

University of Maine System – Board of Trustees Meeting
January 29-30, 2023
at the University of Maine at Augusta

AGENDA

Sunday, January 29, 2023

Call to Order @ 2:45 pm

The Board of Trustees will go directly into Executive Session

Executive Session from 2:45 pm to 5:00 pm, Klahr Holocaust & Human Rights Center Conference Room

Public Meeting @ 5:30 pm – Randall Student Center, Fireside Lounge

Tab 1 - [UMA Campus Presentation](#)

Reception @ 6:30 pm (Cash Bar) – Katz Library, 2nd floor
(By Invitation Only)

Dinner @ 7:00 pm – Katz Library, 1st floor
(By Invitation Only)

Monday, January 30, 2023

Coffee & Networking @ 8:00 am

Call to Order/Reconvene @ 8:30 am – Randall Student Center, Fireside Lounge

Citizen Comment

Individuals who wish to participate in Citizen Comment must indicate their name and topic on the signup sheet, which will be available in the meeting room on January 30, 2023 starting at 8:00 am until 8:25 am.

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

Tab 2 - [Proposed Revision to Board of Trustee Policy 103 Bylaws](#)

Chancellor's Report

Tab 3 - [Unified Accreditation and Unified Catalog Update](#)

Approx. 9:30 am

Vice Chancellor for Academic Affairs' Report

Tab 4 - [Academic Affairs Update](#)

Vice Chancellor for Research and Innovation's Report

Tab 5 - [Research and Innovation Update](#)

Approx. 10:30 am

Vice Chancellor for Strategic Initiatives' Report

Tab 6 - [Strategic Initiatives Update](#)

Vice Chancellor for Finance and Administration & Treasurer's Report

Tab 7 - [Finance & Administration Update](#)

Approx. 11:25 am

Action Items

Tab 8 - FY2023 Proposed Operating Budget Revisions

Tab 9 - Honorary Degree Nominations for 2024

Tab 10 - Confirmation of Boards of Visitors Appointments, UMA

Tab 11 - New Academic Program Proposal: B.S. Human-Centered Technology Design, UM

Tab 12 - Establishment of a new Endowed Professorship in Public Policy, USM

Tab 13 - Deering Farmhouse Renovation, USM

Tab 14 - Confirmation of Student Representatives to the Board of Trustees

Approx. 12:25 pm

Consent Agenda

Tab 15 - [Acceptance of Minutes](#)

January 9, 2023 Human Resources & Labor Relations Committee

Tab 16 - [Proposed Exception to Board Policy 406, Section 7 – Emerita Status: Dr. Anne Lichtenwalner, UM](#)

Tab 17 - [Proposed Exception to Board Policy 406, Section 7 – Emerita Status: Dr. Sharon Tisher, UM](#)

January 12, 2023 Finance, Facilities & Technology Committee

Tab 18 - [Bridge Financing Request Portland Development Project, USM](#)

Tab 19 - [Medical Laboratory Technology Space Renovation Project Budget Increase, UMA](#)

Discussion Item

Tab 20 - [Proposed New Board of Trustees Policy 216 – Policy on University of Maine System Policies](#)

Date of the Next Meeting: March 26-27, 2023 at the University of Maine

Public Meeting will conclude at approximately 12:45 pm

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

Executive Session – following the public meeting, if needed

Attachments

[Proposed Change to Board of Trustees Policy, Section 103 Bylaws](#)

[Faculty Governance Council Charter](#)

[Managed Investment Pool Flash Reports](#)

[Pension Fund Flash Reports](#)

[Operating Fund Flash Reports](#)

[FY2023 Budget Revision Slides for UMF and UM](#)

[FY2023 Budget Revisions Consolidated – UMF and UM](#)

[Honorary Degree Nominations for 2024 - List \(Confidential\)](#)

[Honorary Degree Nominations for 2024 - Narratives \(Confidential\)](#)

[2022 BOV List of All Members by Campus-complete \(Confidential\)](#)

2022 BOV UMA List of Narratives for Proposed Candidates (*Confidential*)
Academic Program Proposal, BS in Human Centered Technology, UM
[Board of Trustees Policy 711 – Named Chairs & Professorships](#)
Deering Farmhouse, USM - Background Information
Bridge Financing Request USM - Background Information
Medical Laboratory Technology Space Renovation Project Budget Increase, UMA – Background information
Recommendation Packet for Emerita Status - Dr. Ann Lichtenwalner, UM
Recommendation Packet for Emerita Status - Dr. Sharon Tisher, UM
Proposed New Board of Trustees Policy 216: *University of Maine System Policy on Policies*
Proposed New APL Y-A – University of Maine System Policy Proposal Guidelines

Reports

2022 Maine Economic Improvement Fund Annual Report Summary
[UMS Interactive Dashboard](#)
[Agenda Calendar](#)
Capital & Bond Project Report Executive Summary
Capital Project Status Report
Capital Project Status Report – Bond Report
[2021-2022 Completions Report](#)
[2021-2022 Financial Aid Report](#)
[State of IT Report 2022](#)
FY2022 Annual Report on Gifts, Fundraising and Endowments
FY2022 UMS Competitive Procurement & Legislative Report

Presentations

Vice Chancellor for Research and Innovation Presentation
Core Financial Ratios Presentation

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
Board Meeting Participant Instructions

Date: January 29-30, 2023

Location: University of Maine at Augusta

Parking

Parking is available in the lot in front of the Randall Student Center.

Hotel

Overnight accommodations for those that requested, have been made at the Fairfield Inn, 14 Anthony Ave, Augusta, 04330. PH: 207-623-2200

Dinner Invitation

A reception and dinner are scheduled for the evening of January 29th, at the UMA Katz Library. Individuals invited to the reception and dinner have been notified and include: Trustees, Faculty & Student Representatives to the Board, Chancellor Malloy, Vice Chancellors, Associate Vice Chancellor, Presidents, the UMS Vice President for Finance & Controller, the UMS Strategic Advisor and Director of External Affairs, and UMS General Counsel.

Board of Trustees Meeting Location & Times

Please refer to the agenda for all information concerning locations and timing of the Board of Trustees meeting.

Faculty & Student Representative Meetings

The following rooms have been held on Sunday, January 29th, starting at 1:00 pm for the Faculty & Student Representatives to meet in their respective groups:

Faculty – RM 134, Randall Student Center

Students – Student Lounge, Randall Student Center

Emergency Contact

In the event of a postponement, cancellation, or changes to the Board of Trustees meeting, every effort will be made to personally contact the Board of Trustees, the Presidents, System Staff Members and the Faculty and Student Representatives to the Board.

Incoming messages can be left with Heather Massey at 991-4724 or Ellen Doughty at 949-4905.

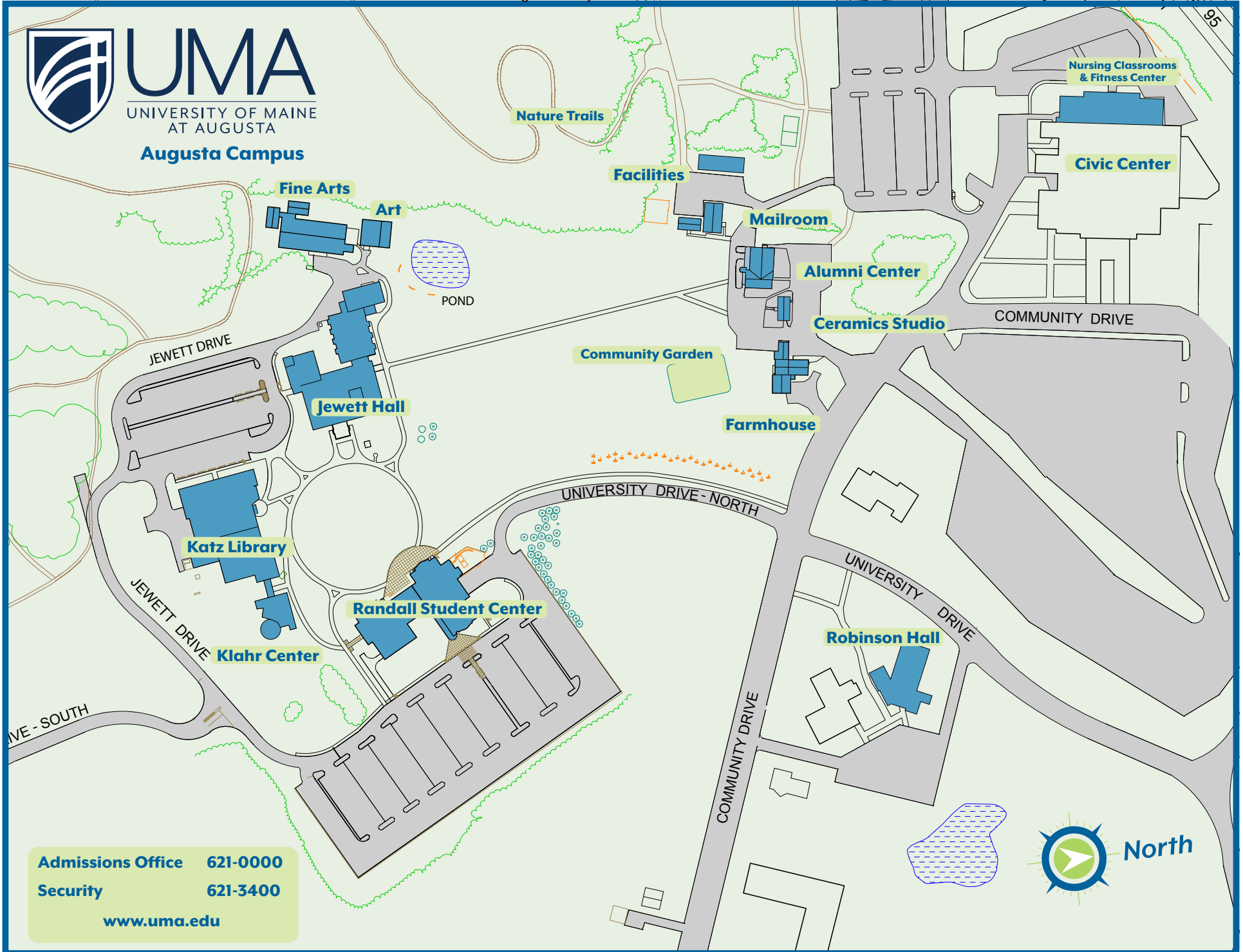
Directions to the University of Maine at Augusta

From North

- Take I-95 South to exit 112. Bear left at the fork and proceed onto Route 27 (New Belgrade Road/Civic Center Drive).
- At the second intersection, beneath the Augusta Civic Center marquee, turn immediately right onto Community Drive.
- Turn immediately left onto University Drive, and continue straight.
- Proceed on University Drive through the intersection. University Drive will lead you along a curved road to the back of a large parking lot. Parking is available to visitors here.

From South

- Take I-95 North to exit 112A.
- Exit right onto Route 27 (New Belgrade Road/Civic Center Drive). Proceed through the exit light.
- At the very next intersection, beneath the Augusta Civic Center marquee, turn right onto Community Drive.
- Turn immediately left onto University Drive. Continue straight.
- Proceed on University Drive through the intersection. University Drive will lead you along a curved road to the back of a large parking lot. Parking is available to visitors here.



University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: UMA Campus Presentation

INITIATED BY: Patricia A. Riley, Chair

BOARD INFORMATION: X

BOARD ACTION:

BOARD POLICY:

N/A

UNIFIED ACCREDITATION CONNECTION:

UMA will offer an overview of academic programs, partnerships, collaborations, and shared enrollments across UMS institutions.

BACKGROUND:

UMA President Joseph Szakas and the UMA Faculty and Student representatives to the Board, will be joined by UMA faculty, students, and external community members in a session that will highlight a number of UMA's notable academic programs. The intent is to showcase UMA's statewide mission via unique programs that have historic strength or that offer workforce-based degree programs.

UMA Faculty Representative to the Board, Patrick Cheek; along with other UMA faculty members, will lead a panel presentation of programs and initiatives of specific interest, opportunity, and challenge. UMA's Student Representative to the Board, Tony Lewis; along with other student leaders, will highlight the diversity of both traditional and non-traditional students that comprise UMA's student body. They will highlight the services and supports that are central to the UMA student experience. Several presenters will be joining via pre-recorded video segments as part of the presentation.

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University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Proposed Change to Board of Trustee Policy
Section 103 Board of Trustees: *Bylaws*

INITIATED BY: Patricia A. Riley, Chair

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY: Bylaws

UNIFIED ACCREDITATION CONNECTION:
N/A

BACKGROUND:

The Board of Trustees is proposing a change to Board of Trustees Policy 103 *Bylaws* to include a provision to have a member of the Faculty Representatives to the Board of Trustees to join the Board table for each regularly scheduled Board meeting. The Faculty Representative will be a non-voting participant and will not be included in executive sessions.

The proposed change has been reviewed by the Board of Trustees, System staff, the Faculty Representatives to the Board and the Faculty Governance Council.

This provision has been added to Article IV, Section 4.9 of the Bylaws. A red-lined copy of the Bylaws is included in the meeting materials. This Bylaw change was presented as an information item at the November 2022 Board of Trustees meeting and is be presented as an action item for the January 2023 Board meeting.

TEXT OF PROPOSED RESOLUTION:

That the Board of Trustees approves the proposed change to Board of Trustees Policy 103 *Bylaws* as presented.

Attachment:

[Board of Trustees Policy, Section 103 Bylaws \(with proposed change\)](#)

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University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Unified Accreditation Update

INITIATED BY: Dannel P. Malloy, Chancellor

BOARD INFORMATION: X

BOARD ACTION:

BOARD POLICY:

N/A

UNIFIED ACCREDITATION CONNECTION:

Board Engagement/Transparency

BACKGROUND:

Interim Vice Chancellor for Academic Affairs Jeffrey St. John will update the Board of Trustees in two areas:

- 1.) Completion of the UMS response to the NECHE team's final evaluation report.
- 2.) Brief update on current and future Unified Catalog projects.

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University of Maine
System Board of
Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Vice Chancellor for Academic Affairs Update

INITIATED BY: Dannel P. Malloy, Chancellor

BOARD INFORMATION: X

BOARD

ACTION: BOARD POLICY:

N/A

UNIFIED ACCREDITATION CONNECTION:

N/A

BACKGROUND:

Interim Vice Chancellor for Academic Affairs Jeffrey St. John will introduce UMS Faculty Governance Council (FGC) representatives, Dr. James Moreira, Associate Professor of Community Studies, UMM; Dr. William Otto, Professor of Chemistry, UMM; Dr. Cindy Dean, Associate Professor of Education; and Dr. Lisa Leduc, Professor of Criminal Justice, UMPI. The representatives will lead a discussion of the FGC's work and future direction.

Attachment:

[Faculty Governance Council Charter](#)

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University of Maine System
Board of Trustees

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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 an update at the January 30, 2023 Board of Trustees meeting.

Attachment:

[Vice Chancellor for Research and Innovation Presentation](#)
[2022 Maine Economic Improvement Fund Annual Report Summary](#)

University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Vice Chancellor for Strategic Initiatives (VCSI) Update

INITIATED BY: Dannel P. Malloy, Chancellor

BOARD INFORMATION: X

BOARD ACTION:

BOARD POLICY:

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 Vice Chancellor for Strategic Initiatives (VCSI) update at the January 2023 Board of Trustees meeting has the following items.

UMS Strategic Plan

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. The Board was presented an initial timeline and plan for the work at the September 2021 meeting.

Over the past year the Board has received regular updates on work with consulting partner Huron Consulting Group, engagement with university and Law School employees and students, conversations with external stakeholder groups, and overall progress toward completion of the plan.

Acting Vice Chancellor of Strategic Initiatives Dorsey, Interim Vice Chancellor of Academic Affairs St. John and Trustee Cain (Chair, Strategic Planning Committee) will update the Board on the ongoing work and timeline for plan completion.

UMS Strategic Marketing Initiatives

Early reporting indicates a small decline in spring enrollment numbers, similar to what was experienced in the fall semester. In coordination with presidents and university enrollment managers, Chancellor Malloy dedicated resources to assist with system-wide marketing and enrollment initiatives to help grow enrollments across all campuses. Acting Vice Chancellor Dorsey will give an overview of recent system-wide efforts.

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University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Vice Chancellor for Finance and Administration Update

INITIATED BY: Dannel P. Malloy, Chair

BOARD INFORMATION: X

BOARD ACTION:

BOARD POLICY:

Policy 701 – [Operating & Capital Budgets](#)

UNIFIED ACCREDITATION CONNECTION:

BACKGROUND:

Vice Chancellor Low will provide 2 updates:

- 1) Flash Reports – Investment Update
- 2) Core Financial Ratio Presentation

Attachment:

[Managed Investment Pool Flash Reports](#)
[Pension Fund Flash Reports](#)
[Operating Fund Flash Reports](#)
[Core Financial Ratio Presentation](#)

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University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: FY2023 Proposed Operating Budget Revisions

INITIATED BY: Dannel P. Malloy, Chancellor

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY:

Policy 701 – [Operating & Capital Budgets](#)

UNIFIED ACCREDITATION CONNECTION:

N/A

BACKGROUND:

The FY2023 budgets for 2 additional universities (UMAINE & UMF) have been revised and are attached. For informational purposes only, this Agenda Item Summary is again providing revised enrollment and residence hall occupancy for all institutions and the revised budgets for 4 universities previously approved at the December 5, 2022 Board meeting.

Vice Chancellor for Finance and Administration & Treasurer Ryan Low, along with the two universities, will briefly present the FY2023 proposed operating budget revisions. Most changes reflect enrollment, residence hall occupancy and general operating expenses.

CREDIT HOUR ENROLLMENT (excl. Early College)

	In-State		Out-of-State		AP		Total		Change	
	Original	Revised	Original	Revised	Original	Revised	Original	Revised	#	%
UMAINE	167,569	162,455	115,509	104,191	-	-	283,078	266,646	(16,432)	-5.8%
UMM	8,499	6,473	2,634	3,100	-	-	11,133	9,573	(1,560)	-14.0%
UMA	60,564	56,628	8,095	7,137	-	-	68,659	63,765	(4,894)	-7.1%
UMF	33,542	34,136	8,497	7,175	-	-	42,039	41,311	(728)	-1.7%
UMFK	6,346	6,132	6,601	4,507	5,637	4,070	18,584	14,709	(3,875)	-20.9%
UMPI	12,751	12,209	4,033	4,211	15,201	15,194	31,985	31,613	(372)	-1.2%
USM	118,645	112,406	27,931	25,282	6,657	5,311	153,233	142,999	(10,234)	-6.7%
LAW	5,850	5,818	2,006	1,967	-	-	7,856	7,785	(71)	-0.9%
TOTAL	413,766	396,257	175,306	157,570	27,495	24,575	616,567	578,401	(38,166)	-6.2%

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EARLY COLLEGE ENROLLMENT

	Early College		Change	
	Original	Revised	#	%
UMAINE	3,559	4,291	732	20.6%
UMM	2,218	2,389	171	7.7%
UMA	6,900	7,184	284	4.1%
UMF	705	1,671	966	137.0%
UMFK	3,766	3,172	(594)	-15.8%
UMPI	4,032	5,334	1,302	32.3%
USM	6,045	6,920	875	14.5%
TOTAL	27,225	30,961	3,736	13.7%

RESIDENCE HALL OCCUPANCY

	Original	Revised	Change	
			#	%
UMAINE	3,404	3,175	(229)	-6.7%
UMM	125	103	(22)	-17.6%
UMA	77	77	-	0.0%
UMF	895	719	(176)	-19.7%
UMFK	136	98	(38)	-27.9%
UMPI	175	175	-	0.0%
USM	1,121	1,271	150	13.4%
TOTAL	5,933	5,618	(315)	-5.3%

OPERATING BUDGETS

	Original Budget			Revised Budget			Net Change	Campus Reserves
	E&G	Auxiliary	Total	E&G	Auxiliary	Total		
UMAINE	\$ (11,794,134)	\$ (146,791)	\$ (11,940,925)	\$ (16,122,697)	\$ (1,579,441)	\$ (17,702,138)	\$ (5,761,213)	✓
UMF	(1,801,386)	(220,245)	(2,021,631)	(1,641,386)	(875,336)	(2,516,722)	(495,091)	
UMA	341,634	(341,634)	-	(725,131)	(341,634)	(1,066,765)	(1,066,765)	✓
UMFK	(287,060)	(650,940)	(938,000)	(190,013)	(747,987)	(938,000)	-	
UMPI	(1,912,211)	(545,995)	(2,458,206)	(1,855,211)	(602,995)	(2,458,206)	-	
USM	486,441	(486,441)	-	(1,188,554)	213,559	(974,995)	(974,995)	✓
TOTAL			\$ (17,358,762)			\$ (25,656,826)	\$ (8,298,064)	

The Finance, Facilities and Technology Committee approved this item to be forwarded to the January 29-30, 2023 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 approves the FY2023 UMaine and UMF proposed operating budget revisions.

Attachments:

[FY2023 Budget Revisions Consolidated – UMF and UM](#)
[FY2023 Budget Revision Slides for UMF and UM](#)

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University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Honorary Degree Nominations for 2024

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 2024 nominations for Honorary Degrees as presented.

Attachment:

[Honorary Degree Nominations for 2024 - List](#) (*Confidential*)

[Honorary Degree Nominations for 2024 - Narratives](#) (*Confidential*)

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University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Confirmation of University of Maine at Augusta Boards of Visitors' Appointments for 2022-2023

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 Chancellor'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.

The Board of Trustees approved Board of Visitor appointment recommendations for all campuses with the exception of the University of Southern Maine and the University of Maine at Machias at their July Board of Trustees meeting. University of Southern Maine and the University of Maine at Machias Board of Visitor appointment recommendations were approved at their September Board of Trustees meeting. The Board of Trustees requested additional appointments be recommended for their approval from the University of Maine at Augusta.

TEXT OF PROPOSED RESOLUTION:

That the Board of Trustees confirms the Boards of Visitors' appointments at the University of Maine at Augusta for 2022-2023, as presented.

Attachments:

[2022 BOV List of All Members by Campus-complete](#) (*Confidential*)

[2022 BOV UMA List of Narratives for Proposed Candidates](#) (*Confidential*)

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University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: New Academic Program Proposal: B.S. Human-Centered Technology Design, UM

INITIATED BY: Dannel P. Malloy, Chancellor

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY:

305.1 Program Approval, Review & Elimination Procedures

UNIFIED ACCREDITATION CONNECTION:

In our continuing commitment to further unified accreditation, the chief academic officers' approach new program proposals by first discussing the proposals in an "Intent to Plan" stage with their peers across the System. When the chief academic officers confirm support, full development of the proposal begins, including collaborating with UMS universities that have indicated they would like to actively participate in the program development. At the intent to plan for the Human Centered Technology Design (HCTD) in December 2021, the chief academic officers enthusiastically endorsed the proposal and again fully supported the final proposal a year later in December 2022.

During proposal development stage for the HCTD, faculty and administrators in the UMaine School of Computing and Information Science reached out across UMaine and to the whole System. Faculty and administrators were especially interested at USM, UMA, and UMF, and those interactions, along with colleagues across UMaine, informed the HCTD proposal development. The BS in HCTD will be a project-based, intensive, hands-on major, and students will be introduced to cutting-edge research and technology infrastructure on the UMaine campus, such as that found in the nationally award-winning [VEMI](#) lab on campus. Discussions with colleagues at other UMS universities have explored potential avenues where students at their universities can participate in this hands-on intensive programming, including the possibility of creating a summer institute in 2024 where students from all UMS universities would have the opportunity to be housed on the UMaine campus and participate directly with this major.

As the program continues to grow, collaboration and areas of potential interactions with faculty across the UMS will continue to be explored. For instance, opportunities for students to take courses across UMS institutions could be especially beneficial. UMA's online CIS 354: Algorithms and Data Structures, for instance, meets the HCTD requirement for UMaine's COS 225: Object Oriented Design and Data Structures. Similarly, the face-to-face COS 184: Python Programming, offered at USM, meets the COS 125: Introduction to Programming requirement in the HCTD major. As the program continues to grow, we have committed to all UMS universities ongoing collaboration and acceptance of additional courses where appropriate. This will include ongoing interactions with program administrators and coordinators across UMS universities.

BACKGROUND:

The University of Maine (UM) is seeking permission to offer a Bachelor of Science in Human-Centered Technology Design (HCTD). This proposed degree program focuses on applied aspects of technology and design to support human use. It is a technical program that explores ways to integrate new technologies such as artificial intelligence, augmented reality, virtual reality and the internet of things into daily use. Employment for graduates of this field is projected to increase in Maine and nationally, with expected

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employment growth above 16% over the next 10 years. A recent Burning Glass data report showed that for undergraduate degrees in the last 12 months in New England showed 72,593 job postings. In Maine alone, there were 2,118 job openings, 96% of which required a Bachelor's degree in a related field. Higher education institutions within the state of Maine only conferred 232 undergraduate degrees within this area over the past year. UMaine conferred 61 degrees, USM 39, UMA, 17 and UMF 5.

The proposal was reviewed at all appropriate faculty and administrative levels at UM and was reviewed and subsequently recommended by the Chief Academic Officers Council. Dr. Jeffrey St. John, Interim Vice Chancellor of Academic Affairs, recommended the program to the Chancellor. Chancellor Malloy signed his approval of the Bachelor of Science in Human-Centered Technology Design, UM, on December 13, 2022.

The Academic and Student Affairs Committee of the Board of Trustees reviewed this proposal on January 9, 2023. After discussion, the Committee agreed to forward this item to the January 29-30, 2023 Board of Trustees meeting for further Board discussion. We are prepared to describe how other UMS universities will be invited to participate in the proposed program from the point of approval going forward.

With respect to the budgetary resources, UM affirms that any necessary resources for this program will be incorporated within internal UM budget planning and development processes as part of the standard budget process. No incremental UMS-based funding or support will be necessary.

TEXT OF PROPOSED RESOLUTION:

That the Board of Trustees approves the Bachelor of Science in Human-Centered Technology Design at the University of Maine at Orono.

Attachment:

[Academic Program Proposal, BS in Human Centered Technology, UM](#)

University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Establishment of a new Endowed Professorship in Public Policy, USM

INITIATED BY: Dannel P. Malloy, Chancellor

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY: 711 Named Chairs and Professorships

UNIFIED ACCREDITATION CONNECTION:

BACKGROUND:

A new Endowed Professorship in Public Policy was established through the University of Southern Maine Foundation in October 2022 with a \$1,000,000 gift. This gift from a prominent organization honors the legacy and distinguished career of a deceased servant leader who made a profound impact on the University of Southern Maine, the University of Maine System and numerous organizations and Maine civic life. He dedicated himself to working on behalf of Maine people, companies and government and our State and communities are the better for his work.

The new Endowed Professorship in Public Policy at USM's Muskie School of Public Service will help the University attract and retain a full professor with public policy expertise to mentor junior faculty, facilitate collaborative teaching in sustainability, and develop a research agenda focused on sustainability, energy, and climate transition with significance in Maine. The holder of this Professorship will foster collaborations across the University, academic field, and industry. In addition, the holder of this professorship will engage in outreach to the broader community through an annual symposium, lecture or other public event(s), and publications.

Income from the endowment may be given as a stipend to the person holding the Professorship. In some situations, a portion of the income may be allocated by the University to provide equipment, technical and clerical assistance, travel, and other auxiliary support for the professorship.

The Endowed Professor will be a senior faculty member with expertise in Public Policy from outside the University with a strong record in scholarship and demonstrated leadership skills. The holder of the Professorship shall be an individual who is willing to mentor junior faculty, participate in public presentations, be available for workshops and panel discussions and be open to helping the Muskie School of Public Service build its reputation. Teaching expectations for this professorship will be aligned with significant expectations for public service and outreach, and research activity. The appointment shall be for a period of four years and is renewable upon review of performance.

Selection of the holder of the Professor shall be made by a committee appointed under the direction of the President of the University of Southern Maine. The committee shall include but

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not be restricted to the Provost, the Dean of the Muskie School of Public Service, faculty from the School and other representative(s) from the University.

If approved by the Committee, and subsequently the Full Board, the University of Southern Maine and the USM Foundation intend to publicly announce the name of the Endowed Professorship in Public Policy at a public event on January 31, 2022. As the naming is confidential at this time, the details of the naming will be discussed with the Committee during Executive Session.

The Finance, Facilities and Technology Committee approved this item to be forwarded to the January 29-30, 2023 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 approves the authorization of the University of Maine System acting through the University of Southern Maine to establish a new Professorship in Public Policy, with the naming details to be announced publicly at a later date.

Attachment:

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

University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Deering Farmhouse Renovation, University of Southern Maine

INITIATED BY: Dannel P. Malloy, Chancellor

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY:

701 – Budgets, Operating & Capital

UNIFIED ACCREDITATION CONNECTION:

N/A

BACKGROUND:

a. Summary of the request

The University of Maine System, acting through the University of Southern Maine (USM), is requesting authorization to expend up to \$2,000,000 to renovate and relocate the historic Deering Farmhouse located on the Portland campus. The renovated space in the building will be used for the office of the Director of the Osher School of Music and associated administrative space. The building will also house the music library for the Osher School of Music as well as general related storage.

The Deering farmhouse is the last remaining structure from the Deering Estate in Portland and dates from 1807. It is the only historically significant structure on the Portland campus and is in an inactive and degraded status. This project reactivates and preserves this structure while providing complementary functional space to the adjacent Center for the Arts (CFA). The University has received praise and support from the City of Portland Historic Preservation office as well as the Greater Portland Landmarks for the foresight and incorporation of this project into the overall site development.

b. Overall requested budget and funding source:

The overall budget of this project is \$2,000,000 to be funded by University E&G funds. 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 consideration.

c. Confirmation of whether the project was included or reflected in the Master Plan, Long Term capital plan or 1-year capital plan most recently approved by Trustees.

The Deering Farmhouse Renovation is identified in USM's Capital Plan

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

The cost of this project per square foot is approximately \$750 square feet. Similar space, if it were included in the CFA, would be approximately \$1400 square feet. In addition, adding the space to the

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CFA would put the building over a square footage threshold which would require additional features for fireproofing and changes in building materials. These requirements would have added significant cost to the CFA project. Work being completed as part of the farmhouse relocation, specifically site utilities, will have a beneficial effect on the CFA project, thus reducing the sitework costs of that project.

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

N/A

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

N/A

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

The overall budget of this project is \$2,000,000 and will be funded by University E&G funds. A study for this project was funded in FY22 for \$65,000 and an additional \$500,000 were budgeted in FY23. The newly authorized funds will be budgeted in the FY24 and FY25 capital plan.

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

Renovation and reuse of the Deering Farmhouse is the most cost-effective option for obtaining the necessary space identified as outlined in section d above. This project preserves a historic structure currently unsuitable for use due to deferred maintenance and modernization needs, and it provides proximity to the proposed CFA.

i. Timeline for start, occupancy and completion:

The design is complete with construction to start March/April 2023 and expected completion in Summer 2025.

j. 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

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

N/A

The Finance, Facilities and Technology Committee approved this item to be forwarded to the January 29-30, 2023 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 Southern Maine, to expend up to \$2,000,000 to renovate and relocate the Deering Farmhouse located on the Portland campus.

Attachment:

[Deering Farmhouse Background Information](#)

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University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Confirmation of Student Representative to the Board of Trustees

INITIATED BY: Patricia A. Riley, Chair

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY:

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

UNIFIED ACCREDITATION CONNECTION:

N/A

BACKGROUND:

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

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

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

The following nomination is being recommended by the campus:

Student Representative:

Andrew Seile, USM – Appointed for a 2-year term – January 2023 to January 2025

TEXT OF PROPOSED RESOLUTION:

That the Board of Trustees approves the appointment of the Student Representative to the Board of Trustees as presented.

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University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Acceptance of Minutes

INITIATED BY: Patricia A. Riley, 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 29-30, 2023 Board meeting:

October 26, 2022 – Finance, Facilities & Technology Committee Meeting

October 26, 2022 – Audit Committee Meeting

October 26, 2022 – Special Board of Trustees Meeting

November 2, 2022 – Strategic Planning Committee Meeting

November 13-14, 2022 – Board of Trustees Meeting

December 1, 2022 – Investment Committee Meeting

December 4-5, 2022 – Special Board of Trustees 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: Proposed Exception to Board Policy 406, Section 7 - Emeritus Status, Dr. Anne Lichtenwalner.

INITIATED BY: Dannel P. Malloy, Chancellor

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY:

Board Policy 406, Section 7 - Emeritus Status

UNIFIED ACCREDITATION CONNECTION:

N/A

BACKGROUND:

This agenda item proposes an exception to Board Policy in order to allow the University of Maine President to designate Dr. Anne Lichtenwalner as Associate Professor Emerita of Extension and Animal and Veterinary Sciences effective at the time of her retirement on October 1, 2022. According to Section 406 (Emeritus Status) of the University of Maine System Administrative Procedures Manual, [4] "A University of Maine System President may confer the title of Emerita upon any retiring faculty or staff member with at least 15 years of full-time service." Dr. Lichtenwalner began her employment with the University of Maine on April 14, 2008, and has served for 14.5 years. According to Section 406, [7] "Exceptions to the Emerita Status policy may be made with approval from the Board of Trustees."

Dr. Lichtenwalner provides leadership in all areas of the land grant mission of teaching, research, and service at the University of Maine. Her appointment is 60% as Director of the Maine Veterinary Diagnostic Lab and 35% research and 5% teaching within the School of Food and Agriculture in Animal and Veterinary Science. In addition, she is a cooperating faculty member with the School of Biology and Ecology and the Honors College. The Maine Veterinary Diagnostic Laboratory processes approximately 500 diagnostic cases per year for livestock producers, veterinarians, and state agencies. In the last four years, she has served as PI or co-PI on \$3,646,738 in external grants. She has advised over 30 graduate and senior thesis students and mentored two visiting veterinary interns. Dr. Lichtenwalner has published 27 abstracts with students, co-authored three peer-reviewed journal articles with three more in progress, and seven Extension fact sheets and she has presented 20 animal health presentations at the local, regional, and national levels. Throughout the global pandemic, Dr. Lichtenwalner's lab was one of the first to be deemed "essential" on campus. Her dedication to the stakeholder groups and industries she supports through her lab, to her undergraduate and graduate students that she teaches and mentors, and also to her colleagues that she collaborates with on research projects are critical to the needs of the state.

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The recommendation for emerita status has the full support of Cooperative Extension Program Administrator Mark Hutchinson, Associate Provost for Online and Continuing Education and Dean of Cooperative Extension Hannah Carter, Executive Vice President for Academic Affairs and Provost John Volin, and President Joan Ferrini-Mundy. Letters recommending her Emerita status are attached.

The Human Resources & Labor Relations Committee approved this item to be forwarded to the Consent Agenda for the January 29-30, 2023 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 & Labor Relations Committee, and grants an exception to Board Policy 406, as allowed by subsection 7 of the Guidelines for Emeritus status, to authorize University of Maine President Joan Ferrini-Mundy to confer Emerita status on Dr. Anne Lichtenwalner.

Attachments:

[Recommendation Packet for Emerita Status – A. Lichtenwalner](#)

University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Proposed Exception to Board Policy 406, Section 7 –
Emeritus Status – Dr. Sharon Tisher

INITIATED BY: Dannel P. Malloy, Chancellor

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY:

Board Policy 406, Section 7 - Emeritus Status

UNIFIED ACCREDITATION CONNECTION:

N/A

BACKGROUND:

This agenda item proposes an exception to Board Policy in order to allow the University of Maine President to designate Dr. Sharon Tisher as Lecturer Emerita effective at the time of her retirement on September 1, 2022. According to Section 406 (Emeritus Status) of the University of Maine System Administrative Procedures Manual, [4] "A University of Maine System President may confer the title of Emeritus upon any retiring faculty or staff member with at least 15 years of full-time service." Dr. Tisher has 27 years of part-time service to the University of Maine. According to Section 406, [7] "Exceptions to the Emeritus Status policy may be made with approval from the Board of Trustees ."

As a lecturer, Dr. Tisher's primary duties were teaching, although she also participated in some research, advising, and service. Her teaching assignments were with the Honors College, the School of Economics, and the Ecology and Environmental Sciences program. She has taught over 500 credit hours to over 2500 Honors students, offering all four courses in the Honors College 16-credit Civilizations sequence and has also developed numerous Honors special topics courses. She has regularly provided lectures for the Honors Civilizations sequence. Dr. Tisher developed the University of Maine's first climate policy course and researched and wrote A Climate Chronology, which has evolved to a 230-page document, with plans underway to develop a selective, interactive, illustrated "milestones" version. She plans to further develop this project in continued collaboration with faculty from the Climate Change Institute. Emerita status could substantially enhance the success of future fundraising efforts for this unique project. Dr. Tisher's service to the profession is noteworthy. She has testified on numerous occasions before the Maine legislature and has served on a variety of non-profit boards. She is actively engaged on issues concerning University policy.

The recommendation for emerita status has the full support of the Director of the School of Economics Mario Teisl, Dean of the Honors College Ellen Weinauer, Dean of College of Natural Sciences, Forestry, and Agriculture Diane Rowland, Executive Vice President for Academic

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Affairs and Provost John Volin, and President Joan Ferrini-Mundy. Letters recommending her Emerita status are attached.

The Human Resources & Labor Relations Committee approved this item to be forwarded to the Consent Agenda for the January 29-30, 2023, 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 & Labor Relations Committee, and grants an exception to Board Policy 406, as allowed by subsection 7 of the Guidelines for Emeritus status, to authorize University of Maine President Joan Ferrini-Mundy to confer Emerita status on Dr. Sharon Tisher.

Attachments:

[Recommendation Packet for Emerita Status – S. Tisher](#)

University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Bridge Financing Request Portland Development Project,
University of Southern Maine

INITIATED BY: Dannel P. Malloy, Chancellor

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY:

712 – Debt Policy

701- Budgets, Operating, & Capital

UNIFIED ACCREDITATION CONNECTION:

N/A

BACKGROUND:

The University of Maine System (UMS) proposes the issuance of bridge financing from the System to the University of Southern Maine (USM) for up to \$8 million, as determined by the Treasurer, to provide interim funding for ongoing construction costs for the Portland Residence Hall, Portland Structured Parking Garage, and the Career and Student Success Center. Any such internal loan will be reimbursed from the subsequent issuance of debt or other funding sources such as donations, as appropriate.

The UMS received Board of Trustees (Board) authorization at its February 19, 2020 meeting for the issuance of revenue bonds not to exceed \$95 million for the purpose of financing these three USM projects on the Portland campus. At that time, the Board also authorized issuance of a System internal loan to USM for up to \$4 million to finance predevelopment costs for the Residence Hall. No internal loan was issued for the predevelopment or other costs of these projects to date. The UMS issued a Series 2022 Revenue Bond in July 2022 with \$120,325 million in bonds payable of which \$87.15 million was for the benefit of the USM Residence Hall and Parking Garage leaving \$7.85 million in remaining Board approved revenue bond capacity toward these three projects.

This request for interim financing supports the UMS's financing plan which is to accommodate multiple projects throughout UMS which are in various stages of planning and construction, thereby deferring debt issuance which allows UMS to finance projects based on the collective cash flow needs and to achieve financing efficiency.

The timing of the UMS's next revenue bond issuance will take into consideration various factors including but not limited to market conditions, cash flow needs of the various capital projects, operating cash availability, and the timing of incoming funding sources.

The Finance, Facilities and Technology Committee approved this recommendation to be forwarded to the Consent Agenda for Board of Trustee approval at the January 29-30, 2023 Board meeting.

TEXT OF PROPOSED RESOLUTION:

That the Board of Trustees accepts the recommendation of the Finance, Facilities and Technology Committee, and authorizes the issuance of bridge financing from the System to the University of Southern Maine for up to \$8 million, as determined by the Treasurer, for the purpose of funding construction expenses for the Portland Residence Hall, Portland Structured Parking Garage, and the Career and Student Success Center to be reimbursed by the subsequent issuance of debt or other funding sources, as appropriate.

Attachment:

[Bridge Financing Request, USM - Background Information](#)

University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Medical Laboratory Technology Space Renovation Project Budget Increase, UMA

INITIATED BY: Dannel P. Malloy, Chancellor

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY:

701 – Budgets, Operating & Capital

UNIFIED ACCREDITATION CONNECTION:

Affiliation agreement with the University of Maine at Presque Isle

Increase enrollment

Improve student success and completion

BACKGROUND:

a. Summary of the request

The University of Maine System acting through the University of Maine at Augusta (UMA) requests an increase in the authorization for the completion of the new Medical Laboratory Technology (MLT) space in Robinson Hall by \$350,000, based on the latest cost estimates from the architects and engineers. The Board of Trustees approved \$1,650,000 in March 2022; this additional request would bring the total approved expenditure to \$2,000,000.

b. Overall requested budget and funding source

The overall project budget of \$2,000,000 will be funded by a \$1,650,000 internal loan and \$350,000 from remaining Higher Education Emergency Relief Funds (HEERF). This request is pursuant to Board Policy 701, which requires projects with a total cost of more than \$500,000 to be considered by the Board of Trustees or its Finance, Facilities & Technology Committee. In this case the committee recommendation will be forwarded to the Board of Trustees Consent Agenda at the January 29-30, 2023, Board meeting.

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

The demand for qualified medical laboratory technicians has never been greater. Graduates of the MLT academic program have numerous job opportunities awaiting them. 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 its enrollment by over 70% to 24 students initially and possibly more in the future.

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

Roughly 4,000 square feet of space within Robinson Hall 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.

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

No additional square footage is being added. Existing space currently utilized by UMS staff within Robinson Hall will be converted for this lab. Because the space is currently occupied, there will be only minor increases in operating expense.

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

The majority of the funding comes from an internal loan already approved by the Board of Trustees. HEERF funds will be partially transferred from the Handley Hall project to fund the HVAC portion of this project.

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

Conversations took place with a potential donor to construct an allied health wing onto Jewett Hall. Those efforts were not successful. Other campus space was considered, but ultimately it was determined that Robinson Hall provides the best solution for the project.

h. Timeline for start, occupancy and completion

Project to begin after the bidding process with the goal of completion in time for the beginning of the spring 2024 semester.

i. Timeline for 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 Board action is anticipated at this time.

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

It is anticipated that the renovation will result in a positive impact on UMA's net asset value.

The Finance, Facilities and Technology Committee approved this recommendation to be forwarded to the Consent Agenda for Board of Trustee approval at the January 29-30, 2023 Board meeting.

TEXT OF PROPOSED 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 an additional \$350,000 bringing the approved project expenditure up to \$2,000,000 to renovate Robinson Hall on the Augusta campus to develop a laboratory for the Medical Laboratory Technology academic program.

Attachment:

[Medical Laboratory Technology Space Renovation Project Budget Increase, UMA – Background information](#)

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University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Proposed New Board of Trustee Policy 216: *University of Maine System Policy on Policies*

INITIATED BY: Patricia A. Riley, Chair

BOARD INFORMATION: X

BOARD ACTION:

BOARD POLICY: New UMS Board of Trustee Policy under the Governance Section in the Board Policy Manual

UNIFIED ACCREDITATION CONNECTION:

Establishing a consistent process for the development of Board Policies will provide uniformity and ensure key stakeholders are involved in the creation of the Policies.

BACKGROUND:

Currently University of Maine System Board of Trustee Policies are developed on an ad hoc, informal basis as requests are received, or a need arises. There are no written guidelines or instructions for Policy development nor a review process for existing Policies. Board Policies are located on the Board of Trustees website under the Policy Manual.

A new Board of Trustee Policy 216: *University of Maine System Policy on Policies* is being proposed to address the process for development and maintenance of all Board of Trustees Policies. The purpose of this new Policy is to provide the UMS community with a well-developed framework and instructions for development of new Board policies and revisions to active Board Policies. This new Policy will also establish a review cycle of every three years or earlier as the need arises to ensure Policies are kept up-to-date and in alignment with strategic priorities. The Board of Trustees review and approval process for Board Policies have not changed and the steps required are included in the instructions in this new Policy to provide consistency.

This new Policy will apply to all UMS departments, employees, faculty, staff and students. Development and administration of Administrative Practice Letters (APLs) are not included in this policy and will adhere to their own unified processes.

To provide additional details and instructions for the Policy, an Administrative Practice Letter (APL) has been developed to augment the Policy. The proposed new Policy and APL Y-A are attached. The proposed Policy and APL have been in development for the past year with broad feedback from the General Counsel's Office, Vice Chancellor for Academic Affairs Office, Vice Chancellor for Strategic Initiatives and campus foundation staff. These documents are being presented to the Board at the January 2023 Board of Trustees meeting as an information item.

Suggested amendments or additions to this new proposed Policy should be forwarded to the Clerk of the Board Ellen Doughty (edoughty@maine.edu) by February 24, 2023. This Policy will be presented for Board approval at the March 2023 Board of Trustees meeting.

Attachment:

[Proposed New Board of Trustees Policy 216: *University of Maine System Policy on Policies*](#)
[Proposed New APL Y-A – University of Maine System Policy Proposal Guidelines](#)

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UNIVERSITY OF MAINE SYSTEM
Policy Manual

INTRODUCTION

Section 103 Board of Trustees: Bylaws

DRAFT
9/14/2022

Effective: 08/02/1968

Last Revised: 12/09/05; 1/14/08; 7/14/08; 11/15/10; 3/19/12; 7/15/13; 8/24/21; 7/11/22

Responsible Office: Clerk of the Board

ARTICLE I - Board of Trustees

Section 1.1 **Function.** Pursuant to the laws of the State of Maine, and in accordance with the federal statutes governing land grant institutions, the Board of Trustees in consultation with the Chancellor, is the governing and planning body of the University of Maine System.

Section 1.2 **Membership.**

- a. The Board of Trustees consists of sixteen persons. All members are appointed by the Governor in accordance with State statutes. Fourteen members are appointed to five-year terms. A full-time University of Maine System student serves as a voting member for a two-year term, and the Commissioner of Educational and Cultural Services serves as a voting member, ex-officio.
- b. The members of the Board shall serve without monetary compensation and shall be reimbursed for expenses incurred in the performance of official duties, upon presentation of an expense account.
- c. A Board member shall not vote on a matter in which he or she has a financial interest and each Trustee shall be bound by an appropriate code of ethics, as adopted by the Board of Trustees.

Section 1.3 **Powers and duties.**

- a. The Board of Trustees has final authority over all matters within its jurisdiction. The jurisdiction of the Board relates to, and is exercised over, inter alia, all educational, public service and research policies, financial policy, and the relation of the University System to the state and federal governments.
- b. The Board shall appoint a Chancellor who shall serve at its pleasure and be the Chief Administrative and Education Officer of the University System. The Board shall undertake periodic reviews of the Chancellor's performance. A minimum of nine affirmative votes shall be required to appoint or dismiss a Chancellor. The Board shall consult with the Chancellor and shall delegate to the Chancellor authority to execute policies established by the Board, together with responsibility for the internal government and administration of the University System, and such other authority and responsibility as the Board, from time to time, shall deem appropriate.

- c. Presidents of the various institutions and/or units of the University System shall be appointed by the Board on the nomination of the Chancellor and shall serve at the pleasure of the Board. The Chancellor may suspend and/or recommend the dismissal of a President, with final disposition of the matter to be determined by the Board.
- d. The Board of Trustees shall, in consultation with the Chancellor, be responsible for the preparation and approval of all operating and capital budgets, together with University System requests for appropriations, bond issues, and statutory changes, and for their presentation to executive or legislative branches of Maine government in accordance with the provisions of the Maine statutes.

ARTICLE II - Organization of the Board

- Section 2.1** **Officers.** At the annual meeting, the Board of Trustees shall elect from among its members a Chair and a Vice-Chair, and such other officers as the Board may determine. The term of office shall commence at the conclusion of the annual meeting. A Chair shall be ineligible to serve more than four (4) successive terms. The Chair and Vice Chair must have residency in Maine.
- Section 2.2** **Treasurer and Clerk.** The Board shall appoint a Clerk and a Treasurer, both of whom shall be sworn and hold their offices at the pleasure of the Trustees.
- Section 2.3** **Duties of the Chair.** The Chair shall preside at all meetings of the Board and shall be entitled to vote at all meetings of the Board and its Committees. Subject to the approval of the Board, the Chair shall appoint all standing and special committees and shall designate the Chair of such committees. The Chair shall execute all documents on behalf of the Board, except where other provision is made by the Board, and shall exercise the powers and perform the duties set forth in these By-Laws, and such other duties as usually devolve upon the presiding officer of a deliberative body. (*See: Trustee Practice of Annual Evaluation of the Chair*)
- Section 2.4** **Duties of the Vice-Chair.** The Vice-Chair shall perform the duties of the Chair at the request, or in the absence or incapacity, of the Chair. The Vice-Chair shall be entitled to vote at all meetings of the Board and its Committees.
- Section 2.5** **Duties of the Treasurer** shall be as provided in the Maine Revised Statutes.
- Section 2.6** **Duties of the Clerk of the Board.** The Clerk shall prepare the agenda of all meetings of the Board and its committees. The Clerk, or someone the Clerk shall designate, shall attend the meetings, prepare the minutes of such meetings, and forward copies of the minutes to the members of the Board and to such other persons or agencies as the Board may determine. The Clerk shall have charge of all Board records, files, minutes, and official documents, notify appropriate persons and agencies of the Board's actions, and copies of Board records certified by the Clerk shall be evidence in all cases in which the

originals might be used. The Clerk shall send notices of Board and committee meetings to members of the Board, maintain a central calendar for meetings and shall perform related duties assigned by the Chair of the Board.

(See: Trustee Practice of Annual Assessment of the Board of Trustees.)

ARTICLE III - Committees of the Board

Section 3.1 Standing Committees.

- a. The Standing Committees of the Board shall be:
 - Executive Committee
 - Academic & Student Affairs Committee
 - Audit Committee
 - Finance/Facilities and Technology Committee
 - Investment Committee
 - Human Resources and Labor Relations Committee
- b. Membership of committees shall be determined annually.
- c. The Chair and Vice-Chair of the Board and the Chancellor of the University System shall be ex-officio members of all standing committees, but the Chancellor shall have no vote.
- d. Each committee shall have at least three members, apart from the ex-officio members.
- e. The standing committees of the Board shall have such powers, duties and responsibilities as may be assigned to them by the Board Chair and agreed upon by the Board.
- f. The Executive Committee of the Board shall consist of the Chair and Vice-Chair of the Board and the chair of the other standing committees and other Trustees for a total of at least 9 members. The Chair of the Board shall be the Chair of the Committee. It shall have and exercise between meetings of the Board, any and all powers of the latter not specifically reserved to it, except that it may not take action against an expressed policy of the Board.
- g. Except for the Executive Committee, Audit Committee, and Human Resources and Labor Relations Committee, the standing committees may include persons who are not members of the Board, who may not, however, participate where subject matter is otherwise reserved.
- h. Actions taken by the Committee requiring Board approval will be placed on the agenda or the consent agenda of a regular meeting.
- i. See Board of Trustees Policy 215 Remote Public Meetings for detailed information on participation and quorum requirements for Remote Public meetings.

Section 3.2 **Ad hoc Committees** may be established by vote of the Board to undertake special assignments upon completion of which the committee shall be discharged by vote of the Board. The Committees may include persons who are not members of the Board. The Chair may also appoint task forces or subcommittees in those instances where the appointment of an Ad Hoc

Committee would not be practical due to minimal time requirements for its activities or the nature of the subject matter assigned.

Section 3.3 Except as otherwise provided, all committee actions shall be reported to the Board for approval.

Section 3.4 Meetings of all committees ordinarily shall be called by the appropriate Committee Chair, but may be called by the Chair of the Board or a majority of a Committee.

ARTICLE IV - Meetings

Section 4.1 **Regular Meetings.** At the annual meeting, the Board shall establish a schedule of meetings for the ensuing year which shall provide for a minimum of four regular meetings, at least one to be scheduled in each calendar quarter.

Section 4.2 **The annual meeting** shall be the last regular meeting scheduled in each fiscal year.

Section 4.3 **Special meetings** shall be held upon the call of the Chair of the Board or upon the written request of seven members of the Board.

Section 4.4 **Public meetings.** Regular and special meetings of the Board and its committees shall be open to the press and the public, except by vote of the Board for discussion of those matters which are permitted under the statutes to be discussed in executive session.

Section 4.5 **Remote Public Meetings**
Refer to the Board of Trustees Policy 215 Remote Public Meetings.

Section 4.6 **Notices.** Written notice of each regular meeting shall be sent by the Clerk to the members of the Board at least seven days prior to the date of the meeting.

