeline to replenish and grow Maine's workforce including K-12 opportunities; (2) assist small businesses and Maine Health on product innovation; and (3) assist households, small businesses, and nonprofits with digital and cybersecurity support. Additionally, the project supports bond-funded priority to increase the technical workforce. The Center would expand the State's ability to grow digital expertise and community technical support.

The Finance, Facilities and Technology Committee approved this recommendation to be forwarded to the Consent Agenda for Board of Trustee approval at the January 24, 2022 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 Southern Maine to expend up to \$2.5 million for renovation to expand its Michael E. Dubyak Center for Digital Science and Innovation located on the second floor of the Science Building on the Portland Campus. Funding for this project would be from Maine Jobs Recovery funds and 2018 State Bonds. The approved initial spending limit is set at \$1,000,000 with the additional \$1,500,000 to be authorized by the Chancellor and Vice Chancellor for Finance and Administration & Treasurer contingent upon obtaining confirmation of the Maine Jobs Recovery funds.

University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Unified Accreditation and Unified Catalog Update

INITIATED BY: Dannel P. 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 share two updates:

- 1) a summary of NECHE's November 29, 2021 letter to Chancellor Malloy addressing the May 2021 evaluation visit, and a brief description of how the Commission's feedback will be applied to our preparations for the October 2022 evaluation visit and to the self study; and
- 2) a status report on the Unified Catalog initiative.

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University of Maine System Managed Investment Pool

TOTAL PLAN PERFORMANCE

	Market Value (\$)	% of Portfolio	Policy %	1 Mo (%)	Fiscal YTD (%)	YTD (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)
MIP Composite	448,573,749	100.0	100.0	-1.6	1.0	8.6	13.2	11.3	9.3	6.6	7.8
Allocation Index				-1.7	1.1	10.1	14.2	11.9	10.0	7.3	8.1
Policy Index				-1.6	1.1	9.7	13.5	11.8	10.2	7.6	8.3
Total Domestic Large Cap	107,097,196	23.9	22.0	-0.7	6.8	23.1	27.9	20.3	17.8	14.1	15.9
S&P 500				-0.7	6.9	23.2	27.9	20.4	17.9	14.2	16.2
SSgA S&P 500	107,097,196	23.9	22.0	-0.7	6.8	23.1	27.9	20.3	17.8	14.1	16.1
S&P 500				-0.7	6.9	23.2	27.9	20.4	17.9	14.2	16.2
Total Domestic Small/Mid Cap	27,328,958	6.1	6.0	-3.8	1.5	22.5	32.1	18.3	15.1	12.1	14.6
Russell 2500				-4.2	-2.2	14.4	23.1	16.0	13.5	11.4	13.8
Westfield Capital	13,826,945	3.1	3.0	-5.0	1.8	12.6	21.4	22.0	19.5	13.9	15.7
Russell 2500 Growth				-5.2	-3.8	4.5	13.5	20.2	17.7	13.9	15.6
DFA	13,502,014	3.0	3.0	-2.5	1.2	31.9	42.2	13.2	9.5	9.3	12.5
Russell 2000 Value				-3.4	-2.7	23.2	33.0	11.5	9.1	9.2	11.8
Global Equity	46,412,644	10.3	10.0	-3.1	3.1	12.2	17.9	--	--	--	--
MSCI World				-2.2	3.3	16.8	21.8	16.9	14.6	10.6	12.2
Walter Scott Global Equity	46,412,644	10.3	10.0	-3.1	3.1	12.2	17.9	--	--	--	--
MSCI World				-2.2	3.3	16.8	21.8	16.9	14.6	10.6	12.2
Total International Equity (including emerging markets)	85,990,931	19.2	21.0	-3.5	-6.1	0.1	6.3	8.8	8.0	4.4	6.1
MSCI EAFE				-4.7	-2.7	5.8	10.8	9.8	9.2	5.5	7.4
Morgan Stanley	20,980,162	4.7	5.0	-5.2	-7.4	-0.7	5.3	8.0	8.3	4.4	6.6
JO Hambro	20,927,088	4.7	5.0	-2.2	0.8	5.1	9.0	--	--	--	--
MSCI EAFE				-4.7	-2.7	5.8	10.8	9.8	9.2	5.5	7.4
Kabouter International Opportunities Offshore Fund II	15,076,893	3.4	4.0	-4.9	-11.9	-10.5	-5.1	3.4	--	--	--
MSCI EAFE Small Cap				-5.6	-3.3	5.5	12.7	11.5	10.7	8.8	10.1
Emerging Markets Equity	29,006,787	6.5	7.0	-2.5	-6.6	3.5	12.0	13.5	9.4	4.6	5.1
Emerging Markets Equity Custom Benchmark				-3.5	-7.9	4.5	12.4	11.9	11.1	6.2	5.9
Aberdeen Emerging Mkts	13,832,345	3.1	3.5	-6.1	-11.4	-6.1	3.0	12.6	10.2	5.5	5.6
MSCI Emerging Markets				-4.1	-11.0	-4.3	2.7	9.3	9.5	5.1	5.2
Mondrian EM Small Cap	15,174,442	3.4	3.5	1.0	-2.0	13.4	21.0	14.0	8.3	3.5	--
MSCI Emerging Markets Small Cap				-2.9	-4.9	14.0	22.8	14.3	10.5	6.3	--



November 30, 2021

University of Maine System Managed Investment Pool

TOTAL PLAN PERFORMANCE

	Market Value (\$)	% of Portfolio	Policy %	1 Mo (%)	Fiscal YTD (%)	YTD (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)
Total Fixed Income	112,984,775	25.2	26.5	0.1	0.9	2.3	3.4	5.8	4.5	3.5	4.4
Bloomberg US Aggregate TR				0.3	0.3	-1.3	-1.2	5.5	3.7	3.1	3.0
Commonfund	54,238,181	12.1	9.5	0.2	0.4	-0.5	0.4	5.7	4.3	3.4	4.0
Bloomberg US Aggregate TR				0.3	0.3	-1.3	-1.2	5.5	3.7	3.1	3.0
Vanguard Inflation-Protected Securities	7,820,195	1.7	3.5	0.9	3.7	5.5	6.7	8.4	5.1	--	--
Bloomberg US TIPS TR				0.9	3.8	5.6	6.8	8.5	5.2	4.0	3.1
Vanguard Short-Term Inflation-Protected Securities	7,536,800	1.7	3.5	0.2	2.1	5.0	5.9	--	--	--	--
Bloomberg US TIPS 1-5 Yr TR				0.1	2.2	5.1	6.2	5.4	3.5	2.6	1.9
Blackrock Strategic Income Opportunities	21,323,562	4.8	5.0	-0.4	-0.6	0.7	2.0	5.2	--	--	--
3-Month Libor Total Return USD				0.0	0.0	0.1	0.2	1.1	1.4	1.1	0.9
Bain Capital Senior Loan Fund	22,066,037	4.9	5.0	-0.2	1.8	6.4	7.9	5.5	--	--	--
Credit Suisse Leveraged Loans				-0.2	1.2	4.7	6.1	4.4	4.4	4.1	4.8
Total GAA	35,405,110	7.9	7.5	-2.3	0.3	4.3	7.1	6.1	5.1	3.2	4.3
40% Bloomberg Agg/30% MSCI ACWI/30% ICE BoA 91-day T-Bills*				-0.6	0.6	3.6	5.1	8.2	8.0	5.8	7.0
Newton Global Real Return	35,405,110	7.9	7.5	-2.3	0.3	4.3	7.7	8.8	6.5	--	--
40% Bloomberg Agg/30% MSCI ACWI/30% ICE BoA 91-day T-Bills				-0.6	0.6	3.6	5.1	7.5	6.1	--	--
Total Hedge Funds	29,977,257	6.7	7.0	-1.0	-0.2	-1.0	5.3	11.3	7.1	4.9	4.7
HFRI Fund of Funds Composite Index				-1.6	0.7	5.7	9.6	7.7	5.8	4.1	4.4
Lighthouse	29,977,257	6.7	7.0	-1.0	-0.2	-1.0	5.3	11.3	7.8	--	--
Credit Suisse Long Shrt Eqt USD				-3.0	-0.1	5.2	9.6	7.5	6.8	4.7	6.3
Private Equity	2,387,571	0.5	0.0	0.0	7.4	12.7	49.6	12.8	15.7	11.4	--
Landmark Equity Partners XV	2,387,571	0.5	0.0	0.0	7.4	12.7	49.6	12.8	15.7	11.4	--
CJA US All PE (1 Qtr Lag)				0.0	13.5	39.5	53.9	20.8	19.5	15.5	15.3
Total Cash	989,307	0.2	0.0								
Distribution Account	989,307	0.2	0.0	0.0	0.0	0.0	0.0	0.7	0.8	0.6	0.4
91 Day T-Bills				0.0	0.0	0.0	0.0	0.9	1.1	0.8	0.6

Notes:

Fiscal YTD begins 7/1

Blended Index: 40% Bloomberg Aggregate, 30% Bloomberg U.S. TIPS 1-10YR, 10% S&P 500, 10% Bloomberg 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 11/30/2021.

In Sept 2021, the benchmark for Newton Global Real Return changed to 40% Bloomberg Agg/30% MSCI ACWI/30% ICE BoA 91-day T-Bills.

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



University of Maine System Pension Plan

TOTAL PLAN PERFORMANCE

	Market Value (\$)	% of Portfolio	Policy %	1 Mo (%)	Fiscal YTD (%)	YTD (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)
Pension Composite	24,950,462	100.0	100.0	-0.5	2.4	6.6	9.5	10.1	7.8	5.8	7.0
Allocation Index				-0.8	1.8	7.5	9.9	9.4	7.9	6.2	7.3
Policy Index				-0.8	1.8	7.2	9.5	9.5	8.1	6.3	7.4
Total Global Equity	7,469,388	29.9	30.0	-3.0	3.5	12.6	18.4	--	--	--	--
MSCI World				-2.2	3.3	16.8	21.8	16.9	14.6	10.6	12.2
Walter Scott Global Equity Fund	7,469,388	29.9	30.0	-3.0	3.5	12.6	18.4	--	--	--	--
MSCI World				-2.2	3.3	16.8	21.8	16.9	14.6	10.6	12.2
Emerging Markets Equity	780,870	3.1	3.0	1.0	-2.0	13.4	21.0	14.0	8.3	3.5	--
Emerging Markets Equity Benchmark				-2.9	-4.9	14.0	22.8	14.4	12.6	7.2	6.6
Mondrian EM Small Cap	780,870	3.1	3.0	1.0	-2.0	13.4	21.0	14.0	8.3	3.5	--
MSCI Emerging Markets Small Cap				-2.9	-4.9	14.0	22.8	14.3	10.5	6.3	--
Total Fixed Income	10,540,081	42.2	43.0	0.1	0.6	0.5	1.1	5.7	4.1	3.3	3.8
Bloomberg US Aggregate TR				0.3	0.3	-1.3	-1.2	5.5	3.7	3.1	3.0
Baird Aggregate Bond Fund - BAGIX	7,233,975	29.0	26.0	0.2	0.2	--	--	--	--	--	--
Bloomberg US Aggregate TR				0.3	0.3	-1.3	-1.2	5.5	3.7	3.1	3.0
Vanguard Inflation-Protected Securities	460,682	1.8	3.5	0.9	3.7	5.5	6.7	8.4	--	--	--
Bloomberg US TIPS TR				0.9	3.8	5.6	6.8	8.5	5.2	4.0	3.1
Vanguard Short-Term Inflation-Protected Securities - VTSPX	454,131	1.8	3.5	0.2	2.1	5.0	5.9	--	--	--	--
Bloomberg US TIPS 1-5 Yr TR				0.1	2.2	5.1	6.2	5.4	3.5	2.6	1.9
BlackRock Strategic Income Opportunities	1,171,087	4.7	5.0	-0.4	-0.6	0.7	2.0	5.2	--	--	--
3-Month Libor Total Return USD				0.0	0.0	0.1	0.2	1.1	1.4	1.1	0.9
Bain Capital Senior Loan Fund	1,220,206	4.9	5.0	-0.2	1.8	6.4	7.9	5.5	--	--	--
Credit Suisse Leveraged Loans				-0.2	1.2	4.7	6.1	4.4	4.4	4.1	4.8
Total GAA	1,903,984	7.6	8.0	-2.3	0.3	4.3	7.7	9.0	6.7	4.3	5.2
40% Bloomberg Agg/30% MSCI ACWI/30% ICE BoA 91-day T-Bills*				-0.6	0.6	3.6	5.1	8.2	8.0	5.8	7.0
Newton Global Real Return	1,903,984	7.6	8.0	-2.3	0.3	4.3	7.7	8.8	6.5	--	--
40% Bloomberg Agg/30% MSCI ACWI/30% ICE BoA 91-day T-Bills				-0.6	0.6	3.6	5.1	7.5	6.1	--	--
Total Alternative Investments	1,164,260	4.7	5.0	-1.0	-0.2	-1.0	5.3	11.3	7.1	5.1	5.0
HFRI Fund of Funds Composite Index				-1.6	0.7	5.7	9.6	7.7	5.8	4.1	4.4
Lighthouse	1,164,260	4.7	5.0	-1.0	-0.2	-1.0	5.3	11.3	7.8	--	--
Credit Suisse Long Shrt Eqt USD				-3.0	-0.1	5.2	9.6	7.5	6.8	4.7	6.3



November 30, 2021

University of Maine System Pension Plan

TOTAL PLAN PERFORMANCE

	Market Value (\$)	% of Portfolio	Policy %	1 Mo (%)	Fiscal YTD (%)	YTD (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)
Total Real Assets	2,440,014	9.8	8.0								
Principal	2,440,014	9.8	8.0	6.2	12.9	19.8	20.7	8.6	8.4	9.4	10.2
NCREIF ODCE				0.0	6.6	13.1	14.6	7.1	7.5	8.9	9.9
Total Cash	651,866	2.6	3.0								
Distribution Account	651,866	2.6	3.0	0.0	0.0	0.0	0.0	0.7	0.9	0.6	0.4
91 Day T-Bills				0.0	0.0	0.0	0.0	0.9	1.1	0.8	0.6

Notes:

Fiscal YTD begins 7/1

Blended Index: 40% Bloomberg Aggregate, 30% Bloomberg U.S. TIPS 1-10YR, 10% S&P 500, 10% Bloomberg 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.

In Sept 2021, the benchmark for Newton Global Real Return changed to 40% Bloomberg Agg/30% MSCI ACWI/30% ICE BoA 91- day T-Bills.



November 30, 2021

DISCLAIMERS & DISCLOSURES

Past performance is no guarantee of future results.

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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



University of Maine System Operating Fund

TOTAL PLAN PERFORMANCE

	Market Value (\$)	% of Portfolio	Policy %	1 Mo (%)	Fiscal YTD (%)	YTD (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)
Operating Funds Composite	327,352,225	100.0	100.0	-0.4	0.2	2.2	3.6	5.3	4.2	3.2	3.4
<i>Allocation Index</i>				-0.4	0.3	2.0	3.0	4.5	3.7	2.9	3.1
Liquidity Pool Composite	109,053,169	33.3	30.0	0.0	0.1	0.4	0.4	1.2	1.2	0.9	0.7
State Pool	84,974,119	26.0		0.0	0.2	0.5	0.6	1.4	1.3	1.1	0.8
BOA General Fund	7,593,818	2.3		0.0	0.2	0.4	0.5	0.6	0.5	0.4	0.3
Federated Gov't Obligations	6,390,769	2.0		0.0	0.0	0.0	0.0	0.9	1.0	--	--
JP Morgan US Gov't Money Market Fund	10,094,463	3.1		0.0	0.0	0.0	0.0	0.9	1.0	--	--
<i>FTSE T-Bill 3 Months TR</i>				0.0	0.0	0.0	0.0	1.0	1.1	0.8	0.6
Income Pool Composite	138,136,400	42.2	47.5	-0.1	0.0	0.2	0.7	3.8	2.9	2.5	2.9
Income Research + Management	75,798,997	23.2	26.0	-0.1	-0.4	-0.3	-0.1	3.2	2.3	1.9	--
<i>Bloomberg US Govt/Credit 1-3 Yr. TR</i>				-0.1	-0.3	-0.3	-0.2	2.6	1.9	1.6	1.4
BlackRock Strategic Income Opportunities	21,242,721	6.5	7.0	-0.4	-0.6	0.7	2.0	5.2	4.2	--	--
<i>3-Month Libor Total Return USD</i>				0.0	0.0	0.1	0.2	1.1	1.4	1.1	0.9
Baird Aggregate Bond Fund - BAGIX	22,176,389	6.8	7.5	0.2	0.2	--	--	--	--	--	--
<i>Bloomberg US Aggregate TR</i>				0.3	0.3	-1.3	-1.2	5.5	3.7	3.1	3.0
Bain Senior Floating Rate Fund	18,918,294	5.8	7.0	-0.2	1.8	--	--	--	--	--	--
<i>Credit Suisse Leveraged Loans</i>				-0.2	1.2	4.7	6.1	4.4	4.4	4.1	4.8
Total Return Pool Composite	80,162,656	24.5	22.5	-2.1	0.2	8.5	13.8	12.7	10.0	7.1	7.2
Lighthouse	15,672,134	4.8	5.0	-1.0	-0.2	-1.0	5.3	11.3	7.8	--	--
<i>Credit Suisse Long Shrt Eqt USD</i>				-3.0	-0.1	5.2	9.6	7.5	6.8	4.7	6.3
Newton Global Real Return	11,633,177	3.6	4.0	-2.3	0.3	4.3	7.6	8.8	6.5	--	--
<i>40% Bloomberg Agg/30% MSCI ACWI/30% ICE BoA 91-day T-Bills</i>				-0.6	0.6	3.6	5.1	7.5	6.1	--	--
PIMCO All Asset	12,392,976	3.8	4.0	-2.2	-1.1	11.5	16.1	10.3	8.4	5.7	6.0
<i>Blended Index</i>				-0.2	1.3	2.9	4.1	7.7	5.6	4.6	4.7
Vanguard Total World Stock Index	29,064,369	8.9	9.5	-2.7	0.9	13.7	19.4	16.0	14.0	10.2	--
<i>FTSE Global All Cap Index</i>				-2.7	1.0	13.9	19.5	16.1	14.0	9.5	10.4
BNY Mellon Cash Balance to Cover Pending Trades	11,400,000	3.5		0.0	--	--	--	--	--	--	--
<i>91 Day T-Bills</i>				0.0	0.0	0.0	0.0	0.9	1.1	0.8	0.6

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% Bloomberg Aggregate / 30% Bloomberg U.S. TIPS 1-10YR / 10% S&P 500 / 10% Bloomberg High Yield / 10% JPM EMBI+

Composite excludes external loans.

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

In Sept 2021, the benchmark for Newton Global Real Return changed to 40% Bloomberg Agg/30% MSCI ACWI/30% ICE BoA 91- day T-Bills.



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



Board of Trustees Meeting - January 24, 2022 - ATTACHMENTS

E & G and AUXILIARY FY2022							
Institution	Operations			Deficit Resolution			NET
	Budget	Forecast	Variance	HEERF	Reserve	Stabilization	
UMAINE/UMM	\$ (1,505,655)	\$ (8,993,505)	\$ (7,487,850)	\$ -	\$ 8,993,505	\$ -	\$ -
UMA	(384,675)	(950,918)	(566,243)	-	950,918	-	-
UMF ¹	(3,081,226)	(5,501,896)	(2,420,670)	2,040,460	145,961	1,552,147	(1,763,328)
UMFK	(878,748)	(1,109,707)	(230,959)	1,225,790	-	-	116,083
UMPI	(1,239,582)	(2,481,681)	(1,242,099)	733,486	-	-	(1,748,195)
USM	(1,077,248)	(5,867,053)	(4,789,805)	6,969,120	(1,102,067)	-	-
Law ¹	(1,926,386)	(1,759,349)	167,037	-	-	1,759,349	-
Campus Total	(10,093,520)	(26,664,109)	(16,570,589)	10,968,856	8,988,317	3,311,496	(3,395,440)
Governance	-	-	-	-	-	-	-
University Services	-	-	-	-	-	-	-
Employee Benefit Pool	-	-	-	-	-	-	-
TOTAL	\$ (10,093,520)	\$ (26,664,109)	\$ (16,570,589)	\$ 10,968,856	\$ 8,988,317	\$ 3,311,496	\$ (3,395,440)
¹ Approved Budget Stabilization Fund transfers at year end up to \$1,552,147 for UMF and \$1,926,386 for the Law School to offset any deficits.							

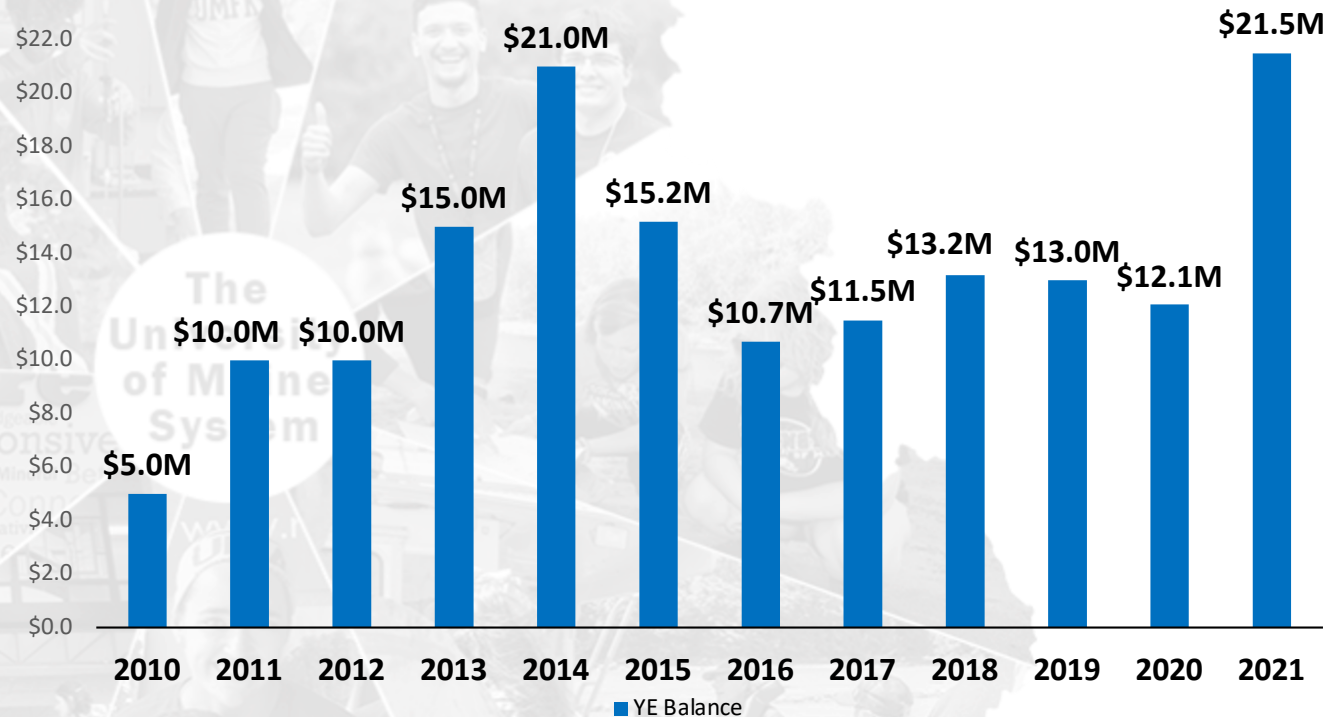
HEERF

	ORIGINAL AWARD	AVAILABLE	BALANCING FY22	BALANCE
UM	\$ 23,617,126	\$ -	\$ -	\$ -
UMM	146,778	-	-	-
UMA	6,062,913	4,811,326	-	4,811,326
UMF	6,333,740	2,040,460	2,040,460	-
UMFK	2,300,814	1,987,461	1,225,790	761,671
UMPI	2,401,420	1,255,831	733,486	522,345
USM	16,017,465	11,604,557	5,867,053	5,737,504
	\$ 56,880,256	\$ 21,699,635	\$ 9,866,789	\$ 11,832,846



Budget Stabilization Fund Balances

FY2010 – FY2020





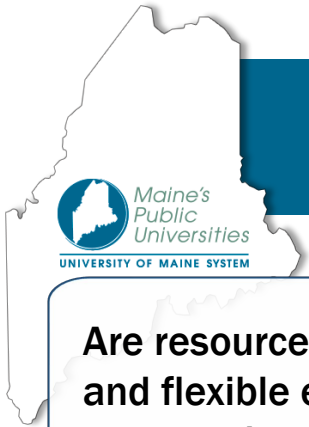
University of Maine System

Core Financial Ratios

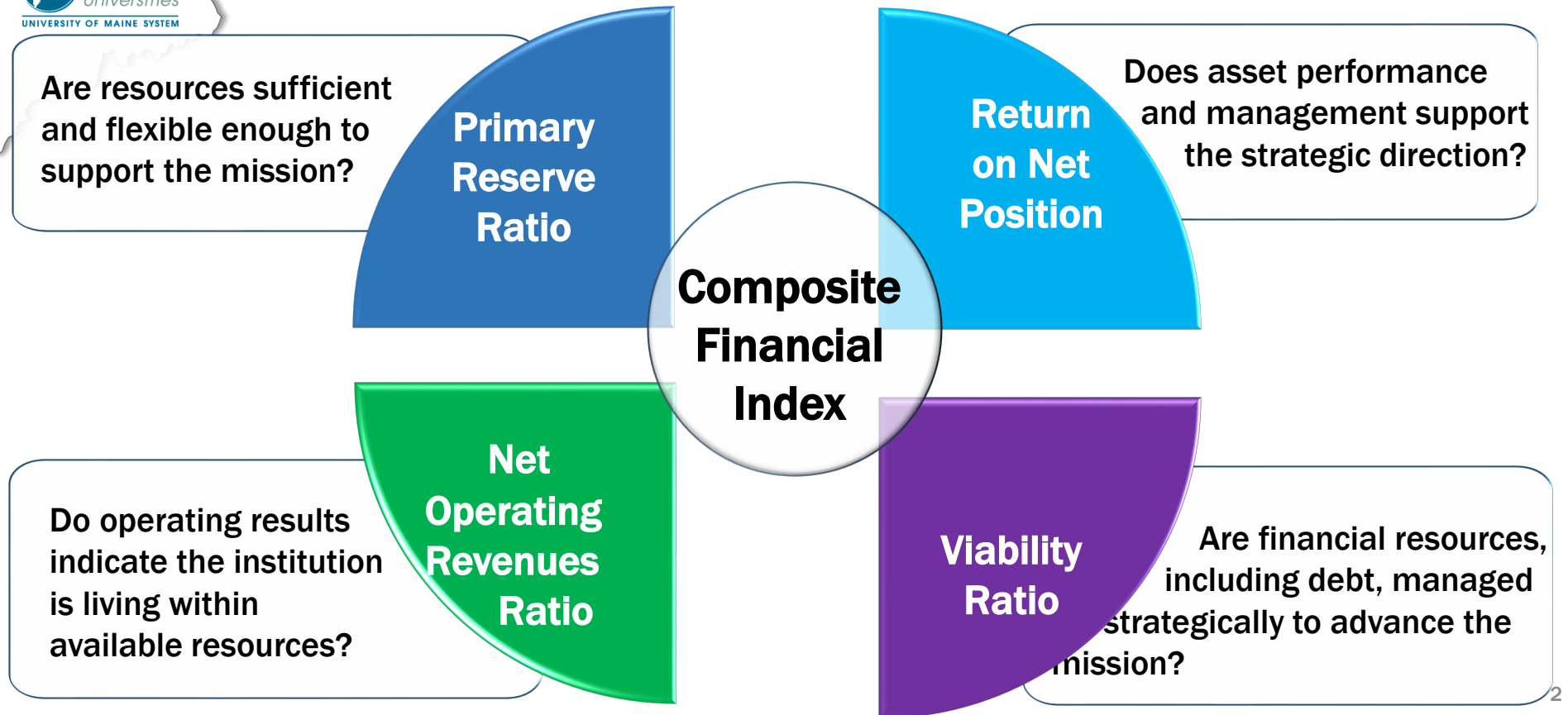
Ryan Low
Vice Chancellor for Finance
and Administration

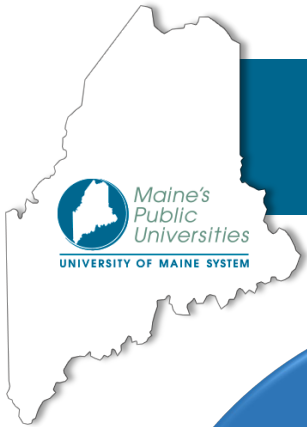
January 2022

1



Core Financial Ratios and Composite Financial Index





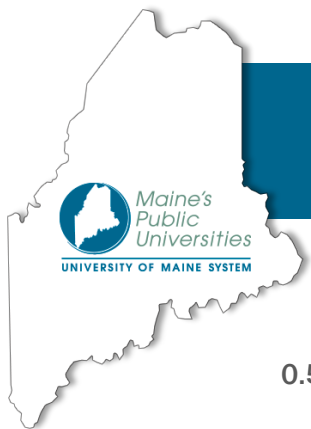
Primary Reserve Ratio

Primary Reserve Ratio

The **Primary Reserve Ratio** provides a snapshot of financial strength and flexibility by indicating how long the institution could function using its expendable net position (both unrestricted and restricted, excluding net position restricted for capital investments) without relying on additional net position generated by operations. This ratio is calculated as follows:

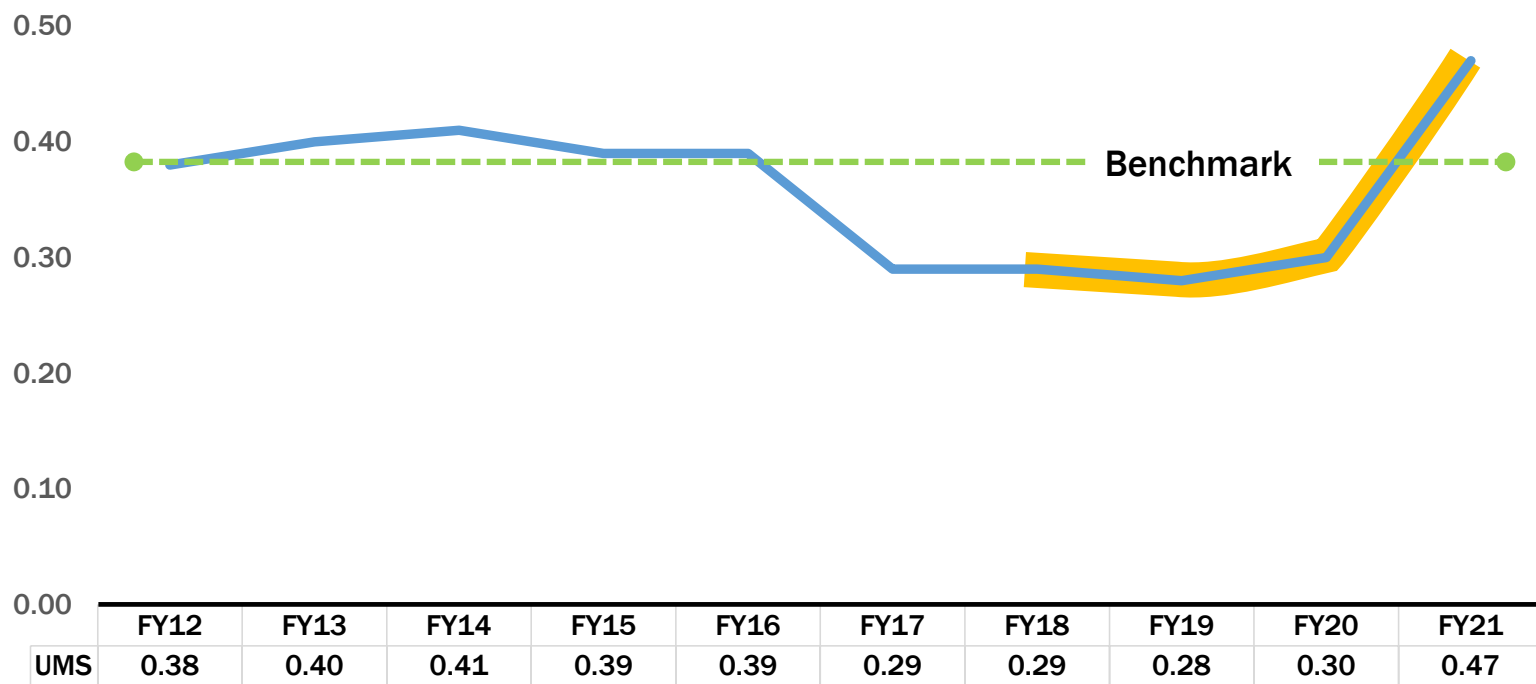
$$\frac{\text{Expendable Net Position}^*}{\text{Total Expenses}}$$

**excluding net positions restricted for capital investments*



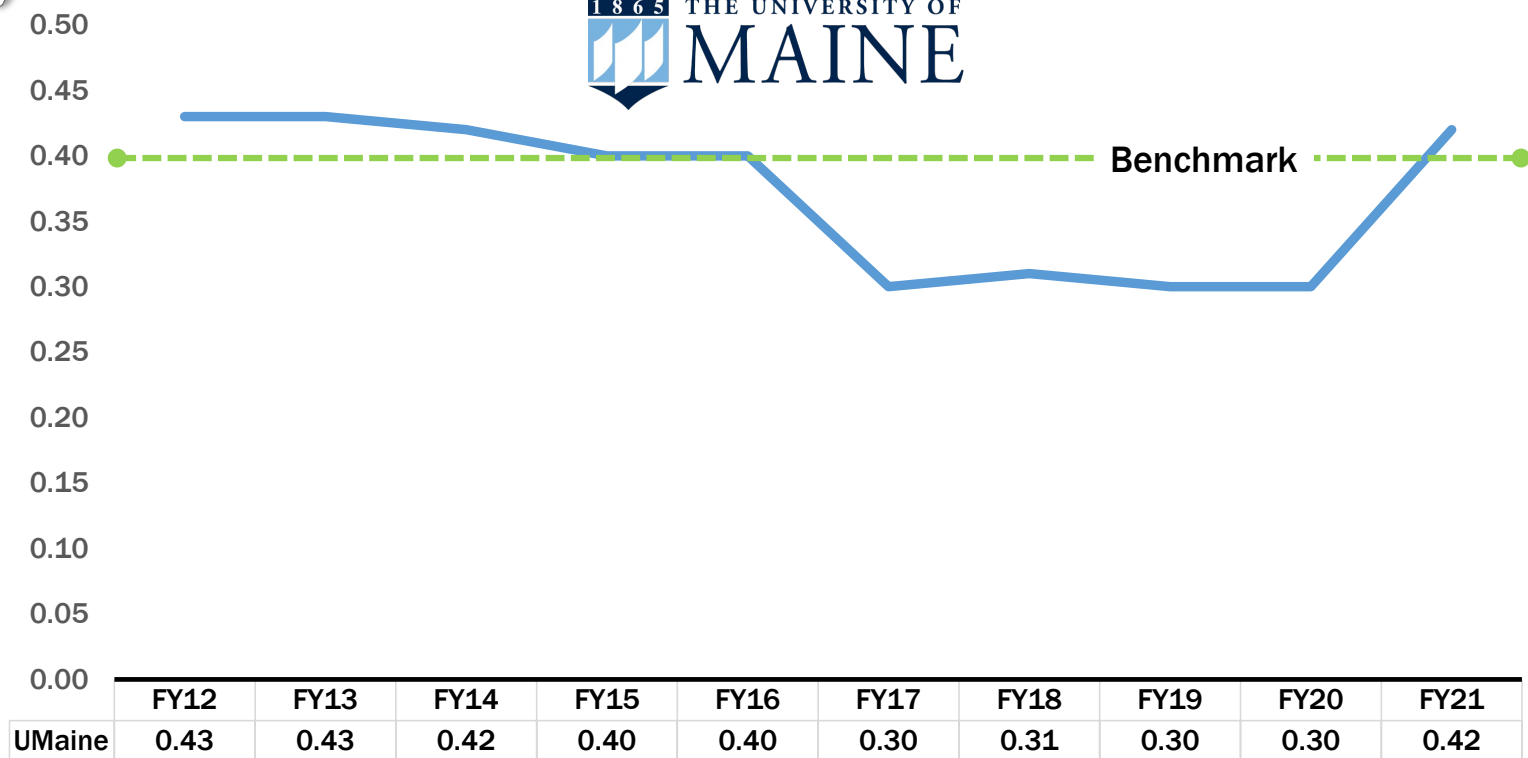
UMS Primary Reserve Ratio

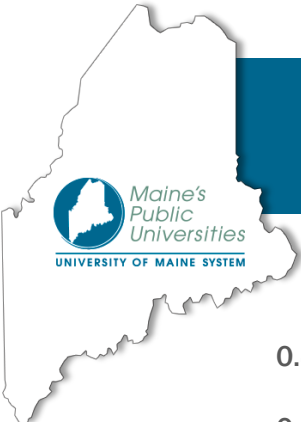
UMS Total



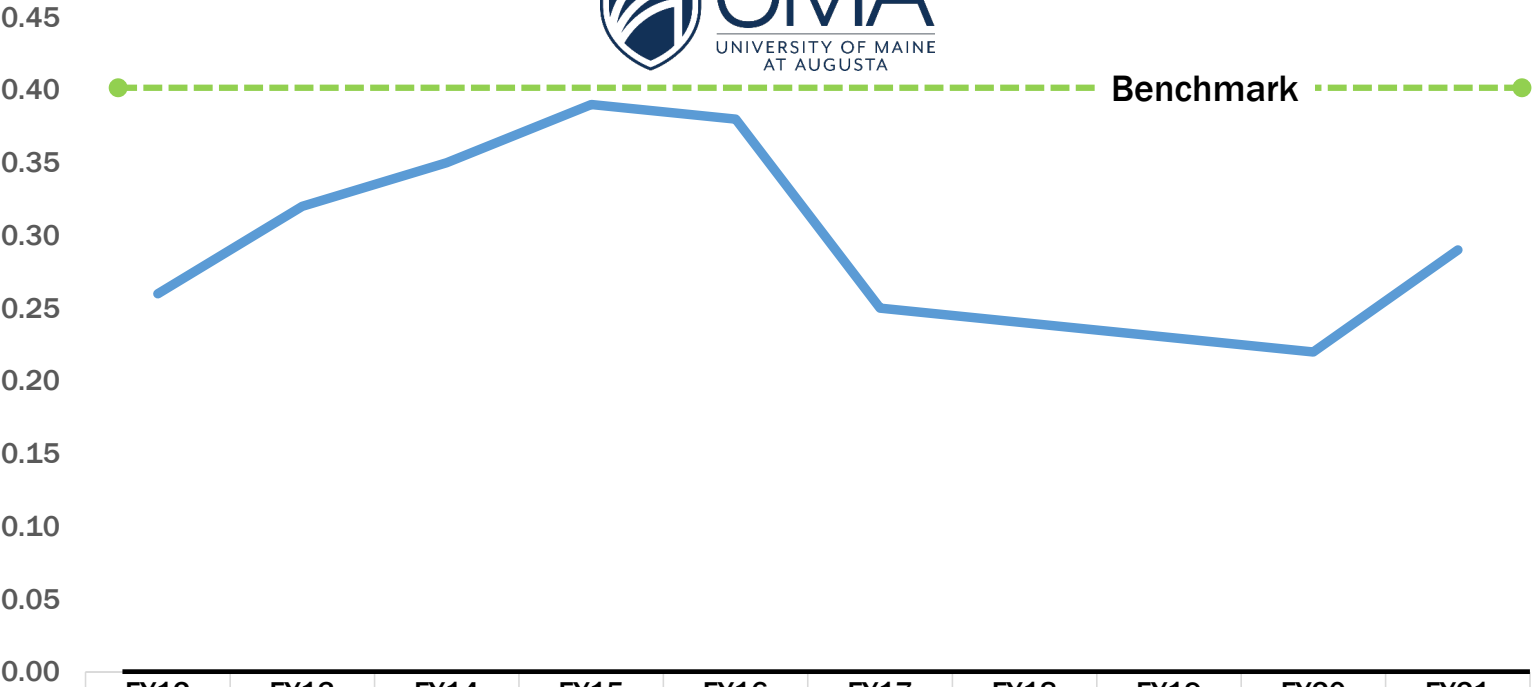


Primary Reserve Ratio

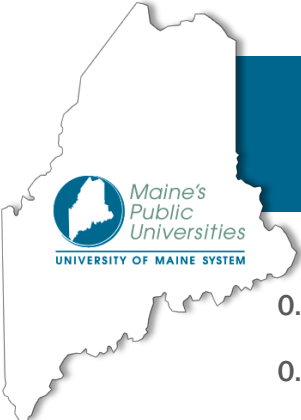




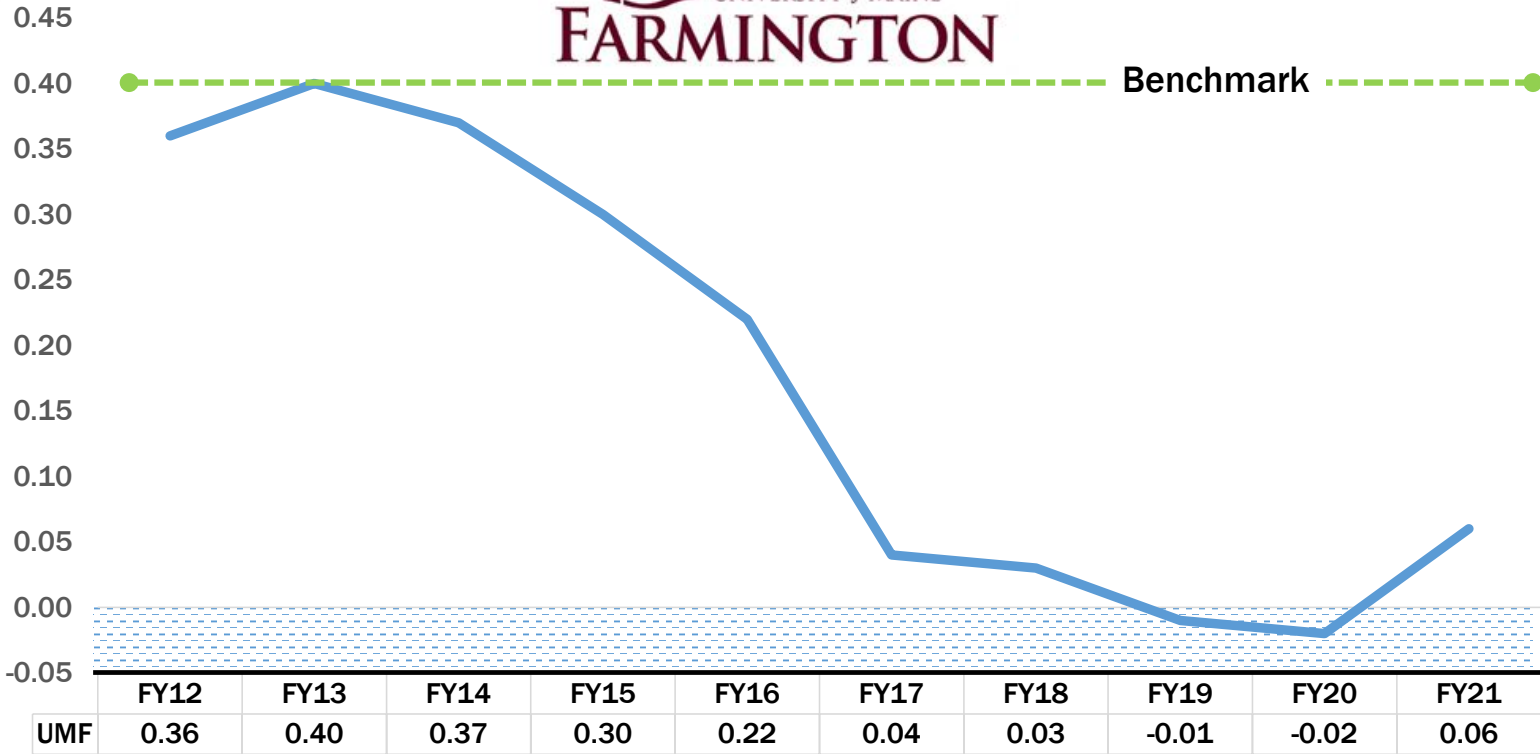
Primary Reserve Ratio

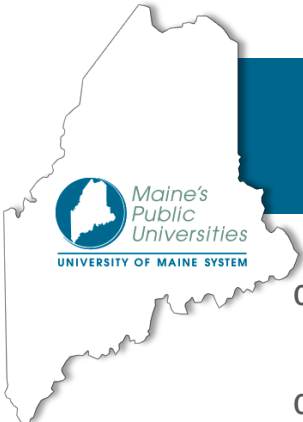


	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21
UMA	0.26	0.32	0.35	0.39	0.38	0.25	0.24	0.23	0.22	0.29

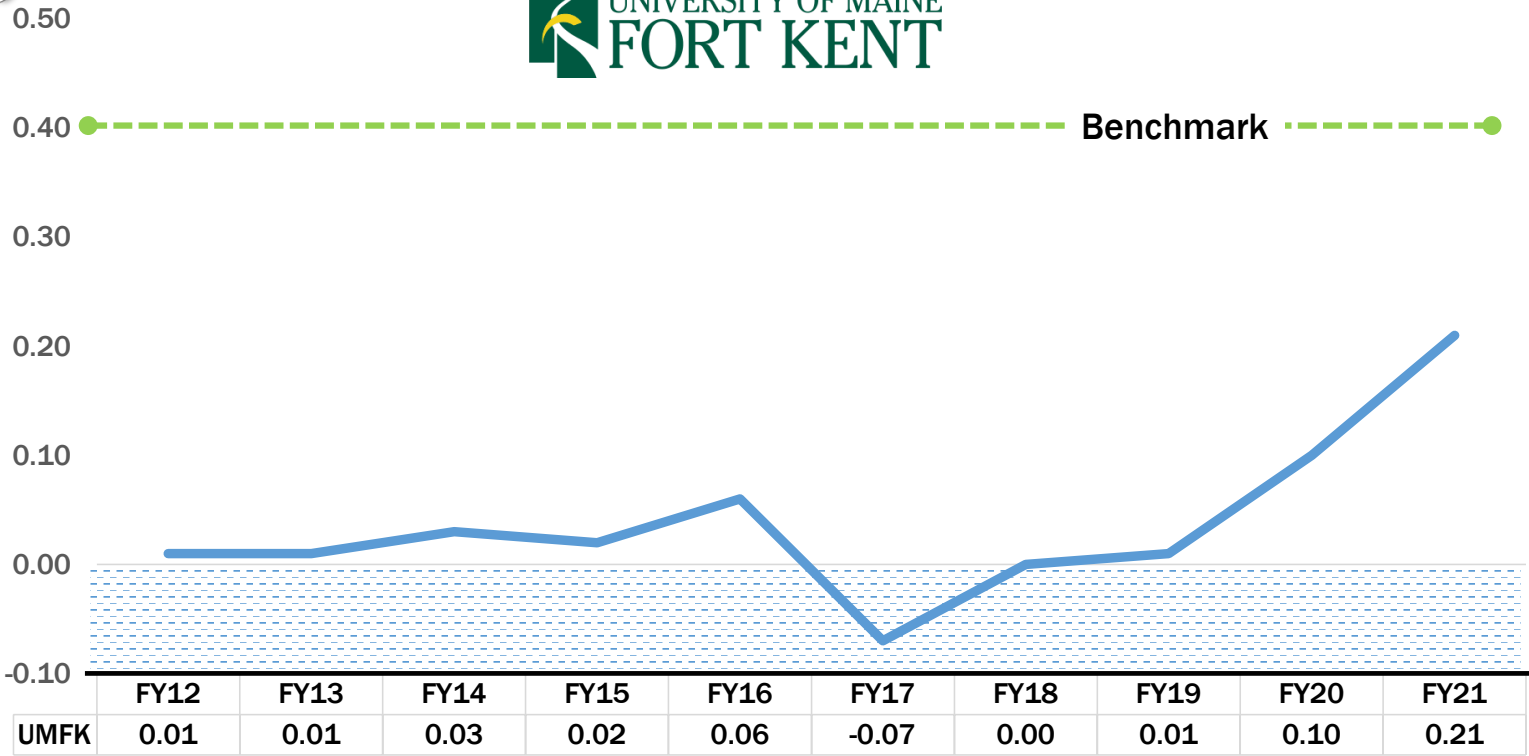


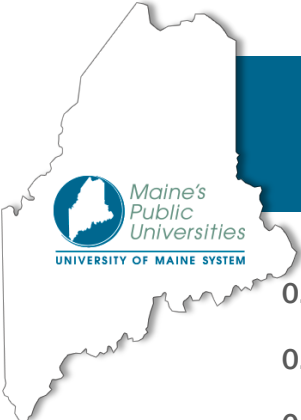
Primary Reserve Ratio



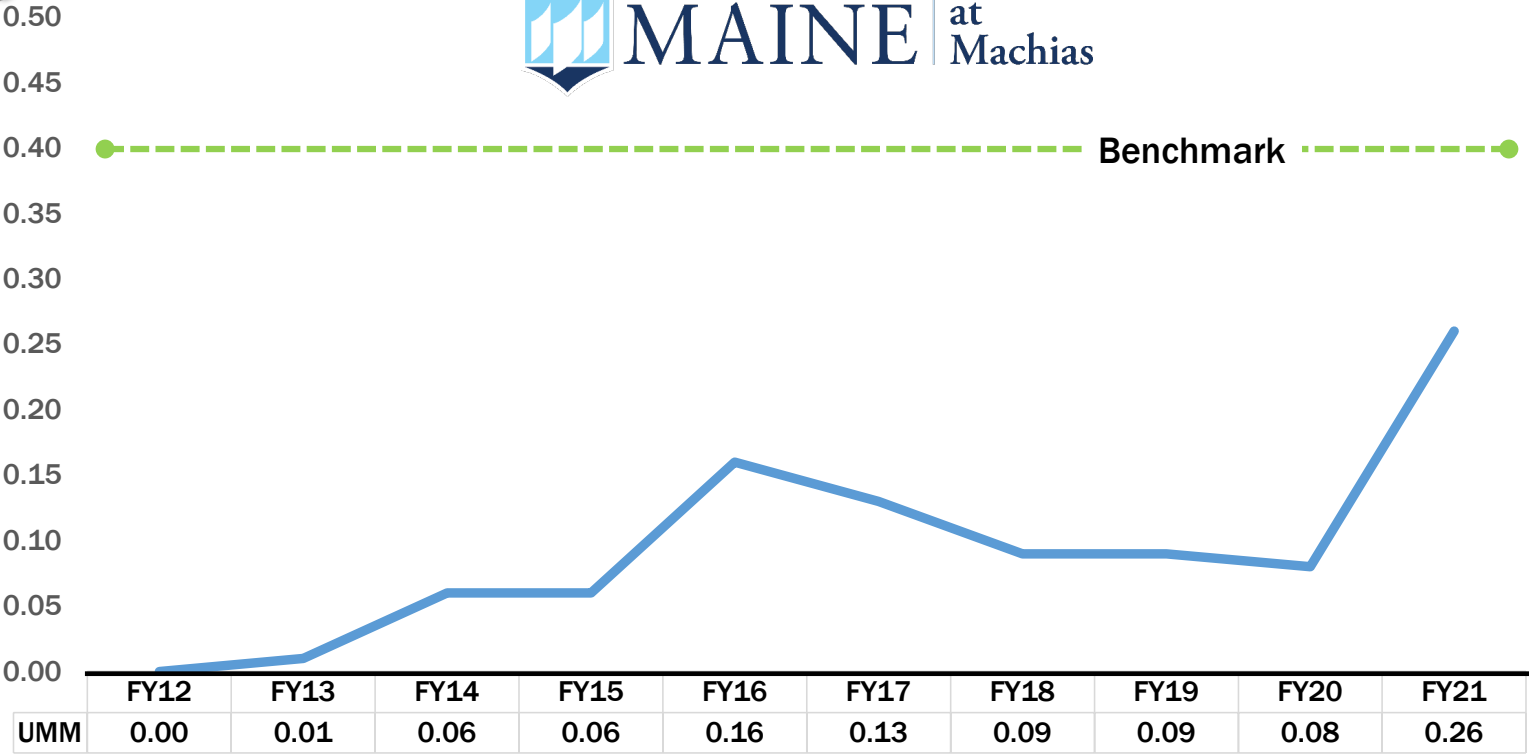


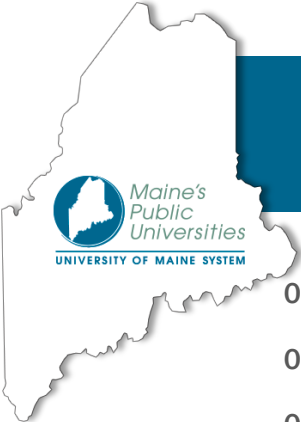
Primary Reserve Ratio



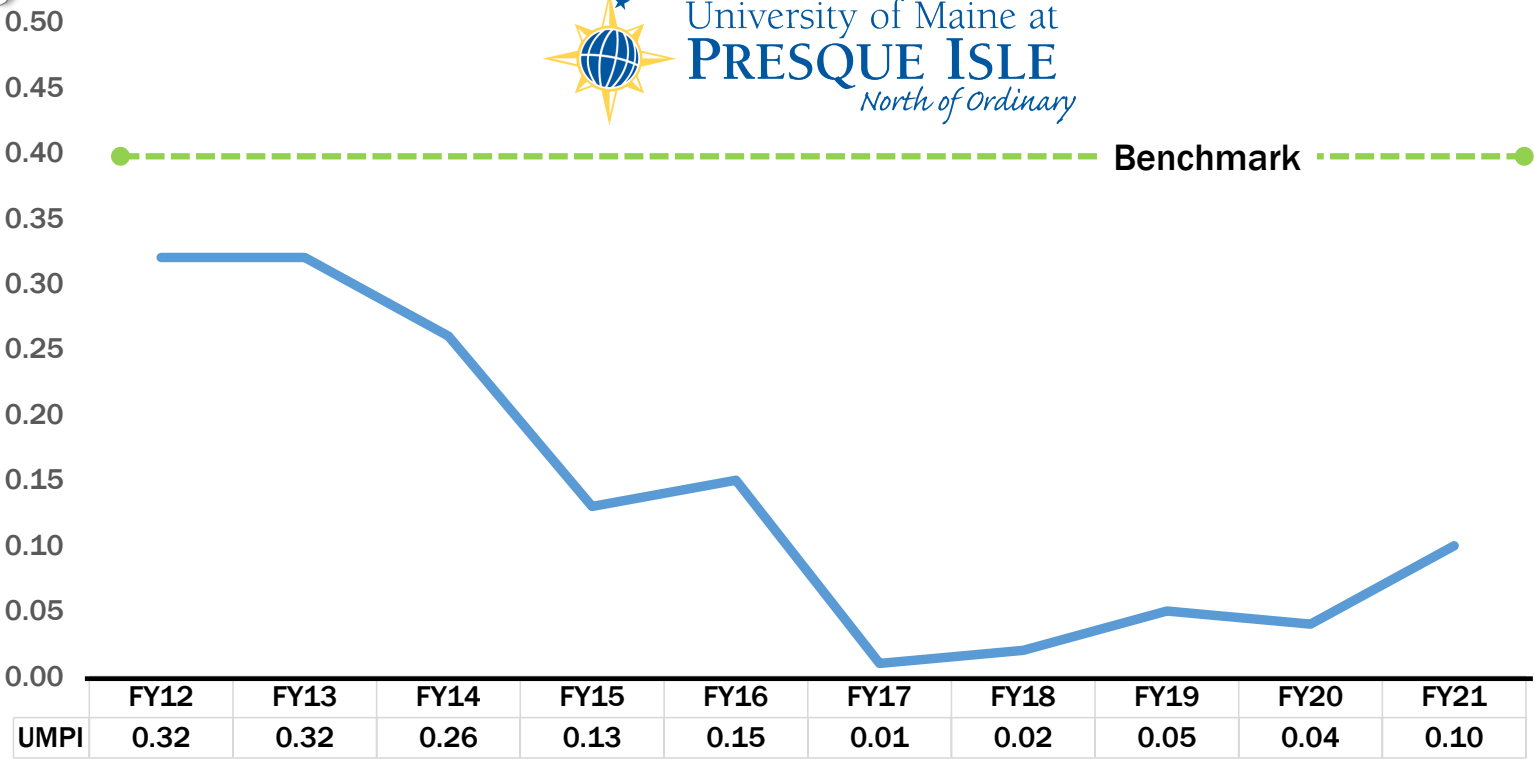


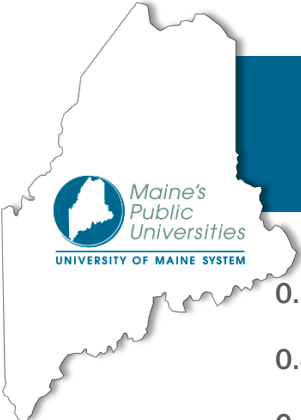
Primary Reserve Ratio



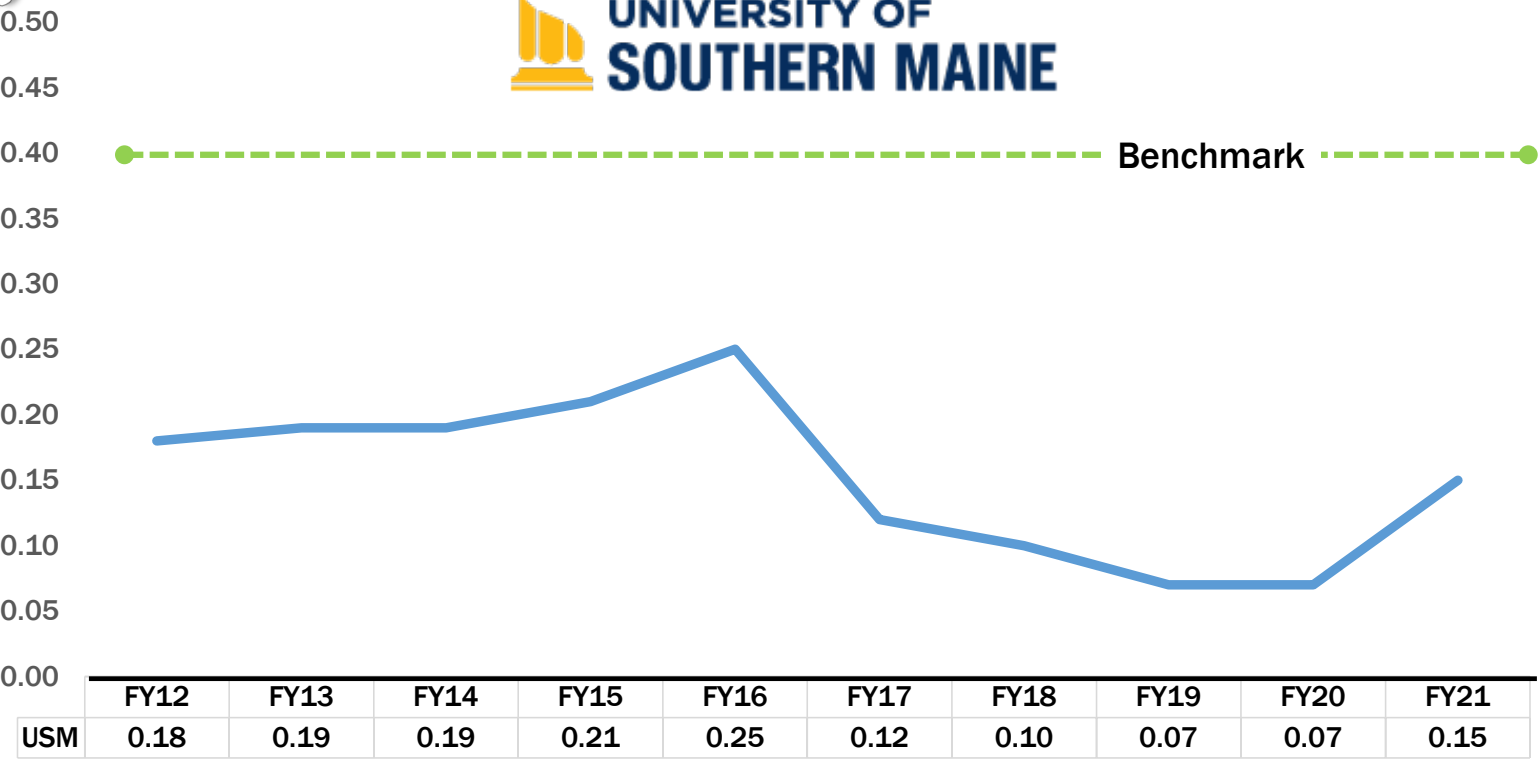


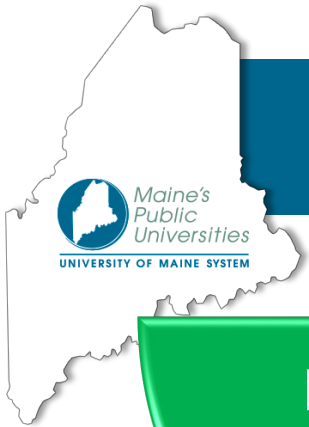
Primary Reserve Ratio





Primary Reserve Ratio



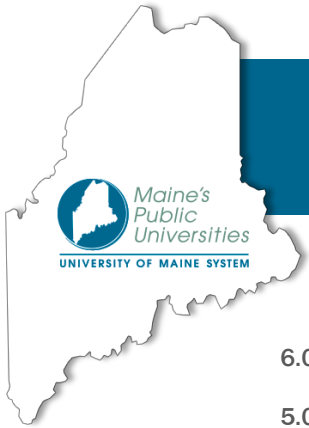


Net Operating Revenues Ratio

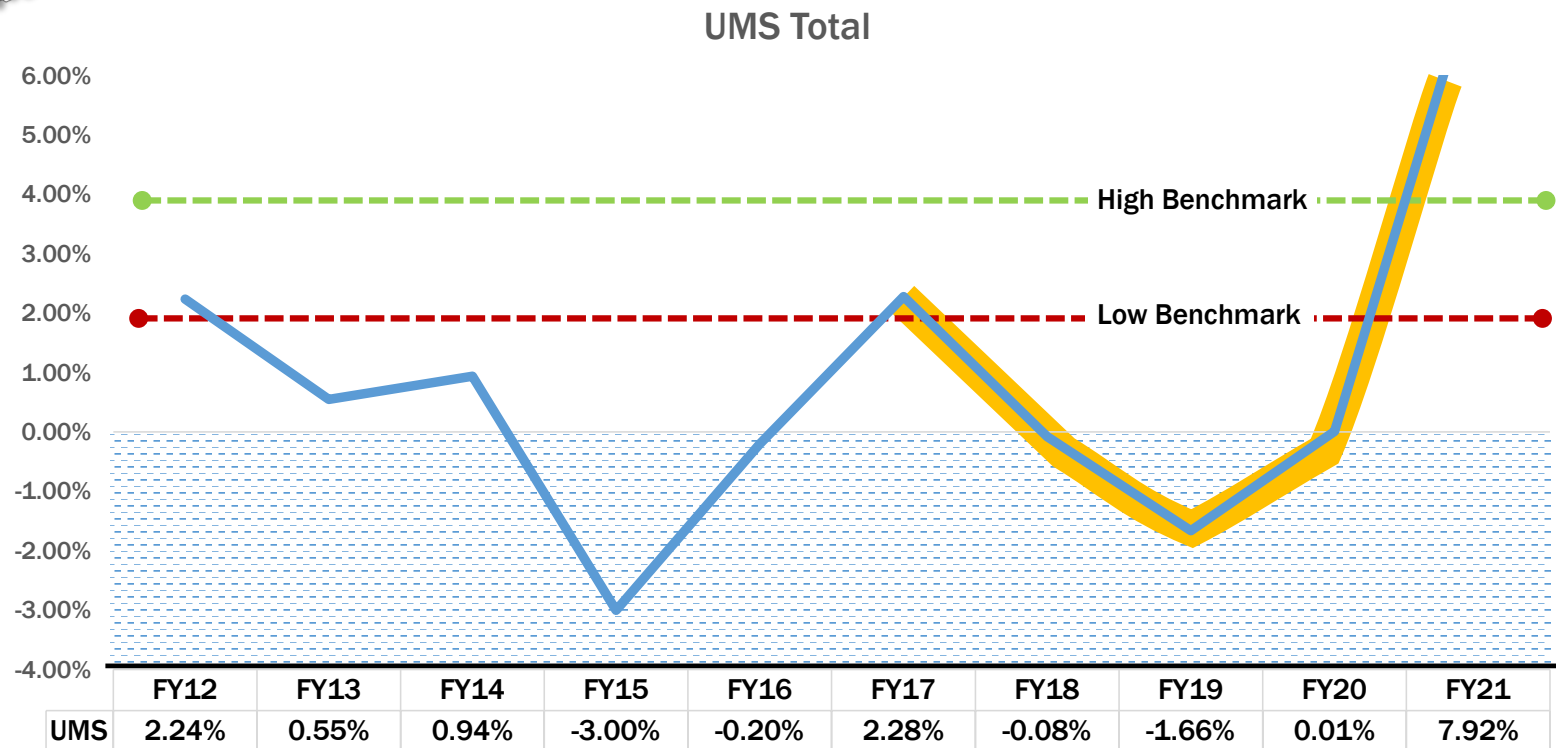
Net Operating Revenues Ratio

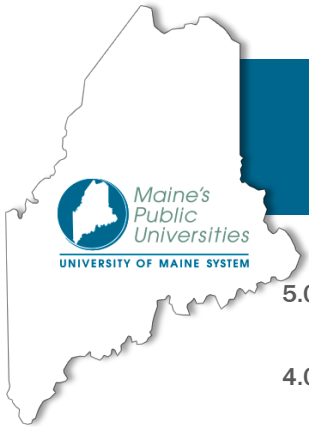
The **Net Operating Revenues Ratio** is a measure of operating results and answers the question, “Do operating results indicate that the University is living within available resources?” Operating results either increase or decrease net position and, thereby, impact the other three core ratios: Primary Reserve, Return on Net Position, and Viability. This ratio is calculated as follows:

$$\frac{\text{Operating Income (Loss) plus Net Non-Operating Revenues (Expenses)}}{\text{Operating Revenues plus Non-Operating Revenues}}$$

