

UNIVERSITY OF MAINE SYSTEM  
Board of Trustees Meeting

Zoom Meeting  
March 10, 2022

**Finance/Facilities/Technology Committee**

**Present: Committee Members:** Trish Riley, Chair; Peggy Rotundo, David MacMahon, James Donnelly, Roger Katz, Emily Cain, James Erwin, Timothy Doak, and Kelly Martin. **Chancellor:** Dannel Malloy. **Presidents & Dean of the Law School:** Leigh Saufley, Joan Ferrini-Mundy, Joe Szakas, Ray Rice and Glenn Cummings. **Faculty Representative:** Michael Scott. **System Staff:** Ryan Low, Ellen Doughty, Robert Placido, James Thelen, Tracy Elliott, Jeff St. John, Chip Gavin and David Demers. **Other Participants:** Joanne Yestramski, Carolyn McDonough, Betsey Sawhill, Jake Ward, Alec Porteous, Buster Neel, Brenda McAleer, Aili Robinson, Ryan Ward, Jessica Leahy, Peter Drown, Emily Morris - Gordian.

**Committee Members Absent:** Mark Gardner.

Trustee Riley, Chair, called the meeting to order and welcomed everyone. The Clerk performed a roll call of the Committee members present.

**Medical Laboratory Technology Space Renovation, UMA**

University of Maine at Augusta (UMA) Interim Chief Business Officer Buster Neel provided an overview of the request to spend up to \$1,650,000 to create a new Medical Laboratory Technology (MLT) space in an appropriate location on the Augusta campus. Funding for this project will be mainly through an internal loan. The overall project budget is \$1,650,000 to be funded mainly from the proceeds of an internal loan. Repayment of the loan is already built into the UMA FY2023 budget proposal. In addition, E&G funding totaling up to \$350,000 has been set aside to cover costs related to this project and the Camden Hall Veterinary Technology renovation project.

Roughly 4,000 square feet of space will be renovated and developed into a laboratory for the MLT program. The scope of the work may include extensive demolition; structure reinforcement; plumbing; fire protection; HVAC; electrical; framing; doors and door hardware; interior finishes; toilets, lavatories; sinks; eyewash stations; mechanical systems; and audio/visual components. UMA very much needs to expand its program by enrolling a greater number of students, and this expansion can occur only with adequate and appropriate facilities. It is anticipated that this expansion will allow the program to increase enrollment by over 70% to 24 initially and possibly more in the future.

On a motion by Trustee Doak, which was seconded by Trustee Donnelly, and approved by a roll call vote of all Trustees present, the Finance, Facilities, and Technology Committee agreed to forward this item to the Consent Agenda for March 27-28, 2022 Board of Trustees meeting for approval of the following resolution:

That the Board of Trustees accepts the recommendation of the Finance, Facilities & Technology Committee and authorizes the University of Maine System acting through the University of Maine at Augusta to expend up to \$1,650,000 to renovate existing space on the Augusta campus to develop a laboratory for the Medical Laboratory Technology academic program.

**Camden Hall Renovation, UMA**

UMA Interim Chief Business Officer Buster Neel explained the request to spend up to \$1,600,000 to renovate the second floor of Camden Hall on the Bangor campus in support of the expansion of the Veterinary Technology academic program. Funding for this project will be mainly through an internal loan.

Repayment of the loan is already built into the UMA FY2023 budget proposal. In addition, E&G funding totaling up to \$350,000 has been set aside to cover costs related to this project and the Medical Laboratory Technology project.

Roughly 3,800 square feet of the second floor of Camden Hall will be renovated to include a classroom; computer lab; changing rooms; restrooms with showers; and a break room. The remaining portion of the second floor will remain unfinished. Included in the project will be fire protection; plumbing; HVAC; electrical; communications; electronic safety & security; and all finish work. This project will provide the opportunity for expansion and to increase the enrollment by about 12% to a total of 72 students in the near future with possible increases later.

On a motion by Trustee Cain, which was seconded by Trustee Rotundo, and approved by a roll call vote of all Trustees present, the Finance, Facilities, and Technology Committee agreed to forward this item to the Consent Agenda for March 27-28, 2022 Board of Trustees meeting for approval of the following resolution:

That the Board of Trustees accepts the recommendation of the Finance, Facilities & Technology Committee, and authorizes the University of Maine System acting through the University of Maine at Augusta to expend up to \$1,600,000 to renovate existing space in Camden Hall to provide expansion opportunities for the Veterinary Technology academic program.