Section 4.7 **Quorum.** A majority of the current membership of the Board shall constitute a quorum for the transaction of business, except as otherwise provided in these By-Laws. Refer to the Board of Trustees Policy 215 Remote Public Meetings for quorum requirements for remote meetings.

Section 4.8 **Parliamentary Procedure.** Robert's Rules of Order, Revised, except as otherwise modified by the rules and regulations of the Board, shall serve as the parliamentary authority.

Section 4.9 **Faculty Representatives to the Board of Trustees.** There are eight Faculty Representatives to the Board of Trustees (UM, UMA, UMF, UMFK, UMM, UMPI, USM and the Law School) which are elected by the campus faculty organizations and approved by the Board of Trustees. One of these Faculty Representative to the Board is invited to join the Board table for each regularly scheduled Board meeting. The Faculty Representative will be a non-voting

participant and will not be included in executive sessions. The Faculty Representatives will inform the Board Office prior to the Board meeting who will be their delegate at the Board table. The Faculty Representative at the Board table is encouraged to participate in discussions on behalf of the Faculty Representatives.

ARTICLE V - Indemnification

Section 5 Subject to the provisions of law or policies adopted or approved by the Board of Trustees, the University System shall indemnify any person who was or is a party or is threatened to be a party to any threatened, pending or contemplated action, suit or proceeding, whether civil, criminal, administrative or investigative, by reason of the fact that such person was or is a trustee, officer, employee or agent of the University System, or was or is acting in the course and scope of such person's duties or at the request of the University System against expenses, including attorney's fees, judgments, fines and amounts paid in settlement actually or reasonably incurred by such person in connection with such action suit or proceeding.

ARTICLE VI - Amendments

Section 6 These By-Laws may be amended at any regular meeting of the Board by approval of a majority of those present provided the proposed amendment shall have been presented in writing at the previous regular or special meeting of the Board, or shall have been sent with the call of the meeting at which the amendments are voted upon.

Related Documents:

Trustee Practice of Annual Evaluation of the Chair
Trustee Practice of Annual Assessment of the Board of Trustees
Trustee Practice on Indemnification

University of Maine System Faculty Governance Council Charter

Rationale

The University of Maine System (UMS) Faculty Governance Council (FGC) was established by Chancellor Malloy in January 2020 as an assembly of the Faculty Senate/Assembly Presidents/Chairs. The Council was formed to address unique System-wide faculty governance issues and provide guidance on matters of new multi-university program proposals and initiatives that relate to the support of System-wide academic programming and unified accreditation. The Council will function in addition to already existing mechanisms for shared governance at the campus level and does not supplant them.

Composition of the Faculty Governance Council

- Membership of the Faculty Governance Council is composed of a delegation from each of the following campuses: UMA, UMF, UMFK, UMM, UM, UMPI, USM, and the UM School of Law.

Each campus delegation will consist of one to four members to include

1. The Chair/President of the campus faculty governance body,
and the following optional members as determined by the individual campuses,
2. the Vice Chair/President of the campus faculty governance body; if a Vice Chair/President is unable or unwilling to serve, a campus may, if they so wish, substitute another representative by appointment of the campus faculty governance body,
3. an FGC Representative provided by election or by faculty governance body appointment and serving a term of three years,
4. a past Chair/President of the campus faculty governance body who a) previously served on the FGC, and b) continues to hold a faculty position at their respective campus; in the event that the past Chair/President is either unable or unwilling to serve, a campus may, if they so wish, fill a one-year term by election from the faculty at-large.

The Council will also include the following non-voting ex-officio members:

1. An AFUM Executive Board member
2. A member of the UMS VCAA office

Charge of the Faculty Governance Council

The Council shall be a forum for System-wide shared faculty governance within the context of Unified Accreditation. It shall provide guidance on matters of new multi-university program proposals or initiatives that relate to the support or creation of System-wide academic programming. Faculty envision the FGC as a facilitative body, whose decision-making authority is, by design, limited. It shall serve principally as a conduit to share information with and from local faculty governance bodies, and as a faculty forum for direct communication with the UMS administration. No action taken by the FGC may be construed to supersede, override, or in any manner constrain the rights and responsibilities of the UMS University Faculty Governance bodies. Accordingly, the operations of the FGC are divided into three separate areas: general business internal to the FGC; oversight of multi-university programs; and consultation and feedback on UMS academic programming and policy.

1.1 Internal FGC business:

- a. As a duly constituted body, the FGC shall have free reign to elect its executive officers, schedule and conduct meetings, and all other matters related to internal FGC operations.
- b. The FGC may establish specialized subcommittees as warranted.
- c. Motions arising from the general internal business of the FGC shall be decided by vote, with each member having a single vote.

2 Program approvals and evaluations:

2.1 Multi-campus programs

- a. The Council understands that, per NECHE unified accreditation requirements, policies and standards concerning multi-university programming and initiatives will be brought to the Council far enough in advance of UMS or Board approval for the council to solicit feedback from their respective campuses on such proposals in due course of regularly scheduled faculty senate/assembly meetings. The Council is committed to ensuring the necessary structure exists for faculty involvement.
- b. The FGC shall review and constructively critique multi-campus proposals received from the VCAA's Office, in accordance with APL X-P.1. The process for new or modified multi-university academic programs normally initiates with the participating programs from the collaborating universities. The VCAA will notify the FGC of all multi-campus program intent-to-plan submissions. Individual university-level processes will be followed for individual university approval. The quality of curricular components of multi-university programs has been, and will continue to be, reviewed by the university-level curriculum committees and the faculty senate/assembly of the home universities of the collaborating departments. Participating universities will then work together to complete a single collaborative multi-university proposal submission.
- c. The FGC may, if warranted, offer suggestions regarding issues needing to be addressed in the program proposal submission. To ensure institutional-level consistency in the review of the curricular suitability of new multi-university programs, the Faculty Governance Council will provide a final overall review of the collaborative program proposals. The Council will offer feedback on final program proposals received between Sept 1 and April 1 to the participating campuses within 30 days, and, if necessary, continue to work with proposal sponsors to clarify any questions.

- d. Upon completion of the proposal review, the Council will forward a recommendation of action to the VCAA. In the event that the recommendation is not unanimous, the Council will forward a summary of its deliberations to the VCAA, including input received from individual campuses, per section 2.1 e.
- e. In order to create and preserve a single record of UMS faculty opinion on the proposals, the minutes of the Council shall record the recommendations of the respective faculty senates/assemblies, along with a rationale if provided. Representatives of an individual university may choose to refrain from offering a recommendation.
- f. The FGC shall discuss and provide recommendations to the VCAA Office on policy or other related issues relating to multi-university collaborations following the same procedure as outlined for multi-campus program proposal reviews.
- g. For review of on-going program quality, the Council, or a sub-committee, shall review submitted assessment reports from multi-university programs. The collection of assessment reports will be facilitated by the UMS and is not the responsibility of the Faculty Governance Council. The FGC recognizes the need for a multi-university assessment committee in the future, which will, when formed, assume the responsibility of reviewing the multi-university assessment reports.

2.2 Single-campus programs

- a. In accordance with APL X-P.1, the VCAA will notify the Faculty Governance Council of single-university program proposals. The notification is for informational purposes only; no action is required of the Council.

3.1 UMS Academic Programming & Policy

- a. As part of the UMS Administrative Practice Letters (APL) review process, the FGC shall receive timely communication from the VCAA regarding proposals to create or revise academic policies. Council members shall review materials, inform their respective university faculty senates/assemblies, and gather campus-level feedback for consideration.
- b. As a body and in consultation with their respective faculties, the FGC shall contribute constructive critiques of draft proposals for new and revised policies (APLs) brought by the VCAA. The System leadership will notify the Council in writing of all decisions subsequently reached regarding the proposed policy changes.
- c. The FGC may make recommendations on finalized APLs or other policy proposals following the same procedure as outlined for multi-campus program proposal reviews.
- d. Individual council members may bring issues regarding academic issues to the Council that have been raised on their respective campuses. The council will discuss and, in consultation with their respective campuses, may decide to bring issues of merit having multi-campus impact to the UMS administration for response.

4. Review of FGC Charge

Continued participation in the Faculty Governance Council shall be voted on by the Faculty Senates and their equivalent bodies across the University of Maine System

on a two-year review cycle, with the first vote taking place during April of the second year. In the months leading up to this vote, each Faculty Senate and Assembly should review the Council's effectiveness to assess whether the Council has supported or undermined the fulfillment of their institutional mission. After the review, the Faculty Senates and Assemblies may individually consider extending or withdrawing support for the continuation of the Council. Additionally, they may choose to make recommendations regarding ways in which the Council could better meet its intended purpose.

completed June 9, 2022; ratified by every UMS faculty senate/assembly (including Maine Law) between September 2 and October 17, 2022

University of Maine System Managed Investment Pool

November 30, 2022

TOTAL PLAN PERFORMANCE

	Market Value (\$)	% of Portfolio	Policy (%)	1 Mo (%)	FYTD (%)	YTD (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)
MIP Composite	347,008,736	100.0	100.0	4.9	3.7	-12.5	-10.1	4.2	4.0	5.3	5.5
Allocation Index				5.1	4.0	-11.2	-8.7	5.0	4.9	6.1	6.1
Policy Index				5.4	4.4	-11.3	-9.0	4.7	4.8	6.4	6.3
Total Domestic Large Cap	82,624,446	23.8	22.0	5.6	8.6	-13.1	-9.2	10.8	10.9	12.1	13.1
S&P 500 Index				5.6	8.6	-13.1	-9.2	10.9	11.0	12.2	13.3
SSgA S&P 500	82,624,446	23.8	22.0	5.6	8.5	-13.1	-9.2	10.8	10.9	12.1	13.3
S&P 500 Index				5.6	8.6	-13.1	-9.2	10.9	11.0	12.2	13.3
Total Domestic Small/Mid Cap	22,709,579	6.5	6.0	5.0	14.4	-9.5	-5.5	12.3	9.5	10.9	12.1
Russell 2500 Index				4.2	11.0	-13.2	-10.4	7.9	7.3	9.3	11.0
Westfield Capital	10,312,904	3.0	3.0	4.6	12.0	-19.9	-17.1	8.2	9.3	10.7	11.9
Russell 2500 Growth Index				3.0	11.2	-21.5	-21.2	5.3	7.3	9.4	11.5
DFA	12,396,675	3.6	3.0	5.4	16.4	1.3	6.6	14.9	8.5	10.0	11.6
Russell 2000 Value Index				3.1	10.7	-8.5	-4.7	8.3	5.3	8.4	9.7
Global Equity	32,527,701	9.4	10.0	9.3	7.6	-17.7	-12.8	-	-	-	-
MSCI World Index (Net)				7.0	7.5	-14.5	-10.9	7.5	7.4	8.9	9.5
Walter Scott Global Equity	32,527,701	9.4	10.0	9.3	7.6	-17.7	-12.8	-	-	-	-
MSCI World Index (Net)				7.0	7.5	-14.5	-10.9	7.5	7.4	8.9	9.5
Total International Equity (including emerging markets)	57,600,339	16.6	21.0	10.6	4.0	-22.1	-19.6	-1.2	-1.4	2.0	2.3
MSCI AC World ex USA (Net)				11.8	3.7	-15.4	-11.9	1.8	1.5	4.6	4.2
Silchester International Value Equity	16,224,018	4.7	5.0	10.9	-	-	-	-	-	-	-
MSCI EAFE Index				11.3	6.4	-14.1	-9.7	2.4	2.3	4.8	5.5
JO Hambro	12,092,523	3.5	5.0	10.2	0.5	-31.5	-28.6	-	-	-	-
MSCI EAFE (Net)				11.3	6.3	-14.5	-10.1	1.9	1.8	4.3	5.0
Kabouter International Opportunities Offshore Fund II	375,609	0.1									
MSCI EAFE Small Cap (Net)				9.9	3.3	-22.2	-18.8	0.1	0.3	4.4	6.5
Axiom International Small Cap Equity	7,624,720	2.2	4.0	9.1	2.1	-	-	-	-	-	-
MSCI EAFE Small Cap (Net)				9.9	3.3	-22.2	-18.8	0.1	0.3	4.4	6.5



University of Maine System Managed Investment Pool

November 30, 2022

TOTAL PLAN PERFORMANCE

	Market Value (\$)	% of Portfolio	Policy (%)	1 Mo (%)	FYTD (%)	YTD (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)
Emerging Markets Equity	21,283,469	6.1	7.0	11.4	3.2	-19.4	-17.7	3.9	1.4	4.2	1.5
Emerging Markets Equity Custom Benchmark				12.1	1.0	-18.0	-15.5	3.9	1.5	6.5	3.0
Aberdeen Emerging Mkts	10,168,623	2.9	3.5	14.9	-0.5	-24.0	-23.2	-0.1	-0.1	4.4	1.3
MSCI Emerging Markets (Net)				14.8	-1.6	-19.0	-17.4	0.1	-0.4	5.0	2.1
Mondrian EM Small Cap	11,114,846	3.2	3.5	8.4	6.7	-15.3	-12.7	7.5	2.5	3.7	-
MSCI Emerging Markets Small Cap				9.4	3.6	-17.2	-13.7	7.6	2.0	5.5	3.8
Total Fixed Income	91,250,410	26.3	26.5	2.3	-1.4	-9.3	-9.2	0.1	1.5	2.3	2.4
Blmbg. U.S. Aggregate Index				3.7	-2.5	-12.6	-12.8	-2.6	0.2	0.9	1.1
Commonfund	43,572,747	12.6	9.5	3.6	-3.3	-13.6	-13.8	-2.6	0.3	1.3	1.6
Blmbg. U.S. Aggregate Index				3.7	-2.5	-12.6	-12.8	-2.6	0.2	0.9	1.1
Vanguard Inflation-Protected Securities	5,623,171	1.6	3.5	1.9	-2.3	-10.7	-10.5	1.7	2.4	-	-
Blmbg. U.S. TIPS				1.8	-2.2	-10.9	-10.7	1.7	2.5	2.6	1.2
Vanguard Short-Term Inflation-Protected Securities	6,197,939	1.8	3.5	0.5	-1.2	-2.6	-2.3	2.8	-	-	-
Blmbg. U.S. TIPS 1-5 Year Index				0.6	-1.6	-3.7	-3.3	2.7	2.6	2.3	1.3
Blackrock Strategic Income Opportunities	17,630,914	5.1	5.0	1.7	-0.3	-5.7	-5.3	1.1	-	-	-
Libor 3 month Index				0.4	1.6	2.2	2.3	1.1	1.6	1.4	1.1
Bain Capital Senior Loan Fund	18,225,639	5.3	5.0	1.0	2.3	-3.9	-3.2	3.1	-	-	-
Credit Suisse Leveraged Loan Index				1.1	3.2	-1.4	-0.8	2.8	3.2	4.1	3.8
Total GAA	27,503,304	7.9	7.5	1.8	-1.1	-8.4	-6.0	1.1	1.5	3.0	2.9
40% Bloomberg Agg/30% MSCI ACWI/30% ICE BoA 91-day T-Bills*				3.9	1.4	-9.1	-8.1	1.5	2.8	4.9	5.0
Newton Global Real Return	27,503,304	7.9	7.5	1.8	-1.1	-8.4	-6.0	3.1	4.0	-	-
40% Bloomberg Agg/30% MSCI ACWI/30% ICE BoA 91-day T-Bills				3.9	1.4	-9.1	-8.1	1.5	2.7	-	-
Total Hedge Funds	24,995,075	7.2	7.0	-0.9	0.7	1.0	-0.1	8.6	6.0	5.3	4.3
HFRI Fund of Funds Composite Index				0.8	1.1	-5.6	-5.3	4.1	3.1	3.2	3.6
Lighthouse	24,995,075	7.2	7.0	-0.9	0.7	1.0	-0.1	8.6	6.5	5.8	-
Credit Suisse Long/Short Equity				3.7	2.4	-5.9	-3.1	4.0	3.5	3.7	5.3
Private Equity	1,107,580	0.3	0.0	0.0	-15.7	-13.7	-14.2	5.7	8.7	8.6	-
Landmark Equity Partners XV	1,107,580	0.3	0.0	0.0	-15.7	-13.7	-14.2	5.7	8.7	8.6	-
CJA US All PE (1 Qtr Lag)				0.0	-3.4	2.9	8.8	19.9	17.7	15.4	15.5



University of Maine System Managed Investment Pool

November 30, 2022

TOTAL PLAN PERFORMANCE

	Market Value (\$)	% of Portfolio	Policy (%)	1 Mo (%)	FYTD (%)	YTD (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)
Total Cash	6,690,302	1.9	0.0								
Distribution Account	6,690,302	1.9	0.0	0.1	0.8	1.1	1.1	0.4	1.0	0.7	0.5
90 Day U.S. Treasury Bill				0.3	0.9	1.1	1.1	0.6	1.2	1.0	0.7

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 11/30/2022.

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

November 30, 2022

TOTAL FUND PERFORMANCE

	Allocation			Performance (%)							
	Market Value (\$)	% of Portfolio	Policy (%)	1 Mo (%)	FYTD (%)	YTD (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)
Pension Composite	20,110,219	100.0	100.0	4.0	1.5	-10.7	-8.7	3.5	3.8	4.6	4.8
Allocation Index				4.0	2.2	-8.6	-6.5	3.9	4.2	5.2	5.5
Policy Index				4.0	2.2	-8.6	-6.5	3.8	4.2	5.3	5.6
Total Global Equity	6,242,487	31.0	30.0	9.3	7.8	-17.8	-13.0	6.6	-	-	-
MSCI World Index (Net)				7.0	7.5	-14.5	-10.9	7.5	7.4	8.9	9.5
Walter Scott Global Equity Fund	6,242,487	31.0	30.0	9.3	7.8	-17.8	-13.0	6.6	-	-	-
MSCI World Index (Net)				7.0	7.5	-14.5	-10.9	7.5	7.4	8.9	9.5
Emerging Markets Equity	681,184	3.4	3.0	8.4	6.7	-15.3	-12.7	7.5	2.5	3.7	1.4
Emerging Markets Equity Benchmark				9.4	3.6	-17.2	-13.7	7.6	3.3	7.8	3.9
Mondrian EM Small Cap	681,184	3.4	3.0	8.4	6.7	-15.3	-12.7	7.5	2.5	3.7	-
MSCI Emerging Markets Small Cap				9.4	3.6	-17.2	-13.7	7.6	2.0	5.5	3.8
Total Fixed Income	8,261,686	41.1	43.0	2.8	-1.5	-10.7	-10.7	-1.1	0.9	1.6	1.6
Blmbg. U.S. Aggregate Index				3.7	-2.5	-12.6	-12.8	-2.6	0.2	0.9	1.1
Baird Aggregate Bond Fund - BAGIX	5,403,999	26.9	26.0	3.6	-2.6	-13.4	-13.6	-	-	-	-
Blmbg. U.S. Aggregate Index				3.7	-2.5	-12.6	-12.8	-2.6	0.2	0.9	1.1
Vanguard Inflation-Protected Securities	412,157	2.0	3.5	1.9	-2.3	-10.7	-10.5	1.7	2.4	-	-
Blmbg. U.S. TIPS				1.8	-2.2	-10.9	-10.7	1.7	2.5	2.6	1.2
Vanguard Short-Term Inflation-Protected Securities - VTSPX	443,882	2.2	3.5	0.5	-1.2	-2.6	-2.3	2.8	-	-	-
Blmbg. U.S. TIPS 1-5 Year Index				0.6	-1.6	-3.7	-3.3	2.7	2.6	2.3	1.3
BlackRock Strategic Income Opportunities	1,007,039	5.0	5.0	1.7	-0.3	-5.7	-5.4	1.1	-	-	-
Libor 3 month Index				0.4	1.6	2.2	2.3	1.1	1.6	1.4	1.1
Bain Capital Senior Loan Fund	994,609	4.9	5.0	1.0	2.3	-3.9	-3.2	3.1	-	-	-
Credit Suisse Leveraged Loan Index				1.1	3.2	-1.4	-0.8	2.8	3.2	4.1	3.8
Total GAA	1,496,935	7.4	8.0	1.8	-1.1	-8.4	-6.0	3.1	3.1	4.1	3.4
40% Bloomberg Agg/30% MSCI ACWI/30% ICE BoA 91-day T-Bills*				3.9	1.4	-9.1	-8.1	1.5	2.8	4.9	5.0
Newton Global Real Return	1,496,935	7.4	8.0	1.8	-1.1	-8.4	-6.0	3.1	4.0	-	-
40% Bloomberg Agg/30% MSCI ACWI/30% ICE BoA 91-day T-Bills				3.9	1.4	-9.1	-8.1	1.5	2.7	-	-



University of Maine System Pension Plan

November 30, 2022

TOTAL FUND PERFORMANCE

	Allocation			Performance (%)							
	Market Value (\$)	% of Portfolio	Policy (%)	1 Mo (%)	FYTD (%)	YTD (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)
Total Alternative Investments	1,163,348	5.8	5.0	-0.9	0.7	1.0	-0.1	8.6	6.1	5.3	4.6
HFRI Fund of Funds Composite Index				0.8	1.1	-5.6	-5.3	4.1	3.1	3.2	3.6
Lighthouse	1,163,348	5.8	5.0	-0.9	0.7	1.0	-0.1	8.6	6.5	5.8	-
Credit Suisse Long/Short Equity				3.7	2.4	-5.9	-3.1	4.0	3.5	3.7	5.3
Total Real Assets	1,941,805	9.7	8.0								
Principal	1,941,805	9.7	8.0	-2.9	-3.1	7.0	9.5	9.7	8.6	8.7	10.0
NCREIF ODCE				0.0	0.5	13.1	22.1	12.4	10.2	9.8	10.9
Total Cash	322,775	1.6	3.0								
Distribution Account	322,775	1.6	3.0	0.3	0.4	0.5	0.5	0.2	0.8	0.7	0.5
90 Day U.S. Treasury Bill				0.3	0.9	1.1	1.1	0.6	1.2	1.0	0.7

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.



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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.

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





University of Maine System Operating Fund

November 30, 2022

TOTAL FUND PERFORMANCE

	Market Value (\$)	% of Portfolio	Policy(%)	1 Mo (%)	FYTD (%)	YTD (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)
Operating Funds Composite	307,001,757	100.0	100.0	1.5	1.0	-3.7	-3.1	2.2	2.6	2.9	2.4
<i>Allocation Index</i>				1.6	0.9	-3.9	-3.4	1.4	2.2	2.5	2.3
Liquidity Pool Composite	101,523,158	33.1	30.0	0.2	0.8	1.0	1.1	0.8	1.2	1.1	0.8
State Pool	79,828,273	26.0		0.2	0.7	0.9	1.0	1.0	1.3	1.2	0.9
BOA General Fund	3,364,973	1.1		0.1	0.5	0.8	0.9	0.6	0.7	0.5	0.4
Federated Gov't Obligations	4,989,135	1.6		0.4	1.1	1.3	1.3	0.6	1.1	-	-
JP Morgan US Gov't Money Market Fund	13,340,776	4.3		0.3	1.1	1.3	1.3	0.6	1.1	-	-
<i>FTSE 3 Month T-Bill</i>				0.3	1.0	1.2	1.2	0.6	1.2	1.0	0.7
Income Pool Composite	140,638,779	45.8	47.5	1.5	-0.4	-5.7	-5.6	-0.1	1.2	1.6	1.5
Income Research + Management	79,540,252	25.9	26.0	1.0	-0.5	-3.7	-3.8	0.4	1.3	1.2	1.1
<i>Blmbg. 1-3 Year Gov/Credit index</i>				0.8	-0.8	-3.9	-4.0	-0.3	0.9	0.9	0.9
BlackRock Strategic Income Opportunities[CE]	20,149,851	6.6	7.0	1.9	-0.1	-5.5	-5.1	1.2	2.0	2.5	-
<i>Libor 3 month Index</i>				0.4	1.6	2.2	2.3	1.1	1.6	1.4	1.1
Baird Aggregate Bond Fund - BAGIX	22,632,077	7.4	7.5	3.6	-2.6	-13.3	-13.6	-	-	-	-
<i>Blmbg. U.S. Aggregate Index</i>				3.7	-2.5	-12.6	-12.8	-2.6	0.2	0.9	1.1
Bain Senior Floating Rate Fund	18,316,599	6.0	7.0	1.0	2.3	-3.9	-3.2	-	-	-	-
<i>Credit Suisse Leveraged Loan Index</i>				1.1	3.2	-1.4	-0.8	2.8	3.2	4.1	3.8
Total Return Pool Composite	64,839,820	21.1	22.5	3.9	3.6	-8.7	-6.4	6.7	5.8	6.7	5.5
Lighthouse	15,659,852	5.1	5.0	-0.9	0.7	1.0	-0.1	8.6	6.5	5.8	-
<i>Credit Suisse Long/Short Equity</i>				3.7	2.4	-5.9	-3.1	4.0	3.5	3.7	5.3
Newton Global Real Return	11,595,310	3.8	4.0	1.9	-1.1	-8.4	-6.1	3.0	4.0	-	-
<i>40% Bloomberg Agg/30% MSCI ACWI/30% ICE BoA 91-day T-Bills</i>				3.9	1.4	-9.1	-8.1	1.5	2.7	-	-
PIMCO All Asset	11,549,920	3.8	4.0	5.5	2.3	-10.1	-6.8	5.0	4.1	6.2	3.9
<i>PIMCO All Asset Index III</i>				4.6	0.1	-9.9	-8.8	2.0	2.6	3.8	2.1
Silchester International Value Equity	8,514,732	2.8	3.3	10.9	-	-	-	-	-	-	-
<i>MSCI EAFE Index</i>				11.3	6.4	-14.1	-9.7	2.4	2.3	4.8	5.5
SSGA S&P 500 Index Fund NL CTF	17,520,007	5.7	6.2	5.6	-	-	-	-	-	-	-
<i>S&P 500 Index</i>				5.6	8.6	-13.1	-9.2	10.9	11.0	12.2	13.3

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.



DISCLAIMERS & DISCLOSURES

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







UMF FY23 BUDGET JANUARY UPDATE

January 2023

FY23 Credit Hour Modifications

Fall 2022

	Credit Hour Base Budget	Credit Hour Census 10/15/2022	Credit Hour Change
UGRD			
IS	15,161	15,447	286
Canadian	-	16	16
OOS	1,862	1,780	(82)
NEBHE	2,316	1,748	(568)
Sub-total:	19,339	18,991	(348)
GRAD			
IS	1,290	1,243	(47)
Sub-total:	20,629	20,234	(395)
Early College	590	1,336	746
Total:	21,219	21,570	351

Change by Classification:

UGRD

IS	717
OOS	(260) *
NEBHE	(1,165) *
CAN	32

GRAD

IS	(19)
Early College	765
	70

*The mix of the change contributes to the overall deficit

Spring 2023

	Credit Hour Base Budget	Revised Budget based on Fall census numbers	Credit Hour Change
UGRD			
IS	13,549	13,980	431
Canadian	-	16	16
OOS	1,798	1,620	(178)
NEBHE	2,179	1,582	(597)
Sub-total:	17,526	17,198	(328)
GRAD			
IS	1,202	1,230	28
Sub-total:	18,728	18,428	(300)
Early College	115	134	19
Total:	18,843	18,562	(281)
Overall change:			70



FY23 Budget ~ revised



FY23 Revenue (Original) Base Budget

Tuition & Fees	16,952,013	50.0%
Waivers	(483,762)	-1.4%
State Appropriation	14,521,745	42.8%
Stabalization Funds	1,641,386	4.8%
Other (includes EC transfer)	1,292,976	3.8%
	<u>\$ 33,924,358</u>	

FY23 Expense (Original) Base Budget

Personnel	23,669,882	69.8%
Student Aid	3,662,906	10.8%
Other	6,591,570	19.4%
	<u>\$ 33,924,358</u>	

FY23 Revenue (Modified) Base Budget

Tuition & Fees	16,152,811	48.8%
Waivers	(483,762)	-1.5%
State Appropriation	14,521,745	43.8%
Stabalization Funds	1,641,386	5.0%
Other (includes EC transfer)	1,294,976	3.9%
	<u>\$ 33,127,156</u>	

FY23 Expenditure (Modified) Base Budget

Personnel	23,089,139	69.7%
Student Aid	3,662,906	11.1%
Other	6,375,111	19.2%
	<u>\$ 33,127,156</u>	

Reflects a revenue/expense reduction of (\$799,202)

FY23 Auxiliary & Retention



Auxiliary is out of balance by approximately \$1.265M. To work towards a balanced budget, waivers have been reduced by \$95k; expenses have been reduced by \$515k which leaves a gap of \$655k that we will continue to work on closing by increasing revenue where possible as well as:

- Reducing expenses
- Capturing savings from vacant position(s)
- Capturing savings from Lockwood Hall being offline in Fall 2022 semester
- Increasing the number of commuter/staff meal plans purchased
- Improving the options at meal equivalency to drive satisfaction (this will help with FY24 numbers)
- Better advertising of Halal and Kosher food (similar to info about vegetarian, vegan, and GF options)

Entering into a MOU with Franklin Memorial Hospital for the spring semester to house 6-8 employees in Lockwood Hall (only residence hall with a full kitchen)

- Visiting nurses
- Physicians
- Nursing Students

Retention

- *First to second year return rates are up slightly to 66.4%*; attributed to first year retention efforts, particularly an increase in mental health and wellness capacity. *Out of state first to second year return rates are the highest in the past three years (75%)*. First to second year return rates should improve again next year, given this year's targeted retention efforts (first year scheduling initiative, more FYF classes-including FYF's as RLE's)
- *NEHBE upper class return rates are up (92%, 95%)*; these are the students who were recruited based on additional majors, and when we were recruiting in person.
- Our DFWL's were down in 2021-2022 from a sharp increase in 2020-2021. They are not down to pre-covid levels, but are close, and this is positively impacting retention.
- *Residence hall retention is 65%* (inching up every year except during the height of covid)
- Graduate program is exceeding its credit hour target; strategic goals, a capable team and some well placed marketing has contributed to success



Thank You



FY23 Revised Budget

Joan Ferrini-Mundy
President, University of Maine and
University of Maine at Machias

Kelly Sparks
Vice President for Finance and Chief
Business Officer





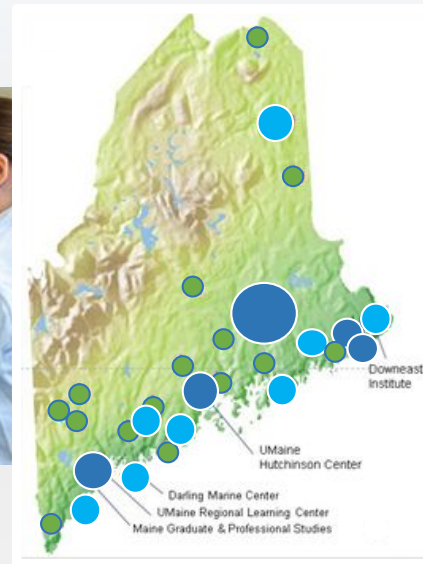
Today's agenda

1. FY23 Approved budget
2. FY23 Budget shortfall
3. Revised request for use of university reserves



The University of Maine has never been better positioned for strategic growth that will benefit Maine and its people.

Yet our fiscal challenges are daunting and will require bold solutions.



R1
DEFINES
TOMORROW



Blind Dog Photo, courtesy of Wright-Ryan Construction



The estimated financial need for FY23 was \$22M, net of \$4.5M increase in appropriation.

Contractual salary increases estimated	\$11.0M
Expanded research investment, start- up faculty costs	\$2.0M
Positions to fund growth (MBA, campus master plan, Ferland Engineering building, other)	\$4.0M
Inflation and technology investments (food and other supplies, fuel, other)	\$3.0M
Carryover FY22 gap (unbudgeted staff increases)	\$6.0M
Capital expenditures	\$0.5M
Less tentative increase in state appropriation	(\$4.5M)
Total	\$22.0M



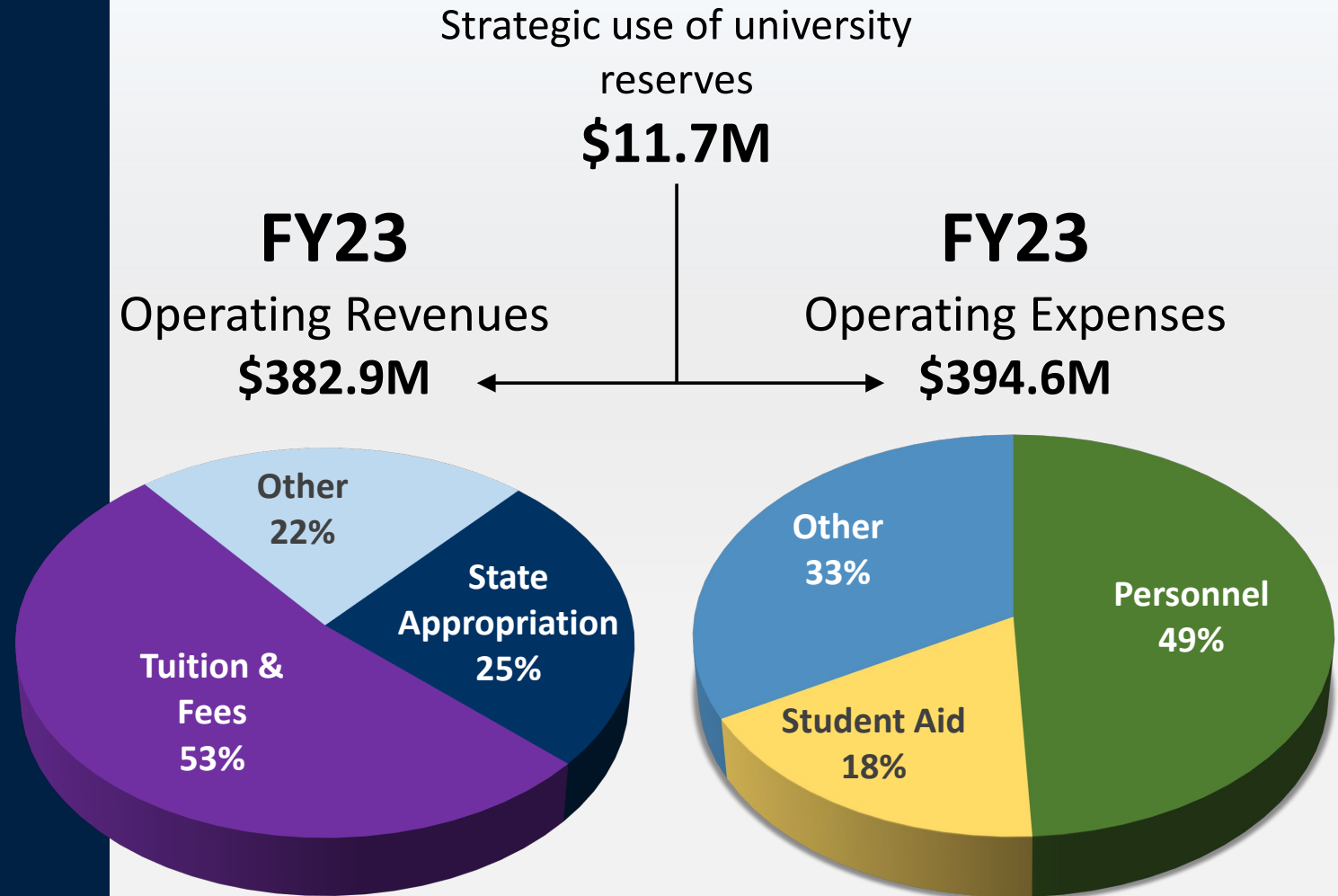
We proposed budget efficiencies and use of reserves to solve the E&G budget shortfall.

Approved FY23 Budget

Proposed Budget Efficiencies	\$5.6M
Revenue Enhancements	\$4.5M
Strategic Use of Reserves	\$11.8M
Total	\$22.0M



The FY23 approved budget anticipated use of \$11.7M in university reserves.



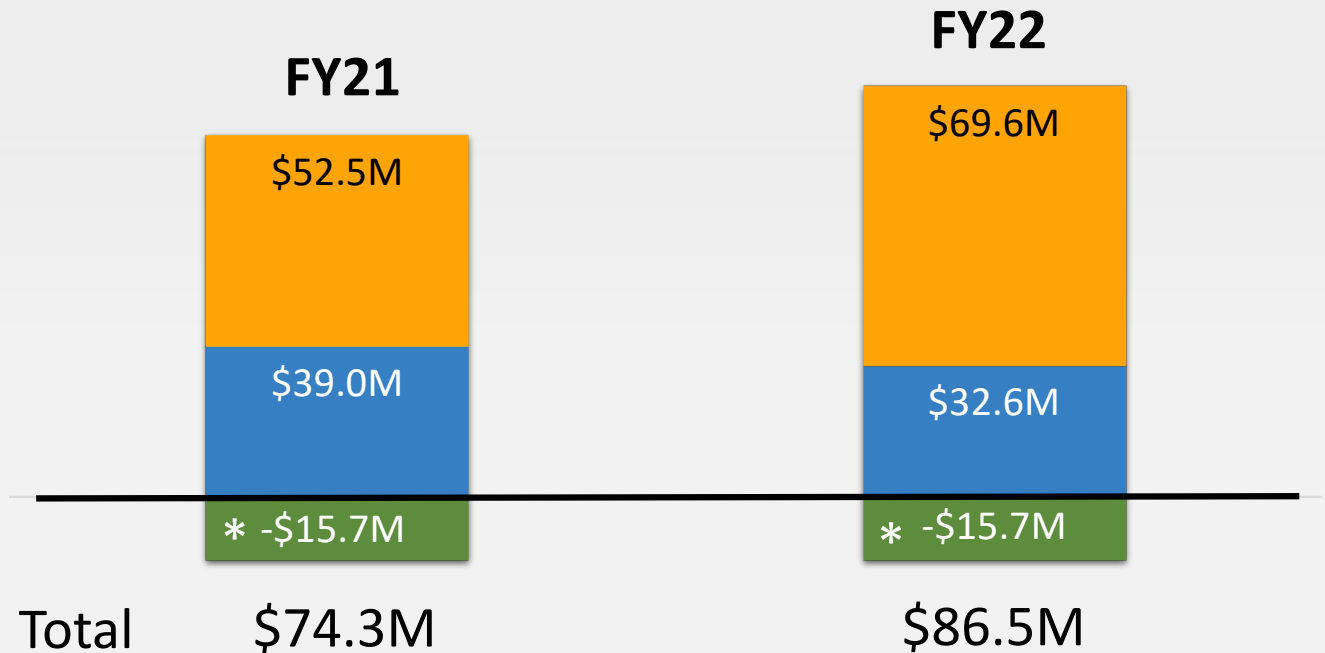
Approved May 23, 2022



The gap was to be filled using \$11.7M in strategic use of reserves.

Operating Unrestricted Reserves as of June 30

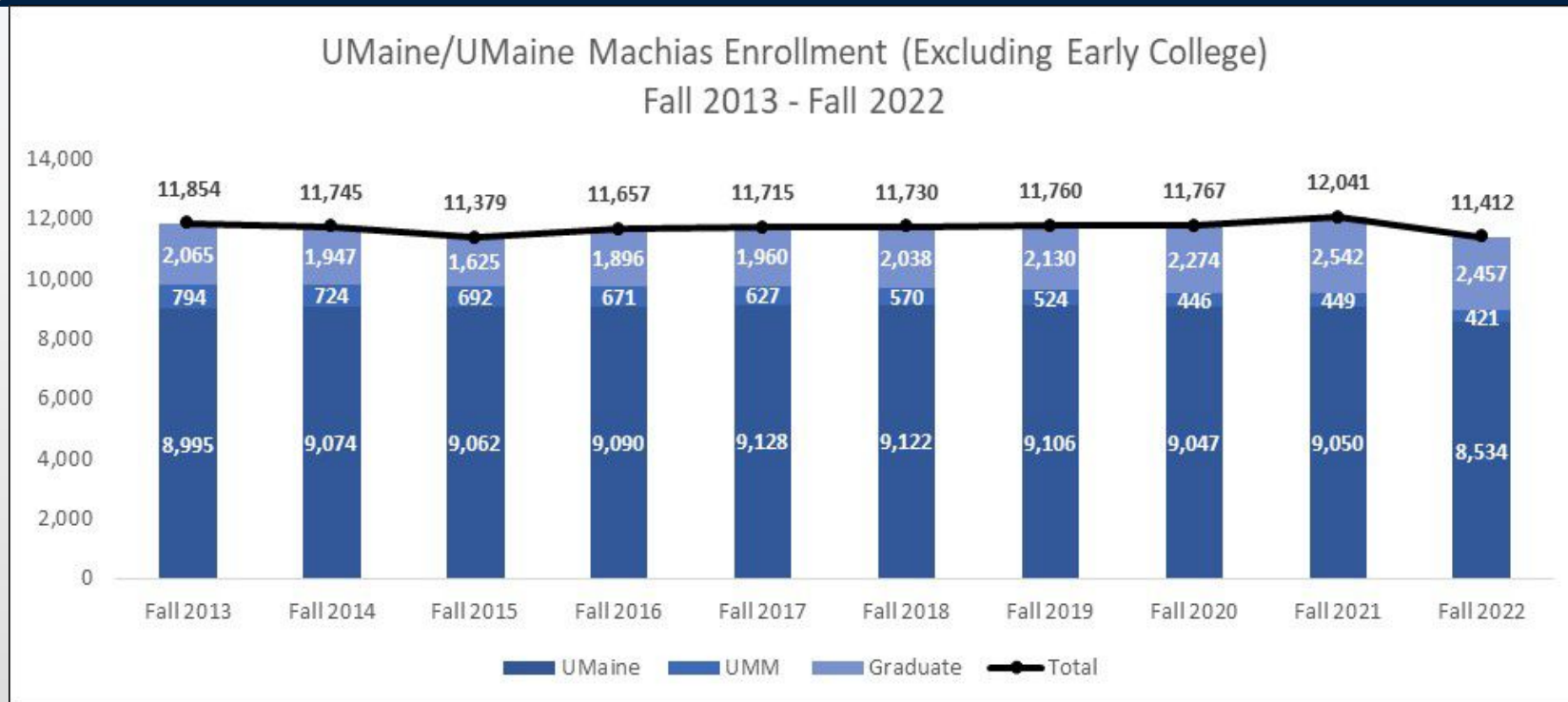
■ E&G ■ Designated ■ GASB 75



*Reflects other post-employment benefits



Fall Enrollment has been relatively stable for 10 Years.



Note. Students enrolled at both campuses are only counted once in this figure.

UMS Daily Enrollment Dashboard:

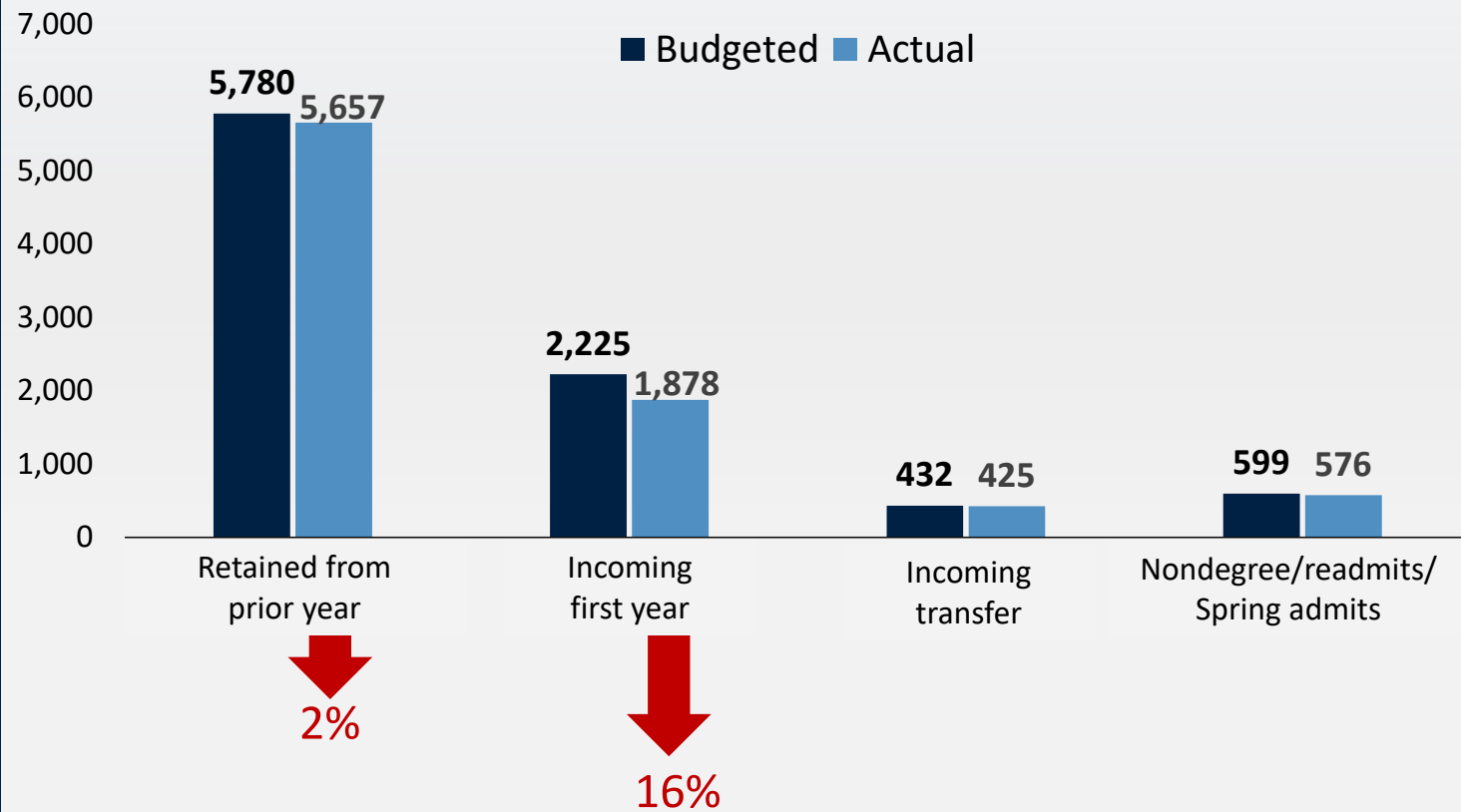
https://public.tableau.com/app/profile/ums.academic.affairs/viz/FallEnrollmentWatch_16340464283590/Headcount



UMaine
undergraduate
actual fall 2022
enrollment
was below
budget.

Fall 2022 Undergraduate
Credit Hours

UM Undergraduate Students by Category: Budgeted vs. Actual Enrollments



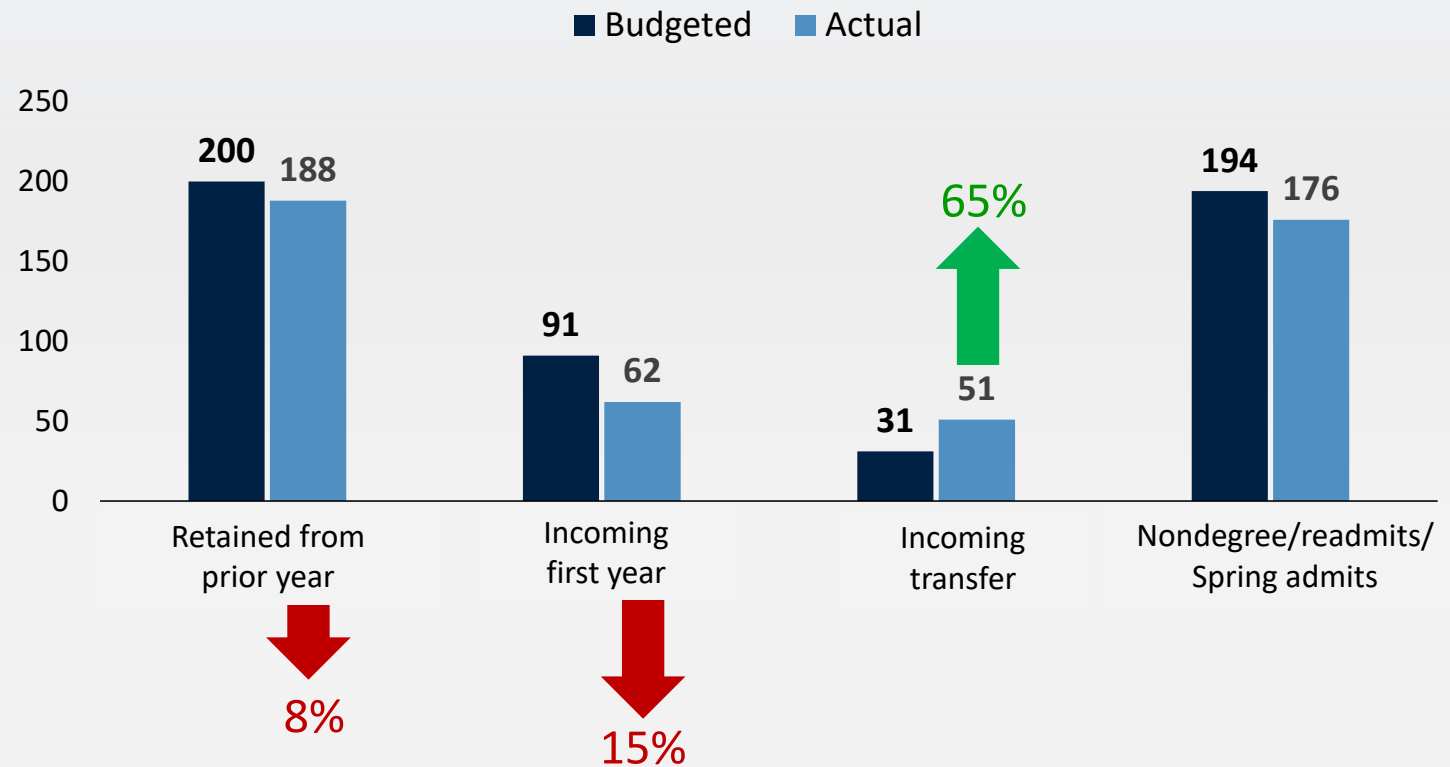
UMaine: 6% below budgeted enrollment 7% below budgeted credit hours



UMM
undergraduate
fall 2022
enrollment was
also less than
budget.

Fall 2022 Undergraduate
Credit Hours

UMM Undergraduate Students by Category: Budgeted vs. Actual Enrollments

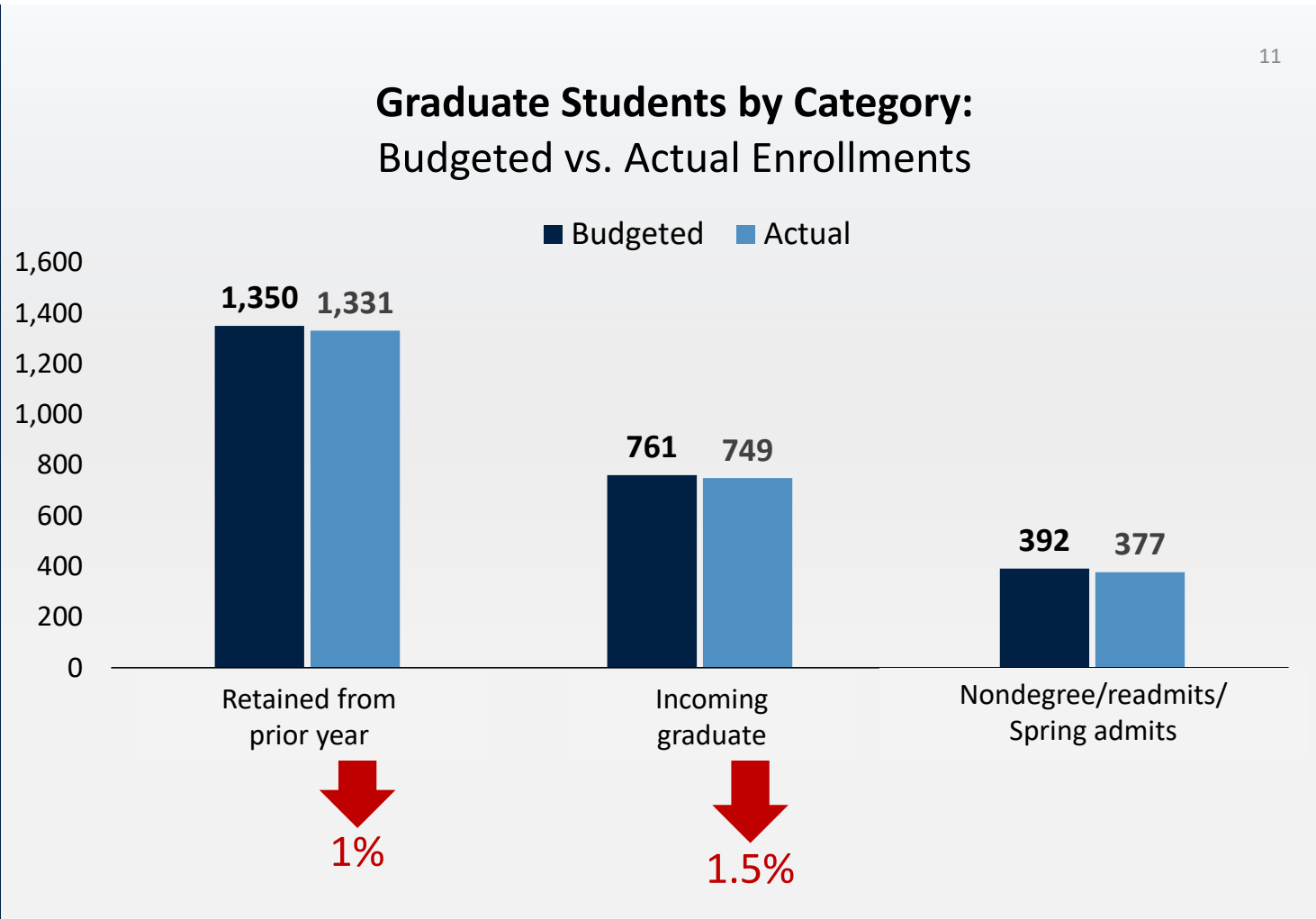


UMaine Machias: 6% below budgeted enrollment 15% below budgeted credit hours



Graduate fall enrollment was below budgeted headcount.