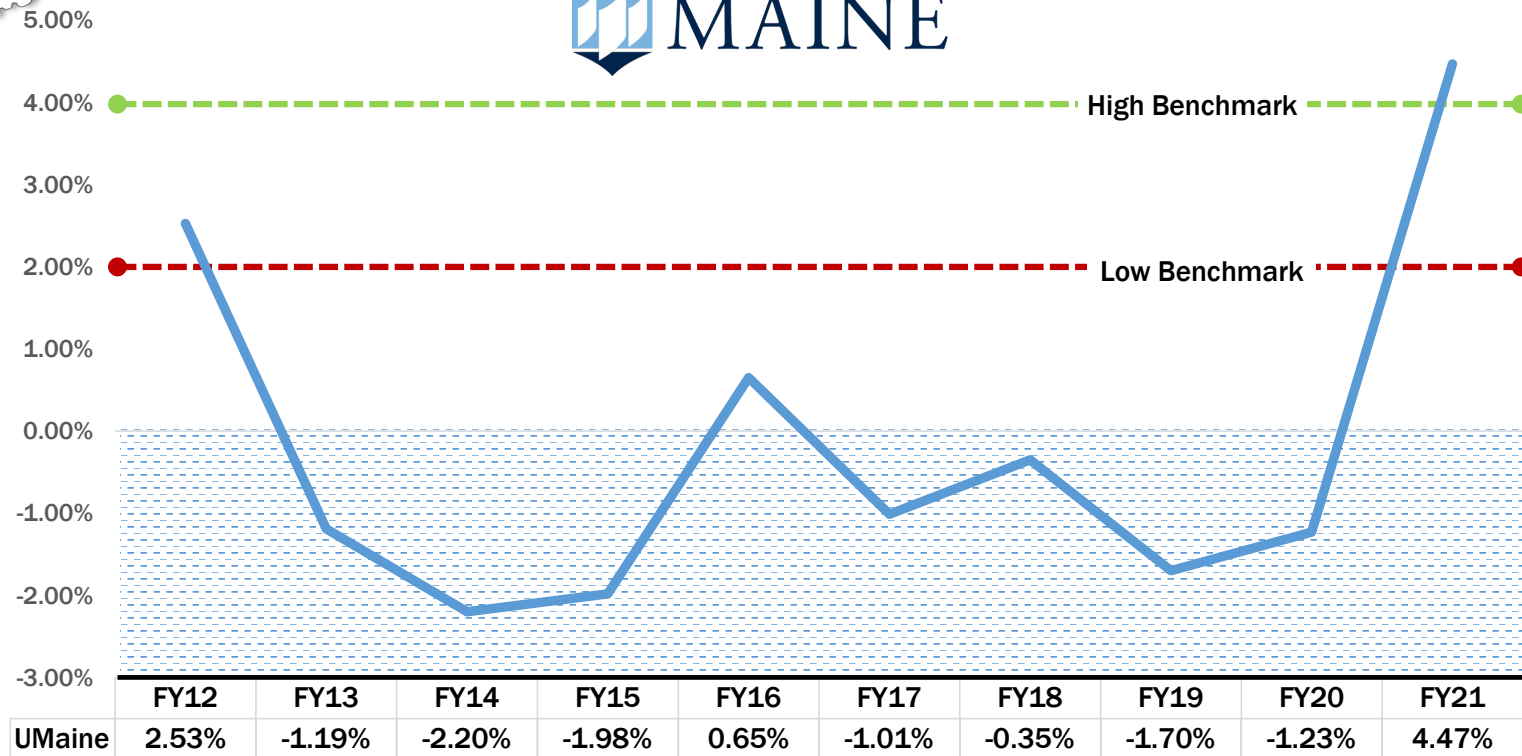


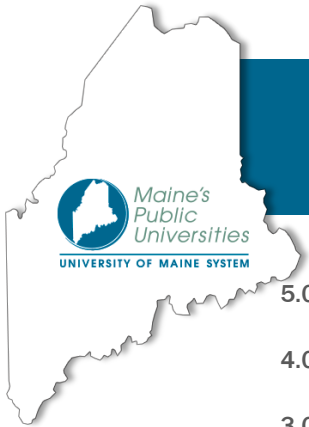
UMS Net Operating Revenues Ratio



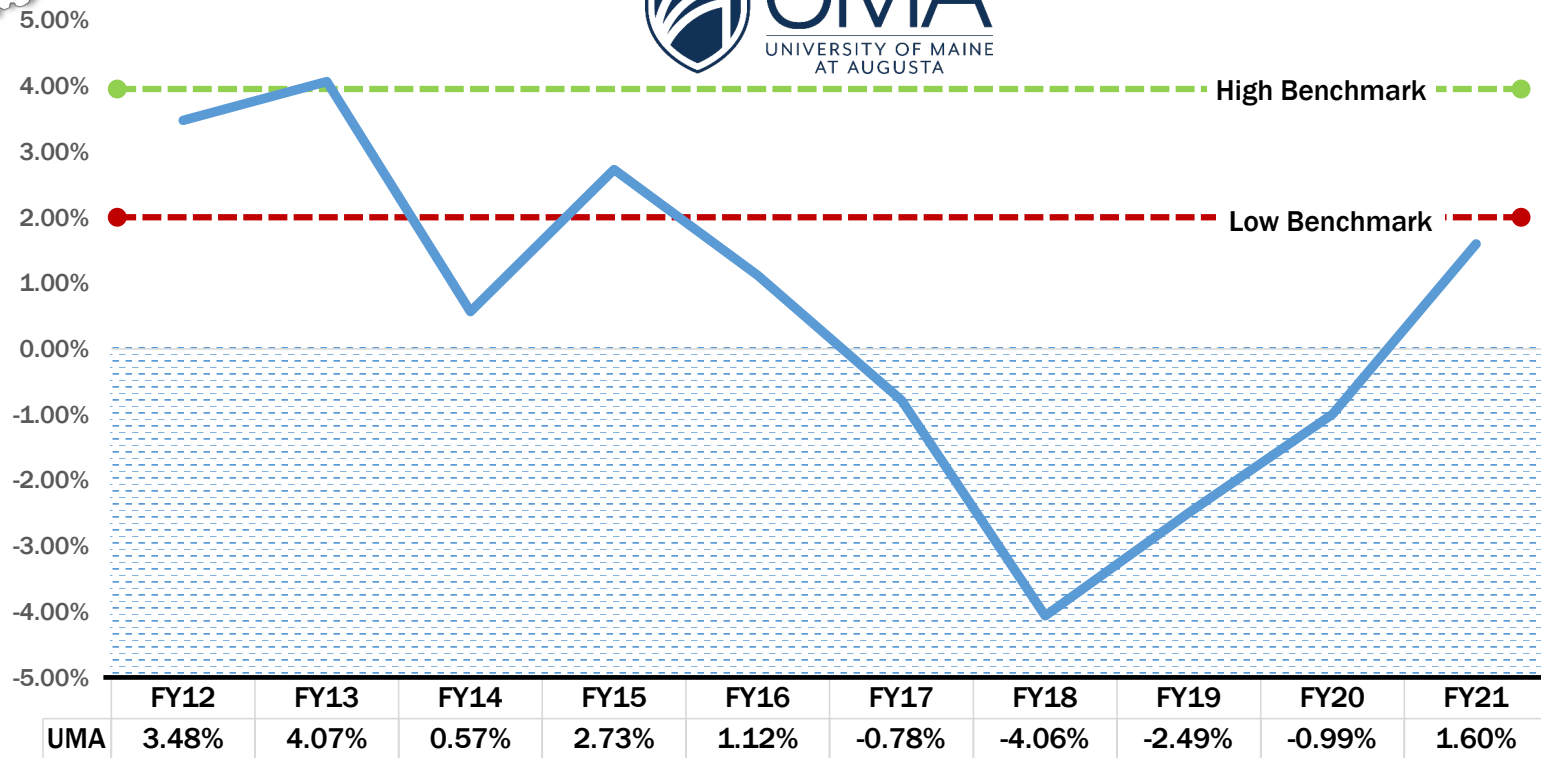


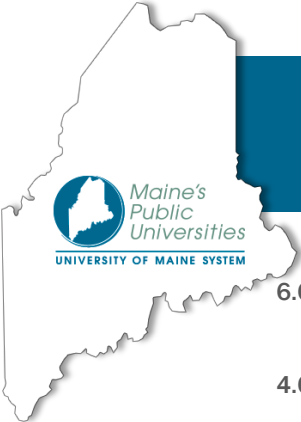
Net Operating Revenues Ratio



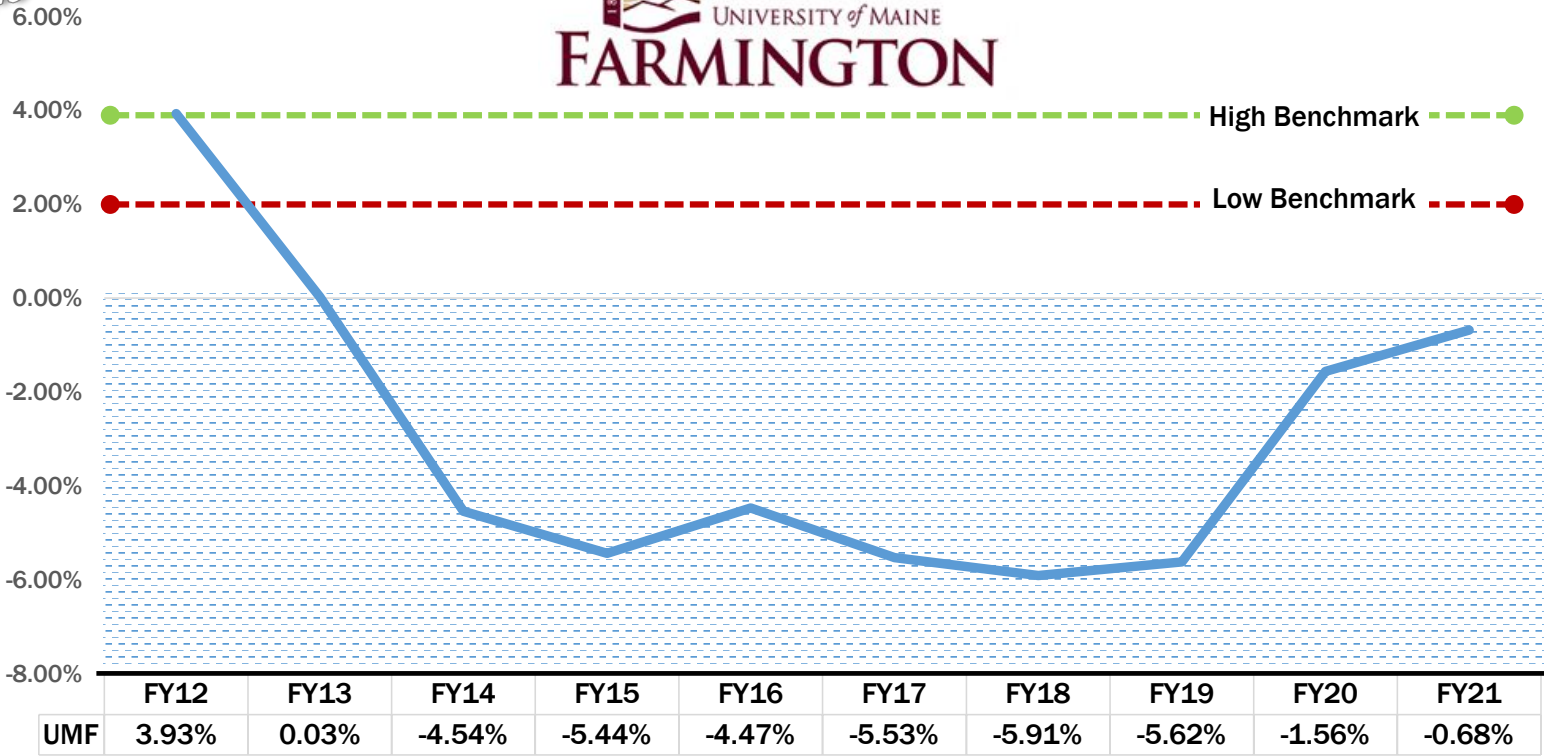


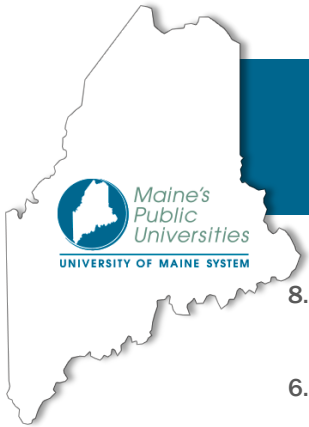
Net Operating Revenues Ratio



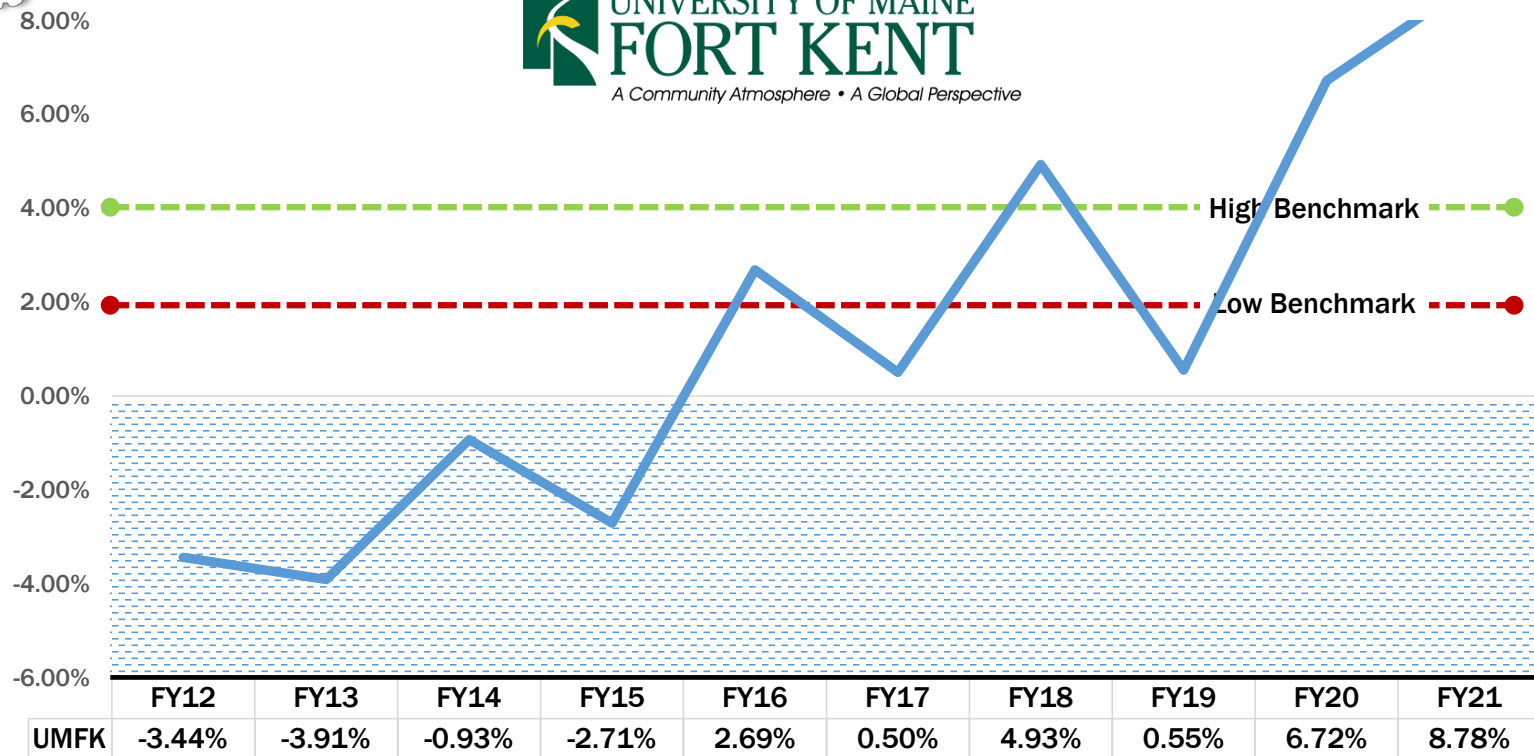


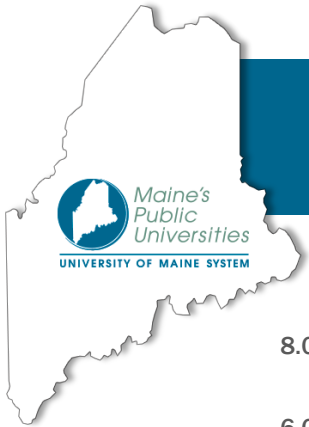
Net Operating Revenues Ratio



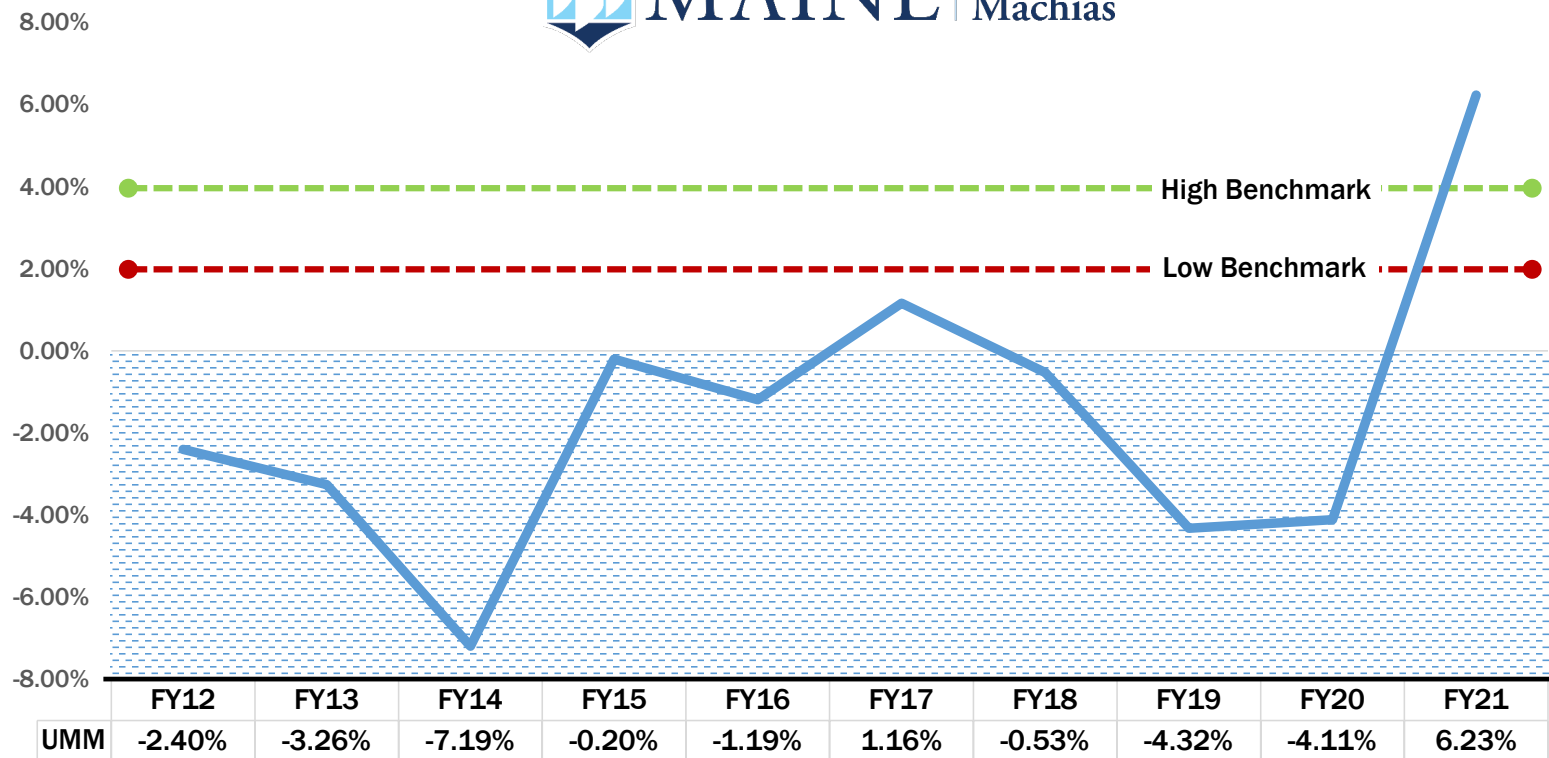


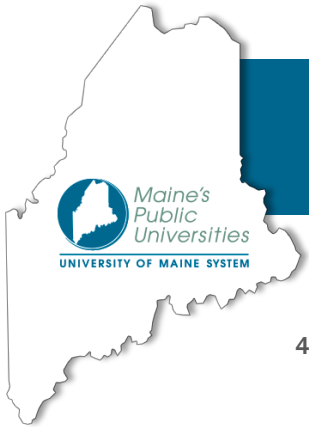
Net Operating Revenues Ratio



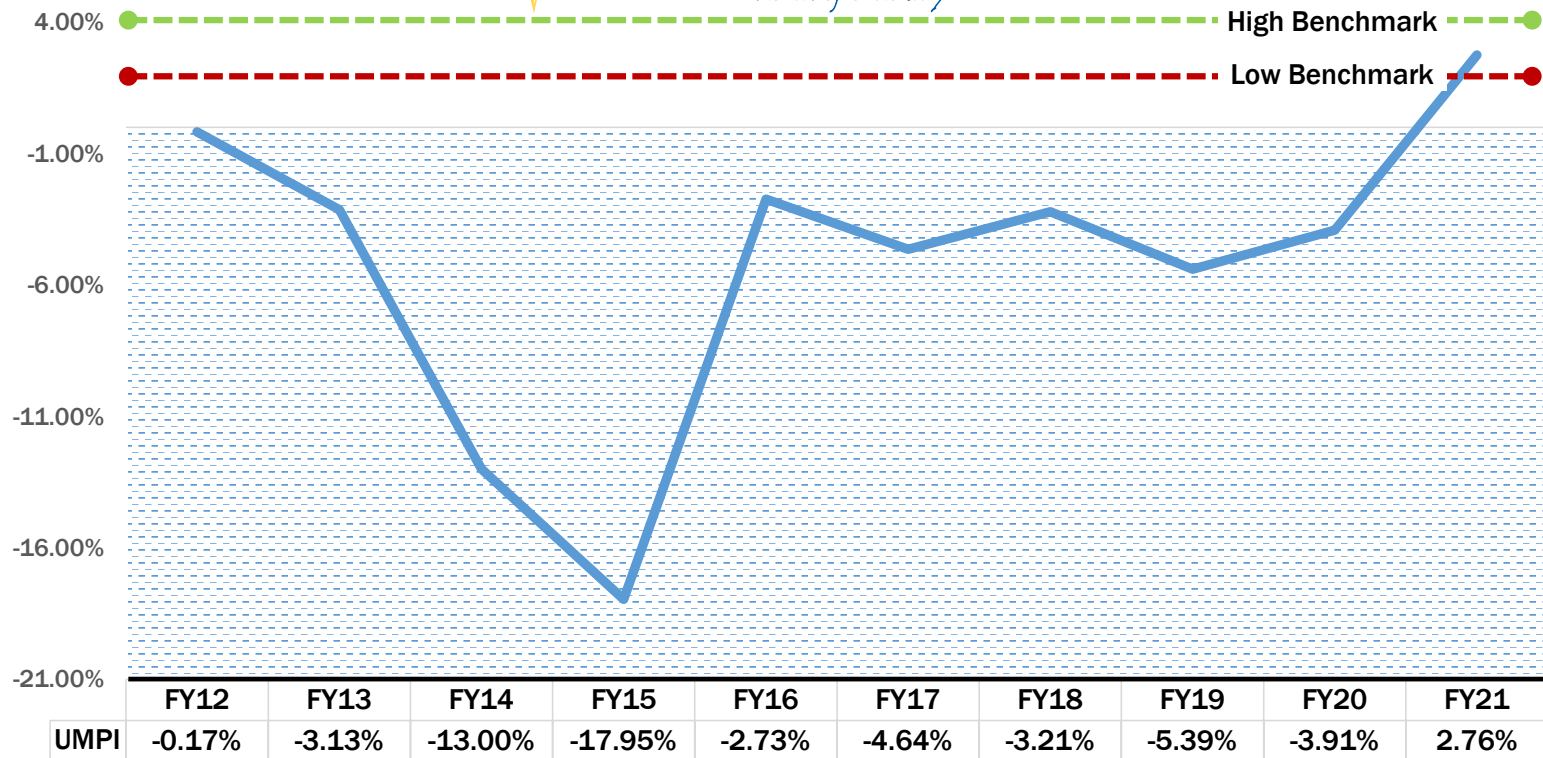


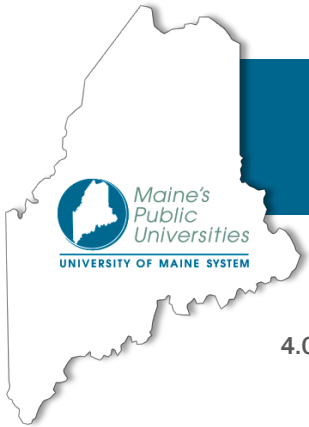
Net Operating Revenues Ratio



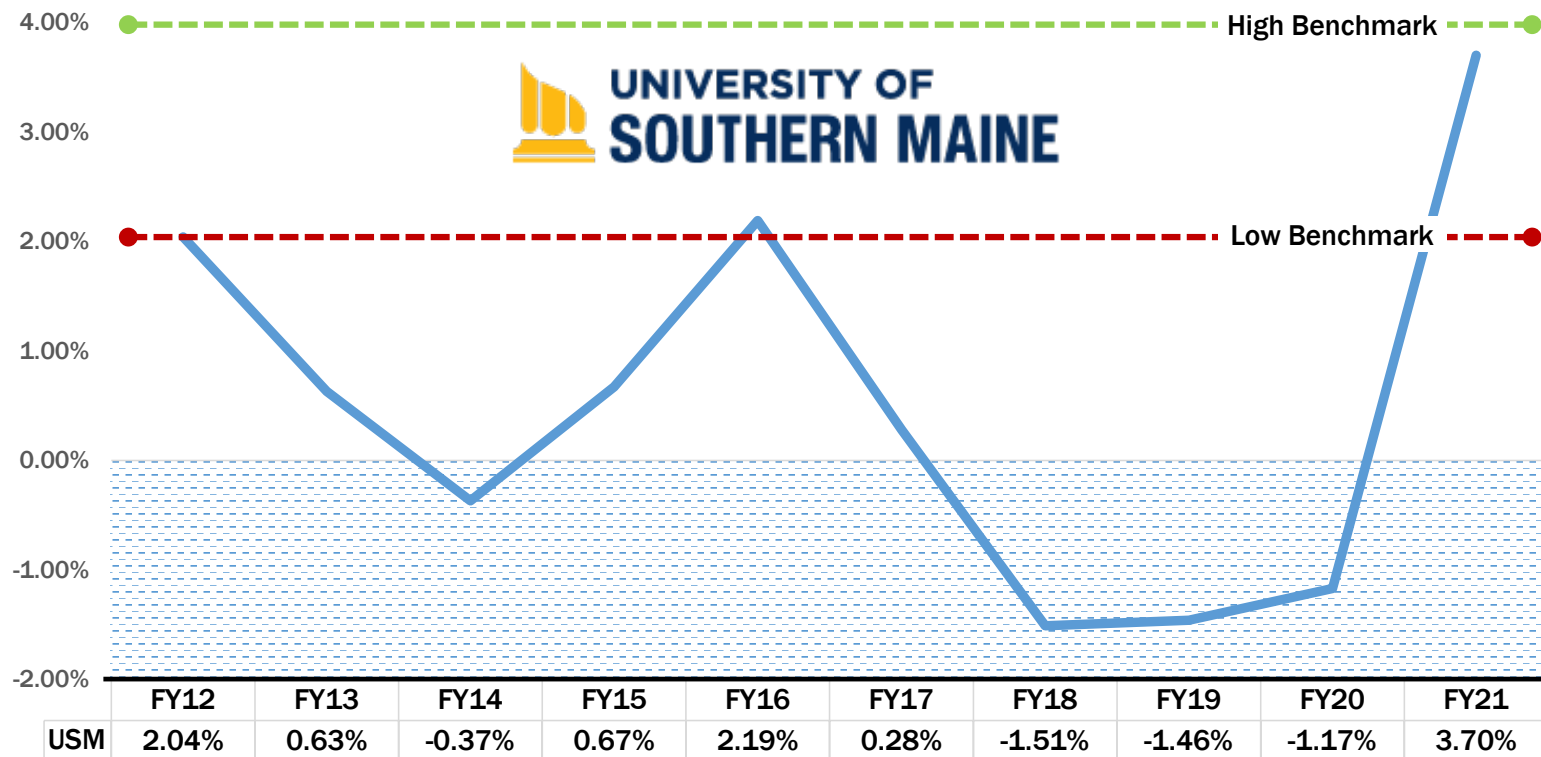


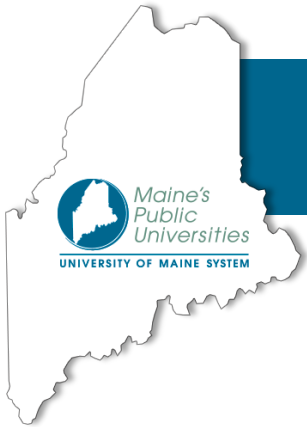
Net Operating Revenues Ratio





Net Operating Revenues Ratio



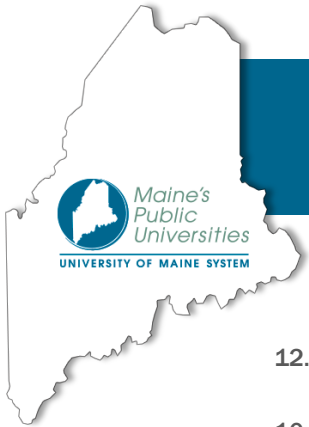


Return on Net Position

The **Return on Net Position Ratio** measures asset performance and management. It determines whether an institution is financially better off than in the previous year by measuring total economic return. It is based on the level and change in total net position. An improving trend in this ratio indicates that the institution is increasing its net position and is likely to be able to set aside financial resources to strengthen its future financial flexibility. This ratio is calculated as follows:

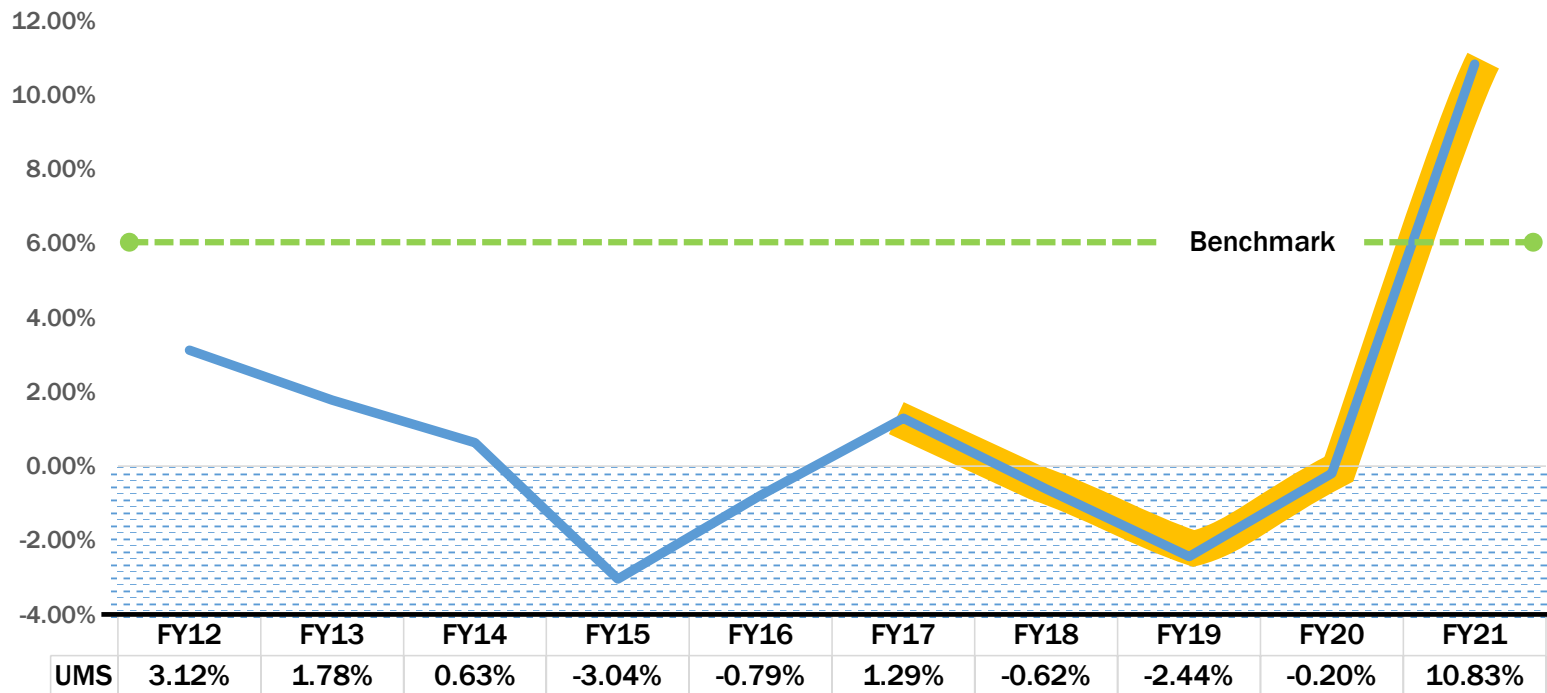
**Return
on Net
Position**

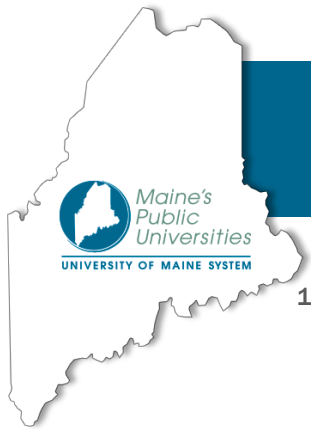
$$\frac{\text{Change in Net Position}}{\text{Total Beginning of the Year Net Position}}$$



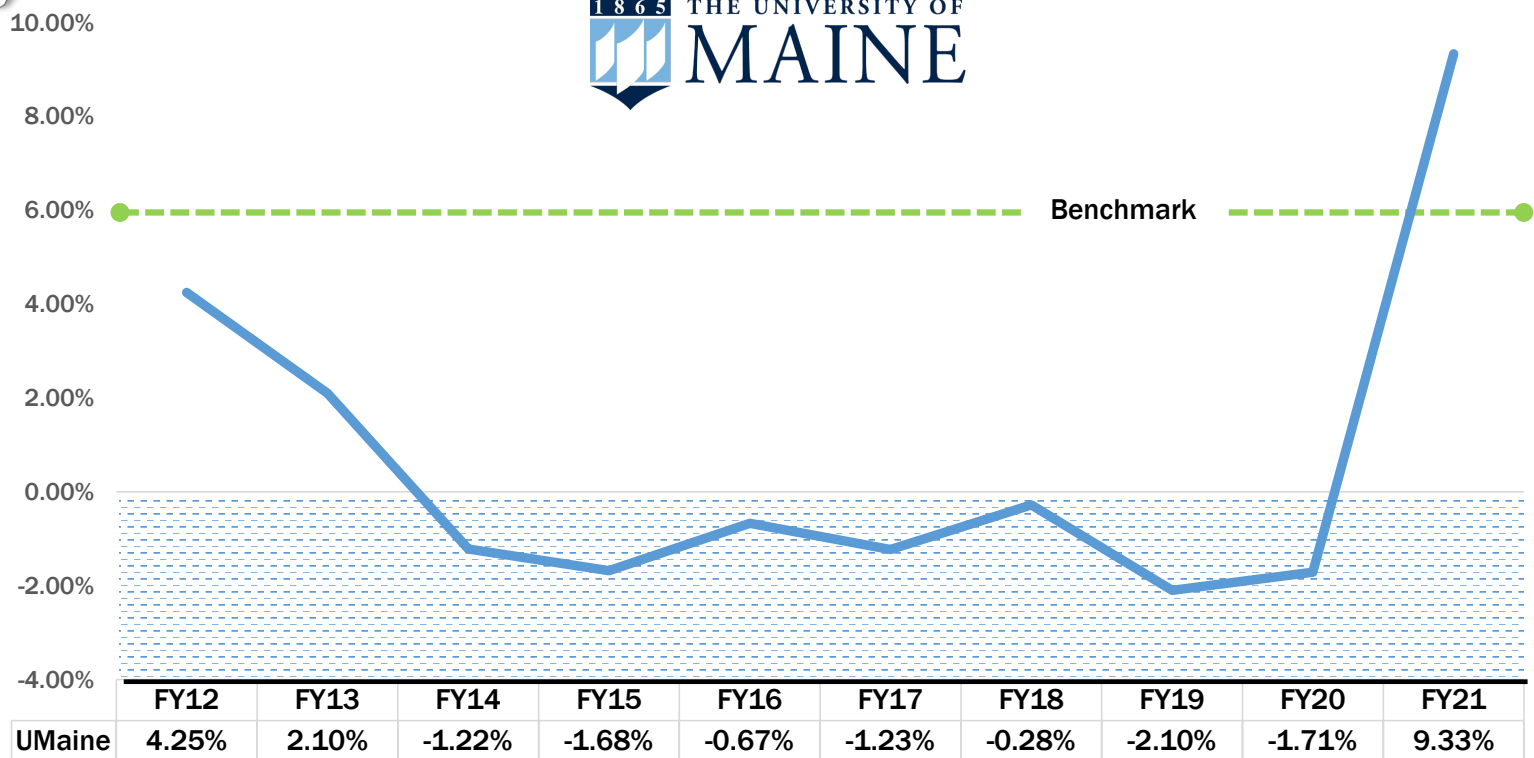
UMS Return on Net Position

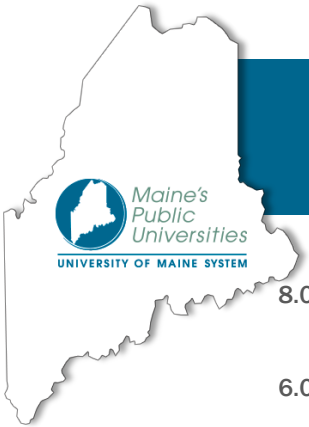
UMS Total



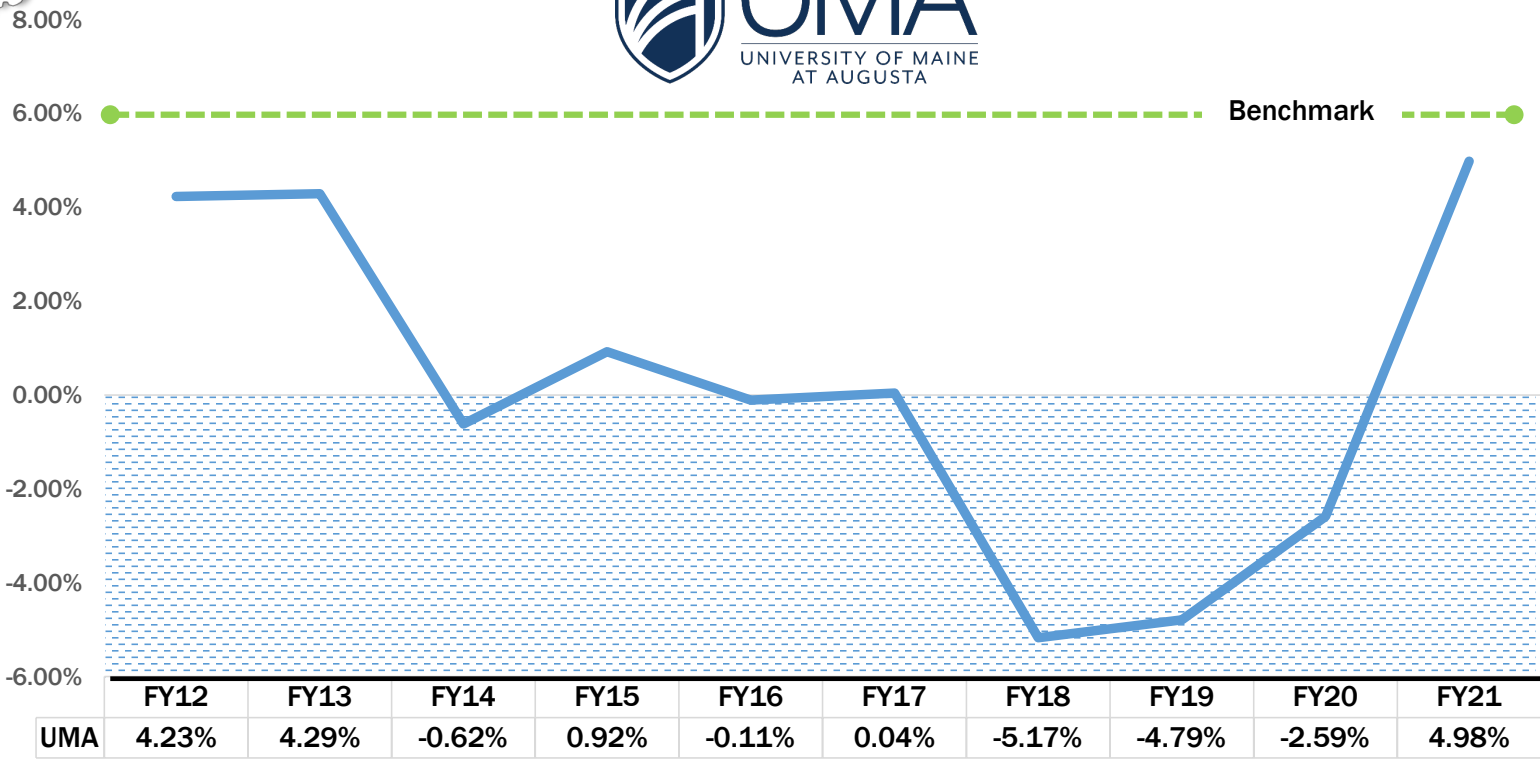


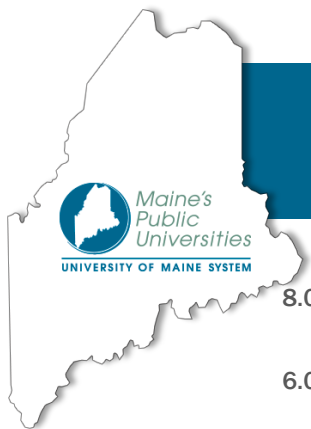
Return on Net Position



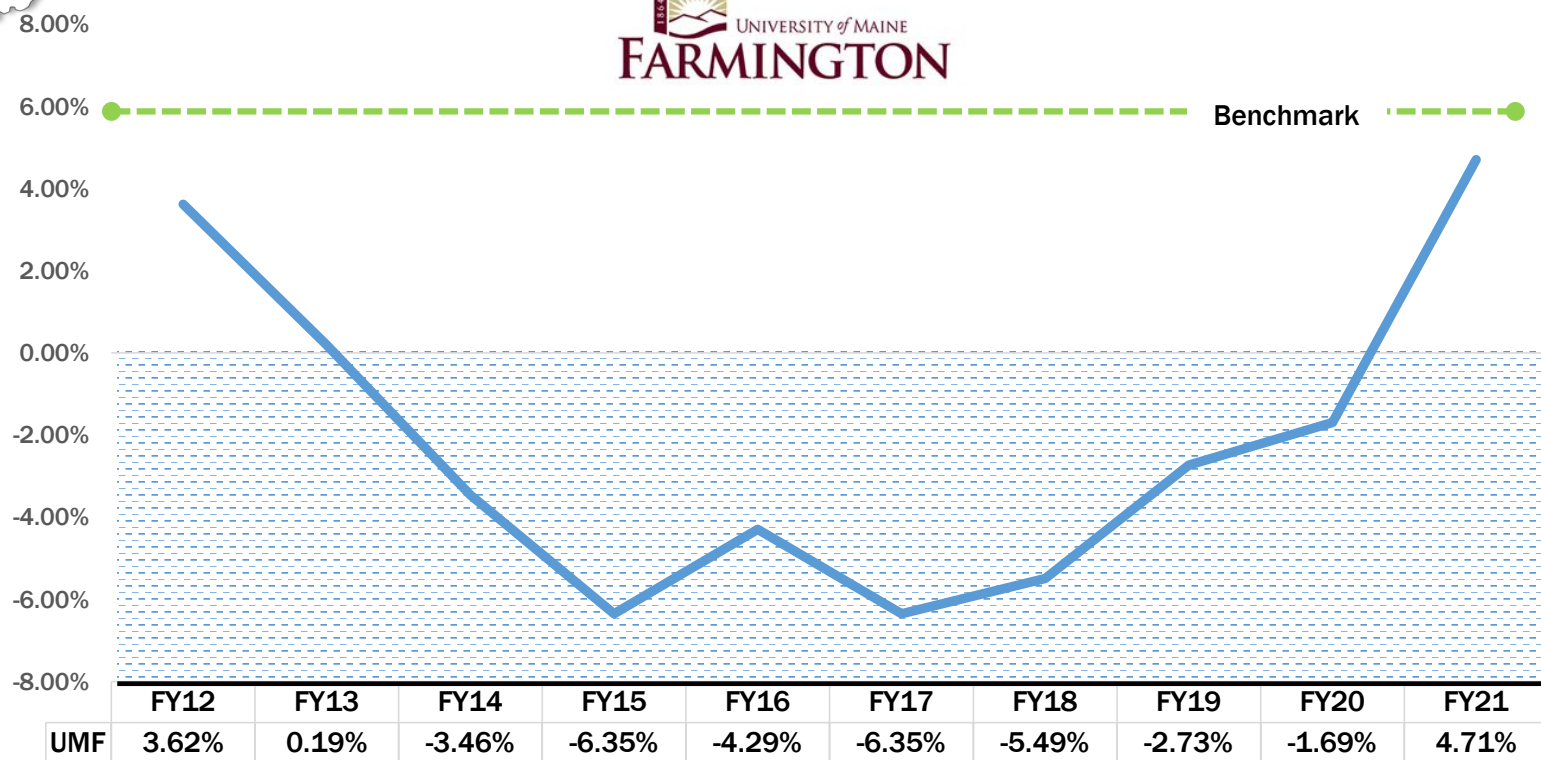


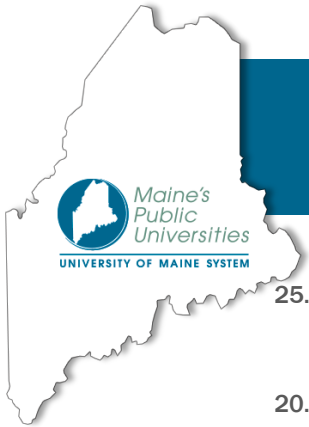
Return on Net Position



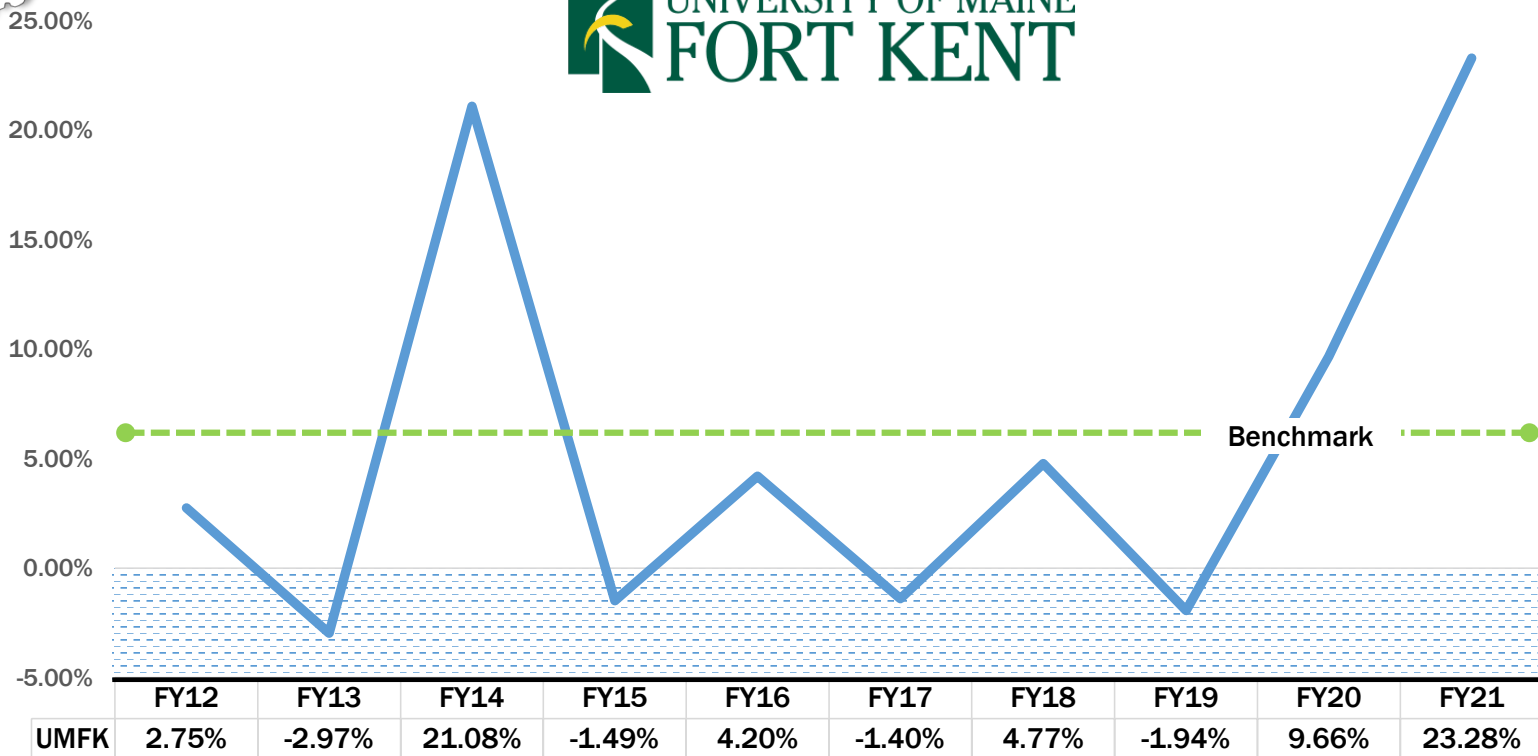


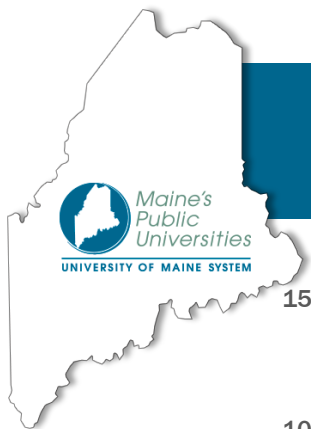
Return on Net Position



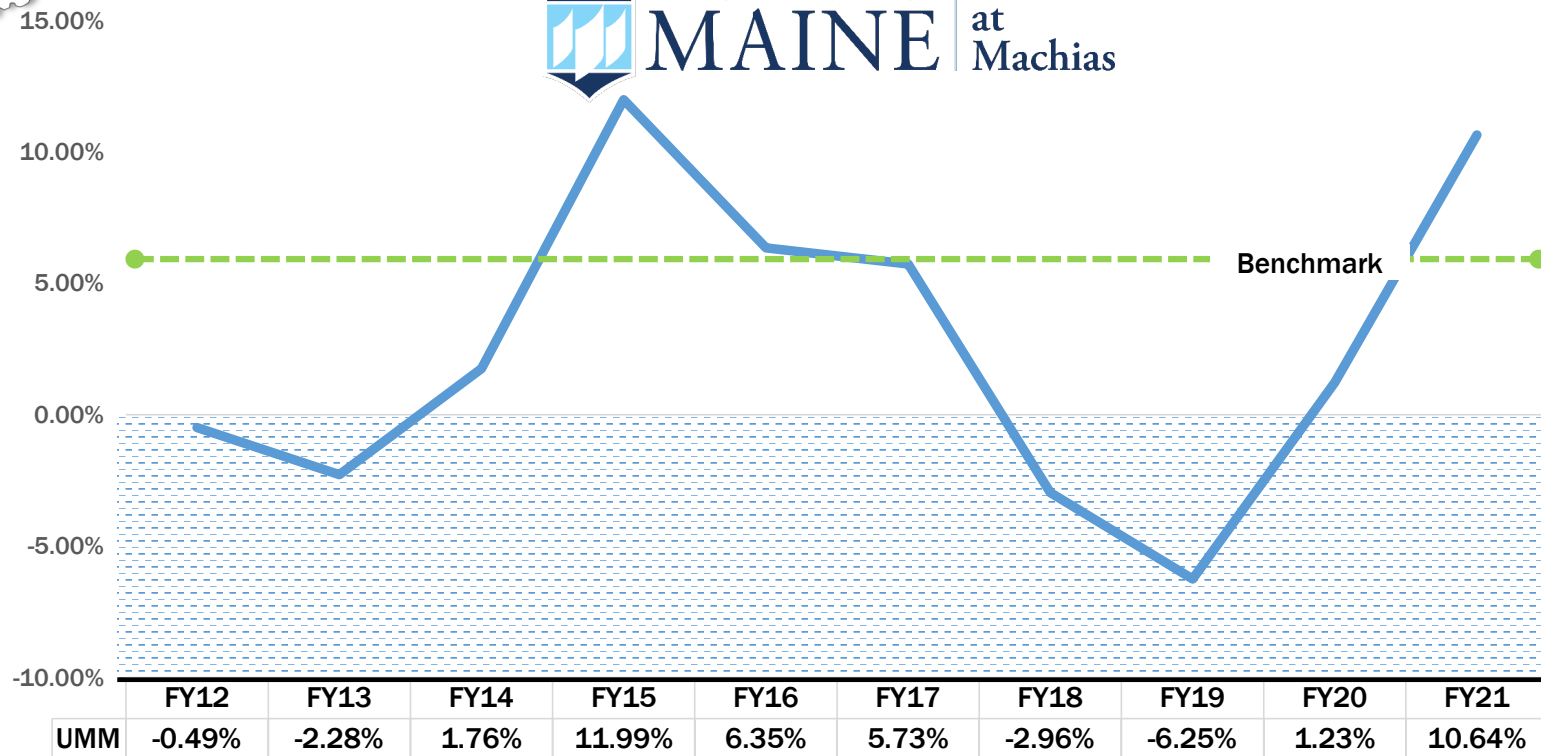


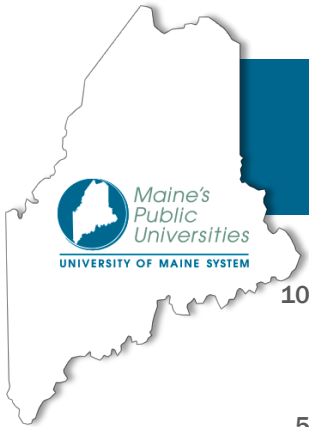
Return on Net Position





Return on Net Position

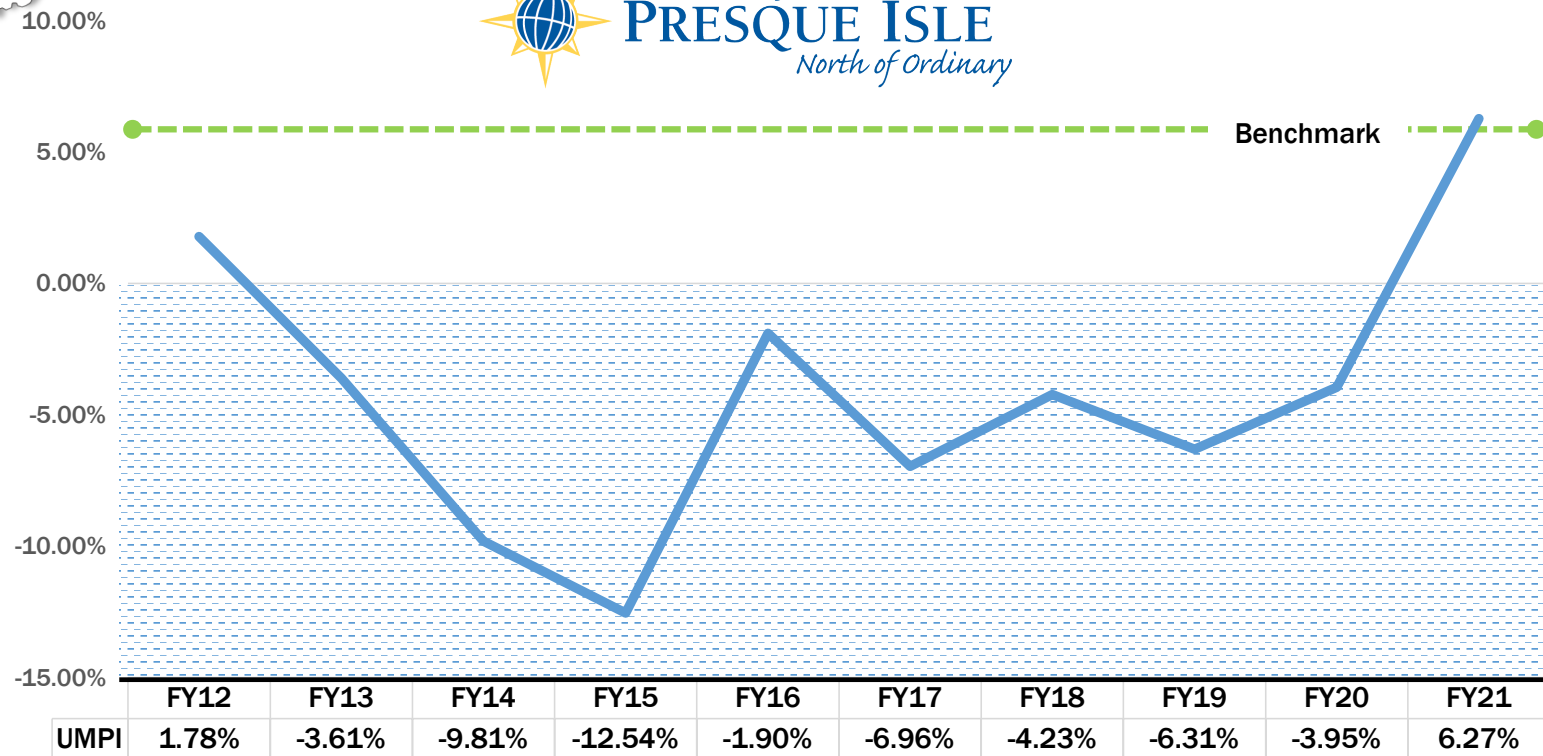


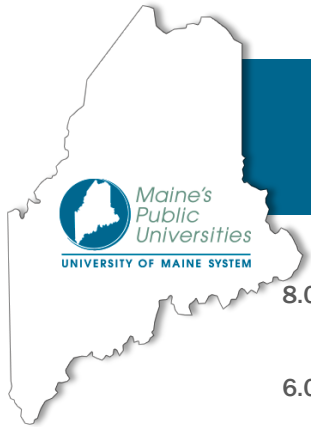


Return on Net Position

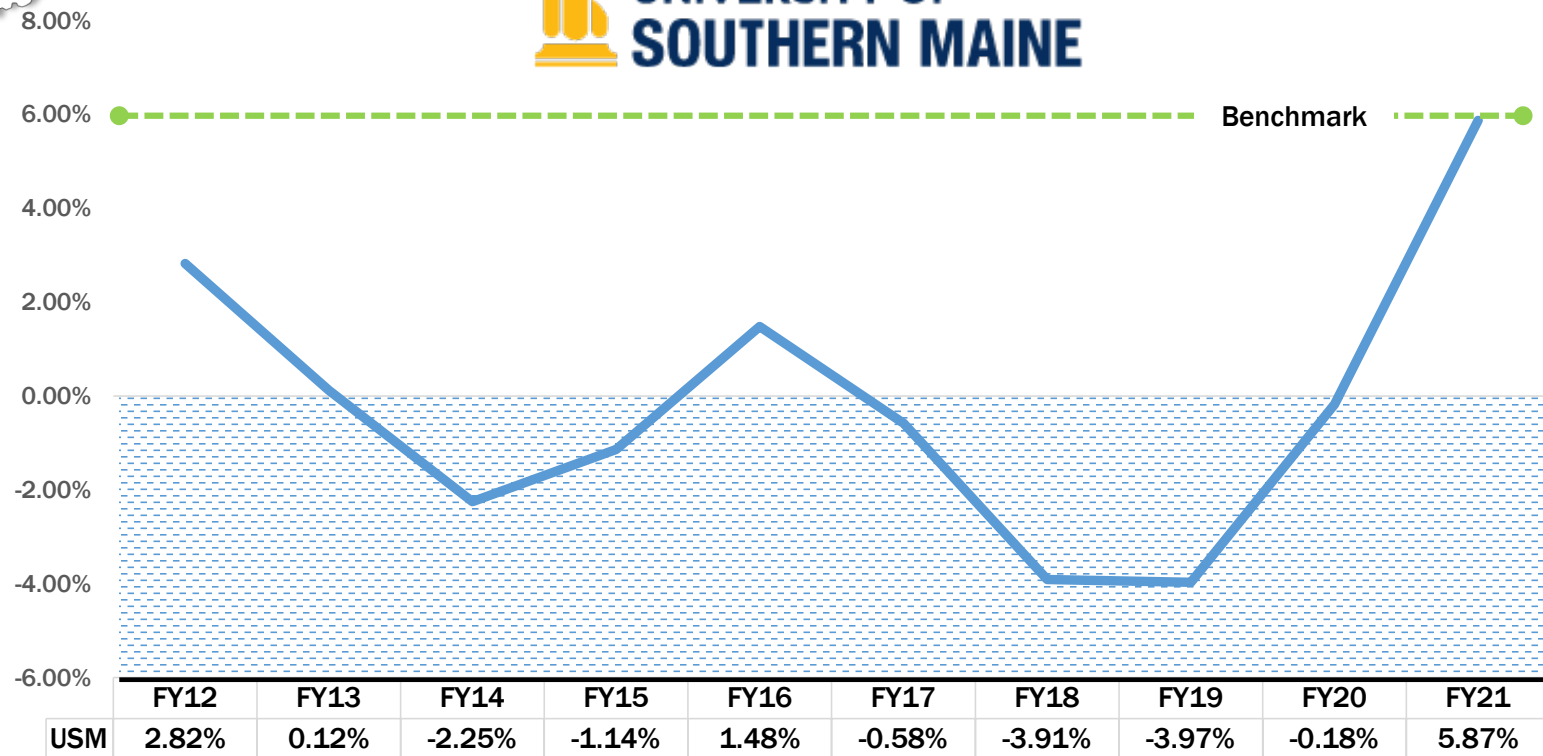


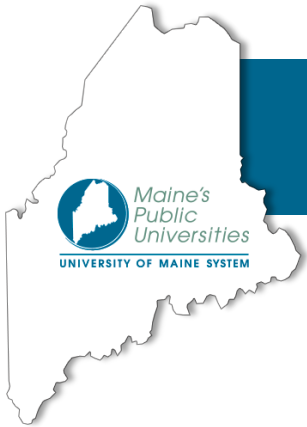
University of Maine at
PRESQUE ISLE
North of Ordinary