#### **Internal Loan Request, UMA**

UMA Interim Chief Business Officer Buster Neel explained the request to fund two capital projects through an internal loan of up to \$3,000,000. UMA plans to renovate roughly 3,800 square feet in Camden Hall on the Bangor campus in support of its Veterinary Technology academic program with a project budget of \$1,600,000. UMA also plans to renovate roughly 4,000 square feet on the Augusta campus in support of its Medical Laboratory Technology academic program with a budget of \$1,650,000. In addition to the loan proceeds, UMA will utilize E&G capital funds to meet the total cost of the two projects. Debt service for the internal loan has been included in UMA's proposed FY2023 budget.

Trustee Katz requested time at a future Finance, Facilities and Technology (FFT) Committee meeting for a discussion on the advantages and disadvantages of internal loans. Vice Chancellor Low agreed to add that discussion to an agenda for a FFT Committee meeting.

On a motion by Trustee Donnelly, which was seconded by Trustee Cain, and approved by a roll call vote of all Trustees present, the Finance, Facilities, and Technology Committee agreed to forward this item to the Consent Agenda for March 27-28, 2022 Board of Trustees meeting for approval of the following resolution:

That the Board of Trustees accepts the recommendation of the Finance, Facilities & Technology Committee and authorizes the University of Maine System acting through the University of Maine at Augusta to issue an internal loan of up to \$3,000,000 for renovation costs in support of its Veterinary Technology and Medical Laboratory Technology academic programs.

#### **Extension of the Cyberbit Range, UMA**

UMA Interim Chief Business Officer Buster Neel explained the request to extend its agreement with Cyberbit for an additional three years as well as add ProTools; upgrade hardware; utilize the services of a Customer Success Manager; and provide 100 student labs. The cost is \$280,000 for the first year; \$380,000 for the second year; and \$380,000 for the third year for a total three-year cost of \$1,040,000 to be funded with E&G funds. The addition of ProTools enables the Cyber Range to create actual cybersecurity protection plans specifically designed for a particular company, government entity, or organization. Such

development provides “real” training for students and offers the opportunity for revenue generation. Majors in this area produce over 2000 credit hours in Computer Science and over 3000 credit hours in Cyber Security. The numbers continue to increase each year. The continuation of the Cyber Range enhances the ability to attract and retain students.

On a motion by Trustee Donnelly, which was seconded by Trustee Cain, and approved by a roll call vote of all Trustees present, the Finance, Facilities, and Technology Committee agreed to forward this item to the Consent Agenda for March 27-28, 2022 Board of Trustees meeting for approval of the following resolution:

That the Board of Trustees accepts the recommendation of the Finance, Facilities & Technology Committee and authorizes the University of Maine System acting through the University of Maine at Augusta to expend up to \$1,040,000 for the extension of the Cyber Range security training and simulation platform.

### **Hannaford Field Turf Replacement, USM**

University of Southern Maine President Glenn Cummings requested authorization to spend up to \$900,000 to replace the turf on Hannaford Field on the Gorham campus. This field is used for intercollegiate soccer, field hockey, and lacrosse. The project would be funded by Capital Reserves and University E&G funds. The authorization for this request is within the purview of the Finance Facilities & Technology Committee.

The existing turf field has reached the end of its service life and may soon become a safety hazard. Annual testing is conducted on artificial turf fields to ensure impact safety for athletes. This testing known as Gmax cannot exceed 200, at which point the risk to athletes is so great that the NCAA does not permit intercollegiate sports. The field was tested at 135 in 2020 and then tested 175 in 2021. Given the substantial increase in Gmax values over the last two years and the higher risk for potential failure of the field, the University engaged Gale Associates to conduct a study on practical options to extend the life of the field and to develop a plan for replacement.

On a motion by Trustee Rotundo, which was seconded by Trustee Katz, and approved by a roll call vote of all Trustees present, the Finance, Facilities, and Technology Committee agreed to forward this item to the Consent Agenda for March 27-28, 2022 Board of Trustees meeting for approval of the following resolution:

That the Board of Trustees acting through the Finance, Facilities and Technology Committee authorizes the University of Maine System acting through the University of Southern Maine to spend up to \$900,000 for the replacement of turf at Hannaford Field and associated safety and accessibility improvements. The project would be funded by Capital Reserves and University E&G funds.