Fall 2022 Graduate Credit Hours



11

UMaine: 2% below budgeted enrollment Actual flat to budgeted credit hours



We are focusing on key enrollment initiatives for Fall 2023.



Deepen use of digital recruitment by academic area for accepted students.

Focus on faster acceptance time.

Communicate financial aid awards early in cycle.

Align admissions counselors to key territories.



The estimated incremental E&G financial need for FY23 is \$15M.

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Budget shortfall

UMM Tuition revenue	(\$0.4M)
UM In-state tuition revenue	(\$1.9M)
UM Out-of-state tuition/NEBHE revenue	(\$12.6M)
UM Tech fee	(\$0.1M)

Incremental financial need

(\$15.0M)

3.8% of expenses



The estimated incremental auxiliary financial need for FY23 is \$2.1M.

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Budget shortfall

Dining meal plans	(\$1.1M)
Housing occupancy	(\$0.9M)
Conference revenue	(\$0.15M)
<i>Incremental auxiliary financial need</i>	<i>(\$2.1M)</i>



Of the \$15M in incremental E&G financial need, we have offset with \$11.6M in mid-year savings.

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FY23 Incremental Financial Need ***\$15.0M***

Operating efficiencies: position vacancies, faculty retirements, services and supplies, one-time energy savings, library subscriptions	(\$4.1M)
Scholarships exchange, indirect returns	(\$4.2M)
Strategic use of designated funds	(\$2.3M)
Incremental use of unrestricted university reserves	(\$4.3M)



Of the \$2.1M in incremental auxiliary financial need, we have offset with \$0.6M in position vacancies.

16

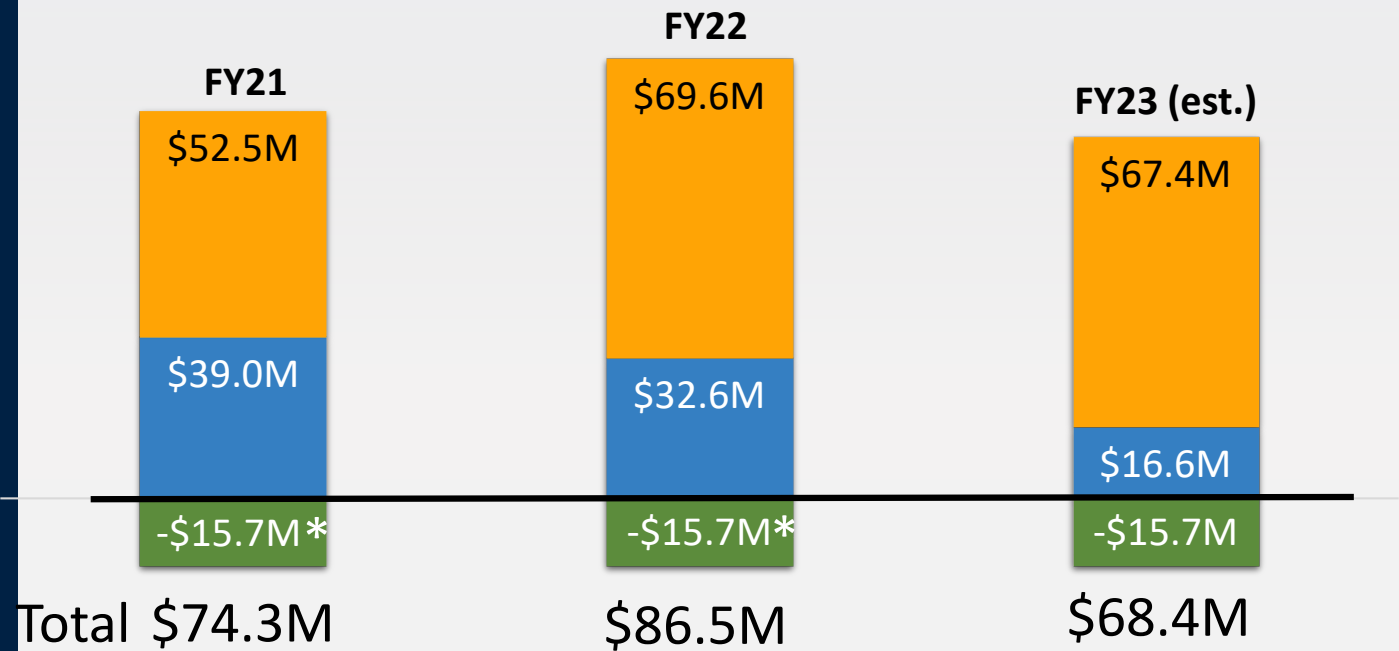
<i>FY23 Incremental Financial Need</i>	<i>\$2.1M</i>
Operating efficiencies: position vacancies	(\$0.6M)
Operating efficiencies: supplies and services	(\$0.1M)
Strategic use of auxiliary reserves	(\$1.4M)



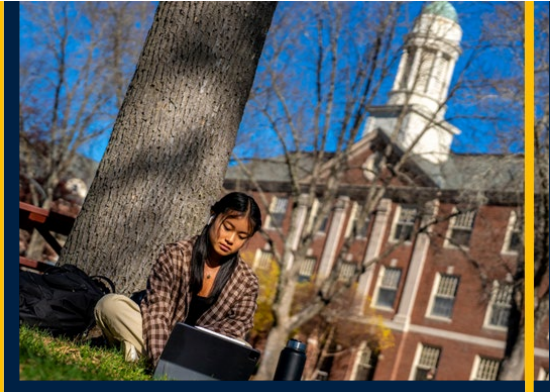
We plan to use an additional \$4.3M in E&G reserves.

Operating Unrestricted Reserves as of June 30

■ E&G ■ Designated ■ GASB 75



*Reflects other post-employment benefits



Questions & Discussion



Board of Trustees Meeting - January 29-30, 2023 - ATTACHMENTS

**University of Maine
E&G**

FY23 Budget Revision 1/4/23

			FY23 BUDGET			
	FY21 ACTUALS	FY22 ACTUALS	ORIGINAL	REVISED	BUDGET CHANGE	
<u>Revenues</u>						
Tuition & Fee Revenue	\$ 181,687,929	\$ 195,359,309	\$ 201,008,265	\$ 186,008,265	\$ (15,000,000)	-7.5%
Dining Revenue	-	-	-	-	-	-%
Residence Revenue	-	-	-	-	-	-%
Tuition Waivers/Scholarships	(64,088,179)	(68,720,947)	(68,872,019)	(67,610,550)	1,261,469	-1.8%
Net Student Charges Revenue	117,599,750	126,638,362	132,136,246	118,397,715	(13,738,531)	-10.4%
State Appropriation	84,067,571	90,449,439	95,967,855	95,967,855	-	0.0%
HEERF Relief - Lost Revenue	-	-	-	-	-	-%
Indirect Cost Recovery	12,730,088	18,532,602	16,310,000	19,600,000	3,290,000	20.2%
Investment Income/Gifts	1,017,145	1,054,009	1,047,926	1,047,926	-	0.0%
Sales/Services/Auxiliary	6,420,437	12,365,054	14,577,208	14,249,008	(328,200)	-2.3%
Total Revenue	221,834,991	249,039,466	260,039,235	249,262,504	(10,776,731)	-4.1%
<u>Expenses</u>						
Salaries & Wages	\$99,461,137	\$111,671,661	\$123,091,168	\$120,497,374	(\$2,593,794)	-2.1%
Attrition (Salary Only)	-	-	(2,953,642)	-	2,953,642	-100.0%
Employee Benefits Including Attrition	43,395,846	50,571,838	53,803,931	53,956,262	152,331	0.3%
Pandemic Pay	600,842	196,359	-	-	-	-%
Personnel	143,457,825	162,439,858	173,941,457	174,453,636	512,179	0.3%
Other Expenses & Transfers:						
Fuel & Electricity	6,895,097	8,178,022	11,986,421	9,826,421	(2,160,000)	-18.0%
Supplies & Services	15,041,397	19,290,235	17,958,486	15,604,840	(2,353,646)	-13.1%
Shared Services	20,277,365	21,892,237	22,799,414	22,916,095	116,681	0.5%
Travel	1,113,614	3,231,154	3,650,392	4,046,680	396,288	10.9%
Memberships, Contributions & Sponsorships	378,544	486,398	437,387	432,344	(5,043)	-1.2%
Maintenance & Alterations	4,695,049	5,420,576	5,109,252	4,187,596	(921,656)	-18.0%
Interest	499,266	488,957	1,035,408	1,200,408	165,000	15.9%
Depreciation	15,988,311	16,203,866	17,474,095	17,474,095	-	0.0%
Transfers to/(from) MAFES/CES	13,204,062	13,501,367	13,385,884	12,296,955	(1,088,929)	-8.1%
Transfers to/(from) MEIF	6,903,424	7,276,249	6,200,826	5,789,708	(411,118)	-6.6%
Other Expenses & Transfers	(565,950)	6,113,537	5,609,848	4,801,733	(808,115)	-14.4%
Unassigned Budget	-	96	607,864	248,355	(359,509)	-59.1%
Total Other Expenses & Transfers	84,430,178	102,082,695	106,255,277	98,825,230	(7,430,047)	-7.0%
Total Operating Expenses & Transfers	227,888,003	264,522,553	280,196,734	273,278,866	(6,917,868)	-2.5%
Operating Increase (Decrease)	\$ (6,053,012)	\$ (15,483,087)	\$ (20,157,499)	\$ (24,016,362)	\$ (3,858,863)	19.1%
<u>Modified Cash Flow</u>						
Operating Increase (Decrease)	\$ (6,053,012)	\$ (15,483,087)	\$ (20,157,499)	\$ (24,016,362)	\$ (3,858,863)	19.1%
Add Back Depreciation	15,988,311	16,203,866	17,474,095	17,474,095	-	0.0%
Less Capital Expenditures	(4,485,943)	(5,686,898)	(6,492,635)	(6,467,335)	25,300	-0.4%
Less Capital Reserve Funding	-	(300,318)	-	-	-	-%
Less Debt Service Principal	(1,398,713)	(1,622,965)	(2,618,095)	(3,113,095)	(495,000)	18.9%
Net Change Before Other Adjustments & Transfers	4,050,643	(6,889,402)	(11,794,134)	(16,122,697)	(4,328,563)	
Transfer from/(to) Administrative Savings Rsrv	-	-	-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-	-	-	
Net Change Subtotal	4,050,643	(6,889,402)	(11,794,134)	(16,122,697)	(4,328,563)	
Other Strategic Transfers from/(to) Reserves	(2,468,872)	129,808	11,794,134	16,122,697	4,328,563	
Net Change in Cash & Reserve Transfers	\$ 1,581,771	\$ (6,759,594)	\$ -	\$ -	\$ -	

Board of Trustees Meeting - January 29-30, 2023 - ATTACHMENTS

**University of Maine
Auxiliary**

FY23 Budget Revision 1/4/23

	FY23 BUDGET					
	FY21 ACTUALS	FY22 ACTUALS	ORIGINAL	REVISED	BUDGET CHANGE	
Revenues						
Tuition & Fee Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	-%
Dining Revenue	15,036,465	20,366,487	21,944,417	20,852,975	(1,091,442)	-5.0%
Residence Revenue	13,371,845	21,719,604	22,025,218	21,167,188	(858,030)	-3.9%
Tuition Waivers/Scholarships	(1,285,534)	(1,423,771)	(1,138,249)	(1,138,249)	-	0.0%
Net Student Charges Revenue	27,122,776	40,662,320	42,831,386	40,881,914	(1,949,472)	-4.6%
State Appropriation	-	-	-	-	-	-%
HEERF Relief - Lost Revenue	15,243,148	273	-	-	-	-%
Indirect Cost Recovery	-	-	-	-	-	-%
Investment Income/Gifts	-	-	-	-	-	-%
Sales/Services/Auxiliary	9,596,905	9,303,770	10,249,814	10,099,814	(150,000)	-1.5%
Total Revenue	51,962,829	49,966,363	53,081,200	50,981,728	(2,099,472)	-4.0%
Expenses						
Salaries & Wages	\$11,147,938	\$12,611,487	\$13,453,095	\$13,432,115	(\$20,980)	-0.2%
Attrition (Salary Only)	-	-	(195,624)	(595,624)	(400,000)	204.5%
Employee Benefits Including Attrition	5,160,958	5,272,511	6,042,509	5,859,489	(183,020)	-3.0%
Pandemic Pay	424,309	38,935	-	-	-	-%
Personnel	16,733,205	17,922,933	19,299,980	18,695,980	(604,000)	-3.1%
Other Expenses & Transfers:						
Fuel & Electricity	3,272,592	4,194,222	3,623,357	3,604,555	(18,802)	-0.5%
Supplies & Services	9,096,084	12,496,719	13,136,468	12,547,982	(588,486)	-4.5%
Shared Services	-	42,109	67,854	67,854	-	0.0%
Travel	22,842	95,088	33,913	33,913	-	0.0%
Memberships, Contributions & Sponsorships	7,370	12,959	11,664	11,664	-	0.0%
Maintenance & Alterations	2,938,947	2,881,625	2,909,121	2,849,544	(59,577)	-2.0%
Interest	1,634,356	1,590,492	842,356	842,356	-	0.0%
Depreciation	3,889,592	4,124,876	3,661,939	3,661,939	-	0.0%
Transfers to/(from) MAFES/CES	-	-	-	-	-	-%
Transfers to/(from) MEIF	-	-	-	-	-	-%
Other Expenses & Transfers	9,382,340	3,923,952	8,340,369	8,944,412	604,043	7.2%
Unassigned Budget	-	-	-	-	-	-%
Total Other Expenses & Transfers	30,244,123	29,362,042	32,627,041	32,564,219	(62,822)	-0.2%
Total Operating Expenses & Transfers	46,977,328	47,284,975	51,927,021	51,260,199	(666,822)	-1.3%
Operating Increase (Decrease)	\$ 4,985,501	\$ 2,681,388	\$ 1,154,179	\$ (278,471)	\$ (1,432,650)	-124.1%
Modified Cash Flow						
Operating Increase (Decrease)	\$ 4,985,501	\$ 2,681,388	\$ 1,154,179	\$ (278,471)	\$ (1,432,650)	-124.1%
Add Back Depreciation	3,889,592	4,124,876	3,661,939	3,661,939	-	0.0%
Less Capital Expenditures	(118,491)	(1,867,101)	(2,128,662)	(2,128,662)	-	0.0%
Less Capital Reserve Funding	-	(569,286)	(760,111)	(760,111)	-	0.0%
Less Debt Service Principal	(2,563,766)	(2,854,979)	(2,074,136)	(2,074,136)	-	0.0%
Net Change Before Other Adjustments & Transfers	6,192,836	1,514,898	(146,791)	(1,579,441)	(1,432,650)	
Transfer from/(to) Administrative Savings Rsrv	-	-	-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-	-	-	
Net Change Subtotal	6,192,836	1,514,898	(146,791)	(1,579,441)	(1,432,650)	
Other Strategic Transfers from/(to) Reserves	(1,999,737)	(7,255)	146,791	1,579,441	1,432,650	
Net Change in Cash & Reserve Transfers	\$ 4,193,098	\$ 1,507,643	\$ -	\$ -	\$ -	

Board of Trustees Meeting - January 29-30, 2023 - ATTACHMENTS

**University of Maine
E&G and Auxiliary**

FY23 Budget Revision 1/4/23

			FY23 BUDGET			
	FY21 ACTUALS	FY22 ACTUALS	ORIGINAL	REVISED	BUDGET CHANGE	
Revenues						
Tuition & Fee Revenue	\$ 181,687,929	\$ 195,359,309	\$ 201,008,265	\$ 186,008,265	\$ (15,000,000)	-7.5%
Dining Revenue	15,036,465	20,366,487	21,944,417	20,852,975	(1,091,442)	-5.0%
Residence Revenue	13,371,845	21,719,604	22,025,218	21,167,188	(858,030)	-3.9%
Tuition Waivers/Scholarships	(65,373,712)	(70,144,718)	(70,010,268)	(68,748,799)	1,261,469	-1.8%
Net Student Charges Revenue	144,722,526	167,300,681	174,967,632	159,279,629	(15,688,003)	-9.0%
State Appropriation	84,067,571	90,449,439	95,967,855	95,967,855	-	0.0%
HEERF Relief - Lost Revenue	15,243,148	273	-	-	-	-%
Indirect Cost Recovery	12,730,088	18,532,602	16,310,000	19,600,000	3,290,000	20.2%
Investment Income/Gifts	1,017,145	1,054,009	1,047,926	1,047,926	-	0.0%
Sales/Services/Auxiliary	16,017,342	21,668,824	24,827,022	24,348,822	(478,200)	-1.9%
Total Revenue	273,797,820	299,005,829	313,120,435	300,244,232	(12,876,203)	-4.1%
Expenses						
Salaries & Wages	\$110,609,075	\$124,283,148	\$136,544,263	\$133,929,489	(\$2,614,774)	-1.9%
Attrition (Salary Only)	-	-	(3,149,266)	(595,624)	2,553,642	-81.1%
Employee Benefits Including Attrition	48,556,804	55,844,349	59,846,440	59,815,751	(30,689)	-0.1%
Pandemic Pay	1,025,151	235,294	-	-	-	-%
Personnel	160,191,030	180,362,791	193,241,437	193,149,616	(91,821)	0.0%
Other Expenses & Transfers:						
Fuel & Electricity	10,167,689	12,372,244	15,609,778	13,430,976	(2,178,802)	-14.0%
Supplies & Services	24,137,481	31,786,954	31,094,954	28,152,822	(2,942,132)	-9.5%
Shared Services	20,277,365	21,934,346	22,867,268	22,983,949	116,681	0.5%
Travel	1,136,456	3,326,243	3,684,305	4,080,593	396,288	10.8%
Memberships, Contributions & Sponsorships	385,914	499,357	449,051	444,008	(5,043)	-1.1%
Maintenance & Alterations	7,633,996	8,302,201	8,018,373	7,037,140	(981,233)	-12.2%
Interest	2,133,622	2,079,449	1,877,764	2,042,764	165,000	8.8%
Depreciation	19,877,903	20,328,742	21,136,034	21,136,034	-	0.0%
Transfers to/(from) MAFES/CES	13,204,062	13,501,367	13,385,884	12,296,955	(1,088,929)	-8.1%
Transfers to/(from) MEIF	6,903,424	7,276,249	6,200,826	5,789,708	(411,118)	-6.6%
Other Expenses & Transfers	8,816,390	10,037,489	13,950,217	13,746,145	(204,072)	-1.5%
Unassigned Budget	-	96	607,864	248,355	(359,509)	-59.1%
Total Other Expenses & Transfers	114,674,300	131,444,737	138,882,318	131,389,449	(7,492,869)	-5.4%
Total Operating Expenses & Transfers	274,865,330	311,807,528	332,123,755	324,539,065	(7,584,690)	-2.3%
Operating Increase (Decrease)	\$ (1,067,511)	\$ (12,801,699)	\$ (19,003,320)	\$ (24,294,833)	\$ (5,291,513)	27.8%
Modified Cash Flow						
Operating Increase (Decrease)	\$ (1,067,511)	\$ (12,801,699)	\$ (19,003,320)	\$ (24,294,833)	\$ (5,291,513)	27.8%
Add Back Depreciation	19,877,903	20,328,742	21,136,034	21,136,034	-	0.0%
Less Capital Expenditures	(4,604,434)	(7,554,000)	(8,621,297)	(8,595,997)	25,300	-0.3%
Less Capital Reserve Funding	-	(869,604)	(760,111)	(760,111)	-	0.0%
Less Debt Service Principal	(3,962,479)	(4,477,944)	(4,692,231)	(5,187,231)	(495,000)	10.5%
Net Change Before Other Adjustments & Transfers	10,243,479	(5,374,504)	(11,940,925)	(17,702,138)	(5,761,213)	
Transfer from/(to) Administrative Savings Rsrv	-	-	-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-	-	-	
Net Change Subtotal	10,243,479	(5,374,504)	(11,940,925)	(17,702,138)	(5,761,213)	
Other Strategic Transfers from/(to) Reserves	(4,468,609)	122,553	11,940,925	17,702,138	5,761,213	
Net Change in Cash & Reserve Transfers	\$ 5,774,870	\$ (5,251,951)	\$ -	\$ -	\$ -	

Board of Trustees Meeting - January 29-30, 2023 - ATTACHMENTS

FY23 Budget Revised 1/4/23

Univ of Maine at Farmington
E&G

			FY23 BUDGET			
	FY21 ACTUALS	FY22 ACTUALS	ORIGINAL	REVISED	BUDGET CHANGE	
Revenues						
Tuition & Fee Revenue	\$ 17,870,216	\$ 17,418,391	\$ 16,952,013	\$ 16,152,811	\$ (799,202)	-4.7%
Dining Revenue	-	(225)	-	-	-	-%
Residence Revenue	-	-	-	-	-	-%
Tuition Waivers/Scholarships	(4,633,464)	(4,646,603)	(4,146,668)	(4,146,668)	-	0.0%
Net Student Charges Revenue	13,236,753	12,771,563	12,805,345	12,006,143	(799,202)	-6.2%
State Appropriation	12,985,843	13,950,935	14,521,745	14,521,745	-	0.0%
HEERF Relief - Lost Revenue	2,095,863	-	-	-	-	-%
Indirect Cost Recovery	331,969	411,137	225,000	225,000	-	0.0%
Investment Income/Gifts	175	-	-	-	-	-%
Sales/Services/Auxiliary	475,794	793,026	907,976	907,976	-	0.0%
Total Revenue	29,126,397	27,926,660	28,460,066	27,660,864	(799,202)	-2.8%
Expenses						
Salaries & Wages	\$16,654,657	\$17,797,311	\$16,739,920	\$16,334,189	(\$405,731)	-2.4%
Attrition (Salary Only)	-	-	(550,406)	(529,273)	21,133	-3.8%
Employee Benefits Including Attrition	7,634,562	8,292,686	7,480,368	7,284,223	(196,145)	-2.6%
Pandemic Pay	48,415	30,399	-	-	-	-%
Personnel	24,337,634	26,120,395	23,669,882	23,089,139	(580,743)	-2.5%
Other Expenses & Transfers:						
Fuel & Electricity	544,343	682,399	725,936	725,936	-	0.0%
Supplies & Services	890,889	1,108,319	1,264,908	989,363	(275,545)	-21.8%
Shared Services	3,811,115	3,887,481	3,947,582	4,006,668	59,086	1.5%
Travel	67,029	479,753	294,630	294,630	-	0.0%
Memberships, Contributions & Sponsorships	68,157	89,357	94,034	94,034	-	0.0%
Maintenance & Alterations	36,594	63,028	50,581	50,581	-	0.0%
Interest	164,813	148,650	131,593	131,593	-	0.0%
Depreciation	1,901,853	1,929,855	1,992,854	1,992,854	-	0.0%
Transfers to/(from) MAFES/CES	-	-	-	-	-	-%
Transfers to/(from) MEIF	-	-	-	-	-	-%
Other Expenses & Transfers	(738,936)	(1,636,720)	(859,092)	(1,021,092)	(162,000)	18.9%
Unassigned Budget	-	-	5,522	5,522	-	0.0%
Total Other Expenses & Transfers	6,745,857	6,752,121	7,648,548	7,270,089	(378,459)	-4.9%
Total Operating Expenses & Transfers	31,083,491	32,872,516	31,318,430	30,359,228	(959,202)	-3.1%
Operating Increase (Decrease)	\$ (1,957,094)	\$ (4,945,857)	\$ (2,858,364)	\$ (2,698,364)	\$ 160,000	-5.6%
Modified Cash Flow						
Operating Increase (Decrease)	\$ (1,957,094)	\$ (4,945,857)	\$ (2,858,364)	\$ (2,698,364)	\$ 160,000	-5.6%
Add Back Depreciation	1,901,853	1,929,855	1,992,854	1,992,854	-	0.0%
Less Capital Expenditures	(1,396)	(247,260)	(185,850)	(185,850)	-	0.0%
Less Capital Reserve Funding	-	(356,653)	(374,486)	(374,486)	-	0.0%
Less Debt Service Principal	(340,596)	(356,720)	(375,540)	(375,540)	-	0.0%
Net Change Before Other Adjustments & Transfers	(397,233)	(3,976,636)	(1,801,386)	(1,641,386)	160,000	
Transfer from/(to) Administrative Savings Rsrv	-	-	-	-	-	
Transfer from/(to) Budget Stabilization	-	2,414,277	1,641,386	1,641,386	-	
Net Change Subtotal	(397,233)	(1,562,358)	(160,000)	-	160,000	
Other Strategic Transfers from/(to) Reserves	39,994	730,952	160,000	-	(160,000)	
Net Change in Cash & Reserve Transfers	\$ (357,239)	\$ (831,406)	\$ -	\$ -	\$ -	

Board of Trustees Meeting - January 29-30, 2023 - ATTACHMENTS

FY23 Budget Revised 1/9/23

Univ of Maine at Farmington						
Auxiliary						
			FY23 BUDGET			
	FY21 ACTUALS	FY22 ACTUALS	ORIGINAL	REVISED	BUDGET CHANGE	
Revenues						
Tuition & Fee Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	-%
Dining Revenue	2,995,777	3,394,214	4,101,783	3,526,783	(575,000)	-14.0%
Residence Revenue	3,180,924	4,135,431	5,689,560	4,999,560	(690,000)	-12.1%
Tuition Waivers/Scholarships	(234,130)	(459,918)	(457,160)	(362,160)	95,000	-20.8%
Net Student Charges Revenue	5,942,572	7,069,728	9,334,183	8,164,183	(1,170,000)	-12.5%
State Appropriation	-	-	-	-	-	-%
HEERF Relief - Lost Revenue	867,808	2,040,397	-	-	-	-%
Indirect Cost Recovery	-	-	-	-	-	-%
Investment Income/Gifts	-	-	-	-	-	-%
Sales/Services/Auxiliary	631,036	485,333	283,258	283,258	-	0.0%
Total Revenue	7,441,416	9,595,458	9,617,441	8,447,441	(1,170,000)	-12.2%
Expenses						
Salaries & Wages	\$1,190,886	\$1,251,880	\$1,292,410	\$1,270,588	(\$21,822)	-1.7%
Attrition (Salary Only)	-	-	-	-	-	-%
Employee Benefits Including Attrition	539,531	600,784	633,293	633,293	-	0.0%
Pandemic Pay	11,151	17,035	-	-	-	-%
Personnel	1,741,568	1,869,699	1,925,703	1,903,881	(21,822)	-1.1%
Other Expenses & Transfers:						
Fuel & Electricity	446,437	492,855	566,563	566,563	-	0.0%
Supplies & Services	2,489,173	2,963,561	3,568,858	3,108,758	(460,100)	-12.9%
Shared Services	-	-	-	-	-	-%
Travel	19	8,518	7,239	7,239	-	0.0%
Memberships, Contributions & Sponsorships	1,088	1,347	2,875	2,875	-	0.0%
Maintenance & Alterations	11,396	41,016	47,407	47,407	-	0.0%
Interest	356,559	326,393	294,402	294,402	-	0.0%
Depreciation	673,527	677,090	722,437	722,437	-	0.0%
Transfers to/(from) MAFES/CES	-	-	-	-	-	-%
Transfers to/(from) MEIF	-	-	-	-	-	-%
Other Expenses & Transfers	1,171,537	1,933,956	2,311,599	2,283,599	(28,000)	-1.2%
Unassigned Budget	-	-	-	-	-	-%
Total Other Expenses & Transfers	5,149,736	6,444,736	7,521,380	7,033,280	(488,100)	-6.5%
Total Operating Expenses & Transfers	6,891,304	8,314,434	9,447,083	8,937,161	(509,922)	-5.4%
Operating Increase (Decrease)	\$ 550,112	\$ 1,281,024	\$ 170,358	\$ (489,720)	\$ (660,078)	-387.5%
Modified Cash Flow						
Operating Increase (Decrease)	\$ 550,112	\$ 1,281,024	\$ 170,358	\$ (489,720)	\$ (660,078)	-387.5%
Add Back Depreciation	673,527	677,090	722,437	722,437	-	0.0%
Less Capital Expenditures	(154,029)	(312,078)	(255,333)	(255,333)	-	0.0%
Less Capital Reserve Funding	-	(110,808)	(116,348)	(116,348)	-	0.0%
Less Debt Service Principal	(672,377)	(703,823)	(741,359)	(736,372)	4,987	-0.7%
Net Change Before Other Adjustments & Transfers	397,233	831,406	(220,245)	(875,336)	(655,091)	
Transfer from/(to) Administrative Savings Rsrv	-	-	-	-	-	
Transfer from/(to) Budget Stabilization	-	-	220,245	220,245	-	
Net Change Subtotal	397,233	831,406	-	(655,091)	(655,091)	
Other Strategic Transfers from/(to) Reserves	-	-	-	-	-	
Net Change in Cash & Reserve Transfers	\$ 397,233	\$ 831,406	\$ -	\$ (655,091)	\$ (655,091)	

Board of Trustees Meeting - January 29-30, 2023 - ATTACHMENTS

FY23 Budget Revised 1/9/23

Univ of Maine at Farmington
E&G and Auxiliary

			FY23 BUDGET			
	FY21 ACTUALS	FY22 ACTUALS	ORIGINAL	REVISED	BUDGET CHANGE	
Revenues						
Tuition & Fee Revenue	\$ 17,870,216	\$ 17,418,391	\$ 16,952,013	\$ 16,152,811	\$ (799,202)	-4.7%
Dining Revenue	2,995,777	3,393,989	4,101,783	3,526,783	(575,000)	-14.0%
Residence Revenue	3,180,924	4,135,431	5,689,560	4,999,560	(690,000)	-12.1%
Tuition Waivers/Scholarships	(4,867,593)	(5,106,520)	(4,603,828)	(4,508,828)	95,000	-2.1%
Net Student Charges Revenue	19,179,324	19,841,291	22,139,528	20,170,326	(1,969,202)	-8.9%
State Appropriation	12,985,843	13,950,935	14,521,745	14,521,745	-	0.0%
HEERF Relief - Lost Revenue	2,963,671	2,040,397	-	-	-	-%
Indirect Cost Recovery	331,969	411,137	225,000	225,000	-	0.0%
Investment Income/Gifts	175	-	-	-	-	-%
Sales/Services/Auxiliary	1,106,830	1,278,359	1,191,234	1,191,234	-	0.0%
Total Revenue	36,567,813	37,522,118	38,077,507	36,108,305	(1,969,202)	-5.2%
Expenses						
Salaries & Wages Including Attrition	\$17,845,543	\$19,049,191	\$17,481,924	\$17,075,504	(\$406,420)	-2.3%
Add Back: Attri 53906	Attrition \$0	\$0	\$550,406	\$529,273		
Salaries & Wages	\$17,845,543	\$19,049,191	\$18,032,330	\$17,604,777	(\$427,553)	-2.4%
Attrition (Salary Only)	-	-	(550,406)	(529,273)	21,133	-3.8%
Employee Benefits Including Attrition	8,174,094	8,893,469	8,113,661	7,917,516	(196,145)	-2.4%
Pandemic Pay	59,566	47,434	-	-	-	-%
Personnel	26,079,202	27,990,094	25,595,585	24,993,020	(602,565)	-2.4%
Other Expenses & Transfers:						
Fuel & Electricity	990,780	1,175,254	1,292,499	1,292,499	-	0.0%
Supplies & Services	3,380,062	4,071,879	4,833,766	4,098,121	(735,645)	-15.2%
Shared Services	3,811,115	3,887,481	3,947,582	4,006,668	59,086	1.5%
Travel	67,048	488,271	301,869	301,869	-	0.0%
Memberships, Contributions & Sponsorships	69,245	90,703	96,909	96,909	-	0.0%
Maintenance & Alterations	47,989	104,044	97,988	97,988	-	0.0%
Interest	521,371	475,043	425,995	425,995	-	0.0%
Depreciation	2,575,380	2,606,945	2,715,291	2,715,291	-	0.0%
Transfers to/(from) MAFES/CES	-	-	-	-	-	-%
Transfers to/(from) MEIF	-	-	-	-	-	-%
Other Expenses & Transfers	432,601	297,237	1,452,507	1,262,507	(190,000)	-13.1%
Unassigned Budget	-	-	5,522	5,522	-	0.0%
Total Other Expenses & Transfers	11,895,593	13,196,857	15,169,928	14,303,369	(866,559)	-5.7%
Total Operating Expenses & Transfers	37,974,795	41,186,951	40,765,513	39,296,389	(1,469,124)	-3.6%
Operating Increase (Decrease)	\$ (1,406,982)	\$ (3,664,833)	\$ (2,688,006)	\$ (3,188,084)	\$ (500,078)	18.6%
Modified Cash Flow						
Operating Increase (Decrease)	\$ (1,406,982)	\$ (3,664,833)	\$ (2,688,006)	\$ (3,188,084)	\$ (500,078)	18.6%
Add Back Depreciation	2,575,380	2,606,945	2,715,291	2,715,291	-	0.0%
Less Capital Expenditures	(155,425)	(559,338)	(441,183)	(441,183)	-	0.0%
Less Capital Reserve Funding	-	(467,461)	(490,834)	(490,834)	-	0.0%
Less Debt Service Principal	(1,012,973)	(1,060,543)	(1,116,899)	(1,111,912)	4,987	-0.4%
Net Change Before Other Adjustments & Transfers	0	(3,145,230)	(2,021,631)	(2,516,722)	(495,091)	
Transfer from/(to) Administrative Savings Rsrv	-	-	-	-	-	
Transfer from/(to) Budget Stabilization	-	2,414,277	1,861,631	1,861,631	-	
Net Change Subtotal	0	(730,952)	(160,000)	(655,091)	(495,091)	
Other Strategic Transfers from/(to) Reserves	39,994	730,952	160,000	-	(160,000)	
Net Change in Cash & Reserve Transfers	\$ 39,994	\$ -	\$ -	\$ (655,091)	\$ (655,091)	



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

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Date: December 13, 2022

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

From: Jeffrey St. John, Interim VCAA) S

Regarding: UM Program Proposal: B.S. in Human Centered Technology

The University of Maine

University of Maine
at Augusta

University of Maine
at Farmington

University of Maine
at Fort Kent

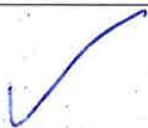
University of Maine
at Machias

University of Maine,
at Presque Isle

University of
Southern Maine

Please find the attached program proposal from the University of Maine (UM) to offer the B.S. in Human Centered Technology. The attached material includes documentation of university level support including approval from the President Joan Ferrini-Mundy and Provost John Volin, as well as the full program proposal.

The proposed addition of the B.S. in Human Centered Technology was reviewed and recommended by the Chief Academic Officers' Council (CAOC) on December 1, 2022. I also recommend this program for your approval.

I approve	I do not approve for the reasons listed below	Additional information needed for decision	Action
			Approve the UM B.S. in Human Centered Technology


Chancellor Dannel Malloy

12.13.22
Date

Office of the Executive Vice President
for Academic Affairs & Provost



5703 Alumni Hall, Suite 201
Orono, Maine 04469-5703
Tel: 207.581.1547
Fax: 207.581.1633
umaine.edu

TO: Robert Placido
Vice Chancellor for Academic Affairs (UMS)

FROM: John C. Volin
Executive Vice President for Academic Affairs & Provost (UM/UMM)

SUBJECT: Proposal for a Bachelor of Science (B.S.) in Human-Centered Technology Design within the College of Liberal Arts and Sciences

DATE: November 28, 2022

CC: Meredith Whitfield, Chief of Staff
Emily Haddad, Dean, College of Liberal Arts and Sciences
Penny Rheingans, Director, School of Computing & Information Sciences

The Faculty of the College of Liberal Arts and Sciences (CLAS) propose the establishment of a Bachelor of Science (B.S.) in Human-Centered Technology Design, to be housed in the School of Computing and Information Sciences (SCIS).

The BS in Human-Centered Technology Design is envisioned as the only program of its kind in Maine that intersects computer science, new media, and spatial informatics. The project-based learning curriculum supports and expands opportunities for research learning experiences and career pathways. Market research through Burning Glass indicates clear unmet need for HCTD graduates, with job postings far outpacing the number of degrees awarded. With a median salary in Maine of \$92,000, graduates of this program can expect to enter a competitive professional field in-state. Full-time remote work in this field is also expected to increase nationally for the foreseeable future, ensuring that graduates join a workforce pipeline for those who wish to stay in Maine to live and work.

Given the importance of growing enrollment in the proposed Maine College of Engineering, Computing and Information Science (MCECIS), this proposed program is in a growing and innovative area and will attract new students – particularly one outside of the conventional computer science or engineering majors.

The faculty members in SCIS are in communication with faculty and leadership within the College of Engineering. Engineering Faculty would partner in the emerging technology elective area of the degree program, as would the Maine Business School through the entrepreneurship and innovation elective area. Penny Rheingans, Director of the School of Computing & Information Sciences, worked with Dean Jeremy Qualls at USM and Interim President Joe Szakas at UMA. Dean Qualls indicated that USM had no issues with the degree and mentioned a couple of faculty might be interested in offering classes or teaching in the program. As new HCD courses are established, USM faculty could assist in teaching the courses in a collaborative manner.


Interim President Szakas indicated strong support for this proposal. Given UMA's course offerings in programming and computer science, it is expected that a number of UMA online courses could be transferrable to elective offerings within the degree. While the core of the B.S. in Human-Centered Technology Design is expected to be taught by UMaine faculty, we expect and welcome collaboration across UMS in this emerging, yet critical area for Maine's workforce.

APL X-P.1 "Academic Program Approval", Section I "Approval of Undergraduate Majors, graduate degree programs, and advanced certificates of study", Step 3. "University of Maine System (UMS) Evaluation" is the relevant section of the University of Maine System Administrative Practice Letters. An excerpt of the policy indicates "After completion of the campus program evaluation process, University of Maine System evaluation is initiated by submission of the proposal by the university President to the Vice Chancellor for Academic Affairs who will acknowledge receipt of the document and distribute the proposal electronically to members of the Chief Academic Officers Council (CAOC)."

This proposal has received all appropriate campus review and approval. President Ferrini-Mundy and I fully support and recommend the creation of the Bachelor of Science (B.S.) in Human-Centered Technology Design within the College of Liberal Arts and Sciences at the University of Maine.

Please let me know if you have any questions or if there is any additional information you require.

Approved By:



John C. Volin
Executive Vice President for Academic Affairs & Provost

11/28/2022


Date

Attachment(s) (if applicable)

1. Program Proposal for New Bachelor's Degree
Dated: May 3, 2022
Subject: Bachelor of Science in Human-Centered Technology Design (HCTD)

Provost Recommendation: I support and recommend the creation of the Bachelor of Science in Human-Centered Technology Design within the College of Liberal Arts and Sciences.

Approved By:



John C. Volin
Executive Vice President for Academic Affairs & Provost

11/07/2022

Date

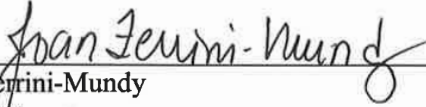
Action / Decision:

I Approve: ☒

I Disapprove: ☐

Modification Needed: ☐

Needs Discussion: ☐



Joan Ferrini-Mundy
President

4/16/22

Date

Notes:

Thanks for the efforts at collaboration & interdisciplinarity.

Attachment(s) (if applicable)

1. Program Proposal for New Bachelor's Degree
Dated: May 3, 2022
Subject: Bachelor of Science in Human-Centered Technology Design (HCTD)

College of
Liberal Arts and Sciences
Office of the Dean
umaine.edu/las/



5774 Stevens Hall, Room 100
Orono, Maine 04469-5774
Advising: 207.581.1952
Administration: 207.581.1954
Fax: 207.581.1953
clas@maine.edu

May 20, 2022

Dr. John Volin
Executive Vice President for Academic Affairs & Provost
Alumni Hall 201
University of Maine

Dear Provost Volin,

On May 3, Academic Council, the curriculum committee for the College of Liberal Arts and Sciences, recommended approval of a proposal from the School of Computing and Information Science for a new BS degree in Human-Centered Technology Design. The proposal has also received a favorable hearing before the Faculty Senate. Academic Council considered only its academic merits, and concluded that it is a worthy proposal.

Academic Council also relayed that there are important financial and resource implications that must be addressed before the proposal's implementation. These considerations include the proposal's calling for a new tenure-track faculty line (11.a, page 8), and the report from the Department of Psychology that PSY 245 and possibly PSY 241, that are among the 11 credits of required Psychology courses, will need additional TA support if the proposal's anticipated student enrollments come to pass. Should the new program succeed in attracting the number of students indicated in the proposal, there may be additional resource needs beyond those identified.

I fully agree with the Academic Council that this is a strong proposal academically. Programs such as this will play an important role in meeting the UMS TRANSFORMS enrollment and graduation targets for computing and information science fields. This note is simply to reinforce the fact that additional faculty and staff will be necessary in specific areas if those targets are to be met.

Sincerely,

A handwritten signature in black ink, appearing to read 'Emily A. Haddad'.

Emily A. Haddad
Dean

cc: Timothy Cole, Associate Dean for Academics
Thane Fremouw, Chair, Academic Council; Associate Professor and Chair, Department of Psychology
Penny Rheingans, Director, School of Computing and Information Science

MAINE'S LAND GRANT AND SEA GRANT UNIVERSITY

School of Computing &
Information Science



5711 Boardman Hall, Room 348
Orono, Maine 04469-5711
207.581.2188
Fax: 207.581.2206
umaine.edu/cis/
umaine.edu

May 3, 2022

Below are the endorsements to accept the proposed BS in Human-Centered Technology Design Degree.

Leader, Initiating Department/Unit

5/4/22

College(s) Curriculum Committee Chair(s)

05/03/2022

Dean(s)

5-17-22

Provost

08/29/2022

President

11/16/22

MAINE'S LAND GRANT AND SEA GRANT UNIVERSITY

Human-Centered Technology Design

Proposed New BS Degree at the CLA&S School of Computing and Information Science

Co-Applicants: Dr. Nimesha Ranasinghe, Dr. Nicholas Giudice, Michael Scott

Design is evolving in unprecedented ways, and along with it, so are design education expectations—for students, educators, and hiring managers. What does it really mean to “study design” in this third decade of the century? What skills, abilities, and mindsets should designers have to be employable, and how can established designers effectively upskill in the ever-shifting landscape for design?

—Adobe Design Circle (*Design Education Foundations: Challenges & Opportunities for 2021 & Beyond*)

The School of Computing and Information Science (SCIS) has received approval to plan a new BS degree in Human-Centered Technology Design (HCTD). The HCTD program will build on existing courses offered throughout SCIS and the department of Psychology, in collaboration with the University of Maine (UM) College of Engineering (CoE) and in collaboration with faculty and programs at University of Maine at Augusta (UMA), University of Maine at Farmington (UMF) and the University of Southern Maine (USM). No college or university in Maine currently offers a major in HCTD. The proposed degree program would serve as a national program attracting not only in-state students who currently must leave the state to pursue these interests but increasing numbers of out-of-state students, while increasing the reputation and credibility of UM.

The Opportunity

Human-Centered Technology Design (HCTD) is a fast-growing major that has appeared in engineering, gaming, HCI, arts, digital technology and communication programs at undergraduate and graduate levels in more than 75 U.S. colleges and universities over the last decade. HCTD focuses on what we can do with technology for specific purposes. Designers help produce products and services in a variety of fields and are sought by industries that increasingly rely on sophisticated visualization and simulation of advanced procedures. Interest in game design, for example, is an appealing and intuitive major that attracts increasing numbers of prospective students. According to the U.S. Bureau of Labor Statistics, from 2015 to 2020, employment in fields related to HCTD grew nationally by nearly 25%, from 1,488,920 to 1,965,360, with ten-year projections anticipating 16% growth. In New England, growth from 2015-2020 was up about 12%, from 97,430 to 110,810. Maine experienced significant growth from 2015-2020, from 2,940 to 3,860, with a 10-year growth projection of about 7%. With a median salary in Maine of \$92,000, HCTD graduates can expect to enter a competitive professional field in-state. Full-time remote work in HCTD fields is expected to continue increasing nationally for the foreseeable future, ensuring that a HCTD workforce pipeline offers UM students who desire to stay in Maine to live and work with a high number of high-quality career opportunities “at home.” Furthermore, the Human-Centered technology design and innovation methodologies are being applied in building new commercially viable technology products and services, evident by recent advancements in innovation engineering, human-centered product development, entrepreneurship and startup cultures.

Burning Glass Analysis. A recent Burning Glass report shows, for undergraduate degrees, that nationally there were 1,347,013 job postings in the last 12 months. In New England, there were 72,593 job postings. In Maine alone, there were 2,118 job openings, 96% of which required a Bachelor's degree in a related field. However, higher education institutions within the state of Maine only conferred 232 undergraduate degrees within this area over the past year, with UM conferring 61 degrees, USM conferring 39, and UMA conferring 17, and UMF conferring 5. These data demonstrate that there is a wide gap in the number of individuals prepared to fulfill needs for these important jobs.

Table 1 HCTD Burning Glass Topline Overview			
	Maine	New England	National
Labor insights (Based on Occupation Codes)			
Job postings (12 months)	2,118	72,593	1,347,013
Top hiring states	California, Texas, New York, Georgia, Florida, Illinois		
Change between 2019-2020	-7.70%	9.10%	2.60%
Program Insights (Based on Occupation and CIP Codes)			
Projected Employment Growth (2018-2028)	7.18%	13.78%	16.60%
Number of Institutions with Program	12	120	1,539
Degrees conferred	232	9,343	146,045
Recent degree conferral growth (2016-2020)	18%	46%	35%
Primary CIP Code	Human-Centered Technology Design (11.0105)		
Programs most likely to confer graduates for the selected Career Outcomes:			

Computer Science (11.0701), Informatics (11.0104), Knowledge Management (52.1207), Design and Visual Communications, General (50.0401), Human-Centered Technology Design (11.0105), Linguistics and Computer Science (30.4801), Graphic Communications, Other (10.0399), Computer Programming, Other (11.0299), Illustration (50.0410), Computer and Information Sciences and Support Services, Other (11.9999), Modeling, Virtual Environments and Simulation (11.0804), Computer Game Programming (11.0204), Computer and Information Sciences, Other (11.0199), Data Science, General (30.7001), Information Resources Management (52.1206), Computer Programming/Programmer, General (11.0201), Management Information Systems, General (52.1201), Information Science/Studies (11.0401), Computer and Information Sciences, General (11.0101), Computer Software Engineering (14.0903), Computer Programming, Vendor/Product Certification (11.0203), Animation, Interactive Technology, Video Graphics, and Special Effects (10.0304), Information Technology (11.0103), Computer Programming, Specific Platforms (11.0205), Computer Software Technology/Technician (15.1204), Data Science, Other (30.7099), Economics and Computer Science (30.3901), Computer Software and Media Applications, Other (11.0899), Computer Engineering, Other (14.0999), Artificial Intelligence (11.0102), Computer Engineering, General (14.0901), Computer Games and Programming Skills (36.0113), Electrical, Electronics, and Communications Engineering, Other (14.1099), Bioinformatics (26.1103), Computer Programming, Specific Applications (11.0202), Computer Hardware Engineering (14.0902), Management Information Systems and Services, Other (52.1299), Interior Design (50.0408), Computer Typography and Composition Equipment Operator (10.0308), Electrical and Electronics Engineering (14.1001), Medical Informatics (51.2706), Commercial and Advertising Art (50.0402), Web/Multimedia Management and Webmaster (11.1004), Human Computer Interaction (30.3101), Telecommunications Engineering (14.1004), Data Visualization (30.7103), Design and Applied Arts, Other (50.0499), Information Technology Project Management (11.1005), Game and Interactive Media Design (50.0411), Fashion/Apparel Design (50.0407), Graphic Communications, General (10.0301), Web Page, Digital/Multimedia and Information Resources Design (11.0801).

HCTD focuses on applied aspects of technology and design with a technical sensibility supporting human use, focusing on the question of how new and emerging technologies, such as AI, AR, VR, IoT, and autonomous vehicles, can be used to improve the human condition and experience through creative and artistic problem-solving. HCTD is a technical program geared toward the person interested in conceptualizing the emergence of technology more broadly in a variety of contexts, including historical, social, cultural, ethical and economic. The HCTD program is envisioned as a collaborative project-based learning (PBL) curriculum—that is, an experiential, hands-on, research-learning education model—fully integrated throughout *all four years* of the undergraduate experience. PBL is a form of situated learning emphasizing student engagement, collaboration and hands-on learning through engagement with complex tasks based on real-life applications. Project-based learning begins with identifying and analyzing a problem, defining the project scope, and forming teams comprising different roles. As a learning methodology that is integrated throughout all four years of an undergraduate program, PBL is increasingly recognized as a strong alternative to traditional programs that introduce internships and other experiential learning opportunities only to upper division students. This approach is vital to develop innovative solutions to multidisciplinary problems that are common in today's sophisticated and complex lifestyles (e.g., human-centric healthcare technologies, social robots that assist in our day-to-day domestic activities) that seamlessly work with the consumers.

A Human-Centered Technology Design major offered by the University of Maine, housed within the School of Information Sciences, would create a range of key opportunities for the UM and the State of Maine:

1. **Strong Model for Professional and Workforce Preparation in the Fields of Computing, Information Science and Engineering.** HCTD would provide a new and important professional and workforce preparation niche for undergraduate majors between those currently offered by the School of Computing and Information Science (Computer Science, New Media), all of which prepare students to help shape the increasingly important role computing and digital media will play in the 21st century. Computer Science is the study of the theoretical foundations,

algorithmic principles, applications, and societal impact of computers, including the areas of software development, computer systems and security, artificial intelligence and machine-learning, data science, and human-computer interaction. New Media offers hands-on training in a wide array of digital tools for confronting real-world challenges, including digital animation, art, code, design, games, moviemaking, wearable computing, and Web and mobile apps. HCTD is an interdisciplinary degree that combines the rigorous programming foundations of Computer Science, the design strategies of New Media, and adds a strong focus on design to address human abilities and needs, drawing on courses in Communication, Innovation Engineering, and Psychology. While all three majors assign project-based homework, Computer Science emphasizes problem-solving and knowledge discovery, HCTD engages design thinking to create conceptual prototypes, and New Media students build specific applications with content of their choosing. The HCTD program would create a deep focus on design from a technical perspective, opening new research and learning opportunities and a pathways-to-careers model that could be emulated as UM pilots its “research learning opportunities for first- and second-year undergraduate students,” and pursues “curricular redesign to reduce failure rates and improve retention in ‘gateway’ STEM courses” [3]. The program’s structure would both strengthen and increase opportunities for undergraduate research experience at UM and improve 21st Century workforce skills training and readiness. The program can also contribute to the Alford Foundation funded system-wide effort to increase the number of computing and engineering-related degrees that UM confers while providing a scalable project-based learning model for the MCECIS program. However, independently of MCECIS and most importantly, the HCTD program will itself strengthen Maine’s ability to meet current and future workforce needs in advanced and emerging industries.