Return on Net Position





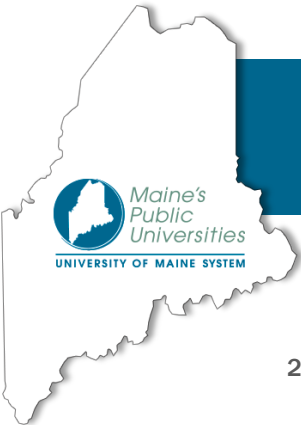
Viability Ratio

The **Viability Ratio** measures expendable resources that are available to cover debt obligations (e.g., capital leases, notes payable, and bonds payable) and generally is regarded as governing an institution's ability to assume new debt. This ratio is calculated as follows:

**Viability
Ratio**

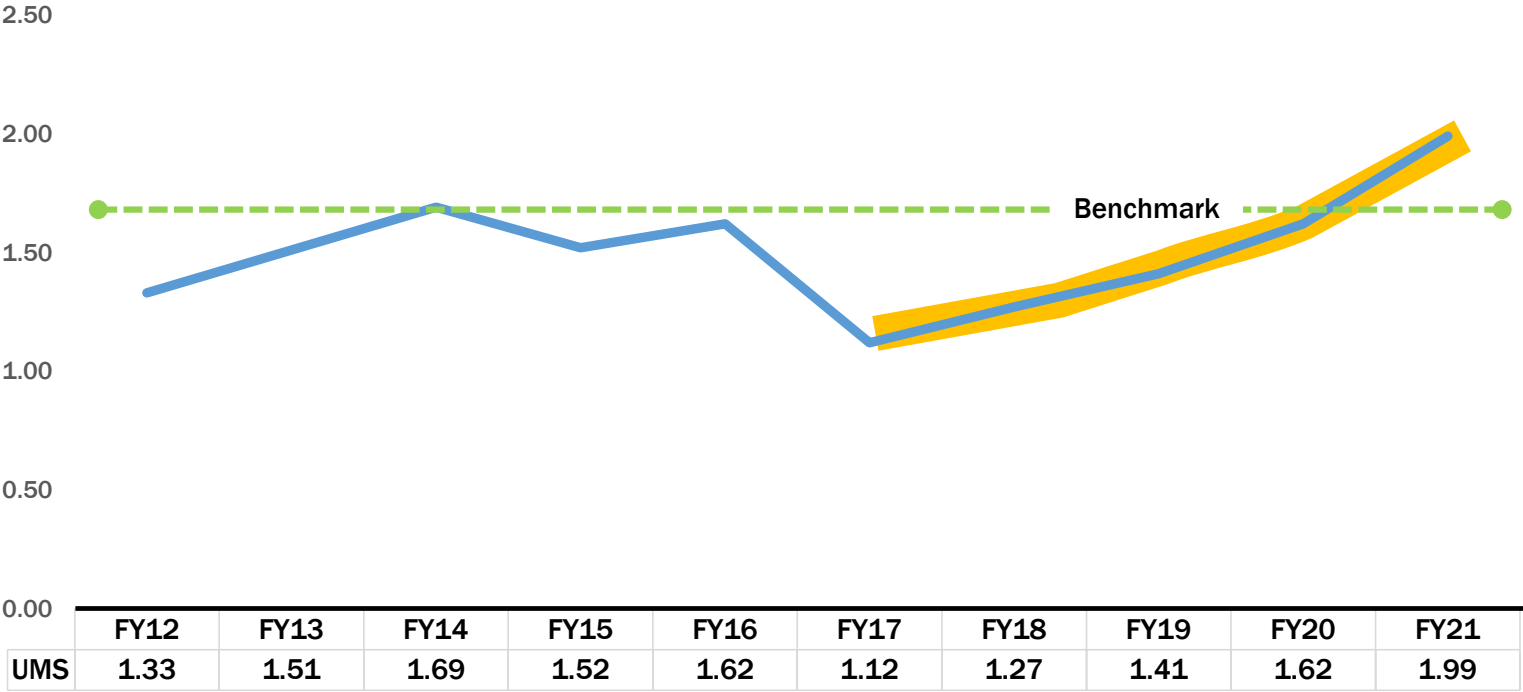
$$\frac{\text{Expendable Net Position*}}{\text{Long-Term Debt}}$$

**excluding net positions restricted for capital investments*



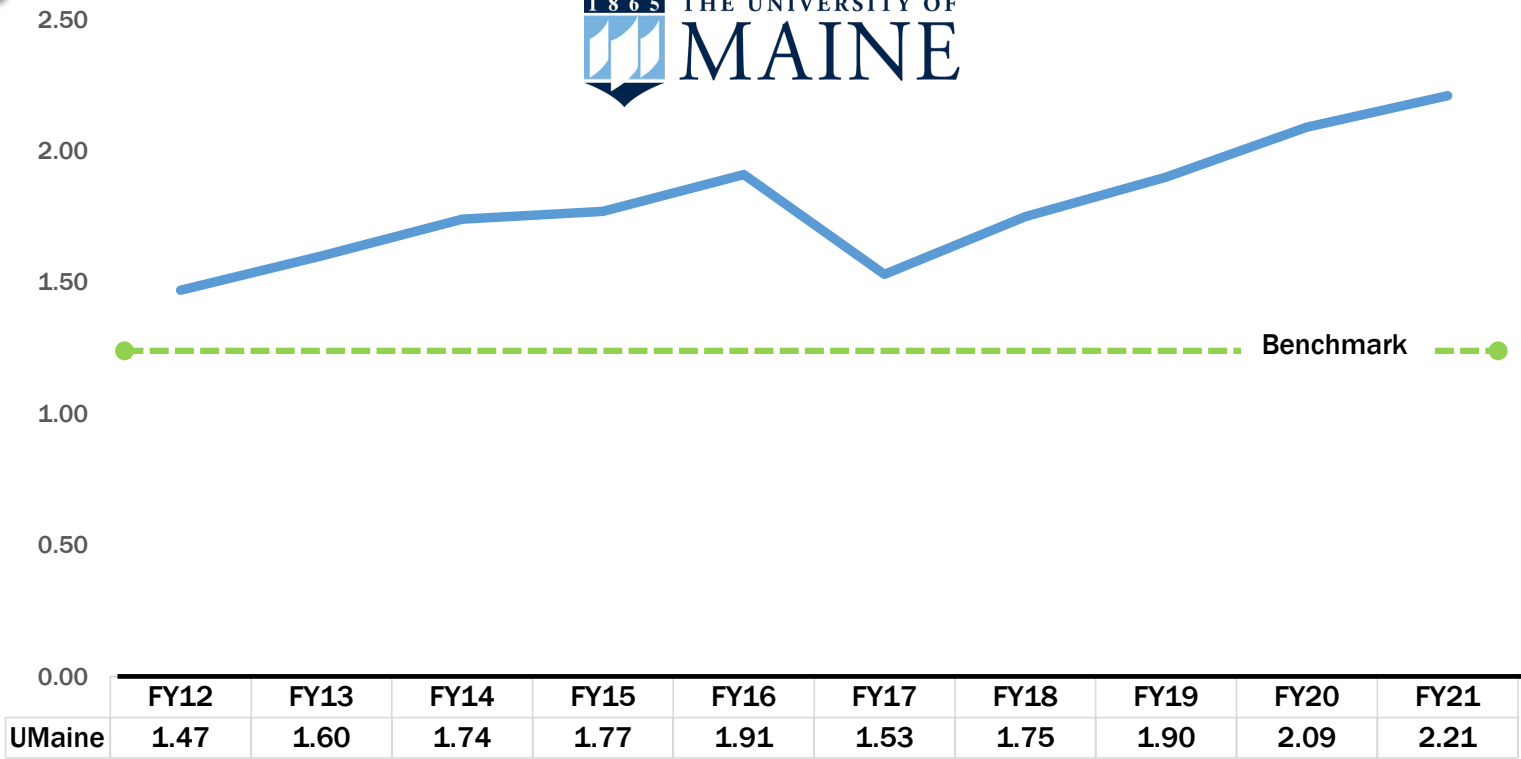
UMS Viability Ratio

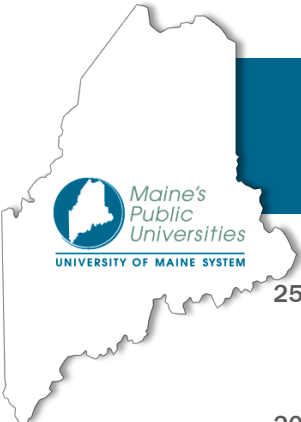
UMS Total



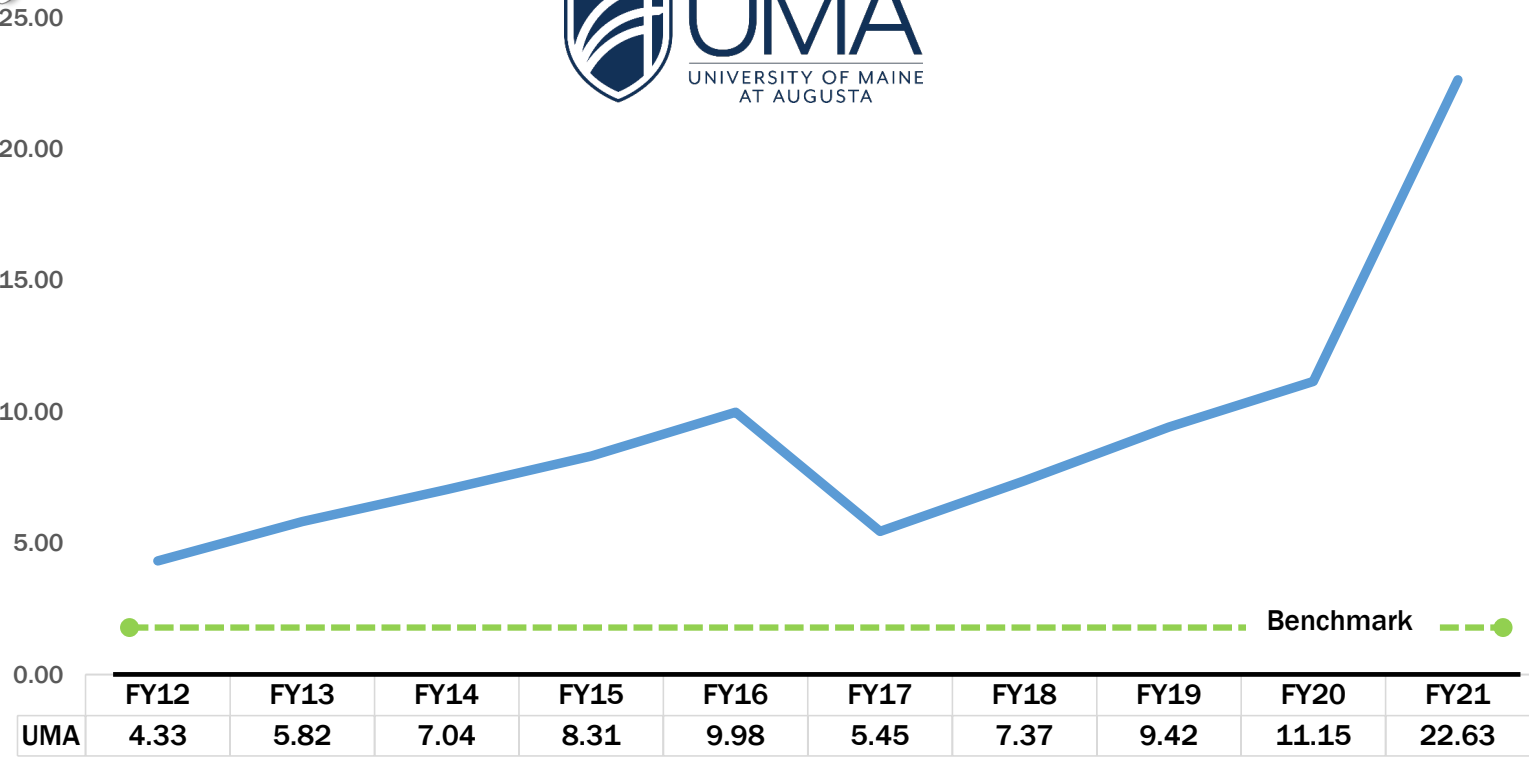


Viability Ratio



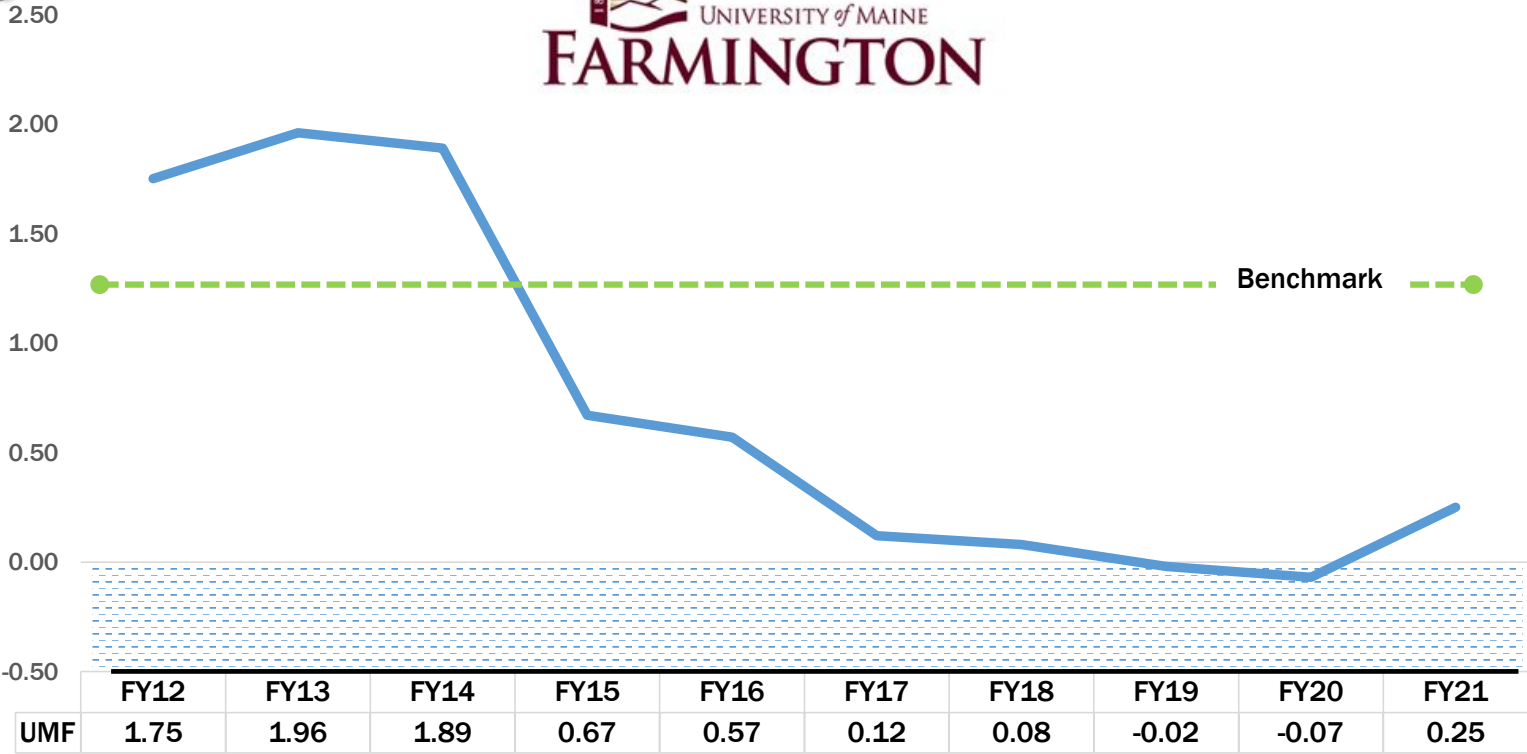


Viability Ratio



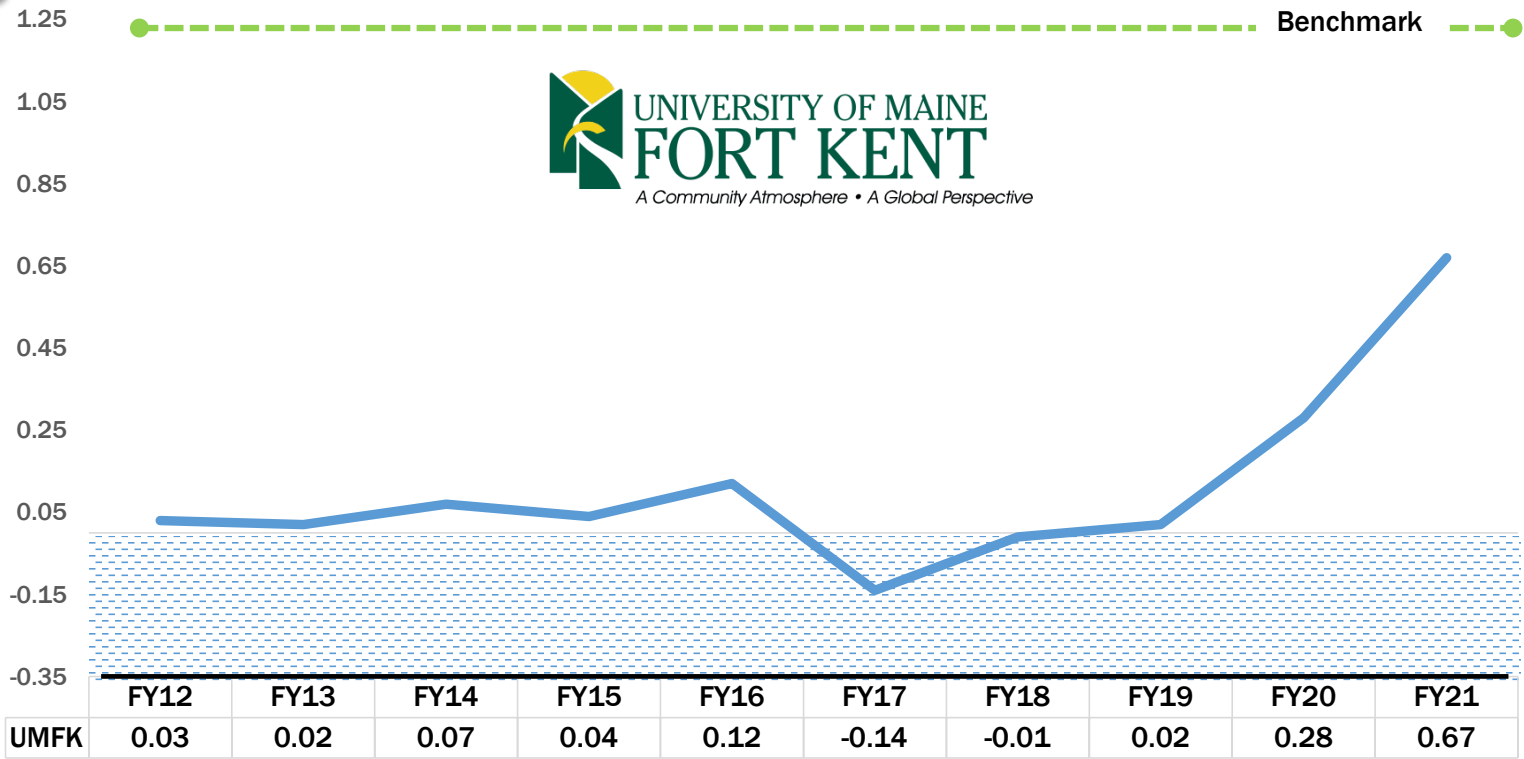


Viability Ratio



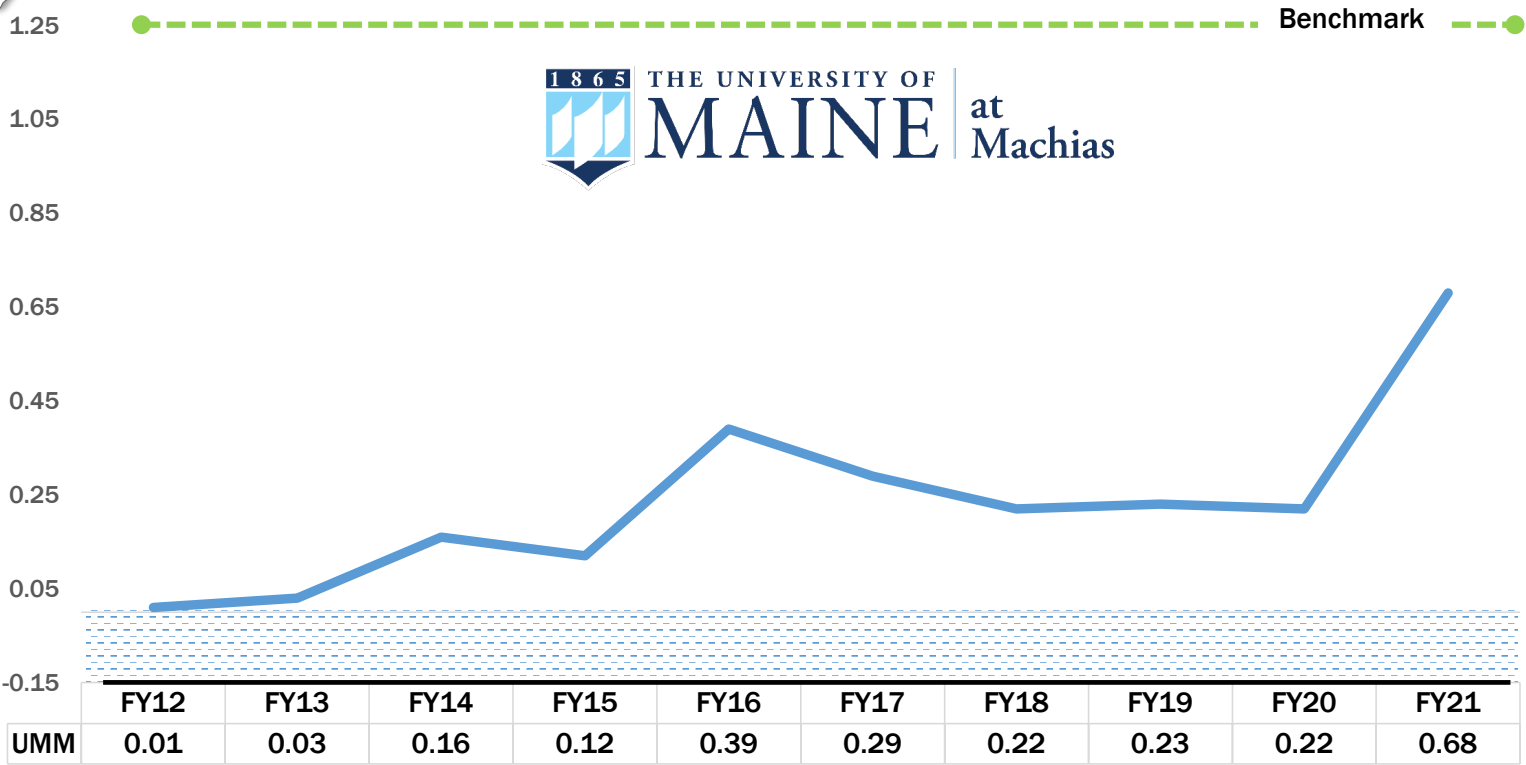


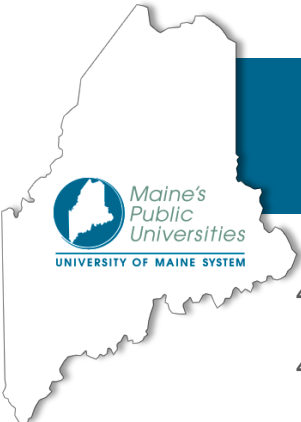
Viability Ratio



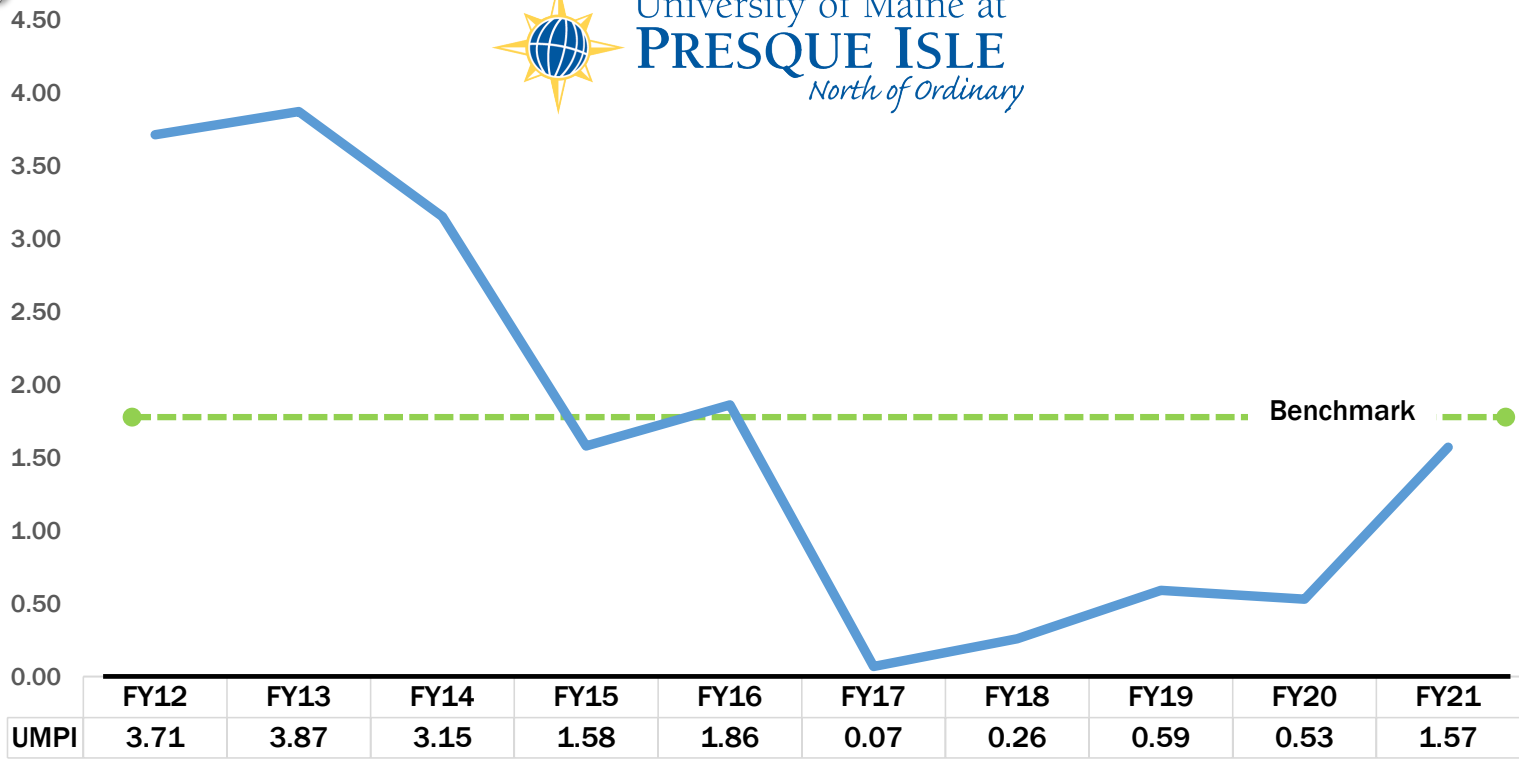


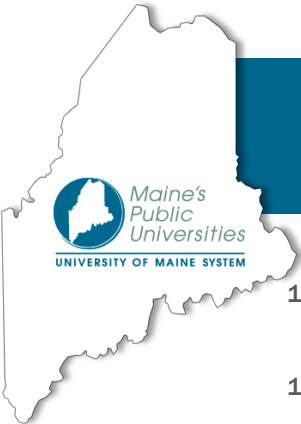
Viability Ratio



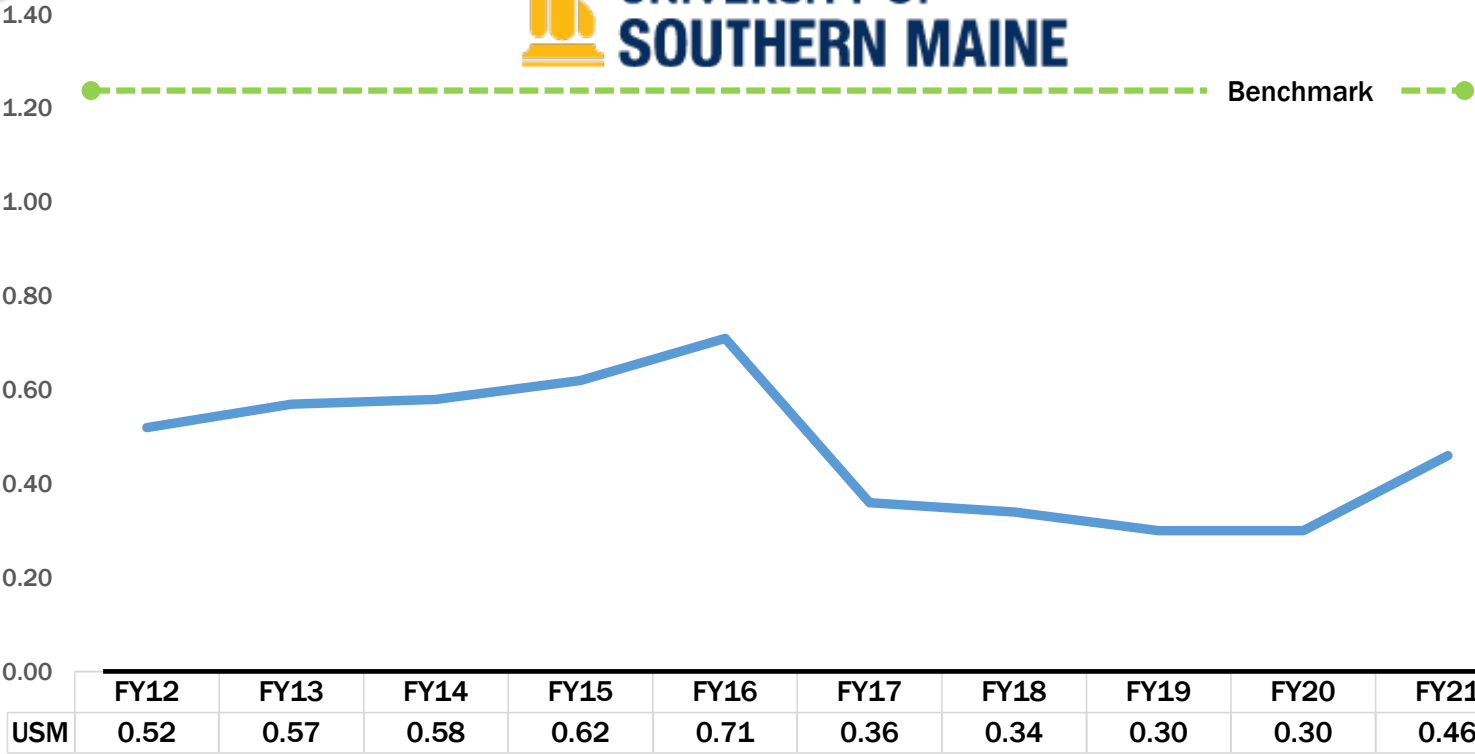


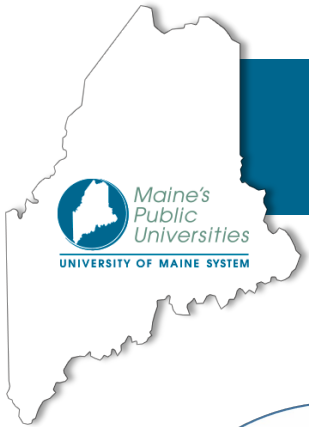
Viability Ratio





Viability Ratio





Composite Financial Index

Composite Financial Index

The **Composite Financial Index (CFI)** creates one overall financial measurement of the institution's health based on the four core ratios: primary reserve ratio, net operating revenues ratio, return on net position ratio, and viability ratio. By blending these four key measures of financial health into a single number, a more balanced view of the state of the institution's finances is possible because a weakness in one measure may be offset by the strength of another measure.

The CFI is calculated by completing the following steps:

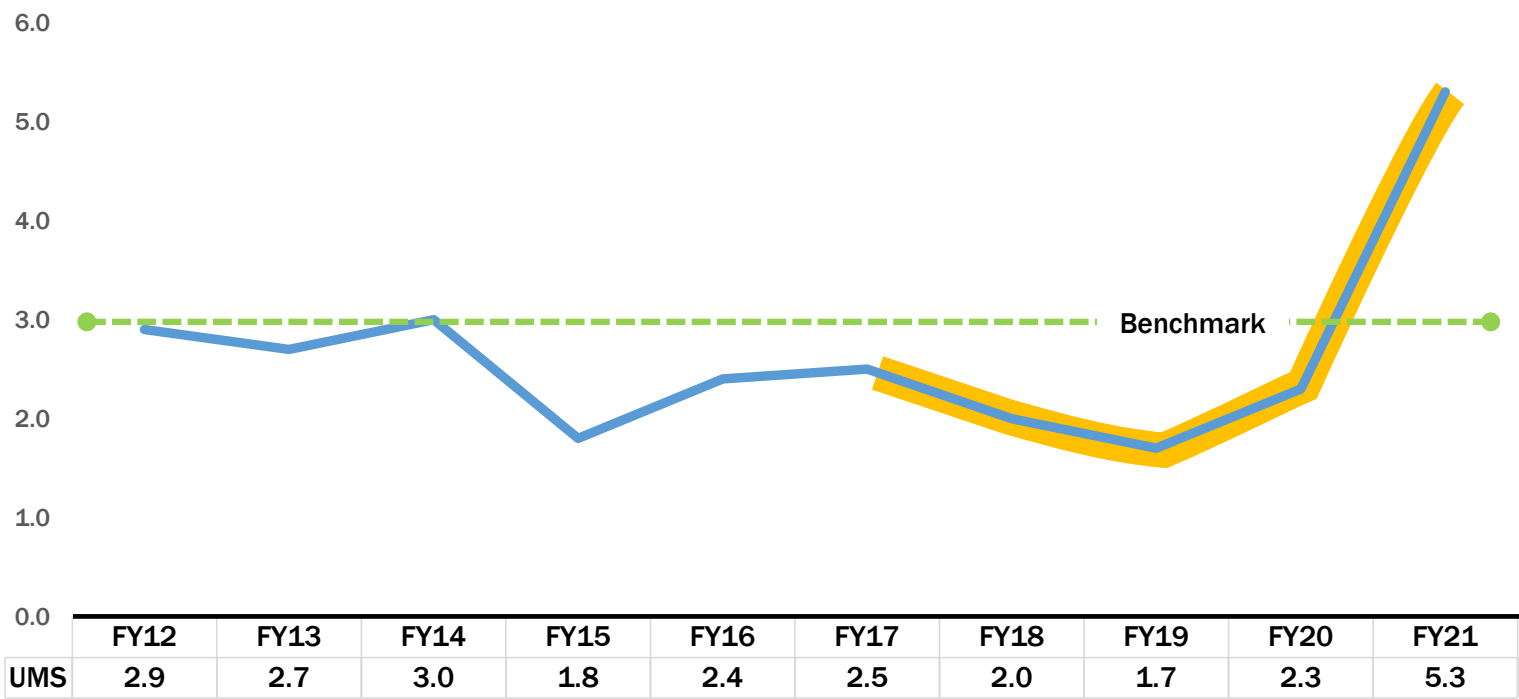
1. Compute the values of the four core ratios;
2. Convert the ratio values to strength factors along a common scale;
3. Multiply the strength factors by specific weighting factors; and
4. Total the resulting four numbers (ratio scores) to reach the single CFI score.

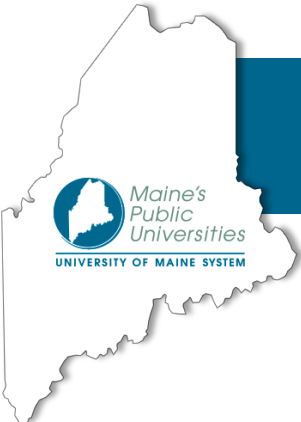
39



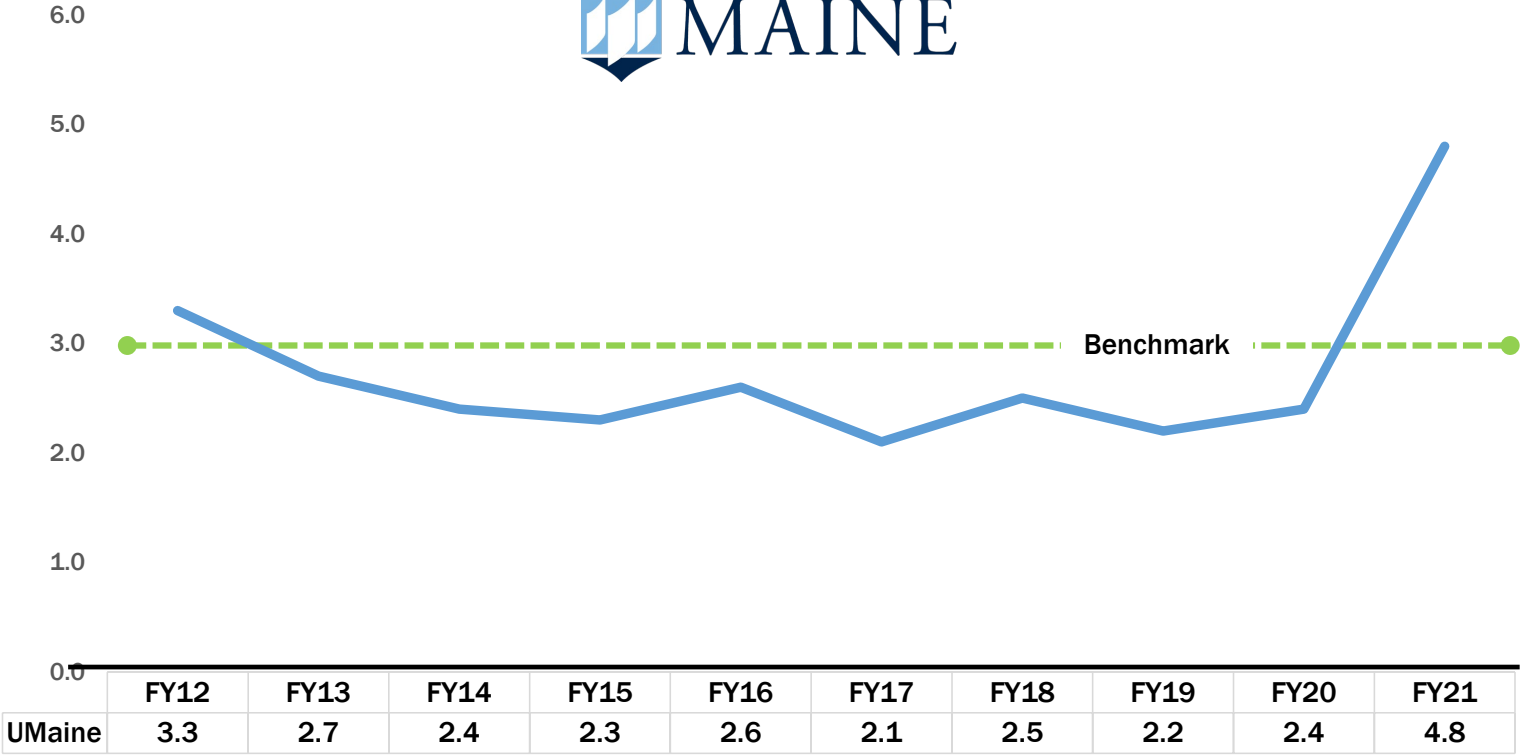
UMS Composite Financial Index

UMS Total



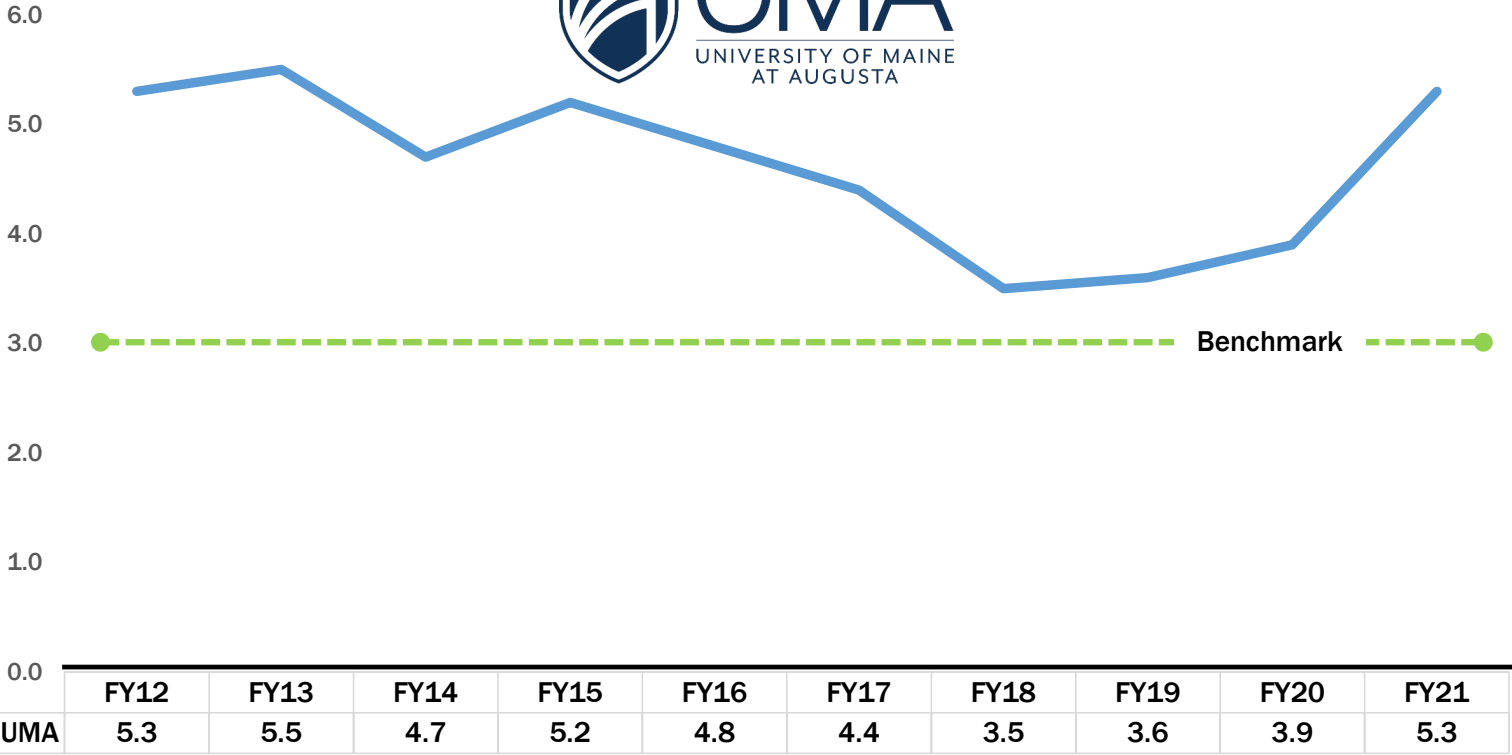


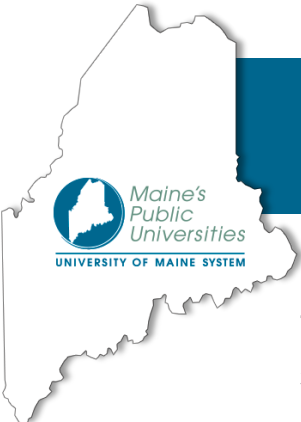
UMaine Composite Financial Index



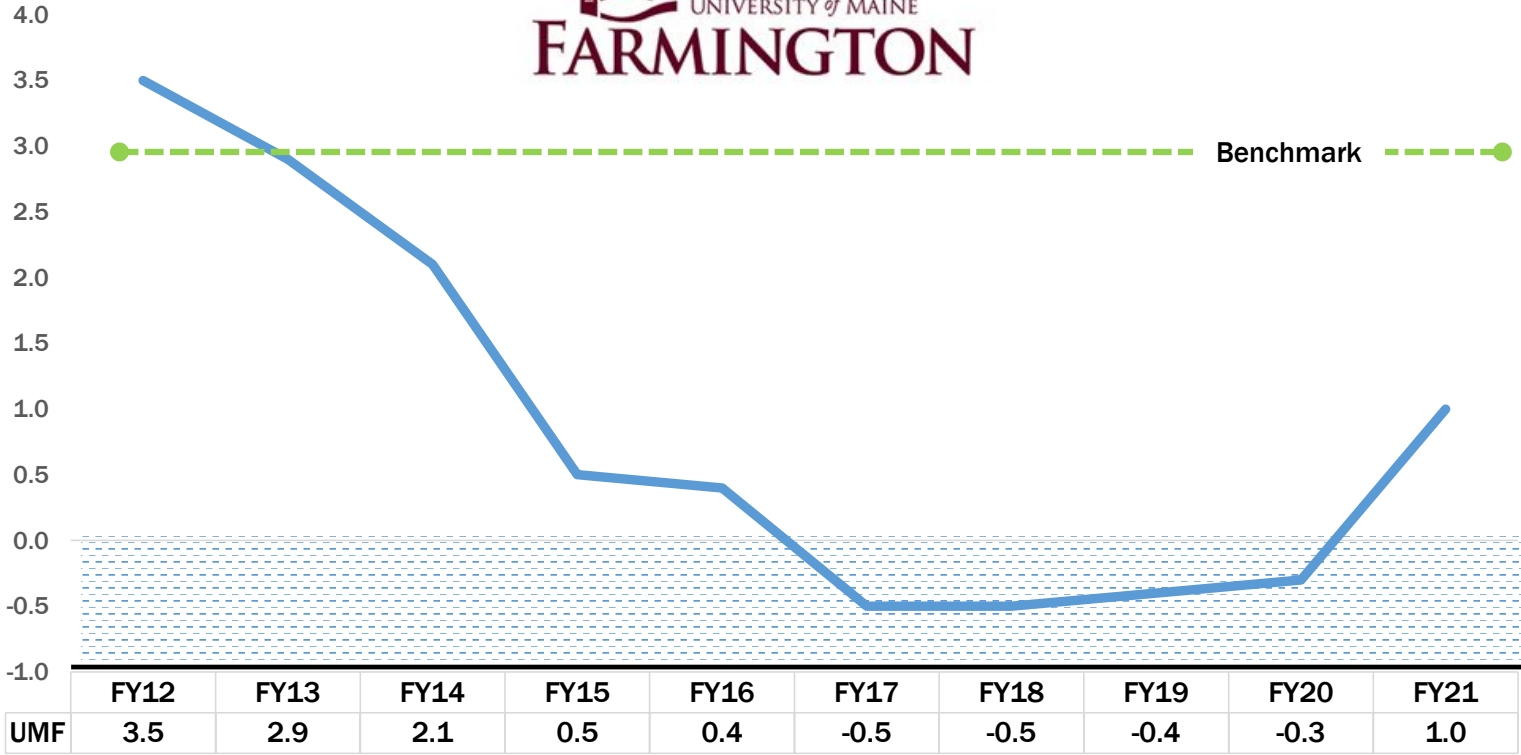


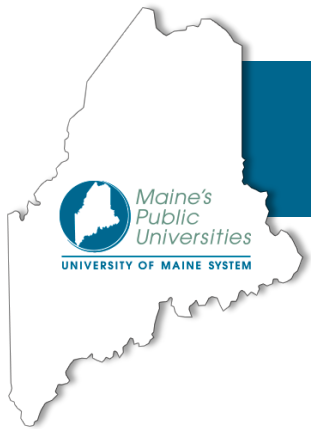
UMA Composite Financial Index



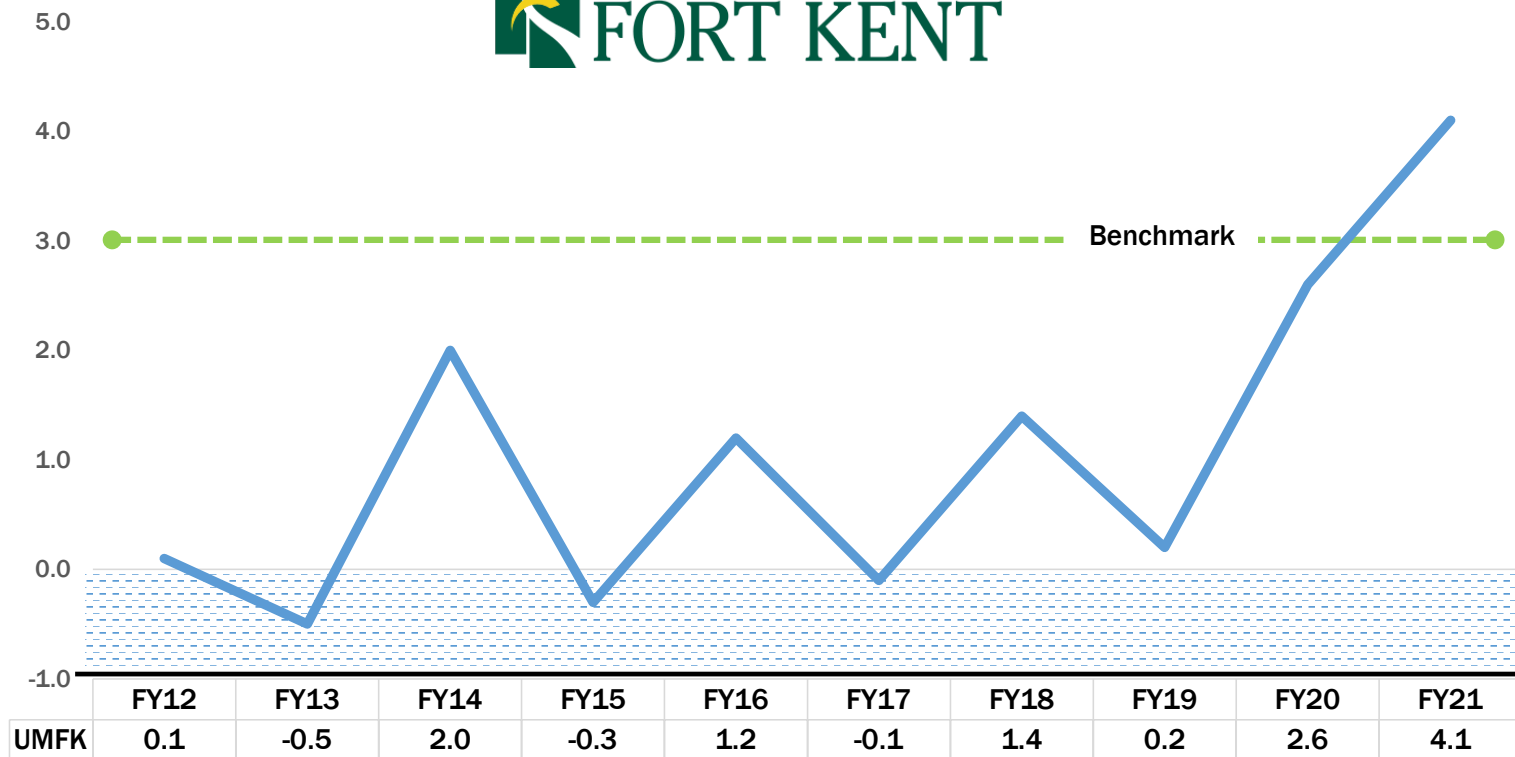


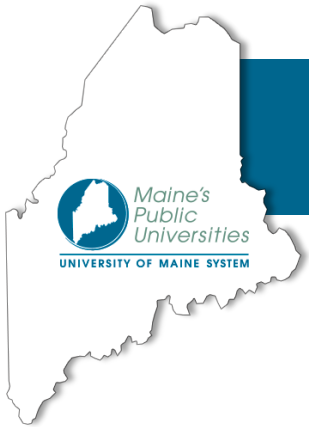
UMF Composite Financial Index



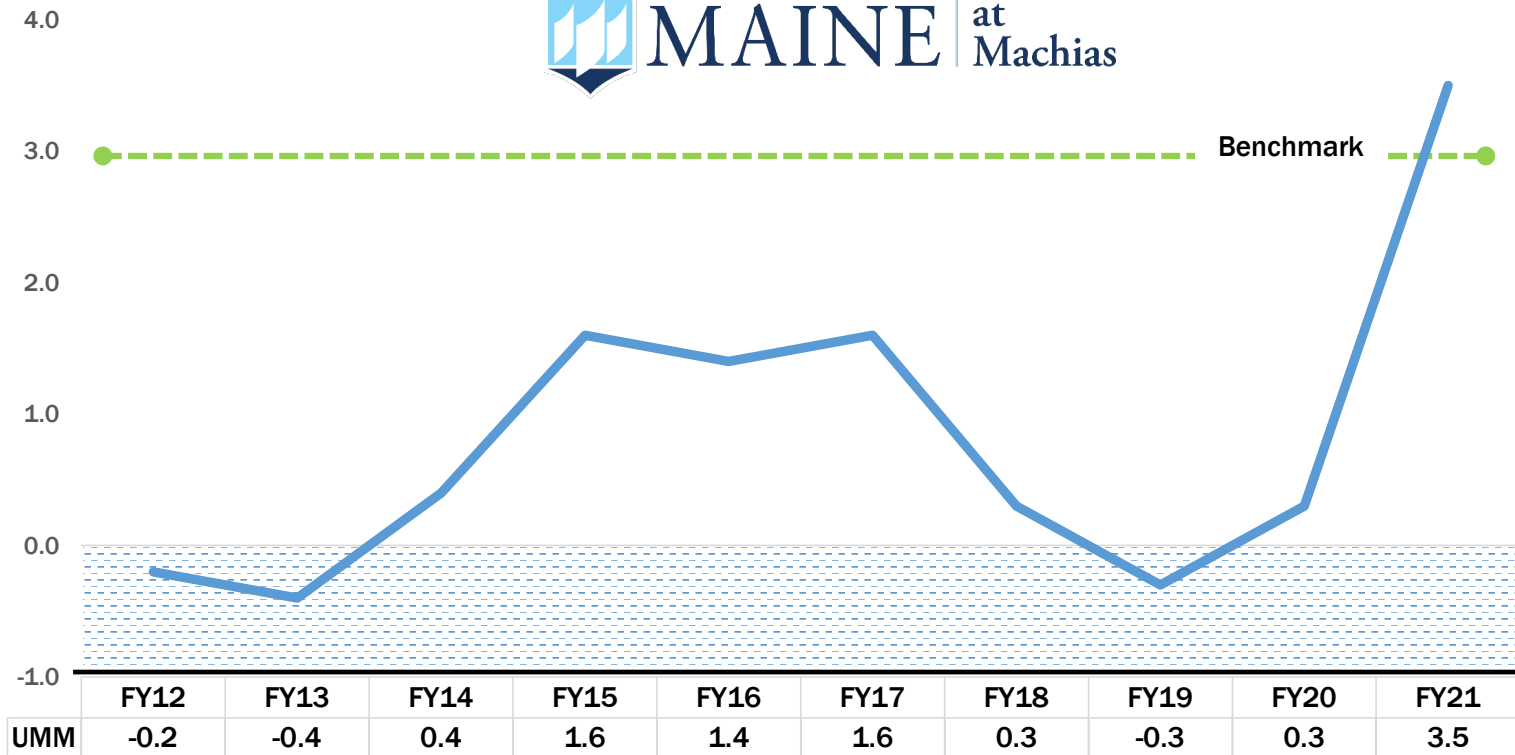


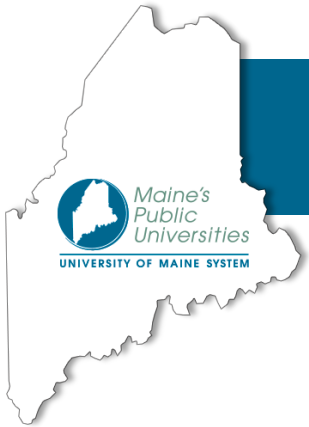
UMFK Composite Financial Index



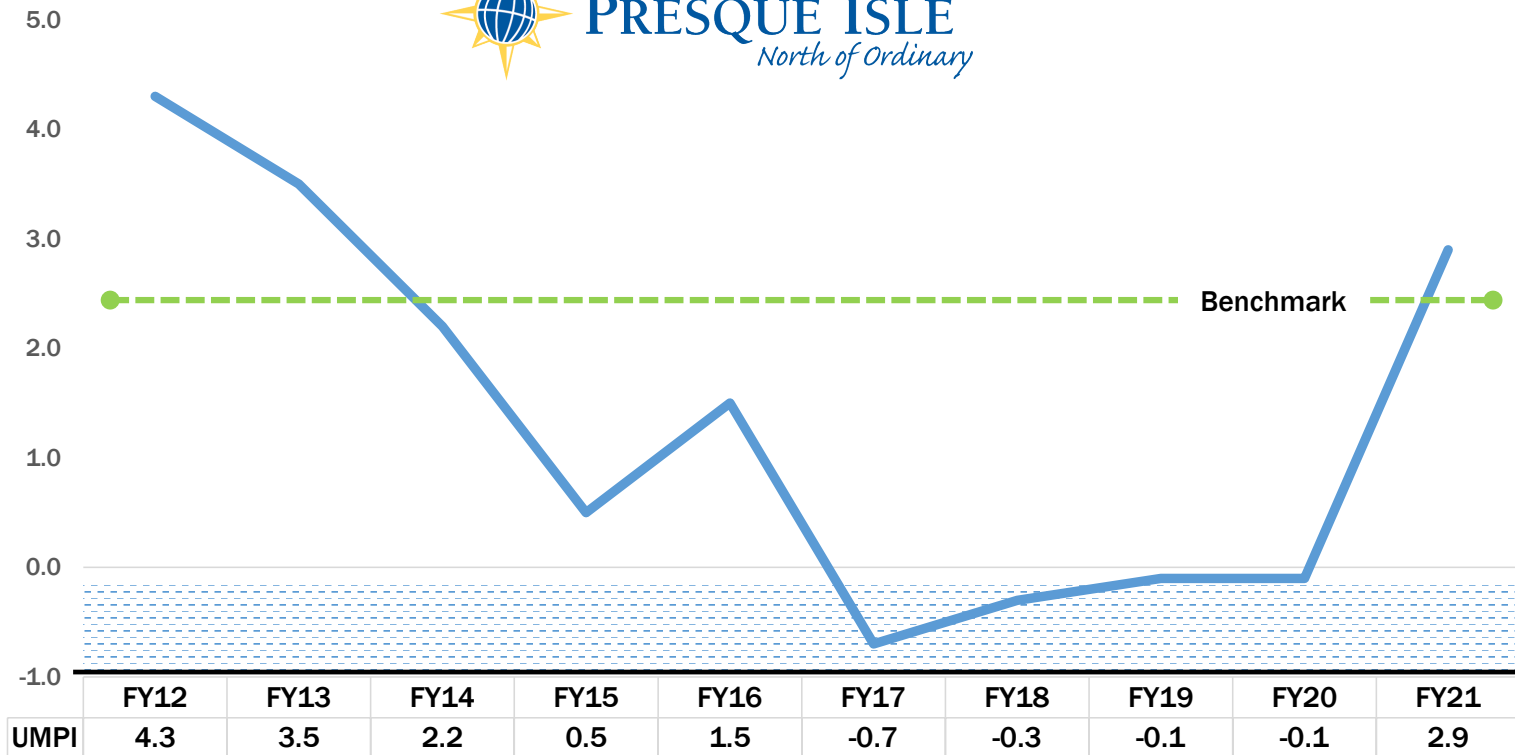


UMM Composite Financial Index



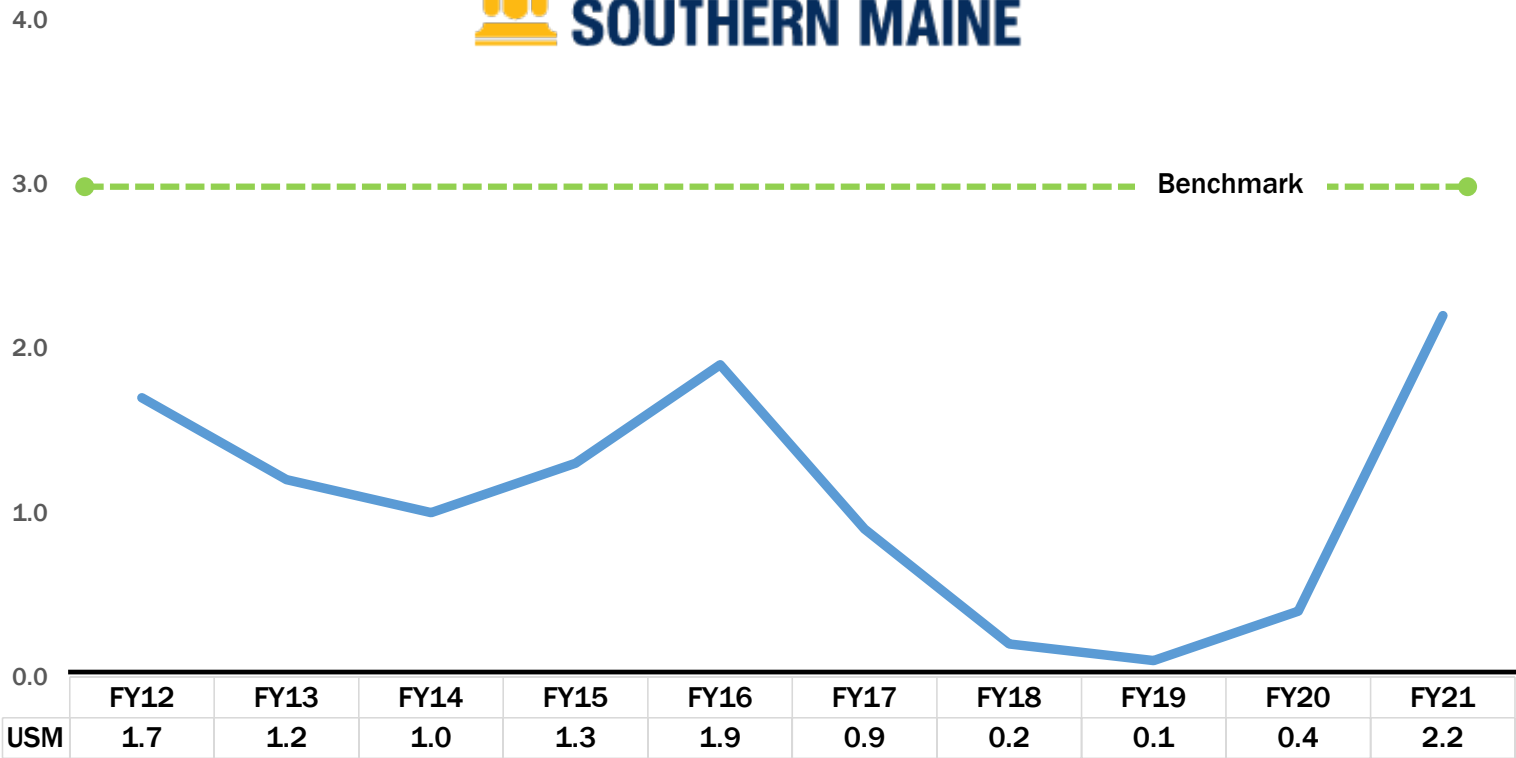


UMPI Composite Financial Index





USM Composite Financial Index



Karen L. Boudreau, Esq. Biographical Information

Karen Boudreau lives in San Diego with her husband, Thomas S. Jensen, M.D. and their three dogs, all of whom are rescued dogs. They spend most of their time in the summer at their cottage (camp, if you want) at Hopkins Pond in Mariaville about 30 minutes northeast of Bangor. She enjoys travelling, reading and walking beside the Ocean. She is very much involved in dog rescue activities including fostering and placement. She and Dr. Jensen have been long time supporters of John Bapst in Bangor and have hosted the University of Maine Alumni Party in San Diego several times.

NAMING GIFT AGREEMENT
Karen L. Boudreau, Esq. and Thomas S. Jensen, M.D.
AND
University of Maine System

This Naming Gift Agreement (“the Agreement”) is made and entered into as of December____, 2021 (“Agreement Date”) by and between the University of Maine System, a body politic and corporate and an instrumentality and agency of the State of Maine (“the System”), acting by and through the University of Maine with its principal place of business in Orono, Maine (“the University”) and with Karen L. Boudreau, Esq. and Thomas S. Jensen, M.D. (“the Donors”). The University and the Donors are referred to collectively as the “Parties” to this Agreement. The Parties understand and acknowledge as follows:

- A. The University is seeking creative strategies to address the issue of deferred maintenance that exists in many of its buildings including the north wing of the Stevens Hall complex known as North Stevens (“the Facility”).
- B. The Donors have verbally indicated their intent to donate one million dollars (\$1,000,000) to fund maintenance, repairs, and/or enhancement or renovation of the Facility at the discretion of the University in exchange for the naming of the Facility.
- C. The Parties are desirous of entering into an agreement whereby, in exchange for the Donors’ agreement whereby, in exchange for the Donors’ agreement to make the Naming Gift to the Foundation, as described in the Agreement, the University shall use the designation “Karen L. Boudreau, Esq. Hall” (“the Designated Name”) as the name of the Facility in accordance with the terms and conditions set forth herein.