### **Acceptance of Aroostook Farm Maine Potato Board Building gift, UM**

University of Maine (UM) President Joan Ferrini-Mundy and UM Professor of Human Dimension of Natural Resources Jessica Leahy provided an overview of the request to accept the donation of the 9,500 square foot Maine Potato Board Building located on the University Aroostook Research Farm in Presque Isle. Estimated value of the building is approximately \$400,000.

The University of Maine System in May of 2002 leased approximately one acre of land located on the University of Maine Agricultural and Forest Experiment Station Farm in Presque Isle to the Maine Potato Board (MPB) to construct a 9,500 square foot potato storage research facility. The terms of the land lease at a cost of \$1 for the first year, was for an initial twenty years with an option to extend for an additional twenty years. The initial lease term expires May of 2022. MPB does not wish to renew the land lease. MPB voted unanimously in November of 2021 to offer the transfer of the building to the University at zero cost. Upon

termination of the lease, per the lease agreement, MBP has one-year to dispose of the building, including an offer of first refusal to the university. Estimated value of the building is approximately \$400,000. The University currently maintains, operates, and utilizes the building for research. MPB is not currently, nor planning to, utilize the building.

The building is approximately 9,500 square feet and would be added to the University's total square footage. The University currently maintains, operates and utilizes the building for research, so no increased operating costs are anticipated.

On a motion by Trustee Doak, which was seconded by Trustee Donnelly, and approved by a roll call vote of all Trustees present, the Finance, Facilities, and Technology Committee agreed to forward this item to the Consent Agenda for March 27-28, 2022 Board of Trustees meeting for approval of the following resolution:

That the Board of Trustees accepts the recommendation of the Finance, Facilities, & Technology Committee, and approves the transfer of ownership of the 9,500 square foot Maine Potato Board Research Building located on the University of Maine Aroostook Farm, from the Maine Potato Board to the University of Maine System.

### **Secure Laboratory, Advanced Structures and Composite Center (ASCC), UM**

UM President Joan Ferrini-Mundy and UM Senior Operations Manager for the ASCC Peter Drown explained the request to expend up to \$2,451,268 to construct approximately 4,000 square feet of space mostly within the Advanced Structures and Composites Center (ASCC) located at the University of Maine to create a secured clean laboratory for textiles research. Funds to complete construction are fully available and committed to this project through several contracts with the U.S. Army Natick Soldiers System Center (Natick). The budget for this project is funded through a multi-year, multi-million-dollar contract with the U.S. Army Natick Soldier System Center. The additional square footage is dedicated to and in support of research activity so does not require Trustee authorization.

This project is the second and final part of a two-phase construction project that included secure offices and secure lab space. An initial phase of this project included construction of secure offices within the ASCC. That phase is now completed, and the offices are occupied. This next phase will provide for construction of the secured clean lab space. This will include adding a 2nd floor above the existing, high bay, Thermoplastics Lab located at the ASCC.

This lab will allow expanded textile research and open new funding opportunities for textile and deployable shelter research with Natick and other funding agencies. The project is necessary to execute research tasks focused on developing advanced textile materials including photovoltaic wires and color changing filaments.

Textile technologies are used throughout many ASCC research projects and the proposed lab will allow these projects to be supported internally and expand the options of what can be explored with further research. Capabilities and projects will further the development of green and bio-friendly materials for use in textiles, lightweight structures and 3D printing. "Smart" material systems will be developed, refined, and prototyped to the level of a commercial product.

On a motion by Trustee Cain, which was seconded by Trustee Rotundo, and approved by a roll call vote of all Trustees present, the Finance, Facilities, and Technology Committee agreed to forward this item to the Consent Agenda for March 27-28, 2022 Board of Trustees meeting for approval of the following resolution:

That the Board of Trustees, accepts the recommendation of the Finance, Facilities and Technology Committee, and authorizes the University of Maine System acting through the University of Maine to expend up to \$2,451,268 to construct approximately 4,000 square feet of space mostly within the existing ASCC facility to accommodate installation of a Secure Laboratory to be utilized for research on smart materials.