2. **Workforce.** HCTD is a key component of increasing numbers of industries sectors, both technical and services oriented. From new product development to improved client-customer engagement, HCTD is central to much of the change we experience today in the home, at work. As we’ve seen throughout the continuing pandemic, many high-skill work opportunities are migrating from workplace (on site) to home (remote), which would offer UM graduates a much wider range of job opportunities while remaining in Maine. HCTD is even being discovered in retail industries, in healthcare, financial services, tourism, etc, so a degree in HCTD would provide a UM graduate access to a widening horizon of career opportunities in one of the most affordable and livable states in the U.S.
3. **Careers.** Graduates of the HCTD program will have a strong foundation to pursue careers in fields that include mobile and application design, interaction design, game design, motion graphics, digital filmmaking, and Web, UI and UX design. Zeile points to a 2020 Microsoft report that estimates the total number of “technology-oriented” jobs will increase from 41 million in 2020 to 190 million in 2025 (Zeile). According to an analysis by outplacement company LHH, there are currently nearly 2 million (1.92 million) job openings across emerging tech industries in the U.S., including in AI (artificial intelligence), RPA (robotic process automation), edge computing, virtual

reality and augmented reality and Internet of Things (IoT). LHH lists among “America’s most wanted” tech skills: analysis, innovation, strategy, implementing, testing. At the time of writing:

- According to Zippia.com, between 2018 and 2028, the career market for UX designers is expected to grow 3% and produce 8,800 job opportunities across the U.S. The number of UX jobs recently actively recruited globally exceeds 22,000, with a large fraction of offerings remote, for businesses from Anthem and Bayer to Oracle and T-Mobile.
- According to Zippia.com, between 2018 and 2028, the career market for UI designers is expected to grow 13% and produce 20,900 job opportunities across the U.S. The number of UI jobs recently actively recruited globally exceeded 21,000, with a large fraction of offerings remote, for businesses from American Eagle and Hard Rock Hotels and Casinos to Myriad Genetics & Laboratories to Lenovo and Dell.
- The field of Interaction Design has seen tremendous growth as the world adapts to a digital first mindset. Organizations like Facebook, NASA, Microsoft and others actively recruit Interaction Designers, focusing on everything from data visualization to interface design to exploring interaction across multiple technologies.
- User Experience Designer/Researcher User experience researcher jobs were ranked in 2017 among the best 40 jobs in America by CNN Money with a projected growth of 19% in the coming decade.

Representative Career Paths/Average Salaries

Information Architect (IA) (2020 Ave. Salary: \$99,566 [PayScale])
 Interaction Designer (IxD) (2020 Ave. Salary: \$79,008 [PayScale])
 User Interface (UI) Designer (2020 Ave. Salary: \$63,828 [PayScale])
 Mobile Designer (2020 Ave. Salary: \$73,404 [PayScale])
 Web Designer (2020 Ave. Salary: \$50,904 [PayScale])
 Designer/Developer (front-end or back-end) (2020 Ave. Salary: \$78,509 [PayScale])
 Content Strategist (2020 Ave. Salary: \$61,577 [PayScale])
 Creative Director (2020 Ave. Salary: \$88,754 [PayScale])
 Lead Designer (2020 Ave. Salary: \$76,453 [Glassdoor])
 Creative Technologist (2020 Ave. Salary: \$45,677 [Glassdoor])
 Design Strategist (2020 Ave. Salary: \$58,013 [Glassdoor])
 Producer (2020 Ave. Salary: \$80,023 [Gamedesigning.org])
 Front-end Designer/Developer (2020 Ave. Annual Salary: \$77,000 [Glassdoor])
 Product Managers & Designers (2020 Ave. Annual Salary: \$106,766 [Glassdoor])
 Interaction Designer/User Experience Designer/Researcher (2020 Ave. Annual Salary: \$90,600 [Glassdoor])
 Human Factors Engineer (2020 Ave. Salary: \$82,670 [PayScale]).
 Technical Designer (2020 Ave. Salary: \$88,196 [Glassdoor])
 System Designer \$88,196 (2020 Ave. Salary: \$56,449 [Glassdoor])
 Content Designer (2020 Ave. Salary: \$58,627 [Glassdoor])
 Applications developer (2020 Ave. Salary: \$69,953 [PayScale])

4. **Economic Growth.** Referring to the recent Burning Glass analysis, there are more job opportunities in HCTD related professions in the state each year than there are graduates from the University of Maine System to fill. This points to a limitation on Maine's economic growth in advanced industries: The availability in-state of a highly skilled workforce. Industries from health care to financial and professional business services, from manufacturing to quality control, for both retail and wholesale trade, from recreation to tourism, from transportation logistics to advanced manufacturing and technology, all these sectors that have added real value to Maine's GDP in 2020 are posting for new jobs seeking HCTD related skills in technical areas developing products and/or services with high customer engagement.
5. **Community Engagement.** The HCTD program relies on a project-based learning model that will require a pipeline of real-world "problems to solve" to be built by direct collaboration and engagement with area businesses, nonprofits and community organizations with existing relationships with campus faculty and facilities. Existing networks of community engagement through e.g. ASAP Media Service will be leveraged to support expanded collaborations such as with the Maine Discovery Museum, individual K-12 instructors and school systems, and with Maine's entrepreneurial sector, through the Innovation Center and with the Maine Technology Institute.
6. **Campus Engagement.** Faculty proponents of the HCTD program have strong connections to many campus programs, facilities and services as well as vibrant networks of faculty researchers who currently actively seek and support opportunities to explore new technologies for conducting, analyzing and communicating cutting-edge research and finding novel ways to improve learning experiences for students. Coordinating with research hubs such as ASAP Media Service, which is a proponent of this proposal, would empower the HCTD program to facilitate/coordinate its student talent pool with a suite of UM undergraduate research opportunities. The HCTD would also seek on-campus project opportunities with non-academic and administrative services. Most importantly, the inherent interdisciplinarity of the program will bring students together in a synergistic way that traditional programs do not.
7. **Growth potential through rising prominence in attracting top-tier undergraduates, competitive graduate students and new faculty.** As the first of its kind in the State of Maine, the proposed HCTD program would provide students with related interests an alternative to the current need to leave the state to pursue them. Anecdotally, guidance counselors in various Maine school systems currently direct students to schools such as Northeastern University or the Worcester Polytechnic Institute to pursue a BS in a related field. UM would provide a lower-cost high-quality in-state alternative. An HCTD would also be an attractor to new research faculty, as gauged by a recent job search at SCIS, which found that all finalists had strong HCTD backgrounds and related research interests. An HCTD program at UM would focus attention and energy at SCIS and beyond on research areas intersecting with robotics, autonomous vehicles, AI, machine learning, green energy, biotechnology and assistive mobility—research areas to

which UM has made a strong commitment. Further, the HCTD would collaborate with a range of existing programs and offerings throughout the System without creating competition between campuses. Rather, by incorporating courses and programs from throughout the System into the HCTD curriculum (see the curriculum description below), students will access a pipeline to the program from offerings at any participating campus.

8. **Enrollment Sources.** Enrollment in the HCTD program is expected through two primary sources: New enrollees and Computer Science (CS) transfers (retention). New UM enrollees are anticipated, as evidenced anecdotally from a number of high-school guidance counselors from school systems throughout southern and mid-coast Maine. Findings suggest that a majority of high-school students interested in related careers, but who do not wish to pursue CS as a major, would remain in-state if there were a relevant degree program offered through the UMS. A large proportion of anticipated enrollees will come through retention of undergraduates who initially matriculate at UM as CS majors. Many students leaving CS have strong interest in obtaining a solid technical foundation and the ability but discover CS degree to be more narrowly focused on programming than satisfies these students' concomitant interests in 'making'. Over the past 10 years, the "Maker model" has become a field of interest in which the rigors of computer programming have been relaxed into a practical sense of 'coding' for specific, pragmatic, often real-world applications. On average annually, the number of first-year students majoring in CS and enrolling in core courses drops by about 30% during the first year. On average, about 53% of students graduate with a CS degree within 6 years. HCTD is an ideal catchment for these students, who will have already begun aspects of the program through CS but who would now be able to expand their focus to more quickly incorporate on-the-fly real-world creative problem solving as part of their core curriculum.
9. **Projected Growth.** We estimate the HCTD major to see initial growth from various sources:
 - Internal transfers of first-year students from the UM CS program: 10 per year.
 - Other internal university transfers: 5 per year.
 - UM First-Year Exploration Program: 5 per year.
 - Students directly applying to the program: UM Admissions currently identifies inquiries about technology-related non-engineering degrees as an area of high unmet need relative to current UM degree offerings. Admissions informally estimates up to three dozen students applying during initial launch and roll out, in response to a targeted marketing campaign to already identified STEM focussed school systems throughout Northeast (e.g. New England Innovation Academy, Marlborough, MA). Admissions considers its application estimates to be conservative, which appears supported given Burning Glass employment growth projections nationally of almost 50% from 2020 to 2030 (2020 base: 1,965,360 vs. 2030 projection: 2,925,800). We conservatively estimate initial direct enrollment at 15 students per year.

Year	Internal Transfer	Direct Enrollment	Total Projected Enrollment
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Year 1	20 students	15 students	35 students
Year 2	20 students	15 students	70 students
Year 3	20 students	15 students	105 students
Year 4	20 students	15 students	140 students
Year 5	20 students	15 students	140 students*

*Assumes all Year 1 students graduate in four years.

10. Program Resources.

- a. Personnel:
 - i. Dr. Nimesha Ranasinghe, Assistant Professor in the School of Computing and Information Science
 - ii. Dr. Nicholas Giudice, Professor of Spatial Computing
 - iii. Michael Scott, Lecturer of New Media
- b. No new equipment or additional space will be needed.

11. Total Financial Considerations.

- a. One new faculty required
 - i. Tenure-track HCTD research faculty with a 2/2 teaching load.
Justification: 7 new HCTD courses are expected. Current faculty can cover 4 courses. Assuming a 2/1 teaching load, one new faculty will be needed to cover the remaining 3 new core courses.
- b. No additional administrative and/or support costs required
- c. No new equipment required
- d. No other additional financial resources required

12. **Program Assessment and Evaluation.** Curriculum and program level learning outcomes assessment will be derived from an approved curriculum map (see Appendix) that will be used to establish metrics for course and program achievement relative to program learning objectives. To assess student success within the HCTD major, we will collect and analyze the following data on a yearly basis:

- a. Track retention and diversity (quantitative);
- b. Assess attainment of students learning objectives (quantitative);
- c. Survey current majors to assess program satisfaction and self-assessed growth;
- d. Survey program collaborators (both researchers within UMS and external private/public partners) to determine degree of satisfaction with student engagement and program interaction;
- e. Survey employers to understand whether the HCTD major is keeping current in providing the knowledge and skills needed in the workplace; and

- f. Survey program graduates, providing open-ended questions to encourage insight into changes in the field and assess professional impact of academic training.

HCTD Curriculum

Human-Centered Technology Design is an approach to problem solving that puts humans (users) at the center of the design process. The process starts with building deep empathy for those being designed for, and is used to design both physical and digital products. After completing the program, students will have a thorough understanding of how to execute HCTD activities and methods and will have first experience to plan HCTD in a realistic environment. To be able to work in multidisciplinary teams, students are introduced to related topics in various fields, including psychology, computing and information technology, and entrepreneurship. The structure of the curriculum begins with courses with a view to specialization in later terms. Introductory courses provide an overview of human-centered design, followed by in-depth examinations of HCTD activities in the areas of prototyping, user research, usability evaluation, and usability engineering.

Students are introduced to fundamental theories and concepts of human-centered design, including interface design and evaluation, usability and universal design, multimodal interfaces (touch, gesture, natural language), virtual reality, and spatial displays. Exploring and refining desired behaviors and user experience, students learn methods, concepts, and techniques necessary to make human-centered design an integral part of developing effective interactions. User experience and interaction design, grounded in psychology, help students recognize the centrality of people's needs, and the context of use, frames product opportunities, so that they can skillfully propose useful, usable, and desirable (usually digital) solutions. Such knowledge and skills prepare students for work in active areas of research and development including bio-inspired design—using the human system as a model for good design and for exploring the role of collaborative intelligence in design, smart and connected systems for supporting human interactions and engagement.

The structure of the HCTD program provides consistent support for student success through repeated, progressive research and creative opportunities where students discover or invent effective paths to resolving artistic or analytical challenges that may be complicated by a competitive environment, opposing interests, and divergent or uncertain data and information. Students come to understand not only the technological transformations impacting interaction and communication, but also the technological, social and political changes that underlie the movement toward a digital society, informed by historical and critical perspectives.

The proposed Human-Centered Technology Design program is based on a review of dozens of well-established creative technology and game design programs and a separate review of as many undergraduate educational institutions deploying experiential learning throughout their curricula, integrating problem-based learning (PBL) at institutional, college, program and course levels.

- Students begin the HCTD program with classes that provide hands-on experiences in several areas of HCTD, promoting a DIY-DIWO culture. Experiential learning throughout the curriculum focuses open-ended exploration on the expressive and inventive potential of emerging technologies. All coursework supports a 'maker' culture and collaboration, working with interdisciplinary groups, cultivating appreciation and practical skills in project development and

management. Throughout the curriculum, students would stay engaged by working on projects connected to real-world challenges. These progressive undergraduate research opportunities culminate in either laboratory and/or co-op learning on real-world projects with collaborative partners through programs including the VEMI Lab, Maine Geospatial Institute, Multisensory Interactive Media Lab, and ASAP Media Service,¹ or through off-campus industry opportunities.

- The core curriculum is designed to cover a plethora of basic required skills, including problem-solving, computational thinking, wireframing, rapid prototyping, and communication skills. Students have flexibility to specialize in their identified pathway. These core skills will be essential to prepare students for real world problem solving and work in multidisciplinary teams in the future.
- HCTD students take the introductory Innovation Engineering course through the Foster Center for Innovation, where they begin developing an entrepreneurial mindset and learning the tools that are essential to realizing true and sustainable positive change.
- The academic culture of HCTD must be collaborative, classes being offered in dedicated spaces emphasizing cooperative exploration. Students have flexibility to choose projects that align with their interests; faculty would act as coaches, mentors and advisers, providing responsive, contextually informed instruction and helping student teams find the resources they need.
- Students may co-op at on-campus facilities or with companies throughout Maine, working on multi-semester projects in teams or cohorts on real-world research and development with UM research faculty, for the campus, community organizations or regional industrial partners.²

Our Project-Based Learning method further uses a tiered method of mentoring, where advanced-level undergraduates mentor early-year participants and graduate students mentor advanced-level undergraduates. Faculty facilitates mentoring throughout the project continuum. This Vertically Integrated Project (VIP) model is a natural fit for the HCTD program at UM.

HCTD Program (Total 69 credits [72 with optional internship])

18 credits - HCTD courses (6 courses – 3 credits each)

15 credits from HCTD designated electives

3 credits (Optional) - Industry Internship (counts as one course from Entrepreneurship & Innovation pathway)

11 credits - Psychology

6 credits - Communications

7 credits - Innovation Program

9 credits - Computer Science

3 credits - English

Bachelor of Science Degree in Human Centered Technology Design

HCTD Course Descriptions

¹ The curriculum of HCTD is inherently interdisciplinary. Students take a common set of classes that connect areas of HCTD and integrate math, science, humanities and social sciences.

² HCTD faculty work and teach together, bridging multiple disciplines. The School would bring together engineers, STEM scientists, arts and humanities faculty, and designers, working with entrepreneurs and social scientists.

HCD 101 Explorations in Human Centered Design - 3 credits New Course***

Introduces the core principles, methodologies, and applications of human-centered design practice. Areas of investigation include user research, ideation, interaction design, visualization, prototyping, and usability. The students will rapidly prototype and evaluate paper and software prototypes, and simulation and role play. This course emphasizes design as a creative problem-solving tool and engages with design from a broad perspective, thus enabling students to use fundamental design concepts effectively and compellingly in their work. This course also lays the foundation for the HCTD program, introducing possible future career paths and research opportunities.

HCD 218 Introduction to User Centered Design 3 credits New Course***

Explores the user-centered design paradigm from a broad perspective, with an emphasis on the importance of developing and applying design processes and strategies. Students learn to think like a user-centered designer and carry out activities that are key to user-centered design. This course will emphasize the roles of human cognition, development, memory, communication, and perception when designing interactive systems.

HCD 251 Interactive Systems Design and Development - 3 credits New Course***

Provides opportunities to identify and build interactive systems to solve problems using human-centered design principles and engineering. Students specify, design, develop and justify solutions based on user experience and technical design choices. They will utilize and develop necessary technical skills such as basic control systems using microcontrollers, sensors and actuators, and advanced concepts from wearable and ubiquitous computing domains to design, build, and evaluate interactive systems in various scenarios. Technical concepts will be introduced in a hands-on, project-based environment. The course will be structured as a series of independent explorations, each on a different prototyping methodology to highlight the importance of visual, auditory, haptics, and other media types (e.g., haptic sensing, haptic actuation). In addition, the course will bring the concepts of design thinking and user-driven prototypes, including rapid sketched paper prototypes, lo-fi monochromatic wireframes, and high-fidelity interactive mockups. Prerequisite: either COS 125 or COS 135 or EET 174.

HCD 318 Advanced Projects in Human Centered Design - 3 credits New Course***

Explores advanced topics in human-centered design. Students engage with and discuss an advanced topic and then apply it by researching, designing, and implementing a solution to a design challenge. Team-based investigations culminate in a project response to the challenge considering the overall consumer experience, involving the consumer in the design and production process, and iterative design process. Prerequisite: Either HCD 218 or NMD442.

Capstone Credits: 6

Optional Industry Internship (counts as one course from Entrepreneurship pillar)

Communications 6 Credits

CMJ 107 - Communication and the Environment Credits: 3

CMJ 370 - Visual Communication Credits: 3

Innovation Engineering 7 Credits

INV 121 - Fundamentals of Innovation Credits: 3

INV 282 - Advanced Innovation Skills Credits: 4

English 3 Credits

ENG 315/317 - Business and Technical Writing Credits: 3

Psychology 11 credits

PSY 241 - Statistics In Psychology Credits: 4

PSY 245 - Principles of Psychological Research Credits: 4

And one of the following:

PSY 350 - Cognition Credits: 3

PSY 361 - Sensation and Perception Credits: 3

Computer Science 9 credits

COS 121*- Coding for Everyone Credits: 3 (or NMD105)

COS 125 - Intro to Problem Solving using Computer Programming Credits: 3

COS 135*- Applied C Programming Credits: 3

COS 225 - Object Oriented Design & Data Structures Credits: 3

**One of these is required.*

HCTD-Designated Elective Courses (15 credits)

See list on last page of proposal.

SUGGESTED FOUR-YEAR CURRICULUM Human-Centered Technology Design (HCTD) (***) Designates new course)

First-Year	<p><u>Conceptual Foundation</u></p> <p>Semester I (15 credits)</p> <p>HCD 101 Explorations in Human Centered Design - 3 credits New Course***</p> <p>CMJ 107 - 3 credits</p> <p>COS121 (Coding for Everyone) or COS135 - 3 credits</p> <p>Gen Ed - 3 credits</p> <p>Gen Ed - 3 credits or Eng 101</p> <p>Semester II (16 credits)</p> <p>COS125 (Introduction to programming) - 4 credits</p> <p>INV121 - 3 credits</p> <p>Electives - 3 credits</p> <p>Gen Ed - 3 credits</p> <p>Gen Ed - 3 credits or Eng 101</p>
Sophomore	<p><u>Applying the foundation</u></p> <p>Semester I (16 credits)</p> <p>HCD251 Interactive Systems Design - 3 credits New Course***</p> <p>PSY241 - 4 credits</p> <p>COS225 - 3 credits</p> <p>Gen Ed - 3 credits</p> <p>Gen Ed - 3 Credits</p> <p>Semester II (17 credits)</p> <p>HCD 218 Introduction to User Centered Design 3 credits New Course***</p> <p>PSY250 - 4 credits</p> <p>INV282 - 4 credits</p> <p>HCTD Elective - 3 credits</p> <p>Gen Ed - 3 Credits</p>
Junior	<p><u>Advancing</u></p> <p>Semester I (15 credits)</p> <p>HCD 318 Advanced Projects in Human Centered Design - 3 credits New Course***</p> <p>CMJ 370 - 3 credits</p> <p>ENG 315 - 3 credits</p> <p>PSY350 - 3 credits</p> <p>HCTD elective- 3 credits</p> <p>Semester II (15 credits)</p> <p>HCTD Electives - 6 credits</p> <p>PSY361 - 3 credits</p> <p>Electives - 6 credits</p> <p><i>Semester III Internship - Variable credits (between junior and senior years)</i></p>
Senior	<p><u>Mastering - getting ready for the real-world</u></p> <p>Semester I (15 credits)</p> <p>HCD 498 Capstone I - 3 credits</p> <p>HCTD Elective - 3 credits</p> <p>Electives - 9 credits</p> <p>Semester II (15 credits)</p> <p>HCD 499 Capstone II - 3 credits</p> <p>HCTD Electives - 3 credits</p> <p>Electives - 9 credits</p>

HCTD-Designated Elective Courses

Design	Emerging Technology	Programming	Entrepreneurship & Innovation
<ul style="list-style-type: none"> • Design Concepts • UI/UX • Interaction design (IxD) • Product design • Industrial design • Graphic Design • Information Architecture 	<ul style="list-style-type: none"> • Foundations of digital electronics • Embedded systems (microcontrollers, sensors, actuators) • AR/VR/MR • AI/ML • Game design and programming • Mobile apps • Internet-of-Things (IoT) 	<ul style="list-style-type: none"> • Foundations in programming • Embedded systems • Data science • Data analytics • Full-stack 	<ul style="list-style-type: none"> • Social • Ethics • Privacy • Innovation engineering • Project management • Leadership • Business and commercial acumen

Design	Emerging Tech	Programming	Entrepreneurship & Innovation
ART250 ART350 CMJ202 CMJ347 NMD342 NMD442 SIE515	NMD342 NMD345 NMD445 COS312 COS412 COS417 SIE516 EET111 EET174	COS412 COS420 COS435 COS465 NMD105 NMD211 BIS235	INV471 INV480 COS490 INT400 NMD200 NMD306

University of Maine																			
Undergraduate Curriculum Map																			
School/College: SCIS/CLAS																			
Undergraduate Academic Program Title: Human-Centered Technology Design																			
Degree Awarded: BS																			
Purpose: To show how student learning outcomes in the courses/experiences make up the academic program's curriculum.																			
Level	The level scale represents a continuum from the beginning of the curriculum to the end of the student's experience in the academic program.																		
	I = introduced; R = reinforced; M = mastered																		
Learning Outcome	COS 121	COS 125	COS 135	COS 225	CMJ 107	CMJ 370	EET 174	INV 121	INV 282	HCD 101	HCD 218	HCD 251	HCD 318	HCD 498	HCD 499	PSY 241	PSY 245	PSY 350	PSY 361
Core concepts of design and innovation								I	R	I				M					
Applying HCD concepts in project development										I	R	R	R	M	M				
Software prototyping	I	I	R	R								I	R		M				
Hardware prototyping							R					I	R		M				
Human psychology and physiology as relates to interactions with technological products and services										I	I		R	M	M		I-R	I-R	I-R
Research method											I		R	M			I-R		
Experiment design											I	I	R	M	M				
Soft skills (conveying an idea, presentation and writing skills)					I	R								M	M				

Office of the Executive Vice
President for Academic Affairs &
Provost



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June 23, 2022

To: John C. Volin, Executive Vice President for Academic Affairs and Provost

From: Brian Olsen, Associate Provost for Student Success and Strategic Initiatives

Re: Approval of proposed BS in Human-Centered Technology Design

Dear Provost Volin,

The Undergraduate Program Curriculum Committee met on May 27 and, in an advisory capacity, endorsed the proposed BS degree in Human-Centered Technology Design submitted by the College of Liberal Arts and Sciences. A brief synopsis:

BS degree in Human-Centered Technology Design

Human-Centered Technology Design (HCTD) is a fast-growing major that has appeared in engineering, gaming, HCI, arts, digital technology and communication programs at undergraduate and graduate levels in more than 75 U.S. colleges and universities over the last decade. HCTD focuses on what we can do with technology for specific purposes. Designers help produce products and services in a variety of fields and are sought by industries that increasingly rely on sophisticated visualization and simulation of advanced procedures. Interest in game design, for example, is an appealing and intuitive major that attracts increasing numbers of prospective students. With a median salary in Maine of \$92,000, HCTD graduates can expect to enter a competitive professional field in-state. Full-time remote work in HCTD fields is expected to continue increasing nationally for the foreseeable future, ensuring that a HCTD workforce pipeline offers UM students who desire to stay in Maine to live and work with a high number of high-quality career opportunities "at home." Furthermore, the Human-Centered technology design and innovation methodologies are being applied in building new commercially viable technology products and services, evident by recent advancements in innovation engineering, human-centered product development, entrepreneurship and startup cultures.

The success of this degree will be contingent on hiring one additional faculty line (described in 11.a: "financial considerations" in the proposal) and potentially rely on additional instructional support for some of the core courses in Psychology. The degree holds great promise, however, to assist us in meeting the enrollment and graduation goals for computer science laid out by UMS TRANSFORMS. The proposal received review by the College of Liberal Arts and Sciences Academic Council and was signed by Dean Emily Haddad on May 17. I am supportive of this proposed new major. Thank you for your consideration.

Motion 2 – Regarding the College of Liberal Arts and Science’s Proposal for a New B.S. Degree Program in *Human-Centered Technology Design*
May 4, 2022

Background:

Proposals for new degree programs at the University of Maine, and subsequent actions on those proposals, follow procedures detailed in *UM System BOT Policy 305.1, APL X-P.1 Academic Program Approval* (<https://www.maine.edu/students/office-of-the-vice-chancellor-of-academic-affairs/apl-x-p-1/>), and also procedures in “*The University of Maine 120-Day Process for Approval of New Academic Degree Programs*” (Chapter 2; revised Oct. 16, 2019, <https://umaine.edu/facultysenate/committees/pcrrc/>).

Key steps are:

- 1) The Unit or College produces a written description and rationale for the new program in 250 words or less (this is called a “Program Request”);
- 2) To go forward, that “Program Request” must be approved by the Provost, the UM System Vice Chancellor for Academic Affairs (VCAA) and the Chief Academic Officers Council (CAOC);
- 3) If approved, the sponsoring College or Unit prepares a “Full Program Proposal”, which is filed with: The Provost’s Office; The chair of the Undergraduate Program Curriculum Committee (UPCC), or, if a graduate program, the Associate Vice President for Graduate Studies for the Graduate Board (GB); and, The chair of the Program Creation and Reorganization Review Committee (PCRRC) of the Faculty Senate for review and recommendations;
- 4) The PCRRC distributes the “Full Program Proposal” to all members of the Faculty Senate for information and review;
- 5) The PCRRC schedules and hosts a PCRR Committee meeting to discuss the “Full Program Proposal” with the primary proponents of the proposal;
- 6) After #5, the PCRRC schedules and hosts a “Campus-wide Hearing” to gather further comments regarding any concerns by the university community;
- 7) The proposal, and a motion on that proposal either in support of it, or non-support of it, should be discussed by the Full Senate two weeks before a vote.
- 8) A official vote is to be taken by the Faculty Senate to report to the President the Senate’s recommendation either in support of, or not in support of, the creation of the new degree program.

Motion:

Having heard no objections to, or serious concerns with, the proposal at the Campus-wide Hearing on April 26, 2022, and having discussed the proposal at the Elected Senator’s Meeting on April 20, 2022, and with the members of the PCRRC (Program Creation and Reorganization Review Committee) of the University of Maine Faculty Senate being favorably inclined, the Faculty

Senate hereby moves to recommend to the President that the College of Liberal Arts and Science's Proposal for a New B.S. Degree Program in *Human-Centered Technology Design* go forward.



**Vice Chancellor for
Academic Affairs
15 Estabrooke Drive
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Date: December 2, 2021

To: Dr. Joan Ferrini-Mundy, President
University of Maine and University of Maine at Machias

Dr. John Volin, Provost and Executive Vice President for Academic Affairs

From: Robert Placido, VCAA *RAP*
The University of Maine System (UMS)

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

Regarding: Intent to Plan - UM New Undergraduate Major BS in Human Centered
Technology Design

The Chief Academic Officers Council (CAOC) reviewed the Intent to Plan submitted by the University of Maine for a new BS in Human Centered Technology Design on December 2, 2021. The CAOC was supportive. The VCAA supports and approves this intent to plan.

Please do not hesitate to let me know if you have any questions.

Human Centered Technology Design
Proposed New Degree Summary: (Word Count: 250)

The School of Computing and Information Sciences (SCIS) is requesting permission to plan a BS in Human-Centered Technology Design (HCTD). The proposed launch date is for Fall semester of 2023.

HCTD is a fast-growing field that has appeared in engineering, gaming, media, arts and communications programs in more than 75 U.S. colleges and universities over the last decade. *Interviews conducted with Maine high-school guidance support HCTD as filling the interest gap for college-bound high-schoolers between computer science and new media.* However, no college or university in Maine currently offers a major in HCTD.

Focusing on technology and design with a technical sensibility supporting human use, HCTD resides at the intersection of new media, computer science and spatial information science. The program would be a collaborative project-based learning curriculum throughout all four years. Inspired by existing resources in SCIS, an HCTD program would create new research learning opportunities and a new pathways-to-careers model for both the campus and the System.

A Burning Glass query by UM's Office of Institutional Research and Assessment reports that Maine institutions conferred 229 degrees in HCTD-related degrees this past year, while there were 1389 related job postings in Maine in the last 12 months. In New England this past year, 8,197 degrees in HCTD-related degrees were awarded, with 55,039 job postings. Nationally, there were 125,716 degrees in HCTD-related degrees conferred, with 1,099,212 related job postings. This analysis demonstrates a clear unmet need for HCTD graduates in all three geographical areas.

Deering Farmhouse



Deering Farmhouse South (Front) Elevation – Original building is to the right and the building addition is to the left



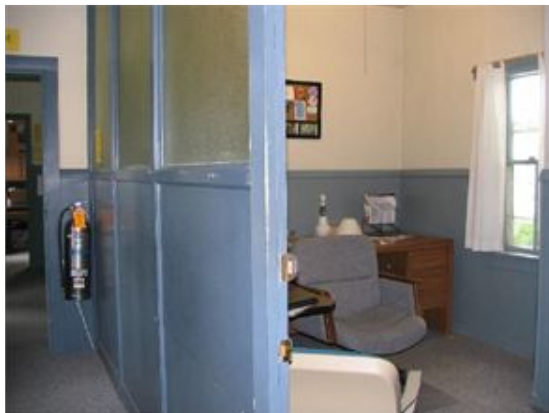
Deering Farmhouse North (Rear) Elevation



Rendering of completed building with new addition and renovated original Farmhouse



Rendering depicting the view from Deering Ave and relation between Deering Farmhouse and the Center for the Arts





AGENDA ITEM SUMMARY

6

1. **NAME OF ITEM:** Bond Financing, Internal Loan and Project Authorization

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

3. **BOARD INFORMATION:**

BOARD ACTION: X

4. **OUTCOME:**

BOARD POLICY:

Primary Outcomes:

712 – Debt Policy

Increase enrollment

Improve student success and completion

Enhance fiscal positioning

5. **BACKGROUND:**

The University of Maine System (UMS) proposes to issue revenue bonds to finance substantially all or a portion of the following University of Southern Maine (USM) projects, all on the Portland campus, and as more fully described in materials presented today and previously to the Finance, Facilities and Technology Committee and to the Board of Trustees. The January 26-27, 2020 Board of Trustees meeting Agenda Item Summary titled *P3 Residence Hall and CSSC Award Authorization, USM*, provides a summary of milestones related to these projects and has been included with these materials for reference.

Revenue bonding is being requested to:

- Finance substantially all project costs, including capitalized interest and financing costs, of the design and construction of:
 - An approximate 580 bed student residence hall totaling approximately \$65 million, and
 - An approximate 425 space parking structure totaling approximately \$13 million.
- Finance a portion of project costs, including financing costs, of an approximate 60,000 square foot Career and Student Success Center with total costs of approximately \$31 million. This project has mixed source funding which includes:
 - An allocated \$19 million from the State of Maine's 2018 *Facilities and Infrastructure Improvement Bonds*.
 - Gift funds that USM has and will continue to raise.
 - Revenue bonds to bridge any gap in funding with the total amount estimated not to exceed \$11 million.

Revised – 2/19/2020

A Financing and Project Authorization resolution related to the proposed revenue bond issuance is enclosed for Board review and approval. As stated in that resolution, the revenue bond issuance shall not exceed \$95 million. Such maximum amount allows for any applicable capitalized interest, reserves, costs of issuance, any changes in interest rates or use of taxable bonds, as well as contingency to enable finalization of design and related construction costs. Debt service for the revenue bonding is to be funded by USM.

The UMS legal debt amount currently outstanding is approximately \$121 million as of March 1, 2020 and, with this issuance, will remain below the statutory ceiling for UMS debt of \$350 million.

This resolution also enables USM to enter into an internal loan with UMS to cover costs associated with executing the Predevelopment Agreement with Capstone for Student Housing related costs. USM will incur expenses related to siting, architect and engineering fees, permitting, and other predevelopment work. USM requests an internal loan estimated at approximately \$4 million to fund those costs that will be reimbursed upon issuance of revenue bonds.

Additionally, UMS continues to assess estimated project cash flows for the above projects and the financing needs of other UMS campuses to determine the most efficient number and appropriate timing of revenue bonding. At this time, UMS anticipates two revenue bond issuances over two years to fund the above projects and others and to avoid unnecessary financing costs.

6. TEXT OF PROPOSED RESOLUTION:

That the Finance, Facilities and Technology Committee forwards this item to the March 15-16, 2020 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 Financing and Project Authorization resolution related to the issuance of revenue bonds not to exceed \$95 million for the purpose of financing three University of Southern Maine projects on the Portland campus including substantially all of the design and construction of an approximate 580 bed student residential facility and an approximate 425 space parking structure, and financing a portion of an approximate 60,000 square foot Career and Student Success Center. Additionally, that the Board of Trustees approves issuance of an internal University of Maine System loan to the University of Southern Maine for up to \$4 million, as determined by the Treasurer, for the purposes of funding predevelopment work related to a student residential hall on the Portland campus.

Resolution

6.1

FINANCING AND PROJECT AUTHORIZATION

WHEREAS, the Board of Trustees (the "Board") of the University of Maine System (the "System") desires to authorize the System to finance all or a portion of the costs of, and to undertake, the projects which are more particularly described in the Addendum attached hereto and incorporated herein by reference and any other capital improvement for the benefit of the System which has been or is hereafter approved by the Board and each of which is hereby or will be determined by the Board to be a "project" within the meaning of 20-A MRSA §10951(6) (the "Projects"); and

WHEREAS, the Board desires to authorize the issuance of University of Maine System Revenue Bonds (the "Bonds") and the sale of the Bonds for the purposes of financing all or a portion of the costs of the Projects and providing for any necessary capitalized interest, reserves and costs of issuance; and

WHEREAS, the Board desires to authorize the issuance and sale of University of Maine System Notes or other evidences of indebtedness in anticipation of Bonds (the "Notes"); and

WHEREAS, the Board may also authorize the payment of certain costs of the Projects from certain System funds which will not be reimbursed with proceeds of the Bonds (the "Equity Contribution"), and the Institution desires to treat the Equity Contribution as "qualified equity" (within the meaning of the United States Treasury Regulations §1.141-6(b)); and

WHEREAS, the System is authorized to issue the Bonds pursuant to the provisions of 20-A MRSA §§10952, 10953 and 10959 and other provisions of the Maine Revised Statutes Annotated, Chapters 411 and 412, as amended (the "Act"); and

WHEREAS, the Board finds that the financing of all or a portion of the costs of the Projects constitute "assured revenue financing transactions" pursuant to the provisions of 20-A MRSA §10953, as amended; and

WHEREAS, pursuant to 20-A MRSA §10952(8), as amended, the System, as authorized by the Board, is authorized to make, enter into, execute, deliver and amend any and all contracts, agreements, leases, instruments and documents and perform all acts and do all things necessary or convenient to acquire, construct, reconstruct, improve, equip, finance, maintain and operate projects and to carry out the powers granted pursuant to the Act, or reasonably implied from those powers;

NOW, THEREFORE, be it hereby voted and resolved by the Board as follows:

RESOLVED, That pursuant to the provisions of 20-A MRSA §§10952, 10953, 10955 and 10959, as amended, and all other authority thereto enabling, and to provide funds for (a) the planning, design, acquisition, construction, reconstruction, improvement, renovation, rehabilitation and equipping of the Projects, (b) paying and discharging any Notes, or Notes in renewal thereof, issued for authorized purposes, up to an aggregate amount not to exceed \$95,000,000, (c) any capitalized interest on, reserves for and costs of issuance of the Bonds and (d) any other purpose authorized by law, the Treasurer of the System (the "Treasurer") is hereby authorized and empowered from time to time and in the name of and on behalf of the System to borrow an aggregate amount not to exceed \$95,000,000 and the Treasurer be and is hereby authorized and empowered, in the name of and on behalf of the System, to execute and deliver such loan agreements, indentures, pledge agreements, bond purchase contracts, preliminary official statements, official statements, continuing disclosure agreements, remarketing agreements, reimbursement agreements, investment agreements, financial advisory agreements, investment advisory agreements, auction agency agreements, market agent agreements, dealer agreements, standby bond purchase or other liquidity facility agreements, agreements with one or more underwriters, agreements with bond counsel and other agreements, documents and instruments as the Treasurer may deem necessary or convenient or desirable with respect to such borrowing. Such agreements, documents and instruments may (a) contain such terms and provisions, not contrary to the general tenor hereof, as the Treasurer may approve, his approval to be conclusively evidenced by his execution thereof, (b) be delivered under the seal of the System and (c) be attested by the System's Clerk or General Counsel; and further

RESOLVED, That pursuant to the provisions of 20-A MRSA §10955(3), as amended, and all other authority thereto enabling, and to provide funds for the purposes approved above, the Board hereby approves and authorizes, as evidence of the borrowing approved above, the issuance, sale and delivery of the Bonds in the aggregate principal amount not to exceed \$95,000,000, in one or more series as the Treasurer shall determine, the Bonds to mature and be payable at such times and in such amounts, to bear interest at such rates, and to contain such other terms and provisions, not inconsistent herewith, as may be approved by the Treasurer, provided that none of the Bonds shall (i) bear interest at a rate in excess of 6% per annum or (ii) mature after December 31, 2062; the Bonds to be denominated by such denomination of an issue as may be selected by the Treasurer; to be manually signed by the Treasurer, sealed with the seal of the System and attested by its Clerk or General Counsel; and to be in such form and contain such other terms and provisions as the Treasurer may approve, his approval to be conclusively evidenced by his execution thereof; and further

RESOLVED, That the Treasurer is authorized on behalf of the System, from time to time, to acquire, purchase, sell, redeem, liquidate, terminate or transfer securities or other instruments constituting investments of the proceeds of the Bonds and to negotiate, enter into, execute in the name of the System and deliver on behalf of the System all investment, banking, brokerage, financial advisory, investment advisory and other agreements and instruments as are necessary or convenient to

investment and financial management of the proceeds of the Bonds, all on such terms and conditions as the Treasurer determines are necessary or convenient for financing of the Projects, such determination to be conclusively evidenced by execution or acquisition of such agreements and instruments by the Treasurer; and further

RESOLVED, That the Chancellor of the System, the Treasurer, and, with the express written approval of the Treasurer, the Clerk, the Controller, the General Counsel, or any one of them, be and hereby are, authorized and empowered in its name and on its behalf, to do or cause to be done any act or thing, and to negotiate, enter into, execute in the name of the System, deliver on behalf of the System, assign, transfer, modify or terminate any agreement or instrument, which any such officer may determine to be necessary or convenient or desirable with respect to the Bonds, the planning, design, acquisition, construction, reconstruction, improvement, renovation, rehabilitation and equipping of the Projects and the expenditure, investment and management of the proceeds of the Bonds and that all acts and things done by the Treasurer in furtherance of the purposes of this Resolution prior to the date hereof are hereby ratified and confirmed; and further

RESOLVED, That the carrying out of the Projects is hereby approved; and further

RESOLVED, The System covenants that it will, so long as any Bonds are outstanding, establish, impose and collect tuition, fees and charges for its educational services, its auxiliary enterprises, including dormitory housing, food service and sale of textbooks, for use of its plant and for all other services and goods provided by the System, which tuition, fees and charges, together with other available moneys, in each fiscal year of the System, will be sufficient to permit the performance of all the covenants in, and requirements of the System under, the Bonds, including the prompt payment of principal of and interest on the Bonds as and when due, the prompt payment of principal of and interest on all outstanding System bonds as and when due and the prompt payment and performance of all other obligations as and when due

RESOLVED, That the Bonds shall be secured by such assignments, pledges or commitments of funds or revenues, other than appropriations from the State of Maine, as may be approved by the Treasurer; and further

RESOLVED, That the Treasurer be and is hereby authorized to covenant on behalf of the System and for the benefit of the holders of the Bonds that, except as hereafter authorized in this Resolution and in accordance with 20-A MRSA §10952(10), the System will take whatever steps, and refrain from taking any action, that may be necessary or appropriate to assure that the interest on the Bonds will remain exempt from federal and applicable state income taxes; and further

RESOLVED, That the Treasurer be and is hereby authorized in accordance with 20-A MRSA §10952(10) to agree and consent to the inclusion of interest on any of the Bonds, under the United States Internal Revenue Code of 1986 or any subsequent corresponding internal revenue law of the United States, in the gross income of

the holders of any such Bonds to the same extent and in the same manner that the interest on bills, bonds, notes or other obligations of the United States is includable in the gross income of the holders of such bills, bonds, notes or other obligations under the United States Internal Revenue Code or any such subsequent law (the "Taxable Bonds"); and further

RESOLVED, That the System covenants and certifies that, except with respect any of the Taxable Bonds, no part of the proceeds of the issuance and sale of the Bonds shall be used, directly or indirectly, to acquire any securities or obligations, the acquisition of which will cause the Bonds to be arbitrage bonds within the meaning of Section 148 of the Internal Revenue Code of 1986, as amended; and further

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

RESOLVED, That the Bonds shall provide that, in accordance with 20-A MRSA §10964, no trustee of the System, while acting within the scope of the authority of the Maine Revised Statutes Annotated, Chapter 412, as amended, may be subject to any personal liability resulting from the exercise or carrying out of any of the System's purposes or powers.

This Resolution shall take effect immediately.

ADOPTED: (March 16, 2020)

6.1

ADDENDUM

RESOLUTION OF THE TRUSTEES OF THE UNIVERSITY OF MAINE SYSTEM

REIMBURSEMENT OF PROJECT EXPENDITURES

6.1

Be it resolved that, for purposes of U.S. Treasury Regulation §1.150-2, the University of Maine System (the "System") reasonably expects (1) to incur debt to reimburse expenditures (including expenditures made within the last 60 days) (A) temporarily advanced from funds currently held in the Plant Fund or (B) made by another person pursuant to an agreement between the System and such person, such expenditures to be made to pay the cost, or a portion of the cost, of planning, design, acquisition, construction, reconstruction, improvement, renovation, rehabilitation and equipping of the projects described below (the "Projects") and (2) that the maximum principal amount of debt to be issued by the System for the Projects is Ninety Five Million Dollars (\$95,000,000).

PROJECTS

University of Southern Maine (Portland Campus):

(1) A residence hall which is currently expected to provide approximately 580 student beds, (2) a career and student success center which is currently expected to have an area of approximately 60,000 square feet and (3) a vehicle parking structure which is currently expected to provide approximately 425 spaces.

This Resolution shall take effect immediately.

ADOPTED: (March 16, 2020)

University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Medical Laboratory Technology Space Renovation, UMA

INITIATED BY: Patricia A. Riley, Chair

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY:

701 – Budgets, Operating & Capital

UNIFIED ACCREDITATION CONNECTION:

Affiliation agreement with the University of Maine at Presque Isle

Increase enrollment

Improve student success and completion

BACKGROUND:

a. Summary of the request

The University of Maine System acting through the University of Maine at Augusta (UMA) requests authorization to spend up to \$1,650,000 to create a new Medical Laboratory Technology space in an appropriate location on the Augusta campus. Funding for this project will be mainly through an internal loan.

b. Overall requested budget and funding source

The overall project budget is \$1,650,000 to be funded mainly from the proceeds of an internal loan. This request is pursuant to Board Policy 701, which requires projects with a total cost of more than \$500,000 to be considered by the Board of Trustees or its Finance, Facilities & Technology Committee. In this case the Committee recommendation will be forwarded to the Board of Trustees Consent Agenda at the March 27-28, 2022 Board meeting.

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

The demand for qualified medical laboratory technicians has never been greater. Graduates of the Medical Laboratory Technology (MLT) academic program have numerous job opportunities awaiting them. 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.

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

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

02/28/2022

hardware; interior finishes; toilets, lavatories; sinks; eyewash stations; mechanical systems; and audio/visual components. The final location is still under review.

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

No additional square footage is being added. Depending on the location, any additional operational expense should be covered by additional tuition and fee revenue.

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

The project is contingent upon Board of Trustees approval of an internal loan or other financing. Repayment of the loan is already built into the UMA FY23 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.

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

Conversations took place with a potential donor to construct an allied health wing onto Jewett Hall. Those efforts were not successful. Currently a diligent review of campus spaces is underway to find the most suitable location.

h. Timeline for start, occupancy and completion

Project to begin after the bidding process with the goal of completion in time for the beginning of the fall 2023 semester.

i. Timeline for 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 Board action is anticipated at this time if financing is approved.

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

It is anticipated that the renovation will result in a positive impact on UMA's net asset value.

TEXT OF PROPOSED RESOLUTION:

That the Finance, Facilities & Technology Committee approves the following resolution to be forwarded to the Consent Agenda for Board of Trustees approval at the March 27-28, 2022 Board meeting.

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.

02/28/2022



Office of the Chancellor
15 Estabrooke Drive
Orono, ME 04469

Tel: 207-973-3205
www.maine.edu

Dannel P. Malloy
Chancellor

December 19, 2022

To: Joan Ferrini-Mundy, President
University of Maine and University of Maine at Machias

From: Dannel P. Malloy, Chancellor
University of Maine System



The University of Maine

CC: Carolyn Dorsey, Acting Vice Chancellor for Strategic Initiatives

University of Maine
at Augusta

RE: Exception to Board Policy 406, Section 7 – *Emeritus Status*

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

University of Maine
School of Law

I am in receipt of your memo dated September 9, 2022 in which you request exceptions to Board Policy 406, Section 7 – Emeritus Status. The exceptions are for Dr. Anne Lichtenwalner as Associate Professor Emeritus of Extension and Animal and Veterinary Sciences effective at the time of her retirement on October 1, 2022; and Dr. Sharon Tisher as Lecturer Emerita effective at the time of her retirement on September 1, 2022.

By way of this correspondence I approve the exceptions to Board Policy 406, Section 7 and support their inclusion in the materials for review of the Board of Trustees Human Resources & Labor Relations Committee.

Office of the President
University of Maine
University of Maine at Machias



5703 Alumni Hall
Orono, Maine 04469-5703
Tel: 207.581.1512
umaine.edu
machias.edu

September 9, 2022

Dannel Malloy
Chancellor
University of Maine System
267 Estabrooke Hall
University of Maine
Orono, ME 04469

Dear Chancellor Malloy:

In accordance with Board of Trustee policy concerning Emeritus Status, I am pleased to forward for your approval and transmittal to the Board of Trustees my recommendation that Dr. Anne Lichtenwalner be awarded Associate Professor Emerita of Extension and Animal and Veterinary Science status effective at the time of her retirement on October 1, 2022. According to Section 406 (Emeritus Status) of the University of Maine System Administrative Procedures Manual, [4] "A University of Maine System President may confer the title of Emeritus upon any retiring faculty or staff member with at least 15 years of full-time service." Dr. Lichtenwalner began her employment with the University of Maine on April 14, 2008, and has served for 14.5 years. According to Section 406, [7] "Exceptions to the Emeritus Status policy may be made with approval from the Board of Trustees."

Dr. Lichtenwalner provides leadership in all areas of the land grant mission of teaching, research, and service at the University of Maine. Her appointment is 60% as Director of the Maine Veterinary Diagnostic Lab and 35% research and 5% teaching within the School of Food and Agriculture in Animal and Veterinary Science. In addition, she is a cooperating faculty member with the School of Biology and Ecology and the Honors College. The Maine Veterinary Diagnostic Laboratory processes approximately 500 diagnostic cases per year for livestock producers, veterinarians, and state agencies. In the last four years, she has served as PI or co-PI on \$3,646,738 in external grants. She has advised over 30 graduate and senior thesis students and mentored two visiting veterinary interns. Dr. Lichtenwalner has published 27 abstracts with students, co-authored three peer-reviewed journal articles with three more in progress, and seven Extension fact sheets and she has presented 20 animal health presentations at the local, regional, and national levels. Throughout the global pandemic, Dr. Lichtenwalner's lab was one of the first to be deemed "essential" on campus. Her dedication to the stakeholder groups and industries she supports through her lab, to her undergraduate and graduate students that she teaches and mentors, and also to her colleagues that she collaborates with on research projects are critical to the needs of the state.

Dr. Anne Lichtenwalner
Emerita Recommendation
Page 2

The recommendation for emerita status has the full support of Cooperative Extension Program Administrator Mark Hutchinson, Associate Provost for Online and Continuing Education and Dean of Cooperative Extension Hannah Carter, and Executive Vice President for Academic Affairs and Provost John Volin. A copy of the recommendation for emerita status packet is attached for your reference. I enthusiastically support the appointment of Dr. Anne Lichtenwalner as Associate Professor Emerita of Extension and Animal and Veterinary Science.

Thank you for your assistance in this matter.

Sincerely,



Joan Ferrini-Mundy
President

JFM/da

Enclosure

cc: John C. Volin, Executive Vice President for Academic Affairs and Provost
Hannah Carter, Associate Provost for Online and Continuing Education and Dean of Cooperative Extension
Mark Hutchinson, Program Administrator (for personnel file)
Nicole Lawrence, Interim Vice President of Human Resources

Rationale for Award: Please provide substantial documentation (several paragraphs) detailing the candidate's contributions in the areas of teaching, research, and public service. If additional space is needed, please attach a separate page.

Rights and Privileges to Accompany Emeritus Status:

Faculty and other professionals who retire after at least fifteen years of service to the University in the immediate past may be recommended by their deans, directors, or vice presidents for emeritus appointments. Professional administrative staff may be granted emeritus titles upon recommendation by one or more responsible administrators if they have served the University for fifteen years. When the responsible administrator feels that an individual with less than fifteen years of service deserves emeritus status, he or she may recommend that an exception be made.

Persons holding emerita/emeritus titles are integral members of our University community, and as such are entitled to the following privileges: participation in academic convocations including commencement, faculty privileges at the library; possession of a Facilities and Events Pass (Gold Card) which offers a free parking decal for the University of Maine, use of the Fogler Library, visits to the Planetarium, attendance at all public lectures on campus, and entitles the cardholder to attend athletic and performance events as stipulated by the Gold Card policy; continuation of e-mail; inclusion on mailing lists; upon request, assignment of office or laboratory space for creative work, subject to administrative approval and availability. Emerita/emeritus faculty may attend University and college faculty meetings as non-voting faculty.

Mark L. Hutchinson

Chairperson

7.20.2022

Date

Hannah Carter

Dean/Director

07/20/2022

Date

John Miller

Executive Vice President for

8/31/22

Date

Academic Affairs & Provost

Approval:

Joan Jenni-Hung

President

9/6/22

Date

Please forward this form to Human Resources for processing once completed.

Supervisor's Name and Position Number

For Human Resources use only:

Office of the Executive Vice President
for Academic Affairs & Provost



5703 Alumni Hall, Suite 201
Orono, Maine 04469-5703
Tel: 207.581.1547
Fax: 207.581.1633
umaine.edu

TO: Joan Ferrini-Mundy
President

FROM: John C. Volin
Executive Vice President for Academic Affairs and Provost

A handwritten signature in blue ink, appearing to read 'John C. Volin', is placed over the printed name and title.

DATE: August 30, 2022

RE: Recommendation for Emerita Status for Anne Lichtenwalner

Dr. Anne Lichtenwalner, Associate Professor of Extension and Animal and Veterinary Sciences, will retire from the University of Maine on September 30, 2022, with 14.5 years of service. Board of Trustees policy states, "A University of Maine System President may confer the title of Emeritus upon any retiring faculty or staff member with at least 15 years of full-time service." "Exceptions to the Emeritus Status policy may be made with approval from the Board of Trustees." I am recommending an exception to the policy for Dr. Lichtenwalner.