NOW, THEREFORE, for good and sufficient consideration, the sufficiency of which is hereby acknowledged, the Parties agree as follows:

Section 1: The Naming Gift

- a. Naming Gift. The Donors hereby jointly and severally pledge, agree, and irrevocably promise to give the Naming Gift to the University, subject to the terms and conditions of the Agreement.
- b. Terms of the Naming Gift.
 - 1. The Naming Gift is subject to approval by the University of Maine System Board of Trustees (“the Board”) under Section 803 of the Board Policy Manual entitled “Naming of Physical Facilities.
 - 2. The Donors agree to make a gift totaling one million dollars (\$1,000,000) to fund maintenance, repairs, and/or enhancement or renovation of the Facility at the discretion of

the University in exchange for the naming of the Facility. in accordance with the following schedule:

- (a) The Donors shall donate 50% of the total gift (five hundred thousand dollars (\$500,000)) within three (3) months of the Board's approval of the Naming Gift;
 - (b) The Donors shall donate the remaining 50% of the total gift (five hundred thousand dollars (\$500,000)) in annual payments of at least one hundred thousand dollars (\$100,000) due and payable on or before December 31 of each of the next five years. The Donors have the option of paying in advance of this schedule and reducing the amount owed in subsequent years so long as the total obligation required by the end of each year is met.
3. Subject to final approval by the Board and receipt of the Naming Gift, as described below, the University shall use the designated name as the name of the Facility in accordance with the Agreement. The commonly used name of the Facility will be "Boudreau Hall" (the Common Name). The naming will be handled in a manner consistent with the policy of the University, including the identification of the building on maps and through appropriate signage. The Donors grant the University the full and complete rights to use the Designated Name and Common Name for all purposes related to the Facility and the University.

Section 2: Consideration – Placement and Use of Name.

- a. The University agrees that the Designated Name shall remain attached to the Facility until the end of the Facility's useful life in accordance with this Agreement, System, and University policies. The University agrees that, should the Facility be altered before the end of the Facility's useful life, the Facility would continue to use the Designated Name. Nothing in this Agreement restricts the future use of any named space. The University reserves the right to secure additional naming gifts for spaces within the building and for any future additions to the building.
- b. The University may execute the commitment to name the facility including installing building signage once 50% of the Naming Gift has been received. However, the naming of the Karen L. Boudreau, Esq. Hall is contingent upon the full payment of the Naming Gift; the Designated Name and Common Name may be removed if the commitment is unfulfilled by the Donors. In the event that the Designated Name and Common Name are removed because the Donors' commitment is unfulfilled, the University is under no obligation to return any portion of the gift that was received from the Donors.
- c. Morality Clause. The University depends on public goodwill to accomplish its educational mission and to attract governmental and philanthropic support. As naming a facility is a public honor that implicitly associates the values, character and reputation of the honoree with the University. If at any time the Donor's name may compromise the public trust or the reputation of the institution, including acts of moral turpitude, the University reserves the right to remove a

name from a Facility without returning the gift in which such removal is deemed to be in the University's best interest.

Section 3: Binding Obligation

The University will refrain from soliciting other funds to name the Facility in reliance on the Agreement. Subject to approval by the Board of Trustees of the Naming Gift, this agreement will become an irrevocable and binding, enforceable claim. The Donors intend the Agreement to be fully enforceable against the Donors' estates and any revocable trusts established by them to the extent the obligation has not be satisfied by gifts completed following the date of the Agreement. The Donors agree to insert dispositive provisions in their estate planning documents that will be consistent with the Agreement.

This Agreement is binding on the Parties provided that the Board approves the Designated Name and Common Name for the Facility no later than December 31, 2022, although it may be amended at any time by written agreement signed by each Party. The Agreement shall be governed by the laws of the state of Maine.

For the Donors:

Karen L. Boudreau, Esq. Date

Witness

Witness

Thomas S. Jensen, M.D. Date

Witness

Witness

<p>A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this</p>
--

certificate is attached, and not the truthfulness,
accuracy, or validity of that document.

STATE OF CALIFORNIA
County of San Diego

On _____, 2021, personally appeared the above-named Karen L. Boudreau, Esq. and Thomas S. Jensen, M.D. who affirmed, that their signatures are genuine and that they have executed this document as their own free act and deed.

Signature of Notary Public

Name of Notary Public (printed)

SEAL

My commission expires: _____

For the UNIVERSITY OF MAINE SYSTEM,
Acting by and through the University of Maine

By: _____
Joan Ferrini-Mundy
President, University of Maine



Ferland Engineering Education and Design Center

engineering.umaine.edu



- \$78-million all-in cost
- 115,000 gross sq.ft.
- Private fundraising: record \$25-million
- State support: \$50-million



Naming donors: E. James (MEE'64) and Eileen Ferland



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

**Tel: 207-973-3211
Fax: 207-581-9212
www.maine.edu**

Date: December 20, 2021

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

From: Dr. Robert Placido, VCAA

Regarding: UMFK Academic Program Proposal: Graduate Nursing Education Programming

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 at Fort Kent (UMFK) to offer graduate level nursing practitioner programs with pathways leading to a Master of Science in Nursing (MSN) with the following specialty tracks; adult gerontology nurse practitioner (ANP), acute psychiatric mental health nurse practitioner (Acute PMHNP), primary psychiatric mental health nurse practitioner (Primary PMHNP), and a doctorate of nursing practice (DNP). The attached material includes documentation of university level support including approval from President & Provost Deborah Hedeon, as well as the full program proposal. Because there are MSN programs throughout the UMS, we asked UMFK's academic leaders to consult with all affiliated university programming while developing this proposal and further examine opportunities for collaboration. These conversations continue and have included planning for shared resources and coordination of assignment of clinical placements.

The proposed UMFK MSN and DNP programs were reviewed and recommended by the Chief Academic Officers Council (CAOC). The CAOC reviewed and recommended the proposal to me on December 16, 2021. 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
√			Approval of UMFK MSN with specialty tracks, and DNP.

Chancellor Dannel Malloy

12.20.2021

Date



23 University Drive
Fort Kent, ME 04743-1292

1 (888) 879-8635 • Relay Service 711
www.umfk.edu

December 20, 2021

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

Dear Vice Chancellor Placido,

The University of Maine at Fort Kent (UMFK) is pleased to submit a new Program Proposal request to the University of Maine System.

The UMFK Nursing Unit has developed a graduate nursing program proposal, specifically, a Master of Science in Nursing (MSN) nursing practitioner program in adult/gerontology, psychiatric/mental health, and a Doctorate of Nursing Practice (DNP). The University of Maine at Fort Kent has a longstanding history of successful online course and program offerings. The Nursing Program is a signature program at the University of Maine at Fort Kent. The Nursing Unit faculty developed and offer a successful online registered nurse (RN) to bachelor of science in nursing (BSN) degree; otherwise known as the RN to BSN program. The Nursing Unit will work with Academic Partnerships (AP) to develop an online graduate program in nursing. The program proposal outlines the anticipated implementation of each nurse practitioner track and addresses the workforce needs regionally and in rural Maine.

The Graduate Nursing Program has been approved by Academic Council and Faculty Assembly, and has my full support.

I request that the enclosed Program Proposal be moved to the Board of Trustees for approval.

Sincerely,

A handwritten signature in black ink that reads "Deb Hedeem".

Deb Hedeem
President and Provost

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TO: DR. DEBORAH HEDEEN, PRESIDENT AND PROVOST, UNIVERSITY OF MAINE AT FORT KENT (UMFK)

FROM: DR. ERIN C. SOUCY, DEAN OF NURSING, ALLIED HEALTH & BEHAVIORAL SCIENCE, UMFK *Erin Soucy*

SUBJECT: PROPOSAL FOR A GRADUATE PROGRAM IN NURSING

DATE: 12/20/2021

CC: MS. BARBIE ELDRIDGE

The UMFK nursing faculty propose a graduate program in nursing, specifically, a nursing practitioner program in adult/gerontology, psychiatric/mental health, and doctorate of nursing practice.

These programs will be phased in as indicated in the program proposal, starting with the adult/gerontology program track in the summer of 2022. These programs will address the workforce needs regionally and provide access to graduate nursing programs in rural Maine and beyond. Further, development of these programs assists the University of Maine System with contractual obligations to our partners in distance education, Academic Partnerships (AP). AP colleagues have provided market analysis data to indicate that there is a high demand and need for healthcare providers in these specialty areas.

The program proposal has gone through the appropriate approval processes on our UMFK campus. I am in support of the development of nurse practitioner program tracks at UMFK.

Please let me know if you require further information.

Academic Program Request**Pro forma Statement**

Executive Summary The University of Maine at Fort Kent proposes to offer graduate level nursing practitioner programs with pathways leading to a Master of Science in Nursing (MSN) with the following specialty tracks; adult gerontology nurse practitioner (ANP), acute psychiatric mental health nurse practitioner (Acute PMHNP), primary psychiatric mental health nurse practitioner (Primary PMHNP), and a doctorate of nursing practice (DNP). The online accelerated programming will increase UMS offerings designed for working professionals and will address the current nursing shortage experienced across the State of Maine. This accelerated programming will complement the current face-to-face and traditional online Nursing programming offered at other UMS universities.

	Academic Year			
	2021	2022	2023	2024 - SP
Projected Enrollment, part time students	22	102	218	79
Revenue				
Estimated Tuition, Part time student tuition	\$44,055	\$203,817	\$435,923	\$157,461
Other Revenue - Unified Fee	\$14,850	\$68,703	\$146,940	\$53,077
Total Revenue	\$58,905	\$272,520	\$582,863	\$210,538
Expenses				
FTE Faculty (New Hire, Salary+ Benefits, current faculty will support the program until 2023)	0	0	\$107,100	\$107,100
Clinical Placement Coordinator (Salary & Benefits \$76,500, less Initial seed money \$40,000, amount listed is spring portion)	0	0	0	\$12,167
Other Expenses (AP tuition revenue share - marketing and retention expenses)	0	\$49,468	\$217,961	\$78,731
Total Expenses	\$0	\$0	\$325,061	\$197,998
Net	\$58,905	\$223,052	\$257,802	\$12,540

CCF Control #

To be assigned by Registrar's office



**UNIVERSITY OF MAINE AT FORT KENT
CURRICULAR CHANGE FORM / APPROVAL SHEET**

Date: 9/27/2021 Division/Unit: nursing Contact Person: Erin Soucy

Course Prefix & Number(s): See sample curriculum

Course Title(s): See sample curriculum

Program(s) Affected: nursing

Major, Concentration, Minor, Certificate or Course(s): Develop a graduate program in nursing

TYPE(S) OF CHANGE(S) REQUESTED (check all that apply):

☒ *UMS Substantive Change ☐ *UMFK Substantive Change ☐ *UMFK Non-substantive Change

☒ **New Program ☐ Program Revision ☐ Program Elimination ☐ Program Suspension

☐ New Course ☐ Course Revision ☐ Course Deletion ☐ Course Suspension

☐ Course Title/# Changes Only

EFFECTIVE DATE/TERM/YEAR: Summer 2022

DESCRIPTION OF & RATIONALE FOR CHANGE(S) REQUESTED:

The nursing faculty will develop a graduate program in nursing, specifically a nurse practitioner program in the adult/gerontology specialty to begin in the summer of 2022, with an addition of a psychiatric/mental health nurse practitioner program track in the summer of 2023, and a doctor of nursing practice program in the summer of 2024.

Because this is a new program offering, it will not effect the current student body but will be in additon to what we already offer in the nursing program.

- Attach Revised Course Information: For a revised course, attach 1) the current catalog text and 2) the proposed text, reflecting the exact changes being proposed using word processing editing (track changes). Be sure to cross-check other courses and programs to ensure no residual impacts to the requested change (e.g. prerequisites).
- Attach Revised Program Information: For a revised program, attach 1) the complete, current program text [including vision and mission statements, course sequencing, etc.], 2) the complete, revised program text, reflecting the exact changes being proposed using word processing editing (track changes), and 3) how students in the current catalog will be handled and. Be sure to cross-check other courses and programs to ensure no residual impacts to the requested change (e.g. a proposed eliminated course is a requirement in another program).

**See UMFK CURRICULUM REVIEW POLICY AND PROCEDURES for descriptions*

*** New Programs or titles require system approval. See Chief Academic Officer prior to proceeding.*

Revision date: 11/5/20

UMFK Curricular Change Form Page 1 of 3

DECISIONS & SIGNATURES (indicate approval or denial):

N/A

Program Coordinator (if applicable) <i>Erin Suay</i>	<input type="checkbox"/> APPROVED	<input type="checkbox"/> DENIED	Date
			9/27/2021
Division Chair	<input checked="" type="checkbox"/> APPROVED	<input type="checkbox"/> DENIED	Date
N/A			
Division Chair of other impacted program(s) (if applicable)	<input type="checkbox"/> APPROVED	<input type="checkbox"/> DENIED	Date
Joseph Becker - see included AC minutes			10/7/21
Chair of Academic Council (if applicable)	<input checked="" type="checkbox"/> APPROVED	<input type="checkbox"/> DENIED	Date
Joseph Becker - see included FA minutes			11/2/2021
Chair of Faculty Assembly (if applicable)	<input checked="" type="checkbox"/> APPROVED	<input type="checkbox"/> DENIED	Date
<i>Deb Heden</i>			11/29/2021
Provost or Designee	<input checked="" type="checkbox"/> APPROVED	<input type="checkbox"/> DENIED	Date
UMS Approval (if applicable)	<input type="checkbox"/> APPROVED	<input type="checkbox"/> DENIED	Date

Reason for denial:

Distribution: President's Office, Academic Affairs Office, Registrar's Office, Division/Unit Chair(s), Program Coordinator (if applicable), Marketing, Communications & Website Office, Admission's Office, Enrollment Management, Executive Director of Academic Services (Professional Advisors)

*See UMFK CURRICULUM REVIEW POLICY AND PROCEDURES for descriptions

** New Programs or titles require system approval. See Chief Academic Officer prior to proceeding.

Revision date: 11/5/20

UMFK Curricular Change - Course Proposal Form (must be completed for each course being changed)

Current Title: _____ New Title: _____

Current Number: _____ New Number: _____

Current Academic Credit: _____ New Academic Credit: _____

Current *Lab/Lecture Breakdown: _____ New *Lab/Lecture Breakdown: _____

**E.g. 3 hours of lecture, 3 hours of lab*

Current Pre/Co-requisites: _____ New Pre/Co-requisites: _____

Current Semester(s) Offered: _____ New Semester(s) Offered: _____

Current **Course Modality: _____ New **Course Modality: _____

***E.g. On-Campus, Online, Both/Hybrid*

<u>Current Course Description:</u> 	<u>New Course Description:</u>
--	--

Programs Affected:Courses Affected:Potential Instructors:Additional Notes:**See UMFK CURRICULUM REVIEW POLICY AND PROCEDURES for descriptions**** New Programs or titles require system approval. See Chief Academic Officer prior to proceeding.**Revision date: 11/5/20*

UMFK Curricular Change Form Page 3 of 3

<u>Faculty</u>	Joe Becker	Kurt Holzhausen			<u>Adjunct Faculty</u>	<u>Deans</u>
	Cheryl Roberts	Paul Buck			Nik Lallemand	Erin Soucy
	Dawn Susee	Krishna Kaphle			Jake Theriault	
	Mike Curran	Geraldine Becker				
	Kaisa Holloway	Rachel Albert				
	Lisa Lavoie	Leo Trudel				
	Ned Rupert-Nason					
	Neil Thompson					
<u>Guests</u>	Sofia Birden					

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University of Maine at Fort Kent
Faculty Assembly
November 2, 2021

[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
New Business		
Proposed Nursing Graduate Program at UMFK	Academic Council has reviewed and recommends approval. See Faculty Assembly shared drive for paperwork and more information. Erin Soucy explained the plan, we would partner with AP. Adult Gerontology summer 22, psych mental health summer 23, DNP summer 24.	Must have students enrolled and be teaching students in order to be accredited. We have faculty and much of the design of courses are underway. 14 aye, 1 nay
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]

UMFK Academic Council October 2021 Agenda

1

Academic Council October Meeting Agenda

Thursday, 7 October 2021 / 12:30 pm in Nadeau Conference or via Zoom

Present: D. Susee, K. Kaphle, D. Belanger, J. Becker, J. Theriault, R. Albert, G. Cannon
Becker

Guests

Nicole Boudreau, Erin Soucy, Kaisa Holloway-Cripps, Mike Curran

Call to Order 12:30 PM by Chair J. Becker

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

2. **Program Proposal for Graduate Nursing Education**—see materials on shared drive
MOTION: To accept proposal for Graduate Nursing Education as developed and move
to Faculty Assembly. (K. Kaphle/D. Belanger) **Motion passes unanimously.**

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

**University of Maine at Fort Kent
Division of Nursing
Program Proposal for Graduate Nursing Education**

1. Program Objectives and Content

The University of Maine System (UMS) is attempting to restructure its academic portfolio to overcome several challenges. For example, there is a decline in the high school population in Maine, making recruitment a competitive process. There is little ability or desire to increase tuition for Maine students. These fiscal and demographic pressures are forcing programs to critically evaluate and explore collaborative opportunities.

The nursing program is the signature program at the University of Maine at Fort Kent (UMFK). Our ongoing efforts at continuous quality improvement have proven invaluable; we remain a program recognized for its academic rigor and high quality. Our graduates consistently achieve program outcomes and are sought after by employers. We continue to meet Commission on Collegiate Nursing Education (CCNE) expectations in terms of graduation completion rates of greater than 70% or higher, National Council Licensure Examination for Registered Nurses (NCLEX-RN) first time pass rates of greater than 80%, and employment rates of greater than 70%.

The University of Maine at Fort Kent (UMFK) has a longstanding history of successful online course and program offerings. The Division of Nursing (DON) faculty developed and offer an online registered nurse (RN) to bachelor of science in nursing (BSN) degree; otherwise known as the RN to BSN program. We have the opportunity to work with Academic Partnerships (AP) to develop an online nursing practitioner program with several program track options. The following plan outlines the workforce needs, resources, and challenges to develop a graduate program in nursing at UMFK.

Vision

The Division of Nursing provides a rigorous education founded upon the liberal arts, which prepares professional nurse graduates who holistically serve individuals, families, and communities, in a caring capacity in a complex global society.

Mission

As an integral part of our parent institution, the UMFK nursing faculty members deliver a transformative nursing education to prepare graduates who serve as nurse clinicians, scholars, and educators to meet the health needs of the people of Maine and beyond.

UMFK Program Options or Program Tracks

As a reference, the term *program track* refers to the ways in which a student may earn the baccalaureate degree and then proceed into graduate coursework.

Academic partnerships, nursing practitioner program online program tracks

Accelerated to Master's (MSN): this program track will be for those students who have a previous baccalaureate degree in a discipline other than nursing and wish to complete a graduate degree in nursing to become a nurse practitioner;

RN to MSN: this program track will be for those students who are registered nurses with an associate's degree who aspire to complete their baccalaureate and/or graduate program requirements at UMFK;

Traditional to MSN: this track will be established for those students who graduate from a traditional baccalaureate in nursing program and wish to pursue a graduate degree to become a nurse practitioner.

Specialty tracks

Thorough market analysis indicates that there is a demand for many different types of nurse practitioners. After careful review of market data, we propose the following nurse practitioner specialty tracks:

- adult/gerontology nurse practitioner (ANP) Summer 2022
- acute psych/mental health nurse practitioner (Acute PMHNP) Summer 2023
- primary psych/mental health nurse practitioner (Primary PMHNP) Summer 2023
- doctorate of nursing practice (DNP) Summer 2024
- acute pediatric nurse practitioner (aspirational)
- primary pediatric nurse practitioner (aspirational)

2. Evidence of Program Need

The state of Maine is confronting a nursing shortage that will grow in severity in the coming years. Maine is expected to need an additional 3,200 nurses by 2025. An aging population who will seek more nursing and healthcare services, coupled with an aging nursing workforce that will be retiring in large numbers are main contributing factors to the shortage. In fact, approximately 22% of Maine citizens are aged 65 or over. By the year 2030, it is estimated that one million nurses will be retired. Adding another dimension to the shortage, schools of nursing are struggling to fill vacant faculty positions while simultaneously trying to expand program enrollments while balancing the confines of clinical placements.

Expanding capacity to produce more registered nurses is not enough to help our state, region, and nation to overcome the nursing shortage. We must also have more nursing faculty and advanced practice nurses. The complexities of healthcare continue to expand and our faculty and advanced practice nurses need the educational credentials and experiential opportunities to meet these challenges.

All of the nursing programs in the UMS are working diligently and collaboratively to address the nursing shortage. We have engaged in such efforts as creating multiple start dates for students to begin coursework, increased enrollments, worked on retention and keeping students on pace to graduation, and worked with our Early College partners to ensure high school students interested in nursing are taking courses that will transfer into our programs. Despite our best efforts, schools of nursing are not keeping pace with the demand for RN's and advanced practice registered nurses (APRN's).

Market Analysis

Please see market analysis Power Point presentation prepared by Academic Partnerships for the northeast and New England. Also our representative from Academic Partnerships included information regarding our competitors to include information on tuition and fees.

- MSN nurse practitioner conferrals are expected to increase by 10-11% in New England.
- An average of 4,900 new job posting were for nurse practitioners, in a specialty area, in New England. But, 9,800 jobs were posted in New England for family nurse practitioners.
- MSN nursing practitioner conferrals are expected to increase 7-15% in our region.
- An average of 11,000 new job posting were for nurse practitioners, in a specialty area, in our region. But, 30,000 jobs were posted in our region for family nurse practitioners.

Marketing Strategies

At present, our collaboration with AP is yielding desired results. AP has dedicated funds and marketing expertise with personnel committed to recruiting for our programs. While marketing efforts have a concentrated focus on the New England states, they also market our program in our northeast region (New England states plus New York and New Jersey) and nationwide.

Enrollment Goals

We aspire to enroll an initial cohort of 8 to 10 students in each program track. Each semester we would like an additional 12 students. As we progress, we will consider a higher number. Our initial challenge will be to obtain out of state Board approval for out of state students and to secure nationally certified faculty to oversee each specialty area.

See Appendix A for enrollment projections and enrollment growth

These projections, of course, make assumptions that we will enroll and graduate a fixed number of students each semester. While we know this is not likely, the above table is meant to be an estimate to illustrate potential for program growth.

3. Program Resources and Total Financial Considerations

Startup Expenditure

See sample budget, Appendix A.

Our initial costs will be in faculty time and commitment. We will hire a program coordinator to help with clinical placements; both securing sites, but also completing the Board approval process for each out of state student. This person would also help to secure initial and ongoing CCNE accreditation status, develop the curriculum, develop the core courses, and develop the evaluation plan. This person would be hired in summer 2024. The salary for this person will be \$50,000 plus benefits (53% or \$26,500) or a total of \$76,500. UMFK has some remaining seed money to help offset initial costs. This money is approximately in the amount of \$40,000.

By summer 2023 we will need an additional faculty member who is a doctorally prepared nurse practitioner. This person will have teaching and curriculum development duties. The salary for this person will be \$70,000 plus benefits (53% or \$37,100) or a total of \$107,100.

As the RN to BSN and MSN programs continue to increase in enrollments, additional faculty will be needed. We will need a faculty lead for each program track, a faculty that holds national certification in that specialty area, i.e. a pediatric nurse practitioner, psych/mental health nurse practitioner, family and adult nurse practitioner. The faculty lead does not have to be full time to start but we will eventually need an additional four, full time faculty for this program and adjunct faculty as well, not to include the clinical coordinator.

4. Program Evaluation

Our national accrediting agency the Commission on Collegiate Nursing Education sets forth graduate program accreditation standards that we will follow. We will also follow the *National Task Force on Quality Nurse Practitioner Education: Criteria for Evaluation of NP Programs*.

Our program curriculum and evaluation plan will align with CCNE and National Organization of Nurse Practitioner Faculties (NONPF) standards for quality graduate education and program evaluation.

Our enrollment numbers and trends will be evaluated annually. Student performance in courses and achievement in such areas as certification pass rates, attainment of practice position in area of specialty, employer satisfaction, and graduate satisfaction with NP preparation will all be evaluated annually. Faculty will be evaluated by students at the conclusion of each course and annually by the NP program coordinator and program dean.

Our clinical placement strategies will be executed in collaboration with our education partners at other University of Maine System nursing programs so as to not compete for limited placements.

5. *Sustainability and Expansion Strategy*

The sustainability of this program will be dependent upon the revenues from tuition and fees. An initial cohort of 8-10 students is manageable with one added staff in year 2024 and one added faculty in year 2023 with a tuition of \$550.00 per credit hour. So, for a graduate student to take 6 credits per semester is equal to $\$550.00 \times 6 = \$3,300$ per semester, per student. See Appendix A.

Please see *Business Plan* (Appendix A), which assumes us reaching the enrollment target 24-30 new students per semester.

Appendix A

Enrollment Projections, Costs, and Revenue

Appendix A

Enrollment Projections and Net Revenue

	Spring 2022		Summer 2022		Fall 2022		Spring 2023		Summer 2023		Fall 2023		Spring 2024		Summer 2024		Fall 2024		Spring 2025	
incoming students		8		8		8		8		20		24		24		30		30		30
returning students				6		11		14		25		37		46		57		61		61
graduating students																6		12		12
total students		8		14		19		34		49		61		76		81		81		79
credit hour generation		36		63		83		152		222		275		341		364		364		354
tuition generated		16,020		28,035		37,046		67,835		98,936		122,262		151,772		161,889		161,889		157,461
unified fee generated		5,400		9,450		12,488		22,866		33,349		41,212		51,159		54,569		54,569		53,077
	0	21,420		37,485		49,534		90,700		132,285		163,474		202,930		216,458		216,458		210,538
AP commission	0	0		0		0		0		0		49,468		61,131		75,886		80,944		78,731
NET REVENUE	0	21,420		37,485		49,534		90,700		82,817		102,343		127,045		135,514		135,514		131,808

University of Maine at Fort Kent
Division of Nursing
Sample Nurse Practitioner Curriculum

Term	Course Title	NONPF Competencies	AACN Essentials
Term 1 (Core Courses 12cr total)	Role of the Advanced Practice Nurse (3cr, 1 st 7 weeks)	Scientific Foundation (1, 2, 3) Ethics (3)	I, VII
	Evidence Based Practice (3cr, 1 st 7 weeks)	Scientific Foundation (1, 2, 3) Quality Competencies (1, 4) Practice Inquiry (1, 6)	III, IV, IX
	Leadership in Advanced Nursing Practice (3cr, 2 nd 7 weeks)	Leadership (1-7) Practice Inquiry Competencies (1) Policy Competencies (2) Health Delivery System (2)	II, III, VI, VII, IX
	Healthcare Policy and the Law (3cr, 2 nd 7 weeks)	Leadership Competencies (2) Quality Competencies (3) Policy Competencies (1-6)	II, III, V, VI, VII
	Advanced Pathophysiology (3cr, 1 st 7 weeks)	Scientific Foundation (1-4)	I, III, IV, VIII
Term 2 (Direct Care Core Courses 12cr total)	Advanced Pharmacology (3cr, 1 st 7 weeks)	Scientific Foundation (2) Independent Practice (3)	I, III, IV, VIII
	Advanced Health Assessment (3cr, 2 nd 7 weeks)	Scientific Foundation (4) Independent Practice (3, 4)	I, III, IV, VIII
	Healthcare Organization Systems (3cr, 2 nd 7 weeks)	Leadership (1-7) Quality (3) Health Delivery System (1-7)	II, III, V, VII
	Population Focus Primary and Acute Care I (250 clinical hours; 4 didactic, 1 st 7 weeks; 4 clinical, 2 nd 7 weeks)	Scientific Foundation (1-4) Quality (1-5) Technology (1-6) Leadership (2-6) Health Delivery System (1, 3, 5, 6, 7)	I, II, III, IV, V, VI, VII, VIII, IX
Term 3 (Practitioner Core 8cr total)			

Term 4 (Practitioner Core 8cr total)	Population Focus Primary and Acute Care II (250 clinical hours; 4 didactic, 1 st 7 weeks; 4 clinical, 2 nd 7 weeks)	Independent Practice (2, 3, 4) Scientific Foundation (1-4) Quality (1-5) Technology (1-6) Leadership (2-6) Health Delivery System (1, 3, 5, 6, 7) Independent Practice (1, 3, 5, 6, 7)	I, II, III, IV, V, VI, VII, VIII, IX
Term 5 (Practitioner Core 8cr total)	Population Focus Primary and Acute Care III (250 clinical hours; 4 didactic, 1 st 7 weeks; 4 clinical, 2 nd 7 weeks)	Scientific Foundation (1-4) Quality (1-5) Technology (1-6) Leadership (2-6) Health Delivery System (1, 3, 5, 6, 7) Independent Practice (1, 3, 5, 6, 7)	I, II, III, IV, V, VI, VII, VIII, IX

48 Total Credits

5 Semesters (or ten, 7-week terms)

750 Clinical Hours (clinical hours include direct and indirect hours that must meet the NTFs [direct patient care, 500 hours] and Essentials competencies, direct and sub competency areas)

Nurse Practitioner Core Competencies/Program Outcomes

Scientific Foundation Competencies

1. Critically analyzes data and evidence for improving advanced nursing practice.
2. Integrates knowledge from the humanities and sciences within the context of nursing science.
3. Translates research and other forms of knowledge to improve practice processes and outcomes.
4. Develops new practice approaches based on the integration of research, theory, and practice knowledge.

Leadership Competencies

1. Assumes complex and advanced leadership roles to initiate and guide change.
2. Provides leadership to foster collaboration with multiple stakeholders (e.g. patients, community, integrated health care teams, and policy makers) to improve health care.
3. Demonstrates leadership that uses critical and reflective thinking.
4. Advocates for improved access, quality and cost-effective health care.
5. Advances practice through the development and implementation of innovations incorporating principals of change.
6. Communicates practice knowledge effectively both orally and in writing.
7. Participates in professional organizations and activities that influence advanced practice nursing and/or health outcomes of a population focus.

Quality Competencies

1. Uses best available evidence to continuously improve quality of clinical practice.
2. Evaluates the relationships among access, cost, quality, and safety and their influence on health care.
3. Evaluates how organizational structure, care processes, financing, marketing and policy decisions impact the quality of health care.
4. Applies skills in peer review to promote a culture of excellence.
5. Anticipates variations in practice and is proactive in implementing interventions to ensure quality.

Practice Inquiry Competencies

1. Provides leadership in the translation of new knowledge into practice.
2. Generates knowledge from clinical practice to improve practice and patient outcomes.
3. Applies clinical investigative skills to improve health outcomes.
4. Leads practice inquiry, individually or in partnership with others.
5. Disseminates evidence from inquiry to diverse audiences using multiple modalities.
6. Analyzes clinical guidelines for individualized application into practice.

Technology and Information Literacy Competencies

1. Integrates appropriate technologies for knowledge management to improve health care.
2. Translates technical and scientific health information appropriate for various users' needs.
 - a. Accesses the patient's and caregiver's educational needs to provide effective, personalized health care.
 - b. Coaches the patient and caregiver for positive behavioral change.
3. Demonstrates information literacy skills in complex decision making.
4. Contributes to the design of clinical information systems that promote safe, quality, and cost-effective care.
5. Uses technology systems that capture data on variables for the evaluation of nursing care.

Policy Competencies

1. Demonstrates an understanding of the interdependence of policy and practice.
2. Advocates for ethical policies that promote access, equity, quality, and cost.
3. Analyzes ethical, legal, and social factors influencing policy development.
4. Contributes in the development of health policy.
5. Analyzes the implications of health policy across disciplines.
6. Evaluates the impact of globalization on health care policy development.

Health Delivery System Competencies

1. Applies knowledge of organizational practices and complex systems to improve health care delivery.
2. Effects health care change using broad based skills including negotiating, consensus-building, and partnering.
3. Minimizes risk to patients and providers at the individual and systems level.
4. Facilitates the development of health care systems that address the needs of culturally diverse populations, providers, and other stakeholders.
5. Evaluates the impact of health care delivery on patients, providers, other stakeholders, and the environment.
6. Analyzes organizational structure, functions and resources to improve the delivery of care.
7. Collaborates in planning for transitions across the continuum of care.

Ethics Competencies

1. Integrates ethical principles in decision making.
2. Evaluates the ethical consequences of decisions.
3. Applies ethically sound solutions to complex issues relate to individuals, populations and systems of care.

Independent Practice Competencies

1. Functions as a licensed independent practitioner.
2. Demonstrates the highest level of accountability for professional practice.
3. Practices independently managing previously diagnosed and undiagnosed patients.
 - a. Provides the full spectrum of health care services to include health promotion, disease, prevention, health protection, anticipatory guidance, counseling, disease management, palliative, and end of life care.
 - b. Uses advanced health assessment skills to differentiate between normal, variations of normal, and abnormal findings.
 - c. Employs screening and diagnostic strategies in the development of diagnoses.
 - d. Prescribes medications within scope of practice.
 - e. Manages the health/illness status of patients and families over time.
4. Provides patient-centered care recognizing cultural diversity and the patient or designee as a full partner in decision-making.
 - a. Works to establish a relationship with the patient characterized by mutual respect, empathy, and collaboration.
 - b. Creates a climate of patient-centered care to include confidentiality, privacy, comfort, emotional support, mutual trust, and respect.
 - c. Incorporates the patient's cultural and spiritual preferences, values, and beliefs into health care.
 - d. Preserves the patient's control over decision making by negotiating a mutually acceptable plan of care.

GLOSSARY OF TERMS

Care processes: Actions or changes that occur during the delivery of health care.

Clinical investigative skills: Those skills needed to conduct inquiry of practice questions/therapies, evaluate discovered evidence, and then translate it into practice.

Cultural diversity: Common beliefs, values, practices and behaviors shared by multiple subgroups or individuals.

Culture of excellence: The environment developed through the internalization of core values and a shared commitment in which the highest standards of personal integrity, professionalism, and clinical expertise are upheld.

Evidence-based practice: The “conscientious, explicit and judicious use of current best evidence in making decisions about the care of individual patients. Individual clinical expertise is integrated with the best available external evidence from systematic research,” (modified from Sackett, 1996).

Globalization: The interrelated influence of actions, resources, cultures, and economies across nations.

Health policy: The set of decisions pertaining to health whether made at local, state, national, and global levels that influence health resource allocation.

Independent practice: Recognizes independent licensure of nurse practitioners who provide autonomous care and promote implementation of the full scope of practice.

Independently: Having the educational preparation and authority to make clinical decisions without the need or requirement for supervision by others.

Information literacy: The use of digital technology, communications tools, and/or networks to access, manage, integrate, evaluate, create, and effectively communicate information.

Interprofessional practice: Occurs when multiple health workers from different professional backgrounds work together with patients, families, and communities to deliver the highest quality of care.

Interprofessional education: When two or more professions learn about, from and with each other to enable effective collaboration and improve health outcomes.

Knowledge management: Strategies that identify, create, and represent, distribute, and enable the efficient use of all types of information.

Licensed independent practitioner: An individual with a recognized scientific knowledge base that is permitted by law to provide care and services without direction or supervision.

Quality care: The degree to which health services to individuals and populations increase the desired health outcomes consistent with professional knowledge and standards. Quality care also means avoiding underuse, overuse, and misuse of health care services.

Patient centered care: Care based on a partnership between the patient and health care provider that is focused on the patient’s values, preferences, and needs.

Peer Review: Evaluation of the processes and/or outcomes of care by professionals with similar knowledge, skills and abilities.

Adopted from National Organization of Nurse Practitioner Faculties (NONPF)

University of Maine at Fort Kent

Division of Nursing

Graduate Program Evaluation Plan

Adopted from National Organization of Nurse Practitioner Faculties (NONPF)

Alignment with Commission on Collegiate Nursing Education (CCNE) Standards for Accreditation

I. Organization and Administration (aligns with CCNE Standard I)

Criterion I.A: The coordinator of the NP program is nationally certified as an NP and has the responsibility of overall leadership for the NP program.

Criterion I.B: The faculty member who provides direct oversight for the NP educational component or track is nationally certified in the same population-focused area of practice.

Criterion I.C: Institutional support ensures that NP faculty teaching in clinical courses maintain currency in clinical practice.

II. Students (aligns with CCNE Standard III, IV)

Criterion II.A: Any admission criteria specific to the NP program/track reflect input by NP faculty.

Criterion II.B: Any progression and completion criteria specific to the NP program/track reflect input by NP faculty.

III. Curriculum (aligns with CCNE Standard III)

Criterion III.A: NP faculty provide input into the development, evaluation, and revision of the NP curriculum.

Criterion III.B: The curriculum is congruent with national standards for graduate-level, advanced practice registered nursing (APRN) education and is consistent with nationally recognized core role and population focused NP educational standards and competencies.

Criterion III.C: The NP program prepares graduates to meet educational eligibility requirements to sit for a national NP certification examination that corresponds with the role and population focus of the NP program.

Criterion III.C.2: Official documentation states the NP role and population focus of educational preparation.

Criterion III.D: The curriculum plan demonstrates appropriate course sequencing.

Criterion III.E: The NP program/track has a minimum of 500 supervised direct patient care hours overall. Clinical hours are distributed to support competency development that represents the population needs.

IV. Resources, Facilities, and Services (aligns with CCNE Standard II)

Criterion IV.A: Institutional resources, facilities, and services support the development, management, and evaluation of the NP program/track.

Criterion IV.B: A sufficient number of faculty is available to ensure quality clinical experiences for NP students. NP faculty have academic responsibility for the supervision and evaluation of NP students and for oversight of the clinical learning experience. The faculty/student ratio is sufficient to ensure adequate supervision and evaluation.

Criterion IV.B.2: Clinical settings are diverse and sufficient in number to ensure that the student will meet core curriculum guidelines and program/track goals.

Criterion IV.B.3: NP faculty may share the clinical teaching of student with qualified preceptors.

Criterion IV.B. 3a: A preceptor has authorization by the appropriate state licensing entity to practice in his/her population focused and/or specialty area.

Criterion IV.B.3b: A preceptor has educational preparation appropriate to his/her area(s) of supervisory responsibility and at least one year of clinical experience.

V. Faculty (aligns with CCNE Standard IV)

Criterion V.A.1: NP programs/tracks have sufficient faculty with the preparation and current expertise to adequately support the professional role development and clinical management courses for NP practice.

Criterion V.A.2: NP program faculty who teach the clinical components of the program/track maintain current licensure and national certification.

Criterion V.A.3: NP faculty demonstrate competence in clinical practice and teaching through a planned, ongoing faculty development program designed to meet the needs of new and continuing faculty.

Criterion V.B: Non-NP faculty have expertise in the area in which they are teaching.

VI. Evaluation (aligns with CCNE Standard III, IV)

Criterion VI.A: There is an evaluation plan for the NP programs/track.

Criterion VI.A.1: Evaluate courses at regularly scheduled intervals.

Criterion VI.A.2: Evaluate NP program faculty competence at regularly scheduled intervals.

Criterion VI.A.3: Evaluate student progress through didactic and clinical components of NP program/track each semester/quarter/term.

Criterion VI.A.4: Evaluate students' attainment of competencies throughout the program.

Criterion VI.A.5: Evaluate students cumulatively based on clinical observation of student competence and performance by NP faculty and/or preceptor assessment.

Criterion VI.A.6: Evaluate clinical sites at regularly scheduled intervals.

Criterion VI.A.7: Evaluate preceptors at regularly schedule intervals.

Criterion VI.B: Formal NP curriculum evaluation occurs every five (5) years or sooner.

Criterion VI.C: There is an evaluation plan to measure outcomes of graduates.

Rachel E. Albert, PhD, RN
Curriculum Vitae

ADDRESS

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ACADEMIC QUALIFICATIONS

<u>Granting Institution</u>	<u>Degree</u>	<u>Major</u>	<u>Date</u>
Case Western Reserve University Frances Payne Bolton School of Nursing Cleveland, Ohio	Ph.D.	Nursing Science GPA 4.0	5/2001
Dissertation: <i>The Effect of Guided Imagery and Music on Pain and Anxiety During Laceration Repair</i>			
University of Texas Health Science Center Houston, Texas	M.S.N.	Emergency Nursing/ Education GPA 4.0	8/1990
University of Maine at Fort Kent Fort Kent, Maine	B.S.N.	Nursing	5/1985

ACADEMIC AND ADMINISTRATIVE EXPERIENCE

<u>Organization</u>	<u>Position/Rank</u>	<u>Date</u>
University of Maine at Fort Kent Fort Kent, ME	Professor of Nursing and Allied Health	9/16 - present

Current Responsibilities

Nursing and Allied Health: Current primary teaching responsibility for online Nursing Research, Healthcare Ethics and the Law, Transcultural Nursing, Global Health and Humanitarianism, Integrative Healthcare for Nursing, Community Health, and Healthcare Statistics and Research for traditional, accelerated, and RN-BSN students. Chair the Evaluation Committee in the Division of Nursing and Allied Health. Serve as the lead faculty member for the Partners for International Relief, a student-led campus organization, and as a member of Academic Council, Acadian Archives, and the UMFH Nursing Honor Society.

University of Maine at Fort Kent
Fort Kent, ME

**Executive Director of Planning and
Assessment/Associate Professor of Nursing
and Allied Health**

1/14 - 9/16

Selected Position Accomplishments

Planning and Assessment: Led and managed all processes related to institutional planning and effectiveness to include strategic planning and assessment of student learning and administrative unit outcomes. Recommend policies and procedures to improve the Universities' institutional effectiveness program. Chair of the Council on Institutional Effectiveness and Assessment (since 2003-2016). Play a leadership role in e-portfolio development and implementation for the reformed UMFK general education program.

Accreditation: Served as UMFK's New England Association of Schools and Colleges (NEASC) Accreditation Liaison Officer (2003-present) between the Commission and the institution; Serve as site-reviewer for NEASC comprehensive, focused, and substantive change reviews (e.g., new nursing programs); Chair of the 10-Year Comprehensive 2015 UMFK Self Study; oversee institutional accreditation processes and interpret for the institution the policies and procedures of the Commission; attend annual NEASC meetings; and prepare the institutional NEASC annual accreditation report.

Strategic Planning: Lead institutional planning and budget alignment efforts; Chair of the Strategic Planning Steering Committee for the new UMFK 2020 Strategic Plan using an Appreciative Inquiry based approach, focused on strengths, opportunities, aspirations, and results (SOAR). Oversight of the implementation and evaluation of the current UMFK 2009-2014 Strategic Plan and lead the development, implementation, and evaluation of the new UMFK Strategic Plan: *2020 Vision*.

Program Planning and Review: Worked with Vice President for Academic Affairs to establish priorities and plans for program development and in the expansion of Allied Health program options. Coordinate academic program reviews and work with Division Chairs in the review, study, and development of curriculum and in the improvement of student learning outcomes assessment and instruction.

Nursing and Allied Health: Taught online Nursing Research, Leadership & Management, Ethics & Law, Healthcare Quality Management, Conceptual Issues for Professional Nursing, and Healthcare Statistics and Research. Work with University of Maine System (UMS) Chancellor, healthcare practice partners, and One Maine Health Collaborative to increase the nursing pipeline in the State of Maine and address community health assessment needs. Work with Maine Nursing colleagues to adopt the Maine Nursing Core Competencies in nursing curricula; encourage statewide efforts to ease the transfer of academic credit between the UMS and the Community College System; develop a new nursing off-campus partnership; and assess nursing graduate education needs. Developed a Strategic Plan for Allied Health and new online program, Bachelor of Arts and Science in Allied Health Upgrade.

Organization

University of Maine at Fort Kent
Office of Academic Affairs
Fort Kent, ME

Position/Rank

**Vice President for Academic Affairs
Dean of the Faculty**

Date

4/06 - 1/14

Selected Position Accomplishments

Academic Administration: Provided direction and leadership to five UMFK academic divisions and chairs with a total instructional staff compliment of 112 (42 full-time and 70 adjunct faculty). Managed an executive staff that consisted of the Director of Student Support Services, Student Success Coordinator, Registrar, Associate Director of Institutional Research, Coordinator of Distance Education, and the Director of Library and Information Services.

Academic Excellence and Program Review: Provided oversight for all UMFK accredited program requirements and self-studies (Nursing, Business, Education, & Forestry). Led UMFK's academic program prioritization and revitalization plan, and five-year annual program reviews. Developed an academic division annual reports mechanism and the Council on Quality Undergraduate Education. Increased experiential learning and internship opportunities to provide students with out-of-class "hands on" experience.

Accreditation & Assessment: Chaired and led the two-year NEASC interim report interim (2007), the fifth-year report (2010) and the 10-year (2005) comprehensive reaccreditation and self-study initiatives. Served as NEASC Accreditation Liaison Officer (ALO).

Campus and Faculty Development: Initiated Campus-wide Development Days for faculty and staff on areas of strategic priority to include first-year experience, student success and engagement, next generations, student learning outcomes assessment, distance education, curriculum-centered, strategic planning, retention, promoting civility on campus, academic revitalization in higher education, experiential learning, center for rural sustainable development, Praxis II, high impact learning and advising, excellence in teaching, leading change, and appreciative inquiry as a transformation approach to strategic planning.

Distance Education: Grew distance education by ten new online programs (2011) to better serve Maine citizens in the areas of accounting, business, criminal justice, conservation law, emergency management/homeland security, general studies, information security, nursing, and rural public safety administration; and 6 new certificates in the areas of emergency management/homeland security, healthcare administration, information security, public management, criminal justice, and special education.

Institutional Research: Created and directed the Office of Institutional Research.

Liberal Arts Education: Led faculty in reforming of the general education program following the AACU LEAP initiative in 2006 & in 2013 with a focus on student learning outcomes and the Lumina's degree qualifications profile (DQP).

New Academic Programs: New degrees/program development – Associate of Arts in Conservation Law Enforcement (2013); Associate of Science in Allied Health with tracks in Health Care Technician and Health Information Technology (2012); Associate of Science Information Security (2010); RN-BSN online program (2009).

Partnerships: Led the development of the new Center for Rural Sustainable Development (2008); developed numerous contractual and agency agreements with early college, technical schools, community colleges, and health care agencies.

Scholarship: Worked collaboratively to foster a community of engaged scholars by initiating UMFK's Annual Scholars' Symposium, which is now an annual campus event; and the development of the Presidential Lectureship Series.

Student Success: Successful recipient of two University of Maine System Strategic Investment Funds for distance education and student success. *Promoting a Culture of Student Success* (\$151,604) and *Enrolling and Retaining Students in the Online Environment* (\$105,590). Secured funding for and was selected to participate in the Dr. John Gardner, Foundations of Excellence Institute to work on First-Year Experience initiatives. Selected as an institutional partner (\$10,000) with the American Association and State Colleges and Universities and the University of Central Florida Next Generation Learning Challenges competition - *Expanding Blended Learning Through Tools and Campus Programs* an initiative designed to expand adoption of blended learning to 20 participating AASCU member institutions through the development of a Blended Learning Toolkit. Led the development and renovation of the UMFK Student Learning Center in 2012.

Strategic Planning – Led the development of a five-year (2009-2014) strategic plan, “*UMFK's Strategic Plan for Excellence*” which included revised vision and mission statements, and values; SWOT analysis; priority goals for enrollment management, financial stewardship, academic excellence, campus greening, cultural diversity, student success, and human resources; and strategies along with key performance indicators.

EMPLOYMENT HISTORY

PROFESSIONAL AND ADMINISTRATIVE EXPERIENCE (continued)

<u>Organization</u>	<u>Position/Rank</u>	<u>Dates</u>
University of Maine at Fort Kent Office of Academic Affairs Fort Kent, ME	Interim Vice President for Academic Affairs Dean of the Faculty	6/05 - 3/06
University of Maine at Fort Kent Division of Nursing Fort Kent, ME	Nursing Director & Chair Associate Professor of Nursing and Allied Health	9/99 - 9/2006 9/00 - 9/2016
University of Maine at Fort Kent Division of Nursing Fort Kent, ME	Assistant Professor of Nursing	9/95 - 8/99 (tenured, 1997)
University of Florida College of Nursing Gainesville, FL	Assistant Professor of Nursing	5/93 - 8/95
North Florida Regional Medical Center Gainesville, FL	Emergency Department Staff Nurse	5/94 - 6/95
University of Maine at Fort Kent School of Nursing Fort Kent, ME	Assistant Professor of Nursing Instructor of Nursing	9/91 - 8/93 9/90 - 8/91

EMPLOYMENT HISTORY**PROFESSIONAL AND ADMINISTRATIVE EXPERIENCE (continued)**

Northern Maine Medical Center Fort Kent, ME	Hospital Supervisor	8/90 - 4/93
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St. Luke's Episcopal/ Texas Children Hospital/ Texas Heart Institute Houston, TX	Emergency Department Registered Nurse	7/89 - 9/90
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<u>Organization</u>	<u>Position/Rank</u>	<u>Dates</u>
University of Maine at Fort Kent School of Nursing Fort Kent, ME	Adjunct Faculty/ Lab Manager	1/88 - 5/89
Northern Maine Medical Center Fort Kent, ME	Hospital Supervisor	2/87 - 5/89
Powell Memorial Center Eagle Lake, ME	RN Consultant	1/87 - 12/88
Northern Maine Medical Center Fort Kent, ME	RN Charge Medical/ Surgical	1/87 - 2/87
Champlain Valley Physician's Hospital Plattsburgh, NY	Emergency Department Registered Nurse	5/85 - 12/86

LEADERSHIP TRAINING

2017	Commission on Collegiate Nursing Education. (CCNE, October). Team Leader Evaluation Training Workshop, Orlando, FL.
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2016	Commission on Higher Education, New England Association of Schools and Colleges (NEASC) (September, 2016). Evaluator Workshop, Bedford, MA.
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LEADERSHIP TRAINING (continued)

2016	Society for College and University Planning (SCUP) Planning Institute, Step I, II, III. Focused knowledge for integrated planning processes. Pittsburgh, PA. (SCUP certified).
2013	Commission on Collegiate Nursing Education. (CCNE, October). Team Leader Evaluation Training Workshop, Washington, D. C.
2013	New England Association of Schools and Colleges (NEASC, October), Self-Study Workshop, Southbridge, MA
2013	New England Association of Schools and College (NEASC, September), Fall 2013 Workshop for Evaluators, Bedford, MA.
2011	American Association of Schools, Colleges, and Universities (AASCU, 2011). <i>Provosts to Presidents Program</i> - training for Provosts with an interest in moving on to the presidency in the future.
2006/07	Higher Education Resource Services (HERS), Management Institute for Women in Higher Education, New England Twenty-Ninth Annual
2002	Maine Leadership Foundation, Leadership Institute, <i>Iota Class</i>
1997	American Council on Education/National Identification Program (ACE/NIP), Member Planning Committee

HONORS, DISTINCTIONS, AND AWARDS

<u>Date</u>	<u>Award</u>
2016/17	Trustee Professorship, \$12,500
2016	Sabbatical, spring semester
2016	University of Maine at Fort Kent, 25-Year Service Award
2015	Society of Colleges and University Planning, Certified
2013	UMFK Faculty Assembly Letter of Gratitude for 8.5 years of service as Vice President for Academic Affairs and Dean of the Faculty
2011	University of Maine at Fort Kent, 20-Year Service Award
2011	Aroostook Mental Health Center, recognition for outstanding contributions to the agency and board of directors, 2000-2011

HONORS, DISTINCTIONS, AND AWARDS (continued)	
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<u>Date</u>	<u>Award</u>
2010	Aroostook Mental Health Center, Board of Directors, 10-Years of Dedicated Service Award, to agency and its programs
2010	Distinguished Alumni of the Year Award for noteworthy leadership and service to the profession of nursing, University of Maine at Fort Kent, Division of Nursing
2008	Business and Professional Women, <i>Maine Women of the Year</i> , 2008 for outstanding achievement in her field
2008	Business and Professional Women, <i>Fort Kent Women of the Year</i> , 2008, for outstanding achievement in her field
2006	Aroostook Mental Health Center Award – in recognition of devoted leadership provided as Board President, 2002-2004
2003	State of Maine Senate and Maine House of Representatives, legislative sentiment presented by State Representative Troy Jackson for excellence in nursing education, October, 2003
2002	Teaching Excellence Award, presented by the University of Maine at Fort Kent Health Related Research Students
2002	“Best Poster” nominated for the American Nurses Association Grand Rounds Poster Session for the 2002 ANA Biennial Convention in Philadelphia, PA
2002	Eastern Nursing Research Society, Graduate Student Podium Presentation Award, Penn State University
2002	Selected to participate in the American Association of Colleges of Nursing (AACN) Leadership for Academic Nursing Program, funded by the Helene Fuld Health Trust, Washington, DC
2001	End-Of-Life Nursing Education Consortium Trainer Certified, Pasadena, CA
2001	University of Maine at Fort Kent, 10-Year Service Award
1999	Trustee Professorship, \$12,500
1997	University of Maine at Fort Kent Outstanding Faculty Award
1996	University of Maine at Fort Kent, 5-Year Service Award
1996	University of Maine at Fort Kent Senior Nursing Faculty of the Year Award

HONORS, DISTINCTIONS, AND AWARDS (continued)

<u>Date</u>	<u>Award</u>
1995	University of Florida Outstanding Undergraduate Teaching Award, \$2,000
1994	Nominated University of Florida Outstanding Undergraduate Teaching Award
1990	Sigma Theta Tau, International Nursing Honor Society
1990	Harris County Clinical Expert Award

UNIVERSITY GOVERNANCE AND SERVICE**University of Maine System (UMS)**

2016-present	University of Maine System, Nursing Program Integration Committee
2016-present	University of Maine System, Collaborative MSN Subcommittee
2014-	University of Maine System, Nursing Education and Practice Partners, nursing pipeline initiatives
2005-2014	University of Maine System, Chief Academic Officers Council, Member
2005-2006	UMS Strategic Direction #4 Libraries Committee, Co-Chair
2005-2006	UMS Strategic Direction #2 Faculty Development Committee, Member
2005-2006	High School Student Performance/Metrics, VCAA & CAO Ad hoc Committee, Member

University of Maine at Fort Kent

2016-present	UMFK Nursing Honor Society, Member
2015-present	Academic Council, Member
2015-present	Peer Review, Alternate
2015-present	Partners in International Relief (PIR), Faculty-lead advisor
2014-present	Evaluation Committee, Chair, Division of Nursing
2014-present	Business Committee, Member, Division of Nursing
2014-present	Academic Admissions, Advisement, and Advancement Committee, Member, Division of Nursing
2014-present	Curriculum Committee, Member, Division of Nursing

2014-present	Acadian Archives Advisory Council, Member
2014-2016	Distance Education Council, Member
2014-2015	Peer Review Committee, Member
2013-2016	Strategic Planning Steering Committee, Chair
2013-2015	New England Association of Colleges and Schools (NEASC) UMFK Comprehensive Self-Study, Chair
2010-1996	UMFK Presidential Search Committee, Member
2006-2016	Council on Institutional Effectiveness and Assessment, Chair
2005-2016	President's Executive Committee, Member
2005-2014	Academic Leadership Council, Chair (formerly known as Council of Division Chairs)
2005-2014	Quality Undergraduate Education Council, Chair (QUE – formerly known as Academic Affairs Council)
2005-2006	Academic Assessment Committee, Chair
2005-2011	Student Success and Advising Committee, Co-chair
2005-2006	Vice Presidents' for Administrative Services and Academic Affairs Committee, Co-chair
2003-2016	New England Association of Schools and Colleges, Accreditation Liaison Officer
2003-2005	New England Association of Colleges and Schools (NEASC) UMFK Comprehensive Self-Study, Chair
2002-2016	President's Cabinet, Member
2002-2003	UMFK Strategic Planning Steering Committee, Chair
2000-2001	University of Maine at Fort Kent, Student Health Center Committee, Member
1999-2006	Division of Nursing Business and Curriculum Committee, Chair
1999-2006	Nursing Advisory Council
1999-2006	Strategic Planning Special Initiatives Committee, Member
1999-2005	Vice President's Academic Affairs Council, Member

COMMUNITY SERVICE

1999-2005	Libra and Trustee Professorship, Chair
2017-present	Maine State Coordinating Council for Public Health, District #8 Representative
2013-present	Aroostook Maine District Coordinating Council (DCC) for Public Health, Chair
2013-present	Aroostook Maine District Coordinating Council (DCC) for Public Health, Steering Committee, Member
2013-present	Northern Maine Medical Center, Community Liaison
2009-present	Fish River Rural Health, Board of Directors
2009-present	Eastern Maine Health Systems, Corporator
2009-2012	Power of Prevention, Board of Directors, Member
2008-2010	Maine Business and Professional Women (BPW) Foundation, Vice President
2008-2010	Futurama Foundation, BPW/ME, Trustee
2004-2006	Aroostook Mental Health Center, Board of Directors, President
2002-2008	Visiting Nurses of Aroostook, Board of Directors, Member Strategic Planning Committee Advisory Board Committee
2002-2004	Aroostook Mental Health Center, Treasurer
2002-2003	St. Mary's Parish Council, Eagle Lake, ME, Member
2000-2010	Aroostook Mental Health Center, Board of Directors, Member
1999-2002	Northern Maine Coalition for Rural Health Committee, Education Board Member
1996-1998	Community Health Educational Resources Committee, Member

ACCREDITATION CONSULTATION/REVIEWER
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Institutional and Program Accreditation

2005-	<i>Onsite Visiting Review Team Member</i> , New England Association of Schools and Colleges (NEASC), Standard 2 – Planning and Evaluation
2003-	<i>Onsite Visiting Review Team Member</i> , Commission of Collegiate Nursing Education (CCNE), 5

and 10-year re/accreditation review of undergraduate nursing programs

Reviewer

2011 Harward Faculty Award for Service-Learning, Maine Campus Compact

Grant Reviewer

2016-2017 Maine Center for Disease Control and Prevention, Department of Health and Human Services, Aroostook Public Health DCC, Steering Committee, 17 grants were reviewed and 13 vendors were awarded for a total of \$57,152 in grant funding to implement public health goals and strategies of the District Public Health improvement Plan (DPHIP)

2001-2006 Maine Health Access Foundation (\$3.4M), Augusta, ME

Manuscript Reviewer

2015-present *Journal of Nursing Education and Perspectives*

2001-2006 *Applied Journal of Nursing Research*

1996-1997 *Computers in Nursing Journal*

PUBLICATIONS

Papers/Book Chapters/Abstracts Conference Proceedings/Newsletters

Albert, R. E., Pelletier, S., & Soucy, E. (2018, January). *Responding to quality nursing education: E-course portfolios as a novel method of assessment in strategic course review*, 2018 Elsevier Elevate Outcomes with HESI Conference, poster and abstract in conference proceedings, Las Vegas, NV.

Albert, R. E., Radsma, J., and Soucy, E. (April, 2017). *Pursuing improvement in NCLEX first-time pass rates: Development of a comprehensive standards based approach to planning and evaluation for a collaborative nursing program in the Northeast*. Iggy's 2017 Nursing Conference: NCLEX-RN Boot Camp for Nurse Educators, poster and abstract in conference proceedings, Las Vegas, NV.

Albert, R. E. (September, 2016). *Championing the health of our rural communities: Aroostook county's top public priorities*. Newsletter Publication, St. John Valley Times.

Albert, R. E., (June, 2016). *Working together to re-establish the public health infrastructure: The Aroostook District Coordinating Council*. Newsletter Publication, St. John Valley Times.

Albert, R. E. (2016). *Aroostook Public Health District, District Public Health Improvement Plan (DPHIP)*, 2017-2020, coauthor.

- Albert, R. E. (2015, July). *Evidence-based strategies for improving health literacy among older adults*. Global Nursing Summer Institute, paper presentation, abstract in conference proceedings, Los Angeles, CA.
- Albert, R. E., Radsma, J., Soucy, E. (2015, March). *I passed! I passed! Strategies promoting student and first-time NCLEX success*, 2015 Elevate with Outcomes HESI Conference, abstract in conference proceedings, Dallas, TX
- Albert, R. E. (2014). "Right – No I Meant Left." *A call for nurses to integrate clear communications and improve health literacy among older adults*, virtual presentation, World Acadian Congress, Nursing Conference, Université du Moncton, abstract in conference proceedings, Edmundston, NB, CA
- Albert, R. E. (2014, July). Encouraging the heart with perseverance and making challenge meaningful. *Valley of Hope: Reflections by Breast Cancer Survivors and their Families*. Charleston, SC.
- Albert, R. E. (2014, July). *Rural telenursing: An evolving world of care*. Summer Institute for Nursing Informatics, abstract in conference proceedings, University of Maryland, College Park, MD
- Albert, R. T & Albert, R. E. (2013). *Experiences with the promise and potential of service learning in an online information security curriculum*, peer reviewed article published in the proceedings of the international 2013 World Congress in Computer Science, Computer Engineering & Applied Computing Conference (WORLDCOMP) <http://world-comp.org/proc2013/sam.html>
- Rice, G. Model Designer; Panelists, Albert, R. E., Cruz-Urbe, K., Hebert, J.L., Jordon, S., Mehring, T.S., Radke, W.J. & Venn, M.L. (2012). *Student Learning Progression Model*, February 9-11, 2012: Academic Affairs Winter Meeting, American Association of State Colleges and Universities Proceedings, p.12, San Antonio Texas
- Albert, R. E. (2009). Business and Professional Women Maine Magazine (Spring, 2009). *Vice President's Message*, p 3.
- Albert, R. E. (2009). Business and Professional Women Maine Magazine (Fall, 2009). *A Measure of Equity – Selected Findings*, p 3.
- Albert, R. E. (2008). Business and Professional Women Maine Magazine (Fall, 2008). *89 Wise Women – Sharing the Journey*, p 3.
- Albert, R. E. (2006). Chapter 18: Communication and the nursing process. In Wilkinson & Van Leuven (Eds.), *Fundamentals of Nursing*. Philadelphia: F.A. Davis Company.
- Albert, R. E. (2004). Effect of guided imagery and music on pain and anxiety and overall experience with laceration suturing in the emergency department. Abstract accepted.

Proceedings of the Annual Meeting of the American Society of Pain Management Nursing, Myrtle Beach, SC, March, 2004.

- Albert, R. E. (2004). Effect of guided imagery and music. Abstract accepted. Proceedings of the 28th Annual Research Conference of the Midwest Nursing Research Society, St. Louis, MO, February, 2004.
- Albert, R. E. (2003). Tuning out the pain. *Advance for Nurses*, 3(16), 3, 14-16, 29.
- Albert, R., Albert, R.E., & Radsma, J. (2002). Relationships among bilingualism, critical thinking ability, and critical thinking disposition. *Journal of Professional Nursing*, 18(4), 220-229.
- Albert, R., & Albert, R.E. (2002). Relationships among bilingualism, critical thinking ability, and critical thinking disposition. Abstract. Proceedings of the Annual Baccalaureate Nursing Conference, American Association of Colleges of Nursing, Orlando, FL, November, 2002.
- Albert, R. E. (2002). Effect of guided imagery and music on pain and anxiety during laceration repair. Abstract. *Proceedings of the 2nd Annual Nursing Research Day*, Maine Medical Center, ME, November, 2002.
- Albert, R. E. (2002). Effect of guided imagery and music on pain and anxiety during laceration repair in the emergency department. Abstract. *Proceedings of the 14th Annual Meeting of the Eastern Nursing Research Society*, Penn State College, PA, March, 2002.
- Albert, R. E. (2002). Effect of guided imagery and music on pain and anxiety during laceration repair. Abstract. *Proceedings of the 12th Annual Meeting of the American Society of Pain Management Nurses*, Salt Lake City, UT, March, 2002.
- Albert, R. E. (2001). Effect of guided imagery and music on pain and anxiety during laceration repair. Abstract. *Proceedings of the 25th Annual Meeting of the Midwest Nursing Research Society*, Cleveland, OH, March, 2001.
- Albert, R. E. (2000). Effect of guided imagery and music on pain and anxiety during laceration repair (in progress). Abstract. *Proceedings of the 19th American Pain Society*, Atlanta, GA, November, 2000.
- Albert, R. & Deal, B. (1991). Program planning for the certified emergency nurse review program. *Journal of Emergency Nursing*, 17(2), 81-84.