### **Approval of the FY2021 Maine Economic Improvement Fund (MEIF) Annual Report**

UM President Joan Ferrini-Mundy and UM Vice President for Innovation and Economic Development Jake Ward provided an overview of the Maine Economic Improvement Fund (MEIF) Annual Report for FY2021. The role of the MEIF is to solve fundamental problems and discover new solutions. This funding provides researchers at Maine's public universities with the investment necessary to attain external grants and contracts to support research & development activity in Maine's seven sectors; attract and retain world-class researchers; provide support for modern laboratories and state-of-the-art equipment; create new products, patents, technologies, companies and exciting job opportunities in Maine; and create and sustain economic development and innovation. MEIF funds the work of 506 researchers and 1190 students with an annual investment of \$17.35 million leveraged at a rate of 5.7:1 resulting in over \$98 million in federal and private-sector grants and contracts. The FY2021 MEIF objectives were to attract top talent and new financial resources to the state of Maine to increase the state's R&D capacity; address the current and future workforce needs of the state to benefit the people and businesses of Maine; and to elevate R&D activities within the UMS to benefit Maine's economy. MEIF supports research that matters to Maine by:

- Increasing focus on rapid response to solve Maine challenges and drive immediate opportunities as part of pandemic recovery
- Using UMS's talent, innovation and infrastructure assets as the springboard for recovery and growth
- Fostering innovation in Maine's heritage industries and developing new markets and new products for key Maine economic sectors
- Building strategic partnerships with business, industry and government to support State economic priorities

UM will be proposing a pilot in FY2023 of a Defense Advanced Research Projects Agency (DARPA) like approach for some MEIF funds.

On a motion by Trustee Donnelly, which was seconded by Trustee Katz, and approved by a roll call vote of all Trustees present, the Finance, Facilities, and Technology Committee agreed to forward this item to the March 27-28, 2022 Board of Trustees meeting for approval of the following resolution:

That the Board of Trustees accepts the recommendation of the Finance, Facilities and Technology Committee and approves the 2021 Maine Economic Improvement Fund Annual Report as presented.

### **300 Fore Street Renovation and Fit Out Increase, University of Maine and University of Maine School of Law**

Dean of the Maine Law School Leigh Saufley and Chancellor Malloy provided information concerning the Law School request to expend an additional \$1,327,396 for a total of \$12,827,396 for the design, permitting, renovation and fit out of space at 300 Fore St, Portland. The current request is for a near-final authorization for the 300 Fore Street renovation project, which is estimated, with System contingencies, to total approximately \$13,500,000. The Board has previously authorized the expending of \$11,500,000 with the understanding that additional funding and authorization would be forthcoming. If authorized, the amount approved will bring total authorization to \$12,827,396. The funding sources for this authorization include a second gift from Bobby Monks and Bonnie Porta of over \$1,000,000, along with other funding sources

identified by the Treasurer and Chancellor. With the signing of the Guaranteed Maximum Price (GMP) by Consigli, which contains a thorough review of the market and supply chain for materials as well as contingency budgets in the event of challenges, the final project costs can be established at approximately \$13,500,000, inclusive of contingencies that fall within the System's responsibilities, rather than Consigli's responsibility. The project design is complete, many materials have been ordered and the GMP has been signed. Pending City authorization, renovations will begin in March and the building will be occupied in October or November 2022, depending on construction speed. It is anticipated that additional authorization may be requested to complete the project budget at a meeting prior to completion of the project.

On a motion by Trustee Rotundo, which was seconded by Trustee Cain, and approved by a roll call vote of all Trustees present, the Finance, Facilities, and Technology Committee agreed to forward this item to the Consent Agenda for March 27-28, 2022 Board of Trustees meeting for approval of the following resolution:

That the Board of Trustees accepts the recommendation of the Finance Facilities and Technology Committee and authorizes the University of Maine and the University of Maine School of Law, acting through the University of Maine System to expend an additional \$1,327,396 for a total of \$12,827,396 for the design, permitting, renovation and fit out of space at 300 Fore St, 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.