Dr. Lichtenwalner provides leadership in all areas of the land grant mission of teaching, research, and service at the University of Maine. Her appointment is 60% as Director of the Maine Veterinary Diagnostic Lab and 35% research and 5% teaching within the School of Food and Agriculture in Animal and Veterinary Science. In addition, she is a cooperating faculty member with the School of Biology and Ecology and the Honors College. The Maine Veterinary Diagnostic Laboratory processes approximately 500 diagnostic cases per year for livestock producers, veterinarians, and state agencies. In the last four years, she has served as PI or co-PI on \$3,646,738 in external grants. She has advised over 30 graduate and senior thesis students and mentored two visiting veterinary interns. Dr. Lichtenwalner has published 27 abstracts with students, co-authored three peer-reviewed journal articles with three more in progress, and seven Extension fact sheets and she has presented 20 animal health presentations at the local, regional, and national levels. Throughout the global pandemic, Dr. Lichtenwalner's lab was one of the first to be deemed "essential" on campus.

It gives me great pleasure to support this recommendation for emerita status for Dr. Anne Lichtenwalner. She is certainly deserving of this honor and recognition.



Office of the Dean
5741 Libby Hall, Room 102
Orono, ME 04469-5741
Direct: (207) 581-3238
Office: (207) 581-2811
1-800-287-0274
FAX: (207) 581-3325
E-mail: hcarter@maine.edu

July 20, 2022

President Joan Ferrini-Mundy
5703 Alumni Hall, Suite 200
Orono, ME 04469

Dear President Ferrini-Mundy,

I am pleased to write this strong letter of support for Dr. Anne Lichtenwalner's application for Emeritus Status. Dr. Lichtenwalner is an Associate Extension Professor in UMaine Cooperative Extension (CE) and Associate Professor of Animal and Veterinary Sciences in the School of Food and Agriculture (SFA). Dr. Lichtenwalner's appointment is 60% as the Director of the Maine Veterinary Diagnostic Lab (UMVDL) and 35% research and 5% teaching within SFA and Animal and Veterinary Science (AVS). In addition Dr. Lichtenwalner is a cooperating faculty member in the School of Biology and Ecology and the Honors College. As you can see, Dr. Lichtenwalner epitomizes an exceptional faculty member at the University of Maine as she provides leadership in all areas of the Land Grant mission of teaching, research and service. She does so with a dedication to the stakeholder groups and industries she supports through her lab, to her undergraduate and graduate students that she teaches and mentors and also to her colleagues that she collaborates with on research projects that are critical to the needs of the state.

I am highlighting her work from the past four years to give you a sense of how she has focused both her time and efforts to meet the critical needs of the livestock industry in the state, in addition to robust portfolio of teaching and research.

Selected highlights since 2018 include:

- Leadership of the Maine Veterinary Diagnostic Laboratory which processes approximately 500 diagnostic cases per year for livestock producers, veterinarians, and state agencies.
- 25,500 pages views on the Veterinary Diagnostic Lab website and related pages on Extension's Livestock website were viewed over 61,000 times.
- Served as the PI or co-PI on \$3,646,738 in external grants.
- Leadership in fostering a relationship between Maine state veterinarians and Extension to serve unmet needs. In addition, overall leadership in increasing veterinary services to livestock producers in Maine.
- Awarded a patent titled "Soft tissue in-growth of porous, three-dimensionally printed, transcutaneous implants of varying material and pore geometry".
- Advised over 30 graduate and senior thesis students and mentoring two visiting veterinary interns.
- Directed and contributed to a professional development 10-week program during the NSF Research Experience for Undergraduate (REU) summer program.
- Published 27 abstracts with students, co-authored three peer-reviewed journal articles with three in progress and seven Extension fact sheets.
- Presented 21 animal health presentations at the local, regional and national levels.

extension.umaine.edu

Maine's Land Grant and Sea Grant University



Lichtenwalner

Page 2

I believe it is important to note that throughout the global pandemic, Dr. Lichtenwalner's lab was one of the first to be deemed "essential" on campus and she worked tirelessly to keep the lab and the services it provides open and available to her clients. In addition, recently, the United States and Maine has had to address avian influenza outbreaks and Dr. Lichtenwalner has been key to Maine's efforts around diagnostic work and outreach efforts.

Dr. Lichtenwalner has been a stellar faculty member at the University of Maine for over 14.5 years, she will be only a few months shy of 15 years of service upon her retirement date and I would request that this does not deter her application for this recognition as she has done an incredible amount of work during her time at UMaine and I believe that being granted this status is a reflection of our recognition of the contributions she has made both to UMaine and to the state.

If I can answer any questions about this application or provide any further information, please do not hesitate to contact me.

Sincerely,

A handwritten signature in black ink that reads 'Hannah Carter'.

Dr. Hannah Carter, Dean
UMaine Cooperative Extension

extension.umaine.edu

Maine's Land Grant and Sea Grant University

Rationale for Emerita Status for Dr. Anne Lichtenwalner:

During 2008-2018, Dr. Lichtenwalner provided above satisfactory service, research and teaching for UM Cooperative Extension and the School of Food and Agriculture. The following information is from the Dean's recommendation letter following her 2018-22 post-tenure review packet.

Over the past four years, Dr. Lichtenwalner has provided significant leadership in the following areas: 1) Veterinary diagnostic services to livestock producers, 2) Improving livestock veterinary services in Maine, 3) Mastitis investigations and 4) Livestock and wildlife health. Dr. Lichtenwalner epitomizes an effective and extraordinary faculty member with her exceptional Extension programs, impactful research, and passion for teaching and mentoring students.

Selected highlights of her work and educational programs since 2018 include:

- Leadership of the Maine Veterinary Diagnostic Laboratory which processes approximately 500 diagnostic cases per year for livestock producers, veterinarians, and state agencies.
- 25,500 pages views on the Veterinary Diagnostic Lab website and related pages on Extension's Livestock website were viewed over 61,000 times.
- Served as the PI or co-PI on \$3,646,738 in external grants.
- Leadership in fostering a relationship between Maine state veterinarians and Extension to serve unmet needs. In addition, overall leadership in increasing veterinary services to livestock producers in Maine.
- Awarded a patent titled "Soft tissue in-growth of porous, three-dimensionally printed, transcutaneous implants of varying material and pore geometry".
- Advised over 30 graduate and senior thesis students and mentored two visiting veterinary interns.
- Directed and contributed to a professional development 10-week program during the NSF Research Experience for Undergraduate (REU) summer program.
- Published 27 abstracts with students, co-authored three peer-reviewed journal articles with three in progress and seven Extension fact sheets.
- Presented 21 animal health presentations at the local, regional, and national levels.

Rationale for Exception to Board Policy for Emerita Status

Anne Lichtenwalner

According to Section 406 (Emeritus Status) of the University of Maine System Administrative Procedures Manual, [4] “A University of Maine System President may confer the title of Emeritus upon any retiring faculty or staff member with at least 15 years of full-time service.” Dr. Lichtenwalner began her employment with the University of Maine on April 14, 2008, and has served for 14.5 years. According to Section 406, [7] “Exceptions to the Emeritus Status policy may be made with approval from the Board of Trustees.”

Prior to her retirement, Dr. Lichtenwalner served the University of Maine with over 14.5 years of service as an Associate Extension Professor in the UMaine Cooperative Extension and Associate Professor of Animal and Veterinary Sciences in the School of Food and Agriculture with an appointment as 60% as the Director of the Maine Veterinary Diagnostic Lab and 35% research and 5% teaching within the School of Food and Agriculture. In addition, she was a cooperating faculty member with the School of Biology and Ecology and the Honors College. She provided leadership in all areas of the Land Grant mission of teaching, research, and service with a dedication to the stakeholder groups and industries she supported through the diagnostic lab, to her undergraduate and graduate students that she taught and mentored, and also to her colleagues that she collaborated with on research projects that are critical to the needs of the state. Throughout the global pandemic, Dr. Lichtenwalner’s lab was one of the first to be deemed “essential” on campus and she worked tirelessly to keep the lab and the services it provides open and available to her clients. Dr. Lichtenwalner conducted an incredible amount of her work during her time at UMaine and emerita status is a reflection of UMaine’s recognition of the contributions she has made both to UMaine and to the state.




Office of the Chancellor
15 Estabrooke Drive
Orono, ME 04469

Tel: 207-973-3205
www.maine.edu

Dannel P. Malloy
Chancellor

December 19, 2022

To: Joan Ferrini-Mundy, President
University of Maine and University of Maine at Machias

From: Dannel P. Malloy, Chancellor
University of Maine System 

The University of Maine

CC: Carolyn Dorsey, Acting Vice Chancellor for Strategic Initiatives

University of Maine
at Augusta

RE: Exception to Board Policy 406, Section 7 – *Emeritus Status*

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

University of Maine
School of Law

I am in receipt of your memo dated September 9, 2022 in which you request exceptions to Board Policy 406, Section 7 – Emeritus Status. The exceptions are for Dr. Anne Lichtenwalner as Associate Professor Emeritus of Extension and Animal and Veterinary Sciences effective at the time of her retirement on October 1, 2022; and Dr. Sharon Tisher as Lecturer Emerita effective at the time of her retirement on September 1, 2022.

By way of this correspondence I approve the exceptions to Board Policy 406, Section 7 and support their inclusion in the materials for review of the Board of Trustees Human Resources & Labor Relations Committee.

Office of the President
University of Maine
University of Maine at Machias



5703 Alumni Hall
Orono, Maine 04469-5703
Tel: 207.581.1512
umaine.edu
machias.edu

September 9, 2022

Dannel Malloy
Chancellor
University of Maine System
267 Estabrooke Hall
University of Maine
Orono, ME 04469

Dear Chancellor Malloy:

In accordance with Board of Trustee policy concerning Emeritus Status, I am pleased to forward for your approval and transmittal to the Board of Trustees my recommendation that Dr. Sharon Tisher be awarded Lecturer Emerita status effective at the time of her retirement on September 1, 2022. According to Section 406 (Emeritus Status) of the University of Maine System Administrative Procedures Manual, [4] "A University of Maine System President may confer the title of Emeritus upon any retiring faculty or staff member with at least 15 years of full-time service." Dr. Tisher has 27 years of part-time service to the University of Maine. According to Section 406, [7] "Exceptions to the Emeritus Status policy may be made with approval from the Board of Trustees."

As a lecturer, Dr. Tisher's primary duties were teaching, although she also participated in some research, advising, and service. Her teaching assignments were with the Honors College, the School of Economics, and the Ecology and Environmental Sciences program. She has taught over 500 credit hours to over 2500 Honors students, offering all four courses in the Honors College 16-credit Civilizations sequence and has also developed numerous Honors special topics courses. She has regularly provided lectures for the Honors Civilizations sequence. Dr. Tisher developed the University of Maine's first climate policy course and researched and wrote *A Climate Chronology*, which has evolved to a 230-page document, with plans underway to develop a selective, interactive, illustrated "milestones" version. She plans to further develop this project in continued collaboration with faculty from the Climate Change Institute. Emerita status could substantially enhance the success of future fundraising efforts for this unique project. Dr. Tisher's service to the profession is noteworthy. She has testified on numerous occasions before the Maine legislature and has served on a variety of non-profit boards. She is actively engaged on issues concerning University policy.

The recommendation for emerita status has the full support of the Director of the School of Economics Mario Teisl, Dean of the Honors College Ellen Weinauer, Dean of College of Natural Sciences, Forestry, and Agriculture Diane Rowland, and Executive Vice President for Academic Affairs and Provost John Volin. A copy of the recommendation for emerita status packet is

Sharon Tisher
Emerita Recommendation
Page 2

attached for your reference. I enthusiastically support the appointment of Dr. Sharon Tisher as Lecturer Emerita.

Thank you for your assistance in this matter.

Sincerely,



Joan Ferrini-Mundy
President

JFM/da

Enclosure

cc: John C. Volin, Executive Vice President for Academic Affairs and Provost
Ellen Weinauer, Dean, Honors college
Diane Rowland, Dean, College of Natural Sciences, Forestry, and Agriculture
Mario Teisl, Director, School of Economics (for personnel file)
Nicole Lawrence, Interim Vice President of Human Resources

Lecturer, School of Economics and Honors College

9/1/2009 to date

Rationale for Award: Please provide substantial documentation (several paragraphs) detailing the candidate's contributions in the areas of teaching, research, and public service. If additional space is needed, please attach a separate page.

See attachment B.

Rights and Privileges to Accompany Emeritus Status:

Faculty and other professionals who retire after at least fifteen years of service to the University in the immediate past may be recommended by their deans, directors, or vice presidents for emeritus appointments. Professional administrative staff may be granted emeritus titles upon recommendation by one or more responsible administrators if they have served the University for fifteen years. When the responsible administrator feels that an individual with less than fifteen years of service deserves emeritus status, he or she may recommend that an exception be made.

Persons holding emerita/emeritus titles are integral members of our University community, and as such are entitled to the following privileges: participation in academic convocations including commencement, faculty privileges at the library; possession of a Facilities and Events Pass (Gold Card) which offers a free parking decal for the University of Maine, use of the Fogler Library, visits to the Planetarium, attendance at all public lectures on campus, and entitles the cardholder to attend athletic and performance events as stipulated by the Gold Card policy; continuation of e-mail; inclusion on mailing lists; upon request, assignment of office or laboratory space for creative work, subject to administrative approval and availability. Emerita/emeritus faculty may attend University and college faculty meetings as non-voting faculty.

Recommendations:

Mario Teisl, SOE

7/7/2022

Chairperson

Date

07/07/2022




Ellen Weinauer, Honors

7/14/22

Diane Rowland, NSFA

Dean/Director

Date



Executive Vice President for



Date

Academic Affairs & Provost

Approval:

President

Date

Please forward this form to Human Resources for processing once completed.

Office of the Executive Vice President
for Academic Affairs & Provost



5703 Alumni Hall, Suite 201
Orono, Maine 04469-5703
Tel: 207.581.1547
Fax: 207.581.1633
umaine.edu

TO: Joan Ferrini-Mundy
President

FROM: John C. Volin 
Executive Vice President for Academic Affairs and Provost

DATE: August 30, 2022

RE: Recommendation for Emerita Status for Sharon Tisher

Dr. Sharon Tisher, Lecturer, will retire from the University of Maine on August 31, 2022, with 27 years of part-time service. Board of Trustees policy states, "A University of Maine System President may confer the title of Emeritus upon any retiring faculty or staff member with at least 15 years of full-time service." "Exceptions to the Emeritus Status policy may be made with approval from the Board of Trustees." I am recommending an exception to the policy for Dr. Tisher.

As a lecturer, Dr. Tisher's primary duties were teaching, although she also participated in some research, advising, and service. Her teaching assignments were with the Honors College, the School of Economics, and the Ecology and Environmental Sciences program. She has taught over 500 credit hours to over 2,500 Honors students, offering all four courses in the Honors College 16-credit Civilizations sequence and has also developed numerous Honors special topics courses. She has regularly provided lectures for the Honors Civilizations sequence. Dr. Tisher developed the University of Maine's first climate policy course and researched and wrote *A Climate Chronology*. Dr. Tisher's service to the profession is noteworthy. She has testified on numerous occasions before the Maine legislature and has served on a variety of non-profit boards. She is actively engaged on issues concerning University policy.

It gives me great pleasure to support this recommendation for emerita status for Dr. Sharon Tisher. She is certainly deserving of this honor and recognition.

Attachment B: Rationale for Award Teaching

Sharon Tisher, J.D. has retired after more than 27 years of dedicated service to the University of Maine. As a lecturer, Tisher's primary duties were teaching, although she participated in some research, advising and service. Tisher's teaching assignments were with the Honors College, the School of Economics, and the Ecology and Environmental Sciences program.

Tisher joined the Honors Program in 1996. Over the last 27 years, she has taught over 500 credit hours to over 2500 students. She has offered all four courses in our 16-credit Civilizations sequence and has also developed numerous Honors special topics courses, one of which involved an experiential learning trip to New York City. Tisher has been active in Honors in other ways, nominating several of the selected Honors Read texts and regularly providing lectures for the Honors Civilizations sequence, including on the Sumerian text *Inanna*, on Mary Shelley's *Frankenstein*, and on Rachel Carson's *Silent Spring*. A collection of Tisher's outstanding student reviews and feedback is appended.

Tisher joined the economics faculty in 1994, and taught EES/ECO 324 Environmental Law and Policy, almost every year (she did not teach during the pandemic), and developed the University's first climate policy course, EES 312 (previously ECO 312), in 2012. Her teaching evaluations were very consistent, and mostly around 4.7 out of 5. Tisher's plan after retirement is to continue to teach EES 324 and EES 312 as an adjunct instructor.

Research

Research was not an expectation of Tisher's part-time classification. However, shortly after she began teaching EES 324 she was invited by Jim Wilson to work with him on the U.S. State Department's Man and the Biosphere Human-Dominated Systems Directorate's Everglades project. She published an analysis of Constitutional "takings law" as it applied to Everglades restoration projects. See attached CV.

Beginning in 2011, as she developed the University's first climate policy course, Tisher began researching and writing *A Climate Chronology*, which has evolved to a 230 page document, with plans underway to develop a selective, interactive, illustrated "milestones" version. Tisher took a leave of absence from Honors this academic year, and is retiring from her part-time regular teaching position, to have time to further develop this project, in continued collaboration with faculty of the Climate Change Institute. In future iterations she plans to expand the recognition of the role of traditionally underrepresented groups in climate science and policy making. The project has recently received excellent press coverage, including in *The New Yorker*, and endorsements from climate scientist and author Michael Mann, and climate activist and author Bill McKibben. Tisher feels that emerita status could substantially enhance the success of future fundraising efforts for this unique project.

Public service

Tisher's public service activities are listed in the attached CV. All but the last two entries under Past Public Service were coincident with her affiliation with the University. She has testified on numerous occasions before the Maine legislature on matters related to Constitutional takings law, toxins and GMO regulation. She has authored numerous opinion pieces on environmental issues, linked at her [Scholars Strategy Network page](#). Tisher has been on a variety of non-profit boards (e.g., President of the Natural Resources Council of Maine, and the Maine Organic Farmers and Gardeners Association). She has been actively engaged as well on issues concerning University policy. She was the only UM faculty member who testified in the legislative public hearing in opposition to the bill to permit concealed carry of weapons on UMS campuses. She was one of several faculty members who actively supported DivestMaine's petition to the Faculty Senate to ask the Trustees to divest fossil fuel investments in the University's endowment. The resolution passed the Senate by a wide margin.



Ellen Weinauer, Dean
Honors College



Diane L. Rowland, Dean
College of Natural Sciences, Forestry, and
Agriculture



Mario Teisl, Director
School of Economics

Rationale for Exception to Board Policy for Emerita Status

Sharon Tisher

According to Section 406 (Emeritus Status) of the University of Maine System Administrative Procedures Manual, [4] “A University of Maine System President may confer the title of Emeritus upon any retiring faculty or staff member with at least 15 years of full-time service.” Dr. Tisher has 27 years of part-time service to the University of Maine. According to Section 406, [7] “Exceptions to the Emeritus Status policy may be made with approval from the Board of Trustees.”

As a Lecturer, Sharon Tisher has dedicated 27 years of service to the University of Maine as a part-time faculty member with teaching assignments in the Honors College, the School of Economics, and the Ecology and Environmental Sciences Program. She has taught over 500 credit hours to over 2500 students. Although research was not an expectation of Ms. Tisher’s part-time classification, shortly after she began teaching Environmental Law, she was invited by Jim Wilson to work with him on the U.S. State Department’s Man and the Biosphere Human-Dominated Systems Directorate’s Everglades project. Beginning in 2011, as she developed the University’s first climate policy course, Ms. Tisher began researching and writing *A Climate of Chronology*, which has evolved to a 230-page document, with plans underway in her retirement to develop a selective, interactive, illustrated “milestones” version. Emerita status could substantially enhance the success of future fundraising efforts for this unique project.

UNIVERSITY OF MAINE SYSTEM

Policy Manual

DRAFT
11/16/22

GOVERNANCE AND LEGAL AFFAIRS

Section 216 University of Maine System Policy on Policies

Effective:

Last Revised:

Responsible Office: Clerk of the Board

Contact: Board of Trustees Office, 581-5840, ums.trustees@maine.edu

Review Cycle: every three years

Policy Statement

All University of Maine System (UMS) policies are classified as Board of Trustees Policies and are accessed on the [Board of Trustees website](#) under the Policy Manual section. A UMS Board of Trustees policy is a philosophical foundation or principle which establishes a behavioral norm and standards, expectations, required action(s) and consequences for violation(s) of: i) policy and ii) standards identified in policy.

This University of Maine System Policy on Policies addresses the process for developing, issuing, and maintaining all UMS Board of Trustees policies. The purpose of this policy is to provide the UMS community with a well-developed and understandable framework for Board policies. Furthermore, uniformity of process is intended to enhance shared governance under Unified Accreditation.

This policy applies to all UMS departments, employees, faculty, staff and students. Administrative Practice Letters are not included and will adhere to their own unified processes.

Definitions: Policies

Academic Policies: Academic policies are policies which primarily address the pedagogical and research mission of the System.

Facilities Policies: Facilities policies relate to the institution's ownership of real property and physical facilities.

Financial Policies: Financial policies outline the financial responsibilities and obligations of the System.

Governance & Legal Affairs Policies: Administrative policies primarily address governing the operations of the System.

Human Resources & Labor Relations Policies: Human Resources & Labor Relations (HR & LR) policies primarily address employment, contract, and equity policies.

Information Technologies Policies: Information technologies policies relate to information security and accessibility.

Research & Public Service Policies: Specific research and public service policies.

Student Affairs Policies: Student policies are policies which primarily address student life at the System.

Definitions - Other

Policy Initiator: The policy initiator is any employee, faculty or staff member who develops a policy proposal.

Procedure: Operational standards that define how a policy is implemented and followed.

Red-lined version: A document comparison by which changes are identified between two versions of the same document for the purposes of document editing and review that has either been added to or removed from the current policy.

Responsible Official: The responsible official is the appropriate office (Office of the Vice Chancellor, Office of General Counsel, Office of the President, Office of the Provost, Office of the Vice President for Research, or other leadership office) whose jurisdiction covers the subject matter of the policy. The responsible official is also responsible for coordinating all required tasks associated with the policy review and revision.

Stakeholder: Stakeholders are UMS community members who are affected by the policy being developed.

NEW POLICIES

Policy Development

The Policy Administrator for UMS Board of Trustees policies is the Clerk of the Board of Trustees in consultation with whomever is appropriate for each new policy proposal. The Clerk may also designate someone else to act as the Policy Administrator on a case-by-case basis and at his/her discretion.

All proposed new UMS Board of Trustees policies will be put forward by the Policy Initiator. The development of the proposed policy will follow the process set forth in the Administrative Practice Letter (APL) for Policy Proposals: APL Y-A.

Revisions or substantial amendments to current Board policies do not require a policy proposal. The Responsible Official for the content area of the current Board Policy should prepare a red lined version of the current policy. When the Responsible Official determines the version is ready, this red lined version will be submitted to the Board of Trustees Office to follow the normal policy approval process.

Otherwise, for a new proposal the Policy Initiator will submit the proposal for review and approval to the correct Responsible Official who is designated for the content area of the proposed policy or policy change. In many, if not most, cases the Responsible Official will be the Vice Chancellor for that content area. Upon receipt of the proposed policy from the Initiator, the Responsible Official may return it to the Initiator and request additional information and/or suggest amendment/s. The Responsible Official may also reject the proposed policy and in doing so, must provide the Initiator with a clear rationale for the rejection of the proposed policy. If the Responsible Official approves the policy, it is then forwarded to the Chancellor for approval.

After the proposed policy is approved by the Responsible Official and the Chancellor, the Responsible Official will develop the draft policy to submit to the Clerk of the Board. The draft policy will not include all of the information contained in the policy proposal. The Responsible Official shall consult with the Clerk of the Board to determine what information is appropriate for the draft policy and, if needed, determine what details should more properly be placed in an APL to be linked to the draft policy.

Policy Format

A standard policy format is intended to provide clarity and consistency. Although not all policies will contain all of the format elements, UMS Board of Trustees policies are required to be written and maintained following the basic outline below:

Section Category
 Policy Number and Title
 Effective Date
 Last Revised Date
 Responsible Official
 Contact
 Review Cycle
 Policy Statement
 Definitions
 Policy Body
 Related Documents & Resources

For policies that predate this Policy on Policies, the format described above is not applicable. Policies undergoing revision are required to be reformatted in the above-indicated approved policy format. All policy text and related documents, including policies under revision, are required to use gender-neutral pronouns and language and be developed using the model of unified accreditation and diversity, equity and inclusion (DEI).

Policy Approval Process

When the Responsible Official and the Clerk of the Board determine that a new or revised Board of Trustees policy is ready to move forward, it will first be submitted to the appropriate Committee of the Board as an information item. Following this Committee review, the policy will be reviewed in a full Board of Trustees meeting where the Board may provide input on the proposed new or revised policy. Any suggested changes to the policy may then be implemented by the Originator and the Responsible Official and resubmitted to the Board Committee which conducted the initial review for approval. Following approval by the Committee, the policy will again be presented at a full meeting of the Board of Trustees for final approval. The date of full approval by the Board will be the effective date of the policy. More detail about this process may be found in APL Y-A.

An exception to the policy approval process could be deemed necessary to align Board Policies with State and Federal Laws that are time sensitive and would require authorization by the Responsible Official, the Clerk of the Board and the Board Chair.

Policy Section Category

The Board of Trustees Policy Manual web site will list policies by name and category and will provide links to related procedures. Policies will be assigned to one of the following categories which indicate the appropriate Responsible Official:

Section 100: Introduction – Clerk of the Board
 Section 200: Governance & Legal – Clerk of the Board and General Counsel
 Section 300: Academic Affairs – Vice Chancellor for Academic Affairs
 Section 400: Human Resources & Labor Relations – Vice Chancellor for Strategic Initiatives
 Section 500: Student Affairs – Vice Chancellor for Academic Affairs
 Section 600: Research & Public Service – Vice Chancellor for Research and Innovation
 Section 700: Financial Affairs – Vice Chancellor for Finance and Administration
 Section 800: Facilities - Vice Chancellor for Finance and Administration
 Section 900: Information Technologies - Vice Chancellor for Finance and Administration
 Section 100: Other – As applicable

EXISTING POLICIES

Policy Revisions Process

Revisions or substantial amendments to current policies do not require a policy proposal. The Responsible Official for the current policy should submit a red-lined version of the current policy to the Vice Chancellor responsible for the content area for review and approval. If the Vice Chancellor determines the red-lined version of the policy is ready to present to the Board of Trustees, it will be submitted to the Clerk of the Board to follow the policy approval process as outlined in APL Y-A.

Policy Changes Without Board Approval

Certain policy changes that are non-substantive or which are required by a change in the law or administrative regulations may be made without the approval of the full Board as set forth in the procedure above. The Clerk of the Board, in consultation with the Responsible Official putting forward the proposed change, shall determine if the proposed change falls within the category that does not require full Board approval. The Responsible Official and the Clerk of the Board may consult with any other party they deem necessary or helpful to make this determination. Non-substantive changes, other than those required by law or regulation may take many forms, including but not limited to grammar or spelling corrections or other technical changes of that nature, including changes in the names of programs or departments or required renumbering.

Policy Retirement or Deactivation

If a Responsible Official believes that a policy they oversee is no longer useful, applicable, or is more effective if combined with another UMS policy, they may choose to deactivate the policy with the permission of the Clerk of the Board and approval of the Board of Trustees. The Responsible Official should confer with applicable UMS governance groups and subject matter experts as appropriate to ensure overall impact of deactivating the policy is considered. A deactivated policy will be securely archived and will display as repealed.

Policy Location

To ensure ready access to institutional policies, the University of Maine System will maintain an official Board of Trustees Policies web page (<https://www.maine.edu/board-of-trustees/policy-manual/>) with links to applicable procedures. The web page will be maintained by the Board of Trustees Office in a standard electronic format. The documents on this web page will constitute the official electronic depository for all current System-wide policies for the University of Maine System.

Related Documents & Resources

This section may list resources including links to related documents, resources or contacts in addition to the one listed in the header under “Contact” from Responsible Office. These can include the following:

- Documents such as policies, guidelines, manuals, contracts, APLs etc.
- Other documents such as laws, regulations, statutes, etc.
- Departmental websites where procedures are maintained
- Contact information for relevant subject matter experts

**University of Maine System
Board of Trustees Policy Manual**

Administrative Practice Letter (APL)

DRAFT
1/10/23

**APL Y-A (Section Y – Governance)
University of Maine System Policy Proposal Guidelines**

All University of Maine System (UMS) policies are classified as Board of Trustees Policies and are accessed on the [Board of Trustees website](#) under the Policy Manual section. This APL supplements the information outlined in Board of Trustee Policy 216 *Policy on Policies* to provide additional details on the information required to submit a proposal for a new Board of Trustees Policy. Board Policy 216 and this APL do not apply to administrative or departmental procedures or guidelines or administrative practice letters.

Below is a description of the information that should be included in the proposal.

POLICY PROPOSAL FORMAT

Section Category:

The section category will be preliminarily assigned by the Policy Initiator and confirmed by the Clerk of the Board and will be one of the follow areas:

- Section 100: Introduction
- Section 200: Governance & Legal
- Section 300: Academic Affairs
- Section 400: Human Resources & Labor Relations
- Section 500: Student Affairs
- Section 600: Research & Public Service
- Section 700: Financial Affairs
- Section 800: Facilities
- Section 900: Information Technology
- Section 1000: Other

Policy Number & Title:

The policy number will refer to the appropriate section within the Board of Trustees Policy Manual. The policy number will be preliminarily assigned by the Policy Initiator and confirmed by the Clerk of the Board. The policy title is the primary means of identifying, locating and referring to a policy. It should be clear and concise and accurately represent the policy content.

Proposal Date:

The date the policy proposal was initiated.

Responsible Official:

The responsible official is the office who will be responsible for maintaining the policy.

Contact:

The policy contact staff member will serve as the primary person to respond to comments and specific questions about the policy. Provide an email address, preferably an office email rather than an individual's personal email. Please include telephone numbers and URLs if appropriate.

Review Cycle:

The review cycle refers to the frequency with which the policy will be reviewed for relevance or revision. Policies should be reviewed no less than every three years.

Policy Initiator:

The policy initiator is any administrator, faculty, staff member, **Trustee or Board Committee** who identifies an issue and develops a policy proposal.

Stakeholder Group(s):

Stakeholders are UMS community members who are affected by the policy being developed.

Proposed Effective Date:

The date the policy initiator is proposing as the effective date of the policy. This needs to take into consideration the Board Policy Approval process before establishing the proposed effective date for the policy.

Policy Statement:

This section broadly describes the policy's core provisions or requirements. This section should generally be very brief.

Definitions:

Define any specialized terms used in the policy proposal. List terms alphabetically using a standard outline format (i.e., I.A.1.a)

Policy:

This should include all details of the policy being proposed. Please use a standard outline format (i.e., I.A.1.a).

Related Documents & Resources:

This section may list resources including links to related documents, resources or contacts in addition to the one listed in the header under "Contact" from Responsible Office. These can include, but not limited to:

- Documents such as policies, guidelines, manuals, contracts, APLs etc.
- Other documents such as laws, regulations, statutes, etc.
- Departmental websites where procedures are maintained
- Contact information for relevant subject matter experts

POLICY PROPOSAL PROCESS

A Policy Initiator identifies a policy issue and develops it into a policy proposal with the written approval of the Responsible Official after consulting with the Clerk of the Board. The Policy Initiator may establishment a working group to assist with research, data gathering and development of the policy proposal. The Policy Initiator will submit the policy proposal to the Responsible Official for review.

The Responsible Official will socialize the policy proposal with the appropriate content-area stakeholder(s) and leadership groups for review, feedback, information sharing and impact on members of the UMS community. The Responsible Official and the Clerk of the Board will determine the appropriate content-area stakeholder(s) and leadership groups required to be consulted, which may include, but is not limited to:

- General Counsel, Vice Chancellor for Academic Affairs, Vice Chancellor for Finance and Administration, Vice Chancellor for Strategic Initiatives, Vice Chancellor for Research and Innovation, Presidents Council and key campus stakeholders,
- Campus-level departmental leadership groups such as Chief Academic Officers, Enrollment Managers, Chief Student Affairs Officers, etc., and
- Campus foundation and/or advancement staff

If the policy is endorsed by these appropriate content-area stakeholder and leadership groups and by the Clerk of the Board, the Responsible Official will submit the signed policy proposal to the Vice Chancellor responsible for the content area. Once a policy proposal is approved and signed by a Vice Chancellor and the Chancellor, the Responsible Official will develop the draft policy from the policy proposal and submit it to the Vice Chancellor who will provide it to the Clerk of the Board for review prior to submission and review by the appropriate Board Committee.

If the policy is not endorsed by these appropriate content-area stakeholder and leadership groups, the Policy Initiator will confer with the Responsible Official, the Clerk of the Board and other applicable UMS leadership to determine how to proceed:

- proceed with the proposed policy as presented,
- modify the proposed policy and resubmit,
- do not proceed with the proposed policy, or
- develop the information as an APL or internal administrative/departmental guideline or procedure.

Stakeholder Groups

Appropriate stakeholder and leadership groups may include, but are not limited to, the following individuals or departments:

- subject-matter experts,
- operational groups affected by the policy, and
- those responsible to fund, implement, oversee or establish compliance with policy provisions.

The Responsible Official will work closely with the Office of General Counsel to address legal, regulatory and compliance concerns prior to finalizing a draft policy that will be circulated to others, including stakeholders and leadership, for review.

Policy Approval

The Vice Chancellor, in consultation with the Clerk of the Board, will determine whether a draft policy is ready to present to the Board of Trustees. **The Clerk will discuss the policy proposal with Board Leadership.** If the draft policy and the final policy proposal is ready to move forward, the documents will be submitted to the Board of Trustees Office to include in the meeting materials for the appropriate Board of Trustees Committee and full Board of Trustees for a first read (an information sharing agenda item). Following any substantive revisions, the

policy and the final policy proposal will be presented to the appropriate Board of Trustees Committee and full Board of Trustees for a second read (an actionable agenda item) at the next regularly scheduled Committee and Board of Trustees meetings.

The Responsible Official will maintain the official copy of the policy proposal. Draft policies that are approved by the Board of Trustees become active UMS Board of Trustees policies and will be updated with the appropriate effective date. The Board of Trustees Office will maintain a historic record of all versions of approved Board policies and will post an electronic version of current policies on the Board of Trustees website under the Policy Manual section.

The Responsible Official will be responsible for educating applicable UMS groups about any such policy; such education is to be guided by recommendations from the Clerk of the Board.

Policy Review Cycle

The Clerk of the Board will notify the Responsible Officials when policies are scheduled for review or revision and is available to work with the Responsible Official during all phases of the policy review process, including, if applicable, implementation of a training schedule. This notification will be done by using a Review Cycle Tracking Sheet initiated by the Clerk of the Board to the Responsible Official. The Responsible Official will complete the Review Cycle Tracking Sheet and return it to the Clerk of the Board by the deadline date indicated on the form.

The Responsible Official is responsible for monitoring compliance and facilitating remedies for noncompliance as directed by the policy and as informed by conversations with appropriate leadership. Legal, regulatory and compliance concerns regarding policy noncompliance are required to be sent to the Office of General Counsel for advice and counsel.

**University of Maine System
Board of Trustees Policy Proposal**

Section Category: **Academic Affairs**

Policy Number & Title: **320 Academic Classroom Materials**

Proposal Date: **November 16, 2022**

Responsible Official: **Vice Chancellor for Academic Affairs**

Contact: **Jane Jones**, Office Manager, UMS Academic Affairs Office, 581-XXX,
xxxxxx@maie.edu

Review Cycle: **every three years**

Policy Initiator: **Professor John Smith, Department of Biology, University of Maine**

Stakeholder Group(s): **UMS Faculty and Adjunct Professors**

Proposed Effective Date: **September 2023**

Policy Statement:

Definitions:

Policy:

Related Documents & Resources:

Policy 301 Mission Policy

Policy Initiator's Name

Policy Initiator's Signature

Date

Responsible Official's Name

Responsible Official's Signature

Date

Chancellor's Name

Chancellor's Signature

Date

Clerk of the Board's Name

Clerk of the Board's Signature

Date



In recognition of the unique role of public university research and development (R&D) in driving and diversifying private sector growth, 25 years ago our state's Legislature established the Maine Economic Improvement Fund (MEIF).

Through this targeted ongoing investment in commercially promising University of Maine System R&D, we've been able to build strategic statewide

capacity to support hundreds of small businesses here to grow and create thousands of high-paying Maine jobs through new products and processes, while attracting new companies and opportunities to our state. Three-quarters of MEIF dollars are focused at the flagship University of Maine, which has expanded the external R&D funding it attracts annually to Maine from just \$25 million when MEIF was born from bipartisan legislative action in the 1990s to nearly \$150 million in 2022.

Today, university researchers are at work in our labs and field sites and in your districts helping our heritage industries — including farming, fishing, forestry and manufacturing — innovate for the future through new technologies and talent. At the same time, we are fostering the formation of promising new technologies, like clean energy and biomaterials development for applications ranging from health care to affordable home and highway construction.

We've also established world-class expertise essential to Maine's policymakers and always available to its people, including in climate science, rural public health and education, and most recently, forever chemicals like PFAS.

The hands-on engagement of students in all of our research activities — including undergraduates — distinguishes our state's public universities, and ensures our graduates are well-prepared to be leaders, problem-solvers and innovators in the Maine workforce and in our communities.

Given this incredible impact, it should come as no surprise that the private sector has consistently called for increasing Maine's economic competitiveness by boldly increasing public investment in UMS R&D through MEIF, which in 2022 had a 6:1 rate of return and accelerated UMaine's ascension to the top-tier of America's research universities by achieving R1 Carnegie Classification.

Doing so, they say — and our track record shows — will create more value-added Maine jobs and products, grow wages, catalyze private sector innovation and investment, and recruit and retain talent to our campuses and your communities — all while sustaining the state's abundant natural resources and special quality of life.

The University of Maine System is proud of what we have accomplished together with our students and business partners and your MEIF investment, including the success stories showcased in this year's reformatted annual report. We look forward to continuing to work with you to ensure we realize the full potential of public university R&D and of Maine's economy.

Thank you for your support,

Dannel Malloy
Dannel Malloy

Chancellor, University of Maine System

Joan Ferrini-Mundy
Joan Ferrini-Mundy

Vice Chancellor for Research & Innovation, University of Maine System
President, University of Maine and University of Maine at Machias

Our goals:

Generate co-investment

For every \$1 in MEIF funding, the University of Maine System leverages \$6 in co-investment for projects in the seven sectors.

Establish and grow partnerships

University of Maine System R&D initiatives partner with Maine companies and communities to support the economy statewide.

Focus on workforce development

MEIF project funds support undergraduate and graduate students in hands-on, real-world problem-solving in career pathways.

For more information, contact Samantha Warren (samantha.warren@maine.edu) or visit umaine.edu/meif



Boldly increasing investment in University of Maine System R&D is **essential to achieving a vibrant and sustainable economy for Maine**, and consistent with the Growth Council's long-standing recommendation to triple Maine's R&D spending by 2030."

Stephen Von Vogt
Co-Chair, Maine Economic Growth Council

R1 — UMaine is in the top 146 of research universities nationwide	Maine spends 1% of GDP on R&D, compared to 3% nationwide and 4.8% in New England	"State government can double its investment in R&D annually without running out of viable projects."
Maine ranks 44th of the 50 states for R&D spending as percent of GDP	MDF Measures of Growth has set a goal of Maine tripling its R&D spending by 2030	Making Maine Work (2022)

On the cover

The 75-foot single-span Grist Mill Bridge in Hampden, constructed in fall 2020, was the first in the nation to use fiber-reinforced polymer girders called GBeams™, designed at UMaine's Advanced Structures and Composites Center, led by executive director Habib Dagher. The UMaine-patented technology is licensed to Advanced Infrastructure Technologies in Brewer, which ships girders for bridge replacement and construction projects nationwide. With U.S. Department of Transportation funding through the Transportation Infrastructure Durability Center at UMaine, undergraduate and graduate students — tomorrow's workforce leaders — were involved in the research.

The University of Maine System is an equal opportunity/affirmative action institution.



Maine Economic Improvement Fund Report 2022



This symbiotic relationship between the lab and industry is a differentiator for Maine, and **the perfect example of how industry, academia and the state can work together** to create nationally leading industries.”

Sean Sullivan
Executive Director, Maine Brewers' Guild

Innovative technologies in a heritage industry

Sappi North America and UMaine biomedical engineer Caitlin Howell and her research partners are collaborating to link Maine's strength in papermaking technology with the cutting-edge needs of the biotechnology industry. The result is “a new set of tools” for the bioscience sector and potential markets for a heritage industry. The paper-based innovations, which are lightweight and cost-effective, and can be rapidly mass produced, include a microfluidic water purification system, diagnostic microfluidic devices at the microdroplet scale, and surface contamination detection instruments.



Collaboration with UMaine on innovative, paper-based solutions brings **fresh insight, providing critical technical validation and access to market-demanded applications** that leverage the nanoscale texturing capability of Sappi's Ultracast® paper manufacturing process.”

Mark Hittle
Sappi Director of Release Business Strategy

Harnessing collective strengths for statewide impact

The Quality Control Collaboratory (QC2) Lab creates unique educational opportunities for University of Southern Maine science students through its quality control services to Maine's growing craft beverage industry. QC2 supports this important economic sector while educating both students and the industry on the science of their craft. With QC2, not only do Maine brewers have a world-class lab to test their beers, but the lab is staffed by students who gain hands-on experience that yields real-world results. Coupled with an internship program, this helps Maine's brewing industry develop a future workforce.



Maine's land grant university has a long history of research to benefit the wild blueberry industry statewide. Now, a one-of-a-kind, three-acre research and education site has been established at UMaine. The new Wyman's Wild Blueberry Research and Innovation Center features plots controlled for genotype, akin to research traditionally conducted in orchards or row crops. The center will provide opportunities to develop innovative production techniques and the next generation of wild blueberry industry leaders.

Rumford native Liza White knows the importance of paper mills to rural communities. As a UMaine undergraduate, she heard about associate professor Caitlin Howell's research with Sappi North America to explore new, innovative uses of paper to meet biomedical needs. Finding next-gen products to help the pulp and paper industry was important to the first-generation university student from a Maine mill town. White plans to turn her years of industry-related

R&D research as an undergraduate and now a Ph.D. student into a career when she graduates in 2025.



Our collaboration with UMaine over the last two years has allowed Tanbark to **better understand the fiber processing we will need to meet our customer needs** and produce prototypes to enable us to move more quickly to market.”

Melissa LaCasse
CEO, Tanbark Molded Fiber Products



Prototyping eco-friendly packaging

Tanbark Molded Fiber Products in North Yarmouth is a new company that is introducing packaging to replace plastic materials with innovative and custom solutions made from plant fiber, with a focus on Maine wood fiber. Tanbark reached out to UMaine and the Process Development Center (PDC) to access expertise and equipment for testing molded fiber recipes. In addition, PDC has helped support the growth of Portland's LaCasse & Weston, a producer of molded fiber machinery.



Having the hatchery seed is way more sustainable than wild seed, as well as the perks of selecting and introducing a new gold mussel to the markets. Can't wait to see **what's next for the whole Maine mussel industry** with hatchery seed.”

Evan Young
Owner, Blue Hill Bay Mussels LLC

In the past decade, the UMaine potato breeding program, in partnership with the Maine Potato Board, has released five new varieties – Easton, Sebec, Caribou Russet, Pinto Gold and Hamlin Russet – that had the competitive yield and quality attributes necessary to move them from the laboratory to market shelves. Nationally, varieties released by UMaine and its eastern regional collaborators were grown on 7,369 seed acres during 2021 with an approximate seed value of \$25.8 million and potential ware production value of \$239.4 million.

MEIF Small Campus Initiative

The Small Campus Initiative (SCI) is an MEIF competitive grant program that helps to build capacity for research and development in the state at the Universities of Maine at Augusta, Farmington, Fort Kent, Machias and Presque Isle, and Maine Maritime Academy.

Funded projects:

- Statewide mapping of intertidal seaweeds using drones (MMA)
- ME MADE: Makerspaces for Abilities Driving Entrepreneurship (UMF)
- Using remote sensing data to assess forest health (UMFK)
- Applied R&D to promote shellfish aquaculture (UMaine Machias)
- Distributed machine learning approaches for big data analysis (UMPI)
- Modernization the medical laboratory technologist program (UMA)
- Developing the “next-generation environmental scientist” through eDNA community-based biomonitoring (MMA)
- Using high-frequency sensors to track water clarity and seasonal change in Maine lakes (UMF)
- Cybersecurity range and scenario builder (UMA)

Sustainably growing for gold

Downeast Institute in Beals, the marine science field station for the University of Maine at Machias, has worked with Blue Hill Bay Mussels to develop methods to supplement Maine mussel farms with hatchery seed to maximize production, making the farms more resilient. Ropes can be seeded either with traditional blue mussels or the distinctive gold-striped mussels that Downeast Institute selectively bred to create a unique Maine product. Investment in hatchery-based mussel seed has had major implications for farms, allowing them to provide more product for a growing market without depleting the wild fishery.



Capital Projects Status Report and 2018 Bond Projects Update, UMS

Executive Summary

Overview:

Attached is the Capital Project Status Report for the January 29-30, 2023, meeting of the Board of Trustees. The report reflects a total of 33 projects, with one project removed (USM) since the last report. Note that the projects highlighted in yellow reflect current P3 projects. Additionally, projects which are at Board approval level utilizing Harold Alfond Foundation (HAF) grant and matching money are highlighted in green. HAF projects below Board approval level are noted in a separate table at the end of the report as well.

There are a handful of projects funded in whole or in part with 2018 bond funds which were completed in 2022 but are awaiting completion of the Percent for Art process prior to closing out and removal from this report.

COVID-19 and Current Market Impacts on Capital Construction:

- Market instability and labor shortages are creating very difficult conditions for the bidding and estimating climate.

Bond Project Status Report:

The special portion of this report calling out only projects funded with the 2018 State bonds reflects sixty-three (63) projects. The projects are currently estimated to account for over \$48 million of the \$49 million in voter approved general obligation bond funding. Over \$40 million of that has been expended. As of this report three projects were removed due to a change in funding source (as noted in the October/November report) and six new projects were added.

Supplemental funding is being leveraged for some of these projects and the total estimated project value across all funds is more than \$68 million, including the bond funding and other project resources.

- Twelve (12) of the active bond projects also appear on the Capital Project Status Report with approved budgets above board 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, they will be moved to the completed projects section on this report and will remain on the report for documenting purposes until all Bond Projects are completed.
- The Completed project section reflects twenty-three (23) projects that are complete. There are another eight (8) 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:

This report provides timely and appropriate disclosure of Chancellor-approved increases in University owned or occupied space when the space is for research purposes, as approved by the Board of Trustees at the January 2020 Board Meeting: none

01/19/2023

Harold Alfond Foundation (HAF) Grant funded projects:

Athletics

Work on the Softball complex project continues with completion anticipated in time for the Spring 2023 season.

Work on the Field Hockey complex began once the season ended, and completion is anticipated in time for the 2023 season.

Scoreboards for Baseball have been ordered with installation expected to be complete by Spring 2023 in time for the season.

Design is underway for the Alfond Arena renovation and expansion.

MCECIS

The master plan report has been delivered by the design team. Additional discussions are scheduled with the new Dean of Engineering beginning in the new year.

UM Ferland Engineering Education & Design Center Project:

Ongoing commissioning, punch list completion and equipment installation is expected to be finished before the spring semester.

300 Fore Street Renovation:

The project received a Certificate of Occupancy on November 16th. Punchlist work is nearing completion and is expected to complete prior to the 1/12 open house. Network Maine will complete all connectivity in the building by 12/30. Access Control and FF&E will also be complete by 1/12. FF&E is going slower than anticipated but completion is expected by the end of the first week of January.

USM Portland Development Projects:

Portland Commons

Framing, sheet rocking and utility installation continues as the crews make their way from the eight story wings to the five story wings. Wall panel and siding installation continues.

Career and Student Success Center

Construction continues on schedule. Kitchen equipment has been installed and final finishes continue.

Parking Garage

Remaining onsite work has slowed due to weather constraints and the awaited shipment of key equipment. Awaiting the delivery of the new transformer, a four-hour installation outage remains tentatively scheduled during the winter break. The new emergency generator and electrical room switchboard deliveries are lining up for a spring break installation outage. Due to delivery delays, the city mandated EV chargers will be installed with homeruns untermated until the final electrical switchgear arrives. Absent the electrical termination for the EV chargers, the project will seek a partial Certificate of Occupancy from the City of Portland to provide the available parking in alignment with the Certificate of Occupancy for the Portland Commons project.

Center for the Arts

Construction Documents phase of design has begun with 50% review scheduled for mid-January. Site Review Application for the City of Portland was submitted on December 19, 2022. Design completion and GMP delivery are anticipated for late spring final approval. Schedule is subject to the Building Permit review time with the city. Groundbreaking is anticipated in July/August 01/19/2023

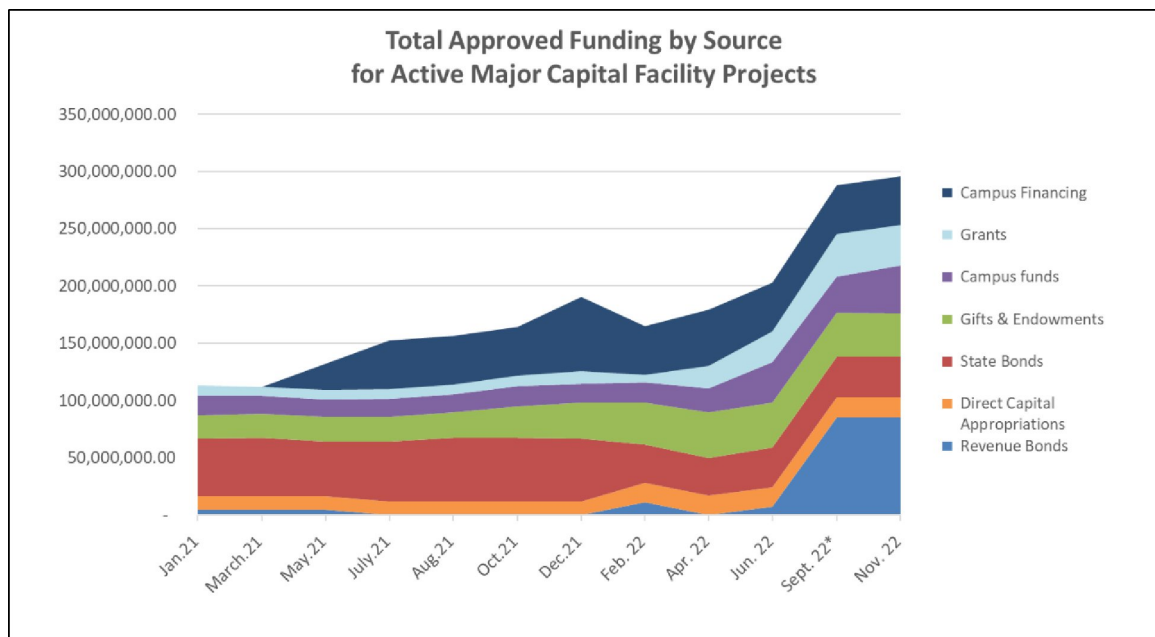
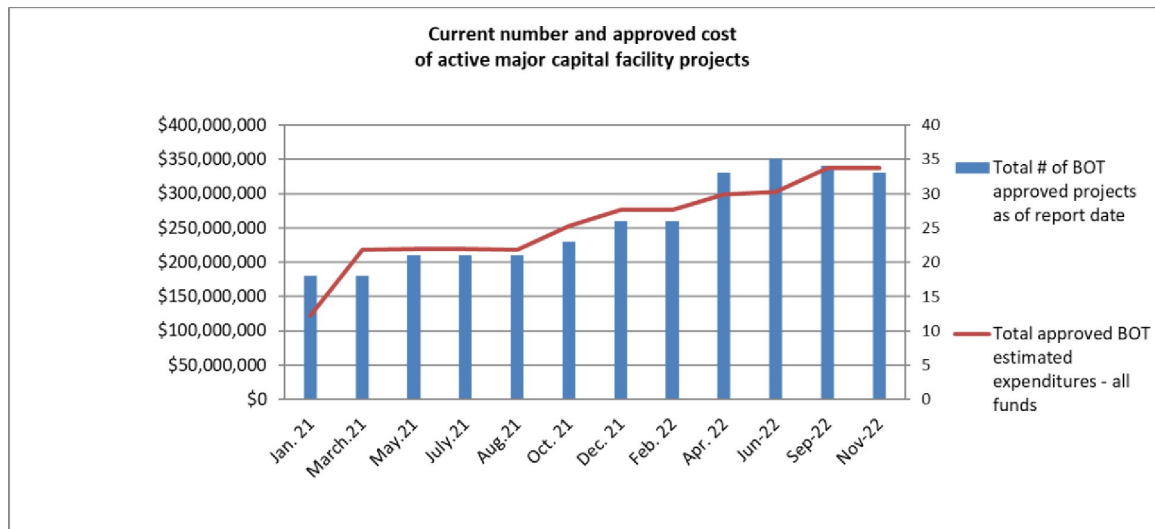
2023.