Academic Reports and Manuals

- Albert, R. E. (2017). University of Maine at Fort Kent (June, 2018). *Student Orientation Manual for Costa Rica*. UMFK and Foundation for International Relief of Children.
- Albert, R. E. (2015). University of Maine at Fort Kent (October, 2015). *Self-study to the New England Association of Schools and Colleges*. Fort Kent (Chair).

- Albert, R. E. (2015). University of Maine at Fort Kent (September, 2015). *Vision 2020 Strategic Plan*, (Chair)
- Albert, R. E. (2013). University of Maine at Fort Kent, *Faculty Handbook*.
- Albert, R. E. (2014). University of Maine at Fort Kent, *Academic Affair Annual Report*.
- Albert, R. E. (2012). University of Maine System, University of Maine at Fort Kent, *Annual Program Review Report*.
- Albert, R. E. (2012). University of Maine System, *Report of the University of Maine at Fort Kent's Science, Engineering, and Math (STEM) Initiatives*.
- Albert, R. E. (2011). University of Maine at Fort Kent, *Program Revitalization: Response to Eduventures Academic Portfolio Review*.
- Albert, R. E. (2011). University of Maine System, *Report on Academic Initiatives at the University of Maine at Fort Kent to Better Serve Maine*.
- Albert, R. E. (2010). University of Maine at Fort Kent (August, 2010). *New England Association of Schools and Colleges, 5th-Year Interim Report*, (Chair).
- Albert, R. E. (2009). University of Maine at Fort Kent (September, 2009). *Strategic Plan for Excellence, 2009-2014*, (Chair)
- Albert, R. E. (2007). University of Maine at Fort Kent (August, 2007). *New England Association of Schools and Colleges 2-Year Interim Report*, (Chair).
- Albert, R. E. (2005). University of Maine at Fort Kent (November, 2005). *Self study to the New England Association of Schools and Colleges*. Fort Kent (Chair).
- Albert, R. E. (2003). Division of Nursing: *Self-study to the Commission of Collegiate Nursing Education*. Fort Kent: University of Maine at Fort Kent (Co-author).
- Albert, R. E. (2005). Division of Nursing: *Self-study to the Maine State Board of Nursing*. Fort Kent: University of Maine at Fort Kent (Author).
- Albert, R. E. (2003). Division of Nursing: *Nursing Strategic Plan, 2003-2006*. Fort Kent: University of Maine at Fort Kent (Author).
- Albert, R. E. (2003). Division of Nursing: *Nursing Faculty Handbook*, Fort Kent: University of Maine at Fort Kent (Author).
- Albert, R. E. (1999). *Effect of guided imagery and music on pain and anxiety during laceration repair* (in progress). Abstract. Proceedings of the Midwest Nursing Research Society, Indianapolis, IN, April, 1999.

PROFESSIONAL PRESENTATIONS: (International, National, & Local)

- Albert, R. E., Pelletier, S., & Soucy, E. (2018, January). *Responding to quality nursing education: E-course portfolios as a novel method of assessment in strategic course review*, 2018 Elsevier Elevate Outcomes with HESI Conference, poster and abstract in conference proceedings, Las Vegas, NV.
- Albert, R. E. (May, 2017). *Partnership self-assessment tool*. Presentation to the Aroostook Public Health District Coordinating Council (DCC), Maine Development Commission, Caribou, ME.
- Albert, R. E., Radsma, J., and Soucy, E. (April, 2017). *Pursuing improvement in NCLEX first-time pass rates: Development of a comprehensive standards-based approach to planning and evaluation for a collaborative nursing program in the Northeast*. Iggy's 2017 Nursing Conference: NCLEX-RN Boot Camp for Nurse Educators, poster and abstract in conference proceedings, Las Vegas, NV.
- Albert, R. E. (2015, July). *Evidence-based strategies for improving health literacy among older adults*. Global Nursing Summer Institute, paper presentation, University of Riverside, Los Angeles, CA.
- Albert, R. E. (2015, March). *I passed! I passed! Strategies promoting student and first-time NCLEX success*, 2015 Elevate with Outcomes HESI Conference, poster presentation, Dallas, TX
- Albert, R. E. (2014). *"Right – No I Meant Left:." A call for nurses to integrate clear communications and improve health literacy among older adults*, virtual presentation, World Acadian Congress, Nursing Conference, Université du Moncton, Edmundston, NB, CA
- Albert, R. E. (2014). *Rural telenursing: An evolving world of care*. Summer Institute for Nursing Informatics, poster presentation, University of Maryland, College Park, MD, July, 2014.
- Albert, R. E., Bjerklie, J. R., Wyld & J., Coughlin, M.A. New England Association of Schools and Colleges, Inc. (NEASC) 127th Annual Meeting and Conference. *Using the National Student Clearinghouse for Outcomes Data*, Boston, MA, December, 2012.
- Albert, R. E., Bjerklie, J. R., Wyld & J., Coughlin, M.A. New England Association of Schools and Colleges, Inc. (NEASC) 127th Annual Meeting and Conference. *Using the National Student Clearinghouse for Outcomes Data*, Boston, MA, December, 2012.
- Albert, R. E., Bjerklie, J. R., Wyld & J., Coughlin, M.A. New England Association of Schools and Colleges, Inc. (NEASC) 127th Annual Meeting and Conference. *Using the National Student Clearinghouse for Outcomes Data*, Boston, MA, December, 2012.
- Albert, R. E. & R. T. Albert (October, 2012). *Online Experiential Learning: A Case Study of Virtual Computer Laboratories in Support of Cyber Security Education*. University

College, Third New England Regional Sloan-C Conference on Online Learning

- Albert, R. E. (May, 2012). *University of Maine at Fort Kent Student Learning Outcomes Assessment and College Portrait*. University of Maine System Board of Trustees.
- Albert, R. E. & Bjerklie, J. R. (October, 2009). *Automating the Annual Report*. North East Association for Institutional Research. Annual Conference, Bethesda, Maryland.
- Albert, R. E. (2009). Maine Business and Professional Women (Spring Board Meeting, 2009). The Pink Virus Project. Invited presentation. Ellsworth, Maine.
- Albert, R. E. (2009). Maine Development Foundation Legislators on the Northern Maine Bus Tour (February, 2009). *Healthcare Shortage in Rural Maine*. Invited presentation. University of Maine at Fort Kent, Fort Kent, ME.
- Albert, R. E. (2008). Maine Business and Professional Women. (Spring Board Meeting, 2008). Margaret Chase Smith Breakfast. *The Life and Contributions of a Maine Midwife: Martha Ballard*. Invited presentation. Ellsworth, Maine.
- Albert, R. E. (2005). Higher Education Summit, Open Panel Discussion, College and Workforce Expectation Gaps, Edmunds Conference Center, Northern Maine Community College, Invited presentation, Presque Isle, ME.
- Albert, R. E. (2004). *Effect of guided imagery and music*. Poster presented at the 28th Annual Research Conference of the Midwest Nursing Research Society, St. Louis, MO, February, 2004 (Accepted).
- Albert, R., Albert, R. E. (2002). *Relationships among bilingualism, critical thinking ability, and critical thinking disposition*. Poster presented at the Annual Baccalaureate Nursing Conference, American Association of Colleges of Nursing, Orlando, FL
- Albert, R. E. (2002). *Effect of guided imagery and music on pain and anxiety during laceration repair*. 2nd Annual Nursing Research Day, Maine Medical Center, ME, November, 2002.
- Albert, R. E. (2002). *Nursing accreditation and program update*, presented to the University of Maine Board of Visitors, University of Maine at Fort Kent, ME, September, 2002
- Albert, R. E. (2002). *Health and elder care: Maine's labor crisis*, Maine Leadership Foundation, Iota Class, Saco, ME, May, 2002
- Albert, R. E. (2002). *Health care forum*. Panel participant with second district representative Senator John Baldacci, University of Maine at Fort Kent, Northern Maine Center for Rural Health Sciences, 04/02
- Albert, R. E. (2001). *Effect of guided imagery and music on pain and anxiety*. Research presentation. University of Maine at Fort Kent, Acadia House, Fort Kent, ME, 11/01

- Albert, R. E. (2001). *Career mapping*. American Council of Education/National Identification Program ACE/NIP for Women in Higher Education, Bates College, ME, 1/01
- Albert, R. E. (2001). *Effect of guided imagery and music on pain and anxiety during laceration repair*. Poster presented at the 25th Annual Meeting of the Midwest Nursing Research Society, Cleveland, OH, March, 2001.
- Albert, R. E. (2000). *Effect of guided imagery and music on pain and anxiety during laceration repair* (in progress study). Poster presented at the 19th American Pain Society, Atlanta, GA, November, 2000.
- Albert, R. E. (1999). *Effect of guided imagery and music on pain and anxiety during laceration repair* (in progress study). Poster presented at the 23rd Midwest Nursing Research Society, Indianapolis, IN, and April, 1999.
- Albert, R. E. (1997). *Nursing professional values*. Keynote Speaker, Senior Nurse Pinning Ceremony, University of Maine at Fort Kent, ME, 5/97
- Albert, R. E. (1997). *Personal experiences as a member*. American Council of Education/National Identification Program ACE/NIP, Annual Conference for Women in Higher Education, University of Maine at Farmington, ME, 4/97
- Albert, R. E. (1996). Instructor, Advanced Cardiac Life Support, *Mega ventricular fibrillation/acute myocardial infarction*, Northern Maine Medical Center, Fort Kent, ME, 4/96
- Albert, R. E. (1996). *Nursing theory and development needs theorists*. Interactive television, University of Maine at Fort Kent, ME, 3/96
- Albert, R. E. (1995 & 1996). American Nursing Review Coordinator, *NCLEX-RN preparation*, University of Maine at Fort Kent, ME, 5/96, 5/97
- Albert, R. E. (1995). Keynote Speaker, *Alpha Chi Honor Society Address*, University of Maine at Fort Kent, ME, 11/95 (invited)
- Albert, R. E. (1995). Instructor, *Advanced Cardiac Life Support, Refractory ventricular fibrillation/pulseless ventricular tachycardia*, Gainesville Veteran's Administration Medical Center, Gainesville, FL, 3/95
- Albert, R. E. (1994). Instructor, *Advanced Cardiac Life Support In Perspective and Mega Code Tester*, Gainesville Veteran's Administration Medical Center, Gainesville, F., 3/94
- Albert, R. E. (1993). Instructor, *Advanced Cardiac Life Support In Perspective and Mega Code Tester*, Northern Maine Medical Center, Fort Kent, ME, 3/26 & 4/7/93
- Albert, R. E. (1992). Instructor, *Advanced Cardiac Life Support In Perspective*, Northern Maine Medical Center, Fort Kent, ME, 4 & 11/91; 4/92

Albert, R. E. (1992). Faculty Development Day, *Test bank applications and nursing computer applications*, University of Maine at Fort Kent, ME, 1/13/92

Albert, R. E. (1991). *Certification in emergency nursing*, Emergency Medical Services Symposium, St. John Regional Hospital, St. John, New Brunswick, CA, November , 1991

Albert, R. E. (1990). *Coordinator, Certified emergency nurse review program* - for nurses in the city of Houston and surrounding areas interested in obtaining their emergency nurse certification

Albert, R. E. (1990). *Thrombolytic therapy education: Knowledge and perceived skill outcome*, Emergency Care Symposium/Hermann Life Flight, Houston, Texas

MEDIA/NEWSPAPER/TELEVISION

- Television, WAGM, Interview, *Global Health Medical Mission to Costa Rica - Partners for International Relief*, University of Maine at Fort Kent, 9/16
- Television, WAGM, Interview, *Accreditation*, University of Maine at Fort Kent, 5/05
- Television, WAGM, Question Preparation and Audience Member, *Senator Susan Collins, Health Care Forum*, University of Maine at Fort Kent, 2/04
- Television, WAGM, Interview, *Celebrating the University of Maine at Fort Kent's 125th anniversary*, 1/04
- UMFK Currents, Valley Vision, *University of Maine at Fort Kent professor certified at "end of life" nursing education consortium*, 2/02
- Newspaper, St. John Valley Times, Interview, *University of Maine at Fort Kent upcoming nursing accreditation* by Lance Pelletier, 9/11/02
- Newspaper, St. John Valley Times, *University of Maine at Fort Kent professors work on bilingualism in nursing*, 7/02
- Television WAGM, *University of Maine at Fort Kent activities to address the nursing shortage*, 6/19/02
- Newspaper, Bangor Daily News, *Pain control subject of study*, 11/13/01
- Newspaper, St. John Valley Times, *Professor to discuss pain management*, 11/17/01
- Radio, Channel X, Freshman Orientation Live Broad Cast, *A Look at University of Maine at Fort Kent's Nursing Program and the Northern Maine Center for Rural Health Science*, 9/5/01
- Television, Valley's View, WAGM, *Addressing the Nursing Shortage*, 5/01

- Television, Valley's View, WAGM, *Pain Management*, 02/01
- Electronic Newsletter, Sigma Theta Tau International, Honor Society of Nursing, *One-on-One with the Media*, a monthly electronic newsletter, 2/01
- University of Maine at Fort Kent, View book, 2001
- CBS Health Watch.com website, *Tuning in to Lowering Stress in the ER*, December, 2000
- Radio, Channel X, *Elementary School Health Fair*, Fall 2000
- Radio, Channel X, *Discussions on the Blood Drive at St. John Valley Technical Institute and the UMFK Nursing Program*, Fall 1999

GRANTS/FUNDING

Albert, R. E. (Spring, 2018). UMFK Faculty Academic Development Fund, \$2218 for presentation at Elsevier Nursing Education Conference, Las Vegas, NV

Albert, R. E. (AY 16/17). Rural Community-Academic Partnership: A Strategy for Improving Public Health and Reducing Health Disparities, Trustee Professorship research proposal \$12,500, UMFK, ME. The purpose of this research proposal was to analyze the role of community engagement as a strategy for identifying community health issues, translating health research and evidence-based practice to rural communities, and improving health disparities. Specifically, this research will examine the effectiveness of the Aroostook District Coordinating Council for Public Health to determine how well the academic-community partnership is working and what can be done to make it more effective.

Albert, R. E. (Spring, 2017). UMFK Faculty Academic Development Fund, \$1831 for presentation at Iggy's 2017 Nursing Conference: NCLEX Boot Camp for Nurse Educators, San Francisco, CA

Albert, R. E. (Spring, 2016). UMFK Faculty Academic Development Fund, \$ 2009, for attendance at American Association of Colleges of Nursing (AACN), Faculty Development Conference, St. Petersburg, CA

Albert, R. E. (Summer, 2015). UMFK Faculty Academic Development Fund, \$2325 for presentation at Global Nursing Summer Institute Conference, Los Angeles, CA.

Albert, R. E. (Summer, 2014). UMFK Faculty Academic Development Fund, \$2300 for presentation at Summer Institute for Nursing Informatics, University of Maryland, College Park, MD

University College (2014). Faculty E-Learning Grant. *Best practices for teaching with emerging technologies: VoiceThread as the missing link in adult online instruction*, funded (\$1,500) (author).

GRANTS/FUNDING continued

NSF and Maine EPSCoR, Maine Sustainability Solutions Initiative Partner Renewal (2013). *Sustainable Heating in Fort Kent: A Biomass Initiative Case Study*, funded (\$67,440) (proposal contributor and reviewer).

NSF and Maine EPSCoR, Maine Sustainability Solutions Initiative Partner Renewal (2012). *Sustainable Heating in Fort Kent: A Biomass Initiative Case Study*, funded (\$63,257) (proposal contributor and reviewer).

University of Maine System, Strategic Investment Fund Applications (2013). *Position UMFk to Meet Rural Workforce Needs*, unfunded (\$233,690) grant application denied for entire UMS – funding shifted to meet UMS fiscal gap (co-author).

University of Maine System, Strategic Investment Fund Applications (2013). *Academic Transformation: Shaping Faculty Roles, Development, and Incentives toward Student Learning Outcomes*. Unfunded (\$5,000) (author) - all grant applications denied for entire UMS - funding shifted to meet UMS fiscal gap.

University of Maine System Strategic Investment Fund (2011). *Promoting a Culture of Student Success* funded (\$151,604). Student success is one of the four pillars of UMFk's 2009-2014 Strategic Plan. For the past year UMFk has engaged Dr. John Gardner from the Foundations of Excellence Institute to work with UMFk faculty and staff on a First-Year Program and various student success initiatives. UMFk needs to better retain student it admits. Thus, the purpose grant request is for UMFk to continue to develop and promote an institutional culture of student success and experience by developing and implementing four best practice attained student success initiatives include Career Planning, Internships, Placement, First-Year Experience Program/Assessment Plan; High Impact Teaching Learning Practices (experiential, civic, and service learning) and the UMFk Honors' Program (author).

University of Maine System Strategic Investment Fund (2011). *Enrolling and Retaining Students Online* funded (\$105,590). Academic quality and student success in the online environment are two of UMFk's strategic planning priorities. UMFk anticipates exceeding the goals from UMFk's fiscal year 2011 SIF planning grant for evaluation of our distance education programming. Thus, this project puts into action the recommendations from CrossRoads Consulting firm, Jean Runyon, a proponent of Quality Matters, and several external and internal Enrollment Management Groups to further develop and enhance the programmatic quality of UMFk's online student support services and distance education programming with an eye toward increased student enrollment, success, and retention. The primary goal of this proposal is to increase student success by providing online access to all student support services typically offered on campus include orientation, advising, writing, tutoring, first-year experience, and developmental courses per NEASC expectations (author).

EDUCAUSE and the Next General Learning Challenge Grant Wave 1 (2011). *Building Block for College Completion*. University of Central Florida/American Association of Schools Colleges and Universities, NGLC Blending Learning Project participant, funded (\$10,000) (author).

GRANTS/FUNDING continued

U.S. Department of Education Federal (2010). *TRIO grant for Student Success* (\$1,485,000) funded \$297,000 for the next five years (2010-2015) (program evaluation contributor).

MELMAC Education Foundation (2006). *Institution-Wide Retention Strategies: UMFK General Education Learning Outcomes Process* funded (\$225,000) over next five years (2006-2011) (budget and program evaluation contributor).

U.S. Department of Education Federal (2005). *TRIO grant for Student Success* (\$823,008) funded \$274,336 for the next five years (2005-2010) (program evaluation contributor).

University of Maine System, Strategic Investment Fund (2010). *Advancing Higher Education through Excellence in Online and Technology Enhance Instruction: Implement and On-Campus Teaching and Technologies Laboratory*. Funded (\$123,720). New technologies that can support teaching and learning are emerging at a breakneck pace today, and faculty at a small institution with demanding teaching loads do not have the time or resources to investigate “best practice” on their own. The funds requested provide the start cost necessary to establish a central resource and sharing forum so faculty could link into technologies and receive technical guidance and support to enable them to provide our student with the latest most effective and efficient teaching tools. Once established and using the tools purchased during the start up, the program would become a routine part of the budget of the campus. Investment in Distance Learning, Online Program, and related technologies constitute a central theme within New Challenges New Directions (author).

University of Maine System, Strategic Investment Fund (2010). *Strengthening Programs and Student Performance Through Out-of Class Experiences*, denied (\$97,965). At the core of an effective institution of higher education is the delivery of the academic mission. To maintain a vibrant and marketable set of academic programs that attract and foster student success, it's vital to promote innovative, create, and high impact approached to teaching and learning. The goal of the proposal is to fully implement a cohesive undergraduate student experience that integrates rigorous academics with experiential learning and career preparation, which will ultimately strengthen programs, student performance, and lead to increased recruitment, retention, and graduation rates (author).

Davis Education Foundation (Spring, 2009). *Enhancing Material and Neonatal Care Nursing Education*. Funded (\$98,851) for a Maternal and Neonatal Simulator (presenter/contributor)

Building the Capacity of a Maine Rural Nursing Education Program to Provide Quality Health Care to Veterans (2009). Federal Earmark Appropriates Request (\$708,018) unfunded due to hold on federal earmarks (co-author).

Tom's of Maine (2009). *Effects of Glyconutrients and Vitamin Supplements*. Funded (\$10,000) to Cary Medical Center for research (co-author).

Libra Professorship, (2010). *Experiential Learning - Dr. Deborah Sugerman*, funded (\$4,002) (author)

Libra Professorship, (2009). *Academic Turnarounds - Dr. Terrence MacTaggari*, funded (\$2,550) (author)

GRANTS/FUNDING continued

Libra Professorship, (2007). *Customer Service Matters – Academic Planning and Retention in Higher Education* - Dr. Neil Raisman, funded (\$5,100) (author)

Libra Professorship, (2007). *Generation X* - Dr. Neil Howe, funded (\$3,750) (author)

MELMAC Education Foundation implement grant, *MELMAC's Support Early Success in College* (2005) funded \$225,000 (contributor)

Libra Professorship, (2005). *Trends in Higher Education Technology* - Dr. Scott Howell, funded (\$4,765)

UMFK Strategic Initiative Fund Application, (March 2005). *RN-BSN Data Base Development* (\$1,000, not funded)

Libra Professorship, (January 2004). *Institutional Effectiveness and Student Outcomes Assessment Consultant* - Dr. Betty Neuman, funded (\$2,680) (author)

Libra Professorship, (January 2004). *Institutional Effectiveness and Student Outcomes Assessment Consultant* - Dr. Marge Hegge, funded (\$6,840) (author)

UMFK Strategic Initiative Fund Application (October 2003). *Data Base Development* funded (\$1,500)

Health Resources Service Administration (HRSA) (July 2003). *Faculty Loan Repayment Program* funded (\$15,000) (author)

UMFK Strategic Initiative Fund Application (October 2002). *Student Recruitment* (\$2,500) funded (author)

University of Maine System-wide Initiative, (December 2001). *Nursing Outcomes Assessment Conference*, funded (\$5,000) (co-author)

Libra Professorship (September 2001). *Nursing Education Consultant* - Dr. Kathleen Papes, funded (\$6,020) (author)

Libra Professorship, (May 2001). *Applying Theory and Research to Practice* - Dr. Jacqueline Fawcett funded (\$3,130) (author)

Trustee Professorship (April 2000), University of Maine System (\$12,500)

Libra Professorship (November 2000), *Nursing Consultant* - Dr. Judy McCarthy, funded (\$8,240) (author)

UMFK Strategic Initiative Fund Application November 1999 (\$3,660)

UMFK Instructional Computing Fund (November 1998). *Leadership/Management laser discs*, funded (\$1750)

Helene Fuld Trust Fund Grant Application (April 1997), awarded (\$13,000)

UMFK Instructional Computing Development Fund (November 1995) funded (\$2,990)

Helene Fuld Trust Fund Grant, UMFK (April 1993) funded (\$10,000), co-author

UMFK Instructional Computing Development Fund (November 1992) funded (\$1614)

UMFK Instructional Computing Development Fund (November, 1991) funded (\$815)

Traineeship (1989-1990). University of Texas Health Science Center, Houston Texas funded (\$13,800)

PROFESSIONAL DEVELOPMENT

Accreditation

Commission on Collegiate Nursing Education (CCNE) (January 31-February 3, 2017). Team Leader
Training, Orlando FL.

Commission on Higher Education, New England Association of Schools and Colleges (NEASC)
(September, 2016). Evaluator Workshop, Bedford, MA.

New England Association of Schools and Colleges, Inc. (NEASC) 129th Annual Meeting and
Conference: Accreditation: Catalyst for Future Learning. Boston, MA, December, 2014

New England Association of Schools and Colleges, Inc. (NEASC) 128th Annual Meeting and
Conference: Accreditation: Catalyst for Future Learning. Boston, MA, December, 2013

New England Association of Schools and Colleges, September 2013, *Workshop for Evaluators*,
Burlington, MA

New England Association of Schools and Colleges, Inc. Commission on Institutions of Higher Education,
October 11, 2012. *Self-Study Workshop*, Southbridge, MA

New England Association of Schools and Colleges, Inc. (NEASC) 127st Annual Meeting and
Conference: The Future Face of Learning, Boston, MA, December, 2012; *CIHE Workshop #1:*
Enabling Appreciative Inquiry as Part of Accreditation Periodic Reviews

New England Association of Schools and Colleges, Inc. (NEASC) 126st Annual Meeting and
Conference: Learning that Transforms, Boston, MA, December, 2011

New England Association of Schools and Colleges, Inc. (NEASC) 126st Annual Meeting and
Conference: Assessment Pre-Conference, Boston, MA, December, 2011

New England Association of Schools and Colleges, Inc. (NEASC) March, 2012. *Team Chair Workshop*,
Boston, MA

New England Association of Schools and Colleges, Inc. (NEASC) 125th Annual Meeting and Conference. *Demanding Excellence: Honoring the Difference*. Boston, MA, December, 2010

New England Association of Schools and Colleges, Inc. (October 19, 2010). *Regional Meetings for Institutional Representatives*. Standards midcourse review. Bates College, Lewiston, ME

New England Association of Schools and Colleges, Inc. Fifth Year Interim Report Workshop. Bedford, MA, October 2009; workshop to review expectations for preparing an interim report.

New England Association of Schools and Colleges, Inc. (NEASC) 124th Annual Meeting and Conference: Education: The Economic Stimulus. Boston, MA, December, 2009; assessment forum on high impact practices in assessment of student learning with George Kuh and Barbara Walvoord.

New England Association of Institutional Research 36th Annual Conference (November, 2009). Abstract proceedings, co-presenter, *Automated Annual Reporting*, Sheraton Inner Harbor, Baltimore, Maryland.

New England Association of Schools and Colleges, Inc. (NEASC) 123rd Annual Meeting and Conference: Benefits and Challenges of Self Regulation, Boston, MA, December, 2-5, 2008; assessment forum provided up-to-date information on assessing student learning outcomes in keeping in compliance with standards of accreditation.

New England Association of Institutional Research 35th Annual Conference (November 1-4, 2008). *A culture of evidence*. Providence, RI.

New England Association of Schools and Colleges, Inc. & Commission on Institution of Higher Education: Evaluator Workshop, Bedford MA, Spring 2008; provided necessary training for understanding the standards, working as a team, and writing the report.

New England Association of Schools and Colleges, Inc. (NEASC) 122nd Annual Meeting and Conference (December, 5-7, 2007). Education for Global Economy, Boston, MA.

Vermont Technical College, Randolph, Vermont: NEASC Site Visit, April 13-15, 2008; responsible for the evaluation and student learning outcomes assessment section of the report – a fabulous opportunity to see the challenges that other institutions such as community colleges are facing and how they work to meet the accreditation standards.

New England Association of Schools and Colleges 119th Annual Meeting and Conference, The Fairmont Copley Plaza Hotel, Boston, MA, 12/04

Academic Affairs

American Association of State Colleges and Universities, July 26-28, 2012. Building the 21st Century University: Tools and Elements. Academic Affairs Summer Meeting, San Francisco, CA

University of Maine System, China Summit, (May, 2011) Wells Conference Center, Orono, ME

University of Maine System, World Language Summit (May, 2011) Wells Conference Center, Orono, ME

American Association of Schools Colleges and Universities (AASCU). Chief Academic Officers Winter Meeting. (February 10-12, 2011) Orlando, Florida. Participated in AASCU's Red Balloon Project, which is a collaborative approach to re-imagining undergraduate education for the 21st century.

University of Maine System, Advancing Maine. April 6, 2010. Aligning Academic Program to Meet Workforce Needs, Wells Conference Center, Orono, ME

University of Maine System (September 25, 2008). *Dialog of the Disciplines Conference on Teaching Excellence with Ken Bain*. Author of *What the Best College Teachers Do*. Wells Commons, University of Maine, Orono, ME.

Quality Matters Faculty Institute (2007). Implementing a Peer Review Process. University of Maine System, Bangor, ME.

New England Association of Schools and Colleges, Inc. (NEASC) 121st Annual Meeting and Conference: Benefits and Challenges of Self Regulation, Boston, MA, December, 5-7, 2007; assessment forum provided up-to-date information on assessing student learning outcomes in keeping in compliance with standards of accreditation.

Assessment

Society for College and University Planning & New York Times (2008). Assessment & Accountability: Reasonable Approach for Higher Education, webcast.

American Association of Colleges and Universities Annual Meeting and Conference: Integrative Designs in General Education Outcomes Assessment, Boston, MA, February 21-23, 2008; conference provided an opportunity for administrators, student affairs educators, and faculty members to work together on educational changes appropriate for their institution's missions and contexts.

Society for College and University Planning (SCUP). Webcast - Assessment and Accountability: Reasonable Approaches for Higher Education, November, 2007; an excellent dialogue among nation leaders on the topic of the report of the Secretary of Education's Commission on the Future of Higher Education and radical changes in accreditation.

Faculty Development Day on Assessment: Mapping Our Way to Success II, Dr. Marge Hegge, University of Maine at Fort Kent, ME, 09/05

Faculty Development Day on Assessment: Mapping Our Way to Success I, Dr. Patricia O'Brien and Dr. Marge Hegge, University of Maine at Fort Kent, ME, 01/04

Program Evaluation: *Mapping Our Way to Success*, Dr. Marge Hegge, Portland, ME, 04/02

Distance Education

Advanced Online Teaching Certification. (January to April, 2019), Online Learning Consortium.

Sloan C Certified, June 13-29, 2012. *Getting Started: The First Steps in Online Teaching.*

University of Maine System, Spring 2012. Development of vision statement and charge for the Assessment Software Application Taskforce.

University College, Third New England Regional Sloan-C Conference on Online Learning
Friday, October 26, 2012 - Proposal submitted May 7, 2012 *Online Experiential Learning: A Case Study of Virtual Computer Laboratories in Support of Cyber Security Education*

Educause 2007 Annual Meeting and Conference, Seattle Washington, October, 2007; provided premier information in higher education information technology, one of the areas of my oversight.

Educause 2007 Annual Meeting and Conference, Seattle Washington, October, 2007; provided premier information in higher education information technology, one of the areas of my oversight.

Health Care

American Community Health Nursing Education (June, 2017). 2017 ACHNE Annual Institute.
Developing and Supporting Leadership in Public Health Nursing Practice and Education,
Baltimore, MD.

UMFK/UMA Partners in Nursing Education (May, 2017). Nursing Retreat, Millinocket Learning Center, ME.

Iggy's 2017 Nursing Conference (April, 2017). NCLEX Boot Camp for Nurse Educators, San Francisco, CA.

Association of Public Health Nurses (April, 2017). The Power of a Culture of Health: Advancing Health Equity, Social Justice, and Public Health Nursing Practice, San Diego, CA.

Commission on Collegiate Nursing Education (CCNE) (January 31-February 3, 2017). Team Leader Training, Orlando FL.

Maine Public Health Association, 32nd Annual Conference (October, 2017). University of Southern Maine, Portland ME.

Maine Council on Aging, (September, 2016). 3rd Annual Maine Summit on Aging Conference, Augusta Civic Center, Augusta, ME.

University of Maine Aging Initiative, (August, 2016). UMS Aging Summit, Wells Center, Orono, ME.

University of Maine at Fort Kent, (August, 2016). Fall Faculty Development Day. Fort Kent, ME.

University of Maine System, Healthcare Summit, University of Maine, October 8, 2010: "*Bending the Trend* - slowing the growth in healthcare costs for the *University of Maine System*."

Breast Cancer Summit in *Washington D.C.* October 9, 2009 sponsored by the Breast Health & Healing Foundation. Participated in strategic planning efforts with Dr. Kathleen Ruddy.

American Association of Colleges of Nursing: Spring Semiannual Deans and Directors Meeting, Washington, DC, 3/05

American Association of Colleges of Nursing: Fall Semiannual Deans and Directors Meeting, Washington, DC, 11/04

American Association of Colleges of Nursing 2003 Fall Semiannual Meeting Critical Resources: Investing in Nursing Education, Washington, DC, 11/03

New England Association of Schools and Colleges, Self-Study Workshop, Marlboro, MA, 11/03

Health Resource Services Administration/Division of Nursing Technical Assistance Grant Writing Workshop, Washington, DC, 11/03

Higher Education

Complete College America, June 12, 2012. Baltimore Completion Institute, Baltimore, Maryland.

University of Maine System, April 2012. Maine Common Core Standards Summit, Orono, ME.

University of Maine System Enrollment Summit. May 25, 2010, Buchanan Alumni House, University of Maine, Orono, ME

University of Maine System, *STEM Summit*, (Spring 2010) University of Maine, Orono, ME. Presenter, *UMFK STEM Initiatives*.

University of Maine System, *Enrollment Management Summit* (Spring, 2010). University of Maine, Orono, ME.

University of Maine System, *Advancing Maine: Aligning UMS Academic Programs to Meet Future Workforce Needs* (Spring, 2010). University of Maine at Fort Kent

Association of American Colleges and Universities (AAC&U, Feb 21-23, 2008). Integrating Designs for General Education and Assessment, AAC&U's Network for Academic Renewal Winter Conference, Boston, MA.

United Educators, October 8, 2008. Evaluation and Guidance of Tenure-Track Faculty. Babson College, Boston, MA

Maine Higher Education Council November 1-2, 2007. Fall Retreat, provided legal perspectives on students at risk and management related liability in preparing for a crisis on campus, Freeport, ME.

University of Maine System Strategic Implementation Planning Conference: Bangor, ME, 09/05

University of Maine System Retreat: May Gathering of Consortium Members, Bangor, ME, 5/05

Student Success

MELMAC Foundation Summit with Chief Academic Officers, Director Wendy Ault, and Dr. John Gardner (May, 2011), Portland, Maine

Foundations of Excellence in the First College Year with John Gardner Institute. Winter Meeting, February 4, 2011, Atlanta, Georgia.

37th Annual International Association for Experiential Learning for Schools and Colleges Conference, October 29 - November 1, 2009 in Montreal, Quebec, Canada.

Maine Campus Compact & MELMAC Education Foundation (October, 2008). *Civic Engagement and College Success*, Bates College, Lewiston, ME

MELMAC Education Foundation. November 2006). *Supporting Early Success in College: Best Practices in Student Retention*, Samoset Resort, Rockport ME

MELMAC Education Foundation. (November 2006). *Supporting Early Success in College: Best Practices in Student Retention*, Samoset Resort, Rockport ME

CURRICULUM VITAE

TANYA L. SLEEPER, PHD, MSN, MSB, RN

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OBJECTIVE

To provide an exceptional educational experience to students attending the baccalaureate and graduate level education while enhancing quality outcomes. To guide and direct quality home health care services for a primarily geriatric population in rural Maine while improving access, promoting quality outcomes and enhancing quality of life.

EDUCATION

1994 - 1998	University of Maine at Fort Kent	Fort Kent, ME
	Bachelor of Science in Nursing	<i>cum laude</i> , May 1998
1998 - 2000	Husson College	Caribou, ME
	Master of Science in Business	<i>summa cum laude</i> , August 2000
2001 - 2004	Saint Louis University	St. Louis, MO
	Master of Science in Nursing/ Geriatric Nurse Practitioner Program	<i>magna cum laude</i> , May 2004
2009 - 2013	Walden University	Minneapolis, MN
	Doctor of Philosophy in Public Policy and Administration	<i>summa cum laude</i> , November 2013
2009 -2010 Health Leadership Development Program		
2012 - National Human Genome Research Institute (NHGRI) Summer Workshop in Genomics Short Course		
2013 - Quality Matters - Applying the QM Rubric (APPQMR)		
2018 - present	Mitchell Hamline School of Law	Minneapolis, MN
	Currently attending - Health Care Law and Compliance track	

PROFESSIONAL EXPERIENCE

9/14 - present	Univ. of Maine at Fort	Fort Kent, ME
	<i>Professor of Nursing (9/21 - present)</i>	
	<i>Associate Professor of Nursing (9/14 to 9/21)</i>	
	<i>Assistant Professor (9/08 -9/14)</i>	

Responsible for the delivery of nursing education to Junior and Senior level students enrolled in the nursing program. Coordinate clinical rotations and serve as the clinical instructor in the long-term care and medical-surgical settings. Work collaboratively with the Division of Nursing Faculty to enhance quality learning outcomes, promote and foster program growth, participate in Division of Nursing Committees, and serve as a student advisor for current and prospective students.

1/16 – 6/16 Univ. of Maine at Fort Fort Kent, ME
Interim Vice President for Academic Affairs

Served in an interim position as the chief academic officer working collaboratively with faculty and administration to assure academic quality and integrity of programs. Serve as a member of the leadership team to work collectively toward achieving the strategic vision and priorities of the campus. Provide oversight of various departments including the Registrar's Office, Institutional Research, Information Services, and Distance Education. At the system level, worked collaboratively with CAO's on Academic Transformation initiatives.

7/10 – present St. Joseph's College of Maine Standish, ME
Adjunct Faculty – Undergraduate/Graduate Nursing Program

Responsible to deliver online nursing education to students enrolled in graduate nursing programs. Utilize Angel/Brightspace software to provide instruction and interaction with students within the discussion board forum in the Policy, Politics, and Change and Advanced Pharmacology Courses. Develop hybrid Policy, Politics, and Change course for summer 2011/2012 offering. Currently teach an Evidenced Based Practice Capstone course for RN to BSN students.

11/02 – 9/08 Aroostook Home Health Services Caribou, ME
5/10 - present Valley Home Health Services
Executive Director/Director of Nursing

Responsible for overall management of all aspects relating to the operation of a licensed skilled home health agency and long-term care home health agency. Maintain ongoing compliance with all state and federal regulations, facilitate successful annual licensing audits, and ensure quality, cost-effective care. Facilitate and foster clinical excellence through direct care and professional guidance. Develop and implement educational programs to meet professional and direct care staff needs. Provide oversight of financial activities, prepare annual budget, and facilitate strategic planning for ongoing growth and viability of the organization.

PROFESSIONAL ACTIVITIES

- AgingME Council (2020 – present)
- Project ECHO - Enhancing the Care and Health of Older Adults Living with Dementia Program (2019 – 2020)
- Healthy Aging Sub-Committee Co-Chair (2018 to present): Aroostook District Coordinating Council for Public Health
- UMS Aging Initiative Steering Committee Member (2017 to present)
- UMFK Faculty Chair (elected position) 2017 – 2018 AY; 2015 – 2016 AY
- Chair UMFK Peer Review Committee (2017 - 2018)
- Chair RSU 39 Board of Education 2016 – present (member 2013 – present, serving 3rd 3-year term)
- Maine Rural Geriatric Conference Planning Committee (2016-present)
- Aroostook Mental Health Center (AMHC) Vice President, Board of Directors (January 2020 – present); past Treasurer, Board of Directors (January 2015 to November 2019)
- RSU 39 Curriculum Committee (January 2014 to present)
- RSU 39 Health and Wellness Committee (January 2014 to present)
- Aroostook Mental Health Center (AMHC) Board of Directors (November 2013 to present)
- Aroostook District Coordinating Council for Public Health – Committee Member (2013 to present)
- Undergraduate Health Leadership Initiative (2011 to present)
- Pines Health Services Finance Committee – Chair (2011 to present)
- Pines Health Services Board of Directors (2009 to present)
- Pines Health Services Quality Improvement Committee (2009 to 2016)
- UMFK Division of Nursing Admission, Advisement, and Advancement Committee, Co-Chair (2020 – present) past Chair

2011- 2015 (Member - 2008 to 2011)

- NMMC Diabetes Advisory Board Committee (2004 – present)
- Valley Home Health Services QI/Safety Committee (2002 to present)
- Valley Home Health Services Professional Advisory Committee – Chair (2002 to 2018)
- Aroostook Home Health Services QI/Safety Committee - Chair (1999 to present)

LICENSURE AND CERTIFICATIONS

- Maine RN License R042313 Expires: 04/09/2022
- ANCC Certification – Geriatric Nurse Practitioner Certification Number: 2009009089 Expires: 08/12/2026

HONORS, AWARDS AND DISTINCTIONS

- UMFK Nurse Alumnus Award (2008)
- SJCME Graduate Nursing Faculty Member of the Year (2013)
- UMFK Outstanding Faculty of the Year Award (2019)
- Editorial Board – International Journal of Nursing and Clinical Practices (2016 to present)
- Faculty Associate, University of Maine Center on Aging (2017 to present)
- Editorial Board - Journal of Comprehensive Nursing Care and Research (2017 to present)

PUBLICATIONS

- Sleeper, T. L., (2021). Cognitive Function, Aging, and the Community Dwelling Elderly Living Alone: Implications for Nursing Practice. *Journal of Comprehensive Nursing Research and Care* 6(2):176. doi: <https://doi.org/10.33790/jcnrc1100176>.
- Sleeper, T. (2018). Health Beliefs, Health Insurance Status, and the Uninsured: Revisiting the findings from the part-time worker study and barriers to participation in subsidized health insurance programs, exploring the implications for nursing practice. *International Journal of Nursing and Clinical Practices*, 5 (303). Doi:10.15344/2394-4978/2018/303
- Sleeper, T. (2013). *Insuring the uninsured: Experiences with the part-time worker coverage voucher program in the direct care workforce in Maine* (Doctoral dissertation). Retrieved from ProQuest Dissertations and Theses Database. (3604043).
- Witt, D. E., Choudhury, R., Cusack, G., Greene, N. Lange-Otsuka, P., Minchew, L., Pusztai, J., Salgado, M., Selig, C., Sleeper, T., & Vargo, D. (2012). Application of a Family Pedigree for Nursing Practice: Lesson Plan and Grading Rubric. Available at Genome.gov website <http://www.genome.gov/17517037#al-2> and National Human Genome Research Institute Summer workshop in Genomics short course website <http://www.genome.gov/10000217>
- Sleeper, T. (2012). Chapter 2: The Health Care Environment in Kelly/ *Nursing Leadership and Management* (3rd ed.), Delmar, Clifton Park, NY, p. 30-63.
- Sleeper, T. (2010). Leadership program gives nurses critical tools. *ANA Maine Journal*, 6(1), p. 2.
- Sleeper, T. (2009, November). Review of *Confident Voices* by Beth Boyton for *ANA Maine Journal*, 5(4), p.5.

PROFESSIONAL REFERENCES

Available upon Request

Erin C. Soucy, PhD, RN
Interim, Associate Provost of Academic Affairs
Dean of Undergraduate Nursing
Assistant Professor of Nursing
Curriculum Vitae

DEMOGRAPHIC DATA

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Facsimile Number	(207) 834-7577
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SUMMARY OF QUALIFICATIONS

- Outstanding record of service in teaching, scholarship, public and campus service, and practice
- Demonstrated expertise in multiple clinical focus areas
- Ability to maintain positive relationships with internal and external constituents
- Demonstrated capable leadership on campus and in community
- Demonstrated ability to oversee senior student capstone projects and portfolio development
- Knowledge and experience in competency-based curriculum development and implementation, assessment, program review, strategic planning, budgeting, and faculty/staff recruitment
- Demonstrated ability to provide effective leadership and consensus building among faculty in an environment of shared governance and collective bargaining
- Expertise in current accreditation standards
- Support new faculty through mentorship and socialization to the role of a faculty member
- Excellent communication and organizational skills
- Committed to student success and supporting an environment conducive to learning
- Demonstrated ability to assess student learning needs and achieve effective student learning through the use of a variety of teaching methods
- Dedicated to high quality education based on a liberal arts foundation
- Committed to maintaining an environment of equity and diversity within a rural campus
- Exemplary record of collaborating with area health care agencies and academic institutions
- Mastery of distance education techniques to facilitate student accomplishments
- Exceptional record of student advising and career counseling

PROFESSIONAL LICENSURE

- Registered Nurse, State of Maine

EDUCATION

<u>INSTITUTION</u>	<u>DEGREE</u>	<u>MAJOR</u>	<u>GRADUATION DATE</u>
Northcentral University 505 W. Whipple St. Prescott, AZ	PhD.	Education	November 2011
Saint Joseph's College of Maine Whites Bridge Road Standish, ME	MSN	Nursing Education	December 2004
University of Maine at Fort Kent 23 University Drive Fort Kent, ME	BSN	Nursing	May 1995

TEACHING EXPERIENCE AND EMPLOYMENT

<u>ORGANIZATION</u>	<u>POSITION/RANK</u>	<u>DATE</u>
University of Southern Maine	Adjunct Faculty	06/21-present
University of Maine at Fort Kent	Dean of Undergraduate Nursing	08/18-present
University of Maine at Fort Kent	Interim, Associate Provost for Academic Affairs	05/17-present
University of Maine at Fort Kent Division of Nursing Fort Kent, ME	Director of Nursing and Allied Health	09/12-08/18
University of Maine at Fort Kent Division of Nursing Fort Kent, ME	Director Division of Nursing	09/07-09/12
University of Maine at Fort Kent Division of Nursing Fort Kent, ME	Acting Director Division of Nursing Assistant Prof of Nursing	05/06-08/07
University of Maine at Fort Kent Division of Nursing Fort Kent, ME	Instructor of Nursing	1/05-05/06
	Lecturer of Nursing	9/04-12/04
University of Maine at Fort Kent Division of Nursing	Nursing Resource Center Manager with	9/00-9/04

Fort Kent, ME	Clinical and Laboratory Instruction	
University of Maine at Fort Kent Division of Nursing Fort Kent, ME	Adjunct Clinical and Laboratory Instructor	9/99-5/00
Northern Maine Medical Center East Main Street Fort Kent, ME	Registered Nurse	7/95- 05/05
	Medical-Surgical Unit Endoscopy Clinic (staff nurse and charge nurse)	7/95- 05/05
	Urology Clinic Obstetrical Unit (staff nurse and charge nurse)	10/97-9/00

UNIVERSITY GOVERNANCE AND SERVICE
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CAMPUS/SYSTEM:

02/20	New England Commission on Higher Education (NECHE) Unified Accreditation, Standard IV
09/20	Nursing Deans and Directors Committee, Co-chair
08/19	Nursing Deans and Directors Committee
08/19	System Assessment Committee, member
07/18	New England Commission on Higher Education (NECHE) liaison for UMFK
05/17	UMFK Scholar's Symposium, Podium Presentation, Judge
04/17-present	General Education Committee, Chair
09/15-08/16	Academic Council, Chair
08/15-present	Program Integration Team, Nursing
08/15-12/15	Presidential Search Committee, faculty elected member
09/13-05/14	Foundations of Excellence, Sub-committee chair, Philosophy and Learning Dimension
09/13-05/14	NEASC, Self-study Sub-committee, chair, Standard 4 sections
09/11-03/12	Foundations of Excellence, Chair Quality Improvement Dimension
02/11-04/11	Nursing Search Committee, Chair
09/11-present	Council on Institutional Effectiveness and Assessment, member
02/07-04-07	Nursing Search Committee, Chair
09/07-present	President's Cabinet, member
09/06-present	Quality Undergraduate Education, member
09/06-present	Academic Leadership Council, member
09/06-present	Academic Council, member
05/06-08/11	Campus Student Advising Committee, member
05/06-07/06	Nursing Search Committee, member
03/06-01/12	Distance Education Committee, member
01/06-02/06	Nursing Search Committee, Chair
9/05-present	Libra Professorship Committee, member

1/05-05/06	Peer Review Committee, alternate
9/04-05/06	Academic Development Committee, secretary
5/01-09/06	Diversity Committee, member
9/01-09/06	Campus Health Improvement Committee (campus-wide), member
9/00-09/05	Library Committee, member
9/00- 09/05	Health Improvement Committee (system-wide), member

DIVISION OF NURSING:

01/12-11/12	Accreditation Activities and Self-Study
05/06-present	Business Committee, Chair <ul style="list-style-type: none"> • Manage nursing program budget • Oversee Student Nurses' Organization, Nursing Honor Society, Nurse Pinning Ceremony • Organize all accreditation activities • Developed a Strategic Plan for Division of Nursing • Manage Nursing Student Handbook • Develop and work with faculty to create Faculty Workload • Manage course enrollments
9/05-09/09	Curriculum Committee, Chair <ul style="list-style-type: none"> ▪ Development of a handbook for Adjunct Clinical and Preceptor Instructors-- Fall 2005 ▪ E-portfolio development-- Fall 2005 and ongoing ▪ Development of a Student Nurse Externship Program- Fall 2005/Spring 2006 ▪ Examining and revising the BSN-basic, accelerated, and RN to BSN curricular plan-- ongoing
1/03-9/05	Student Nurses Organization, Faculty Advisor <ul style="list-style-type: none"> • For the Health of It! Walkathon/Fundraiser 03/03 • American Red Cross Blood Drive, Coordinator 4/04 & 4/05
9/00-present	Continuing Education Committee, member <ul style="list-style-type: none"> • Skill Workshop for Office Nurses and Medical Assistants, 10/06
9/00-9/05	Continuing Education Committee, Chair <ul style="list-style-type: none"> • Domestic Violence Awareness Workshop, offered annually • Emergency Nurses Triage Toolbelt, 09/00 geared toward practicing nurses • HESI Test Writing Workshop, 03/02 for faculty development • National Multiple Sclerosis Society, 05/02 to educate community members • Pediatric Nursing Care Workshop, 3/04 for UMFK's junior and senior nursing students • UMFK Campus Health Fair, 6/04 for high school students interested in nursing as a profession • Nursing Discovery Camp 6/04
9/00-present	Admissions, Advising, and Advancement Committee, member
9/00-present	Evaluation Committee, member <ul style="list-style-type: none"> • Gap Analysis • Gap Analysis Response Plan

	• NCLEX Response Plan
9/00-present	Nursing Advisory Council, member
9/00-present	Nursing Honor Society, member
01/00-05/06	Nursing Pinning Ceremony, Coordinator/Faculty Advisor

COMMUNITY:

07/16-present	Northern Maine Medical Center, Board of Trustees
01/13-08/14	Congres Mondial Acadien/World Acadien Congress, International Nursing Conference Planning Committee, member
06/14-present	Eastern Maine Healthcare Systems, Corporator
09/12-present	Maine Nursing Educators Consortium (MeNEC), member
09/12-present	Northern Maine Medical Center, Physician Recruitment Committee
09/10-present	Eastern Maine Community College, Advisory Board, member
1/08-present	Northern Maine Medical Center Diabetes Advisory Board, member
09/07-present	Northern Maine Community College, Advisory Board, member
9/07-present	Maine Partners in Nursing Education and Practice, member
10/05-05/09	Northern Maine Medical Center Recruitment and Retention Committee, Faculty Representative for UMFK
9/03-9/09	Nursing Summit Planning Committee, member
4/03-05/07	Community Health Education Resources, secretary
2003, 2004	Survivor Camp for Health Occupations Planning Committee
9/02-05/08	Legislative Buddy Program, member
9/02-05/07	American Nurses Association, ME Continuing Education Committee, Application Reviewer
9/01-05/07	Community Health Education Resources, member

PROFESSIONAL MEMBERSHIPS AND INVOLVEMENTS

<u>DATE</u>	<u>ORGANIZATION</u>
2017-present	American Nurses Association- Maine Chapter, member
2009-2010	Kappa Delta Phi, International Honor Society in Education
2004-2006	Nursing Spectrum- Ambassador Program
2004-2006	Sigma Theta Tau International Nursing Honor Society
2003-2005	Nursing Educators' Listserv
2003-2005	International Nursing Association for Clinical Nursing Simulation and Learning
2002-2005	American Nurses Association- Maine Chapter, member
2000-2001	Maine State Nurses Association, member

HONORS AND AWARDS

<u>DATE</u>	<u>AWARD</u>
05/19	20 Year Service Award, University of Maine at Fort Kent
05/15	Outstanding Nursing Alum, UMFK
05/14	Outstanding Faculty Member of the Year Award, presented by 2014 graduating class
05/14	Outstanding Collaborator of the Year Award, Maine School Administrative District (SAD) #27, Office of Adult Education
05/14	15 Year Service Award, University of Maine at Fort Kent
04/12	Outstanding Faculty Research Award
05/09	Kappa Delta Pi Honor Society
05/09	10 Year Service Award, University of Maine at Fort Kent
09/07	University of Maine at Fort Kent Outstanding Young Alumna
06/06	Who's Who of American Women
01/06	Who's Who Among America's Teachers
04/05	Who's Who Among America's Teachers
04/04	Sigma Theta Tau Honor Society of Nursing
03/02	Who's Who Among America's Teachers
04/99	UMFK Honor Society of Nursing

CERTIFICATIONS

<u>DATE</u>	<u>CERTIFICATION</u>
2003-2007	Cardiopulmonary Resuscitation Instructor
1997-2001	Trauma Nursing Core Course Provider
1998-2002	Advanced Cardiac Life Support Provider
1994-2007	Cardiopulmonary Resuscitation Provider

ACADEMIC TEACHING RESPONSIBILITIES

<u>COURSE #</u>	<u>COURSE TITLE</u>
NUR 300C	Nursing the Well Client Clinical
NUR 302L	Pharmacology Laboratory
NUR 305L	Maternal/Pediatric Nursing Laboratory
NUR 309L	Total Health Assessment Laboratory
NUR 330C	Adult Health I Clinical
NUR 330L	Adult Health I Laboratory
NUR 335	Maternal Health Nursing Didactic
NUR 335L	Maternal Health Nursing Laboratory
NUR 360C	Adult Health II Clinical
NUR 360L	Adult Health II Laboratory
NUR 365	Pediatric Health Nursing
NUR 386	Healthcare Policy
NUR 397	Summer Nurse Externship Program
NUR 400C	Nursing the Adult Clinical
NUR 400L	Nursing the Adult Laboratory
NUR 405L	National Council Licensure Examination (NCLEX) Success Laboratory
NUR 413	Nursing Ethics and the Law (on-line)
NUR 425C	Adult Health III Clinical
NUR 425L	Adult Health III Laboratory
NUR 425	Adult Health III Didactic
NUR 456	Integrated Nursing Practice (on-line)
NUR 497	Senior Capstone
NUR 497C	Senior Preceptorship
NUR 614	Advanced Leadership in Nursing Practice

CONTINUING EDUCATION

<u>DATE</u>	<u>ACTIVITY</u>
2020	Reopening Colleges & Universities During COVID-19: Keeping Students & Communities Healthy
	New England Commission on Higher Education conference
2019	New England Commission on Higher Education conference
2019	Academic Partnerships: <i>Instructional Design and Best Practices</i>
2018	University of Maine System, Faculty Fellows program
2018	Assessment Technologies Institute (ATI) faculty training

- 2016 University of Maine System, Title IX training
- 2015 University of Maine, NCLEX Success, presented by Donna Ignatavicius, 04/15
- 2014 University of Maine at Augusta/University of Maine at Fort Kent, Partners in Nursing Education, 05/14
- University of Maine, *Nursing Faculty Summit*, 06/13
- 2013 University of Maine, *Nursing Faculty Summit*, 01/13
- 2012 Maine State Board of Nursing, *Board Meeting with Schools of Nursing*, 07/12
- University of Maine, *Nursing Faculty Summit*, 06/12
- Presidential Lecture Series, Dr. Braestrup, *Here if You Need Me*, University of Maine at Fort Kent, 03/12
- 2011 Commission on Collegiate Nursing Education, *CCNE Workshop on Writing Self-Study Documents*, 10/11
- University of Maine at Fort Kent, Dr. Gaberson, *Testing and Evaluation in Nursing*, 09/11
- Faculty Development Day, Dr. Sugarman, *Experiential Learning*, 01/11 and 05/11
- 2010 Maine Hospice Council, *Veterans' End of Life Care*, Augusta, ME, 11/10
- University of Maine, *Nursing Faculty Summit*, 05/10
- Presidential Lecture Series, Peter Behrens, *Law of Dreams*, University of Maine at Fort Kent, 03/10
- Campus Development Day, Dr. Gardiner, *Foundations of Excellence*, 01/10 and 10/10
- 2009 Organization of Maine Nurse Executives, Annual Meeting, Rockland, ME, 08-09
- Organization of Maine Nurse Executives, *Maine Partners in Nursing Education and Practice*, Farmington, ME, 06/09
- Faculty Development Day, *Academic Turnaround*, Dr. MacTaggart, University of Maine at Fort Kent, 05/09
- Eastern Maine Community College, Bangor, ME, *Transformation of Leaders at the Point of Care*, 04-09

- 2008
- AACN-Fall Meeting, *Building Nursing Faculty for the Future: Creating the Environment*, Washington, D.C., 10/08
- AACN-Annual Spring Meeting, *Nursing Higher Education: External Impact- Policy, Politics, and the Community*, Washington, D.C., 04/08
- Organization of Maine Nurse Executives, Annual Meeting, Freeport, ME, 04/08
- Campus Development Day, *Classroom Management*, University of Maine at Fort Kent
- Eastern Maine Community College, Bangor, ME, *Renewing the Spirit of Nursing*, 04/08
- 2007
- Dartmouth-Hitchcock Medical Center & Saint Anselm College- 15th Annual Conference for Nurse Educators, New Castle, N.H., 05/07
- AACN- Annual Spring Meeting, *Responding to Challenges and Opportunities in Nursing Higher Education*, Washington, D. C., 03/07
- 2006
- ANA-Maine: *Building Nurse Leaders for Complex Environments*, Diana Crowell, PhD, RN, CNAA, BC, Ramada Inn, Lewiston, ME 10/20
- Creating Healthy Work Environments: Foundations for Excellence*, Kathleen McCauley PhD, RN, BC, FAAN, FAHA and Melissa Fitzpatrick RN, MSN, FAAN, Maine Medical Center, Portland, ME 06/06
- Neonatal Care Update*, Dr. Shirley Wood, Professor of Maternal Child Health, Indiana State University, Libra Professor, University of Maine at Fort Kent
- Neonatal Narcotic Abstinence Syndrome*, Susan F. Cullen, RN, MSN, Clinical Nurse Educator, NICU, Eastern Maine Community College, Sigma Theta Tau Scholarly Event, Bangor, ME 02/09
- 2005
- Alternative and Complimentary Therapies Conference*, Katherine Musgrave, Keynote Speaker, Northern Maine Community College, Presque Isle, ME 04/05
- Faculty Development Day on Assessment: *Mapping Our Way to Success*, Dr. Marge Heggae, University of Maine at Fort Kent (UMFK), 9/05
- Northern Maine Medical Center (NMMC) *Skills and Competencies Fair*, Fort Kent, ME 09/05

- Intravenous Pump Training*, NMMC, Fort Kent, ME 09/05
- Computerized Documentation Training*, NMMC, Fort Kent, ME 09/05
- Medication Administration with Omnicell Training*, NMMC, Fort Kent, ME 09/05
- Delegation and Team Communication*, Ruth Hansten, Augusta, ME 10/05
- 2004 *Grant Writer Workshop*, Mindy Collier, UMFK, 03/04
- Grant Writing Workshop*, University of Maine at Presque Isle, sponsored by Maine Health Access Foundation, 04/04
- ANA-ME Continuing Education Committee Workshop, Bangor, ME, 10/04
- Northern Maine Medical Center Annual Employee Mandatory Workshop, attended annually
- 2003 Contest for Communities Recognition Banquet, State House, Augusta, ME hosted by Maine Governor's Council on Physical Fitness, Sports, Health, & Wellness, 03/03
- Cover the Uninsured Week, "Come to Campus Week", week of March 10, 2003, UMFK
- Student Nurses Association of Maine Annual Meeting, Eastern Maine Community College, Bangor, ME 04/03
- Northern Maine Medical Center Annual Employee Mandatory Workshop, attended annually
- 2002 *"Newtrition" or the New Year*, Connie McClellan RDT, UMFK 01/02
- Respiratory Crisis: Pathophysiology and Management*, Barbara Clark Mims, MS, RN, Presque Isle, ME 02/02
- Test-Writing*, Dr. Susan Morrison, UMFK 03/02
- HIV/AIDS Training Day*, Community Health Education Resources, UMFK, 04/02
- Diabetes Health Fair*, Patricia Fernald, RN, UMFK 04/02

	<i>Macular Degeneration</i> , Dr. Lilas, UMFk, 04/02
	<i>Multiple Sclerosis Workshop</i> , National Multiple Sclerosis Society, UMFk, 05/02
	Northern Maine Medical Center Annual Employee Mandatory Workshop, attended annually
2001	<i>Applying Theory and Research to Practice</i> , Dr. Jacqueline Fawcett, UMFk, 05/01
	<i>Occupational Safety and Health Administration</i> , Cathy Turbyne, UMFk, 09/01
	Johnson & Johnson <i>Wound Care Workshop</i> , UMFk, 10/01
	<i>Mindful Stress Reduction</i> , Jackie Ritz, MSW, UMFk, 10/01
	<i>Nurses Summit</i> , Russell Coile, Augusta, ME, 12/ 01
	<i>Depression and the Holidays</i> , Rejeanne Martin, BSN, RNC, UMFk, 12/01
	Northern Maine Medical Center Annual Employee Mandatory Workshop, attended annually
2000	<i>Emergency Nurses Triage Toolbelt</i> , Shelley Cohen, UMFk, 04/00
	Maine State Nurses Association, annual meeting, Houlton, ME 10/00
	Northern Maine Medical Center Annual Employee Mandatory Workshop, attended annually

SCHOLARLY PRESENTATIONS. PUBLICATIONS. and ACTIVITIES
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<u>DATE</u>	<u>FUNCTION</u>
03/21	<i>Microbial Study in Healthcare: Undergraduates Learning Research through the Lens of Multiple Disciplines</i>
03/21	<i>Cellulose Nanofibrils-Based Materials as a Substrate for Disinfectant Wipes</i>
05/20	University of Maine System, Board of Trustees and Legislature Presentation on <i>State of Nursing in University of Maine System Schools of Nursing</i>

WAGM News, Interview: *How is COVID-19 affecting the job market for UMFK graduates?*

- 03/20 **WAGM News, Interview, *How is COVID-19 impacting students?***
- 04/19 **ATI, Nursing Insight Panel**
- 11/18 **Colby, T., Meinersmann, K.M., Soucy, E.C., & Walker, M., non-referred article, *A Larger, More Highly-Qualified Nursing Workforce for Maine*, ANA-Maine Journal.**
- 01/18 **Albert, R. E., Pelletier, S. & Soucy, E., poster presentation titled, *Responding to Quality Nursing Education: E-Course Portfolios as a Novel Method of Assessment for Strategic Course Review*, 2018 Elsevier Elevate Outcomes with HESI Conference, poster and abstract in conference proceedings, Las Vegas, NV**
- 04/17 **Drs. Albert, Radsma, and Soucy, poster presentation titled, *Pursing Improvement in NCLEX First Time Pass Rates: Development of a Comprehensive Standards-Based Approach to Planning and Evaluation for a Collaborative Nursing Program in the Northeast* at National Nurse Educator Institute, April 13, 2017**
- 05/16 **Television, WAGM, *"Aroostook County Nursing Workforce Forum"***
- 11/15 **Maine Nursing Preceptor Education Program, *Teaching Clinical Reasoning and Advancing Critical Thinking*, presentation at Husson University and University of New England for Lunder-Dineen workshop participants**
- 03/15 **Drs. Albert, Radsma, and Soucy, poster presentation titled, *"I Passed! I Passed! Integrative Strategies to Promote First-Time NCLEX-RN Success,"* at Elevate Outcomes with HESI, March 2015, Dallas, TX, an Elsevier conference**
- 08/14 **Congres Mondial Acadien/World Acadien Congress, Universite du Moncton au Edmunston, dissertation research findings, *The Effects of High-Fidelity Simulators on Nursing Students Critical Thinking and Self-Confidence***
- 08/14 **Congres Mondial Acadien/World Acadien Congress, Universite du Moncton au Edmunston, National Council Licensure Examination for Registered Nurses (NCLEX-RN) Success**
- 04/14 **Universite du Moncton au Edmunston, presented to nursing faculty on National Council Licensure Examination for Registered Nurses (NCLEX-RN) Success**

10/13	University of Maine at Fort Kent, Focus on Faculty, presented dissertation research findings, <i>The Effects of High-Fidelity Simulators on Nursing Students Critical Thinking and Self-Confidence</i>
07/12	Television, WAGM, "International Students Study in the Country"
11/10	Television, WAGM, "Nursing Community in the Lodge"
08/09	Chapter revision in Leadership and Management text, Kelly, P. <i>Transitioning to Nursing Practice: Your First Job</i>
01/09	Chapter Review in a Nursing Ethics textbook for F. A. Davis publishing company
12/08	Television, WAGM "Awarding of Davis Education Foundation grant <i>Enhancing Maternal and Neonatal Care Nursing Education</i> "
10/08	Television, WAGM, "UMFK's NCLEX-RN Pass Rate"
10/08	Maine Development Foundation: Leadership Maine, "School of Nursing Update"
11/06	Television, WAGM, Valley's View, "Nursing Shortage, Program Success"
10/06	Television, WAGM, "NCLEX-RN 100% Pass Rate"
08/06	New Student Orientation, "Introduction to Professional Nursing at UMFK"
07/06	New Student Orientation, "Introduction to Professional Nursing at UMFK"
06/06	New Student Orientation, "Introduction to Professional Nursing at UMFK"
11/05	Webelos Boy Scout Troop, "First Aid Fundamentals"
11/05	Open House, "Your Future is Our Focus"
08/05	Northern Maine Medical Center Staff Meeting, "Role of the clinical instructor and nursing students"
08/05	University of Maine at Fort Kent, "American Heart Association: Airway management, breathing and circulatory support"
04/05	Newspaper, St. John Valley Times, "UMFK student nurses plan blood drive"

04/04	Newspaper, St. John Valley Times, <i>"UMFK nursing division to host, "Spring Into Health" health fair April 20"</i>
04/04	Newspaper, St. John Valley Times, <i>"UMFK and NMMC make plans to host summer nursing discovery camp"</i>
04/04	Newspaper, St. John Valley Times, <i>"UMFK student nurses plan blood drive"</i>
07/04	University of Maine at Fort Kent, Promotional Video, participant
08/03	University of Maine at Fort Kent, <i>"American Heart Association: Airway management, breathing and Circulatory support"</i>
05/02	Northern Maine Medical Center, <i>"Growth and development considerations across the lifespan"</i>
02/01	NUR 407 Nursing Leadership and Management, <i>"Managed care in the United States"</i>
11/01	Rotary Club, <i>"Nursing shortage facts"</i>
10/00	Television, WAGM, Valley's View, <i>"Nursing shortage, recruitment efforts"</i>
05/00	Northern Maine Medical Center, <i>"Growth and development considerations across the lifespan"</i>
10/96	Northern Maine Medical Center, <i>"American Lung Association: Smoking cessation"</i>

GRANTS/FUNDING

<u>DATE</u>	<u>PROPOSAL</u>
12/20	Research Reinvestment Fund: <i>Microbial Study in Healthcare: Undergraduates Learning Research through the Lens of Multiple Disciplines</i>
12/20	Research Reinvestment Fund: <i>Cellulose nanofibrils-based materials as a substrate for disinfectant wipes</i>
03/20	Program Innovation Fund monies for <i>Holographic Obstetrical Simulator</i> for UMFK/UMPI nursing program
04/18	Program Innovation Fund monies for <i>University of Maine at Fort Kent and University of Maine at Presque Isle Collaborative Baccalaureate Nursing Program</i>

02/15	Libra Grant, University of Maine at Augusta/University of Maine at Fort Kent, <i>NCLEX Success</i> , presented by Donna Ignatavicius
05/14	Libra Grant, Congres Mondial Acadien/World Acadien Congress, Universite du Moncton au Edmunston, keynote speaker, Suzanne Gordon
01/14-present	Developed plan for state of Maine bond monies designation for <i>Expansion and Upgrade of Nursing Resource Center</i>
09/10-05/10	Developed Strategic Investment Fund Request with Deans and Directors in UMaine's nursing programs: <i>Supporting Maine's Nursing Programs: A Collaborative</i> . Received Robert Wood Johnson Foundation, developed with Partners in Education and Practice group: <i>Nursing Graduate Competencies</i>
09/09	Federal Earmark Funding Request <ul style="list-style-type: none"> • <i>Building the Capacity of a Maine Rural Nursing Education Program to Provide Quality Health Care to Veterans (\$708,018.00)</i>
10/07	UMFK Strategic Initiative Fund (\$2791.00) <ul style="list-style-type: none"> ▪ Division of Nursing 25th Anniversary Activities UMFK Strategic Initiative Fund (\$2,500.00) <ul style="list-style-type: none"> ▪ Nursing Discovery Camp
11/07	Academic Computing Fund (\$2,600.00) <ul style="list-style-type: none"> ▪ Mosby's Nursing Skills Series (network version)
09/05	Academic Computing Fund (\$1,000) <ul style="list-style-type: none"> • MEDS Publishing Software (on-line testing software)
05/04	UMFK Strategic Initiatives Fund (\$1,800) <ul style="list-style-type: none"> • Nursing Discovery Camp
05/03	Professional Staff Development Fund Application (\$730) <ul style="list-style-type: none"> • Nursing Informatics Course
05/02	Professional Staff Development Fund Application (\$1,100) <ul style="list-style-type: none"> • Development and Planning in Nursing Education Course
03/02	UMFK Strategic Planning Special Initiatives Fund (\$1,081) <ul style="list-style-type: none"> • RN NCLEX Success Software (testing software)
09/01	Academic Computing Fund (\$2,000) <ul style="list-style-type: none"> • RN Essentials (testing software)
07/01	Solicited Donation (\$2,000) <ul style="list-style-type: none"> • Intravenous Pump
04/01	University of Maine System Health Improvement Committee (\$5,000) <ul style="list-style-type: none"> • Wellness Activities

Stacy Thibodeau DNP, MSN, RN

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Nursing and Leadership Philosophy

I believe and practice a holistic approach to nursing, incorporating both the art and science of nursing. As a bedside and public health nurse, I focus upon the delivery of patient and community centered care. I extend this model of care into my nursing leadership practice as well, utilizing a transformational and quantum leadership approach. The role of the nursing leader is profound and contains elements that are not easily defined, the impact a nursing leader has is not only seen today but for nursing generations to come. I have a deep passion for nursing and I believe that my enthusiasm is contagious. Once team members are empowered and supported, success in all dimensions of nursing care naturally follows. Those I care for whether it be my patients or team members are the nucleus of my nursing practice and philosophy.