**Adaptive reuse of Coburn and Holmes Hall – Public Private Partnership Authorization Increase, UM**

UM President Joan Ferrini-Mundy and UM Chief Business Officer (CBO) Joanne Yestramski provided an overview of the UM request to increase the authorization for the Adaptive reuse of Coburn and Holmes Hall– Public-Private Partnership Authorization by \$1,000,000 for a total expenditure of up to \$3,000,000. This request for additional funding is due to increased costs associated with the building, utilities upgrades, and parking lot construction. These increases are attributed to inflation, labor and material shortages and cost escalation in the construction market. In November 2021, the Board of Trustees authorized the expenditure of up to \$2,000,000 for the adaptive reuse of Coburn and Holmes Halls with funding to come from auxiliaries' reserves. UM and the developer of this public private partnership are seeking New Markets Tax Credits, developer concessions, and potential fundraising opportunities, which will be used to reduce the overall \$3,000,000 potential investment in this project. Funding for the development project will be provided by Radnor Property Group through various sources including but not limited to private equity, debt, as well as federal and state historic tax credits. UM and Radnor expect to close on this agreement on April 15th. Construction will begin in May 2022, with completion in Summer 2023.

On a motion by Trustee Katz, which was seconded by Trustee Cain, and approved by a roll call vote of all Trustees present, the Finance, Facilities, and Technology Committee agreed to forward this item to the Consent Agenda for March 27-28, 2022 Board of Trustees meeting for approval of the following resolution:

That the Board of Trustees accepts the recommendation of the Finance Facilities and Technology Committee and authorizes the University of Maine System, acting through the University of Maine to expend an additional \$1,000,000 for a total of \$3,000,000 to pursue a public private partnership through a 99-year ground lease and Definitive Agreement with Radnor Property Group, LLC for the building redevelopment of Coburn Hall and Holmes Hall, and an addition to Holmes Hall. The additional funds will come from annual campus capital budget expenditures.

**Review of IT Projects with a Value of \$250,000 or Greater**

Chief Information Officer (CIO) Dr. David Demers provided an update on the information technology projects with a value of \$250,000 or greater.

The Classrooms for the Future project is 100% complete. The project has a revised budget of \$4.945 million. Final contingency expenditures and punch-list items are in progress. Campus maintenance reports are to be delivered in March.

The Classrooms for the Future (CFTF) Web-Conferencing Project is to address the need for expanded availability of web-conferencing and video recording capabilities across UMS. The project is 100% complete and has a total budget of \$2.563 million. 172 rooms across the UMS were upgraded to support video conferencing and remote participation.

The UMS Wireless Infrastructure project work has a total budget of \$13.215 million and is 99% complete. Work has been completed at all campuses except USM. Final fiber infrastructure work at USM-Gorham and cable installation at USM-LAC are scheduled to be completed this Summer.

The VoIP Implementation Project for UMF, USM, and UMPI continues to progress. The overall budget for this project is \$1.599 million. The project is 100% completed at UMF, 100% completed at UMPI and 85% completed at USM. At USM, work is focused on converting remaining analog phone extensions. Electronic components availability has delayed the project schedule at USM.

The MaineStreet User Interface Enhancements project is 100% complete. This project has a total budget of \$1.15 million. The project has turned focus to the Schedule Builder Module. This portion of the project was initiated in October 2021 and is 35% complete. The Schedule Builder allows students, advisors and staff to build schedules for a term based on the student's availability and selected set of courses. With preferred courses identified, Schedule Builder will generate multiple possible schedules for the student/advisor to review. This will save students' time which was normally spent manually comparing different sections/schedule options; replicating selections to register in MaineStreet. It is anticipated that it will be fully available in May 2022.

The Repaving MaineStreet Project with a budget of \$16.8 million, is about 1% complete currently. The project is for reimplementation of Campus Solutions SIS, implementation of cloud-enabled HR and Finance solutions to support Unified Accreditation, address UMS strategic priorities, and promote operational efficiency. Recently completed work includes conducting demos of Oracle cloud solutions for Finance, HCM, and Student financials. Additionally, UMS IT had meetings with institutions that have completed similar migrations. Upcoming work includes meeting with institutions implementing the Student Financial Planning module alongside Campus Solutions SIS; preliminary meetings with the implementation partner; development of initial project roadmap; and aligning staffing to support overall project objectives, including the addition of several Subject Matter Experts.