University of Maine Energy Center project:

Design continues with anticipated completion in summer of 2023 to be followed by pricing/bidding and construction.

RFQ for Asset Development & Management Consulting Services

Multiple responses were received from a variety of consulting firms and are being evaluated by the core team. A list of qualified firms is expected to be completed in January.



* September 2022 data has been adjusted to reflect incorrect funding sources reported on the October 2022 report.

01/19/2023

-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.

01/19/2023

Capital Project Status Report**Board Approved Projects****January 2023 - Board of Trustees Meeting****With Grand Totals and % of Current Approved Estimates**

Campus, Project Name (Project ID)	Funding Source(s) of expenditures to date & each source's share	Status	Original Estimated Completion	Current Est. Completion	Original Approved Estimate	Current Approved Estimate	Total Expense to Date	% Expended of Current Approved Estimate	Prior Actions, Information & Notes
UMA									
Randall Welcome Center (1100085)	2018 State Bond (100%)	Complete	2021	2022	\$2,150,000	\$2,150,000	\$1,741,576	81.0%	Board approved \$2.15M May 2021. The approval of 1100085 in May of 2021 replaces 1100077.
Medical Laboratory Technology (1100093)	E&G(100%)	Design in Progress	2023	2023	\$1,650,000	\$1,650,000	\$44,848	2.7%	Board approved \$1,650,000 in March, 2022.
Camden Hall Vet Tech (1100095)	E&G(100%)	Construction in Progress	2023	2023	\$1,600,000	\$1,600,000	\$161,406	10.1%	Board approved \$1,600,000 in March, 2022.
Handley Hall A/C replacement (1200029)	E&G (27%),HEERF(73%)	Design in Progress	2020	2023	\$575,000	\$1,230,000	\$98,185	8.0%	Board approved \$575K in September, 2019. Board approved \$1.2M in Emergency Relief Funds and up \$30k in E&G funds in Sept 2021.
Katz Library HVAC Repairs (1200061)	HEERF (100%)	Construction in Progress	2021	2022	\$1,100,000	\$1,335,000	\$795,430	59.6%	Board approved \$1.1M Sept 2021. Board authorized additional \$235,000 in June 2022.

UMF

***Dearborn Gym HW Upgrades (2100087)	2010 State Bond (10%) 2018 State Bond (90%)	Complete	2019	2022	\$600,000	\$850,000	\$848,752	99.9%	Board approved \$600K in March, 2019. Board approved additional \$250K in May, 2019.
274 Front St Renovation (2100096)	2018 State Bond (100%)	Construction in Progress	2020	2023	\$450,000	\$3,100,000	\$919,347	29.7%	Board approved up to \$3.1M in January 2022.
FRC Façade Replacement (2100112)	2018 State Bond (100%)	Bidding	2022	2023	\$925,000	\$925,000	\$44,202	4.8%	Board approved up to \$925,000 in May 2022.

UMFK

UMFK Enrollment/Advancement Center (3100042)	2018 State Bond (100%)	Substantially Complete	2022	2022	\$3,249,000	\$3,249,000	\$2,884,726	88.8%	Board approved \$2.99M in Bond Funding, March, 2020. Plus, \$259K E&G for a total of \$3,249,000.
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UM

UM Ferland Engineering, Education and Design Center (5100458, 5100493, 5100546, 5200604)	Campus Funds (3%), State Approp (26%) Gifts (26%), 2022 Revenue Bond (11%) Notes Payable(34%)	Substantially Complete	2024	2024	\$1,000,000	\$78,000,000	\$65,245,458	83.6%	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. Board authorized up to \$78M in January 2022.
UM Energy Center Phase II (5100516, 5100517)	Campus E&G Funds (69%) Grants (27%), 2022 Revenue Bond(4%)	Design in Progress	2023	2023	\$5,700,000	\$5,700,000	\$918,902	16.1%	Board approved \$5.7M March, 2019.
Neville Hall Renovations (5100534)	2018 State Bond (100%)	Substantially Complete	2021	2022	\$1,500,000	\$1,500,000	\$1,326,957	88.5%	Board approved up to \$1.5M expenditure in March 2021.
**ASCC Secure Clean Lab Suite (5100560)	Grants (100%)	Construction in Progress	2023	2023	\$2,451,268	\$2,451,268	\$212,661	8.7%	Board authorized \$2,451,268 in March 2022.
Steampit SA10 (5100563)	E&G (100%)	Substantially Complete	2022	2022	\$640,000	\$640,000	\$515,949	80.6%	Board authorized \$640,000 in May 2022.
ASCC Building Addition GEM Lab (5100579)	Grants (77% -MJRP)Operating Reserves (23%)	Design in Progress	2025	2025	\$1,500,000	\$15,300,000	\$1,119,195	7.3%	Board approved \$1.5M May 2021. Board authorized additional \$13.8M in August 2022.
**HVAC Systems & Controls Upgrades (5100587, 5100647, 5100654)	Campus Funds (100%)	Pre-Design in Progress	2024	2024	\$10,000,000	\$10,000,000	\$24,155	0.2%	Board authorized up to \$10M in May 2022.
**UM Priority 1 Athletics fields (5100593, 5100594, 5100597, 5100652)	Gifts (18%) HAF Grant (82%)	Construction in Progress (5100597, 5100597, 5100652); Design in Progress (5100593)	2023	2023	\$14,000,000	\$40,000,000	\$5,572,326	13.9%	Board authorized \$14M in January 2022. Board authorized additional \$26M in August 2022.
Relocation of Dairy Operations; Dairy Barn Demo (5100631, 5200747)	System Reserves(69%) E&G (31%)	Design and Bidding in Progress	2023	2023	\$800,000	\$800,000	\$259,522	32.4%	Authorized by FFT at June, 2022 meeting.
UM Adaptive Reuse project/Historic P3 (5200661)	Campus Funds- Aux and E&G Reserves (100%)	Construction in Progress	2023	2024	\$2,000,000	\$3,000,000	\$1,639,637	54.7%	Board authorized for UM contribution of up to \$2M in October 2021. Board authorized additional \$1M in March 2022.

Board of Trustees Meeting - January 29-30, 2023 - REPORTS

Capital Project Status Report
Board Approved Projects
January 2023 - Finance, Facilities and Technology Committee
With Grand Totals and % of Current Approved Estimates

Campus, Project Name (Project ID)	Funding Source(s) of expenditures to date & each source's share	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									
USM Center for the Arts (6100300)	Gifts (100%)	Design in Progress	2022	2025	\$1,000,000	\$4,200,000	\$2,155,725	51.3%	Board approved \$1M in January, 2018. Board authorized an additional \$3.2M for a total of \$4.2M in November 2021.
***Bailey Hall Fire Protection and Electrical Upgrades (6100316, 6100323)	2018 State Bond (35%), Campus E&G (65%)	Complete	2019	2022	\$2,580,000	\$4,388,000	\$4,160,740	94.8%	Board approved \$2.58M in January, 2019. Additional authorization of \$1,808,000 for a total of \$4,388,000 in January 2020.
Career and Student Success Center and Portland Residence Hall (6100325, 6100338)	2018 State Bond (27%), 2022 Revenue Bond (44%) Notes Payable (29%)	Construction in Progress	2020	2023	\$1,000,000	\$100,600,000	\$65,313,545	64.9%	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. Chancellor approved additional \$1.2M for Res. Hall in June, 2022.
Structured Parking Garage (6100331)	Campus E&G Funds (1%), 2022 Revenue Bond (92%) Notes Payable (7%)	Construction in Progress	2022	2023	\$1,200,000	\$23,500,000	\$15,125,227	64.4%	Board approved in March 2020 with initial spending limit of \$400,000; addtl \$800,000 authorized by the Chancellor and VCFA and Treasurer in April, 2021. Board authorized a new total of \$23m in November, 2021. Chancellor approved additional \$0.5M in June, 2022.
Academy Building Renovation (6100332)	Campus E&G Funding (100%)	Construction in Progress	2022	2023	\$800,000	\$1,300,000	\$315,056	24.2%	Authorized by FFT at June, 2022 meeting. Board approved additional \$500,000 in October 2022.
**USM Dubyak Center (6100342)	Gifts (19%), State Bond(81%)	Construction in Progress	2022	2023	\$2,500,000	\$2,500,000	\$171,804	6.9%	Board approved up to \$2.5 million in January, 2022. \$1M of bond funds to cover the total \$2.5m project budget. Addtl \$1.5M funding is from Maine Jobs Recovery funds.
Hannaford Field Turf Repl (6100362)	E&G (100%)	Substantially Complete	2022	2022	\$900,000	\$900,000	\$756,939	84.1%	Board approved up to \$900,000 in March 2022.
Fitness Equipment Purchase and Space Renovation USM Gorham Costello Gym Reno (6100370), Sullivan Gym Equip Repl (6100371), LAC Gym Equip Repl (6200295)	Campus E&G Funds (100%)	Substantially Complete	2020	2022	\$700,000	\$770,000	\$699,434	90.8%	Board Approved March, 2020. No expenditures as of yet. An increase of \$70k was authorized by the Chancellor to \$770k in December 2021.
**USM IPE Lab (6200286)	Gifts (100%)	Construction in Progress	2022	2023	\$482,000	\$980,000	\$417,908	42.6%	Board approved up to \$900,000 in January 2022. Chancellor approved additional \$80,000 in June 2022.
UMPI									
UMPI Solar Array (7100023)	Campus E&G (100%)	Substantially Complete	2020	2022	\$700,000	\$1,144,240	\$1,006,729	88.0%	Board approved \$700K June, 2020. Board approved an increase to \$1,144,240 during the August 2021 Executive Committee.
Wieden Renovation Bond (7100025)	2018 State Bonds (60%), Gifts(2%), Grants (26%), Campus Reserves(12%)	Construction in Progress	2020	2023	\$3,757,000	\$7,652,280	\$5,412,175	70.7%	Board approved \$3.7M May 2021. Board approved an addtl \$2.5 million Jan 2022. Bond funded portion remains at \$3,757,000. Board authorized additional \$1,395,280 in May 2022.
Folsom 105 Nursing Renovation (7100026)	2018 State Bonds (100%)	Complete	2020	2022	\$800,000	\$760,000	\$719,300	94.6%	Board approved \$800K March, 2020. Budget reduced by \$40K due to funds to Wieden Renovation.
Park Hall (7100029)	State Appropriation (100%)	Design in Progress	2023	2023	\$662,000	\$662,000	\$1,140	0.2%	Board approved \$662,000 at June 2022 FFT meeting.
UMS/Law School									
300 Fore St Portland Renovation (8100152)	Gifts (84%), E&G(16%)	Construction in Progress	2022	2022	\$6,000,000	\$13,827,396	\$9,131,832	66.0%	Board approved \$6M September 2021. Board approved increase to \$11.5M in Jan '22. Board authorized additional \$1,327,396 in March 2022. Board authorized \$1m additional in June '22.

Board of Trustees Meeting - January 29-30, 2023 - REPORTS

Capital Project Status Report

Board Approved Projects

January 2023 - Finance, Facilities and Technology Committee

With Grand Totals and % of Current Approved Estimates

Campus, Project Name (Project ID)	Funding Source(s) of expenditures to date & each source's share	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
HAF projects which are currently below board level									
Campus, Project Name (Project ID)	Funding Source(s) of expenditures to date & each source's share	Status	Original Estimated Completion	Current Est. Completion	Total Expense to Date	Prior Actions, Information & Notes			
UM - Engineering Ph III - MCECIS Master Planning (5200692)	HAF Grant/HAF Match (100%)	Pre-Design	TBD	TBD	476,085.48	HAF Funded project. Below Board level.			
UM - HAF Athletics Master Plan (5200696)	HAF Grant/HAF Match (100%)	Pre-Design	TBD	TBD	331,113.27	HAF Funded project. Below Board level.			
UM - Morse field Turf Replacement (5100559)	Campus Funds (59%) Gifts (41%)	Complete	2021	2021	445,516.76	HAF Funded project. Below Board level.			
Explanatory Notes: * Project is new as of this report. ** Details of this project include updates since the last report. *** This project has been completed since the last report and is not expected to appear on the next report. Highlighted: Board level HAF and P3 Projects	Funding source(s) reflects primary source(s) for project.		Calendar Year unless otherwise noted.				Percentage expended reflects total expended as of November 30, 2022 as a percentage of the current approved project estimate.		

2018 State Bond Project Status Report
Active Bond Projects
January 2023 - Board of Trustees Meeting
With Grand Totals and % of Current Approved Estimates

Campus, Project Name (Project ID)	Status	Original Estimated Completion	Current Est. Completion	Funding Source(s) of expenditures to date & each source's share	Estimated Bond Funding for Project	Bond Funding Expended	Total Estimated Project Cost	Prior Actions, Information & Notes
UMA								
Randall 2nd Floor Renovations (1100083)	Construction in Progress	2021	2022	Bond (100%)	\$100,000	\$93,492	\$100,000	
Randall Welcome Center (1100085)	Complete	2021	2022	Bond (100%)	\$1,750,000	\$1,741,576	\$2,150,000	Board approved \$2.15M May 2021. The approval of 1100085 in May of '21 replaces 1100077.
Bangor Campus Welcome Center (1100534)	Complete	2021	2022	Bond (95%) E&G (5%)	\$475,000	\$462,308	\$498,821	
ACC Nursing Upgrades (1200082)	Complete	2022	2022	Bond (95%) E&G (5%)	\$43,341	\$43,341	\$45,856	
Randall Admissions Renovations (1200083)	Construction in Progress	2021	2023	Bond (54%) E&G (46%)	\$154,095	\$23,942	\$284,095	
Total Bond for Campus					\$2,522,436	\$2,364,658	\$3,078,772	
UMF								
274 Front St Renovation (2100096)	Construction in Progress	2020	2023	Bond 100%	\$1,400,000	\$916,075	\$3,100,000	Board approved up to \$3.1M in January 2022. \$1.4m in 2018 bonds, the remaining is from gifts, Maine Jobs Recovery Act funds and other congressional earmarks.
Olsen Center Renovations (2100102)	Design in Progress	2023	2023	Bond (100%)	\$300,000	\$107,535	\$300,000	
Mantor Library Renovations (2100103)	Complete	2021	2022	Bond (100%)	\$300,000	\$270,503	\$300,000	
Campus ADA Ramps (2100104)	Construction in Progress	2021	2022	Bond (100%)	\$100,000	\$31,379	\$100,000	
Roberts HVAC Upgrade (2100106)	Design in Progress	2021	2022	Bond (100%)	\$150,000	\$70,661	\$150,000	
Merrill Hall HVAC Upgrade (2100107)	Design Complete	2021	2022	Bond (100%)	\$50,000	\$35,127	\$50,000	
Ricker Addition Renovation (2100108)	Design in Progress	2021	2022	Bond (100%)	\$175,000	\$55,619	\$175,000	
Scott West Renovation (2100110)	Construction in Progress	2021	2022	Bond (100%)	\$175,000	\$59,991	\$175,000	
FRC Roof Replacement (2100111)	Construction in Progress	2021	2022	Bond (100%)	\$325,000	\$302,152	\$325,000	
FRC Façade Replacement (2100112)	Bidding	2022	2023	Bond (100%)	\$925,000	\$44,202	\$925,000	Board approved up to \$925,000 in May 2022.
Security Camera&Phone Install (2100115)	Design in Progress	2023	2023	Bond (100%)	\$100,000	\$2,665	\$100,000	
Lockwood Hall Heat Conversion (2100116)	Construction in Progress	2023	2023	Bond (100%)	\$465,000	\$199,135	\$465,000	

2018 State Bond Project Status Report
Active Bond Projects
January 2023 - 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) of expenditures to date & each source's share	Estimated Bond Funding for Project	Bond Funding Expended	Total Estimated Project Cost	Prior Actions, Information & Notes
UMF								
Exterior Painting Merrill Hall (2200096)	Design in Progress	2020	2022	Bond (100%)	\$450,000	\$47,836	\$450,000	
Stone Hall Suite Conversion (2200109)	Construction in Progress	2022	2022	Bond (100%)	\$275,000	\$194,947	\$275,000	
Total Bond for Campus					\$5,190,000	\$2,337,826	\$6,890,000	
UMFK								
UMFK Enrollment/Advancement Center (3100042)	Substantially Complete	2022	2023	Bond (100%)	\$2,990,000	\$2,884,726	\$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	\$2,884,726	\$3,249,000	
UM								
UMM Dorward Hall Roofing (4200048)	Construction in Progress	2021	2022	Bond (100%)	\$45,000	\$32,939	\$45,000	
Neville Hall Renovation (5100534)	Construction in Progress	2021	2022	Bond (100%)	\$1,500,000	\$1,326,957	\$1,500,000	Board approved up to \$1.5M expenditure in March 2021.
R-UMM Science Bldg Reno (5100581)	Pre-design in Progress	2022	2023	Bond (100%)	\$50,000	\$8,260	\$50,000	
R-Dorward Hall Access Upgrade (5100596)	Construction in Progress	2022	2022	Bond (100%)	\$187,111	\$133,276	\$187,111	
*R-Campus Paving & Grounds Upgr (5100650)	Design in Progress	2023	2023	Bond (100%)	\$400,000	\$0	\$400,000	
R-UMM O'Brien ADA Access Ramp (52000741)	Pre-design in Progress	2022	2022	Bond (100%)	\$50,000	\$0	\$50,000	
*R-Powers Hall Building Upgra (5200776)	Design in Progress	2023	2023	Bond (100%)	\$425,000	\$12,119	\$425,000	
*R-Science Building Drainage (5200777)	Construction in Progress	2023	2023	Bond (100%)	\$45,000	\$0	\$45,000	
*R-UMM Building Signage (5200778)	Design in Progress	2022	2022	Bond (100%)	\$45,000	\$0	\$45,000	
Total Bond for Campus					\$2,747,111	\$1,513,551	\$2,747,111	

2018 State Bond Project Status Report
Active Bond Projects
January 2023 - Finance, Facilities, and Technology Committee
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Campus, Project Name (Project ID)	Status	Original Estimated Completion	Current Est. Completion	Funding Source(s) of expenditures to date & each source's share	Estimated Bond Funding for Project	Bond Funding Expended	Total Estimated Project Cost	Prior Actions, Information & Notes
USM								
*Center of Excel. Teacher Ed. (6100299)	In Design	2023	2023	Bond (68%) Gifts (32%)	\$250,000	\$29,296	\$320,000	
Bailey Hall Fire Protection and Electrical Upgrades (6100316, 6100323)	Complete	2019	2022	Bond (35%) E&G (65%)	\$1,460,000	\$1,460,000	\$4,160,740	Board approved \$2.58M in January, 2019. Board approved additional \$1.808M in January, 2020.
Career and Student Success Center (6100325)	Construction in Progress	2022	2023	Bond (100%) Gifts (0%)	\$19,000,000	\$17,932,929	\$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.
Nursing Simulation Lab Science (6100327)	Complete	2021	2022	Bond (100%)	\$1,500,000	\$1,408,318	\$1,500,000	Board approved \$1.5M in January, 2020.
**USM Dubyak Center (6100342)	Construction in Progress	2022	2022	Bond (81%) Gifts (19%) Grants (0%)	\$1,000,000	\$139,967	\$2,500,000	Board approved up to \$2.5 million in January, 2022. \$1M of bond funds to cover the total \$2.5m project budget. Addtl \$1.5M funding is from Maine Jobs Recovery funds.
Upper Class Pipe Insul Replmnt (6100366)	Construction in Progress	2022	2022	Bond (91%) E&G (9%)	\$112,584	\$30,851	\$112,584	
LAC Deferred Maint Projects (6100367)	Construction in Progress	2022	2022	Bond (100%)	\$300,000	\$27,623	\$300,000	
Upper Class Hall Online Locks (6100369)	Construction in Progress	2022	2022	Bond (99%) E&G (1%)	\$379,021	\$307,268	\$399,021	
*IPE Lab Science Renov (6200286)	Construction in Progress	2022	2023	Gifts (100%)	\$80,000	\$0	\$980,000	Board approved up to \$900,000 in January 2022. Chancellor approved additional \$80,000 in June 2022.
Total Bond for Campus					\$24,081,605	\$21,336,251	\$36,823,345	
UMPI								
Wieden Renovation Bond (7100025)	Construction in Progress	2020	2023	2018 State Bonds (60%), Gifts(2%), Grants (26%), Campus Reserves(12%)	\$3,757,000	\$3,261,979	\$7,652,280	Board approved \$3.7M May 2021. Board approved an addtl \$2.5 million Jan 2022. Bond funded portion remains at \$3,757,000. Board authorized additional \$1,395,280 in May 2022.
Folsom 105 Nursing Renovation (7100026)	Complete	2020	2023	Bond (100%)	\$760,000	\$719,300	\$760,000	Board approved \$800K March, 2020. Reduced by \$40K to allow Wieden funding.
Total Bond for Campus					\$4,517,000	\$3,981,278	\$8,412,280	
Totals:					\$42,048,152	\$34,418,290	\$61,200,508	

2018 State Bond Project Status Report**Active Bond Projects****January 2023 - 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) of expenditures to date & each source's share	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
Randall Center Student Lounge (1100084)	Complete	2021	2022	Bond (100%)	\$143,675	\$143,675	\$143,675	UMA
Jewett Hall Boiler Design Work (1200062)	Complete	2021	2021	Bond (100%)	\$305,000	\$321,287	\$321,287	UMA
Dearborn Gym Hot Water Upgrades (2100087)	Complete	2019	2022	Bond (90%) Energy Bond (10%)	\$848,752	\$764,755	\$848,752	UMF
274 Front St Acquisition (2100089)	Complete	2019	2019	Bond (100%)	\$850,820	\$850,820	\$850,820	UMF
Scott Hall Renovations (2100092)	Complete	2019	2022	Bond (100%)	\$193,660	\$193,660	\$193,660	UMF
Dakin Hall Shower Renovations (2100093)	Complete	2019	2022	Bond (100%)	\$95,707	\$95,707	\$95,707	UMF
Lockwood Hall Shower Renovations (2100094)	Complete	2019	2022	Bond (100%)	\$87,103	\$87,103	\$87,103	UMF
Stone Hall Renovations (2100095)	Complete	2019	2022	Bond (100%)	\$181,117	\$181,117	\$181,117	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
Scott North Renovation (2100109)	Complete	2021	2022	Bond (100%)	\$98,605	\$98,605	\$98,605	UMF
Scott South Renovations (2200102)	Complete	2022	2022	Bond (100%)	\$132,222	\$132,222	\$132,222	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 Renewal (4100047)	Complete	2021	2022	Bond (100%)	\$320,475	\$320,475	\$320,475	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
UMM Science Bldg Rm 010 Renovation (5100575)	Complete	2021	2022	Bond (100%)	\$100,885	\$100,885	\$100,885	UMM
Woodward Hall Renovations (6100301)	Complete	2019	2019	Bond (86%) E&G (14%)	\$1,008,395	\$1,008,395	\$1,172,840	USM
Ricci Lecture Hall Renovations (6100308)	Complete	2019	2020	Bond (31%) Gifts (43%), E&G (26%)	\$172,010	\$172,010	\$564,197	USM
Totals:					\$6,391,270	\$6,323,561	\$6,964,189	
GRAND Total (Active and Completed Projects)					\$48,439,422	\$40,741,851	\$68,164,697	
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. *** Projects will be removed from the report.	Funding source(s) reflects primary source(s) for project.	Calendar Year unless otherwise noted.						Bond Funding expended reflects total expended as of November 30, 2022.



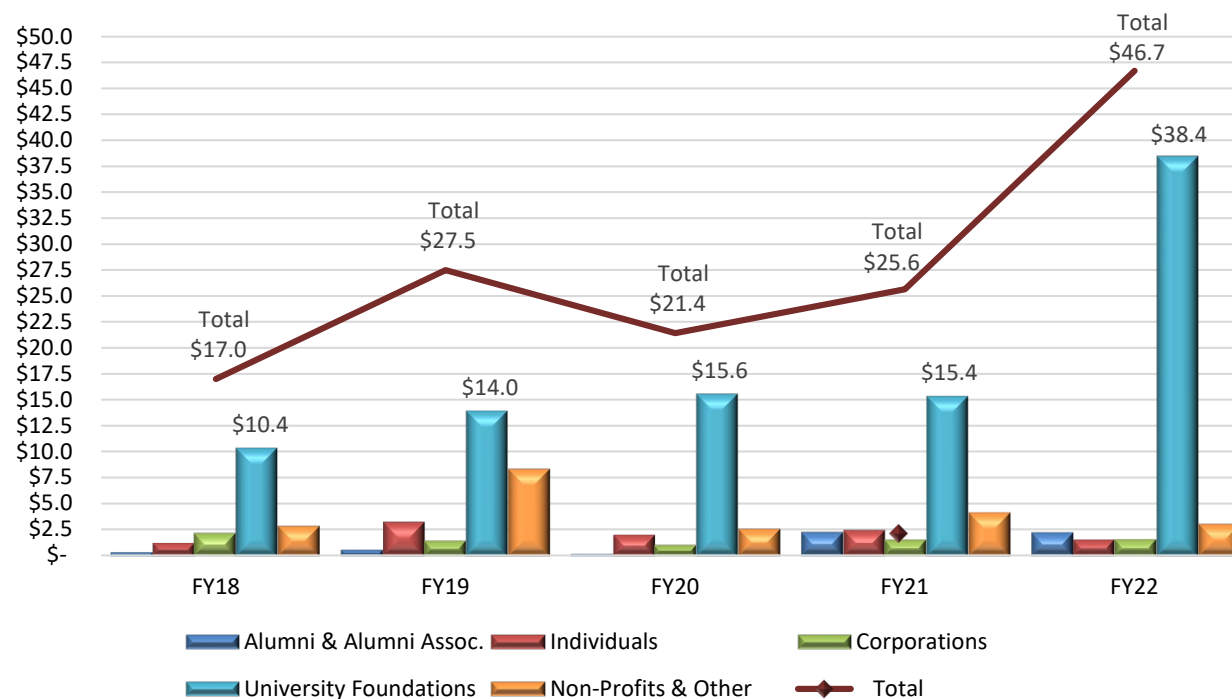
Annual Report on Gifts, Fundraising and Endowments

Year Ended June 30, 2022

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

UMS Gifts Received* by Donor Type

(\$ in millions)



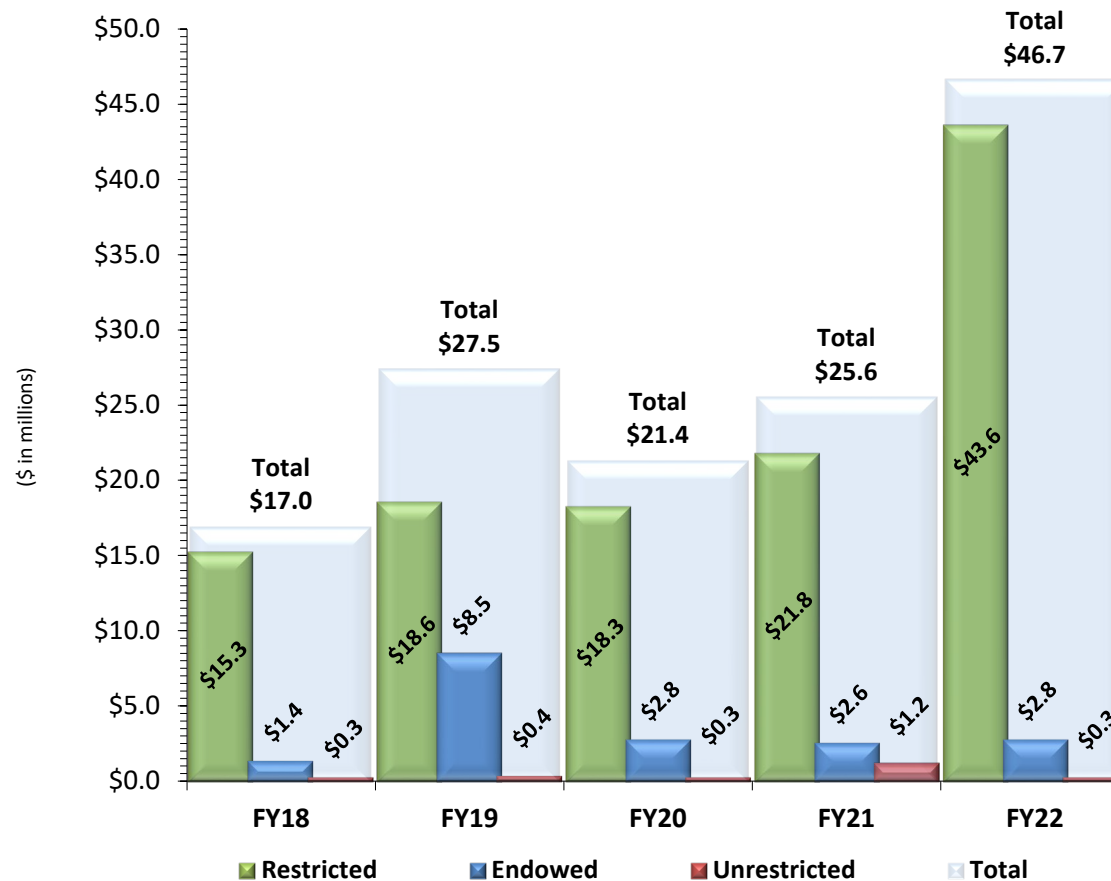
The UMS receives gifts through two methods:

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 FY21 and FY22 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

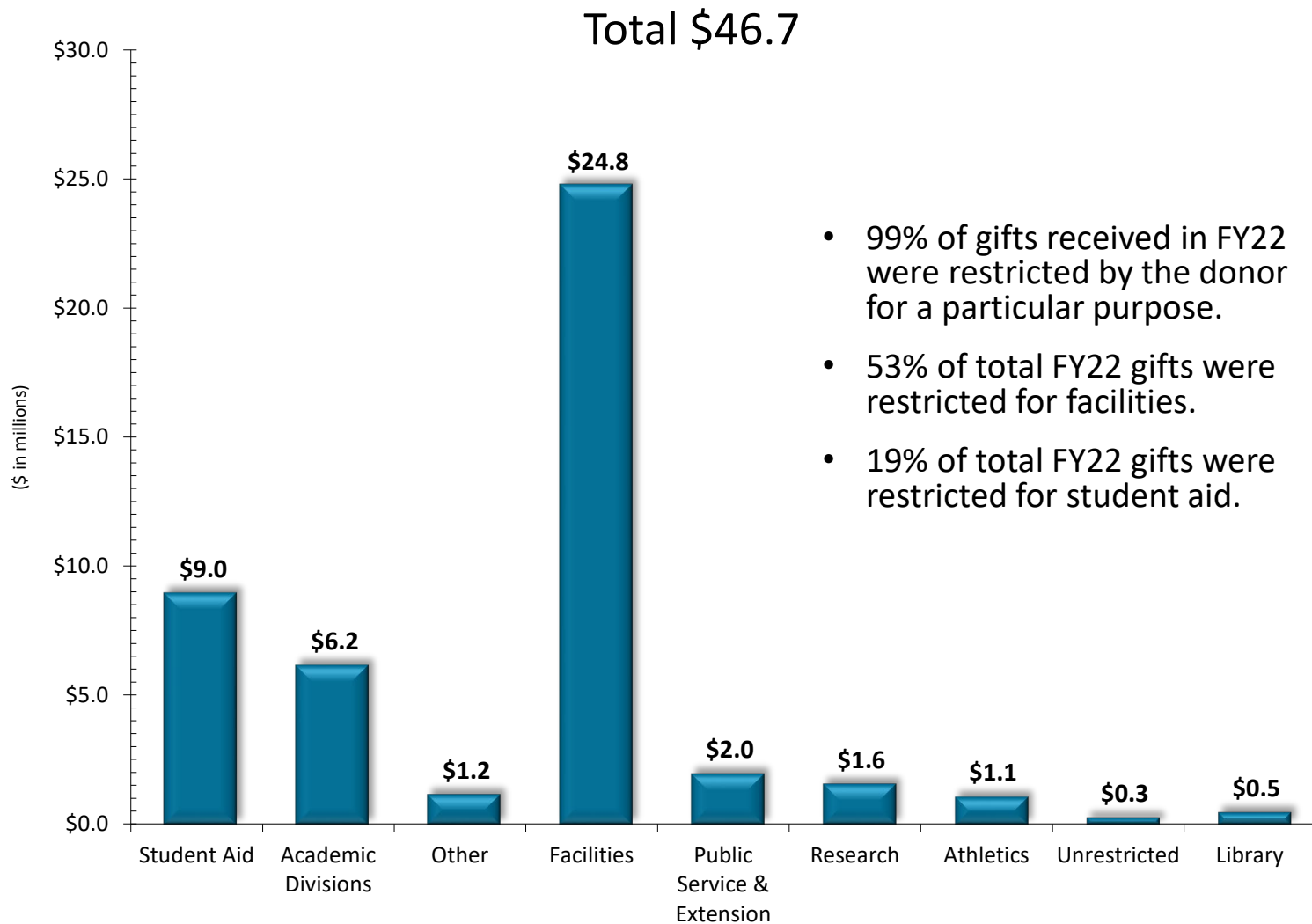
(\$ in millions)



The \$21.1 million increase in total gifts from FY21 to FY22 is primarily attributable to restricted gifts received for construction of the University of Maine's Ferland Engineering Education & Design Center.

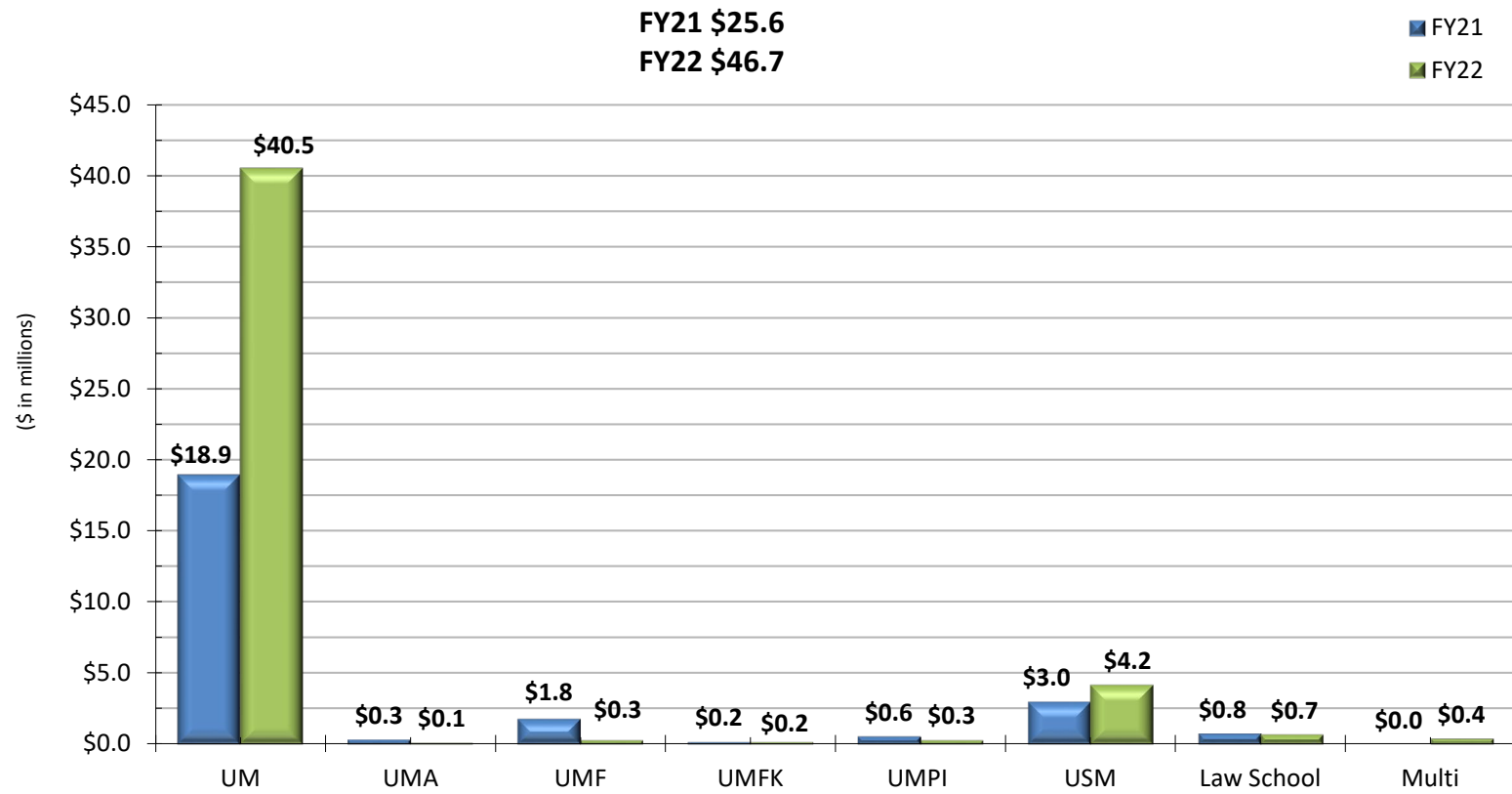
UMS FY22 Gifts Received by Purpose

(\$ in millions)



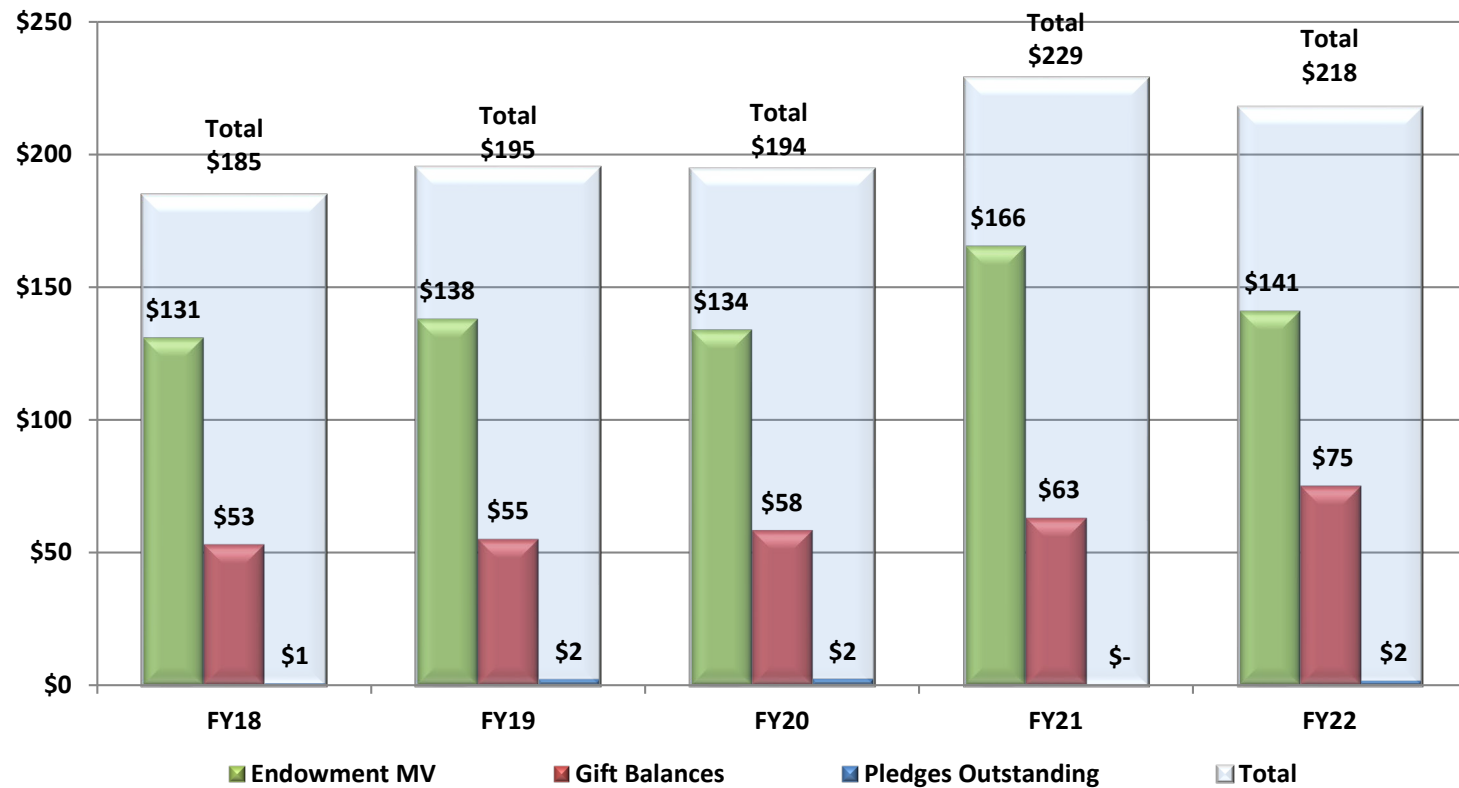
UMS Gifts Received by Campus

(\$ in millions)



UMS Gift Balances as of June 30th

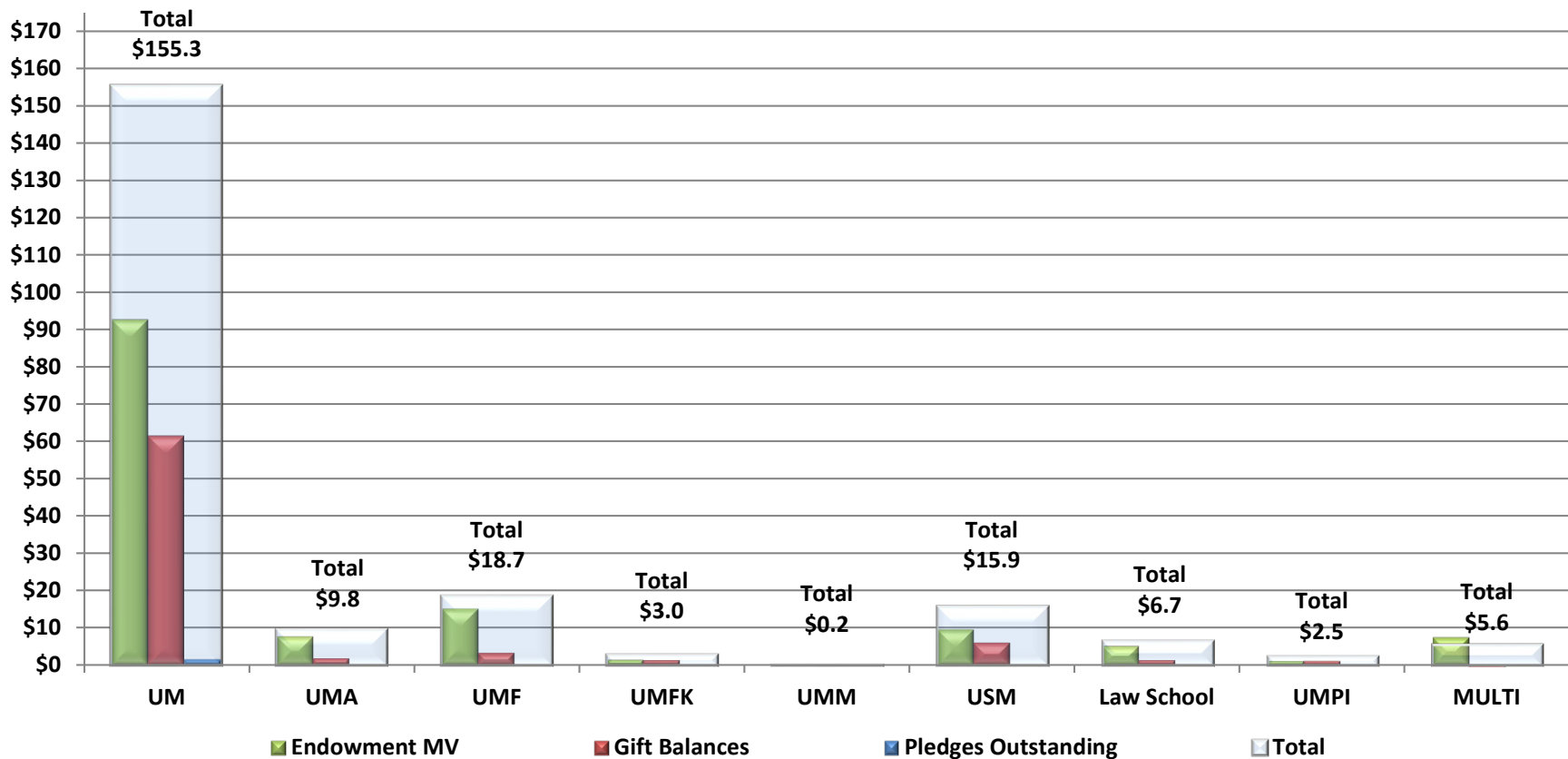
(\$ in millions)



UMS Gift Balances by Campus as of June 30, 2022

(\$ in millions)

Total \$217.7



Part II: UMS Affiliated Fund Raising Organizations

Gifts Received by UMS Affiliated Organizations

(\$ in thousands)

	FY21	FY22
<i>UM Affiliates</i>		
UM Alumni Association	\$ 225	\$ 310
UM Foundation	19,372	19,659
UM Pulp & Paper Foundation	486	507
Tanglewood 4-H Camp & Learning Center	36	18
Maine 4-H Foundation	453	919
<i>UMFK Affiliates</i>		
UMFK Alumni Association	-	-
UMFK Foundation	56	170
John L. Martin Scholarship Fund	-	-
<i>UMM Alumni Association</i>	-	-
<i>Foundation of the University at Presque Isle</i>	115	91
<i>USM Affiliates</i>		
USM Foundation	12,521	10,162
UM Law School Foundation	795	1,265
Osher Map Library Foundation	-	10
Associates of the Osher Map Library	52	21
<i>UMS Affiliates</i>		
Maine Center Ventures	1,382	288

31% of FY21 gifts and
36% of FY22 gifts
were from Alumni

4% of FY21 gifts and
FY22 gifts were from
Alumni

Total Gifts Received by Affiliated Organizations

\$35,493

\$33,420

Endowment Market Values for UMS Affiliated Organizations

(\$ in millions)

	<u>FY21</u>	<u>FY22</u>
<i>UM Affiliates</i>		
UM Foundation ^a	\$ 310.1	\$ 286.8
UM Pulp & Paper Foundation	\$ 24.5	\$ 27.5
Tanglewood 4-H Camp & Learning Center	\$ 0.4	\$ 0.4
Maine 4-H Foundation	\$ 4.3	\$ 4.8
<i>UMFK Affiliates</i>		
UMFK Foundation ^{b *}	\$ 3.2	\$ 3.0
John L. Martin Scholarship Fund [*]	\$ 0.1	\$ 0.1
<i>Foundation of the University at Presque Isle</i>	\$ 7.5	\$ 6.6
<i>USM Affiliates</i>		
USM Foundation [*]	\$ 31.9	\$ 27.0
UM Law School Foundation [*]	\$ 6.3	\$ 4.7
USM Osher Map Library Foundation	\$ -	\$ 6.0
Associates of the Osher Map Library	\$ 3.6	\$ 3.1
Total Endowment Market Value for Affiliated Organizations	\$ 391.9	\$ 370.0

^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, 2022

(\$ 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. Since the 6/30/2020 end date of their last capital campaign, UM and its affiliates have raised \$77 million of which \$8.9 million is in the form of outstanding pledges.

Status of Capital Campaigns as of June 30, 2022 - 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 (the “Foundation”) 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 \$46 million formally launched on July 1, 2020. The overall campaign goal was modified from an \$80 million fundraising goal to \$46 million 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.

In fall 2021, the Foundation Board of Directors voted to accelerate the timeline of the campaign to three years, with a projected end date of June 30, 2023.

As of June 30, 2022, over \$35.5 million (or 77%) of the \$46 million goal has been raised.



SOLE SOURCE PROCUREMENT & CONTRIBUTIONS REPORT

FEBRUARY 1, 2023

Table of Contents

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Goods and/or Services Specifically Name in Grant Awards	44
Emergency Purchases	48
Library Books or Periodicals.....	64
FY22 Contributions Greater Than \$1,000	65

**This report is submitted pursuant to 5 M.R.S.A., Section 12023 and reflects the period from July 1, 2021 to June 30, 2022 (FY22). Please direct questions including requests for additional information to Samantha Warren, University of Maine System Director of Government and Community Relations, at samantha.warren@maine.edu.*

COMPETITIVE UMS STRATEGIC PROCUREMENT

The University of Maine System (UMS or University) 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 an estimated \$144 million in student and visitor local spending annually, UMS positively impacts the Maine economy by purchasing goods and services from Maine businesses or those that employ many Mainers.

As it conducts business, UMS is committed to ensuring the greatest value for tuition and taxpayers, and transparency and fairness for our vendors. While competitive procurement is our standard, there are legitimate reasons allowed by State law and corresponding university 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, per policy adopted by the UMS Board of Trustees in 2012.

In FY22, the System invested \$86.7 million directly in the Maine economy through the local purchasing of goods and services. In that same fiscal year, the total value of System procurements exceeding \$10,000 for which the competitive process was waived and thus are listed in this report was \$28.5 million, a 23% decrease from the previous year. More than one-third (\$10.3 million) was a result of the vendor being named specifically in a grant award, typically from a federal agency. For example, the Maine Forest Products Council is specifically identified as a sub-recipient in several federal grants received by the University of Maine from the US. Economic Development Administration during this reporting period. Funding supports our shared efforts (FOR/Maine) to Maine adapt its forest economy and dependent rural jobs in response to changing markets, technologies and climate.

About one-third (\$9.8 million) of the total waiver value in FY22 reflects true sole source purchases and many of those purchases were funded by external grants and contracts, as opposed to State appropriation. Most notably, as a world-class R1 research institution, UMaine 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 FY22 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 FY22 contributions greater than \$1,000 made by the System or its 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 our Board of Trustees and its Finance, Facilities and Technology Committee, currently chaired by the Hon. Roger Katz, before submission to the Legislature.

FY22 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 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. 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
CYBERBIT INC	760,000	UMS	Three-year extension of subscription/licensing agreement for a cybersecurity simulation and training environment for which this supplier is the only option with a full range of capabilities and tools that support and provide for the needs of an academic-focused cybersecurity program. This supports a strategic focus area for student recruitment at UMA and provides a platform upon which services and real-world experience can be extended to Maine employers.
COMPOSITE ALLIANCE CORP	756,200	UM	Grant-funded modification of existing, competitively bid proprietary structural thermoplastic molding system to provide increased cooling capacity at the UMaine Advanced Structures and Composites Center.

Supplier Name	Amount	Campus	Summary Notes
ADDITIVE ENGINEERING SOLUTIONS LLC	375,000	UM	Grant-funded equipment purchase of an extruder system to support large scale additive manufacturing research in support of the Oak Ridge National Laboratory (ORNL) Hub and Spoke program, with a focus on developing biobased materials from wood for use as feedstock for large area 3D printing. This extruder system is the same as the one at ORNL, thus allowing for more accurate modeling by decreasing the variables and to provide direct correlation to data acquired at ORNL on similar materials. This is the only supply with this extrusion system.
POWERSCHOOL GRP LLC	300,000	UM	One of multiple suppliers used for recruitment inquiry generation. Each has its own unique platform for connecting colleges with students and families and each reaching a very high number of potential students.
UNIV OF CONNECTICUT	300,000	UM	Ship Charter expenses for the Research Vessel "RV Connecticut" for services in support of the NOAA and National Weather Service buoy project in the Gulf of Maine. Services are for buoys service, emergency retrieval of broken/loose buoys, data retrieval and research equipment, and includes a working crew of both technical and marine vessel staff. This vessel is the only viable solution within proximity of the Gulf of Maine. Other vessels within proximity are oversized and not cost effective or are UNOL ships reserved for NSF research projects, for which we do not qualify.
LEISTRITZ EXTRUSION	229,312	UM	Purchase of lab-scale nano-cellulose-based extruder in support of the UMaine Advanced Structures and Composites Center research into use of wood-based composite manufacturing for multiple industries. This extruder was selected based on its ability to produce structurally stronger components and its ability to be scaled up to industrial scale after conducting scientific trials on three potential platforms.