Summary of Skills

- Excellent verbal and written communication skills including the ability to build successful and meaningful relationships across various populations.
- Culturally competent and solid ability to communicate effectively with diverse populations.
- Ability to assess and perform education to individuals as well as communities, demonstrating exceptional teaching practices tailored to the needs of the audience.
- Effectively translate current evidence-based research to stay current with trends, techniques, and advances in nursing practice, education and leadership.
- Solid knowledge of and ability to apply relevant current nursing, public health methodologies and techniques.
- A nursing mentor where I provide an engaging, supportive learning environment and facilitate engagement in which I can provide new nurses with a range of different learning modalities to ensure the learning success of my newest team members.
- A confident, kind, approachable and professional nursing role model, that demonstrates strong nursing ethics in all aspects in my life.
- Ability to make executive, procedural decisions and judgments on sensitive, confidential issues.
- Engages in regular self-assessment and reflection to increase the quality of instruction.
- Self-motivated and proven ability to work independently managing multiple priorities and tasks for the delivery of efficient and effective results.
- Demonstrates fair and consistent behavior consistently in all matters.
- Experience with qualitative and quantitative research.

Experience

Assistant Nursing Professor

August 2018 – Present

University of Maine at Fort Kent

Fort Kent, Maine

Courses:

NUR 101 Nursing Fundamentals I

NUR 102 Nursing Fundamentals II

NUR 201L Nursing Fundamentals Lab

NUR 202L Nursing Fundamental II Lab

NUR 245 Clinical Reasoning and Judgment

NUR 301 Community & Public Health Nursing

NUR 309 Health Assessment

NUR 335 Maternal Health

NUR 365 Pediatrics

Clinical: OB & Peds

Committees:

Summer Academy for Adult Teaching and Learning (SAALT)

Multi – Campus Program Approval

Academic Council

Strategic Enrollment Management Council

ATI Champion

Awards:

Faculty Award 2020

Nurse Corps

Grants:

Campuses for Environmental Stewardship

- Prepare and provide all lecture, laboratory and clinical instruction according to the required curriculum.
- Follow current course outlines, objectives, and evaluation mechanisms for the program as developed by the nursing faculty.
- Create an environment in classroom, laboratory, and clinical settings that facilitates student learning and the achievement of desired cognitive, affective, and psychomotor outcomes.
- Help students develop as nurses and integrate values and behaviors of those that fulfill the role.
- Use a variety of strategies to assess learning in the classroom, laboratory and clinical settings.
- **Formulate program outcomes and design curricula that reflect contemporary health care trends and prepare graduates to function effectively in the health care environment.**

Visiting Professor: Graduate Level

2020 – Present

University of Southern Maine (Online)

Course:

NUR 624: Community Health

Visiting Professor: Graduate Level

2017 - Present

Chamberlain College of Nursing

Course:

NUR 506 NP Leadership

NUR 506 Healthcare Policy

*** New course: Community Health

- Develop and implement an instructional plan for maximum student learning
- Maintain accurate records of instructional effectiveness and student progress.
- Develop productive relationships with students and colleagues.
- Evaluation of student's assignments, providing constructive feedback and learning opportunities.
- Timely respond to student and faculty leaders request.
- Address plagiarism and other disciplinary violations.
- Strictly adheres to the Family Educational Rights and Privacy Act (FERPA)

Consultant

Keith RN: Think Like A Nurse

- Member of the Advisor Board
- Case Study Creator
- Electronic Learning Platform Beta Tester
- Book Reviewer / Editor

Visiting Professor: Graduate Level

Jan 2016 – 2019

The University of Southern New Hampshire

Courses:

NUR 506 Evidence Based Practice

NUR 507 Transition to Graduate Nursing

NUR 603 Advanced Epidemiology

- Adhere to all University of Southern New Hampshire policy and procedures.
- Share meaningful and timely feedback to students, to include, academic advisors and team leads in accordance with COCE faculty expectations and requirements. This includes providing students with weekly instructional announcements, responding to all student inquiries, discussion boards or other posts promptly, providing rubric feedback throughout the term, and providing final grade assessments and posting grades within 48 hours after the assignment submission date.
- Adhere to the Instructional Practices Rubric and faculty performance standards.
- Work with and mentor students as they enter the graduate learning environment.
- Strictly adheres to the Family Educational Rights and Privacy Act (FERPA)

Chief Clinical Officer

August 2017 – August 2018

Kindred Hospital

Melbourne, Florida

- Plans and develops all clinical departments budgets, revenue, capital and operating expenses, staffing matrix
- Leads hospital and departmental performance improvement activities to measure and ensure the highest quality standards are exceeded.
- Manages multiple clinical department managers and staff. This to include Nursing, Quality Management, Social Services, Laboratory, Respiratory Therapy, Radiology, Case Management Dietary and Education.

- Establishes operating policies and procedures.
- Responsible for the overall direction, coordination and evaluations of all departments listed above.
- Assumed all responsibility of the CEO in her absence.
- Assures compliance with all regulatory and accreditation requirements.
- Establishes a strong rapport with patients, staff, physicians and colleagues through the continuation of excellent patient care and the enhancement of clinical standards across the organization.
- Conducts daily, weekly, monthly and quarterly reports outlining productivity and clinical outcomes.
- Since overseeing the clinical outcomes of my hospital, we have been recently been newly rated as the highest in clinical quality across our organizations 78 hospitals nationally.
- Currently I lead more than 120 clinical team members as well as 25-30 on staff Physicians, Surgeons, Nurse Practitioners and Physician Assistants.

Supervisor & Director of Nursing (In the field with a clinical assignment)

Aug 2011 – Aug 2017

Maine Centers for Disease Control

Augusta, Maine

- Managed budgetary responsibilities and fiscal reports for the nursing department.
- Created, implemented and tracked success of revised policies and procedures.
- Worked in collaboration with all statewide departments to ensure highest standards of care were delivered.
- Empowered staff to perform at their highest level through specialized training and certification programs.
- Minimized overtime and boast agency-free staffing.
- Collaborated and coordinated with stakeholders, community resource agencies, and multidisciplinary teams to formulate, implement and modify individualized treatment plans.
- Developed a recruitment and retention strategy for new hires that reduced staff turnover.
- Spearheaded the development of a Public Health Nursing acuity matrix for staffing.
- Ensured federal and state guidelines were followed in optimal delivery of care

Registered Nurse (Charge)

June 2001 – Sept 2011

The Aroostook Medical Center

Presque Isle, Maine

- Oversaw the daily function of the unit directing admissions discharges and general patient flow.
- Assign nurses and support staff to patient care, in addition to meeting daily goals set by staffing ratios and patient acuity metrics.
- Taking part and leading in rounding to assure patient care and satisfaction.
- Ensuring that bedside hand offs take place at the change of shift.
- Maintain patient care consistent with the mission's value and operating principles of the department of nursing and the hospital.

- Assess patient health problems and needs, develop and implement nursing care plans, and maintain medical records.
- Performed a full range of physical nursing assessments.
- Documented and reported on patient progress.
- Managed patient care as well as medication, orders and treatments.
- Strong advocate for the patient and their family.
- Participate in hospital committees and task forces.
- Strictly follows the Health Insurance Portability and Accountability Act (HIPAA)

Licensed Practical Nurse

1999 – 2001

The Aroostook Medical Center

Presque Isle, Maine

- Consistently provided exceptional patient care.
- Instructed patients on their disease, treatment, and care plan to enhance their quality of understanding.
- Managed patient care as well as medication, orders and treatments.
- Evaluated effectiveness of care through comparing patient response with observable outcomes
- Strictly follows the Health Insurance Portability and Accountability Act (HIPAA)

Combat Medic/Medical Specialist (68W) & Army Practical Nursing Specialist (68C)

United States Army Reserve and National Guard

1993- 2003

- Administer emergency medical treatment to battlefield casualties in wartime situations or in a hospital setting depending on station.
- Assist with outpatient and inpatient care and treatment.
- Instruct Soldier's on Combat Lifesaver/First Responder training course.
- Manage Soldier's medical readiness, medical supplies and equipment

EDUCATION

Family Nurse Practitioner (MSN-FNP)

University of Maine at Orono

Fall 2021- Expected graduation date 2024

Doctor of Nursing Practice

University of Massachusetts at Amherst

Public Health and Leadership Concentration

2012 – 2016

GPA 3.8

Master of Science in Nursing

Chamberlain College of Nursing

Executive Leadership

2008 – 2010

GPA 3.9

Bachelor of Science in Nursing

Chamberlain College of Nursing

President's Award

2006 – 2008

GPA 3.8

Associates Degree in Nursing

Northern Maine Community College

1999 – 2001

Licensed Practical Nurse (68C)

Northern Maine Community College

1999 – 2000

Army Basic Training and Combat Medic/Medical Specialist (68W)

Fort Leonard Wood, Missouri

Academy of Health Sciences, San Antonio, Texas

1994

Current Projects

- Writing an undergraduate level textbook for nursing students and a corresponding faculty resource guide.
 - The Exceptional Nurse

- **This guided textbook shares the journey from student nurse to becoming an exceptional practicing nurse utilizing a model that incorporates clinical reasoning, judgement and professionalism to not only achieve but also exceed standards.**

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

October 2021

Capital Projects Status Report

Executive Summary

Overview:

Attached is the Capital Project Status Report for the January 24, 2022 Board of Trustees meeting. The report reflects a total of 23. Two projects: UM's Adaptive Reuse P3 project and the 300 Fore Street Renovation, were added as of this report. Note that the projects highlighted in yellow 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 dollar 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 over the past two years.

COVID-19 Impact on Capital Construction:

Projects continue to move forward however, impacts continue.

- Previously reported impacts continue to be relevant.
 - In particular, various material shortages and delays continue along with labor shortages in many construction trades, causing potential schedule and cost impacts to our projects.

Bond Project Status Report:

The special portion of this report calling out only projects funded with the 2018 State bonds reflects forty nine (49) projects; a decrease of two projects. This difference comes from removal of Handley and Katz HVAC projects at UMA given a change in funding source. The projects are currently estimated to account for approximately \$44 million of the \$49 million in voter approved general obligation bond funding. Over \$20 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 is nearly \$56 million, including the bond funding and other project resources.

- Nine (9) 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.

1/13/2022

- The Completed project section reflects 13 projects that are complete. There are another ten projects in the active projects table listed as complete and substantially complete. These will move to the completed section once closeout is finalized.

Research space approvals:

No new approvals to report at this time.

UM temporary increase in space:

To support the continued growth of the Advanced Structures and Composites Center and in anticipation of the new GEM addition, the University is procuring and installing temporary office trailers to accommodate staff working at the facility. These office trailers result in a temporary increased square footage to the campus but are not permanent.

Harold Alfond Foundation (HAF) Grant funded projects:

A design team was selected and scoping and definition for the UMaine Athletics projects are underway. Master Planning for the MCECIS portion of the work continues.

USM Portland Development Project:

Structural steel and interior and exterior wall panel installation continues on three wings of the Portland Commons residence hall. Superstructure framing of the Career and Student Success Center is well underway.

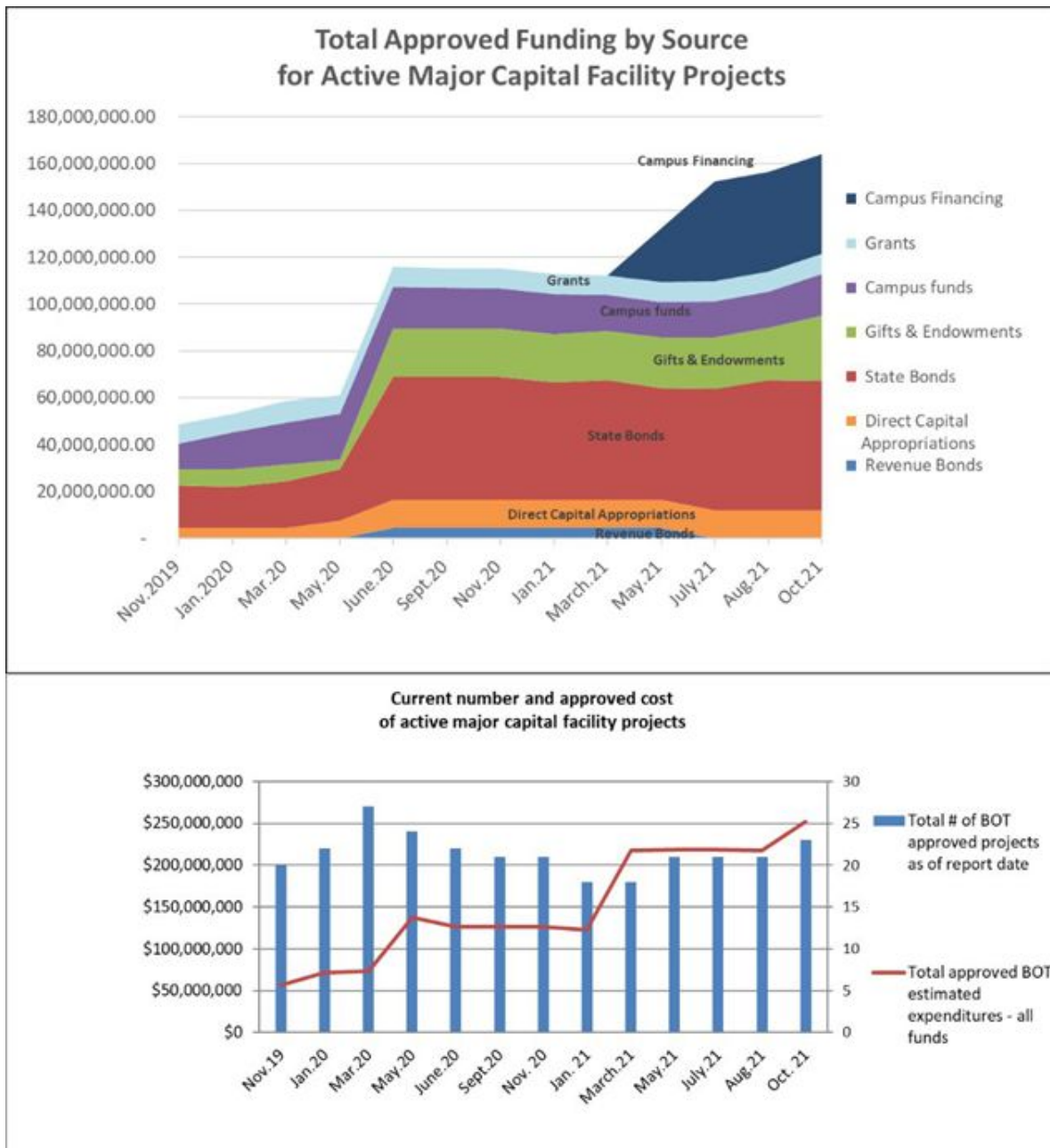
UM Ferland Engineering Education & Design Center Project:

Painting has begun in some areas on the third floor. Mechanical, electrical and plumbing (MEP) rough-in continues in the penthouse and is nearing completion on the second floor with drywall hanging, taping and finishing underway. Interior wall framing is well underway on the first floor with MEP rough-in following. The temporary steam heat source for the building for this winter is operational, maintaining appropriate temperatures. The main electrical switch gear is being connected in the basement in preparation of pulling the secondary cable into the building. The brick veneer installation has progressed to the SW corner of the building. The granite veneer installation is underway on the west side of the building. Window frame and glazing installation continues to follow the brick veneer work and is in progress on the east side of the building. The project continues to track close to the original project schedule.

UM Advanced Structures and Composites Center (Center) – reporting on W2 expansion, Thermoplastics Lab and equipment projects (5100316, 5100414, 5100432).

The above listed projects have been on the Capital Project Status report since the last increase authorization in 2016. While construction of the expansion was complete in 2017, additional funding remained in the projects to purchase equipment and fit out the Thermoplastics laboratory. The Thermoplastics equipment project and funding were added to the W2 expansion project to account for the equipment purchased for the new space during construction. The remaining funding will continue to be used as allowed for in the grant/gift award language. Per Board policy, since this is funding for research equipment, there is no need to keep this project listed in the Capital Project status report as the actual capital construction and related equipment procurement and installation is complete. Therefore, as of the next meeting, this group of projects will be removed from the report.

1/13/2022



*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.

1/13/2022

Capital Project Status Report
Board Approved Projects
January 2022 - 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									
Katz Library Repairs (1200061)	HERFF (100%)	Design in Progress	2021	2022	\$1,100,000	\$1,100,000	\$31,284	3%	Board approved \$1.1M Sept 2021.
**Randall Welcome Center (1100085)	2018 State Bond (100%)	Substantially Complete	2021	2022	\$2,150,000	\$2,150,000	\$1,363,675	63%	Board approved \$2.15M May 2021. The approval of 1100085 in May of '21 replaces 1100077.
Handley Hall A/C replacement (1200029)	E&G (2%) HERFF (98%)	Design in Progress	2020	2022	\$575,000	\$1,230,000	\$26,433	2%	Board approved \$575K in September, 2019. Board approved \$1.2M in Emergency Relief Funds and up \$30k in E&G funds in Sept '21.

UM									
ASCC Building Addition GEM Lab (5100579)	Campus E&G Funds (100%)	Pre-Design in Progress			\$1,500,000	\$1,500,000	\$4,029	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	\$9,581,969	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, 5100574)	Grants (62%), Campus E&G Funds (33%) Gifts (4%) State Appropriations (1%)	Project # 5100574 is Bidding in Progress. The rest are Substantially Complete	2017	2022	\$3,000,000	\$5,410,000	\$4,844,414	90%	Board approved \$3M in July, 2017. Board approved increase of \$2.2M in September, 2019. Additional \$210k approved by Chancellor in December.
UM Ferland Engineering, Education and Design Center (5100458, 5100493, 5100546, 5200604)	Campus Funds (4%), State Approp (41%) Gifts (8%) Campus Financing (44%) (Other 3%)	Construction in Progress	2024	2024	\$1,000,000	\$72,000,000	\$28,970,820	40%	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	2022	\$450,000	\$1,400,000	\$1,030,174	74%	Board approved \$1,400,000 March, 2020
UM Energy Center Phase II (5100516, 5100517)	Campus E&G Funds (63%) Grants (37%)	Pre-Design in Progress	2023	2022	\$5,700,000	\$5,700,000	\$446,678	8%	Board approved \$5.7M March, 2019.
Neville Hall Renovations (5100534)	2018 State Bond (100%)	Construction in Progress	2021	2022	\$1,500,000	\$1,500,000	\$337,137	22%	Board approved up to \$1.5M expenditure in March 2021.
*UM Adaptive Reuse project/Historic P3 (5200661)	Campus Funds (45%) Other (55%)	Design in Progress	2023	2023	\$2,000,000	\$2,000,000	\$179,996	9%	Board authorized for UM contribution of up to \$2M in October 2021.

UMF									
**Dearborn Gym HW Upgrades (2100087)	2010 State Bond (10%) 2018 State Bond (90%)	Complete	2019	2022	\$600,000	\$850,000	\$846,267	100%	Board approved \$600K in March, 2019. Board approved additional \$250K in May, 2019.

UMFK									
**UMFK Enrollment/Advancement Center (3100042)	Bond (100%)	Substantially Complete	2022	2022	\$3,249,000	\$3,249,000	\$2,565,918	79%	Board approved \$2.99M in Bond Funding, March, 2020. Plus, \$259K for a total of \$3,249,000.

Capital Project Status Report
Board Approved Projects
January 2022 - 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 (36%), Campus E&G (64%)	Project 6100316 is Construction in progress, Project 6100323 is Complete	2019	2021	\$2,580,000	\$4,388,000	\$4,050,523	92%	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	\$16,769,422	17%	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	\$4,200,000	\$853,135	20%	Board approved \$1M in January, 2018. Board authorized an additional \$3.2M for a total of \$4.2M in November 2021.
**Port Parking Garage Study (6100331)	Campus E&G Funds (100%)	Design in Progress	2022	2023	\$1,200,000	\$23,000,000	\$482,550	2%	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. Board authorized a new total of \$23m in November, 2021.
**Fitness Equipment Purchase and Space Renovation (0000000)		Hold	2020	2022	\$700,000	\$700,000	\$0	0%	Board Approved March, 2020. No expenditures as of yet. Additional \$70,000 to be approved by the Chancellor in December
USM Steam Line (6100361)	Campus E&G Funds (100%)	Substantially Complete	2021	2021	\$600,000	\$600,000	\$38,300	6%	Board approved \$600K in May 2021

UMS/Law School

*300 Fore St Portland Renovation (8100152)	Gifts (100%)	Bidding	2022	2022	\$6,000,000	\$6,000,000	\$183,875	3%	Board approved \$6M September 2021.
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UMPI

**Wieden Renovation Bond (7100025)	2018 State Bonds (100%)	Design in Progress	2020	2023	\$3,757,000	\$3,757,000	\$333,433	9%	Board approved \$3.7M May 2021.
**Folsom 105 Nursing Renovation (7100026)	2018 State Bonds (100%)	Substantially Complete	2020	2021	\$800,000	\$760,000	\$710,455	93%	Board approved \$800K March, 2020. Budget reduced by \$40K due to funds to Wieden Renovation.
**UMPI Solar Array (7100023)	Campus E&G (100%)	Construction in Progress	2020	2022	\$700,000	\$1,144,240	\$136,015	12%	Board approved \$700K June, 2020. Board approved an increase to \$1,144,240 during the August 2021 Executive Committee.

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)	Grants (100%)	Pre-Design	TBD	TBD	\$8,634	HAF Funded project. Below Board level.
UM - HAF Athletics Master Plan (5200696)	Grants (0%)	Pre-Design	TBD	TBD	\$0	HAF Funded project. Below Board level.
UM - Morse field Turf Replacement (5100559)	Campus Funds (100%)	Substantially Complete	2021	2021	\$423,422	HAF Funded project. Below Board level.

Capital Project Status Report
Board Approved Projects
January 2022 - 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
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 October 31, 2021 as a percentage of the current approved project estimate.

Bond Project Status Report
Active Bond Projects
January 2022 - 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								
**Bangor Campus Welcome Center (1100534)	Substantially Complete	2021	2021	Bond (94%) Campus (6%)	\$475,000	\$347,298	\$475,000	
Randall Welcome Center (1100085)	Substantially Complete	2021	2021	Bond (100%)	\$2,150,000	\$1,363,675	\$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	2022	Bond (100%)	\$100,000	\$38,822	\$100,000	
**Randall Center Student Lounge (1100084)	Substantially Complete	2021	2021	Bond (100%)	\$150,000	\$137,873	\$150,000	
Randall Admissions Renovations (1200083)	Construction in Progress	2021	2021	Bond (100%)	\$85,000	\$22,088	\$85,000	
Total Bond for Campus					\$2,960,000	\$1,909,755	\$2,960,000	
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	2022	Bond (100%)	\$150,000	\$16,389	\$150,000	
Scott South Renovations (2200102)	Construction in Progress	2022	2022	Bond (100%)	\$125,000	\$132,222	\$125,000	
**Scott West Renovation (2100110)	Construction in Progress	2021	2022	Bond (100%)	\$175,000	\$57,371	\$175,000	
**Dakin Hall Shower Renovations (2100093)	On Hold	2019	2022	Bond (100%)	\$200,000	\$95,707	\$200,000	
**Lockwood Hall Shower Renovations (2100094)	On Hold	2019	2022	Bond (100%)	\$200,000	\$87,103	\$200,000	
Stone Hall Renovations (2100095)	Construction in Progress	2019	2022	Bond (100%)	\$200,000	\$133,670	\$200,000	
**274 Front St Renovation (2100096)	On Hold	2020	2022	Bond 100%	\$450,000	\$32,279	\$1,000,000	Approved budget of \$450,000, as it remains in study/design phase.
**FRC Roof Replacement (2100111)	Bidding	2021	2022	Bond (100%)	\$60,000	\$20,927	\$60,000	
FRC Façade Replacement (2100112)	Design in Progress	2022	2022	Bond (100%)	\$60,000	\$6,621	\$60,000	
**Exterior Painting Merrill Hall (2200096)	Design in Progress	2020	2022	Bond (100%)	\$40,000	\$764	\$40,000	
Olsen Center Renovations (2100102)	On Hold	2023	2023	Bond (100%)	\$1,900,000	\$69,908	\$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	\$242,393	\$300,000	
**Campus ADA Ramps (2100104)	Construction in Progress	2021	2022	Bond (100%)	\$115,000	\$20,398	\$100,000	
**Roberts HVAC Upgrade (2100106)	Design in Progress	2021	2022	Bond (100%)	\$150,000	\$30,661	\$150,000	
**Merrill Hall HVAC Upgrade (2100107)	On Hold	2021	2022	Bond (100%)	\$400,000	\$33,374	\$400,000	
**Ricker Addition Renovation (2100108)	Design in Progress	2021	2022	Bond (100%)	\$175,000	\$32,458	\$175,000	
Dearborn Gym Hot Water Upgrades (2100087)	Complete	2019	2021	Bond (100%)	\$850,000	\$846,267	\$850,000	
Mallet Front Porch Painting (2200103)	Complete	2021	2021	Bond (100%)	\$25,000	\$8,251	\$25,000	

Bond Project Status Report
Active Bond Projects
January 2022 - 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
UMF								
UMF Purington Front Porch Painting (2200104)	Complete	2021	2021	Bond (100%)	\$22,000	\$7,250	\$22,000	
UMF Preble/Ricker Flooring (2200105)	Complete	2021	2021	Bond (100%)	\$35,000	\$24,775	\$35,000	
Total Bond for Campus					\$5,750,000	\$2,052,174	\$6,285,000	
UM								
Neville Hall Renovation (5100534)	Construction in Progress	2021	2022	Bond (100%), Campus E&G (0%)	\$1,500,000	\$337,137	\$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	\$47,490	\$100,650	
Total Bond for Campus					\$1,500,000	\$337,137	\$1,500,000	
UMFK								
**UMFK Enrollment/Advancement Center (3100042)	Substantially Complete	2022	2022	Bond (100%)	\$2,990,000	\$2,563,113	\$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	\$2,563,113	\$3,249,000	
UMM								
Reynolds Renewal (4100047)	Construction in Progress	2021	2021	Bond (100%)	\$400,000	\$295,491	\$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	\$5,343,348	\$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 (40%), Campus E&G Funds (60%)	\$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.
Total Bond for Campus					\$21,960,000	\$8,102,087	\$32,439,000	
UMPI								
**Wieden Renovation Bond (7100025)	Design in Progress	2020	2023	Bond (100%)	\$3,757,000	\$333,433	\$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%)	\$760,000	\$710,455	\$760,000	Board approved \$800K March, 2020. Reduced by \$40K due to funding to Wieden Renovation.
Total Bond for Campus					\$4,517,000	\$1,043,888	\$4,517,000	
Totals:					\$39,722,000	\$16,041,094	\$50,995,000	

Bond Project Status Report
Active Bond Projects
January 2022 - 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)					\$43,911,068	\$20,246,449	\$55,756,987	
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 October 31, 2021.

**University of Maine System
Academic Calendar 2025 – 2026**

Fall Semester 2025

	UM	UMA	UMF	UMFK	UMM	UMPI	USM	UM Law School
Orientation								8/27-29
Classes begin	9/2	9/2	9/2	9/2	9/2	9/2	9/2	9/2
Fall Break	10/13-14	10/13-14	10/13-14	10/13-14	10/13-14	10/13-14	10/13-14	10/13
Veterans Day Holiday ¹	11/11	11/11	11/11	11/11	11/11	11/11	11/11	11/11
Thanksgiving Recess	11/26-30	11/26-30	11/26-30	11/26-30	11/26-30	11/26-30	11/26-30	11/26-30
Classes end	12/12	12/12	12/12	12/12	12/12	12/12	12/12	12/5
Final Exams	12/15-19	12/15-19	12/15-18	12/15-18	12/15-18	12/15-18	12/15-19	12/11-22

Winter Session 2025/2026

	UM	UMA	UMF	UMFK	UMM	UMPI	USM	UM Law School
Beginning & End Dates	12/29-1/16 (tentative)		12/29-1/16 (tentative)		12/29-1/16 (tentative)		12/22-1/16 (tentative)	1/12-1/16 (tentative)

Spring Semester 2026

	UM	UMA	UMF	UMFK	UMM	UMPI	USM	UM Law School
Orientation								
Classes begin	1/20	1/20	1/20	1/20	1/20	1/20	1/20	1/20
Presidents Day Holiday	2/16	2/16	2/16	2/16	2/16	2/16	2/16	2/16
Spring Break	3/16-20	3/16-20	3/16-20	3/16-20	3/16-20	3/16-20	3/16-20	3/16-20
Classes End	5/1	5/1	5/1	5/1	5/1	5/1	5/1	4/28
Final Exams	5/4-8	5/4-8	5/4-7	5/4-7	5/4-7	5/4-7	5/4-8	5/4-14
Commencement	5/9	5/9	5/9	5/9	5/9	5/9	5/9	5/23

Summer Term 2026

	UM	UMA	UMF	UMFK	UMM	UMPI	USM	UM Law School
Beginning & End Dates	5/11-8/21 (tentative)		5/11-8/28 (tentative)		5/11-8/21 (tentative)		5/18-8/21 (tentative)	5/26-7/23 (tentative)

Each semester has the minimum of 68 class days not counting finals.

¹ Classes do not meet on Veterans Day. Any classes that would normally meet on this day may have a make-up day to be determined by each individual institution.

Short Session Courses

With the exception of national holidays, any additional breaks or holiday observances will be at the discretion of the instructor.

Summer Holidays

The following holidays are observed during Summer Term: Memorial Day, Juneteenth and Independence Day

Religious and Cultural Observances

Our faculty, staff, and students are from varied religious and cultural backgrounds which serve to enrich and strengthen our community. Any event scheduled on a major religious or cultural holiday can send a message of insensitivity or exclusivity to staff and students who cannot participate that day due to their religious beliefs. Therefore, please avoid scheduling important meetings, exams, or other essential events on such dates whenever possible to accommodate the observance of religious traditions for those staff and students who need to be absent for religious holidays throughout the year. Some information about major religious holidays may be found at the [University of Maine System Human Resources page](#). An extensive listing is online at the [Interfaith Calendar web site](#).

**University of Maine System
Academic Calendar 2026 – 2027**

Fall Semester 2026

	UM	UMA	UMF	UMFK	UMM	UMPI	USM	UM Law School
Orientation								8/26-28
Classes begin	8/31	8/31	8/31	8/31	8/31	8/31	8/31	8/31
Fall Break	10/12-13	10/12-13	10/12-13	10/12-13	10/12-13	10/12-13	10/12-13	10/12
Veterans Day Holiday ¹	11/11	11/11	11/11	11/11	11/11	11/11	11/11	11/11
Thanksgiving Recess	11/25-29	11/25-29	11/25-29	11/25-29	11/25-29	11/25-29	11/25-29	11/25-29
Classes end	12/11	12/11	12/11	12/11	12/11	12/11	12/11	12/4
Final Exams	12/14-18	12/14-18	12/14-17	12/14-17	12/14-17	12/14-17	12/12-18	12/10-21

Winter Session 2026/2027

	UM	UMA	UMF	UMFK	UMM	UMPI	USM	UM Law School
Beginning & End Dates	12/28-1/15 (tentative)		12/28-1/15 (tentative)		12/28-1/15 (tentative)		12/21-1/15 (tentative)	1/11-1/15 (tentative)

Spring Semester 2027

	UM	UMA	UMF	UMFK	UMM	UMPI	USM	UM Law School
Orientation								
Classes begin	1/19	1/19	1/19	1/19	1/19	1/19	1/19	1/19
Presidents Day Holiday	2/15	2/15	2/15	2/15	2/15	2/15	2/15	2/15
Spring Break	3/15-19	3/15-19	3/15-19	3/15-19	3/15-19	3/15-19	3/15-19	3/15-19
Classes End	4/30	4/30	4/30	4/30	4/30	4/30	4/30	4/27
Final Exams	5/3-7	5/3-7	5/3-6	5/3-6	5/3-6	5/3-6	5/1-7	5/3-13
Commencement	5/8	5/8	5/8	5/8	5/8	5/8	5/8	5/22

Summer Term 2027

	UM	UMA	UMF	UMFK	UMM	UMPI	USM	UM Law School
Beginning & End Dates	5/10-8/20 (tentative)		5/10-8/27 (tentative)		5/10-8/20 (tentative)		5/17-8/20 (tentative)	5/24-7/22 tentative

¹ Classes do not meet on Veterans Day. Any classes that would normally meet on this day may have a make-up day to be determined by each individual institution.

Short Session Courses

With the exception of national holidays, any additional breaks or holiday observances will be at the discretion of the instructor.

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Our faculty, staff, and students are from varied religious and cultural backgrounds which serve to enrich and strengthen our community. Any event scheduled on a major religious or cultural holiday can send a message of insensitivity or exclusivity to staff and students who cannot participate that day due to their religious beliefs. Therefore, please avoid scheduling important meetings, exams, or other essential events on such dates whenever possible to accommodate the observance of religious traditions for those staff and students who need to be absent for religious holidays throughout the year. Some information about major religious holidays may be found at the [University of Maine System Human Resources page](#). An extensive listing is online at the [Interfaith Calendar web site](#).

University of Maine System

Waived Competitive Procurement and Contributions Legislative Report

Executive Summary

While competitive procurement is the University of Maine System's standard, there are legitimate and well-defined reasons allowed by State law and corresponding Board of Trustee policy for which the purchases listed in this report were waived from this process. For example, given its research and economic development activities that are of vital importance to the state, the University of Maine has unique procurement needs, including for specialized equipment or services that may only be available from one vendor.

Pursuant to 5 M.R.S.A., Section 12023, UMS and other quasi-independent State entities must report annually to the Maine Legislature all procurements in the previous fiscal year that exceeded \$10,000 for which the competitive process was waived and all contributions greater than \$1,000.

In FY21, the total value of System procurements exceeding \$10,000 for which the competitive process was waived was \$35.43 million, a 19% increase from the \$29.83 million in procurements waived the previous year that was largely driven by pandemic-related purchases including supplies and sampling services for testing wastewater on UMS campuses and as a public service to local communities.

Despite the ongoing global pandemic and related supply chain disruptions, less than one-quarter (\$8 million) of the total FY21 waiver value reflects true sole source purchases. Most of those purchases were funded by outside grants and not State appropriation.

A significant portion of all transactions that will be reported to the Legislature (\$14.38 million) are a result of a vendor or subrecipient being named specifically in a grant award, typically from the federal government.

As part of a continued commitment to public accountability, in 2019, UMS updated the process by which it compiles this required report to include a brief description of each sole source, emergency and named-in-grant procurement as well as all contributions above \$1,000. The internal process additionally now includes a review of this report by UMS Trustees – via the Finance, Facilities and Technology Committee that received the report with its January meeting materials – before submission to the Legislature by the Feb. 1 annual deadline.



SOLE SOURCE PROCUREMENT & CONTRIBUTIONS REPORT

FEBRUARY 1, 2022

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**This report is submitted pursuant to 5 M.R.S.A., Section 12023 and reflects the period July 1, 2020 to June 30, 2021 (FY21). Please direct questions including requests for additional information to University of Maine System Director of Government and Community Relations Samantha Warren at samantha.warren@maine.edu.*

UMS STRATEGIC PROCUREMENT

The University of Maine System (UMS) has an estimated \$1.5 billion annual total statewide economic impact, a \$7.50 return for every dollar of State appropriation. Beyond supporting nearly 20,000 campus and community jobs and our students and visitors spending an estimated \$144 million locally, UMS positively impacts the Maine economy by purchasing goods and services from businesses based in Maine or that employ Mainers. In FY21, the System invested a record \$60.6 million directly in the Maine economy through the local purchasing of goods and services.

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

In FY21, the total value of System procurements exceeding \$10,000 for which the competitive process was waived was \$35,433,538, a 19% increase from the \$29,826,444 in procurements waived the previous year that was largely driven by pandemic-related purchases including supplies for testing wastewater on UMS campuses and as a public service to local communities. Nearly half of all transactions included in this report (\$14.38 million) are a result of a vendor being named specifically in a grant award, typically from the federal government. For example, Syntiro along with several K-12 public school districts are explicitly identified as sub-recipients in a U.S. Department of Education GEAR-UP grant for which the University of Maine at Farmington is the fiscal agent. Funding serves more than 60 Maine middle and high schools and supports thousands of low-income students prepare for and be successful in their postsecondary education.

Less than one-quarter (\$8 million) of the total waiver value in FY21 reflects true sole source purchases and it should be noted that many of those purchases were funded by outside grants, as opposed to State appropriation. As a world-class research institution with land, sea and space grant status, the University of Maine in particular has unique procurement needs, including for specialized equipment or services that may only be available from one vendor. For example, UMaine researchers need to regularly replace fish monitoring tags and only one vendor can provide new tags and data receivers that are compatible with the existing units.

The FY21 procurements exceeding \$10,000 for which the competitive process was waived are listed in this report in the following categories below.

- Sole Source Purchases
- Goods and/or Services Specifically Named In Grant Awards
- Emergency Purchases
- Library Books or Periodicals

Additionally, as required by 5 M.R.S.A., Section 12023, this report includes a list of all FY21 contributions greater than \$1,000 made by the System or its seven universities. In most cases,

the contributions were membership dues for accreditation or affiliate associations like the New England Association of Schools & Colleges, civic organizations and athletic conferences.

As part of a commitment to public accountability and transparency, in 2019 the UMS updated the process by which it compiles this report to include a brief description of sole source, emergency and named-in-grant procurements as well as all contributions above \$1,000. Our internal process additionally now includes a review of this report by the Board of Trustees before submission to the Legislature.

FY21 WAIVERED PROCUREMENTS OVER \$10,000

SOLE SOURCE PURCHASES

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

Supplier Name	Amount	Campus	Summary Notes
INGERSOLL MACHINE TOOLS INC	\$1,267,500	UM	Grant-funded purchase of original equipment. Manufacturer upgraded print head to 3D MasterPrint equipment that will allow continuous fibers to be introduced to the process and thus increase stiffness and strength in the final parts. Technology will build a base of knowledge and open opportunities for local high-tech additive manufacturing companies in Maine to grow.
VYTEK	\$659,460	UM	Grant-funded laser cutting and additive system utilized in the design, decision making and failure analyses within precision manufacturing, mold making, boat building and other key industrial sectors. This will be the only publicly available resource of its kind in the state and will promote economic development. Two pieces of equipment working together with unique proprietary control system.

Supplier Name	Amount	Campus	Summary Notes
SPORTS TURF SPECIALTIES INC	\$285,018	USM	Purchase of sport field turf for which USM has standardized. Bid by contracted engineering firm in 2015, which resulted in sole source based on other manufacturers not having equivalent products based on the specific needs of the site.
TA INSTRUMENTS WATERS LLC	\$216,556	UM	Grant-funded purchase of a rotational rheometer and accessories to upgrade capabilities of an existing rotational rheometer already onsite. Rheology affects the way a material flows and is important in controlling properties for polymeric processing and application, a field of research & study at UM Advanced Structures & Composites Center. Supplier is the sole manufacturer of a "rotational" rheometer which is required for the comprehensive measurements being conducted. Additionally supplier is the manufacturer of the existing equipment, which is being upgraded with compatible accessories. There are no other suppliers in the market at this time.
BDNE INC	\$192,130	UM	Consulting contract co-funded by UM and MTI for a set of technical and market feasibility studies based on implementing a biomass-to-bioproducts and biofuels process in Maine. The supplier holds an exclusive license for the technology and they are the recipients of the MTI award.
IBCONTROLS INC	\$169,456	USM	Upgrade to existing proprietary building environmental control system. Alternative would entail cost prohibitive replacement of entire control system and supplier is the only authorized Maine dealer.
ABLE MACHINE TOOL SALES	\$167,500	UM	Grant-funded purchase of specialized wire electrical discharge machining equipment used to support design, cost calculations, decision-making and failure analyses within precision manufacturing, boat building and other key industrial sectors. Requirement of EDA grant to promote the adoption of new technology and facilitate economic development and Maine. Considerable time researching alternative manufacturers yielded unsuccessful.

Supplier Name	Amount	Campus	Summary Notes
HOBSONS INC	\$155,000	UM	Student name buys and recruitment platform used for student recruitment. An abbreviated process was conducted with four suppliers. Resulting in the use all four suppliers "University Profile Page offerings," however Hobsons also offers an outreach/advertising tool superior to the others for two reasons: Hobson's has a larger market share over the other three suppliers and previous success generating student interest via this Hobson's tool last year.
CAE HEALTHCARE INC	\$151,681	UMPI	Purchase of a unique obstetrics simulator as a shared resource for the nursing programs at UMPI and UMFK. Due to the low birth rate in Aroostook County, nursing students are not able to experience common obstetrical complications in their clinical experience. This one-of-a-kind simulation platform affords opportunities to expose these students to scenarios they could not otherwise experience.
MCLANE RESEARCH LABORATORIES INC	\$146,801	UM	Grant-funded equipment (imaging flow cytometer) used to measure phytoplankton composition underwater in real time. USDA-funded Aquaculture Research Station at Darling Marine Center using equipment to study phytoplankton community composition in marine systems, important for making decisions related to aquaculture species such as oysters and mussels. Potential to aid current and prospective business owners in decided species placement, timing of operations, and estimated production. Equipment originally designed and developed by a research lab at the Woods Hole Oceanographic Institute and licensed with McLane Research to provide the technology in a commercially available format. After consulting with independent experts in the field we were able to verify this is the known product of this type and only available through a single source.

Supplier Name	Amount	Campus	Summary Notes
EAB	\$120,842	UM	Purchase of additional enrollment/recruitment resources as part of the Student Success Collaborative for UM. The Collaborative provides student success software tools and comparative peer benchmarking data that is proprietary to the members of the collaborative - this is an extension of that service targeted directly at recruitment. Ultimate goal is increased student success, retention and degree completion.
FRYER MACHINE SYSTS INC	\$116,405	UM	Grant-funded purchase of computer numerical control (CNC) equipment. Replacing older worn out technology with new technology compatible with that purchased earlier this year which was awarded via a formal competitive process.
ARCANE TECHNOLOGIES INC	\$114,000	UM	Grant-funded purchase for building the first custom made multi-person, multi-purpose, fully autonomous vehicle simulator to research human interaction with artificial intelligence, with a focus on an aging population, thus directly benefiting the citizens of Maine. Unique design is essential in order to meet multiple grant-funded requirements. Supplier was the only one of the eight contacted that was able to meet the design requirements.
CIMETRICS INC	\$107,920	UM	Contract for energy efficiency monitoring and reporting services for building management systems at UM. Cimetrics designed the data analysis platform based on the Analytika data visualization system. A competitive market analysis was completed at the end of the prior contract period and the only other companies who could provide Analytika services are not be able to provide needed on-site services economically.

Supplier Name	Amount	Campus	Summary Notes
SUMMIT MANUFACTURING SYSTS LLC	\$106,684	UM	Grant-funded equipment purchase with unique technology such as 5axis scanning, optical measurement and user interface compatible with existing software. Equipment will be used by Maine industry to support design/cost calculations decision making, and failure analyses within precision manufacturing, aerospace and other key industrial sectors. Unable to find other equipment offering same or comparable capabilities.
NORTHEAST LAB SVCS INC	\$103,675	UMS	Continued contract for sampling and testing services for a monitored well in a legacy hazardous waste facility for which continuity is essential.
COLLEGE BOARD	\$102,630	UM	Purchase of Student Names for recruiting purposes. Supplier is a not-for profit membership organization and sole owner of multiple exams, publication, sand software related to "Official College Board Offerings", which include things such as SAT Online Course/Tests, Advanced Placement Program, Accuplacer, etc.
grantCOLLEGE BOARD	\$100,679	UM	Additional purchase of Student Names for recruiting purposes. Supplier is a not-for profit membership organization and sole owner of multiple exams, publication, sand software related to "Official College Board Offerings", which include things such as SAT Online Course/Tests, Advanced Placement Program, Accuplacer, etc.
ALICE JAMES BOOKS	\$98,281	UMF	Grant provided by UMF to Alice James Books (AJB). AJB operates a non-profit press on campus (Poetry press) and provides 14 student internships/apprenticeships, especially for Creative Writing majors.

Supplier Name	Amount	Campus	Summary Notes
MODERNTHINK	\$91,599	UMS	Purchase of contracted services to perform multiple surveys over a 5-year period. UMS has made the strategic decision to participate in the Great Colleges to Work For program for which the supplier has exclusive administration. The purpose of using the program is to benchmark key performance indicators across the University, from which can be derived a roadmap for continuous improvement.
VALMET INC	\$89,980	UM	Grant-funded manufacturer rebuild of equipment (refiner) that supports pulp and paper industry in Maine and elsewhere. Refiner used for producing cellulose nanofibers using UMaine Patent technology. Lab standardized on manufacturer's equipment, originally named in grant. Rebuild meets our current plan design without additional cost of new footings and accessories. Cost to purchase new was nearly double.
INSTRON A DIV OF IL TOOL WORKS INC	\$83,100	UM	Grant-funded upgraded controller in testing equipment (Instron test machines and a hydraulic manifold). Upgrades required due to Windows XP being obsolete. Supplier is manufacturer of existing equipment for which only OEM controllers are compatible. Controls manage 12 Instron test machines in operation used to evaluate structural members and a hydraulic interlock/manifold system ensuring safe operations to the hydraulic pump system.
KEYENCE CORP OF AMERICA	\$81,672	UM	Grant-funded purchase of high-resolution digital topographic microscope supporting design, decision-making and failure analysis for multiple manufacturing industries in Maine including electronics and composites. This device has unique capabilities that replicate many of the key needs for this use that would otherwise require a scanning electron microscope, which is substantially more costly. This device will be the only of its kind publicly available in Maine to support Maine-based industry.

Supplier Name	Amount	Campus	Summary Notes
SEQUOIA SCIENTIFIC INC	\$81,525	UM	Grant-funded purchase of submersible laser diffraction sensor used in NASA PACE Satellite project through School of Marine Sciences. Sensors measure the size, distribution and concentration of suspended particles in the aquatic environment; in this case used to measure particles on a research vessel. New frontier in ocean science. Only one of its kind on the market that can be used unattended.
SEQUOIA SCIENTIFIC INC	\$79,085	UM	Grant-funded purchase of instrument used to measure optical properties of the ocean with 10-nm resolution, the only one of its kind on the market. This instrument will improve our ability to link remote sensing data from NASA satellite to water quality. Highest resolution possible is required for upcoming Plankton, Aerosol, Cloud, ocean Ecosystem mission (PACE) where developing algorithm require measurements at as close a resolution as possible.
SHIMADZU SCIENTIFIC INSTRUMENTS INC	\$77,975	UMFK	Purchase of a High Performance Liquid Chromatograph (HPLC) for use in collaborative plant science research supporting multiple agricultural and forest science industries in Maine. This equipment is unique for its high pressure capabilities that results in higher resolution and faster scanning than other HPLCs and can only be replicated with Ultra-HPLC equipment that would be far more costly.
STRATEGIC MARKETING INNOVATIONS INC	\$77,000	UM	Continuation of existing education and outreach to federal executive branch agencies in support of UM's research programs.
DANTEC DYNAMICS INC	\$72,590	UM	Air velocity measurement system for wind tunnel wind characterizations for offshore wind/wave basin DOR FOCAL research project. Equipment allows high fidelity wind velocity mapping. Only two suppliers known for this type of equipment. Dantec offers 3D probe calibrator, other supplier TSI does not.

Supplier Name	Amount	Campus	Summary Notes
SPECTRA VISTA CORP	\$70,995	UM	Purchase of spectroradiometer for plant diversity, function and health research. Research directly impacts Maine ecosystems, allowing blueberry and potato farmers to better manage crops and reduce losses. Equipment will allow program continuity and compatibility of data already collected.
BGI AMERICAS CORP	\$70,040	UM	Grant-funded purchase of services to perform whole genome sequencing using DNA from 300 mammalian biological samples. National Science Foundation project examining the evolution of pathogen resistance in wildlife exposed to the bacteria causing anthrax. Results leading to possible future grants, at least three peer-reviewed manuscripts by the scientific community. In addition the data will be part of a Master's student thesis and postdoctoral researcher's project. The supplier is the developer and manufacturer of the sequencing platform being used.
CONTECH ENGINEERED SOLUTIONS LLC	\$67,990	UM	Purchase and installation of custom engineered storm water treatment device for which the manufacturer is the only source and for which Maine Department of Environmental Protection confirms is the only one approved by them for Best Management Practice/Tree Well Systems.
VERTIV CORP	\$63,718	UM	Purchase of precision cooling air conditioning unit for data center, based on previously competitive bid for which a long-term plan was to add this additional unit. Same manufacturer and dealer protected territory.
SHPP US LLC	\$62,729	UM	Grant-funded purchase of carbon-filled polycarbonate pellets for use in the large-scale 3D printer at the Advanced Structures and Composites Center at UM. This material is unique and there are only two potential suppliers, this product in particular is the only product that meets the specific needs of this research project. Research at the ASCC supports energy, transportation, marine, and aerospace industries.

Supplier Name	Amount	Campus	Summary Notes
SHIMADZU SCIENTIFIC INSTRUMENTS INC	\$60,609	UM	Original equipment manufacturer purchase. Upgrade and enhancement to High Performance Liquid Chromatograph (HPLC) in supporting multiple research projects including Defense Logistics Agency (DLA) fuels in forest science industries in Maine. Upgrade using demo computers and installation of new components to existing systems.
NEARSPACE LAUNCH INC	\$57,125	UM	Grant-funded purchase of components used to assemble a small satellite for launch into space as part of Maine's 1st CubeSat program. Grant encourages American-made equipment and products only to ensure earth observation capability remains under US control and complies with all export control regulations. Consideration was given to purchasing all materials to self-build these components but was cost prohibitive. Quotes obtained from other potential suppliers but technical deficiencies existed and companies did not have a US location.
LI COR BIOSCIENCES	\$52,798	UMFK	Purchase of photosynthesis analysis platform for use in forest resource management research for which use of this platform ensures data integrity and for which other research partners external to the University have standardized.
HONEYWELL INTRNTL INC	\$52,480	UM	Original equipment manufacturer upgrade to existing QCS server located in Forest Bioproducts Research Institute. The upgrade will bring the service up to current technology for continued support of industrial clients.
TELEDYNE INSTRUMENTS INC	\$51,210	UM	Grant-funded purchase and installation of additional components to equipment, by original manufacturer. Equipment in the Gulf of Maine to listen for the presence of whales and report back in near-real time via satellite. This information helps inform public policy decision on the fishery, particularly the endangered Northern Right Whale. Original equipment manufacturer providing and installing additional component.

Supplier Name	Amount	Campus	Summary Notes
JUDITH RYAN	\$50,000	UM	Consulting services for which the supplier has unique qualifications due to her past employment with UMaine. UMaine is considering multiple highly sensitive organizational reviews for which having a person with a broad understanding of UM, UMS and credibility with faculty and staff is critical.
JOHNSON CONTROLS INC	\$46,500	UM	Maintenance services for existing Johnson building control systems - proprietary system for which only manufacturer can perform maintenance.
SHPP US LLC	\$42,197	UM	Grant-funded purchase of carbon fiber based substrate material for use in the world's largest 3D printer at the UM Advanced Structures and Composites Center. This particular material is highly unique and specialized and only available currently through one source. Related research supports defense, aerospace, marine, energy and transportation industries in Maine and beyond.
SHPP US LLC	\$42,197	UM	Grant-funded additional purchase of carbon-filled polycarbonate pellets for use in the large-scale 3D printer at the UM Advanced Structures and Composites Center. This material is unique and there are only two potential suppliers. Pricing from other supplier (Techmer) was higher and they are not able to meet our timeline for delivery. Research at the ASCC supports energy, transportation, marine and aerospace industries.
AMTEK	\$40,306	UM	Grant-funded purchase of industrial-scale microwave for the Forest Bioproducts Research Institute at UM to be used in commercialization efforts for a patent pending process whereby packaging products previously manufactured with petroleum products can be produced with renewable wood-based resources. This microwave oven has unique capabilities needed to extract water in the manufacturing process.

Supplier Name	Amount	Campus	Summary Notes
ATA TRANSIT ADVERTISING	\$40,000	USM	USM contracts with Greater Portland Transit District (METRO) for intra campus transit services. METRO contracts with ATA Transit Advertising for all bus advertising. In order for USM to create/install signage and wrap on METRO buses, they need to work with ATA Transit.
AMCOMP	\$40,000	USM	Purchase of graduate certificates for completion of Workers Compensation course at the USM School of Business. Course is designed around curriculum developed and materials provided solely by the American Association of Workers Compensation Professionals (AMCOMP).
SCOTT SIMONS ARCHITECTS LLC	\$39,760	UM	Contract with architect to produce high quality, professional renderings of proposed addition to the UM Advanced Structure Composites Center. Drawings to be used in fundraising campaign to enhance ability to win federal contracts. Supplier was original architect that designed the addition and have all files needed and equipment to produce the drawings.
INSTRON A DIV OF IL TOOL WORKS INC	\$37,023	UM	Original equipment manufacturer calibration services on proprietary test frames. Calibration is required annually to maintain ISO accreditation. Underlying research supports multiple industries including transportation, construction, marine and energy.
MTS SYSTEMS CORP	\$33,658	UM	Calibration of test platform by original equipment manufacturer in order to meet quality standards set forth by ISO in support of multiple current and future research projects supporting multiple industries by the UM Advanced Structures and Composites Center. Underlying research supports multiple industries including transportation, construction, marine and energy.

Supplier Name	Amount	Campus	Summary Notes
HOBSONS INC	\$33,560	USM	Advertising platform used for student recruitment purposes. An abbreviated process was conducted with four suppliers. Resulting in the use all four suppliers "University Profile Page offerings," however Hobsons also offers an outreach/advertising tool superior to the others for two reasons: Hobson's has a larger market share over the other three suppliers and previous success generating student interest via this Hobson's tool.
EXPLORANCE CORP	\$33,473	UM	Purchase of electronic course evaluation software platform which offers integration with PeopleSoft Student Information System combined with the ability to administer paper and electronic forms of evaluation simultaneously, thus providing a fully automated course evaluation process, including capturing of student feedback. Attempts to locate suppliers capable of meeting all requirements of integrating with our other systems (PeopleSoft, Brightspace) were unsuccessful.
NATIONAL INSTRUMENTS CORP	\$33,340	UM	Grant-funded hardware upgrade to existing data acquisition system where compatibility is required. Grant-funded project supports the Army Engineer Research and Development Center (ERDC)
ZOLL MEDICAL CORP	\$33,072	UM	Purchase of defibrillator for use on ambulance service. Unique design in that it supports double sequential defibrillation (DSD). Other suppliers' models that were considered did not support DSD. DSD is recommended by Maine EMS, in accordance with AHA guidance.

Supplier Name	Amount	Campus	Summary Notes
KEYENCE CORP OF AMERICA	\$32,600	UM	Grant-funded purchase of profilometers used for UM Accelerating Rapid Prototyping program, working in parallel and in a complementary fashion with Oak Ridge National Labs (ORNL.gov) as they develop their 3D printing processes. A profilometer is a measuring instrument used to measure a surface's profile, in order to quantify its roughness; a critical element in the 3D printing process. The specific profilometer being purchased is from the same manufacturer as those being used at ORNL. Continuity with ORNL enables us to transfer data more quickly and to share lessons learned without the interference of differing data systems and measurement capabilities.
DOWNEAST INSTITUTE	\$32,241	USM	Grant-funded subcontract services, working collaboratively with Casco Bay Estuary Partnership and EPA in on-going efforts to address the effects of coastal acidification. Supplier is uniquely qualified based on technical capacity, experience in conducting collaborative shellfish work. Additionally, Institute, which is UMM's marine science field station, has been a partner in multiple Casco Bay Estuary Partnership on-going research projects with UMS.
A-VIBE	\$32,000	UM	Grant-funded contract for continued maintenance of the Inter-Chem-Net website which allows collaboration between university and K12 chemistry students as well as collaborative sharing of lab diagnostic equipment across the Inter-Chem-Net user population.
HU FRIEDY MFG CO LLC	\$31,420	UMA	Standardized dental hygiene and instruments for incoming dental students. Proprietary Everedge technology reduces the need to sharpen, thus decreasing clinician and patient safety. UMA Dental programs have standardized on this technology and compatibility of instruments and equipment between faculty and students is essential.

Supplier Name	Amount	Campus	Summary Notes
CENGAGE LEARNING	\$30,000	UMA	Online non-degree career training service for which pass-through charges to students result in net revenue to the university.
INSTRON A DIV OF IL TOOL WORKS INC	\$29,954	UM	Grant-funded replacement of controller in testing equipment (actuator), current value \$400K. Supplier is manufacturer of existing equipment. This purchase includes installation. Continuity/compatibility is essential.
EOM OFFSHORE LLC	\$28,960	UM	Grant-funded purchase of equipment compatible with existing equipment which secure moored buoys in the Gulf of Maine as well as provide two-way communication (a unique capability specific to this supplier) with the buoys. Research is grant-funded and supports the Maine fishery industry.
SKIDMORE COLLEGE	\$28,658	UM	Grant-funded research equipment and supplies used in conducting ongoing ocean biogeochemistry research at Darling Marine Center. The principal investigator purchased this equipment while on the faculty at Skidmore College and has now joined UMS. Skidmore has agreed to allow UMS to purchase the equipment at its depreciated value. Retention of the same tools and equipment across the lifetime of these projects provides continuity, efficiency, and in some cases more reliable results.
NEARSPACE LAUNCH INC	\$28,100	UM	Grant-funded purchase of components used to assemble a small satellite for launch into space as part of Maine's 1st CubeSat program for which compatibility with existing equipment is required.
SEA BIRD ELECTRONICS INC	\$27,872	UM	Grant-funded maintenance and upgrade of buoys and related equipment from the original manufacturer.
DBTELLIGENCE LLC	\$27,500	UM	Library database systems and network administration for which supplier was integral in developing many years ago and has continued to maintain and support. Continuity is critical to maintain the integrity of the system which serves faculty, staff, students and citizens of Maine.

Supplier Name	Amount	Campus	Summary Notes
FREIGHTLINER OF MAINE INC	\$27,000	UM	Service contract for proprietary Freightliner industrial-grade rubbish packer system for which general and emergency repairs and maintenance are provided directly by the manufacturer.
TECHMER PM LLC	\$26,917	UM	Grant-funded purchase of wood fiber-based substrate material for use in the UM Advanced Structures and Composites Center for research that supports several Maine industries including boat building and transportation infrastructure. Substrate material must match materials previously used in small-scale 3D printing tests in order to ensure research data integrity.
SPECTRUM REACH	\$25,500	UMA	Targeted television and online media ads seeking students from specific geographical areas.
EXPLORANCE CORP	\$25,331	UMA	Purchase of electronic course evaluation software platform which offers integration with PeopleSoft Student Information System combined with the ability to administer paper and electronic forms of evaluation simultaneously, thus providing a fully automated course evaluation process, including capturing of student feedback. Attempts to locate suppliers capable of meeting all requirements of integrating with our other systems (PeopleSoft, Brightspace) were unsuccessful.
INSTRON A DIV OF IL TOOL WORKS INC	\$25,140	UM	Grant-funded services related to replacement of control tower module in existing large format 3D printer equipment for the UM Advanced Structures and Composites Center.
DIGITAL TRANSITIONS INC	\$25,025	USM	Replacement purchase of digital imaging equipment for digitization of Osher Map holdings for which integration into existing infrastructure is necessary. Equipment being replaced is over 11 years old and no longer functioning.

Supplier Name	Amount	Campus	Summary Notes
JAMES LYONS	\$25,000	UM	Steam plant boiler controls repair and maintenance. Unique knowledge of our older systems; was part of the team that designed it over 25 years ago and has been maintaining it ever since (formally employed by Warren Professionals). Additionally, available for emergency services in reasonable timeframe where other suppliers are not.
SOMATEX INC	\$25,000	UM	Original equipment manufacturer repairs and add-on's for existing hoist equipment at the UM Advanced Structures and Composites Center large scale 3D Printing Lab.
SARGENT CORP	\$25,000	UM	Contract for fabrication and repair services for snow plow blades and for boilers and steam plant equipment, including emergency repairs from only supplier in close proximity to the UM campus with the ability to respond during snow emergency events.
NEW ENGLAND SPORTS SALES INC	\$24,786	UM	Replacement of in-hour Blademaster skate sharpener for which over compatible tools and accessories would have to be replaced if we switched brands. Blademaster distributor protected territory in the United States, thus one supplier.
SPECTRUM REACH	\$24,600	UMA	Target television and online media ads seeking students from specific geographical areas.
ECSION INC	\$24,240	UM	Purchase of software designed specifically for Sea Grant College programs for communicating, creating RFPs and reporting. Attempts to identify other suppliers with a product specific to Sea Grant administration were unsuccessful.