### **State of IT 2021 Report**

CIO Demers provided an overview and highlights of the UMS 2021 State of IT Report. The report is available in electronic format at [wpsites.maine.edu/stateofitreport](https://wpsites.maine.edu/stateofitreport). CIO Demers provided information explaining the role UMS IT played in supporting UMS Covid-19 pandemic management. Services launched to support the UMS pandemic response included the UMS Covid-19 portal, Sara Alert Contact Tracing Platform, and various interactive data dashboards to support the UMS pandemic response. In 2021 the UMS IT performed an information security and compliance assessment. The UMS Information Security Office coordinated a series of security assessments to help address cybersecurity risks and vulnerabilities. Additionally, support was provided for UM Research compliance requirements, including Department of Defense requirements for Controlled Unclassified Information (CUI). UMS IT also facilitated the adoption of National Institute of Standards and Technology (NIST) controls to facilitate informed progress tracking. Notable network infrastructure upgrades included the elimination of Legacy phone systems, completion of

the Maine Research and Education Network Northern Ring upgrade, and the negotiation of a UMS/MSLN transport service to establish a minimum MSLN connectivity of 1.0 Gbps for 95% of participants. UMS IT, in collaboration with campus IT support staff and Dell, completed the initial UMS Desktop Computing Standards and Purchasing Guidelines. The goals of the Desktop Computing Hardware Standards are to optimize computer refresh cycle, reduce number of unique models/configurations supported across UMS, significantly reduce total cost of ownership (acquisition, deployment, support, warranty & repairs), and maximize investment in desktop computing expenditures across UMS.

### **Robie-Andrews Hall Revitalization Project, USM**

USM President Glenn Cummings and USM Chief Business Officer (CBO) Alec Porteous provided an update to the Board concerning the Robie-Andrews Hall revitalization project at USM. USM is evaluating options for the potential rehabilitation/redevelopment of the Robie-Andrews residence hall. Robie-Andrews Hall has a current NAV of 3.4% with \$23.1 million of deferred maintenance. USM has utilized the consulting firm of Brailsford & Dunlavey (B&D) to analyze the nature of the facilities for potential private redevelopment that would be compatible with the USM's education, research, and public service mission. USM established a Project Team of campus and System staff to advise B&D and the Project Team participated in the evaluation, analysis, and determination of market demand. The Project Team and B&D believe a renovation through a developer that takes advantage of the federal and state Historic Tax Credit Program is an economically viable and strategically beneficial option to pursue.

### **Capital Project Status Report and Bond Projects Update, UMS**

UMS Director of Capital Planning and Project Management Carolyn McDonough provided an overview of the UMS Capital Project Status and Bond Project Status reports.

The report reflects a total of 26 projects reflecting four additional projects since the last report. 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 \$250 million, has increased nearly four times the value seen just two years ago. Projects continue to move forward at this time; however, previously reported pandemic related impacts continue to be an issue. Various material shortages and delays continue, causing potential schedule and cost impacts to projects. Inflation and cost escalation over the past year has been much higher than the norm, in most cases accounting for increases of over 20%.

The special portion of this report calling out only projects funded with the 2018 State bonds reflects 51 projects; an increase of two projects. The projects are currently estimated to account for approximately \$45 million of the \$49 million in voter approved general obligation bond funding. Over \$22 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 \$63 million, including the bond funding and other project resources.

### **Gordian Annual Facilities Report, UMS**

UMS Chief General Services Officer Chip Gavin thanked the facilities directors at the campuses, Ms. McDonough and the Gordian Team for their many months of work to complete this annual report. Challenges persist but there are hopeful signs included in the report. Investments in UMS infrastructure are at record setting levels.

Sightlines Account Manager, Ms. Emily Morris provided an overview of the 2020 Sightlines Annual Facilities Report. UMS Gross Square Footage (GSF) and density are commensurate with FY2019 data. Space continues to age. Over the next 10 years the UMS will face dual waves of life cycles coming due. Capital investment into existing space to keep up with these lifecycles, despite increasing in FY2020 is not able to slow the aging process of System assets.



Energy consumption decreased across the UMS as campuses shuttered due to COVID-19. Service process improves with the UMS Work Order Management System AIM; however, opportunities to increase communication to customers and campus use of reporting exists. Student enrollment has decreased 11% since 2006. UMS density has decreased to 329 users per 100 thousand GSF in FY2020, which remains below the higher education public school average. UMA is only institution above Sightlines' public-school average. UMS' facilities age profile is older than other public institutions. Over half of all UMS space this year has reached a renovation age of 50 years old or older, and UMS is on pace to see that grow to 60 percent by 2025. UMS needs to plan now for major life cycle replacements in these buildings. Residential space has the largest amount of space over 50 years old. UMPI, UM, UMM, and UMF have the highest risk based on age profile over 25 years old. The measures of condition or quality of UMS facilities such as renovation age and net asset value are not expected to measurably improve overall until and unless substantially more financial investment is consistently made in existing facilities each year.