Supplier Name	Amount	Campus	Summary Notes
GOETTFERT INC	224,133	UM	Purchase of capillary rheometer, a device used to measure liquid and solids flow. Research being done at UMaine Advance Structures and Composites Center and critical to many projects involving polymer processing, used in manufacturing areas such as chemical, food and cosmetics. Considered alternative rheometers but ultimately selected this one based on its unique characteristics.
HERAEUS INC	210,000	UM	Purchase of arc lamp heating system to mount onto an automated fiber placement (AFP) module being made by Ingersoll Machine Tools specifically for compatibility with existing Ingersoll MasterPrint 3D equipment. These two pieces of equipment (the AFP and arc heating system) are custom made to work with each other. This additional equipment will allow UMaine ASCC to research and extend the capabilities of the additive manufacturing technologies to create opportunities for new industries and jobs in Maine.
STRATEGIC MARKETING INNOVATIONS INC	155,000	UM	Continuation of existing education outreach to federal executive branch agencies in support of UMaine's research programs.
A-VIBE	150,000	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, for which the supplier is uniquely qualified.
COMPOSITE ALLIANCE CORP	138,100	UM	Grant-funded upgrades and press modifications to the Automated Composites Manufacturing Cell (robotic transport equipment) in support of the US Army Ground Vehicle Systems research for which the supplier is the original equipment manufacturer. Original equipment was purchased via a competitive process.

Supplier Name	Amount	Campus	Summary Notes
INGERSOLL MACHINE TOOLS INC	126,000	UM	Grant-funded purchase to design and engineer an arc lamp heating system and to add it to an automated fiber placement (AFP) module currently under construction with this supplier. The finished piece of equipment will be used in conjunction with the MasterPrint 3D printer, also manufactured by this supplier. Having the arc lamp design worked into the current module during the manufacturing process is less expensive than retrofitting the module later.
JOHNSON CONTROLS INC	114,558	UM	New HVAC system controls being installed to renovated Neville Hall where compatibility with existing system is required.
INGERSOLL MACHINE TOOLS INC	108,610	UM	Purchase of replacement extruder to replace one that failed, for which the supplier is the manufacturer.
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 able to provide needed on-site services economically.
IMPLEMENTATION GRP	105,000	UM	Purchase of consulting services to provide grant proposal development for which the supplier has unique expertise. Proposal is for funding specific to NSF EPSCoR Track-One. The supplier is the leading provider in the US for developing proposals for this specific topic. Previously there was one other supplier (AAAS) but they are no longer involved in supporting this topic.

Supplier Name	Amount	Campus	Summary Notes
HILLS INC	98,479	UM	Purchase to upgrade Filament Extruder equipment used on the R&D textile projects for the US Army. Upgrades will improve equipment capability to product continuous fully drawn yarn filaments. Supplier is the manufacturer of the equipment and the only source for upgrades.
ALICE JAMES BOOKS	98,281	UMF	This is a 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.
HONEYWELL INTRNTL INC	98,280	UM	Grant-funded services of proprietary equipment in support and expansion of the Process Development Center, the only cellulose nanofiber pilot plant in the world that is accessible to the public for research trials. Research supports commercial development of this technology. This expansion will improve efficiencies and increase sustainability of Maine's forest resources.
GAUMARD SCIENTIFIC CO INC	96,545	USM	Purchase of pediatric mannequins which have a unique feature of being able to express various emotional states, important in pediatric assessment and treatment. Other suppliers' mannequins do not offer this feature.
TRILIONQUALITY SYSTS LLC	84,300	UM	Grant-funded purchase of ARAMIS optical motion camera equipment for use in Ultra Heavy-Lift Amphibious Connector (UHAC) Advance Mobility research. Equipment allows determining the engineering characteristics of materials tested in the Advance Structure and Composites Center. Compatibility with existing ARAMIS systems will allow continuity and validity of existing test data.
TASERMIUT S GREENLAND EXPEDITIONS APS	82,311	UM	Grant-funded comprehensive travel and logistics services in Greenland for summer field research and training for which the supplier is the sole option for providing workshop planning and execution including local travel among four diverse geographic sites in Greenland.

Supplier Name	Amount	Campus	Summary Notes
BLACKBOARD INC	82,000	UMA	Purchase of software to enable faculty and content creators in Brightspace to make digital course content more accessible. After a market search, it was determined that no other suppliers with a similar product could be found.
CHEMGLASS LIFE SCIENCES LLC	80,558	UM	Grant-funded purchase of equipment to Oak Ridge National Lab project, research in exploration of the properties of cellulosic materials derived from wood with sustainable polymers for additive manufacturing. Unique design of the equipment (specifically the 100-liter glass reactor). Multiple inquiries into other manufacturers proved unsuccessful.
SAGENCE	80,000	UMPI	Software platform of digital curriculum for competency based Bachelor of Business Administration program. Annual license fee for which no other supplier has been identified for regional accreditation.
POWERSCHOOL GRP LLC	78,880	USM	One of multiple suppliers used for recruitment inquiry generation. Each has its own unique platform for connecting colleges with students and families and each reaching a very high number of potential students. The other suppliers we also utilize are NICHE and Cappex. None are technically deficient and the universities uses them all to gain the best results.
DVSPORT INC	78,000	UM	Software cloud license that allows UMaine football program to perform all game-day and practice film breakdown and to meet Colonial Athletic Association (CAA) requirements to provide game film to visiting teams. Additionally, the software allows for instant replay as specified by CAA. This software platform is selected by CAA. All schools in the CAA need to be compatible in order to meet the requirements of CAA.
JUGGERBOT 3D LLC	72,250	UM	Extruder upgrade purchase which will expand the capability of the 3D printing processes, for which compatibility is required. Supplier is the original equipment manufacturer.

Supplier Name	Amount	Campus	Summary Notes
MIRACLE METHOD OF CENTRAL NH AND NRTN MA	67,944	UMF	Facilities services purchase for the application of epoxy spray coating in restrooms. Materials used are proprietary and only available from this one supplier. UMF standardizing on this material across campus began in 2017 and was recently put out to bid with only one response.
JABIL INC	66,563	UM	Grant-funded purchase for compounding services tailored to drying and compounding wood flour and incorporating it into large quantities of amorphous polylactic acid (PLA). The material produced from this purchase supports the Oak Ridge National Laboratory Hub and Spoke program focused on developing biobased materials from wood for use as feedstock for large area 3D printing. Supplier has successfully done R&D compounded material and has drying capability that our other compounders do not have.
NEXIGHT GRP	65,880	UM	Grant-funded purchase of workshop planning, facilitation, and reporting for which the supplier is the only one that can provide program continuity and for which the project sponsor, Oak Ridge National Laboratory, requested. Supplier created the original roadmap that we continue to build upon and which brings leading academic and industry minds to UMaine to collaborate and inform the future path of the project. The Oak Ridge National Laboratory project's primary goal is to develop lower cost bio-derived materials and higher throughput processes with improved process control that lowers the overall costs to where it is competitive as a scaled high-volume manufacturing technology.

Supplier Name	Amount	Campus	Summary Notes
KEYENCE CORP OF AMERICA	65,223	UM	Grant-funded purchase of specialized instrument to measure the size and shape of beads of composite material laid down during 3D printing at the Advanced Structures and Composites Center (ASCC) at UMaine. This instrument matches that already in use by research collaborator Oak Ridge National Labs and at the ASCC, and its selection is essential to maintain research continuity across the research partners. Multiple industries are supported by this research, including forest products, construction, marine, transportation and energy.
TECHMER PM LLC	64,600	UM	Grant-funded purchase of wood fiber-based substrate material for use in the UMaine 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. This is the only supplier that makes this material.
PARR INSTRUMENT CO	63,560	UM	Grant-funded purchase of equipment related to carbon nanofiber research being conducted by the Frontier Institute for Research in Sensor Technologies. Equipment is unique in its ability to stir the reactant inside the high-pressure chamber. An exhaustive search was done to find alternative suppliers and none were found.
JOHNSON CONTROLS INC	62,000	UM	Maintenance services for existing Johnson building control systems, a proprietary system for which only the manufacturer can perform maintenance.
MIRACLE METHOD OF CENTRAL NH AND NRTH MA	61,826	UMF	Facilities services purchase for the application of epoxy spray coating in restrooms. Materials used are proprietary and only available from this one supplier. UMF standardizing on this material across campus began in 2017 and was recently put out to bid with only one response.

Supplier Name	Amount	Campus	Summary Notes
ANTON PAAR USA INC	61,561	USM	Purchase of equipment used at USM's Quality Control Collaboratory (QCC) that will expand present capabilities for which compatibility with existing equipment is required. QCC, in partnership with the Maine Brewers' Guild, provides laboratory analysis and testing for the craft beverage industry.
MAINSTAY	60,000	UMA	Software platform purchase to support increased enrollment by removing barriers to the process. This software offers unique characteristics not available from other platforms. AI-powered conversational platform for higher ed that uses behavioral science, neuro-linguistic programming and artificial intelligence blend.
ANTHONY G JAMES JR	58,500	UMA	Consulting services to provide diversity, equity and inclusion (DEI) services to UMA personnel and DEI Council. The aim is to assist in the development of campus-wide DEI strategic goals and to support DEI in the classroom to those faculty interested in participating. Supports goals in UMA's five-year strategic plan and DEI structure. Supplier originally selected via a review and nomination process for a Libra Professorship but was unable to accept a full professorship and so the duties were reduced to a consulting contract.
COLLEGE BOARD	56,272	UM	Purchase of student names for recruiting purposes. Supplier is a not-for profit membership organization and sole owner of multiple exams, publication, and software related to "Official College Board Offerings," which include things such as SAT Online Course/Tests, Advanced Placement Program, Accuplacer, etc.

Supplier Name	Amount	Campus	Summary Notes
NATUREWORKS LLC	56,265	UM	Purchase of biobased material (PLA) for 3D printing of a house in conjunction with Oak Ridge Hub and Spoke program which is developing applications and performing R&D to demonstrate the use of forest-based materials in large area 3D printing, thus creating new markets for the Maine forest product industry. Supplier is the only US based supplier of large amounts of PLA and the only supplier of amorphous PLA.
MIRACLE METHOD OF CENTRAL NH AND NRTN MA	56,157	UMF	Facilities services purchase for the application of epoxy spray coating in restrooms. Materials used are proprietary and only available from this one supplier. UMF standardizing on this material across campus began in 2017 and was recently put out to bid with only one response.
JABIL INC	53,250	UM	Grant-funded purchase for compounding services tailored to drying and compounding wood flour and incorporating it into large quantities of amorphous polylactic acid (PLA). The material produced from this purchase supports the Oak Ridge National Laboratory Hub and Spoke program focused on developing biobased materials from wood for use as feedstock for large area 3D printing. Supplier has successfully done R&D compounded material and has drying capability that our other compounders do not have.
TELEDYNE INSTRUMENTS INC	52,894	UM	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
CW BRABENDER INSTRUMENTS INC	51,107	UM	Purchase of components to upgrade existing thermoplastic processing equipment for which compatibility is required and for which the supplier is the manufacturer. Equipment supports the Oak Ridge National Laboratory Hub and Spoke Program. Equipment is an extrusion system to create novel composite feedstocks for large scale additive manufacturing utilizing nanocellulose derived from pulp produced within the state.
TSS MICROSCOPY LLC	49,125	UM	Transport, assembly, and commissioning of transmission electron microscope (TEM) for which the supplier is the only provider we could find that offers service for TEM in the US.
ADRIAN CCAHUANA CONDORI	47,757	UM	Grant-funded services for deep field logistical support for the 2022 Inter-American Expedition to the Quelccaya Ice Cap where UMaine's Climate Change Institute will be conducting a two-month field research program. The project combines transformative advances in ice core sampling technology, cyberinfrastructure, as well as climate modeling and analysis. The supplier is the only logistical provider in Peru who has extensive experience in providing deep field support services.
VAN ESSEN INSTRUMENTS BV	47,308	UM	Grant-funded purchase of 24 seawater profilers for use in Coastal Engineering research. Profilers measure salinity, temperature and depth in the Penobscot Estuary. Requirement is for one instrument that can measure all three components (salinity, temperature, depth) and provide real-time data via telemetry which is required for the educational component of the grant. Other suppliers' instruments do not provide an all-in-one solution.
WOLTERS KLUWER HEALTH	46,800	UMA	Comprehensive nursing program education resources and software that directly integrate into the UMA nursing simulation labs as part of total immersive solution. Other options lack the direct seamless integration with the lab.

Supplier Name	Amount	Campus	Summary Notes
NEW ENGLAND APPLIED PRODUCTS INC	46,287	UMA	Purchase of energy recovery unit for existing heating/cooling system for which the manufacturer provides protected territory to its dealers.
JABIL INC	46,000	UM	Grant-funded purchase for compounding services tailored to drying and compounding wood flour and incorporating it into large quantities of amorphous polylactic acid (PLA). The material produced from this purchase supports the Oak Ridge National Laboratory Hub and Spoke program focused on developing biobased materials from wood for use as feedstock for large area 3D printing. Supplier has successfully done R&D compounded material and has drying capability that our other compounders do not have.
AXON ENTERPRISE INC	45,827	UM	Purchase of proprietary police body cameras and software for which compatibility with existing equipment is required.
PETER SPEECHES	45,000	UM	Service contract for marine vessel to deploy pop-up satellite archival tags on Atlantic bluefin tuna for data recording purposes. Supports Atlantic bluefin tuna research and thus the commercial and recreational fishing business along the coast of Maine. Supplier selected based on previous experience and interaction with numerous other boats along the East Coast doing the same or similar work. Observations of facilities, captains, crews, and proper handling of the fish, as well as time lapse from having the fish out of the water, tagged, and back into the water in a safe manner has determined this supplier has the best to offer for such complicated work.

Supplier Name	Amount	Campus	Summary Notes
INSTRON A DIV OF IL TOOL WORKS INC	42,162	UM	Equipment purchase of an environmental chamber for which compatibility with existing equipment is required. Supplier is the OEM of existing equipment. This purchase supports the Oak Ridge National Laboratory biobased, wood-plastic composite application in large scale 3D printing and supports the Maine economy by creating new markets for Maine forest products.
E3 NEW ENGLAND SALES AND SVC	41,835	UM	Replacement of outdated diagnostic equipment used to provide services in the Audiology Clinic. The clinic provides services such as hearing evaluations, hearing aid evaluations and consultations to individuals across the lifespan throughout the state (approx. 750 people) each year. Evaluation of manufacturers determined which brands/system was required (features and ease of use) and the supplier has protected territory with the manufacturers for our area.
COLLEGE BOARD	41,277	USM	Purchase of student names used for recruiting purposes. Supplier is the sole owner/provider of the specific programs, examinations, publications and software, collectively referred to as "Official College Board Offerings." Supplier is a not-for-profit membership organization.
PARR INSTRUMENT CO	41,022	UM	Purchase of a bench-top reactor system for ongoing research into the use of forest bio-bi-products to produce bio-fuels providing replacements for fossil fuels. This equipment provides for a third reactor and is directly compatible with and matches the existing equipment.
BRIGGS EQUIP SALES INC	40,200	UM	Original equipment replacement of air conditioning condensing coil in existing system at Jenness Hall at UMaine. Direct replacement of components in installed HVAC system.

Supplier Name	Amount	Campus	Summary Notes
ACUE	40,000	USM	Purchase of faculty development program/training for which the supplier, Association of College & University Educators is the sole provider. Their program is unique in that it provides assessment on key metrics that other programs do not offer, combines research-based approaches, and has name recognition, all key factors that align with our academic vision.
WILDLIFE COMPUTERS INC	39,500	UM	Purchase of electronic tags to track the movements and migration of Atlantic bluefin tuna research. This directly supports the commercial and recreational fishery along the coast of Maine. Tags are the only ones found that put the researcher in direct control before and after the tags are applied to the animal. These tags also have the highest successful data reporting track record and lowest failure rate in the industry. These are the same tags purchased in the past for this research so continuity is also being realized.
COBSCOOK INST	39,101	UM	Lodging and food for students and faculty for a two-week field-based course in Wildlife Ecology – most proximate (least driving time possible) to Moosehorn National Wildlife Refuge where course takes place.
WOLFRAM RESEARCH INC	39,020	UMS	Mathematics software platform licenses used across multiple campuses. Used by engineering, physics and mathematics and is built into the curriculum. A computational and visualization tool that is used for symbolic and numerical computations, graphics and visualization. No other software tools that do this exist.

Supplier Name	Amount	Campus	Summary Notes
INFORMATICA LLC	38,588	UMS	Purchase of two-year contract extension for cloud-based integration software system which provides critical link between the university's Student Information System and its Customer Relationship Management (CRM) system, which is currently transitioning from one platform to another more robust platform which will ultimately allow the University to more effectively and efficiently recruit and retain students. This integration toolset is licensed in the soon to be legacy CRM and retaining the integration platform reduces overall costs and risks during the transition to the new CRM platform, for which this integration software will continue to be necessary.
NATUREWORKS LLC	38,363	UM	Purchase of proprietary biobased thermoplastic polymer pellets used in 3D printing. The formulation was specifically developed for the nascent large area printing to combat warping and cracking which was happening with the common form of PLA pellets. Supplier is the only US based supplier of large amounts of PLA and only one with amorphous PLA.
DYNAMIC AVIATION GRP INC	36,631	UM	Purchase of services including flight operations, aerial survey, and aircraft crew for airborne collection of lidar and high-resolution imagery for mapping forest biomass and health. Research supports activities under three NASA sponsored projects currently operating at UMaine. The supplier is the sole aircraft operations contractor to fly G-LiHT campaigns around the world. Their aircraft are designed specifically to fit NASA Goddard's Lidar-Hyperspectral Thermal G-LiHT imaging system.

Supplier Name	Amount	Campus	Summary Notes
EXPLORANCE CORP	36,375	UM	Purchase of electronic course evaluation software platform which offers integration with student information systems 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 were unsuccessful.
TRANE	36,184	UM	Purchase of remanufactured compressor for replacement on TRANE equipment being purchased through the manufacturer's local commercial office.
HU FRIEDY MFG CO LLC	35,109	UMA	Standardized dental hygiene and instrument units for incoming dental students. Proprietary Everedge technology reduces the need to sharpen, thus improving patient safety. UMA dental programs have standardized on this technology and compatibility of instruments and equipment between faculty and students is essential.
RESTORATIVE JUSTICE PROJECT MIDCOAST	35,100	UM	Contract for professional development programming/training at the UMaine Hutchinson Center. Supplier is the only option in Maine to offer this specialized topic (Restorative Justice). Hutchinson Center website continually seeks suppliers to offer training proposals for all professional development topics. To date, no others have come forward to offer a Restorative Justice Certificate Program.
CENTRAL EQUIPMENT CO	34,980	UM	Large purchase of building signs for which strict specifications are required and continuity with existing standardization of signage on campus and for which supplier has provided in the past.

Supplier Name	Amount	Campus	Summary Notes
MTS SYSTEMS CORP	34,752	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 UMaine Advanced Structures and Composites Center.
ZOLL MEDICAL CORP	33,139	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. Confirmed with Manufacturer of SS
COMPOUNDING SOLUTIONS LLC	32,700	UM	MTI grant-funded purchase of pre-mix materials and testing for use in the large-scale 3D printing at the UMaine Advanced Structures and Composites Center. Supplier is considered a cluster partner in the MTI-backed proposal to establish a Maine-based supply chain for bio-filled materials for use in the 3D printer. Overall research supports Maine industries including boat building and transportation infrastructure.
ELEMENTAL SCIENTIFIC INC	31,995	UM	Repair of equipment by original manufacturer. No other authorized repair centers.
EVERGREEN INNOVATIONS LLC	31,700	UM	Grant-funded consulting to provide training for UMaine Advanced Structures and Composites Center employees on the LabVIEW system, a graphical programming environment engineers use to develop automated research, validation and production test systems. Training is in support of the DOE Synthetic Rope Mooring Project. Supplier uniquely qualified because of previous support of this facility and it's specific equipment under a separate DOE subaward grant (Focal). The Focal turbine equipment is being used in this subsequent mooring project. The use of another LabView contractor would require reverse engineering of the turbine control logic.

Supplier Name	Amount	Campus	Summary Notes
NEARSPACE LAUNCH INC	31,625	UM	Grant-funded purchase of components used to assemble a small satellite for launch into space as part of Maine's First CubeSat program for which compatibility with existing equipment is required.
TOWN OF GORHAM	31,500	USM	Winter sand/salt purchase through Town of Gorham. No adequate storage facility to hold the entire amount needed for the winter. The town of Gorham allows quick, easy, as -needed pickup to meet our needs. Town of Gorham competitively bids their contracts and charges USM an upcharge for the convenience of this.
NATUREWORKS LLC	30,690	UM	Purchase of proprietary biobased thermoplastic polymer pellets used in 3D printing. The formulation was specifically developed for the nascent large area printing to combat warping and cracking which was happening with the common form of PLA pellets. Supplier is the only US based supplier of large amounts of PLA and only one with amorphous PLA.
FREIGHTLINER OF MAINE INC	30,000	UM	Maintenance and repairs to trash compactor for which the supplier is the manufacturer.
YSI INC	30,000	UM	Purchase of replacement visibility sensors attached to ocean observation buoy in the Gulf of Maine for which compatibility is required and are sold only through the manufacturer.
MF ATHLETIC & PERFORM BETTER	29,949	UM	Purchase of specialized pole-vaulting equipment with proprietary design; center mat constructed as one piece which provides better landing platform for athletes and requires less maintenance from staff; other constructions are made up of multiple mats which fall out of place and require constant realignment. Patent pending design is only available from one supplier.

Supplier Name	Amount	Campus	Summary Notes
FULL MOON COMM INC	29,850	USM	Three-year 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.
INGERSOLL MACHINE TOOLS INC	29,700	UM	Grant-funded installation of safety-related enhancements to large format 3D printer at the UMaine Advanced Structures and Composites Center. Original equipment provider must install this upgrade and enhancement.
ATI INDUSTRIAL AUTOMATION	28,625	UM	Purchase of instrumentation to be used to build a scale-model for testing in the wind/wave basin. Research supports the offshore wind research being conducted by UMaine Advanced Structures and Composites Center. Instrumentation is unique and must be compatible with existing equipment already in use for this project. Attempts to find suppliers able to meet these requirements was unsuccessful as the product is unique and proprietary.
NATIONAL COALITION BUILDING INST	28,000	USM	Speaking/training engagement leading workshops and demonstrating principles and practices for Diversity, Equity and Inclusion models. This training is specific to this supplier and they were selected based on the unique qualifications.
NORTEK USA LLC	27,676	UM	Purchase of Acoustic Doppler Current Profile (ADCP) for use in oceanic research at the Darling Marine Center. ADCP measures upper ocean velocity and turbulence, allowing investigation of important aspects of ocean dynamics, including the transport of heat and energy from the atmosphere into the ocean.

Supplier Name	Amount	Campus	Summary Notes
CW BRABENDER INSTRUMENTS INC	27,026	UM	Parts to upgrade existing 3D printing equipment for which compatibility is required. This upgrade will reduce the amount of raw materials required to effectively compound research grade materials, thus increasing the speed of iterations by decreasing the total volume of materials needed.
TELEDYNE INSTRUMENTS INC	26,844	UM	Grant-funded purchase of a syringe pump to upgrade existing pump used in the Oak Ridge High Shear Drying project research prototype. This upgrade will enable a prototype high shear drier from batch processing to continuous processing. Research aims to use cellulose nanomaterials as functional fillers in feedstocks for large scale additive manufacturing. Equipment must be compatible with existing equipment and is only available from this supplier.
MARTIN DEFENSE GRP LLC	26,750	UM	Purchase of carbon-filled polycarbonate pellets (manufactured by SABIC) for use in the large scale 3D printer at the UMaine Advanced Structures and Composites Center. Research at the ASCC supports energy, transportation, marine and aerospace industries. This supplier, MDG, purchased the SABIC material for a recently completed project conducted by ASCC so they own the material and will sell to us for less per kg than our most recent purchase from SABIC (Jan 2022), plus the material is already on-site, reducing lead time by weeks.
TELEDYNE INSTRUMENTS INC	26,523	UM	Grant-funded purchase of proprietary rechargeable battery upgrade for existing autonomous underwater gliders used in support of ongoing marine research. Upgrade will dramatically increase efficiency and reduce overall operating costs.

Supplier Name	Amount	Campus	Summary Notes
MAINE APPLIED RESEARCH	26,100	UM	Purchase of consulting and professional writing services to update the Maine Innovation Economy Action Plan, aka Maine Science and Technology Plan, which provides funding to build research capacity and workforce development programming in areas deemed a priority by the Governor's Office and state EPSCoR steering committee. Two suppliers identified as having unique qualifications and continuity of product; we requested proposals from both. One declined due to scheduling conflicts.
BRANDCONNEX LLC	25,375	UM	Purchase for rights to US News & World Report Best Online Programs 2022 "Badge" on UMA advertising and marketing publications for which the supplier holds exclusive rights.
A L TIER II LLC	25,190	UMF	Purchase and installation of an athletic content management system for Athletics Dept for which all members of the Little East Athletic Conference have standardized to facilitate sharing of athletic data and game film across the conference.
EMERSON SWAN INC	25,174	UM	Original equipment manufacturer replacement part for existing heating/cooling system for which the supplier is the local authorized dealer, per the manufacturer.
TICONA POLYMERS INC	25,125	UM	Purchase of raw materials used in Phase II research for the automotive defense industry for which continuity is a requirement. Original purchase was made based on an informal competitive process.
COOK & BOARDMAN GRP	25,000	UM	UMaine has installed proprietary electronic handicap door actuators across campus. There is no other source for purchase, installation and repair of this product.
ELEMENTAL SCIENTIFIC INC	25,000	UM	Upgrade and rebuild by original equipment manufacturer of Laser Ablation system used for climate research at UMaine.

Supplier Name	Amount	Campus	Summary Notes
SARGENT CORP	25,000	UM	Emergency on-call services for fabrication for the large snow equipment and steam plant equipment that can't fit in a regular machine shop and needs emergency repair ASAP. Sargent's is the only shop of its size in the area capable of fabrication/welding these large pieces of equipment 24/7 (snow equipment emergency fabrication repairs).
CHRISTOPHER J HALLETT	24,720	UMPI	Grant-funded payment for executive director services for the Northern Maine Educational Collaborative for which the university serves as fiscal agent.
INGERSOLL MACHINE TOOLS INC	24,550	UM	Purchase of materials, hardware, and labor to upgrade existing MasterPrint 3D printer at the UMaine Advance Structures and Composites Center where the objective is in large scale additive manufacturing and renewable thermoplastics. Supplier is the original manufacturer and any modifications are subject to their warranty and design approval.
CINCINNATI INC	24,500	UM	Installation and training provided by original equipment manufacturer for a large-scale 3D printer acquired used from a third party by the Advanced Structures and Composites Center at UMaine. Validation and continuity of warranties requires installation by the original manufacturer. Equipment supports research into the use of wood-based fibers in 3D printing benefiting multiple Maine industries including transportation, marine, energy and building construction.
COLLEGE BOARD	23,768	UM	Purchase of student names for recruiting purposes. Supplier is a not-for profit membership organization and sole owner of multiple exams, publication, and software related to "Official College Board Offerings," which include things such as SAT Online Course/Tests, Advanced Placement Program, Accuplacer, etc.

Supplier Name	Amount	Campus	Summary Notes
TECHMER PM LLC	23,540	UM	Grant-funded purchase of wood fiber-based substrate material for use in the Advanced Structures and Composites Center at UMaine 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. This is the only supplier that makes this material.
WEB INDUSTRIES ATLANTA INC	23,185	UM	Grant-funded purchase of thermoplastic fiber material for large scale 3D printing for the Advanced Structures and Composites Center at UMaine supporting research incorporating wood fiber into large scale 3D printing supporting multiple Maine industries. This material was pre-selected by a research collaboration partner and must be utilized to ensure research continuity and integrity.
CROSS INSURANCE ARENA	23,095	USM	Rental fees for use of the Cross Arena in Portland for the May 2022 USM Commencement ceremony. The Cross Arena is the only enclosed venue proximate to USM that can accommodate the entire USM graduating class, guests, faculty and staff (approx. 7,000 participants).
NICHE COM INC	22,490	UMF	Purchase of recruitment inquiry information for which the supplier is the market leader in connecting colleges and schools with students and families, with over 140 million reviews and ratings. While there are several other vendors that we use for similar products, this supplier has developed their own platform which provides the data, reviews and insights all in one place which the others do not.

Supplier Name	Amount	Campus	Summary Notes
COLLEGE BOARD	22,250	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.
PATTERSON DENTAL SUPPLY INC	22,220	UMA	Dental clinic equipment for UMA's new Lewiston location. Consistency of equipment and software required for program continuity to match competitively-bid equipment at other UMA program locations.
A L TIER II LLC	22,190	UMPI	Purchase and installation of an athletic content management system for Athletics Dept for which all members of the Little East Athletic Conference have standardized to facilitate sharing of athletic data and game film across the conference.
KATAHDIN AREA COUNCIL BSA	21,798	UM	Contracted use of Camp Roosevelt for two required forestry field courses as part of the university's Forest Management program, training future professional foresters. The facility is the only one of its kind within a reasonable commute of the Orono campus that has forest holdings of sufficient size to allow safe separation of chain saws and large forestry equipment from other users of the facility as well as abutting land owners.
DIGITAL TRANSITIONS INC	21,300	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.
CITY OF AUGUSTA	21,000	UM	Rental for conference venue in central Maine for which only the supplier can accommodate the number of guests (upwards of 400). The conference is the 2022 Maine Sustainability & Water Conference, an annual event organized through the Mitchell Center but which is made up of numerous organizations across the state.

Supplier Name	Amount	Campus	Summary Notes
INGERSOLL MACHINE TOOLS INC	20,802	UM	Ongoing Quarterly Maintenance of MasterPrint 3D Printer, for which the supplier is the original equipment manufacturer.
MALVERN PANALYTICAL INC	20,686	UM	Replacement of power supply in X-Ray Diffraction instrument use of which is essential for many research projects at UMaine, including current research funded by the US Dept of Energy and currently on hold pending repair. Service provided by the regularly contracted service provider who is the equipment manufacturer. There are no alternative options for service or parts.
EXPLORANCE CORP	20,625	USM	Purchase of electronic course evaluation software platform which offers integration with the 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 were unsuccessful.
DIVERSIFIED PUMP & COMPRESSOR	20,447	UM	Service and repair of rare process pump used in research at the Biomass and Bioproducts Pilot Plant in preparation for scale up to commercialization. With that will bring jobs, biofuels and specialty chemicals industry and advancement to Maine. The equipment is rare, only two were built in the world 20 years ago. Supplier is the original designer of the equipment and the sole provider through which the manufacturer provides service.
COLLEGE BOARD	20,392	UMF	Purchase of student names for recruiting purposes. Supplier is a not-for profit membership organization and sole owner of multiple exams, publication, and software related to "Official College Board Offerings," which include things such as SAT Online Course/Tests, Advanced Placement Program, Accuplacer, etc.

Supplier Name	Amount	Campus	Summary Notes
C ELECTRIC	20,321	UM	Installation of new electrical circuits for the Geofertt Capillary Rheometer. UMS is leasing space for this project through our lease agreement this supplier is the only one approved for electrical work. Supplier was selected by the landlord via a competitive process.
MOORING SYSTS INC	20,260	UM	Grant-funded purchase to build two moorings to deploy off the coast of CA to measure ocean velocity, salinity, temperature and wind velocity. Supports new research and expands the scope of research capabilities in Civil and Environmental Engineering to advance understanding of ocean processes on the Maine coast. Supplier in the manufacturer of our existing equipment and tripods currently housed at Rutgers, where our partner PI and technician, the ones deploying these, reside, and are trained/experienced using the same instruments. Continuity with equipment hardware, software instruments is essential in the successful data collection and observational efforts of the project.
COUNTY OF WASHINGTON	20,040	UMM	Campus security services, law enforcement, protection of students, staff, and faculty. Local police department (Machias) is defunct and no longer able to provide security. Washington County Sheriff's Office is the only local law enforcement agency able to provide these services.
CLIFF WILBUR ENTERPRISES LLC	20,000	UM	Extended consulting contract for which the supplier is uniquely qualified. Migration of database to new platform and supplier was original creator of and then supported database for 22 years.
JAMES LYONS	20,000	UM	Repair services to steam plant boiler controls for which the supplier has unique knowledge, having designed the system and maintained it for over 25 years.

Supplier Name	Amount	Campus	Summary Notes
INGERSOLL MACHINE TOOLS INC	19,650	UM	Services to evaluate, diagnose, and develop a repair plan for piece of equipment for which the supplier is the manufacturer. Equipment is part of the Advanced Structures and Composites Center 3D printing project.
DUNBAR & BRAWN CONSTRUCTION INC	19,417	UM	Upgrades to leased building for which the landlord is requiring this supplier to do the work, with UMS is paying for. The supplier was one of two contractors selected via a competitive process by the landlord to perform the work to complete the space we are leasing.
POWERSCHOOL GRP LLC	19,384	UMF	One of multiple suppliers used for recruitment inquiry generation. Each has its own unique platform for connecting colleges with students and families and each reaching a very high number of potential students.
POWERSCHOOL GRP LLC	19,384	UMF	One of multiple suppliers used for recruitment inquiry generation. Each has its own unique platform for connecting colleges with students and families and each reaching a very high number of potential students.
NICHE COM INC	19,220	UMFK	One of multiple suppliers used for recruitment inquiry generation. Each has its own unique platform for connecting colleges with students and families and each reaching a very high number of potential students.
TEACHSPIN INC	18,990	UM	Purchase of equipment to provide engineering physics majors the ability to experiment with interferometry; a measurement method using the phenomenon of interference of waves (usually light, radio or sound waves). Supplier is only option for non-standard interferometers that perform only one function. This equipment allows the student to conceptually understand the physics behind an interferometer as they adjust/move the components around the optical table. This supplier's main focus is providing the "components" that allow for this sort of educational experience.

Supplier Name	Amount	Campus	Summary Notes
GETINGE USA SALES LLC	18,856	UM	Equipment maintenance contract for two autoclaves for which the supplier is the original equipment manufacturer.
MOLECULAR RESEARCH LP	18,700	UM	Grant-funded biochemical and microbiological DNA sequencing for which the supplier has distinctive competence. Attempts to find other qualified suppliers have not been successful.
REDBIRD FLIGHT SIMULATIONS INC	18,085	UMA	Purchase of FAA approved advanced aircraft training device to be manufactured to work as add-on to our existing aircraft simulator. Supplier is the manufacturer of the simulator and modifications must be compatible.
MID ATLANTIC EQUITY CONSORTIUM INC	17,792	USM	Consulting service to support Southern Maine Partnership and Local Educational Agencies to analyze their practice around equity and to develop plans to address equity related issues and implement best practices to address gaps. These are ongoing services for which continuity is required and for which a competitive process was originally conducted in 2020.
REDBIRD FLIGHT SIMULATIONS INC	17,693	UMA	Upgrade and relocation (tear down & reassemble) of equipment still under warranty and for which the original manufacturer maintains.
BAUER HOCKEY INC	17,580	UM	Purchase of custom skates and hockey sticks for which the supplier is the manufacturer. Custom fit is required to fit each player's body type and athletic need in order to compete at a Division One level for both the athletes' safety and effectiveness on the ice. Custom products are only available direct from the manufacturer.
COLLEGE BOARD	17,551	USM	Purchase of student names for recruiting purposes. Supplier is a not-for profit membership organization and sole owner of multiple exams, publication, and software related to "Official College Board Offerings," which include things such as SAT Online Course/Tests, Advanced Placement Program, Accuplacer, etc.

Supplier Name	Amount	Campus	Summary Notes
TOBII TECHNOLOGY INC	17,300	UM	Software/hardware purchase for new psychophysiology lab startup. Research focuses on the interrelationship between mind and body. Through professional colleagues at other universities, UMaine identified three possible sources (Biopac, IMotions, Tobii). Selected two (Biopac, Tobii) based on unique characteristics to outfit the lab to the required specification. The Tobii product offers superior flexibility in data collection and analysis through the use of TrueEye technology, a requirement for this research. Additionally, existing data collected through Tobii systems exists which can only be analyzed using this software.
MALVERN PANALYTICAL INC	17,100	UM	Repair part for X-Ray Diffraction equipment used in the cleanroom laboratory at UMaine, which seeks to serve a variety of research activities across campus and at neighboring institutions. This is a service contract repair part through the equipment manufacturer; there are no alternative options for service or parts.
CAPPEX COM	17,000	USM	One of multiple suppliers used for recruitment inquiry generation. Each has its own unique platform for connecting colleges with students and families and each reaching a very high number of potential students. None are technically deficient; we use them all to gain the best results.
RE BUILD OPTIMATION TECHNOLOGY INC	17,000	UM	Update to Siemens software controls in the Biofuels pilot plant for which supplier is the developer of the program.

Supplier Name	Amount	Campus	Summary Notes
BRUKER SCIENTIFIC LLC	16,997	UM	Purchase of Attenuated Total Reflection (ATR) accessory to be used with existing equipment for which supplier is the OEM. ATR is a method that allows the direct measurement of samples for FTIR which identifies chemical bonds in a molecule by producing an infrared absorption spectrum. Used in microplastic and carbon nanomaterials research sampling which supports sustainability of fresh water, sensitive coastal economy and the aquaculture industry.
SOCIETY FOR HUMAN RESOURCE MGMT	16,800	USM	Purchase of test prep course materials to students taking the Society for Human Resource Management certification, for which supplier holds the rights to certification. USM is the only provider of this live training, which supports the ongoing workforce development needs and human resource job skill requirements in the State of Maine.
EVIDENT SCIENTIFIC INC	16,735	UM	Repair to microscope for which the supplier is the manufacturer.
TORAY ADVANCED COMPOSITES USA INC	16,656	UM	Purchase of raw materials used for Ground Vehicle Systems Center research on large scale composites for the automotive defense industry. Specific materials has been selected based on earlier processing and characterization in Phase I of the project. Continuity of material is critical to the research and this supplier is the manufacturer and only source to obtain these materials.
MAINE COMRCL TIRE INC	16,177	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.

Supplier Name	Amount	Campus	Summary Notes
BINNIE MEDIA	16,048	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.
CATHERINE BOHLS	15,923	USM	Grant-funded contract with training facilitator for an early child care education for which maintaining continuity of facilitation is essential across multiple years of the grant. Note that training takes place at multiple sites across Maine, primarily in the Aroostook County area.
SEA BIRD ELECTRONICS INC	15,760	UM	Grant-funded maintenance and upgrade of buoys and related equipment from the original manufacturer.
LI COR BIOSCIENCES	15,700	UM	Grant-funded equipment purchase in support of the effects of climate change on plants and additionally to train students, the next generation of botanists and integrative plant ecologists. Unique capability of this equipment is that it combines a fluorometer (measures light (measures water vapor). This combination of light and water is critical for plant survival and performance. This is the only equipment on the market of its kind on the market.
A L TIER II LLC	15,500	UM	Purchase and installation of an athletic content management system for Athletics Dept for which all members of the athletic conference have standardized to facilitate sharing of athletic data and game film across the conference.
NICHE COM INC	15,477	USM	One of multiple suppliers used for recruitment inquiry generation. Each has its own unique platform for connecting colleges with students and families and each reaching a very high number of potential students. None are technically deficient; the university uses them all to gain the best results.

Supplier Name	Amount	Campus	Summary Notes
GGP MAINE MALL LLC	15,315	UM	Advertising located at the Maine Mall as part of UMaine's broader marketing strategy. Service was previously provided by Smartlite but will now be provided directly by the mall itself (Brookfield Properties). The university has no other options for contracting for this targeted advertising and location.
PREFERRED MECHANICAL SVCS INC	15,127	UM	Repair of ice sheet HVAC chiller for Alford Arena at UMaine. Services provided by original manufacturer/installer.
CHARTER COMMS HOLDINGS LLC	15,000	UMA	Targeted television and online media ads seeking students from specific geographical areas.
PACIFIC & SOUTHERN CO INC	15,000	UM	Grant-funded COVID-vaccine outreach advertising to increase vaccinations to people with disabilities and others who support them. Target audience is southern and western Maine. Supplier owns multiple television broadcast stations that accomplish this outreach with one campaign.
PLEASANT RIVER LUMBER CO	15,000	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.
PORTLAND SEA DOGS	15,000	UMF	Three years of billboard advertising with the Portland Sea Dogs, the only professional baseball team in Maine.
STEVEN BARCLAY AGENCY	15,000	UM	Booking fee for lecture by nationally renowned writer Susan Choi. This supports the King Chair Lecture Series to bring nationally renowned writers to campus to give free, public lectures. The supplier hold exclusive rights for Ms. Choi's bookings.
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.

Supplier Name	Amount	Campus	Summary Notes
BAUER HOCKEY INC	14,850	UM	Purchase of custom skates and hockey sticks for which the supplier is the manufacturer. Custom design is required to fit each player's body type and athletic need in order to compete at a Division One level for both the athlete safety and effectiveness on the ice. Custom products are only available direct from the manufacturer.
PARR INSTRUMENT CO	14,828	UM	Purchase of bench reactor systems to be used with existing equipment for which compatibility is required. Equipment is used to produce organic acids from preprocessed forest biomass. This research is advancing forest biorefineries toward commercial applications of biomass wastes, furthering rural economic growth in Maine.
NICHE COM INC	14,740	USM	Recruitment inquiry platform to connect colleges with students and families. Supplier has developed their own unique platform that attracts potential students to find and research colleges across the US, providing the data, reviews, and insights all in one place. While we also do business with other similar suppliers this additional platform is essential to our recruitment strategy and actual draws attention by advertising on the other suppliers' sites.
GROZ-BECKERT USA INC	14,632	UM	Grant-funded purchase of proprietary custom manufactured textile needles and trials required as part of federally funded research for the Advanced Structures and Composites Center at UMaine.
LINKEDIN CORP	14,525	UMS	Licensing and services agreement with social-media-based employee recruitment services for USM that blends the most ubiquitous employment-related social media platform with active recruitment support, focused on two key areas: supporting the university's affirmative action plan and building workforce diversity and actively recruiting pool of potential job candidates who have earned a Doctorate and are seeking employment in academia.

Supplier Name	Amount	Campus	Summary Notes
BRANDCONNEX LLC	14,500	UMA	Purchase for rights to US News & World Report Best Online Programs 2022 "Badge" on UMA advertising and marketing publications for which the supplier holds exclusive rights.
DVSPORT INC	14,388	UM	Equipment purchase is part of agreement for software cloud license that allows UMaine Football program to perform all game day and practice film breakdown and to meet Colonial Athletic Association (CAA) requirements to provide game film to visiting teams. Additionally, the software allows for instant replay as specified by CAA. This software platform is selected by CAA. All schools in the CAA need to be compatible in order to meet the requirements of CAA.
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 to ensure reaching the populations that will yield the highest number of potential students.
MAINE FARM VET	14,000	UM	Contract primarily for bovine veterinary services to the JF Witter Teaching and Research Center. Specialized veterinary service is required under American Association for Laboratory and Animal Science (IACUC) and FARM Program guidelines. Limited qualified veterinarians in the area and the one we have used for many years suddenly terminated services with UMaine with no advanced notice. Two other vets in the Skowhegan and St. Albans area were contacted but both declined. This supplier was willing to take on new clients and to commit to a three-year contract.

Supplier Name	Amount	Campus	Summary Notes
PICOTECH USA LLC	14,000	UM	Purchase of 3D printer, unique in that offers printing with clay extruders and the only product that has a full-scale extruder and printer for earthen materials. The research objective is to study natural clay characterization for additive manufacturing applications. A possible second manufacturer was considered but not able to offer large-scale printing or a non-stop printing option. Supplier is the sole distributor of this equipment
BEAUREGARD EQUIP INC	13,652	UM	Purchase of used Holland equipment disc mower for use at Witter Teaching and Research Center. Trade-in of older Holland disc mower is included in this purchase, for which supplier is the authorized dealer. Upgraded equipment is expected to increase harvest rates by as much as 40%, directly supporting the UMaine dairy and equine programs by allowing accelerated rates of harvest and reduce the risk of crop loss and labor cost.
COVESTRO LLC	13,650	UM	Purchase of lightweight composite materials for use in experiments with automated fiber placement module in the large area additive manufacturing machine for which continuity with previously tested materials is essential.
IBCONTROLS INC	13,500	USM	Update to existing proprietary building automation system firmware for which supplier is the authorized representative in in Maine.
ROBATEL INC	13,500	UM	Rental of equipment for testing liquid to liquid extraction for biofuels from woody biomass research. This is one of multiple units from various manufacturers being trial tested; the comparison will allow us to select the appropriate equipment to purchase for our pilot plant.
STRATASYS INC	13,397	UM	Replacement power supply for Stratasys 3D printer for which supplier is the manufacturer and performs all maintenance (parts and labor)

Supplier Name	Amount	Campus	Summary Notes
JORDAN EQUIP CO	12,960	USM	Service on equipment from only authorized manufacturer's dealer in the area (Bobcat).
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.
UNIV OF CHICAGO	12,764	UM	Purchase of DNA analysis services in support of National Science Foundation Bird Pathogens Project. This is a collaborative project between UMS, University of California-Berkely, and Hebrew University of Jerusalem to research disease transmission in migratory birds. Supplier is currently under contract with UC Berkeley for analysis of their samples. Continuity of sequencing services is necessary to ensure the data is able to be combined in analyses with data previously generate by this supplier for UC Berkeley.
WOODS HOLE OCEANOGRAPHIC INSTITUTION	12,676	UM	Purchase of specialized mooring wire/data cable in support of Gulf of Maine weather buoy program. This type of wire/cable is made by two suppliers, both of which we have purchased in the past. This supplier's product is superior whereas the other product has failed, thus the loss of tens of thousands of dollars' worth of scientific equipment.
VIAS ACADEMIA LLC	12,655	UM	Renewal of Academic Research Suite Licenses for which compatibility and continuity are critical. Supplier is the sole provider of the software which was custom written for the Advanced Structures and Composites Center and integrated into a multitude of programs which enable advance simulation research in the field of advanced composites and manufacturing processes.

Supplier Name	Amount	Campus	Summary Notes
GLUCAN BIORENEWABLES LLC	12,500	UM	Grant-funded purchase of a used Waters Alliance liquid chromatograph, compatible with existing equipment from same manufacturer, used to measure the composition of liquid mixtures of biofuels and biobased chemicals. Research being conducted benefits pulp and paper woody biomass industry. Continuity allows for sharing of software, parts, and service.
R BOWEN LOFTIN	12,500	UM	Grant-funded consulting services related to the formation of the Maine College of Engineering, Computing and Information Sciences. Consultant possesses a unique and essential combination of experience in physical science, engineering, and computer science within a land grant institution. Others identified could only provide a subset of those essential criteria.
POWERSCHOOL GRP LLC	12,250	USM	One of multiple suppliers used for recruitment inquiry generation. Each has its own unique platform for connecting colleges with students and families and each reaching a very high number of potential students. None are technically deficient and the university uses them all to gain the best results.
CAMPUS COMPACT	12,000	USM	Purchase of services to provide two "Fusion Course" facilitators. The Fusion Project provides critical professional development support through the integration of community-based learning and problem-solving methodologies to improve online/hybrid education and student engagement and to address challenges related to remote learning. As we share a unique joint mission and collaborate on other aspects of the project, USM can take advantage of resources that otherwise would not be available; in this case access to facilitators to provide additional course sessions.
MACARTNEY INC	11,989	UM	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.

Supplier Name	Amount	Campus	Summary Notes
PROCK MARINE CO	11,900	UM	Construction services to install additional support brackets on the Pier & Flowing Seawater Lab/Pump House project at the Darling Marine Center for which the supplier was the original competitively-bid contractor.
MACARTNEY INC	11,774	UM	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.
APPLIED SCIENTIFIC INSTRUMENTATION INC	11,750	UM	Repair to existing BX50 microscope for which the supplier is the manufacturer.
BAUER HOCKEY INC	11,700	UM	Purchase of custom skates and hockey sticks for which the supplier is the manufacturer. Custom fit is required to fit each player's body type and athletic need in order to compete at a Division One level for both the athletes safety and effectiveness on the ice. Custom products are only available direct from the manufacturer.
RESTORATIVE JUSTICE PROJECT MIDCOAST	11,700	UM	Contract for professional development programming/training at the UMaine Hutchinson Center. Supplier is the only option in Maine to offer this specialized topic (Restorative Justice). Hutchinson Center website continually seeks suppliers to offer training proposals for all professional development topics; to date no others have come forward to offer a Restorative Justice Certificate Program.
RESTORATIVE JUSTICE PROJECT MIDCOAST	11,700	UM	Contract for professional development programming/training at the UMaine Hutchinson Center. Supplier is the only option in Maine to offer this specialized topic (Restorative Justice). Hutchinson Center website continually seeks suppliers to offer training proposals for all professional development topics; to date no others have come forward to offer a Restorative Justice Certificate Program.

Supplier Name	Amount	Campus	Summary Notes
HONEYWELL ANALYTICS	11,639	UM	Service contract for maintenance of the UMaine 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.
WOODBURN PRESS	11,529	UMPI	Grant-funded purchase of TRiO Booklets used to guide advising with educational talent search students with a college prep focus. No other supplier are known to have a similar TRiO student focused series of materials. Supplier is the publisher.
LAROCHELLE CONSULTING LLC	11,400	UMS	Consulting services to assist UMS in updating FEMA Hazard Mitigation Plan. Supplier comes recommended by Maine Emergency Management Agency as uniquely qualified. Funding is being reimbursed by FEMA.
ROCKLAND SCIENTIFIC INTRNTL INC	11,400	UM	Grant-funded purchase of replacement parts to existing equipment for which the manufacturer is the only provider. The equipment is used by Civil & Environmental Engineering NSF Career award. It measures turbulent mixing, salt and temperature of water.
ROOSEVELT UNIV	11,366	UMA	Student/faculty lodging directly related to Bachelor of Architecture degree where supplier has unique offering as an architecture landmark in Chicago and equipped to provide services to college students in a dormitory setting. Centrally located institution of higher learning which offers facilities which support the ARC 44 course objectives and outcomes.

Supplier Name	Amount	Campus	Summary Notes
GDS INSTRUMENTS	11,206	UM	Purchase of GDS Bender Elements for existing GDS Bender Element System for which compatibility is essential. This purchase is used in the ASCC Transportation Infrastructure Durability Center research. Bender elements allow us to measure the maximum shear modulus (Gmax) of soil samples in order to evaluate their stiffness, directly impacting our understanding of soil behavior/structure during earthquakes, explosions or machine and traffic vibrations. This research will provide new ground improvement techniques to geotechnical specialty contract and construction industry in the State of Maine.
CAPE & ISLAND CORP	11,200	UM	Repair to Beckett athletic track which needed to be complete before Special Olympics event. Reached out to multiple track repair suppliers, verbally, but this was the only supplier able to fit us into their schedule.
COMPOSITES 1 LLC	11,145	UM	Purchase of special glass fabric for use in proprietary US Army project. Material must meet specific compliancy (Barry Amendment compliant) and be sourced from US manufacturers and this supplier. The manufacturer is VectorPly and they sell through protected territory in the US from Composites 1 LLC. No other manufacturer or reseller makes/sells the product.
BGI AMERICAS CORP	11,060	UM	DNA sequencing services for marine seal samples. Research requires use of DNA Nanoball technology that is proprietary to this supplier. Underlying research seeks to better understand genetic disease susceptibility in order to determine interventions to improve harbor seal mortality in Maine.