Supplier Name	Amount	Campus	Summary Notes
EDGETECH	\$23,705	UM	Grant-funded repairs, upgrade, and re-certification to equipment by the manufacturer. Equipment transmits hourly meteorological and oceanographic data used by the National Weather Service, National Oceanic and Atmospheric Administration, US Coast Guard and various institutions and commercial entities. These repairs/upgrades will provide extended life to the equipment vs replacement cost at approximately \$56k.
TRILIONQUALITY SYSTS LLC	\$23,400	UM	Grant-funded purchase of additional software license and hardware to increase capacity of existing system for which continuity is required. Supplier is sole reseller with protected territory in US for this manufacturer's testing products.
SPECTRAL EVOLUTION INC	\$23,227	UMFK	Repairs to existing equipment which was unknown until it was being calibrated by the manufacturer. Equipment is used in agricultural and forestry data such as plant species, abundance and health, including drought and pathogens. Manufacturer is the sole provider.
AET LABS	\$22,390	UM	Grant-funded portable 3D scanning equipment for reverse engineering and manufacturing inspection needed to fulfill the requirements for current grant funding. Broadens research capabilities and quality assurance through increased inspection capabilities. Supplier is sole distributor. Other units considered are not portable and fall short of other required capabilities and cost.

Supplier Name	Amount	Campus	Summary Notes
TROY INDUSTRIAL SOLUTIONS	\$22,100	UM	Grant-funded fabrication of weather buoy to support Gulf of Maine and Caribbean Observing System used by the National Weather Service, National Oceanic and Atmospheric Admin, US Coast Guard, and various other groups. Buoy design was developed in 2000 by UMaine and available only through custom fabrication. This purchase will add to our inventory of approximately 20. Supplier selected in 2000 and for continuity and quality purposes, we continue to utilize this custom fabricator.
CURTIS JASON BROWN JR	\$22,000	UM	Grant-funded vessel services for which the supplier is a research collaborator on the research funded under the grant, thus ensuring data continuity and research efficacy.
SCREENVISION DIRECT	\$21,000	UM	Targeted recruitment advertising for all seven Drive-In Theaters in Maine. This is the company that owns all the theaters.
LOTEK WIRELESS	\$20,850	UM	Grant-funded equipment for fish research. Radio telemetry tags and receivers for fish tagging. Tags, transmitters and receivers are designed to work together. This purchase is compatible with previously purchased equipment and tag inventory.
INSTRON A DIV OF IL TOOL WORKS INC	\$20,768	UM	Grant-funded proprietary equipment expansion (accessories) being utilized in the research of composites made of cellulosic materials derived from wood in order to innovate new materials to be used in additive manufacturing processes. Compatibility and manufacturer trained installation and calibration required.

Supplier Name	Amount	Campus	Summary Notes
NOLDUS INFORMATION TECHNOLOGY INC	\$20,050	UM	Grant-funded purchase of integrated infrared camera and tracking system for the study on the behavior of marine parasites. The study of which has applications in developing strategies to mitigate detrimental aquatic parasites, a critical barrier in the development of salmon aquaculture in state. The equipment is of unique and specialized design in that it detects very small organisms and accurately records in the infrared spectrum. The ability to see very small organism and track behavior in the dark is essential to the goals of our research.
ABB INC	\$19,000	UM	Manufacturer direct replacement equipment used for paper tear strength testing, used in multiple studies/projects/programs (including external contracts). Existing equipment is at its end of life. Consistency/correlatability of past & new testing data is critical. Equipment not available through resellers.
EXPLORANCE CORP	\$18,980	USM	Purchase of electronic course evaluation software platform which offers integration with PeopleSoft Student Information System combined with the ability to administer paper and electronic forms of evaluation simultaneously, thus providing a fully automated course evaluation process, including capturing of student feedback. Attempts to locate suppliers capable of meeting all requirements of integrating with our other systems (PeopleSoft, Brightspace) were unsuccessful.
MALVERN PANALYTICAL INC	\$18,754	UM	Grant-funded original equipment manufacturer Repair (travel, parts, labor) to existing equipment (Malvern Morphologi G3 particle size analyzer) utilized by the Advanced Structures and Composites Center.
JOHNSON CONTROLS US HOLDINGS LLC	\$18,719	UM	New equipment being added to existing Johnson Control Fire panel system where compatible is required. New art gallery space in Norumbega Hall, Bangor.

Supplier Name	Amount	Campus	Summary Notes
BLUEBERRY BROADCASTING LLC	\$18,144	UMA	Purchase of air time in the several radio markets for targeted marketing efforts for UMA through radio group that best matches the target audience demographics, thus maximizing potential marketing yield.
OPTIMATION TECHNOLOGY INC	\$17,000	UM	Grant-funded update to Siemens software controls in the Biofuels pilot plant for which supplier is the developer of the program.
CAPPEX COM	\$17,000	USM	Reorder of targeted mailing list for potential students for which the supplier has proprietary content.
INGERSOLL MACHINE TOOLS INC	\$16,857	UM	Grant-funded safety lighting installation on existing equipment that is still under manufacturer's warranty. Warranty requires retrofitting of equipment be performed by the manufacturer.
SOCIETY FOR HUMAN RESOURCE MGMT	\$16,800	USM	Purchase of certification test preparation books for students attending professional development classes at USM in HR Management. The materials are proprietary to the SHRM-CP and SHRM-SCP professional certifications, obtaining which is the primary objective of the classes. Costs pass through to students.
PLEASANT RIVER LUMBER CO	\$16,384	UM	Grant-funded purchase of green wood sawdust and kiln dried wood shavings for the Witter Farm from only supplier within economically feasible distance that can provide the volume of product needed.
CAMPBELL SCIENTIFIC INC	\$16,042	UM	Grant-funded purchase of proprietary data logger components to replace existing equipment deployed in ocean buoys as part of the Northeastern Regional Association of Coastal Ocean Observing Systems (NERACOOS). Hardware and software must be compatible with existing equipment and this supplier is the only source.

Supplier Name	Amount	Campus	Summary Notes
PINE TREE FOOD EQUIP INC	\$16,000	UM	On-call services for repair to food service equipment for which supplier is authorized dealer and has been providing services in the past (multiple brands need service). Formal RFP in process for FY22 to ensure authorized providers are in place for different geographical locations for all brands.
INGERSOLL MACHINE TOOLS INC	\$15,450	UM	Grant-funded engineering support services from Original Equipment Manufacturer to expand capability of the 3D MasterPrint equipment at UM Advanced Structures & Composite Center. Installation of Open Platform Communications, NCI-to-APT file converter, and routine equipment motion smoothing. This project allows us to build a knowledge base for the creation of high tech additive manufacturing jobs which directly benefits the Maine economy.
SWANK MOTION PICTURES INC	\$15,000	UMA	Purchase of licensing rights for projection of movies on campus for student entertainment. Studios have granted exclusive license distribution to this supplier.
MAINE COMRCL TIRE INC	\$15,000	UM	Supplier provides 24/7 service and tire tread patterns currently used on Facilities trucks & heavy equipment, which impacts safety and vehicle operation. Only other local 24/7 commercial tire company does not have the same tire tread patterns and other companies do not offer 24/7 service.
BIODIVERSITY RESEARCH INST	\$15,000	UM	Wildlife research services in support of the Gulf of Maine Offshore Wind Energy project, building on previous research data conducted in 2013 and 2017 under "named in grant" waiver. Continuity and access to relevant data is critical.

Supplier Name	Amount	Campus	Summary Notes
DENOVIX INC	\$14,885	UM	Equipment purchase to expand and support research into animal and public health with focus on decreasing risks of disease and parasites. This is the second unit and same equipment purchased two years ago for another location working on same project (compatibility). Original purchase under competitively bid contract.
BAUER HOCKEY INC	\$14,760	UM	Hockey skates for UM Men's Ice Hockey team - skates are specified by athletes and coaching staff and are custom made to match specific requirements of each athlete. Multiple suppliers utilized for this purpose.
NICHE COM INC	\$14,740	USM	Marketing platform to draw attention from potential students; high school students researching colleges across the US. Proprietary platform uses different approach from other types of college search platforms (Hobsons and Cappex) which we also utilize.
LI COR BIOSCIENCES	\$14,700	UM	Grant-funded purchase of instrument used to measure leaf area index, a measure of the available leaf surface that contribute to photosynthesis (growth potential of a tree). Research contributes to development in the area of forestry and forest health and productivity in the state. Data collected also puts Maine at a more competitive national level. Extensive search of available suppliers and scientific literature where comparable products have been used yielded no alternative products with unique specifications. This is the only option on the market at this time.
BAUER HOCKEY INC	\$14,520	UM	Hockey skates for UM Men's Ice Hockey team - skates are specified by athletes and coaching staff and are custom made to match specific requirements of each athlete. Multiple suppliers utilized for this purpose.

Supplier Name	Amount	Campus	Summary Notes
WRIGHTS MEDIA LLC	\$14,500	UMA	Purchase of rights to use online badge for "US News Best Online Programs 2020" for marketing purposes - supplier has exclusive right to sell the online badge rights.
NATIONAL EVENT PUBLICATIONS	\$14,500	UMPI	Supplier is sole publisher. Targeted advertising in 2020 Boston Red Sox Yearbook.
GGP MAINE MALL LLC	\$14,418	UM	Advertising located at the Maine Mall as part of UM's broader marketing strategy. Since Smartlite has an exclusive contract with the Maine Mall, the university has no other options for contracting for this targeted advertising and location.
CENTRAL EQUIPMENT CO	\$14,059	UM	Continued purchase of campus building signs for UM from the current supplier, which keeps signage stock on hand that meets the university's design specifications for immediate delivery.
BLUEBERRY BROADCASTING LLC	\$14,040	UMA	Large media campaign to target specific geographic areas for pool of potential students. Supplier owns multiple radio outlets across the State. Several media outlet suppliers are being utilized in addition (Townsquare Media, Binnie Media) to ensure we are reaching the populations that will yield the highest number of potential students.
CCM HOCKEY US INC	\$14,040	UM	Purchase of custom fitted hockey sticks for which the manufacturer of the product is the sole provider.
DRVISION TECHNOLOGIES LLC	\$13,984	UM	Grant-funded purchase of software for the Biological Science Talbot and Henry Labs, enabling quantification of 3D objects such as cell volumes and cell tracking (analysis of objects through time). This research provides new means for modern analysis of biological images. Two alternative products considered; one of which has been used in the past but lacked several of the machine learning tools vital to our analysis. Supplier holds several Patents which render their product the sole solution meeting our requirements.

Supplier Name	Amount	Campus	Summary Notes
FULL MOON COMM INC	\$13,950	USM	Copywriting services for USM Office of Marketing and Brand Management for which continuity of service is essential in order to maximize quality and value for these services while maintaining the developed style and voice needed to extend the university's brand message.
MACARTNEY INC	\$13,825	UM	Grant-funded materials for the repair and upgrading of buoys in the Gulf of Maine and the Caribbean. Compatibility with existing equipment required and these parts have been determined acceptable. The OEM manufacturer has lead-times of one year, which do not meet our requirement. These long lead-times have resulted in lost grant funding on this project in the past two years. No other suppliers can provide parts that are compatible.
LINKEDIN CORP	\$13,775	UMS	Licensing and services agreement with social-media-based employee recruitment services for UMS that blends the most ubiquitous employment-related social media platform with active recruitment support, focused on two key areas; 1) supporting the university's affirmative action plan and building workforce diversity, and 2) actively recruiting pool of potential job candidates who have earned a Doctorate and are seeking employment in academia.
WILBUR TECHL SVCS LLC	\$13,750	UM	Grant-funded equipment purchase and installation of gas sensor to existing gas analyzer, used in biomass to transportation fuel research project, for which the manufacturer provides protected sales territory, thus allowing a single supplier for Maine.
SCHENCK PROCESS LLC	\$13,735	UM	Purchase of custom manufactured repair parts for a 32 year old rotary tube furnace used in the UM Woody Biomass to Fuel program. Parts are no longer readily available for the furnace and can only be custom engineered & manufactured by the original equipment manufacturer.

Supplier Name	Amount	Campus	Summary Notes
COLLEGE BOARD	\$13,620	USM	Purchase of student names for recruiting purposes. Supplier is a not-for profit membership organization and sole owner of multiple exams, publication, sand software related to "Official College Board Offerings", which include things such as SAT Online Course/Tests, Advanced Placement Program, Accuplacer, etc.
BLUEBERRY BROADCASTING LLC	\$13,608	UMA	Large media campaign to target specific geographic areas for pool of potential students. Supplier owns multiple radio outlets across the state. Several media outlet suppliers are being utilized in addition to ensure reaching the populations that will yield the highest number of potential students.
ROBATEL INC	\$13,500	UM	Grant-funded rental of four-stage centrifugal extraction unit for the purpose of evaluation in order to determine best choice for purchase. Equipment is for the Biomass to Bioproducts Pilot Plant with the ultimate goal of making gasoline and jet fuel from woody biomass (trees) harvested in Maine. Only two manufacturers are known to have this type of equipment. Other manufacturer technical deficiency is that four extractors are needed to do the same work that Robatel's one extractor can do.
TORAY ADVANCED COMPOSITES USA INC	\$13,443	UM	Grant-funded purchase of tooling and materials imposed by the US Army as part of a larger US Army vehicle program. This material has already been vetted and meets the requirements where alternative materials would require vetting and experimental trial work. Supplier is the manufacturer and only source for the materials.
NEXUS CORP	\$13,200	UMPI	Additional building components (shade systems) to greenhouses for which compatibility is requirement. Original greenhouse purchase competitively bid.

Supplier Name	Amount	Campus	Summary Notes
YSI INC	\$13,126	UM	Grant-funded additional order of instrumentation for measuring water current, speed, direction, and temperature. These instruments will be placed on existing on ocean current monitoring buoys and underwater probes/vehicles. No other supplier interfaces with existing equipment and consistency needed to ensure research data integrity in support of growing sustainable ecological aquaculture in Maine and beyond.
TELEDYNE INSTRUMENTS INC	\$12,940	UM	Grant-funded purchase of services for re-certification of acoustic Doppler current profiler used on ocean buoys in the Gulf of Maine that transmit hourly data to the National Weather Service as well as other federal, State, academic research institutions and commercial fishing entities via the world wide web. Equipment re-certification is done by original equipment manufacturer.
JJD LOBSTER INC	\$12,840	UM	Grant-funded vessel services for which the supplier is a research collaborator on the research funded under the grant, thus ensuring data continuity and research efficacy.
JOHN ZINK CO LLC	\$12,750	UM	Field service and maintenance of proprietary burner platform at the UM steam plant for which the manufacturer provides directly.
QUICK BIOLOGY INC	\$12,645	UM	Grant-funded analysis of biological fluids using customized methods. Services originally provided under sub-awardee but that lab was closed by the CDC. Due to continuity of customized methods being used limited suppliers are able to perform the analysis; further complicated by the small number of samples and the timeframe we need them completed. Found this lab is able to provide both.

Supplier Name	Amount	Campus	Summary Notes
BARBRI INC	\$12,500	Maine Law	Bar Exam diagnostic test for first year Maine Law students in jeopardy of failing the Universal Bar Exam. Test results/reports are used by the Director of Academic Success whose job it is to assist students during their time in law school to better prepare for the bar exam upon graduation and tailor individual student needs. Maine Law is required to maintain a 75% over-all bar passage rate in order to maintain accreditation. This supplier products offers those reports and tests with questions similar to the actual bar exam, where other diagnostics test do not (Kaplan and Themis) were considered but didn't offer the same level of testing and reporting.
TECHMER PM LLC	\$12,408	UM	Grant-funded purchase of wood fiber-based substrate material for use in UM Advanced Structures and Composites Center for research that supports several Maine industries including boat building and transportation infrastructure. Substrate material must match materials previously used in small-scale 3D printing tests in order to ensure research data integrity.
JK SVCS	\$12,344	UM	Retrofitting of new environmental chamber by original installers to ensure compatibility. Original installer contracted through manufacturer and equipment is under full warranty effective September 2020.
BINNIE MEDIA	\$12,243	UMA	Large media campaign to target specific geographic areas for pool of potential students. Supplier owns multiple radio outlets across the state. Several media outlet suppliers are being utilized in addition (Townsquare Media, Blueberry Broadcasting) to ensure we are reaching the populations that will yield the highest number of potential students.
PORTLAND RADIO GRP	\$12,240	UMA	Purchase of airtime in the several radio markets for targeted marketing efforts for UMA through radio group that best matches the target audience demographics, thus maximizing potential marketing yield.

Supplier Name	Amount	Campus	Summary Notes
IBCONTROLS INC	\$12,231	UMA	Purchase of maintenance services. IBControls is the only authorized service provider in Maine for the Delta equipment being maintained.
VFAIRS LLC	\$12,160	UM	Six-month contract for online event platform being used to host 2021 Maine Sustainability & Water Conference (virtual). This conference is the only one in Maine to focus specifically on the state's water resources, bringing over 400 resource professionals together for two days. Multiple suppliers were considered but ultimately this one was the only one able to meet UMS IT accessibility requirements.
JONAS INSINGA	\$12,000	UM	Services of taxonomist to determine the effects of GS2 insecticide on non-target insects, with an emphasis on beneficial biological control agents and pollinators. Supporting time sensitive research of Colorado Potato Beetle Control in potatoes in various field trial programs at UM, which supports the Maine potato industry and farmers. Supplier has unique qualifications for this particular research project.
HONEYWELL ANALYTICS	\$11,660	UM	Service contract for maintenance of the UM clean room system for the toxic gas monitoring subsystem. Work will be performed by the original equipment manufacturer on this proprietary platform and falls outside of the other existing competitively bid contracts with this provider.
NEOKRAFT SIGNS INC	\$11,601	UM	Purchase of signage for newly renamed Zellman Art Museum project. Original purchase was below competitive requirement threshold. During construction additional fundraising allowed for additional naming rights for individual gallery spaces so additional signage was needed.

Supplier Name	Amount	Campus	Summary Notes
INDIANA UNIV	\$11,475	UM	Annual license fees for software system to manage foreign student, scholar and employee residency documentation in a completely paperless environment. Though other platforms were considered, none was found that allowed for management of all three groups in a fully paperless environment.
DRESSER RAND CO	\$11,273	UM	Replacement part for steam plant generator purchased directly from manufacturer.
CLEMEX TECHNOLOGIES INC	\$11,190	UM	Purchase of a computer controlled microscope stage (where the specimen is placed) to enable the Hess Lab to perform high-throughput microscopy of samples expressing SARS-CoV2 coronavirus spike protein for drug screening against novel coronavirus. Stage must be compatible with existing super-resolution microscope and control software. This product is available from only one supplier because the custom control software was designed and programmed to operate this specific model of stage.
WOODS HOLE GRP INC	\$10,900	UM	Grant-funded purchase of tracking device used to recover transmitting satellite tags that have broken free from Bluefin tuna. Only device available on the market and supplier has protected US territory. Bluefin research supports commercial and recreational fishing along the coast of Maine.
SCHENCK PROCESS LLC	\$10,793	UM	Replacement part for calciner (rotary tube) furnace in the SynCOPP lab. Equipment supports wood biomass to fuel research. Furnace used to heat solid material to high temperature in the absence of air or oxygen to remove impurities. OEM replacement by manufacturer.
JERRY HARRIMAN FARRIER SVCS	\$10,500	UM	Ferriar services for horses UM farm. Highly specialized field with limited options and the nature of the service is such that the relationship and familiarity with the animals is a high priority. Costs is in line with industry standards.

Supplier Name	Amount	Campus	Summary Notes
NORC AT THE UNIV OF CHICAGO	\$10,400	USM	Grant-funded purchase of proprietary licenses required to conduct analyses of primary care spending in Maine for reporting to the Maine Legislature. This reporting is mandated by the legislature and only available through one supplier.
WILSON PONTOONS INC	\$10,393	UM	Grant-funded purchase of a modular, 24-foot, two-section, pontoon float, rated to withstand harsh environments to be used as flotation for a suspended screen floating breakwater project off the coast of Castine. The project advances learning and innovation in the area of modular coastal protection and resiliency and directly benefits the state by developing way to protect its coasts from erosion. No other suppliers were found that offer the required design and the ability to withstand the environmental conditions of this particular area.
HONEYWELL INTRNTL INC	\$10,276	UM	Service and repair parts for scanner on pilot plant paper machines by original equipment manufacturer.
COMMUNITY PLAYTHINGS	\$10,160	UMF	Purchase of outdoor wood furniture for early childhood/elementary education. Products selected based on durability, aesthetics and functionality. Attempted to find similar items using website searches as well as contracted suppliers (over 15 other childhood furniture suppliers considered) but could find nothing similar.
BINNIE MEDIA	\$10,064	UMA	Purchase of air time in the several radio markets for targeted marketing efforts for UMA through radio group that best matches the target audience demographics, thus maximizing potential marketing yield.

NAMED IN GRANT PURCHASES

Goods and/or services specifically named in grant awards. When these goods and/or services are available from multiple sources, the competitive procurement standard applies unless the grant

requires, was contingent upon, or was otherwise awarded with the explicit expectation that a specific good or service would be procured to carry out the award.

Supplier Name	Amount	Campus
SYNTIRO	\$2,640,855	UMF
MAINE FOREST PRODUCTS CNCL	\$1,053,550	UM
UNIV OF VERMONT & STATE AGRIC COLLEGE	\$838,313	UM
INGERSOLL MACHINE TOOLS INC	\$547,500	UM
MAINE FOREST PRODUCTS CNCL	\$499,000	UM
KANSAS STATE UNIV	\$430,000	UM
COASTAL ENTERPRISES INC	\$376,902	USM
LISA M LETOURNEAU MD LLC	\$260,481	UMF
DOWNEAST INSTITUTE	\$250,000	UMM
UNIV OF CALIFORNIA SAN DIEGO	\$234,053	UM
PINE TREE LEGAL ASSIST INC	\$226,538	USM
HENDRICK MANUFACTURING CORP	\$225,500	UM
BLACK BEAR CONSULTANTS LLC	\$225,000	UMF
PEDIATRIC QUALITY CONSULTING LLC	\$220,673	UMF
TRICIA MOSHER CONSULTING	\$172,515	USM
WESTIN PORTLAND HARBORVIEW	\$171,686	UM
EVERGREEN INNOVATIONS LLC	\$151,797	UM
HOANG MINH DUC	\$144,850	UM
UNIV OF MASSACHUSETTS	\$139,812	UM
SAN JOSE STATE UNIV RESEARCH FNDTN	\$138,796	UM
WS ATKINS INC	\$134,511	UM
FREEPORT RESEARCH SYSTS LLC	\$124,998	USM
AVCOG	\$124,357	USM
ELECTRON OPTICS SVC	\$122,000	UM
WILDLIFE COMPUTERS INC	\$119,200	UM
WOODS HOLE OCEANOGRAPHIC INSTITUTION	\$118,414	UM
GARRAD HASSAN & PARTNERS LTD	\$107,325	UM
CHLOE SHIELDS	\$103,000	USM
SULLIVAN & MERRITT CONSTRUCTORS INC	\$102,694	UM
SURFACE MEASUREMENT SYST LTD NA	\$101,600	UM

Supplier Name	Amount	Campus
WILLIAM K BALZER	\$100,000	UMS
NORTHERN MAINE DEVELOPMENT COMMISSION	\$99,167	USM
CHAMPLAIN COLLEGE	\$94,020	UM
COASTAL ENTERPRISES INC	\$92,084	USM
KIMBERLY GROFF	\$91,505	USM
FAMILY & CMNTY MEDIATION	\$90,780	UM
GULF OF MAINE RESEARCH INST	\$90,595	UM
ECOTRUST	\$90,576	UM
JUSTICE RESEARCH AND STATISTICS ASSN	\$85,525	USM
RICHARD P HORWITZ	\$83,264	UM
ELIZABETH SCOTT CONSULTING	\$80,000	USM
UNIV OF KENTUCKY RESEARCH FNDTN	\$77,493	UM
UNIV OF MARYLAND	\$72,000	USM
JILL WARD	\$72,000	USM
MOOK SEA FARMS INC	\$70,368	UM
DYNATA LLC	\$68,500	USM
HOUSTON OFFSHORE ENGINEERING LLC	\$68,097	UM
NAMA	\$66,825	UM
WAYS	\$64,500	UM
CORNELL UNIV	\$64,395	UM
DOWNEAST INSTITUTE	\$63,375	UMM
NORTHERN MAINE DEVELOPMENT COMMISSION	\$61,642	USM
BORN DIGITAL INC	\$56,515	UM
VOLUNTEER LAWYERS PROJECT	\$54,000	USM
AOS 96 MACHIAS SCHOOL DEPT	\$52,500	UMF
RSU 10	\$52,500	UMF
RSU 4	\$52,500	UMF
MT BLUE REGIONAL SCHOOL DISTRICT	\$52,500	UMF
RSU 39	\$52,500	UMF
UNIV OF NEBRASKA	\$52,409	UM
SAFE VOICES	\$50,000	USM
DNV ENERGY USA INC	\$50,000	UM

Supplier Name	Amount	Campus
LE SPRINGER INC	\$50,000	UM
INTEGRATED LEARNING INNOVATIONS INC	\$50,000	UM
MAINE AQUACULTURE CO-OP	\$49,500	UM
GARY FLORY	\$47,325	UM
SYNTIRO	\$46,270	UMF
PREUSSER RESEARCH GRP INC	\$45,500	USM
BORN DIGITAL INC	\$44,250	UM
WELLS RESERVE	\$43,011	UM
DOWNEAST INSTITUTE	\$42,364	UM
DOWNEAST INSTITUTE	\$39,308	UM
MAINE MARITIME ACADEMY	\$39,016	UMS
BUTTERFIELD SHELLFISH LLC	\$38,015	UM
AMERICAN BUREAU OF SHIPPING	\$36,000	UM
MSAD 27	\$35,000	UMF
MAINE INDIAN EDUC	\$35,000	UMF
RSU 56	\$35,000	UMF
MSAD 37	\$35,000	UMF
MSAD 44	\$35,000	UMF
RSU 74	\$35,000	UMF
MSAD 70	\$35,000	UMF
MSAD 59	\$35,000	UMF
MSAD 20	\$35,000	UMF
PREUSSER RESEARCH GRP INC	\$34,100	USM
BARBARA KATES	\$34,000	USM
NOVA SOUTHEASTERN UNIV INC	\$33,788	UM
COLBY COLLEGE	\$33,700	UM
ENVIRONMENTAL SOIL CONSULTING LLC	\$32,500	UM
UNIV OF NORTH CAROLINA AT CHAPEL HILL	\$32,000	USM
FRIENDS OF CASCO BAY	\$30,249	USM
DALHOUSIE UNIV	\$29,065	UM
MAINE MARITIME ACADEMY	\$27,058	UMS
NICANTE INC	\$25,000	USM

Supplier Name	Amount	Campus
VRYHOF AMERICAS	\$25,000	UM
MICHIGAN STATE UNIV	\$25,000	UM
SUSTAINAMETRIX	\$25,000	UM
TOWN OF BAILEYVILLE SCHOOL DEPT	\$25,000	UMF
MAINE ACADEMY OF NATURAL SCIENCES	\$25,000	UMF
CORNVILLE REGIONAL CHARTER SCHOOL	\$25,000	UMF
MSAD 33	\$25,000	UMF
MSAD 14	\$25,000	UMF
MSAD 13	\$25,000	UMF
HEALTH ECONOMY LLC	\$24,950	UMF
MSAD 3	\$24,300	UMF
MN ASSOC INC	\$24,000	UMF
UNIV OF MINNESOTA	\$23,673	UM
RSU 78	\$23,150	UMF
MSAD 58	\$23,080	UMF
VOX GLOBAL LLC	\$22,500	UMS
MAINE CTR FOR COASTAL FISHERIES	\$22,466	UM
SYRACUSE UNIV	\$21,445	USM
EARTH ISLAND INST INC	\$20,000	USM
UNIV OF NEW ENGLAND	\$20,000	UM
MANOMET CTR FOR CONSERVATION SCIENCES	\$20,000	UM
US DEPT OF AGRICULTURE	\$17,222	UM
CENTER FOR COMMUNITY GIS	\$17,000	UM
BRIE B WEISMAN	\$16,000	UM
PRESUMPCOT REGIONAL LAND TRUST INC	\$15,400	USM
LE SPRINGER INC	\$15,323	UM
EUREKA SCIENTIFIC INC	\$15,000	USM
JOHN F MCDEVITT	\$15,000	USM
COASTAL ENTERPRISES INC	\$15,000	UM
ELLEN S GIBSON	\$15,000	UM
KELLEY SUE SPENCER	\$15,000	UM
DOUGLAS FILS	\$15,000	UM

Supplier Name	Amount	Campus
LOTEK WIRELESS	\$14,874	UM
JFF	\$14,500	USM
JOHN F MCDEVITT	\$14,000	USM
JUDITH F LOREN	\$13,500	USM
4 KITCHENS LLC (ADVOMATIC)	\$13,339	USM
MT DESERT ISLAND BIOLOGICAL LAB	\$12,571	UMF
UNIV OF SOUTH CAROLINA	\$12,404	UM
JILL WARD	\$12,000	USM
RSU 73	\$11,900	UMS
LEWISTON ADULT EDUC	\$11,200	UMS
PARMA RECORDINGS LLC	\$10,300	UMFK

EMERGENCY PURCHASES

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

Supplier Name	Amount	Camp	Summary Notes
JACKSON LAB	\$2,624,775	UMS	COVID-19 testing lab services for test samples collected across UMS as part of the System's pandemic response. Multiple labs were considered.
CONVENIENTM D LLC	\$1,847,856	UMS	COVID-19 testing sample collection services deployed across UMS as part of the System's pandemic response.
FACTORY MUTUAL INSURANCE CO	\$1,267,399	UMS	University-wide property insurance coverage for FY2021. Previously the university purchased this insurance through a public purchasing consortium. However, when made aware that the cost of the insurance would increase by \$150,000 or 17%, options were explored to contain the cost. By executing a new policy directly with carrier, UMS has been able to mitigate the increase to 9%. A formal solicitation process will be conducted to secure a longer-term solution, but has been delayed by the pandemic.
UNIV OF ILLINOIS - SHIELD T3	\$1,000,000	UMS	COVID-19 testing services delivered via on-site laboratory located at UM. Multiple providers were considered, however having the lab on-site reduced result turnaround times substantially, improving overall campus safety. Replaced services provided by Jackson Lab.

Supplier Name	Amount	Camp	Summary Notes
NES	\$350,000	UM	Extension of previously-competitively-bid asbestos abatement services for which a new solicitation could not be conducted due to pandemic-related staffing shortages.
IMPLEMENTATION GRP	\$180,103	UM	Evaluation plan consulting services as required by grant for which original named in grant supplier disbanded shortly after the grant proposal was awarded. Immediate action is necessary to ensure UMS remain in compliance with annual reporting. Former staff members from the original supplier are now employed with this new supplier and have unique knowledge and understanding of this project.
IMPLEMENTATION GRP	\$180,054	UM	Evaluation plan consulting services as required by grant for which original named in grant supplier disbanded shortly after the grant proposal was awarded. Immediate action is necessary to ensure UMS remain in compliance with annual reporting. Former staff members from the original supplier are now employed with this new supplier and have unique knowledge and understanding of this project.
ENVIRONMENTAL SAFETY PROFESSIONALS INC	\$150,000	UM	Extension of previously-competitively-bid asbestos inspection and monitoring services for which a new solicitation could not be conducted due to pandemic-related staffing shortages.
BOX INC	\$116,000	UMS	One-year renewal to existing contract for cloud storage. UMS is transitioning to a new system but encountered issues with the migration of the data, which require additional time and a new contingency period. Letting the contract terminate would lead to missing files which could result in the loss of grants and regulatory concerns, fines, etc.
IMPLEMENTATION GRP	\$97,096	UM	Evaluation plan consulting services as required by grant for which original supplier terminated services without notice. Immediate action necessary to ensure UMS remain in compliance with annual reporting. New contractor was lead project manager from previous supplier so has unique knowledge and understanding of this project and has agreed to satisfy the remainder of the original scope in line with or below original cost.

Supplier Name	Amount	Camp	Summary Notes
MAINE MEDICAL PARTNERS	\$91,200	USM	Contracted services to provide supervision, oversight of, and provision of clinical services for student athletes utilizing existing team physician for expanding the role of oversight of the athletic training staff. Oversight is required in order to utilize 3rd party billing provided by athletic training staff and generate revenue for USM. Supplier is only local medical center known that is a teaching hospital supporting sports medicine fellowship. Scheduled for future competitive bidding.
ABBOTT RAPID DX N AMERICA LLC	\$81,600	UMS	COVID-19 antigen testing kits utilized for testing of symptomatic individuals as well as student athletes as part of the University's pandemic response.
P & E DISTRIBUTORS INC	\$80,612	UMS	Purchase of disinfectant wipe kits as part of the university's pandemic response. Normal sources of supply were not available.
A PLUS PARTY RENTALS	\$76,952	USM	Emergency rental of tents, lighting and outdoor furniture to meet State guidelines for social distancing due to COVID-19 pandemic.
DEBORAH POODRY	\$73,500	UM	Purchase of consulting services to advise on capital planning and implementation. With multiple capital projects already in the pipeline, additional funding of \$110M was received through the Alford Foundation for the renewal of athletic facilities. Additional resources needed to have a complete campus capital plan ready to present to the Board of Trustee in March. The supplier is noted for capital planning for institutions similar in size and scope to our current situation and is available to start immediately.
CORNELL UNIV	\$73,481	UM	Grant-funded service contract to conduct a mail-based survey to residents of three small populated U.S. communities. Supplier selected based on their mail survey methodology. One other company was considered but their approach fell short of our requirements.
LUCAS INDUSTRIES	\$72,414	UM	Grant-related deadline for completion to acquire tooling and materials imposed by the US Army as part of a larger US Army vehicle program. Numerous quotes were requested but most could not meet the timelines or declined.

Supplier Name	Amount	Camp	Summary Notes
SKYSYNC INC	\$71,714	UMS	Migration from Box to Microsoft OneDrive. Delayed kick-off due to numerous COVID-19 related challenges outside the span of our control. Project had a hard end-date, which if not met could result in additional spending of \$100K in order to extend our services with Box.
ASCEND LEARNING HOLDINGS LLC	\$65,000	UMFK	Technology based assessment, testing, and certification solutions for nursing program. Products needed for continuity until an alternative product and bidding event can take place. It was expected for that to happen in FY20 for use in FY21 but due to COVID-19 Sourcing resources had to be redirected to pandemic response.
EXPERIAN	\$53,176	UMS	FY22 renewal (prepay) of QAS address validation software critical to enrollment, retention, billing, and other critical revenue streams to UMS. Contract term required any renewals be committed to by May 31. UMS intended to rebid contract but was delayed due to COVID-19 sourcing resources being redirected to pandemic response.
DONAVAN EMERY	\$50,750	UMS	Consulting services to assist UMF to identify and implement strategies and objectives to managing budget shortfalls in FY21 budget and develop path forward for FY22 and FY23 budgets. Budget shortfall was greatly worsened by the pandemic, thus making it necessary to act immediately.
FRANCK ACOUSTICS INC	\$49,980	UM	Acoustic ceiling repair and installation services at UMM. Supplier is on extension to competitively bid on call services contract, which due to pandemic response resources was not able to be rebid.
TELEDYNE INSTRUMENTS INC	\$48,790	UM	Purchase of wastewater sampling equipment as part of pandemic-related wastewater testing conducted by the university for COVID-19 monitoring on campuses and at Maine towns.
EAB	\$46,750	USM	Technology services to support recruitment marketing through student virtual campus tour option. Extension to existing contract with the supplier to ensure key services and tools needed to support the university's mission are not disrupted due to reallocation of resources during COVID-19 pandemic.
FASTCO CORP	\$46,147	UM	Emergency inspection and repairs of one of only two natural gas powered boilers at the UM steam plant. Prolonged outage would have forced use of other boilers burning much more expensive/less clean fuel as critical backup system during winter.

Supplier Name	Amount	Camp	Summary Notes
LABSTER INC	\$40,000	UMS	Extension of license for software required for transition to online learning due to pandemic
RDRL HOVIS ENTERPRISES INC	\$40,000	UMS	Consulting services to assist UMF to identify and implement strategies and objectives to managing budget shortfalls in FY21 budget and develop path forward for FY22 and FY23 budgets. Budget shortfall was greatly worsened with the pandemic, thus making it necessary to act immediately.
A PLUS PARTY RENTALS	\$35,525	USM	Emergency rental of tents, lighting, and outdoor furniture to meet State guidelines for social distancing due to COVID-19 pandemic.
UNIVERSITY INN ACADEMIC STES	\$32,665	UM	Rental of hotel rooms for overflow quarantine and isolation space for UM needed do to the pandemic.
ASCEND LEARNING HOLDINGS LLC	\$32,500	UMFK	Technology based assessment, testing, and certification solutions for nursing program. Products needed for continuity until an alternative product and bidding event can take place. It was expected for that to happen in FY2020 for use in FY2021 but due to COVID19 sourcing resources had to be redirected to pandemic response.
HALEY WARD INC	\$31,456	UMS	Wastewater sampling services and training for sampling of wastewater at various campuses as part of the university's pandemic response.
COMMON APPLICATION INC	\$30,000	USM	Renewal of long standing student application processing system, which allows one application for multiple UMS campuses. Plans to competitively bid this service have been delayed by the pandemic.
TURBONOMIC INC	\$29,700	UMS	Three-year extension of enterprise wide utility software (VMWare) supporting UMS infrastructure, purchased directly from the manufacturer. Competitively bid contract in 2014 has expired and we are currently on grace period access. Department will work with sourcing for new competitive process in the meantime.
IDEXX LABS INC	\$29,595	UMS	Purchase of wastewater testing kits needed as part of the university's pandemic response. Wastewater testing provides an early warning of potential infection on campus at three campuses.

Supplier Name	Amount	Camp	Summary Notes
TEACHING CHANNEL INC	\$28,999	UMS	Extension of contract to online teaching video library with over 1,400 videos, including units which are ideal for classroom observation. This contract will extend to all campuses and provide unlimited access to faculty, undergraduate and graduate students for one year. This is important this year since we are moving to online learning with limited access to schools due to the pandemic.
JAMF SOFTWARE LLC	\$26,960	UMS	Extension to existing competitive contract for Active Directory Services for which a new competitive bidding event has been delayed by the pandemic.
ATLASSIAN PTY LTD	\$26,325	UMS	One-year extension of existing contract for software platform used through UMS for issue tracking and knowledge management. RFP for new platform performed in 2020 but unable to move forward due to financial constraints introduced by COVID-19 pandemic, thus delaying the purchase & implementation of the new system (Team Dynamix). This purchase is for the issue-tracking portion of the system.
VISITDAYS CORP	\$25,000	UMF	Virtual event software to support enrollment activities during pandemic. Provides for virtual campus tours for recruitment purposes as a substitute for in-person tours.
MONSIDO INC	\$25,000	UMS	Web accessibility compliance system needed to meet regulatory requirements and avoid federal fines. RFP process was held but ended in no award - outcome would have been quadrupled cost with no new functionality. New RFP will be conducted in 2021.
BIO RAD LAB INC	\$24,995	UMS	Purchase of wastewater testing equipment and supplies needed as part of the university's pandemic response. Wastewater testing provides an early warning of potential infection on campus at three campuses.
ASCEND LEARNING HOLDINGS LLC	\$24,964	USM	Technology based assessment, testing, and certification solutions for nursing program. Attempts to roll these products under existing contract failed due to supplier change in structure. ATI, a division of Ascend Learning does not enter into contracts; only online click through agreements, which UMS does not allow. Products needed for continuity until an alternative product and bidding event can take place. It was expected for that to happen in FY2020 for use in FY2021 but due to COVID-19 sourcing resources had to be redirected to pandemic response.

Supplier Name	Amount	Camp	Summary Notes
FASTCO CORP	\$24,456	UM	Emergency inspection and repairs of one of only two natural gas powered boilers at the UM steam plant. Prolonged outage would have forced use of other boilers burning much more expensive/less clean fuel as critical backup system during winter.
ADMITHUB INC	\$24,000	UMA	One-year license for student success software platform for UMA to allow time to competitively bid for system level agreement. Platform provides a tool set for higher education that allows faculty to respond to student questions, send reminders, conduct surveys, register students for events and connects students to advisors.
PERFORMANCE FOODSERVICE NORTHCENTER	\$24,000	UM	Contract extension for competitively-bid food service contract. Contract extended for a year due to staffing constraints brought on by the pandemic.
JSMPROS INC	\$24,000	UMS	Enrollment for IT staff training on a relatively new user interface in the university's primary information system. The operational impacts of the pandemic presented a unique timing opportunity to train a large number of staff on this interface, which will in turn benefit the University moving forward. In order to capture that opportunity, time was not available to competitively bid, however IT staff did review the merits of several solutions in the process of making a selection.
SALESFORCE ORG	\$23,841	UMS	Contact Tracing software platform designed to coordinate the university's response to the COVID-19 pandemic
ASCEND LEARNING HOLDINGS LLC	\$23,031	USM	Technology based assessment, testing, and certification solutions for nursing program. Attempts to roll these products under existing contract failed due to supplier change in structure. ATI, a division of Ascend Learning does not enter into contracts; only online click through agreements, which UMS does not allow. Products needed for continuity until an alternative product and bidding event can take place. It was expected for that to happen in FY2020 for use in FY2021 but due to COVID-19 sourcing resources had to be redirected to pandemic response.
COPIA SPECIALTY CONTRACTORS INC	\$23,000	UMA	Emergency repairs of concrete patio at UMA which had become a safety hazard requiring immediate action.

Supplier Name	Amount	Camp	Summary Notes
ADMITHUB INC	\$22,500	USM	One-year license for student success software platform for USM to allow time to competitively bid for system level agreement. Platform provides a tool set for higher education that allows faculty to respond to student questions, send reminders, conduct surveys, register students for events and connects students to advisors.
B & P LITTLEFORD LLC	\$21,900	UM	Rental of liquid extraction equipment needed to produce a key chemical compounds essential to ongoing research at the Forest Bioproducts Research Institute at UM. Multiple research projects are dependent and any delay in the extraction process would delay these projects. Because of the rarity of this equipment and impending lack of availability if the University did not act quickly, competitive bidding was waived. The underlying research includes efforts to replace fossil fuels with wood fiber-based alternatives.
COMMON APPLICATION INC	\$21,525	UM	Renewal of long standing student application processing system, which allows one application for multiple UMS campuses. Plans to competitively bid this service have been delayed by the pandemic.
GOREACT	\$20,000	USM	Pandemic related on-line teaching tool required for faculty to provide video assessments. One-year license emergency waiver provided. Long-term solution will be developed prior to license expiration.
PRATT ABBOTT UNIFORM RENTAL	\$19,991	USM	In response to COVID-19 pandemic a large quantity of bed linen was required to be purchased and weekly cleaning of the linens was needed. A standing purchase order was created to handle a potential high volume should an outbreak occur.
SGS N AMERICA INC	\$19,075	UM	Grant-funded specialized "core calorimeter" first testing of materials used in US Army vehicle thermoplastics program to test flame retardancy of wood-polymeric composites. Special equipment required for this type of testing and limited to only a handful of testing facilities. Supplier selected after obtaining a quote. Other testing facilities contracted did not have core calorimeter equipment. Initial round of testing estimated to be \$5,000 but US Army imposed additional requirements with short deadline, which resulted in total cost of \$19,000. Future requirements will be competitively bid even when initial estimates are below threshold for obtaining quotes.

Supplier Name	Amount	Camp	Summary Notes
ANSYS INC	\$17,677	UM	Renewal of software system essential to several federally funded grant projects for which there is insufficient time to evaluate any potential competitors as doing so would place those projects at risk.
TELEDYNE INSTRUMENTS INC	\$17,658	UM	Purchase of wastewater sampling equipment as part of pandemic-related wastewater testing conducted by the university for COVID-19 monitoring on campuses and at Maine towns.
WALLACE TENT & PARTY RENTAL	\$17,179	UM	Tent Rentals needed for COVID-19 testing sites. Unanticipated number of people showed up for testing and lines extended outside into the winter weather. Supplier was able to provide items needed immediately, thus having people continue to come forth for testing and able to wait in line without being stranded in the cold outdoor weather.
CENTRAL MAINE CLEANING & SUPPLIES	\$17,075	UM	Cleaning services for UM property at 3 Godfrey Dr in Orono being made available for use by RSU 26 for a remote learning center due to the pandemic. Other providers were considered, however only this once provider was available on the short notice needed.
BARRY INTRNTL FORWARDING INC	\$17,000	UM	UMS met/ocean buoy (replacement value \$300K) broke free of its mooring in the Gulf of Maine and was recovered by the Portuguese Navy in the Azores. It was important that the equipment be returned as soon as possible as information gathered by buoy is used by mariners, US Coast Guard, and fishing and lobstering communities as well as scientific and weather observational data. Supplier has expertise in shipping and importation for similar situations where import documentation for how the equipment arrived in the foreign country is nonexistent.
THANKVIEW LLC	\$16,500	USM	Purchase of software allowing for personalized video emails, allowing admissions staff to generate personalized admittance and yield messaging to students during pandemic.
CONSOLIDUS LLC	\$16,124	UMS	Purchase of clear face coverings as part of the university's pandemic response.
DOCUSIGN INC	\$15,800	UMS	Purchase of electronic signature service to support continuity of business operations when most staff were forced into remote work due to the pandemic
HONEYWELL INTRNTL INC	\$15,000	UMF	Extension to competitively bid on call services contract which due to COVID-19 response resources was not able to be rebid.

Supplier Name	Amount	Camp	Summary Notes
MAINE TRAILER INC	\$15,000	UM	Additional need for storage trailers due to requirements for COVID-19 social distancing. Additional storage capacity needed for furniture to hold items not in use.
DETERMINATION MARINE LLC	\$15,000	UM	Services to employ marine vessel for three days to retrieve UM research buoy that has broken free and adrift in the Gulf of Maine. Supplier selected because of availability.
HONEYWELL INTRNTL INC	\$14,980	UMPI	Extension to competitively bid on call services contract, which due to COVID-19 response resources was not able to be rebid.
SMITH PUMP CO INC	\$14,666	USM	Supplier was onsite conducting work on these pumps when it was discovered the piping was bad and needed replacement, thus pushing the total cost of the pump job above the competitive threshold. Additional cost was for new piping.
SMARTSHEET INC	\$14,100	UM	Extension of existing contract for software platform used through UMS for forms management. RFP for new platform performed in 2020 but unable to move forward due to financial constraints introduced by COVID-19 pandemic, thus putting on hold the purchase & implementation of the new system.
SERVPRO OF BATH/BRUNSWICK	\$13,947	UM	Insurance funded remediation from furnace malfunction that resulted in smoke and soot damage to building walls, ceiling, furniture, and general office items. Preferred supplier vetted and recommended by property insurance carrier.
CLEARMASK LLC	\$13,740	UMS	Purchase of clear face coverings as part of the university's pandemic response.
NEW ENGLAND CONTROLS INC	\$13,531	UM	Safety valve repairs to the steam plant boilers caused the annual contract estimate to be exceeded. Additional repairs could not be known prior to the on-site inspection and when realized must be repairs immediately to avoid hazardous work conditions.

Supplier Name	Amount	Camp	Summary Notes
GREENLIGHT INTERACTIVE INC	\$13,000	USM	Grant-funded video production services for in-person work sessions, intended to be done in-house with UMS resources. COVID-19 pandemic forced work sessions to go virtual and to focus on a single specialized video animation. Even with an approved extension from the grantor, the timeline is short (February/March) and is a requirement of the grant. Our in-house resources do not have the capacity for the single specialized video animation; we inquired with partners who suggested this supplier with specialized skills and experience and they were available immediately, thus making it possible to start production and meet our goals/deadlines.
LEDGEWALKER GRP	\$12,450	UM	Emergency repair of leaking roof that was found while repairs were being made to an adjacent roof. Water was already saturating the interior and contents and supplier was able to repair immediately as crew and equipment was already onsite.
VERITIV OPERATING CO	\$12,373	UM	Purchase of hand sanitizer for UM as part of the university's pandemic response.
PRODUCTION SVCS OF MAINE	\$12,305	UM	Security services for UM for COVID-19 testing centers required as part of the university's pandemic response.
DARLINGS	\$12,077	UM	Major vehicle repairs on a single Ford vehicle caused the current vehicle maintenance contract to exceed the statutory bidding threshold for the year. Aggregate Ford vehicle services annually normally are well under the threshold, so this unusually high volume was unexpected.
COMMON APPLICATION INC	\$11,598	UM	Renewal of long standing student application processing system, which allows one application for multiple UMS campuses. Plans to competitively bid this service have been delayed by the pandemic.
COMPANSOL	\$11,500	USM	Grant-funded working database to track program participant information; required by Department of Education. Must be purchased prior to 8/31/2020 so reporting to DOE can be completed this fall. Although several providers were evaluated, the solicitation did not meet the formal bidding process requirements.
HONEYWELL INTRNTL INC	\$11,190	UMPI	Extension to competitively bid on call services contract, which due to COVID-19 response, resources were not able to be rebid.

Supplier Name	Amount	Camp	Summary Notes
FITCH CO INC	\$11,150	UM	Emergency repair to load cell display of feed hopper, which failed during a scheduled run and had to be diagnosed and repaired quickly in order to meet independent engineering review. Failure to repair in time jeopardized funding slated to be released to build a commercial scale 100 ton/day plant in Maine – a project critical to revitalizing the technological and forest industry in Maine. Supplier is only local company with certified Siemens software engineers
ASCEND LEARNING HOLDINGS LLC	\$11,138	USM	Technology based assessment, testing, and certification solutions for nursing program. Attempts to roll these products under existing contract failed due to supplier change in structure. ATI, a division of Ascend Learning does not enter into contracts; only online click through agreements, which UMS does not allow. Products needed for continuity until an alternative product and bidding event can take place. It was expected for that to happen in FY2020 for use in FY2021 but due to COVID-19 sourcing resources had to be redirected to pandemic response.
ATLASSIAN PTY LTD	\$10,900	UMS	One year extension of existing contract for software platform used through UMS for issue tracking and knowledge management. RFP for new platform performed in 2020 but unable to move forward due to financial constraints introduced by COVID-19 pandemic, thus delaying purchase & implementation of the new system (Team Dynamix). This purchase is the knowledge management portion of the system.
OKONITE COMPANY	\$10,896	UM	Emergency order for underground power cables that failed. Cables feeding Deering Hall at UM where research is jeopardized because of ultra-cold freezers in the building that we can't currently power from the grid. Large generator temporarily providing power but is expensive, unreliable, loud and environmentally unsound. While other distributors would normally be able to provide a quote, the cables are being expedited from the manufacturer to save time and get building back online.
HONEYWELL INTRNTL INC	\$10,800	UMPI	Extension to competitively bid on call services contract, which due to COVID-19 response resources was not able to be rebid.
RYDIN DECAL	\$10,720	USM	Purchase of parking placards and decals through same supplier as in the past. Unexpected higher cost due to new technology with no time for a bid process to take place.

Supplier Name	Amount	Camp	Summary Notes
NORTHEAST RESTAURANT EQUIP INC	\$10,715	UM	Dept uses two suppliers for repair of equipment. Annual spend unknown up-front. Was to be rebid, however staffing constraints required extending another year.
PERKCO SUPPLY INC	\$10,500	UM	Hay for horses at Witter Farm due to short supply as a result of last summer drought. Lack of hay harvested coupled with available supply from other farms has necessitated the need to purchase quickly while stock is available.
NES	\$10,162	UMA	Extension of previously-competitively-bid asbestos abatement services for which a new solicitation could not be conducted due to pandemic-related staffing shortages.

LIBRARY COLLECTIONS

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

Supplier Name	Amount	Campus
ELSEVIER INC	\$2,221,567	UM
EBSCO INFO SVCS EBSCO SUBSCRIP SVCS	\$145,929	UM
OCLC INC	\$80,167	USM
SPRINGER NATURE CUSTOMER SVC CTR LLC	\$77,820	UM
CLARIVATE ANALYTICS US LLC	\$73,889	USM
EBSCO INFO SVCS EBSCO SUBSCRIP SVCS	\$58,200	UM
OCLC INC	\$45,261	UM
EBSCO INFO SVCS EBSCO SUBSCRIP SVCS	\$39,900	UMA
PROQUEST LP	\$34,527	UM
JSTOR	\$29,522	USM
ELSEVIER INC	\$26,911	USM
OCLC INC	\$25,868	UM
ELSEVIER INC	\$23,178	USM
UNIV OF CHICAGO	\$18,535	UM
EBSCO INFO SVCS EBSCO SUBSCRIP SVCS	\$17,428	UM
EBSCO INFO SVCS EBSCO SUBSCRIP SVCS	\$17,099	UMM

Supplier Name	Amount	Campus
JSTOR	\$15,318	UM
OCLC INC	\$14,455	UM
EBSCO INFO SVCS EBSCO SUBSCRIP SVCS	\$14,453	UMFK
EBSCO INFO SVCS EBSCO SUBSCRIP SVCS	\$13,125	UM
IBISWORLD INC	\$12,535	USM
CENTER FOR RESEARCH LIBRARIES	\$11,232	UM

FY21 CONTRIBUTIONS GREATER THAN \$1,000

Payee	Amount	Description
HOCKEY EAST	\$94,000	Annual membership in the Hockey East Athletic Conference for UM
AMERICA EAST CONFERENCE	\$75,000	Annual membership in the America East Athletic Conference for UM; Annual membership in the America East Academic Consortium
INTERNET2	\$34,047	Annual membership fees for the Internet2 (an association of over 500 higher education and research institutes who share a coast to coast high speed dedicated research information network)
CAA FOOTBALL	\$33,750	Annual membership dues for the Colonial Athletic Association for the UM Football program
NEREN INC	\$32,492	Annual membership dues for the North East Research and Education Network; Fees for Internet network services for Internet2 provided by NEREN for NetworkMaine at UMS
COUNCIL FOR OPPORTUNITY IN EDUCATION	\$28,250	Grant-funded annual membership dues for the Council for Opportunity in Education for UMF, UMFK, UMPI, USM
AMER ASSN OF COLLEGES OF NURSING	\$26,094	Annual membership in the American Association of Colleges of Nursing for UMFK and USM
LITTLE EAST CONFERENCE	\$26,000	Annual athletic conference dues for the Little East Conference for USM Athletics

Payee	Amount	Description
NORTH ATLANTIC CONFERENCE	\$25,680	Annual membership dues for the North Atlantic (athletic) Conference for UMF and UMPI
UNIV OF RHODE ISLAND	\$25,608	Grant-funded annual membership dues for the Northeastern Regional Association of State Agricultural Experiment Station Directors operated by University of Rhode Island
EDUCAUSE INC	\$23,446	Annual membership dues in EDUCAUSE professional association for IT for all UMS campuses
ASSN OF PUBLIC & LAND GRANT UNIVS	\$22,716	Annual membership dues for the Association of Public & Land Grant Universities for UM
NC SARA	\$20,000	Annual membership for the National Council for State Authorization Reciprocity Agreements for all UMS campuses
COUNCIL ON SOCIAL WORK EDUC	\$19,689	Annual membership dues for the Council on Social Work Education for UM, UMPI, USM
COMMON APPLICATION INC	\$18,746	Annual membership dues for the Common Application (allows prospective students to use a common application supported by over 750 institutions)
QUILT INC	\$18,500	Annual membership dues for Quilt, a national coalition of non-profit U.S. regional research and education networks representing 40 networks across the country, for NetworkMaine at UMS
AMERICAN ASSN OF STATE COLLEGE	\$17,127	Annual membership dues for the American Association of State Colleges; Annual Membership in Grants Resource Center
MOOK SEA FARMS INC	\$16,634	Sponsorship award for the Buoy Maine business pitch competition funded by the National Sea Grant Office for which the UM Sea Grant program acts as fiscal agent
LADY SHUCKERS	\$14,000	Sponsorship award for the Buoy Maine business pitch competition funded by the National Sea Grant Office for which the UM Sea Grant program acts as fiscal agent
MARIN SKINCARE	\$14,000	Sponsorship award for the Buoy Maine business pitch competition funded by the National Sea Grant Office for which the UM Sea Grant program acts as fiscal agent

Payee	Amount	Description
RED CLOAK TOURS	\$14,000	Sponsorship award for the Buoy Maine business pitch competition funded by the National Sea Grant Office for which the UM Sea Grant program acts as fiscal agent
NORTHEAST EXTENSION DIRECTORS	\$12,138	Annual cost share for the operation of the Association of Northeast Extension Directors
ATLANTIC SEA FARMS	\$12,000	Sponsorship award for the Buoy Maine business pitch competition funded by the National Sea Grant Office for which the UM Sea Grant program acts as fiscal agent
DOWNEAST INSTITUTE	\$12,000	Sponsorship award for the Buoy Maine business pitch competition funded by the National Sea Grant Office for which the UM Sea Grant program acts as fiscal agent
MAINE AQUACULTURE ASSN	\$12,000	Sponsorship award for the Buoy Maine business pitch competition funded by the National Sea Grant Office for which the UM Sea Grant program acts as fiscal agent
MAINE COAST FISHERMENS ASSN	\$12,000	Sponsorship award for the Buoy Maine business pitch competition funded by the National Sea Grant Office for which the UM Sea Grant program acts as fiscal agent
NEW MEADOWS RIVER SHELLFISH CO	\$12,000	Sponsorship award for the Buoy Maine business pitch competition funded by the National Sea Grant Office for which the UM Sea Grant program acts as fiscal agent
USCAA	\$12,000	Annual membership for the US Collegiate Athletic Association for UMA and UMFK
SHEEO	\$11,987	Annual membership in the State Higher Education Executive Officers association
CAMPUS COMPACT FOR NH	\$11,832	Grant-funded AmeriCorp VISTA Program cost share contribution
AMERICAN ASSN COLLEGES FOR TEACHER EDUC	\$11,660	Annual membership to the American Association of Colleges for Teacher Education for UM and UMF
NACUBO	\$10,713	Annual membership dues for the National Association of College and University Business Officers
AAC & U	\$10,216	Annual membership in the Association of American Colleges and Universities

Payee	Amount	Description
NATIONAL ASSN STUDENT FINANC AID ADMINS	\$9,950	Annual membership dues for the National Association of Student Financial Aid Administrators
COUNCIL OF PUBLIC LIBERAL ARTS COLLEGES	\$9,500	Annual membership dues for the Council of Public Liberal Arts Colleges for UMF
COMMONWEALTH OF MASSACHUSETTS	\$9,204	Annual access to the Massachusetts Centralized Clinical Placement System for the UMFK Nursing program
UPCEA	\$8,800	Annual membership for the University Professional and Continuing Education Association for UM and USM
ASSN OF COLLEGIATE SCHOOLS OF ARCHITECT	\$8,520	Annual membership in the Association of Collegiate Schools of Architecture
COUNCIL OF GRADUATE SCHOOLS	\$8,455	Annual membership dues for the Council of Graduate Schools for UM and USM
MAINE DEVELOPMENT FNDTN	\$8,200	Annual membership dues for Maine Development Foundation for UMA, UMF, USM and UM; Sponsorship of Leadership Maine
MAINE CTR FOR ENTREPRENEURS	\$7,900	Program Sponsor for the Maine Top Gun 20 Showcase for Maine Center Ventures
NCAA	\$7,800	Annual membership dues for the National Collegiate Athletic Association for UMF, UM, UMPI, USM
WICHE	\$7,650	Annual membership dues for the Western Interstate Commission for Higher Education for their State Authorization Reciprocity Agreement programs
MAINE & CO	\$7,500	Grant-funded corporate level sponsorship of Maine & Company for UMS and UM
SECOND NATURE INC	\$7,200	Annual Membership dues for the Presidents' Climate Leadership Commitment through Second Nature for UMA, UMF, UMFK, UM, UMPI
ASSOCIATION OF UNIV CTRS ON DISABILITIES	\$7,072	Annual membership for the Association of University Centers on Disabilities
PORTLAND REGIONAL CHAMBER	\$6,973	Annual membership dues for the Portland Regional Chamber for USM
COUNCIL FOR HIGHER EDUC ACCREDITATION	\$6,940	Annual membership for the Council for Higher Education Accreditation

Payee	Amount	Description
CAMPUS COMPACT	\$6,874	Grant-funded National Campus Compact membership dues
APPA	\$6,767	Annual membership dues for the APPA: Leadership in Educational Facilities professional association
ASSOCIATION OF ASSISTIVE TECH ACT PRGRMS	\$6,694	Grant-funded Annual membership dues for the Association of Assistive Technology Act Programs for UMA
NATIONAL STUDENT CLEARINGHOUSE	\$6,620	Annual membership dues for the National Student Clearinghouse Student Tracker program
ASSN OF AMERICAN LAW SCHOOLS	\$6,578	Annual membership in the Association of American Law Schools
BETA GAMMA SIGMA INC	\$6,375	Annual membership to Beta Gamma Sigma International Business Honor Society
LEWISTON AUBURN MET CHAMBER OF COMMERCE	\$6,275	Annual membership dues for UMA (\$275); Sponsorship of the Annual Award Program (Presenting Sponsor Level - \$6,000) for USM
COUNCIL FOR ADVANCE & SUPPORT OF EDUC	\$5,890	Membership dues for the Council for Advancement and Support of Education
NASFAA	\$5,774	Annual membership dues for the National Association of Student Financial Aid Administrators
CITI PROGRAM A DIVISION OF BRANY	\$5,650	Annual subscription for the CITI Program for research ethics and compliance training
AMERICAN SCTY FOR ENGINEERING	\$5,539	Annual membership dues for the American Society for Engineering Education
US COLLEGIATE SKI & SNOWBOARD ASSN	\$5,477	Annual membership for the US Collegiate Ski and Snowboard Association for UMF
ASSOCIATION OF GOV BOARDS OF UNIV & COLL	\$5,395	Annual membership dues for the Association of Governing Boards of Universities and Colleges
BIGELOW LAB FOR OCEAN SCIENCE	\$5,198	Grant-funded program sponsorship for "Characterizing the genetic diversity of Maine's kelp forests" project
IACBE	\$5,000	Annual membership dues for the International Accreditation Council for Business Education
KENNEBEC ESTUARY LAND TRUST	\$5,000	Grant-funded program sponsorship for the "Tidal Crossing Assessment and Prioritization in the Kennebec Estuary Region" project

Payee	Amount	Description
NEW ENGLAND REGIONAL FELLOWSHIP CONSORTI	\$5,000	Grant-funded sponsorship of research fellowships with the New England Regional Fellowship Consortium for the Osher Map Library at USM
PENOBSCOT INDIAN NATION	\$5,000	Program sponsorship award for the "Conducting culturally-relevant outreach for use in virtual cross-cultural and intergenerational curriculum" project
SEA GRANT ASSN	\$5,000	Grant-funded membership for the Sea Grant Association
TREASURER STATE OF MAINE - DEPT OF MARINE RESOURCES	\$4,783	Grant-funded program sponsorship for the "Investigation of Benthic Conditions Under Oyster Aquaculture Sites in Maine" project
MAINE STATE CHAMBER OF COMMERC	\$4,700	Annual membership dues for Maine State Chamber of Commerce and Sponsorship of Annual Meeting
NASM	\$4,544	Annual membership in the National Association of Schools of Music for UM and USM
ASSOCIATION OF NATL ESTUARY PROGRAMS	\$4,500	Grant-funded annual membership dues in the Association of National Estuary Programs
NEW ENGLAND HOCKEY CONFERENCE	\$4,500	Annual membership for the New England Hockey Conference (League) for USM
MAINE ENGINEERING PROMOTIONAL	\$4,000	Sponsorship of Engineering Week
PORTLAND OVATIONS	\$4,000	Grant-funded program sponsorship of the "Gugu Drums performance"
AMERICAN ASSN OF LAW LIBRARIES	\$3,717	Annual membership dues for the American Association of Law Libraries
WELLS RESERVE	\$3,700	Grant-funded program sponsorship for the "Egg Signals" project
NATIONAL ASSN OF UNIV FOREST RSRCS PROGS	\$3,645	Annual membership dues for the National Association of Forest Resources Programs
NATIONAL ASSN OF COLLEGE & UNIV ATTRNYS	\$3,560	Annual membership dues for the National Association of College and University Attorneys for UMS
AACRAO	\$3,502	Annual membership dues to the American Association of Collegiate Registrars and Admissions Officers