Total capital investments saw an increase of \$8.4 million in FY2020 and was at its highest level since FY2016. UMS' gap in investment against peer systems decreased to \$1.27/GSF in FY2020. UMS fell \$20.8 million short of annual investment target for FY2020. UMS is aging and will face a series of life cycles coming due. These life cycles will require investments for replacement/updates in the next 10 years and will be competing for the same resources. UMS will need \$50-\$60 million each year to slow the aging process and mitigate deferred maintenance. UMS has seen a decrease in total gross emissions of 36% since FY2006 which was driven by fuel mix and consumption.

UMS has an opportunity to improve customer satisfaction and reporting consistency through the work order process. Campuses should work to understand what data helps tie capital needs to operational costs in a manner that is easily communicated.

Chancellor Malloy commented that UMS is losing students at each of the campuses based on comparable infrastructure at competing schools, particularly with residence halls. The reality is UMS needs to invest even more infrastructure. He expressed appreciation to the campuses for their dedication and creative approach to infrastructure investments. The Committee suggested that when the campuses present capital projects to the FFT Committee, it would be helpful to relate or coordinate the project to the relevant Gordian information to provide comparative data. It was suggested that a System level prioritization of capital projects is an important issue, and that prioritization needs to be tied to a long-term strategic vision. The Committee asked if there is a comprehensive overview of residential life costs compared to our competitors and if UMS moves closer to the competition for residential life costs what would that allow UMS to fund for improvements.

Vice Chancellor for Finance and Administration Ryan Low stated that some of the issues raised by the Committee will be addressed during the campus budget presentations on March 23<sup>rd</sup>.

### **University of Maine Rolling Capital Master Plan Update**

UM President Joan Ferrini-Mundy, UM CBO Joanne Yestramski, and UM Vice President for Innovation and Economic Development Jake Ward provided an update on the UM Rolling Capital Master Plan. The plan provides information concerning the UM growth strategy for the next decade and the impact of the Harold Alfond Foundation (HAF) transformational grant to realize this growth strategy. There is a generational opportunity to align UM's capital plant and processes with its forward, post pandemic, changed climate, academic, research and economic environment. UM had a record-breaking year and four-year growth trends in research and development. With the projected continued enrollment growth, UM will need to update its facilities to accommodate the growth and to provide modern learning facilities. The presenters provided information on how the UM Capital Rolling Master Plan will help UM to realize the goal of becoming a

modern research universit. UM's goal is to capture opportunities over time to create an intentional renewed physical setting for the current and next generations of UM facilities. This will be achieved by maximizing effective use of state/federal grant funds, available debt capacity, and fundraising capacity in support of capital goals. Additionally, UM will utilize Public Private Partnerships as appropriate and fully funded depreciation and space management, including space reduction.

The new UM Energy Center (UMEC) is reviewing and evaluating the viability of biomass and renewable natural gas/oil fuels for a new power plant. Commencing the next phase of the Project is expected to last approximately 12 months. UM will also pursue demand-side energy conservation projects. The presenters also provided a brief overview of the roughly \$700 to \$900 million UM 10-year spending plan to achieve these goals. In addition, this presentation served as a brief to the Board on proposed Harold Alfond Foundation (HAF) capital projects which all exceed \$5 million and require a three-step approval process, with the first step being to present information items in anticipation of future action or approval. The two HAF capital projects for facility expansion and improvements are the Maine College of Engineering, Computing, and Information Science project, with a \$50 million HAF with a \$50 million UMS match and the Black Bear Athletics project, with a \$90 million HAF with a \$20 million UMS match. An overview and status update for both projects were provided to the Committee.

Additional information about the meeting can be found on the Board of Trustees website:  
<https://www.maine.edu/board-of-trustees/meeting-agendas-materials/finance-facilities-technology/>

Adjournment.

Heather A. Massey for  
Ellen N. Doughty, Clerk