Payee	Amount	Description
MAINE INTL TRADE CTR	\$3,250	Annual membership dues for the Maine International Trade Center and sponsorship of Maine Trade Day
MAINE PUBLIC HEALTH ASSN	\$3,250	Annual membership dues for the Maine Public Health Association
COMPANSOL	\$3,180	Grant-funded annual membership fees for databases in support of the Upward Bound and TRiO programs
NERCOMP INC	\$3,096	Annual membership dues for the Northeast Regional Computing Program, the regional affiliate of EDUCAUSE and an association of IT professionals in New England
AMERICAN BAR ASSN	\$3,080	Annual membership in the American Bar Association
CBENETWORK	\$3,000	Annual membership for the Competency-Based Education Network
EDUCATE MAINE	\$3,000	Sponsorship of Educate Maine Events
NATL NETWORK OF PUBLIC HEALTH INSTS INC	\$3,000	Membership in the National Network of Public Health Institutes
NERACOOS	\$3,000	Annual membership dues for the Northeastern Regional Association of Coastal Ocean Observing Systems for UM
PHD PROJECT	\$3,000	Annual membership dues for the PHD Project
COLLEGES OF DISTINCTION	\$2,990	Annual membership dues for the Colleges of Distinction registry
KENNEBEC VLY CHAMBER OF COMMERCE	\$2,944	Annual membership dues for the Kennebec Valley Chamber of Commerce for UMA
NATIONAL ASSN COLLEGE ADMISSION COUNSEL	\$2,903	Annual membership dues for the National Association of Admissions Counselors for UMF, UMM, UM, UMPI
VISIT PORTLAND	\$2,893	Annual membership for Visit Portland for USM
COMPUTING RESEARCH ASSN	\$2,860	Annual membership in the Computing Research Association for UM
ASSOCIATION OF AMERICAN COLLEGES	\$2,840	Annual membership for the American Association of Colleges and Universities for UMPI
NASPA STUDENT AFFAIRS ADMINS IN HIGH EDU	\$2,776	Annual membership dues for NASPA - Student Affairs Administrators in Higher Education for UMA, UM, USM

Payee	Amount	Description
YANKEE SMALL COLLEGE CONFERENC	\$2,750	Annual membership dues for the Yankee Small College (athletic) Conference for UMA and UMM Athletics
ASSOCIATION OF SMALL BUSINESS DEV CTR	\$2,533	Grant-funded annual membership dues for the Association of Small Business Development Centers for USM
MAINE OUTDOOR BRANDS	\$2,500	Grant-funded sponsorship of Maine Outdoor Brands Summit
OHIO STATE UNIV	\$2,500	Annual membership for the Higher Education Center for Alcohol and Drug Misuse Prevention and Recovery for which Ohio State is fiscal agent
INDEPENDENT COLLEGE BOOKSTORE	\$2,400	Annual membership for the Independent College Bookstore Association for UM
INDIANA UNIV	\$2,250	Membership for the Research and Education Networking Information Sharing and Analysis Center for UMS
ADHA	\$2,210	Annual membership in the American Dental Hygienists' Association
NCHC	\$2,200	Annual membership dues for the National Collegiate Honors Council
NATIONAL LEAGUE FOR NURSING	\$2,108	Annual membership dues for the National League for Nursing for UMA, USM
NACADA	\$2,025	Annual membership dues for the NACADA: The Global Community for Academic Advising
ACADEMYHEALTH	\$2,000	Annual membership dues to AcademyHealth, a nonpartisan, nonprofit professional organization dedicated to advancing the fields of health services research and health policy.
COASTAL ENTERPRISES INC	\$2,000	Grant-funded program sponsorship for the Farmed Scallop Recipe Cookbook project
EQUAL JUSTICE WORKS	\$2,000	Annual membership for the Equal Justice Works for the Maine Law School
HIGHER EDUC USER GROUP INC	\$2,000	Annual membership dues for the Higher Education Users Group - a professional association for users of Oracle-based information systems
INSTITUTE FOR FAMILY-OWNED BUS	\$2,000	Annual sponsorship for the Institute for Family-Owned Business (Associate Partnership Level) for Maine Center Ventures

Payee	Amount	Description
MAINE INITIATIVES INC	\$2,000	Sponsorship for the Martin Luther King Day Virtual Teach-In and Call to Action event for USM
NATIONAL WRITING PROJECT	\$2,000	Annual membership dues for the National Writing Project
UCGIS	\$2,000	Grant-funded annual membership dues for University Consortium for Geographic Information Science
AASHE	\$1,900	Annual membership dues to the Association for the Advancement of Sustainability in Higher Education
GORHAM COUNTRY CLUB	\$1,900	Annual membership and range pass for the Gorham Country Club for the USM Golf Team
NATIONAL ASSN OF MARINE LABORATORIES	\$1,900	Annual membership for the National Association of Marine Laboratories
MAINE STATE BAR ASSN	\$1,855	Annual membership dues for the Maine State Bar Association for Maine Law
NAEYC	\$1,853	Annual membership for the National Association for the Education of Young Children
CUPA-HR	\$1,820	Annual membership for the College and University Professional Association of Human Resources
US TRACK & FIELD CRS CNTRY COACHES ASSN	\$1,800	Annual membership dues for the U.S. Track & Field and Cross Country Coaches Association for UM and USM
NASAD	\$1,771	Annual membership in the National Association of Schools of Art & Design for UM and USM
MACHIAS BAY AREA CHAMBER OF COMMERCE	\$1,725	Annual membership dues for the Machias Bay Area Chamber of Commerce for UMM
BANGOR REGION CHAMBER OF COMMERCE	\$1,713	Annual membership dues and Sponsorship for the Bangor Region Chamber of Commerce
MODERN LANGUAGE ASSN	\$1,711	Annual membership dues for the Modern Language Association of America
ONLINE LEARNING CONSORTIUM INC	\$1,700	Membership for the Online Learning Consortium
AMERICAN VETERINARY MEDICAL AS	\$1,690	Annual membership dues to the American Veterinary Medical Association
RSU 22	\$1,672	Annual membership dues for the Penobscot Region Educational Partnership for which RSU 22 serves as fiscal agent

Payee	Amount	Description
BANGOR AREA STORM WATER GRP	\$1,600	Annual membership in the Bangor Area Storm Water Group for UM and UMA. The group's mission is to use public education and sound science to improve regional water quality through collaborative storm water management in the Greater Bangor Urbanized Areas.
COUNCIL ON UNDERGRADUATE RESEARCH	\$1,570	Annual membership for the Council on Undergraduate Research
NATL ASSN STUDENT FINANC AID	\$1,549	Annual membership dues for the National Association of Student Financial Aid Administrators
NATIONAL ORG OF NURSE PRACTITIONER FACS	\$1,520	Annual membership in the National Organization of Nurse Practitioner Faculties for UM and USM
BIOSCIENCE ASSN OF MAINE	\$1,500	Annual sponsorship of the Bioscience Association of Maine (Supporting Level Sponsor)
CONSORTIUM FOR OCEAN LEADERSHI	\$1,500	Annual membership dues to the Computing Research Association
NCCI	\$1,500	Annual membership dues for the Network for Change and Continuous Improvement for UMS
NEW ENGLAND COUNCIL INC	\$1,500	Annual membership for the New England Council
SOCIETY FOR MARINE MAMMALOGY	\$1,500	Lifetime Membership for the Society for Marine Mammalogy
TRUSTEES OF PHILLIPS ACADEMY	\$1,500	Membership for the Institute for Recruitment of Teachers for which Phillips is fiscal agent
AVIATION ACCREDITATION BOARD INTRNTL	\$1,420	Annual membership dues for the Aviation Accreditation Board International for UMA
NATIONAL ASSN OF COLLEGES & EMPLOYERS	\$1,365	Annual membership dues for the National Association of Colleges and Employers
AMERICAN MATHEMATICAL SCTY	\$1,356	Annual membership dues for the American Mathematical Society
ABET INC	\$1,330	Annual membership dues to the Accreditation Board for Engineering and Technology for USM
AWP	\$1,320	Annual membership for the Association of Writers & Writing Programs
SOIL SCIENCE SCTY OF AMERICA I	\$1,311	Annual membership for the Soli Science Society of America
NACAS	\$1,308	Annual membership for National Association of College Auxiliary Services

Payee	Amount	Description
NACDA	\$1,300	Annual membership dues for the National Association of Collegiate Directors of Athletics for UM and UMF Athletics
NATIONAL RURAL HEALTH ASSN	\$1,288	Grant-funded annual membership for National Rural Health Association
NASH	\$1,261	Annual membership for National Association of System Heads
NATL ASSN OF DEANS & DIRECS SC	\$1,200	Annual membership for the National Association of Deans & Directors of Schools of Social Work
MAINE ASSN OF STUDENT FINANCIAL AID ADMN	\$1,190	Annual membership dues for the Maine Association of Student Financial Aid Administrators
NALP	\$1,165	Annual membership dues for the National Association for Law Placement for the Maine Law School
MAINE SUMMER CAMPS	\$1,156	Annual membership in Maine Summer Camps association
AUCCCD	\$1,150	Annual membership dues for the Association for University and College Counseling Center Directors
NATL ASSOC OF EDUCATIONAL PROCUREMENT	\$1,148	Membership in the National Association of Educational Procurement
INTRNATIONAL DISTRICT ENERGY ASSN	\$1,125	Annual membership dues for the International District Energy Association for UM
MEEOA	\$1,125	Annual membership dues for the Maine Educational Opportunity Association
IUFRO	\$1,119	Annual membership for the International Union of Forest Research Organizations
NABITA	\$1,099	Annual membership dues for the National Association for Behavioral Intervention and Threat Assessment
SOCIETYFORHUMANRESOURCE	\$1,095	Annual membership for the Society for Human Resources
WWW.COIS.ORG	\$1,066	Annual membership Dues for the Council of International Schools
ACUHO-I	\$1,064	Annual membership to the Association of College and University Housing Officers – International

Payee	Amount	Description
APPIC	\$1,030	Annual membership dues to the Association of Psychology Postdoctoral and Internship Centers
AM SOC BREWING CHEM	\$1,014	Annual membership in the American Society of Brewing Chemists



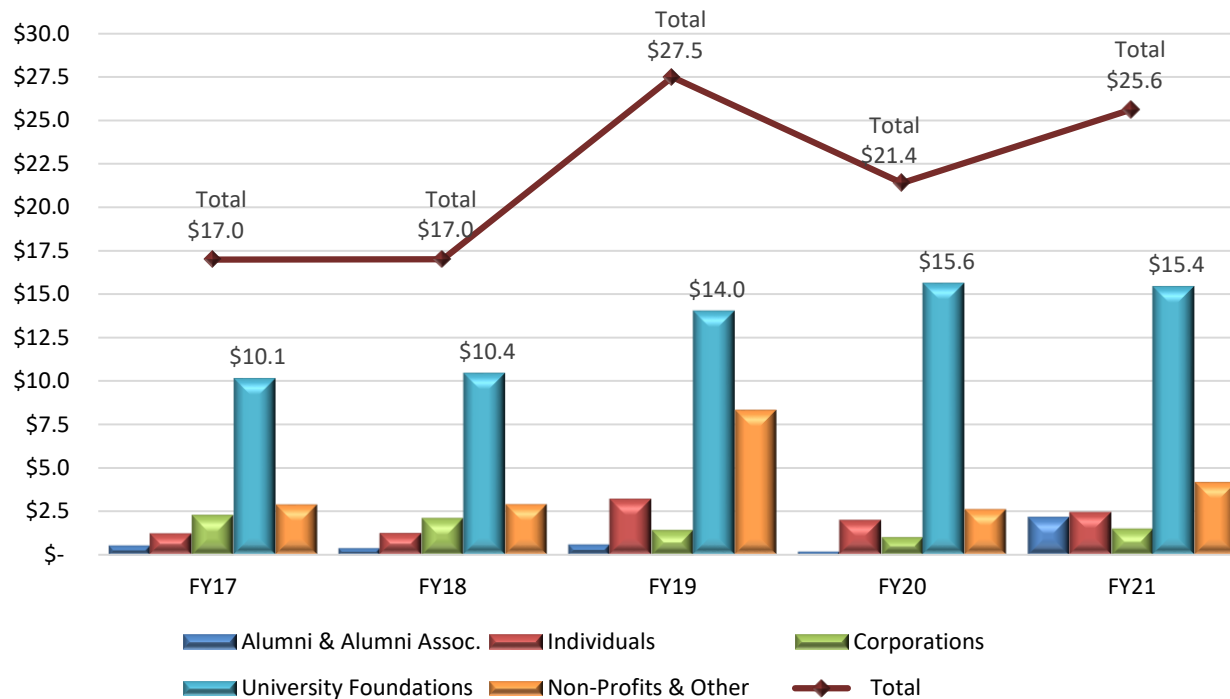
Annual Report on Gifts, Fundraising and Endowments

Year Ended June 30, 2021

Part I: University of Maine System (Excludes Fund Raising Organizations)

UMS Gifts Received* by Donor Type

(\$ in millions)



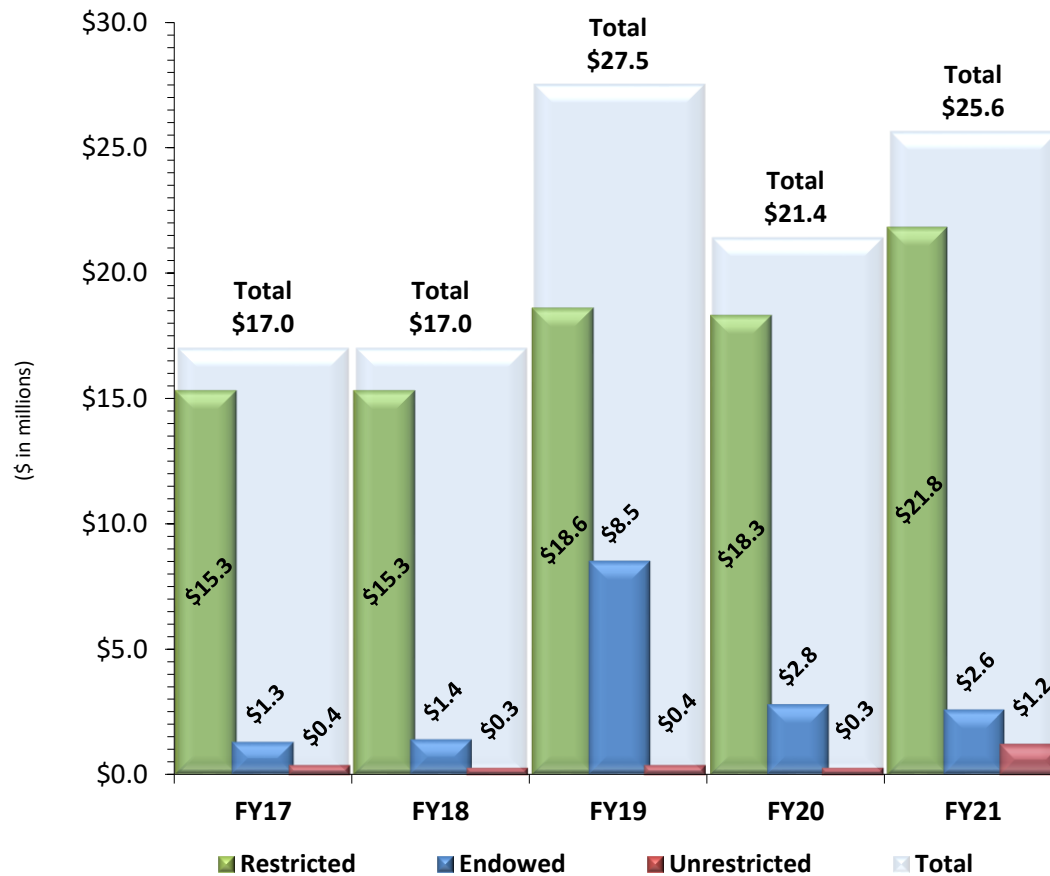
The UMS receives gifts through two methods:

1. Direct donations from alumni, individuals, corporations, and non-profits
2. Endowment distributions and non-endowed gifts from its affiliated fund raising organizations, the largest of which are the university foundations (see page 10 for FY20 and FY21 gifts that the affiliates received)

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

UMS Gifts Received by Restriction Type

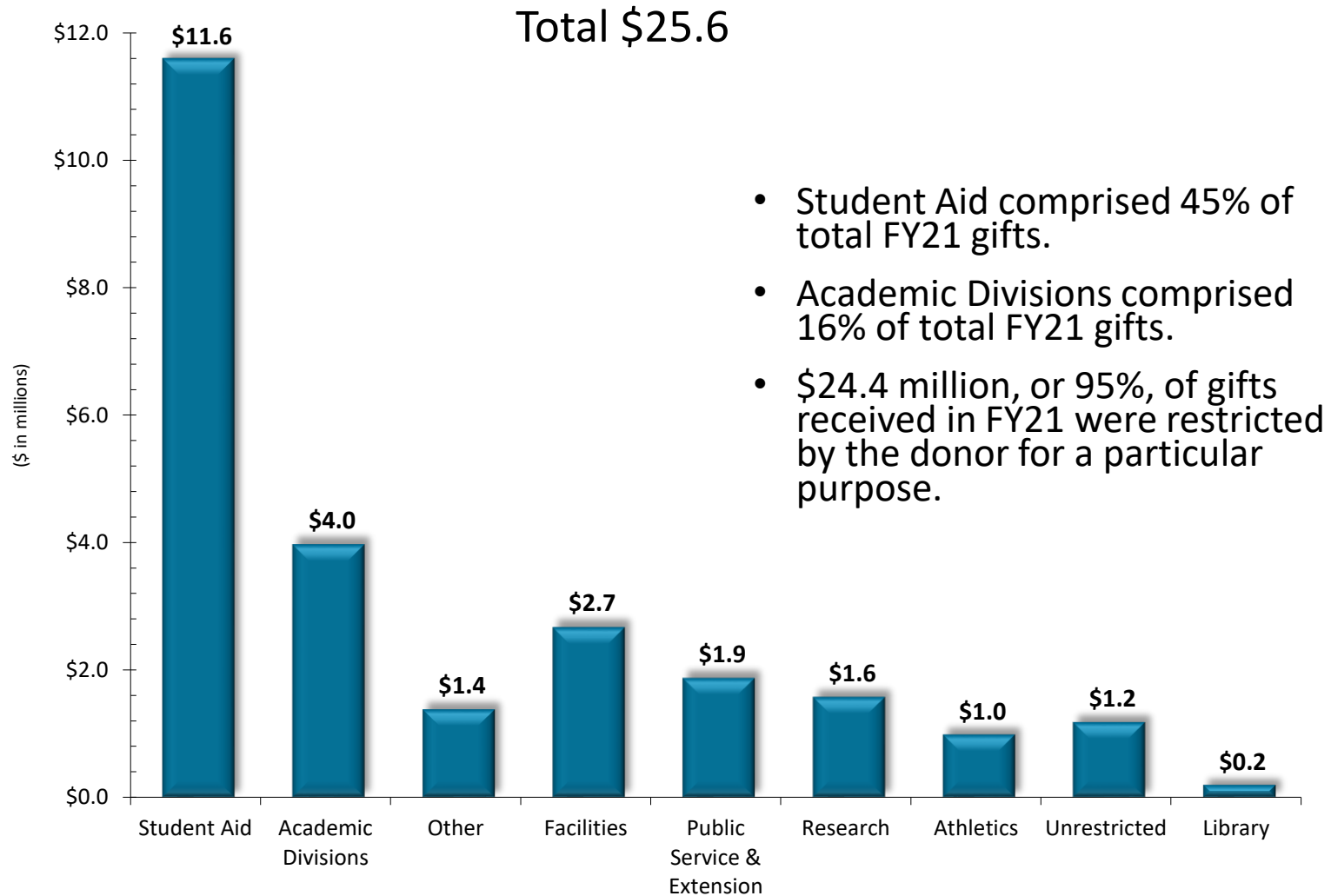
(\$ in millions)



Restricted gifts increased from FY20 to FY21 primarily due to three one-time bequests to the University of Maine in FY21 totaling just over \$2.2 million.

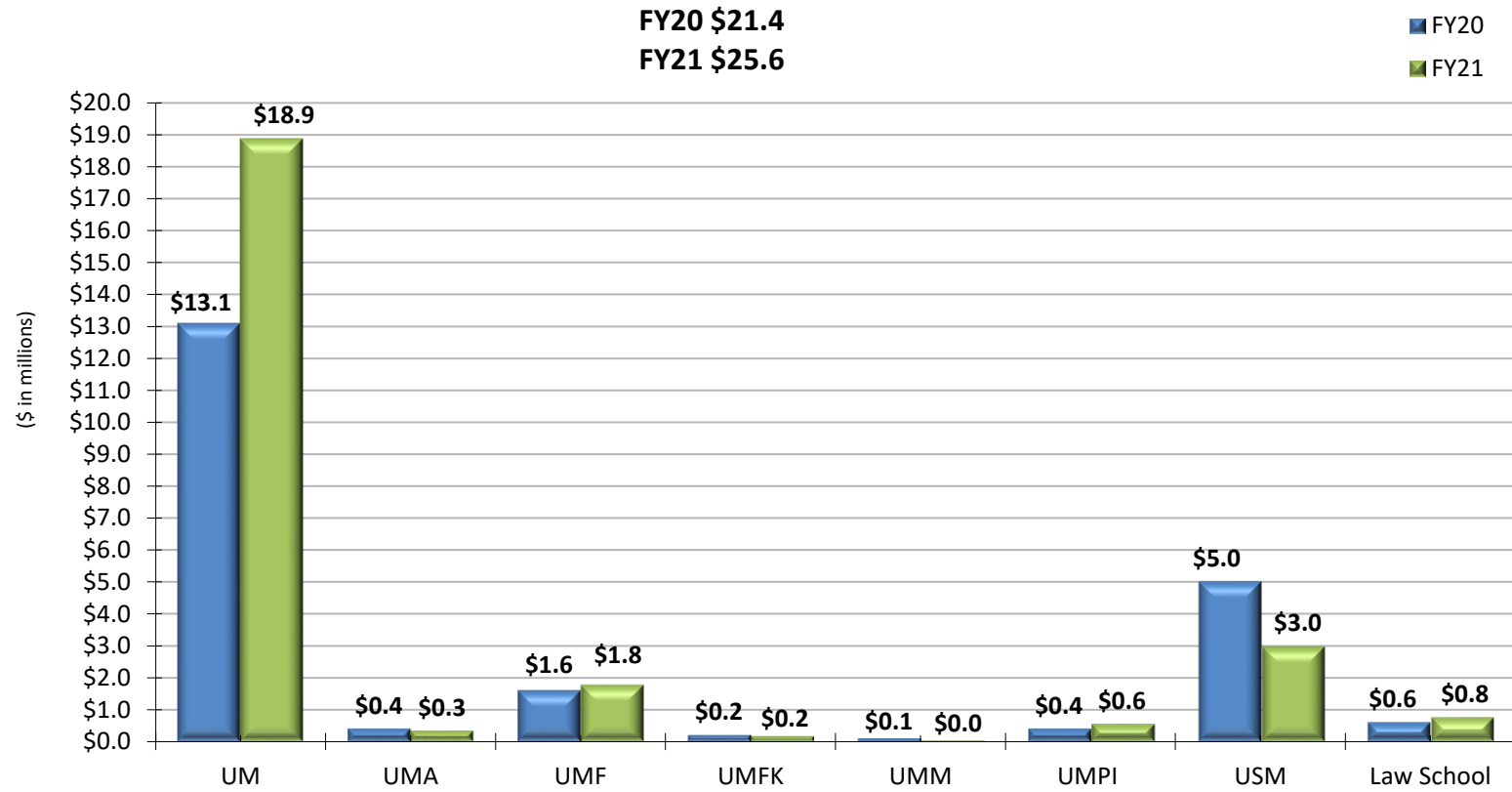
UMS FY21 Gifts Received by Purpose

(\$ in millions)



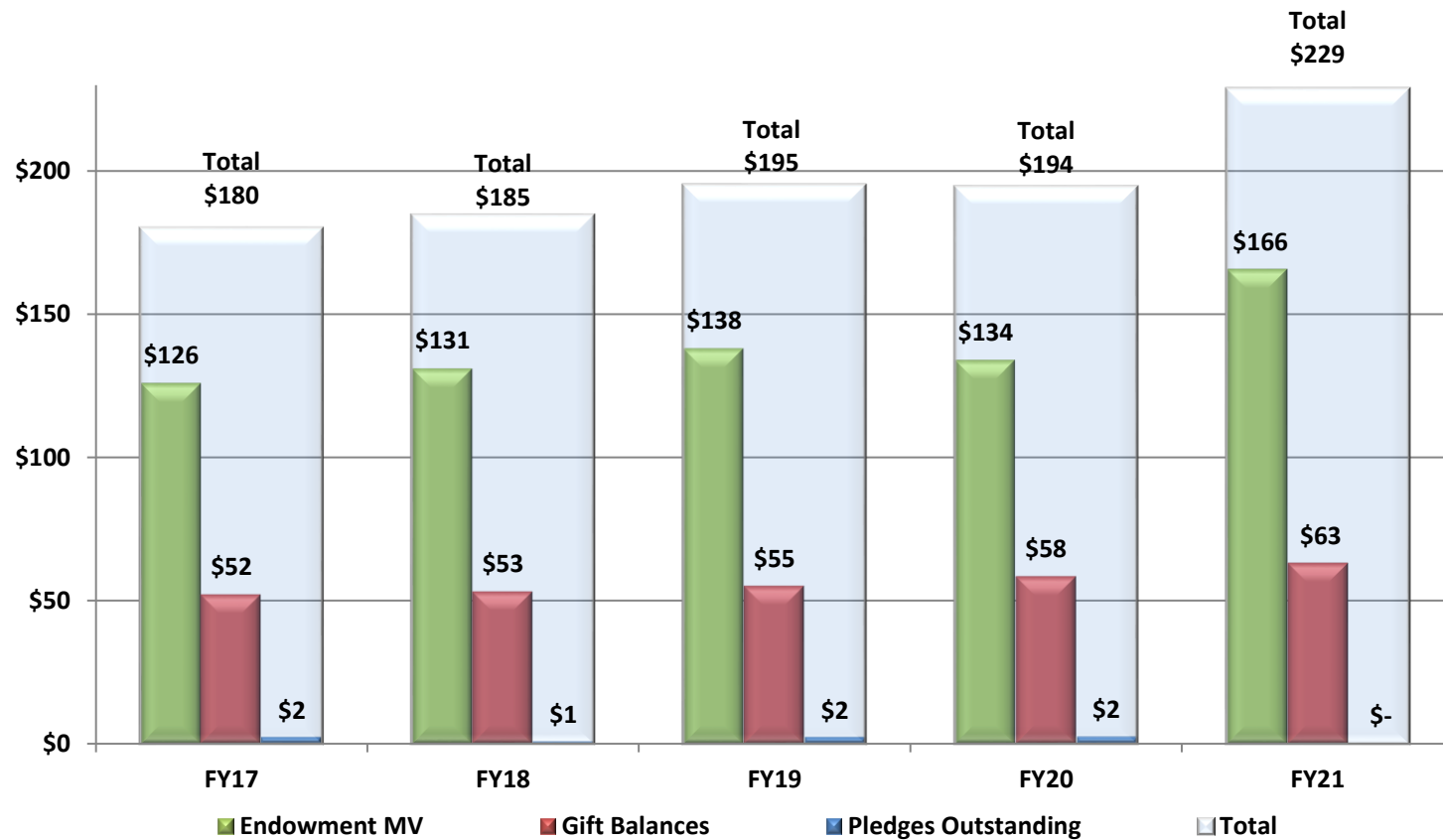
UMS Gifts Received by Campus

(\$ in millions)



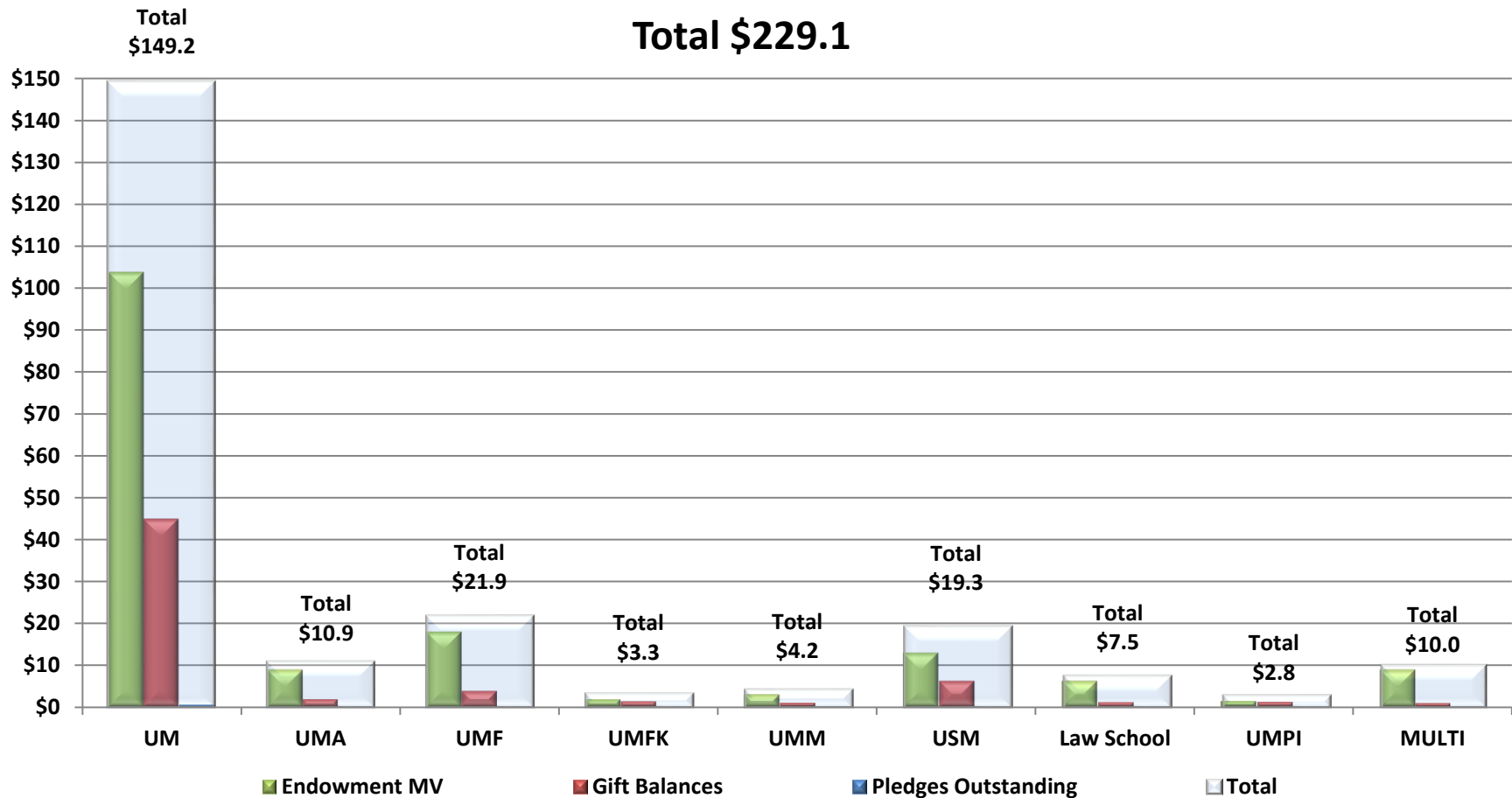
UMS Gift Balances as of June 30th

(\$ in millions)



UMS Gift Balances by Campus as of June 30, 2021

(\$ in millions)



Part II: UMS Affiliated Fund Raising Organizations

Gifts Received by UMS Affiliated Organizations

(\$ in thousands)

	FY20	FY21	
UM Affiliates			
UM Alumni Association	\$ 165	\$ 225	
UM Foundation	20,610	19,372	
UM Pulp & Paper Foundation	1,881	486	
Tanglewood 4-H Camp & Learning Center	61	36	
Maine 4-H Foundation	383	453	
UMFK Affiliates			
UMFK Alumni Association	-	-	
UMFK Foundation	141	56	
John L. Martin Scholarship Fund	-	-	
UMM Alumni Association	-	-	
Foundation of the University at Presque Isle	118	115	
USM Affiliates			
USM Foundation	5,014	12,521	
UM Law School Foundation	1,167	795	
Associates of the Osher Map Library (FY19 restated)	140	52	
UMS Affiliates			
Maine Center Ventures	297	1,382	
Total Gifts Received by Affiliated Organizations	\$29,977	\$35,493	

29% of FY20 gifts and
31% of FY21 gifts
were from Alumni

4% of FY20 gifts and
FY21 gifts were from
Alumni

Endowment Market Values for UMS Affiliated Organizations

(\$ in millions)

Endowment Market Values for UMS Affiliated Organizations		
\$ in millions		
	FY20	FY21
<i>UM Affiliates</i>		
UM Foundation ^a	\$ 228.1	\$ 310.1
UM Pulp & Paper Foundation	\$ 21.7	\$ 24.5
Tanglewood 4-H Camp & Learning Center	\$ 0.4	\$ 0.4
Maine 4-H Foundation	\$ 3.9	\$ 4.3
<i>UMFK Affiliates</i>		
UMFK Foundation ^{b *}	\$ 2.6	\$ 3.2
John L. Martin Scholarship Fund [*]	\$ 0.1	\$ 0.1
<i>Foundation of the University at Presque Isle</i>	\$ 6.2	\$ 7.5
<i>USM Affiliates</i>		
USM Foundation [*]	\$ 23.2	\$ 31.9
UM Law School Foundation [*]	\$ 4.4	\$ 6.3
Associates of the Osher Map Library	\$ 2.8	\$ 3.6
Total Endowment Market Value for Affiliated Organizations	\$ 293.4	\$ 391.9

^a UM Foundation totals include UM Alumni Association endowments.

^b UMFK Foundation totals include UMFK Alumni Association endowments.

^{*} Endowment included in the UMS Managed Investment Pool.

Part III: Capital Campaigns

Status of Capital Campaigns as of June 30, 2021

(\$ in millions)

UM Comprehensive Campaign

UM is currently drafting their next capital campaign and is in the process of hiring fundraising counsel and setting campaign goals to be presented to the Board of Trustees for approval at a later date.

Status of Capital Campaigns as of June 30, 2021 - continued

Great University Campaign (formerly the Next Generation Comprehensive Campaign) (USM)

The University of Southern Maine (USM) obtained approval at the May 11, 2017 UMS Board of Trustees meeting to undertake an anticipated \$80 million comprehensive fundraising campaign. In 2019, the USM Foundation (USMF) engaged campaign counsel, CCS Fundraising, to conduct a campaign feasibility, planning and design study. In 2020, informed by study results, the Foundation's Board of Directors unanimously voted to move forward with the campaign, renamed the "Great University Campaign"—a multi-year comprehensive fundraising effort with a working goal of \$46M formally launched on July 1, 2020. The overall campaign goal was modified from an \$80M fundraising goal to \$46M in response to the aforementioned campaign planning study which assessed the Foundation's fundraising capacity, including donor interest and inclination to give in a variety of areas.

As of June 30, 2021, over \$19.6 million (or 42%) of the \$46 million goal has been raised.

Maine Education Policy Research Institute (MEPRI) Overview

UMS Board of Trustees

January 2022



Mission and Structure

- Created and funded by state legislature and UM System in 1995
- Co-located at USM and UMaine
- Conducts non-partisan education research, evaluation, policy analysis
- Annual workplan topics developed with advice from MEPRI Steering Committee and approved by the Education and Cultural Affairs Committee
- Also includes contracts with Maine Dept. of Education (e.g., EPS component reviews)

Stakeholder Representation

- Joint Standing Committee on Education & Cultural Affairs
- Maine Department of Education
- State Board of Education
- University of Maine System
- Maine School Management Association
- Maine Principals Association
- Maine Education Association
- Maine Municipal Association
- Maine Children's Growth Council

Selected Studies - UMaine

Topics:

- Developing, supporting and retaining PK-12 school leaders
- Innovative models for school leadership
- Preparation, retention of teachers and staffing shortages
- PreK program design and expansion
- Perceptions about standardized testing of students
- Practices to support students, teachers during pandemic

Selected Studies - USM

Legislative:

- Teacher turnover, recruitment, preparation and credentialing
- “Extended Learning Opportunity” Career readiness programs
- pK-12 academic and behavioral intervention programs (MTSS)
- Proficiency-based education policy implementation
- In progress: early childhood special education; case studies of school districts engaging in diversity, equity, and inclusion efforts; use of federal funds to support student mental health

MDOE - pK-12 School Funding:

- Multiple components of the Essential Programs and Services funding model (3-year cycle of reviews)

Current Strengths for MEPRI

- Ability to inform state and local education policy decisions with objective, timely data and research
- Engaging students in research and learning about policy-making
 - Education policy doctoral students at USM; course assignments using authentic data, capstone course policy projects
 - Graduate assistants from both campuses
- Engaging faculty in research
 - Tapping into areas of specific expertise
 - Access to schools and collection of data, briefing policymakers, publishing

Areas to Grow

- Increase dissemination of MEPRI's applied research findings, tailored to targeted Maine audiences
- Expand strategies for engaging UMS faculty in research projects
- Streamline contract management

For information about MEPRI and a list of publications:

<https://mepri.maine.edu/>





2021-22 Trends

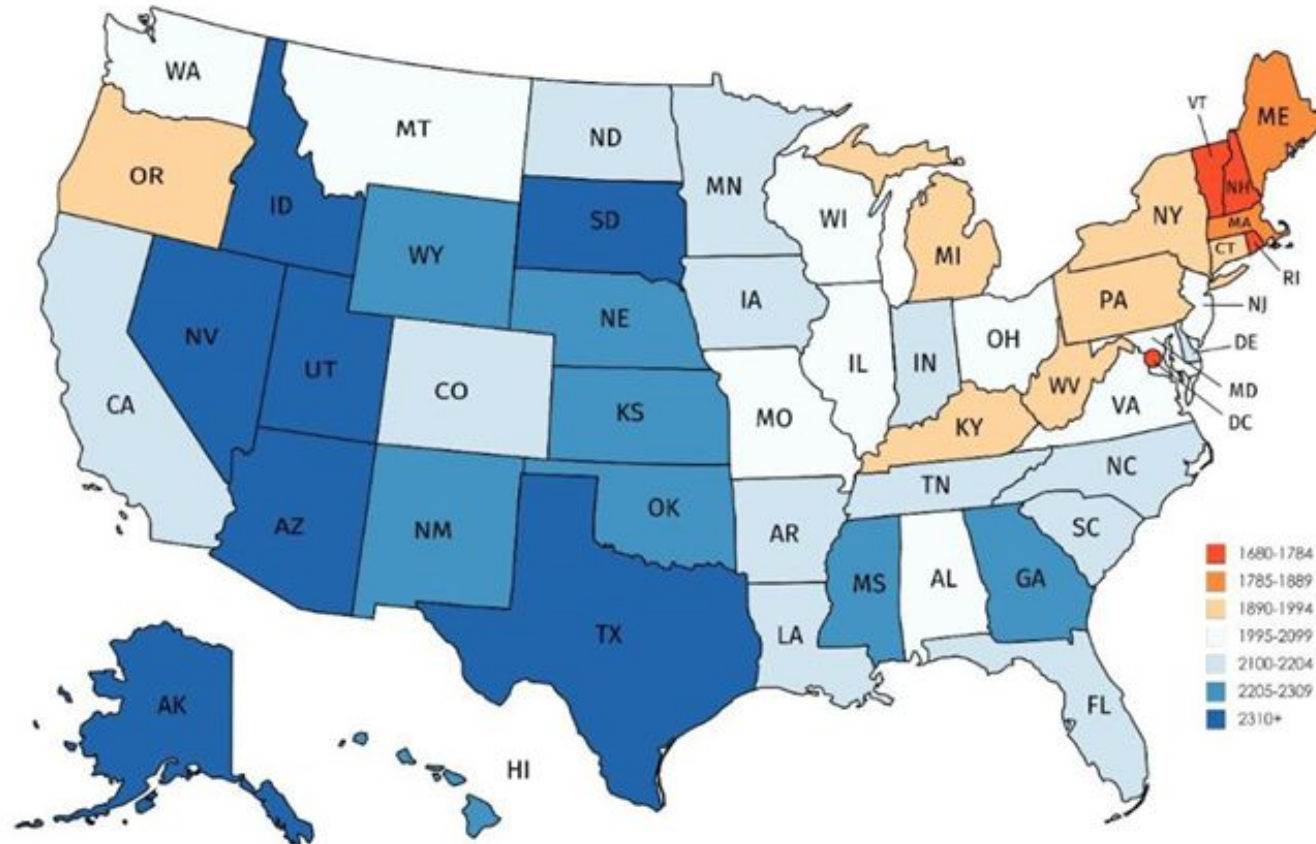
Demographics, Enrollment, and
Program Update





Demographics

Total Fertility Rate per 1000 Women, 2007



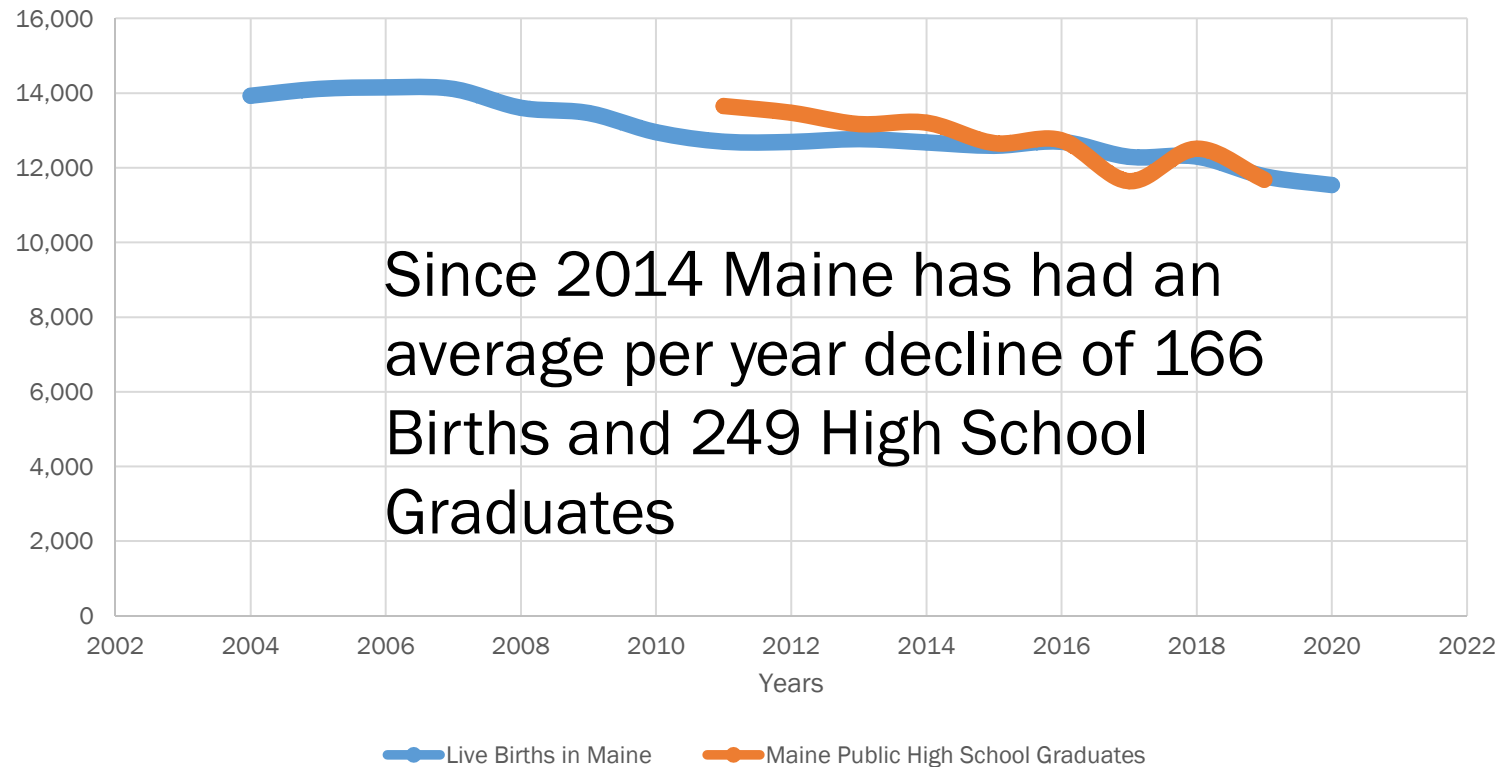
Created with mapchart.net ©

National Vital Statistics Reports Vol. 58, no. 24 Presented: Grawe, N. D. (2021, December). *The Agile College: Navigating Demographic Change*. NECHE 2021 Annual Meeting. Washington DC; Fairmont Copley.



Demographics - Fertility

Maine
Births and High School Graduates

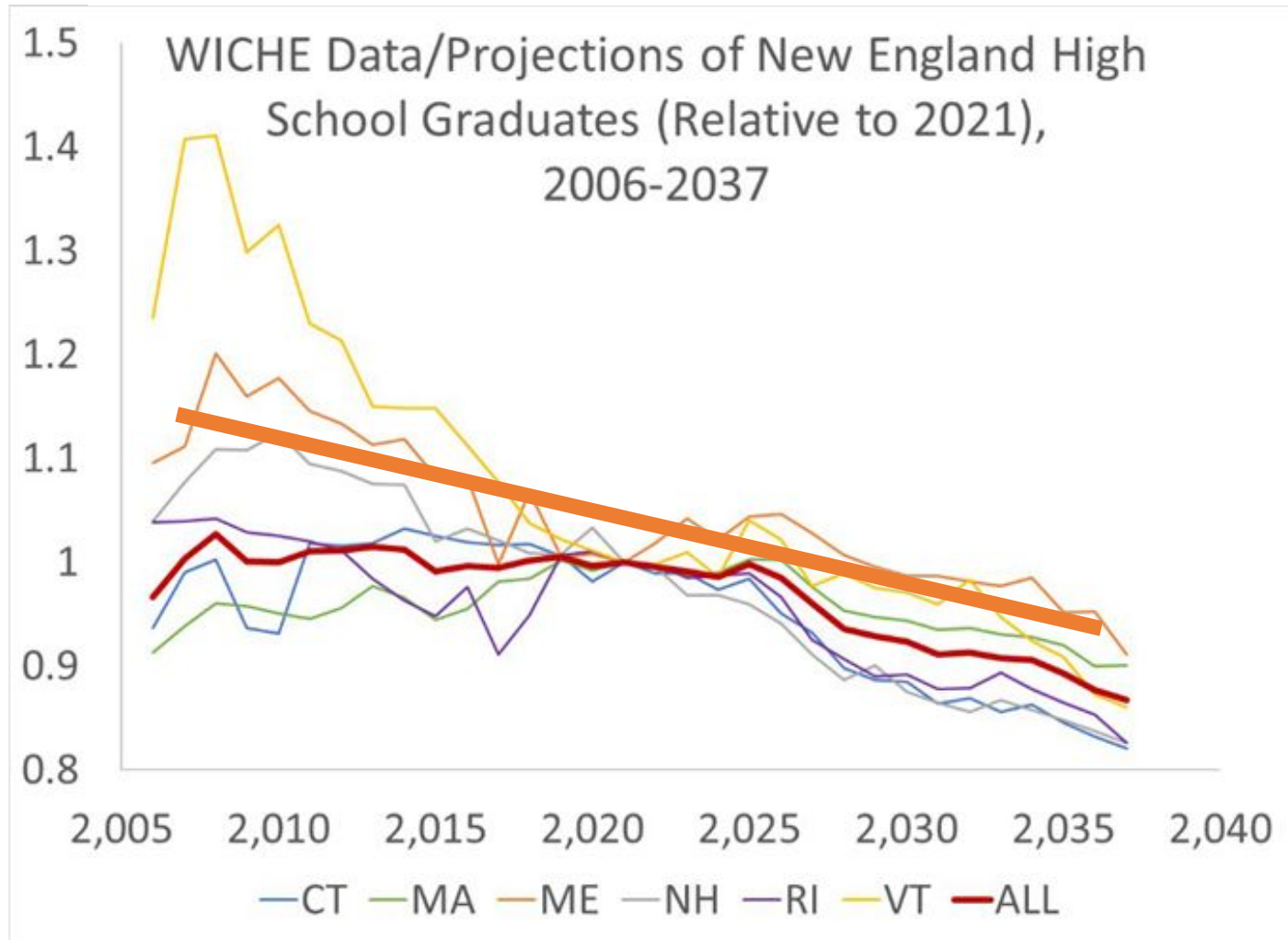


Sources:

- 1 Maine Department of Health and Human Services, Historical Vital Statistics Data (<https://www.maine.gov/dhhs/mecdc/public-health-systems/data-research/data/documents/pdf/vs-h1r.pdf>)
 - 2 National Center for Education Statistics (NCES) Common Core of Data (<https://nces.ed.gov/ccd/>)
 - 3 Educate Maine's "Education Indicators for Maine: College Going and Persistence", 2019 (<https://educationindicators.me/#1595011888796-a17f722c-b562>)
 - 4 IPEDS Data Center, Fall 2020 Residence and Migration of First-Time Freshmen (<https://nces.ed.gov/ipeds/datacenter>)
- Produced by Robert.Zuercher@maine.edu on December 16, 2021.



Demographics



Grawe, N. D. (2021, December). *The Agile College: Navigating Demographic Change*. NECHE 2021 Annual Meeting. Washington DC; Fairmont Copley.



National Trends & Response Strategies

Challenging National and State Trends

- Recruitment and retention strategy modifications
- Academic programming that meets learners where they are
- Outreach and meaningful relationship building early on

Changing Student Demographics

- Understand how, when, and why learners access their education
- Unbundle or disaggregate retention and student success efforts
- Offer accelerated programming and delivery options
- Create transparent pathways to a variety of offerings and career placements



Demographics

Market Share College-Bound Maine High School Graduates by Institution Location

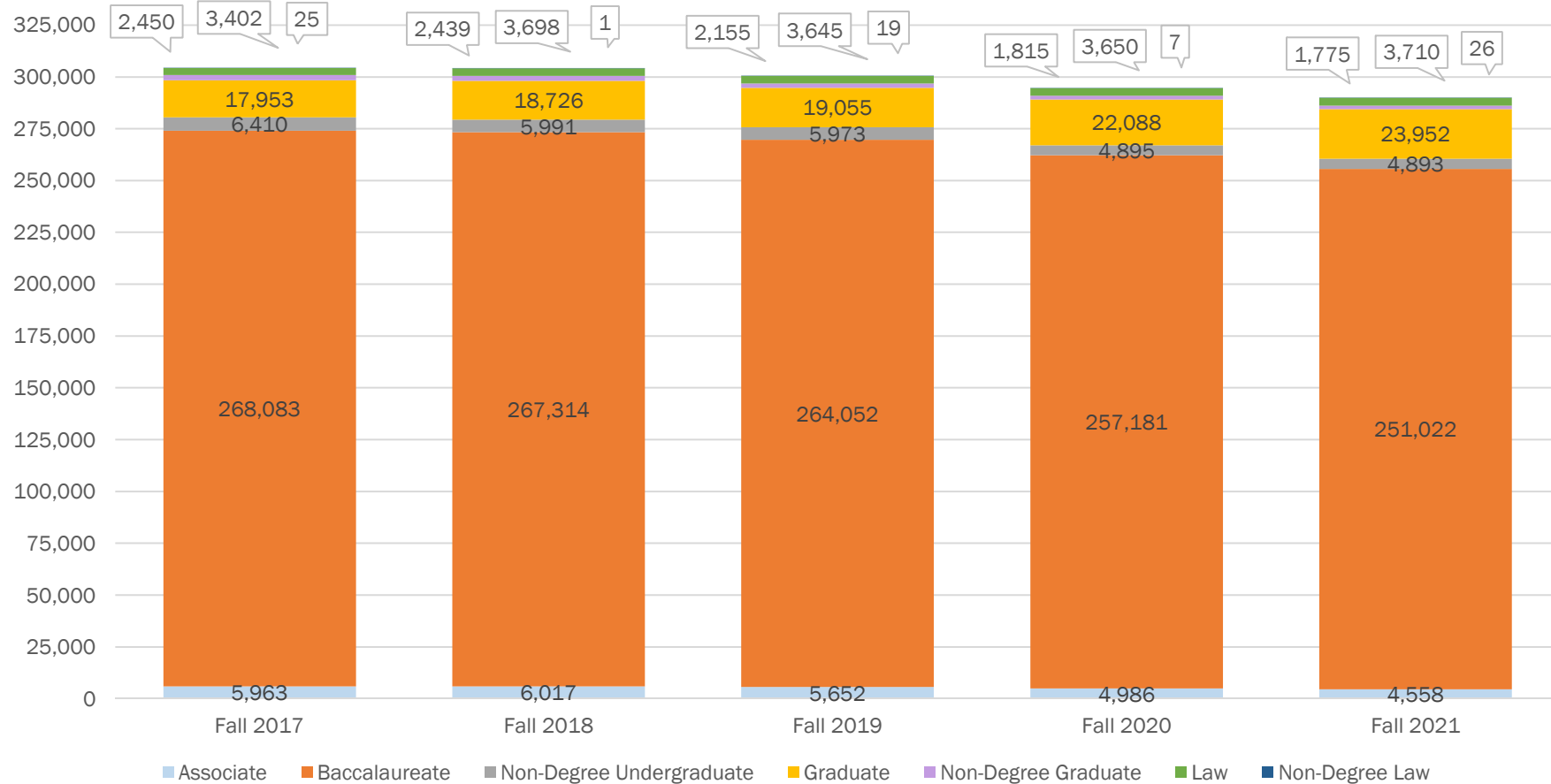
		2010	2012	2014	2016	2018	2020
Maine	Public, 4-year or above	29.4%	33.4%	30.2%	29.4%	30.3%	31.8%
	Maine Maritime Academy	2.2%	1.9%	2.0%	2.0%	1.6%	1.7%
	Public, 2-year	20.9%	19.5%	20.5%	22.7%	23.2%	23.1%
	Private	12.8%	12.7%	14.4%	14.5%	15.2%	14.6%
	All Maine Subtotal	65.3%	67.4%	67.1%	68.6%	70.3%	71.2%
Other NE States	All NE	19.2%	18.2%	17.9%	17.4%	17.0%	16.2%
Other States	All Other	15.5%	14.3%	15.0%	14.0%	12.7%	12.6%

Source: IPEDS Data Center (<https://nces.ed.gov/ipeds/use-the-data>). Produced by Robert.Zuercher@maine.edu on October 27, 2021.



Fall Enrollment

TOTAL CREDIT HOURS BY DEGREE LEVEL (EXCLUDES EARLY COLLEGE)



Source: https://www.maine.edu/databook/wp-content/uploads/sites/45/2021/12/Fall-2021-Enrollment-Report_Excludes-Early-College.docx
 Produced by Robert.Zuercher@maine.edu



National Trends & Response Strategies

Competing in the New Higher Education Marketplace

Understand new entrants into the higher education marketplace

Develop and market value added elements, pathways, and partnerships

Construct in-demand programming to meet workforce needs

Grow graduate and competency-based programming

Increase accelerated programming options through a variety of modalities

Financial Implications

Cost of capital and maintenance

Infrastructure investment (education and residential)

Additional public – private partnerships

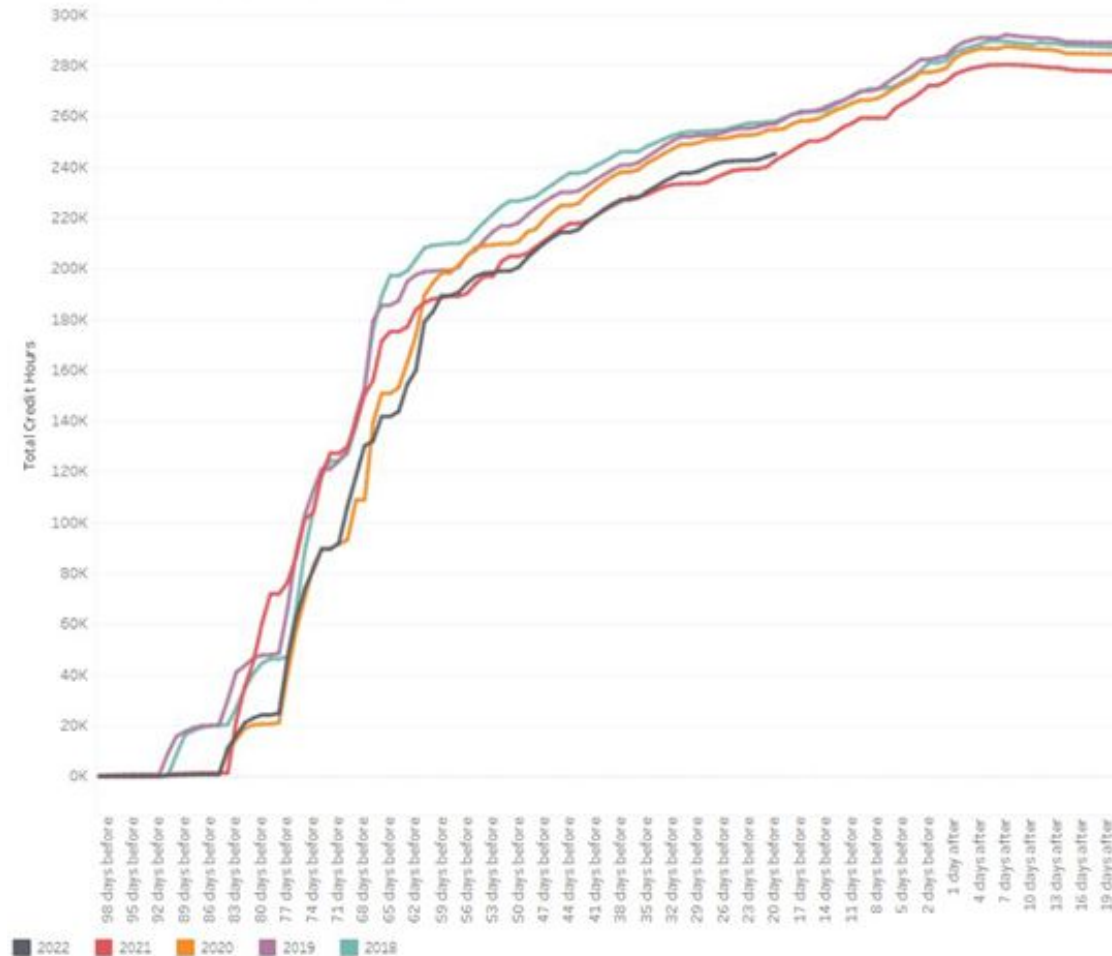
Increase in research and grant funding



Spring Enrollment

SPRING CREDIT HOUR ENROLLMENT (EXCLUDES EARLY COLLEGE)

Credit Hours by Time Point Relative to the Start of the Term



Source: https://public.tableau.com/app/profile/ums.academic.affairs/viz/FallEnrollmentWatch_16340464283590/SpringHeadcount



Applications for Next Fall

Undergraduate Applications 242 Days before the start of the Fall Term			Admitted Undergraduates 242 Days before the start of the Fall Term			Matriculated Undergraduates 242 Days before the start of the Fall Term		
	2021	2022		2021	2022		2021	2022
UM	10612	11085	UM	5942	5345	UM	307	181
UMA	965	1039	UMA	730	703	UMA	161	126
UMF	1141	1172	UMF	909	772	UMF	70	67
UMFK	574	505	UMFK	367	320	UMFK	67	23
UMM	324	357	UMM	225	165	UMM	9	4
UMPI	553	489	UMPI	431	321	UMPI	35	14
USM	3697	3831	USM	2878	2807	USM	155	142
TOTAL	17866	18478	TOTAL	11482	10433	TOTAL	804	557

Source: https://public.tableau.com/app/profile/ums.academic.affairs/viz/Applications_16340467073910/Counts



National Trends & Response Strategies

Creating a culture of Diversity, Equity & Inclusion

Design and assess all programs, policies, and practices for DEI

Complete comprehensive policy or practice audits

Cultivating a More Holistic View of the Student Experience

Increase the focus on student behavioral health and mental well-being

Create alignment between student need and services offered

Collaborative university and community programs or services

Consider new measures of student success and progression



Questions or Comments?

Thank you

Vice Chancellor for Research and Innovation Update

*UMS BOT Meeting
January 24, 2022*

Joan Ferrini-Mundy

Vice Chancellor for Research and Innovation

President, University of Maine and University of Maine at Machias

joan.ferrini-mundy@maine.edu



Focus Areas: Spring 2022

1. Expand UMS R&D capacity through campus engagement
2. Pursue new funding opportunities to benefit the Maine economy and develop the workforce
3. Focus: integrating research and instruction, tailoring research infrastructure



Expanding R&D Capacity

UMS Grants Academy FY 2022 Cohort

28 UMS researchers participating in the **third** cohort of this grant writing program led by the Umaine Office of Research Development.

More information on the program [website](#).



Expanding R&D Capacity

Talent, Research & Innovation for Maine (TRI-Maine)

Proposed Project	Tentative MJRP Request
University of Maine Green Engineering and Materials Factory of the Future (GEM)	\$15M (\$750K*)
University of Maine System Talent, Research & Innovation Small Campus Competition	\$4M (\$2M*)
University of Maine Sustainable Aquaculture Workforce and Innovation Center	\$3.5M (\$165K*)
University of Maine Aroostook Farm Research and Education Center	\$3M (\$150K*)
University of Maine Food Innovation Cluster Food Quality Laboratory	\$2.5M (\$125K*)
University of Maine System Solutions for Maine Research, Development and Innovation Hub	\$2.5M (\$125K*)
University of Maine System Rural Career Pathway Center	\$1.5M (\$75K*)
University of Southern Maine Michael E. Dubyak Center for Digital Science and Innovation	\$1.5M(\$125K*)
University of Maine at Farmington Sweatt-Winter Early Childhood Education Center	\$1M (\$100K*)
University of Maine at Machias/Marine Science Field Station at Downeast Institute	\$500,000*

***Set-aside for paid student internship/work experience opportunities**

New Funding Opportunities

EDA Build Back Better Regional Challenge



New Funding Opportunities

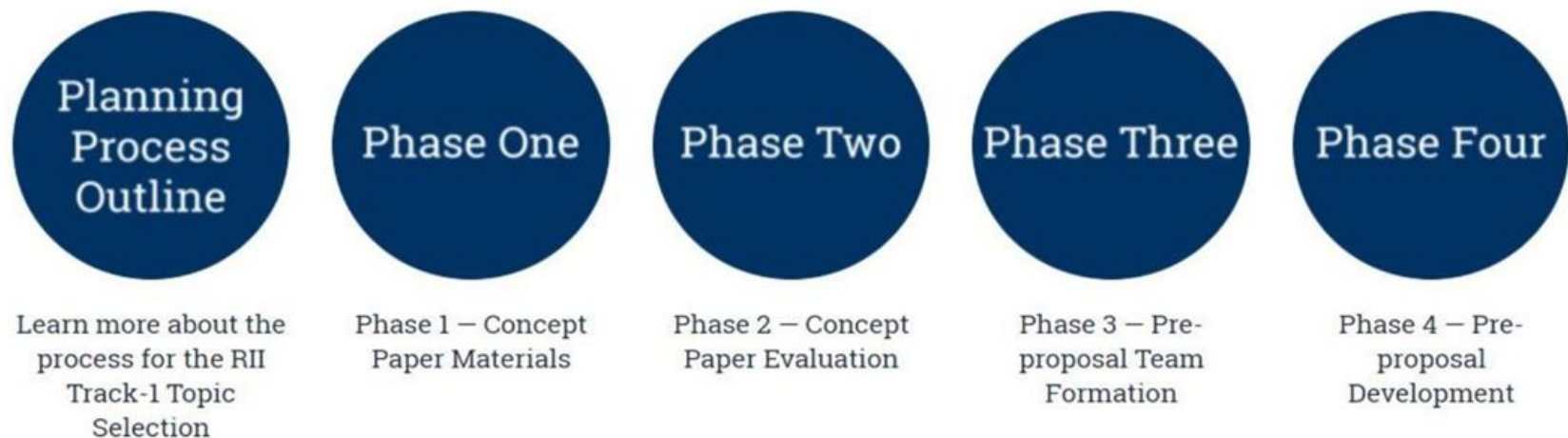


The University of Maine (UMaine) is leading the development of a collaborative proposal with a focus on two statewide employment sectors: **education**, and healthcare with a focus on **nursing**.

New Funding Opportunities



ME EPSCoR at UMaine develops statewide partnerships between higher education institutions, industry, government, and others to effect lasting improvements to Maine's R&D infrastructure, capacity, and national competitiveness.



<https://umaine.edu/epscor/track-1-rii-development-process/>

FOCUS