Supplier Name	Amount	Campus	Summary Notes
MESSERSMITH MFG	11,040	UMF	Standard replacement of worn grates for CHP (combined heat and power) boiler. Supplier is the manufacturer of the existing grates and replacement grates and hold the service/maintenance contract for the boiler. No other supplier makes the grates needed for this CHP.
MACARTNEY INC	10,951	UM	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.
SIMON & SCHUSTER INC	10,750	UMA	Speaking engagement for which supplier is exclusive agent.
EMSI BURNING GLASS	10,500	USM	Continuation of centralized proprietary software data tool supporting efforts to advance economic and workforce development in Maine, including COVID-19 recovery efforts.
SYNERGY SPORTS TECHNOLOGY	10,500	UM	Purchase of team video services where supplier is the sole owner of the product, which we are required to use through our affiliation with America East Conference.
NORC AT THE UNIV OF CHICAGO	10,400	USM	Renewal 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
INSTRON A DIV OF IL TOOL WORKS INC	10,227	UM	Testing software to work specifically with existing Instron Hydraulic equipment for which the supplier is the manufacturer and does not sell through distributors. This purchase will make high volume testing easier and more repeatable across programs and reduces the required post processing of data. This equipment is used across several research programs.

Supplier Name	Amount	Campus	Summary Notes
BIOPAC SYSTEMS INC	10,111	UM	Software/hardware purchase for new psychophysiology lab startup. Research focuses on the interrelationship between mind and body. Through professional colleagues at other universities, the university identified three possible sources (Biopac, IMotions, Tobii). Selected two (Biopac, Tobii) based on unique characteristics to outfit the lab to the required specification. The Biopac product offers superior integration of multiple sensors, thus allowing seamless integration of eye-tracking sensor data and facial emotion recognition data collected through other channels, which was a requirement for this research.

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

Supplier Name	Amount	Campus
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
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

Supplier Name	Amount	Campus
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
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

Supplier Name	Amount	Campus
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
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

Supplier Name	Amount	Campus
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
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
UNIV OF ILLINOIS - SHIELDT3	2,711,180	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.
NES	350,000	UM	Extension for asbestos abatement services to allow time for new RFP process. Resources have been directed to pandemic relief. Contract originally awarded via a competitive process.
HOPKINS PAVING LLC	250,000	UM	Extension to previously competitively bid contract as resources were directed to COVID response.
SULLIVAN & MERRITT CONSTRUCTORS INC	200,000	UM	Extension to previously competitively bid contract as resources were directed to COVID response.
ATA PIPING INC	176,779	USM	Repair of underground heat pit (part of the heat plant system) on the USM Gorham campus. Repair is in a high-traffic location necessitating quick turnaround to limit disruption of campus activities. Additionally, labor and material price volatility necessitate moving swiftly. Contractor is the competitively-bid contractor for related on-call services.
ENVIRONMENTAL SAFETY PROFESSIONALS INC	150,000	UM	Extension of competitively bid contract for asbestos abatement services, extended due to the impact of the pandemic creating lack of available resources to conduct a new competitive bidding process. RFP is scheduled.
BRET STERN PRODUCTIONS	145,000	UM	Extension of existing competitively bid contract for marketing services in order to meet upcoming enrollment goals. The new UMS-wide marketing services contract is currently being implemented and the supplier is not able to meet these immediate needs at this time.
RJ MORIN INC	140,000	UM	Extension to previously competitively bid contract as resources were directed to COVID response.
EAB	123,745	UM	Extension of contract for continuation of services without interruption due to the impact of the pandemic creating lack of available resources to conduct a new competitive bidding process. Suppliers membership based platform is used for collaborative research analytics.

Supplier Name	Amount	Camp	Summary Notes
NES	118,000	UM	Emergency asbestos abatement work identified in May that did not allow time for competitive process that would allow the building to be open in time for Fall Semester. Supplier selected based on competitively bid existing contract with UMaine, but for which has a limit of \$50K per individual project.
DOWNEAST YACHT SVCS LLC	82,765	UM	Purchase of service and materials to deploy equipment in the Gulf of Maine in support of Breakwater project. Due to the deployment deadline, two potential suppliers were considered, however only one could perform the services in the timeframe required.
CHARLES H MITCHELL MD	76,772	USM	One year extension of contract for psychiatric services for USM. Original 2-year contract was publicly bid but not able to be rebid due to resources being redirected to COVID response in 2020/2021. This emergency extension is needed to ensure services will continue until such time a new RFP can be scheduled.
ADDITIVE ENGINEERING SOLUTIONS LLC	67,381	UM	Breakdown of 3D printer at Advanced Structures and Composites Center at UMaine required outsourcing a portion of large-scale 3D printing work to keep federally-funded grant project on timeline.
NEW ENGLAND COMM INC	67,286	UMS	Voicemail software renewal with long standing contract that in the past was directly with the manufacturer. The company has changed hands and is no longer selling direct to customers, about which the university was unaware necessitating purchase through a reseller. Long-term solution is under development.
PROACTIVE SVCS	57,000	UM	Extension to previously competitively bid contract as resources were directed to COVID response.
PROQUEST LP	55,529	UM	Library subscription/publication services to extend for an additional year a competitively-bid subscription. Due to pandemic response activities, resources have been limited delaying the next RFP.
BOWDOIN COLLEGE	51,716	UM	Grant-funded services to provide instruction, housing, meals, equipment, facilities, weekly COVID testing to 20 students enrolled in the Ocean Optics summer course. Original location was to be in-house at the Darling Marine Center but could not accommodate a class of more than 10 with additional required COVID restrictions. Inability to move quickly would have put the class and the underlying grant funding at risk.

Supplier Name	Amount	Camp	Summary Notes
ASCEND LEARNING HOLDINGS LLC	50,000	UMFK	Technology-based assessment, testing, and certification solution for the nursing program. Attempts to roll these products under existing single 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 support, necessitating further investigation and negotiation with this supplier. Products needed for continuity for nursing students and their academic experience. A long-term plan for these services will be investigated and determined in the coming year and will be based primarily on program/student needs.
CLEAN HARBORS ENVIRONMENTAL SVCS INC	50,000	UM	Extension to previously competitively bid contract as resources were directed to COVID response.
GAFTEK LLC	50,000	UM	Pandemic-related contract extension to competitively bid contract for on call services for facilities management underground storage tanks. Due to COVID response resources were not able to rebid this contract.
HONEYWELL INTRNTL INC	50,000	UM	Extension to previously competitively bid contract as resources were directed to COVID response.
PERFORMANCE FOODSERVICE NORTHCENTER	50,000	UM	One year extension of a previously competitively bid contract for food supplies, utilized by the UMaine Cooperative Extension. New RFP in development.
ROOF SYSTEMS OF MAINE	50,000	UM	Extension to previously competitively bid contract as resources were directed to COVID response.
RJ MORIN INC	49,688	UMA	Extension to previously competitively bid contract as resources were directed to COVID response.
RJ MORIN INC	49,678	UMA	Extension to previously competitively bid contract as resources were directed to COVID response.
EAB	49,088	USM	Extension of contract for continuation, through October 2022, of services without interruption due to the impact of the pandemic creating lack of available resources to conduct a new competitive bidding process. EAB Virtual Tour Solution provides recruitment marketing through student virtual tour option.
RJ MORIN INC	48,865	UM	Extension to previously competitively bid contract as resources were directed to COVID response.
RJ MORIN INC	46,865	UM	Extension to previously competitively bid contract as resources were directed to COVID response.

Supplier Name	Amount	Camp	Summary Notes
POWERS ROOFING & SHEET METAL INC	46,820	UMPI	Extension to previously competitively bid contract as resources were directed to COVID response.
ROOF SYSTEMS OF MAINE	46,529	UM	Extension to previously competitively bid contract as resources were directed to COVID response.
FROSTS GARAGE INC	45,000	UM	Contract for vehicle body work/rust repair services as needed which was anticipated to be less than \$10K. In the past these services were handled in-house; the UMaine garage no longer covers this level of repair. It was unknown and unplanned that multiple vehicles would require this level of repair this year. Although bids were solicited from multiple other body shops only Frost responded. A formal RFB is being released in FY23 for these services.
RJ MORIN INC	43,475	UMA	Extension to previously competitively bid contract as resources were directed to COVID response.
UNION ST LAUNDROMAT & DRY CLEANERS	43,000	UM	Laundering services for Dining and Housing Services uniforms at UMaine. Staffing shortage and equipment failure has prevented normal in-house laundering, necessitating external services. Duration of need was not anticipated and overall need will exceed the bidding threshold. As soon as staffing shortage is resolved, service will be brought back in-house.
TOWNSQUARE MEDIA PORTLAND LLC	42,000	UMA	Continuation of Digital Marketing campaign for Spring 2022 students. Supplier previously awarded a competitively bid contract in late 2020 but which expired in September 2021. Was intended to transition to new system-wide marketing contract, but new contractor implementation is not complete, thus necessitating use of previous contractor.
SULLIVAN & MERRITT CONSTRUCTORS INC	41,500	UM	Extension to previously competitively bid contract as resources were directed to COVID response.

Supplier Name	Amount	Camp	Summary Notes
B & P LITTLEFORD LLC	41,400	UM	Rental of liquid extraction equipment needed to produce key chemical compounds essential to ongoing research at the Forest Bioproducts Research Institute at UMaine. 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.
PROQUEST LP	40,763	UM	Library subscription/publication services to extend for an additional year a competitively-bid subscription. Due to pandemic response activities, resources have been limited delaying the next RFP.
BURMAN LAND & TREE CO LLC	40,000	UM	Extension to previously competitively bid contract as resources were directed to COVID response.
PROQUEST LP	39,919	UM	Library subscription/publication services to extend for an additional year a competitively-bid subscription. Due to pandemic response activities, resources have been limited delaying the next RFP.
COMEVO INC	39,567	UMA	Renewal of new student orientation software platform. Initially UMA attempted to develop a homegrown product but due to the complexity of the programming and personnel challenges, realized this was not a sustainable option. In 2017, three solutions were considered but no formal competitive process was able to be conducted in the timeframe required to have a system up and running; Title III Strengthening Institutions grant was funding the project. The software has been renewed each year since and currently will terminate in 2026, at which time will be competitively bid.
POWERS ROOFING & SHEET METAL INC	38,900	UMFK	Extension to previously competitively bid contract as resources were directed to COVID response.
ELIZABETHS EXTRA CLEAN CLEANING SVC	38,840	USM	COVID related custodial services contract to provide help to USM custodial staff during COVID response. Increase in positive cases increased quickly within a short timeframe and this contract will cover those services needed will provide cleaning and disinfecting services for COVID isolation areas.

Supplier Name	Amount	Camp	Summary Notes
POWERS ROOFING & SHEET METAL INC	38,400	UMFK	Extension to previously competitively bid contract as resources were directed to COVID response.
JAMF SOFTWARE LLC	37,550	UMS	Extension of existing contract for remote management of computer devices, originally awarded via a competitive process so that no disruption of services will happen. A competitively-bid RFP is in development.
ASCEND LEARNING HOLDINGS LLC	35,550	USM	Technology-based assessment, testing, and certification solution for the nursing program. Attempts to roll these products under existing single 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 support, necessitating further investigation and negotiation with this supplier. Products needed for continuity for nursing students and their academic experience. A long-term plan for these services will be investigated and determined in the coming year and will be based primarily on program/student needs.
HONEYWELL INTRNTL INC	34,766	UMPI	Extension to previously competitively bid contract as resources were directed to COVID response.
PROQUEST LP	34,527	UM	Library subscription/publication services to extend for an additional year a competitively-bid subscription. Due to pandemic response activities, resources have been limited delaying the next RFP.
TURNITIN LLC	32,460	UMS	Contract extension (six month) of Turnitin anti-plagiarism software platform originally contracted for during the beginning of the pandemic (in support of shift to online learning). This extension allows for time to conduct an RFP for a permanent solution going forward.
PROQUEST LP	31,272	UM	Library subscription/publication services to extend for an additional year a competitively-bid subscription. Due to pandemic response activities, resources have been limited delaying the next RFP.
ATLASSIAN PTY LTD	31,000	UMS	Second 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 the pandemic, thus putting on hold the purchase & implementation of the new system, but now have been resolved and transition is on track.

Supplier Name	Amount	Camp	Summary Notes
PROACTIVE SVCS	30,000	UM	Extension to previously competitively bid contract as resources were directed to COVID response.
TEACHING CHANNEL INC	28,999	UMS	Second extension of contract for online teaching video library for classroom observation for teacher preparation programs, for use in lieu of in-person observations. This contract extends to all campuses and provide unlimited access to faculty, undergraduate and graduate students. This was most important last year since we are moving to on-line learning with limited access to schools and equally important this year as we navigate our way back to in-person teaching. Long-term RFP is in development.
RJ MORIN INC	28,833	UM	Extension to previously competitively bid contract as resources were directed to COVID response.
LABSTER INC	28,279	UMS	Extension to current contract for software license in support on online labs. Extension is to avoid disruption in services while resources have and continue to be directed to pandemic response.
MARK WRIGHT CONSTRUCTION & DISPOSAL	27,144	UMM	Extension to previously competitively bid contract as resources were directed to COVID response.
JAMF SOFTWARE LLC	26,960	UMS	Extension of existing contract for remote management of computer devices, originally awarded via a competitive process so that no disruption of services will happen. A competitively bid RFP is in development.
RJ MORIN INC	26,850	UMA	Extension to previously competitively bid contract as resources were directed to COVID response.
SULLIVAN & MERRITT CONSTRUCTORS INC	26,500	UM	Extension to previously competitively bid contract as resources were directed to COVID response.
PROQUEST LP	26,106	UM	Library subscription/publication services to extend for an additional year a competitively bid subscription. Due to pandemic response activities, resources have been limited delaying the next RFP.

Supplier Name	Amount	Camp	Summary Notes
ASCEND LEARNING HOLDINGS LLC	25,000	UMFK	Technology-based assessment, testing, and certification solution for the nursing program. Attempts to roll these products under existing single 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 support, necessitating further investigation and negotiation with this supplier. Products needed for continuity for nursing students and their academic experience. A long-term plan for these services will be investigated and determined in the coming year and will be based primarily on program/student needs.
COMMON APPLICATION INC	25,000	USM	Membership renewal for software platform used to process incoming student applications. Conducting an RFP for this service has been delayed by the pandemic. An RFP is under development for the long-term.
JL HUNTLEY PLUMBING HEATING & EXCAVATION	25,000	UMM	Extension to previously competitively bid contract as resources were directed to COVID response.
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. RFP was planned to be conducted in CY2021 but time did not allow so an additional extension is needed for planned RFP process.
PACIFIC & SOUTHERN CO INC	25,000	UM	Purchase of local marketing/advertising to promote graduate application fee waiver. New competitively-bid system-wide marketing contractor still being implemented and unable to provide this service in the short term.
HONEYWELL INTRNTL INC	24,366	UM	Extension to previously competitively bid contract as resources were directed to COVID response.
HOPKINS PAVING LLC	24,255	UM	Extension to previously competitively bid contract as resources were directed to COVID response.
POWERS ROOFING & SHEET METAL INC	23,980	UMPI	Extension to previously competitively bid contract as resources were directed to COVID response.

Supplier Name	Amount	Camp	Summary Notes
MAINSTAY	23,333	USM	Additional one-year renewal of student success software platform to allow time for competitively bid RFP. 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.
BURMAN LAND & TREE CO LLC	22,650	UM	Extension to previously competitively bid contract as resources were directed to COVID response.
SULLIVAN & MERRITT CONSTRUCTORS INC	22,500	UM	Extension to previously competitively bid contract as resources were directed to COVID response.
SULLIVAN & MERRITT CONSTRUCTORS INC	22,500	UM	Extension to previously competitively bid contract as resources were directed to COVID response.
SULLIVAN & MERRITT CONSTRUCTORS INC	22,200	UM	Extension to previously competitively bid contract as resources were directed to COVID response.
NETWORK CRAZE TECHNOLOGIES INC	21,500	UMS	Purchase of 100 voice-over IP telephone sets for emergency replacement of failed telephone system at USM. System failure left multiple offices without voicemail and emergency dialing ability.
COMMON APPLICATION INC	21,291	UM	Membership renewal for software platform used to process incoming student applications. Conducting an RFP for this service has been delayed by the pandemic. An RFP is under development for the long-term.
ASCEND LEARNING HOLDINGS LLC	21,200	USM	Technology-based assessment, testing and certification solution for the nursing program. Attempts to roll these products under existing single 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 support necessitating further investigation and negotiation with this supplier. Products needed for continuity for nursing students and their academic experience. A long-term plan for these services will be investigated and determined in the coming year and will be based primarily on program/student needs.

Supplier Name	Amount	Camp	Summary Notes
PROQUEST LP	20,700	UM	Library subscription/publication services to extend for an additional year a competitively bid subscription. Due to pandemic response activities, resources have been limited delaying the next RFP.
RJ MORIN INC	20,680	UM	Extension to previously competitively bid contract as resources were directed to COVID response.
BORDER ELECTRIC INC	20,000	UMM	One year extension of electrical services contract due to limited resources being directed to pandemic response. An RFP for these services is scheduled for FY23.
GOREACT	20,000	USM	Pandemic-related on-line teaching tool required for faculty to provide video assessments. One-year license extended due to prolonged nature of the pandemic. Long-term solution will be developed prior to license expiration.
GOREACT	20,000	USM	Pandemic-related on-line teaching tool required for faculty to provide video assessments. One-year license extended and additional time due to prolonged nature of the pandemic. Long-term solution will be developed prior to license expiration.
PACIFIC & SOUTHERN CO INC	20,000	UM	Purchase of local marketing/advertising to promote graduate application fee waiver. New competitively bid system-wide marketing contractor still being implemented and unable to provide this service in the short term.
POWER PRODUCTS LLC	20,000	UM	Extension to previously competitively bid contract as resources were directed to COVID response.
WMTW	20,000	UM	Services for targeted marketing (TV and web) for Education and Nursing programs to drive incremental enrollment for the Fall 2022 academic year. In the future, competitively contracted system-wide marketing firm will implement similar campaigns, however the implementation timeline was such that handling this campaign outside of that process was needed in order to meet timeline.
DETERMINATION MARINE LLC	19,500	UM	Ship time and services to retrieve a research buoy that slipped its mooring. A competitively bid contract via an RFP is in process, however could not be finalized before this immediate need.
PROQUEST LP	19,097	UM	Library subscription/publication services to extend for an additional year a competitively bid subscription. Due to pandemic response activities, resources have been limited delaying the next RFP.

Supplier Name	Amount	Camp	Summary Notes
SMARTSHEET INC	19,080	UM	Forms management and workflow platform was selected in 2017 after considering four other systems. Purchase was intended to be a stop gap measure until competitively bid. The RFP has been awarded but time is required for implementation.
USIC HOLDINGS INC	19,062	USM	Emergency electrical services to restore complete power outage on the Gorham campus. On-Call supplier was not able to provide resources to deal with this level of emergency and recommended using this supplier who is equipped to handle high voltage emergency situations and was available immediately.
RJ MORIN INC	18,865	UM	Extension to previously competitively bid contract as resources were directed to COVID response.
ASCEND LEARNING HOLDINGS LLC	18,788	USM	Technology-based assessment, testing, and certification solution for the nursing program. Attempts to roll these products under existing single 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 support, necessitating further investigation and negotiation with this supplier. Products needed for continuity for nursing students and their academic experience. A long-term plan for these services will be investigated and determined in the coming year and will be based primarily on program/student needs.
SMARTSHEET INC	18,750	UM	Forms management and workflow platform was selected in 2017 after considering four other systems. Purchase was intended to be a stop gap measure until competitively bid. The RFP has been awarded but time is required for implementation.
GAFTEK LLC	18,250	UMA	Pandemic-related contract extension to competitively bid contract for on call services for facilities management underground storage tanks. Due to COVID response resources were not able to rebid this contract.
COUNTY ABATEMENT INC	18,050	UMFK	Asbestos abatement services which were not expected to exceed threshold for competitive bidding. During demolition additional asbestos was discovered that needed to be removed.
HONEYWELL INTRNTL INC	17,500	UMF	Extension to previously competitively bid contract as resources were directed to COVID response.

Supplier Name	Amount	Camp	Summary Notes
MAINE FIRE PROTECTION SYSTS	17,275	UMPI	Extension to previously competitively bid contract as resources were directed to COVID response.
SELINA SUAREZ CONSULTING INC	16,950	UM	Unexpected additional time required for software implementation consulting support for Salesforce.com. Additional customizations were needed for tracking COVID cases on campus; these were outside the original scope of work, thus additional developer resources were required. Original contractor selected based on their ability to customize to UM's requirements where other consultants could not; this supplier recommended by the software manufacturer.
BLACK BEAR INN	16,940	UM	Rental of quarantine rooms for campus living at UMaine to house pandemic patients under quarantine due to lack of space on campus for quarantine rooms.
RJ MORIN INC	16,676	UM	Extension to previously competitively bid contract as resources were directed to COVID response.
ASCEND LEARNING HOLDINGS LLC	16,538	USM	Technology-based assessment, testing, and certification solution for the nursing program. Attempts to roll these products under existing single 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 support, necessitating further investigation and negotiation with this supplier. Products needed for continuity for nursing students and their academic experience. A long-term plan for these services will be investigated and determined in the coming year and will be based primarily on program/student needs.
MAINE FIRE PROTECTION SYSTS	16,000	UMM	Extension to previously competitively bid contract as resources were directed to COVID response.
ALLEN & COLES MOVING	15,665	USM	Moving services to move multiple dorm contents in preparation for Fall semester. Supplier did have an competitively-bid buying consortium contract in the past which was used by USM. USM was unaware that the consortium contract was no longer a viable option but the contract was agreed to and work had started.

Supplier Name	Amount	Camp	Summary Notes
LITMUS SOFTWARE INC	15,000	USM	One year software subscription for email QA marketing platform. Previous provider canceled service with no notice and work proceeded quickly to find a replacement solution in order to remain able to market to prospective students. Two potential suppliers were contacted for pricing and both offered same price, selection was made on other additional factors. A long-term RFP is under development.
NATIVE MAINE PRODUCE & SPECIALTY FOODS	15,000	UM	Purchase of food for dining services provided to semester at sea students at the UMaine Darling Marine Center. Food is purchased from other contracted wholesale supplier, the local supermarket and this supplier based on which supplier has the best and most appropriate food available when needed. Purchases from this supplier have exceeded the bidding limit due to unanticipated rising costs due to current economic conditions.
PERFORMANCE FOODSERVICE NORTHCENTER	15,000	UM	One year extension of a previously competitively bid contract for food supplies, utilized by the UM Darling Marine Center. New RFP in development.
ROOF SYSTEMS OF MAINE	15,000	UMF	Extension to previously competitively bid contract as resources were directed to COVID response.
MERCIER LANDSCAPING LLC	14,990	USM	Work performed to repair section of stone wall which is being done in phases as budget allows. During this phase additional issues were discovered that could not be predicted along the front-facing section that runs along where people walk regularly, thus pushing the total expense above the intended initial repairs.
MOLECULAR RESEARCH LP	14,565	UM	Lab DNA sequencing services. Work was intended to be performed in house at UM, however resource availability issues prevented the work from being done in the time frame required by the project grantor. Therefore no time available for a competitive process - a known supplier with the needed capability was engaged.
CENTRAL EQUIPMENT CO	14,500	UM	Unexpected repairs to critical piece of facilities equipment (loader) was required, thus pushing the annual spend over the competitive procurement threshold. Competitive process required going forward in order to maintain this older piece of equipment.

Supplier Name	Amount	Camp	Summary Notes
SMARTSHEET INC	13,880	UMS	Forms management and workflow platform was selected in 2017 after considering four other systems. Purchase was intended to be a stop gap measure until competitively bid. The RFP has been awarded but time is required for implementation.
RJ MORIN INC	13,865	UM	Extension to previously competitively bid contract as resources were directed to COVID response.
RJ MORIN INC	13,785	UM	Extension to previously competitively bid contract as resources were directed to COVID response.
POWERS ROOFING & SHEET METAL INC	13,620	UMPI	Extension to previously competitively bid contract as resources were directed to COVID response.
BANGOR TIRE CO INC	12,900	UM	Combination of unexpected tire wear on show removal vehicles and global supply chain-driven cost increases drove costs over the bidding limit.
MECHANICAL SVCS INC	12,897	UM	Extension to previously competitively bid contract as resources were directed to COVID response.
RJ MORIN INC	12,850	UM	Extension to previously competitively bid contract as resources were directed to COVID response.
ROOF SYSTEMS OF MAINE	12,600	UM	Extension to previously competitively bid contract as resources were directed to COVID response.
COMMON APPLICATION INC	12,586	UM	Membership renewal for software platform used to process incoming student applications. Conducting an RFP for this service has been delayed by the pandemic. An RFP is under development for the long-term.
BARBRI INC	12,500	UM Law	Purchase of bar exam diagnostic tests for Maine Law students who are in jeopardy of failing the Universal Bar Exam. Maine Law is required to maintain a 75% overall bar passage rate in order to maintain accreditation. In the past there were few suppliers in this field and this supplier provided the product that met our needs best. Market research will determine how best to proceed for the long-term.

Supplier Name	Amount	Camp	Summary Notes
ATLASSIAN PTY LTD	12,410	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 the pandemic, thus delaying the purchase & implementation of the new system (Team Dynamix). Implementation is in progress and users are being moved to the new platform in a phased manner to avoid disruption of critical business functions. Full implementation will likely take another one-two years.
ASCEND LEARNING HOLDINGS LLC	12,018	USM	Technology-based assessment, testing, and certification solution for the nursing program. Attempts to roll these products under existing single 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 support, necessitating further investigation and negotiation with this supplier. Products needed for continuity for nursing students and their academic experience. A long-term plan for these services will be investigated and determined in the coming year and will be based primarily on program/student needs.
TIDAL BAY CONSULTING LLC	11,900	UM	Purchase of consulting services for project management of UMaine Climate Adaptation Evaluation project. Cost of original scope of work, including stakeholder outreach, was below the threshold for competitive bidding. This outreach resulted in unexpected support, providing new opportunities for technical expertise and connections, thus increasing the scope and coordination of the contractor.
RESPONDUS INC	11,595	UMS	Extension of remote proctoring software license for service essential to ensure academic grade integrity in the online environment. Pandemic necessitated implementing such system. It has been determined to be an ongoing need and an RFP is in process.
FACILITY & CONSTRUCTION SVCS	11,350	UM	Unexpected increased costs of window ledge repairs at Winslow Hall at UMaine. While conducting more routine repairs, it was found that some ledges were in a further state of disrepair and needed immediate remediation.
CANFIELD SYSTEMS INC	11,250	USM	Emergency repair to public address system in the field house by supplier currently handling the maintenance agreement. System can no longer be repaired and must be replaced in order to continue upcoming track meets and public events in the venue.

Supplier Name	Amount	Camp	Summary Notes
MODERN DECORATORS LLC	11,100	UM	Unanticipated costs of an added coat of paint for a painting project that in turn pushed project over the bidding threshold.
COMMON APPLICATION INC	11,062	UM	Membership renewal for software platform used to process incoming student applications. Conducting an RFP for this service has been delayed by the pandemic. An RFP is under development for the long-term.
DUNBAR & BRAWN CONSTRUCTION INC	10,911	UM	Repair and refinishing services for the trophy case in the Memorial Gym at UMaine. Cost of these services exceeded anticipated amount because of unforeseen damage needing remediation. The original manufacturer of the case performed the work.
BRONSON AUDIO VISUAL	10,740	UM	Purchase of audio-visual services for commencement which have already taken place for which no competitive process was done. Initial services expected to be under \$10K but an additional (4th) ceremony was added at the last minute, thus exceeding the bidding threshold.
FURBUSH ROBERTS PRINTING CO INC	10,396	UM	Typically annual spend with this supplier is below bidding threshold but one large printing order came through to UMaine Printing Services for which a portion required subcontracting, thus pushing the total spend over the bid limit. Printing Services will seek alternative sources going forward or use an existing UMS contract, if available
HONEYWELL INTRNTL INC	10,150	UM	Extension to previously competitively bid contract as resources were directed to COVID response.

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 example, the first transaction listed with Elsevier is for an extensive collection of online academic journals, books and other content made available across the UMS.

Supplier Name	Amount	Campus
EBSCO INFO SVCS EBSCO SUBSCRIP SVCS	150,307	UM
SPRINGER NATURE CUSTOMER SVC CTR LLC	81,167	UM
CLARIVATE ANALYTICS US LLC	79,062	USM
ELSEVIER INC	46,491	UM

Supplier Name	Amount	Campus
OCLC INC	46,167	UM
OCLC INC	45,000	USM
OCLC INC	43,461	USM
S & P CAPITAL IQ LLC	41,200	UM
EBSCO INFO SVCS EBSCO SUBSCRIP SVCS	34,839	UM
JSTOR	29,522	USM
EBSCO INFO SVCS EBSCO SUBSCRIP SVCS	26,926	UM
ELSEVIER INC	26,911	USM
OCLC INC	26,903	UM
ELSEVIER INC	21,022	UMF
UNIV OF CHICAGO	19,095	UM
JSTOR	15,318	UM
OCLC INC	14,888	UM
EBSCO INFO SVCS EBSCO SUBSCRIP SVCS	13,387	UM
IBISWORLD INC	13,040	USM
EBSCO INFO SVCS EBSCO SUBSCRIP SVCS	12,408	UM
WALDO	12,015	UM
CENTER FOR RESEARCH LIBRARIES	11,397	UM

FY22 CONTRIBUTIONS GREATER THAN \$1,000

Payee	Amount	Description
OSHER MAP LIBRARY FOUNDATION	246,026	The donation of the Osher Map Library holdings to USM included a requirement that the funds held in the USM Cartography Endowment Fund be transferred to the Osher Map Library Foundation
HOCKEY EAST	101,000	Annual membership in the Hockey East Athletic Conference for UMaine
AMERICA EAST CONFERENCE	75,000	Annual membership in the America East Athletic Conference for UMaine and annual membership in the America East Academic Consortium

Payee	Amount	Description
INTERNET2	61,429	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)
ASSN OF PUBLIC & LAND GRANT UNIVS	44,548	Annual membership dues for the Association of Public & Land Grant Universities for UMaine
NATL CTR FOR FACULTY DEVELOP & DIVERSITY	37,750	Annual membership for the National Center for Faculty Development and Diversity for UMaine
NORTH ATLANTIC CONFERENCE	36,720	Annual membership dues for the North Atlantic (athletic) Conference for UMF and UMPI
CAA FOOTBALL	33,750	Annual membership dues for the Colonial Athletic Association for the UMaine football program
AMER ASSN OF COLLEGES OF NURSING	32,307	Annual membership in the American Association of Colleges of Nursing for UMF and USM
UNIV OF RHODE ISLAND	30,608	Grant-funded annual membership dues for the Northeastern Regional Association of State Agricultural Experiment Station Directors operated by University of Rhode Island
LITTLE EAST CONFERENCE	26,000	Annual athletic conference dues for the Little East Conference for USM Athletics
COUNCIL FOR OPPORTUNITY IN EDUCATION	25,175	Grant funded annual membership dues for the Council for Opportunity in Education for UMF, UMF, UMPI, USM
AMERICAN ASSN OF STATE COLLEGE	24,216	Annual membership dues for the American Association of State Colleges; Annual Membership in Grants Resource Center
EDUCAUSE INC	23,446	Annual membership dues in EDUCAUSE professional association for IT for all UMS campuses
COMMON APPLICATION INC	19,374	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
NC SARA	18,000	Annual membership for the National Council for State Authorization Reciprocity Agreements

Payee	Amount	Description
AMERICAN ASSN COLLEGES FOR TEACHER EDUC	16,780	Annual membership to the American Association of Colleges for Teacher Education for UMaine and UMF
COUNCIL ON SOCIAL WORK EDUC	15,016	Annual membership dues for the Council on Social Work Education for UMaine, UMPI, USM
MAINE & CO	15,000	Grant funded corporate level sponsorship of Maine & Company for UMS and UMaine
AMERICAN COUNCIL ON EDUCATION	13,702	Annual membership in the American Council on Education
ASSOCIATION OF ASSISTIVE TECH ACT PRGRMS	13,391	Grant funded annual membership dues for the Association of Assistive Technology Act Programs for UMA
ASSN OF AMERICAN LAW SCHOOLS	13,288	Annual membership in the Association of American Law Schools
NATIONAL ASSN STUDENT FINANC A	12,858	Annual membership dues for the National Association of Student Financial Aid Administrators
NORTHEAST EXTENSION DIRECTORS	12,138	Annual cost share for the operation of the Association of Northeast Extension Directors
USCAA	12,000	Annual Membership for the US Collegiate Athletic Association for UMA and UMFK
ASSOCIATION OF GOV BOARDS OF UNIV & COLL	11,995	Annual membership dues for the Association of Governing Boards of Universities and Colleges
SHEEO	11,987	Annual membership in the State Higher Education Executive Officers association
NEREN INC	11,740	Annual membership dues for the Northeast Research and Education Network (fees for Internet network services for Internet2 provided by NEREN for NetworkMaine at UMS)
AAC & U	10,933	Annual membership in the Association of American Colleges and Universities
MAINE DISCOVERY MUSEUM	10,500	Sponsorship for the Maine Science Festival
MAINE STATE CHAMBER OF COMMERCE	9,750	Annual membership dues for Maine State Chamber of Commerce and Sponsorship of Annual Meeting
COUNCIL FOR ADVANCE & SUPPORT OF EDUC	9,745	Membership dues for the Council for Advancement and Support of Education

Payee	Amount	Description
COUNCIL OF PUBLIC LIBERAL ARTS COLLEGES	9,500	Annual membership dues for the Council of Public Liberal Arts Colleges for UMF
ASSN OF COLLEGIATE SCHOOLS OF ARCHITECT	9,131	Annual membership in the Association of Collegiate Schools of Architecture
NACUBO	9,093	Annual membership dues for the National Association of College and University Business Officers
RESEARCH AMERICA	8,600	Annual membership for Research America for UMaine
ABET INC	8,505	Annual membership dues to the Accreditation Board for Engineering and Technology for USM
NCAA	7,800	Annual membership dues for the National Collegiate Athletic Association for UMF, UMaine, UMPI, USM
BETA GAMMA SIGMA INC	7,725	Annual membership to Beta Gamma Sigma International Business Honor Society
WICHE	7,650	Annual membership dues for the Western Interstate Commission for Higher Education for their State Authorization Reciprocity Agreement programs
IACMI	7,500	Annual membership in IACMI- The Composites Institute for UMaine
SECOND NATURE INC	7,200	Annual membership dues for the Presidents' Climate Leadership Commitment through Second Nature for UMA, UMF, UMFK, UMaine, UMPI
ASSOCIATION OF UNIV CTRS ON DISABILITIES	7,072	Annual membership for the Association of University Centers on Disabilities
MAINE PUBLIC HEALTH ASSN	7,070	Annual membership dues for the Maine Public Health Association
NATIONAL STUDENT CLEARINGHOUSE	6,960	Annual membership dues for the National Student Clearinghouse Student Tracker program
CAMPUS COMPACT	6,874	Grant funded National Campus Compact membership dues
COUNCIL OF GRADUATE SCHOOLS	5,830	Annual membership dues for the Council of Graduate Schools for UMaine and USM
AMERICAN SCTY FOR ENGINEERING	5,539	Annual membership dues for the American Society for Engineering Education

Payee	Amount	Description
CITI PROGRAM A DIVISION OF BRANY	5,500	Annual subscription for the CITI Program for research ethics and compliance training
NEW ENGLAND REGIONAL FELLOWSHIP CONSORTI	5,500	Grant funded sponsorship of research fellowships with the New England Regional Fellowship Consortium for the Osher Map Library at USM
SEA GRANT ASSN	5,500	Grant funded membership for the Sea Grant Association
AMERICAN BAR ASSN	5,285	Annual membership in the American Bar Association
BANGOR REGION CHAMBER OF COMMERCE	5,213	Annual membership dues and Sponsorship for the Bangor Region Chamber of Commerce
COUNCIL FOR HIGHER EDUC ACCREDITATION	5,115	Annual membership for the Council for Higher Education Accreditation
COLLEGE OF THE ATLANTIC	5,000	Sponsorship of Oceanographic Regime Shifts research project
NEW ENGLAND BOARD OF HIGHER ED	5,000	Annual membership for the North Star Collective of the New England Board of Higher Education for USM
STONEHILL COLLEGE	5,000	Sponsorship of the Drifters: A Relaunch research project for UMaine
SUNRISE COUNTY ECONOMIC CNCL	4,972	Sponsorship of the Aquaculture Pilot Project research project for UMaine
MAINE CTR FOR COASTAL FISHERIES	4,835	Sponsorship of program development grant for River Herring Portal project
ASSOCIATION OF SMALL BUSINESS DEV CTR	4,600	Grant funded annual membership dues for the Association of Small Business Development Centers for USM
ANEP	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 DEVELOPMENT FNDTN	4,225	Annual membership dues for Maine Development Foundation for UMA, UMF, USM and UMaine and sponsorship of Leadership Maine
NATIONAL ASSN OF COLLEGE & UNIV ATTRNYS	4,020	Annual membership dues for the National Association of College and University Attorneys for UMS

Payee	Amount	Description
MAINE ENGINEERING PROMOTIONAL CNCL	4,000	Sponsorship of Engineering Week
COMMONWEALTH OF MASSACHUSETTS	3,998	Annual access to the Massachusetts Centralized Clinical Placement System for the UMFK Nursing program
NATIONAL LEAGUE FOR NURSING	3,928	Annual membership dues for the National League for Nursing for UMA, USM
VISIT PORTLAND	3,908	Annual membership for Visit Portland for USM
AACRAO	3,805	Annual membership dues to the American Association of Collegiate Registrars and Admissions Officers
UNIQUE VENUES	3,785	Annual membership for the Unique Venues registry for UMaine
PORTLAND REGIONAL CHAMBER	3,680	Annual membership dues for the Portland Regional Chamber for USM
NATIONAL ASSN OF UNIV FOREST RSRCS PROGS	3,653	Annual membership dues for the National Association of Forest Resources Programs
APPA	3,503	Annual membership dues for the APPA: Leadership in Educational Facilities professional association
INCLUSION MAINE	3,500	Sponsorship of the Inclusion Maine Conference for USM
WATERVILLE COUNTRY CLUB INC	3,425	Annual membership for the Waterville Country Club for the UMF golf team for their home course
UPCEA	3,400	Annual Membership for the University Professional and Continuing Education Association for UMaine and USM
COLLEGES OF DISTINCTION	3,322	Annual membership dues for the Colleges of Distinction registry
NAFSA ASSN OF INTRNTL EDUCATOR	3,320	Annual membership for NAFSA: Association of International Educators
AACSB INTL	3,300	Annual membership dues to the Association to Advance Collegiate Schools of Business for USM
RSU 22	3,272	Annual membership dues for the Penobscot Region Educational Partnership for which RSU 22 serves as fiscal agent

Payee	Amount	Description
UNIV OF MINNESOTA	3,229	Annual membership for the Open Education Network for USM for which the University of Minnesota is fiscal agent
NATL ORG DISORDERS OF CORPUS CALLOSIUM	3,208	Annual membership in the National Organization for Disorders of the Corpus Callosum for UMaine
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
NACAS	3,047	Annual membership for National Association of College Auxiliary Services
LITERACY VOLUNTEERS OF BANGOR	3,000	Sponsorship of the Literacy Volunteers of Bangor Annual Literacy Tea
NACEP	3,000	Annual membership for the National Alliance of Concurrent Enrollment Partnerships
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 UMaine
NIWR	3,000	Annual membership for the National Institutes for Water Resources for UMaine
COMPUTING RESEARCH ASSN	2,946	Annual membership in the Computing Research Association for UMaine
MAINE INTL TRADE CTR	2,750	Annual membership dues for the Maine International Trade Center and sponsorship of Maine Trade Day
YANKEE SMALL COLLEGE CONFERENCE	2,750	Annual Membership dues for the Yankee Small College (athletic) Conference for UMA and UMM Athletics
NATIONAL ASSN COLLEGE ADMISSION COUNSEL	2,700	Annual membership dues for the National Association of Admissions Counselors for UMF, UMM, UMaine, UMPI
EASTERN COLLEGE ATHLETIC CONF	2,600	Annual membership in the Eastern College Athletic Conference for UMaine

Payee	Amount	Description
ARCUS	2,500	Annual membership in the Arctic Research Consortium of the United States for UMaine
CUTC	2,500	Sponsorship of the Council of University Transportation Centers summer meeting
MAINE AQUACULTURE ASSN	2,500	Sponsorship award for the Buoy Maine business pitch competition funded by the National Sea Grant Office for which the UMaine Sea Grant program acts as fiscal agent
MAYO STREET ARTS	2,500	Sponsorship of the Portland Theater Festival for USM
NEW ENGLAND COUNCIL INC	2,500	Annual membership for the New England Council
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
NASM	2,497	Annual membership in the National Association of Schools of Music for UMaine and USM
NATIONAL ASSN STUDENT FINANC AID ADMINS	2,473	Annual membership dues for the National Association of Student Financial Aid Administrators
NACADA	2,455	Annual membership dues for the NACADA: The Global Community for Academic Advising
INDEPENDENT COLLEGE BOOKSTORE	2,400	Annual membership for the Independent College Bookstore Association for UMaine
NATIONAL ORG OF NURSE PRACTITI	2,400	Annual membership in the National Organization of Nurse Practitioner Faculties for UMaine and USM
NASPA STUDENT AFFAIRS ADMINS IN HIGH EDU	2,396	Annual membership dues for NASPA - Student Affairs Administrators in Higher Education for UMA, UMaine, USM
ADHA	2,340	Annual membership in the American Dental Hygienists' Association
CASE	2,305	Membership dues for the Council for Advancement and Support of Education
INDIANA UNIV	2,250	Membership for the Research and Education Networking Information Sharing and Analysis Center for UMS
NATA	2,235	Annual membership in the National Athletic Trainers' Association for UMaine

Payee	Amount	Description
NIRSA	2,145	Annual memberships for the National Intramural and Recreational Sports Association
IEEE	2,017	Annual memberships in the Institute of Electrical and Electronics Engineers for UMaine
ACADEMYHEALTH	2,000	Annual membership dues to AcademyHealth. AcademyHealth is a nonpartisan, nonprofit professional organization dedicated to advancing the fields of health services research and health policy.
BENTHIC ECOLOGY MEETING	2,000	Sponsorship of the Benthic Ecology Meeting Society by UM
COLLEGE BOARD	2,000	Annual membership dues for the College Board
COMMISSION ON COLLEGIATE	2,000	Annual membership in the Commission on Collegiate Nursing Education for UMFK
EDUCATE MAINE	2,000	Sponsorship of Educate Maine Events
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
NATIONAL COUNCIL FOR STATE AUTH RECIPROCITY AGREEMENTS	2,000	Annual membership for the National Council for State Authorization Reciprocity Agreements
NEW MAINERS PUBLIC HEALTH INITIATIVE	2,000	Sponsorship of the Strengthening the CHW Workforce research project for UMA
NEW ENGLAND DIV III XC TRACK & FIELD ASN	1,950	Annual memberships for the New England Division Three Cross Country Track and Field Association for UMF, USM and UMPI
AWP	1,900	Annual membership for the Association of Writers & Writing Programs
MACHIAS BAY AREA CHAMBER OF CO	1,900	Annual membership dues for the Machias Bay Area Chamber of Commerce for UMM
NATIONAL ASSN OF MARINE LABORATORIES	1,900	Annual membership for the National Association of Marine Laboratories
AHEAD	1,853	Annual membership dues for the Association on Higher Education and Disability

Payee	Amount	Description
NASAD	1,771	Annual membership in the National Association of Schools of Art & Design for UMaine and USM
NASH	1,761	Annual membership for National Association of System Heads
KENNEBEC VLY CHAMBER OF COMMERCE	1,737	Annual membership dues for the Kennebec Valley Chamber of Commerce for UMA
NATIONAL COUNCIL OF UNIVERSITY RESEARCH ADMINISTRATORS	1,710	Sponsorship for the Region One conference of the National Council of University Research Administrators for USM
ONLINE LEARNING CONSORTIUM INC	1,700	Membership for the Online Learning Consortium
ASSOCIATION OF AMERICAN COLLEGES	1,657	Annual membership for the American Association of Colleges and Universities for UMPI
MEEOA	1,650	Annual membership dues for the Maine Educational Opportunity Association
MAINE STATE BAR ASSN	1,645	Annual membership dues for the Maine State Bar Association for Maine Law
MODERN LANGUAGE ASSN	1,645	Annual membership dues for the Modern Language Association of America
MAND	1,600	Sponsorship for the Maine Academy of Nutrition and Dietetics for UMaine
MAINE SUMMER CAMPS	1,568	Annual membership in Maine Summer Camps association
NFHCA	1,525	Annual memberships for the National Field Hockey Coaches Association for UMF
ECEDHA	1,500	Annual memberships in the Electrical and Computer Engineering Department Heads Association
NCCI	1,500	Annual membership dues for the Network for Change and Continuous Improvement for UMS
NEW ENGLAND COLLEGIATE CONFERENCE INC	1,500	Annual membership in the New England Collegiate Conference for UMF
PARTNERS FOR WORLD HEALTH	1,500	Sponsorship for the Blue Wrap Project Runway event by the Partners for World Health for USM
TRUSTEES OF PHILLIPS ACADEMY	1,500	Annual membership for the Institute for Recruitment of Teachers for UMaine for which Phillips Exeter Academy is fiscal agent

Payee	Amount	Description
UNITED TECHNOLOGIES CTR MVR4	1,500	Sponsorship of the Maine Career and Technical Education Experiential Learning Conference for UMaine
WEPAN INC	1,500	Annual membership for the Women in Engineering ProActive Network for UMaine
PENNSYLVANIA STATE UNIV	1,450	Annual membership for the Center for Collegiate Mental Health for which Penn State is the fiscal agent
INACSL	1,435	Annual membership in the International Nursing Association for Clinical Simulation and Learning for USM
AVIATION ACCREDITATION BOARD INTRNTL	1,420	Annual membership dues for the Aviation Accreditation Board International for UMA
AMERICAN COLLEGIATE HOCKEY ASS	1,400	Annual membership in the American Collegiate Hockey Association for USM
SOIL SCIENCE SCTY OF AMERICA INC	1,385	Annual membership for the Soli Science Society of America
AMERICAN MATHEMATICAL SCTY	1,356	Annual membership dues for the American Mathematical Society
US TRACK & FIELD CRS CNTRY COACHES ASSN	1,350	Annual membership dues for the U.S. Track & Field and Cross-Country Coaches Association for UM and USM
AASHE	1,345	Annual membership dues to the Association for the Advancement of Sustainability in Higher Education
APPIC	1,330	Annual membership dues to the Association of Psychology Postdoctoral and Internship Centers
AM ASSOC OF LAW LIB	1,304	Annual membership dues for the American Association of Law Libraries
NCHC	1,300	Annual membership dues for the National Collegiate Honors Council
NATL ASSOC OF EDUCATIONAL PROCUREMENT	1,275	Membership in the National Association of Educational Procurement
NEOA	1,265	Annual memberships for the New England Educational Opportunity Association for UMaine
NADD	1,200	Annual membership for the National Association of Deans and Directors of Schools of Social Work

Payee	Amount	Description
NATL ORG OF RESEARCH DEVELOPMENT PROFS	1,194	Annual membership for the National Organization of Research Development Professors for UMaine
NATIONAL COLLEGE ATTAINMENT NETWORK	1,160	Annual membership for the National College Attainment Network
INTRNATIONAL DISTRICT ENERGY ASSN	1,150	Annual membership dues for the International District Energy Association for UMaine
IUFRO	1,110	Annual membership for the International Union of Forest Research Organizations
AMERICAN INTL RECRUITMENT COUN	1,100	Annual membership in the American International Recruitment Council for UMaine
THE GERONTOLOGICAL SOCIETY OF AMERICA	1,094	Annual membership for the Gerontological Society of America for UMaine
NACA	1,080	Annual membership for the National Association for Campus Activities
MAINE ASSN OF EXT AGENTS	1,045	Annual membership for the Maine Association of Extension Agents
NATASSOC4EDUYNGCHD	1,038	Annual membership for the National Association for the Education of Young Children
WWW.USCSA.COM* USCSA	1,020	Annual membership for the United States Collegiate Ski and Snowboard Association for UMF
ISAAC	1,018	Annual membership in the International Society for Augmentative and Alternative Communication for UMaine



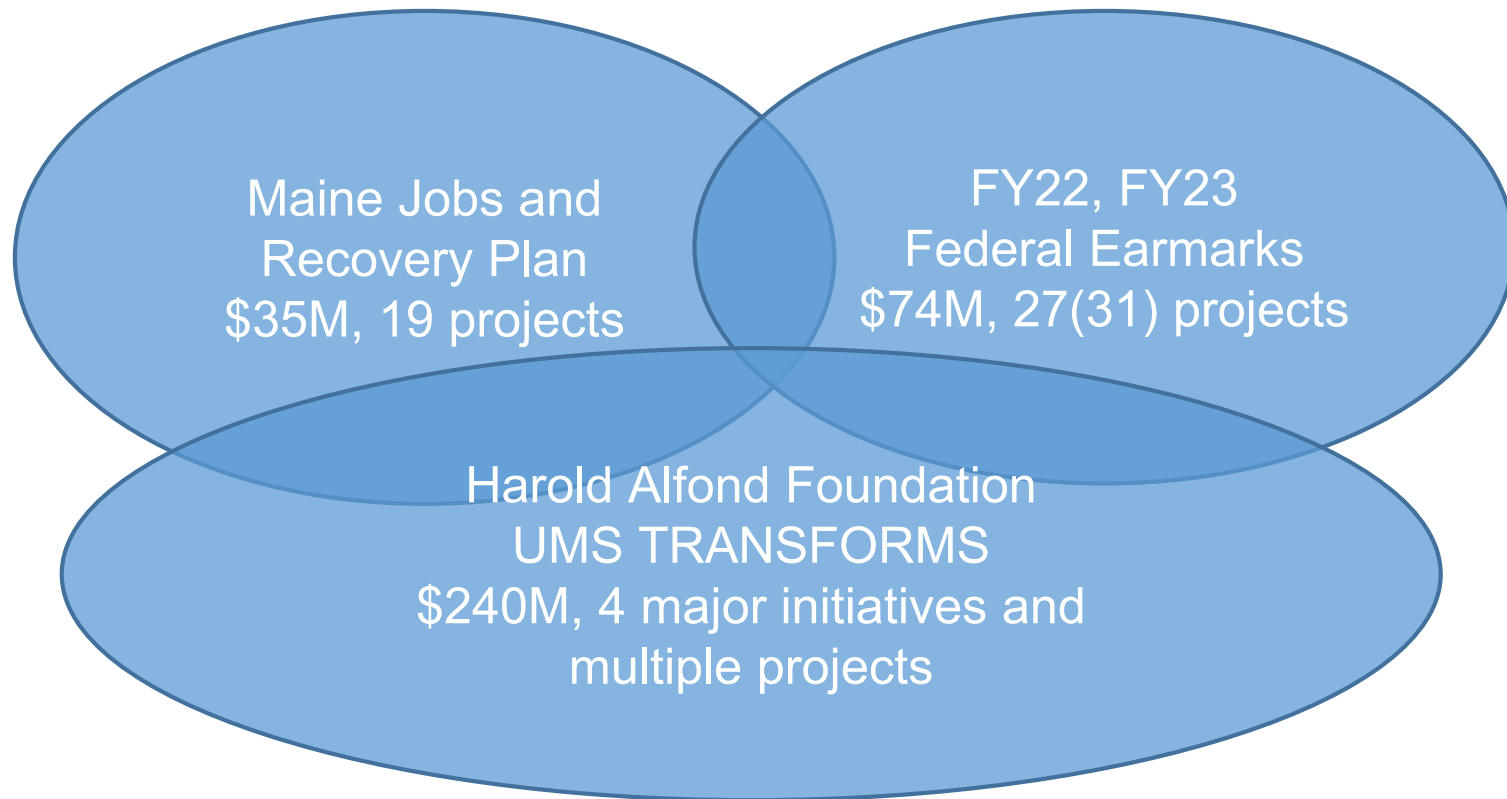
The UMS R&D Portfolio: *Extending Our Capacity, Educating the Workforce, Empowering the Economy – and Engaging in Exciting Science!*

January 30, 2023

Joan Ferrini-Mundy, Vice Chancellor for Research & Innovation, UMS

Samantha Warren, Director of Government and Community Relations, UMS

Jason Charland, Senior Advisor to the President and Executive Director of Research Development, UMaine



EXTENDING CAPACITY



Funded FY23 Earmarks: Thank You to the Maine Delegation

Project	Total Amount*	Selected	Participants
Extension Tick-Borne Disease Prevention in North. New England	\$6.2M	Collins	UMaine
UMaine PFAS Research Center*	\$8M	Collins, King	UMaine
Green Engineering and Materials (GEM) Factory of the Future*	\$8M	Collins, King	UMaine
UMFK Fox Auditorium Renovation*	\$4M	Collins, King	UMFK
Industry 4.0 Readiness System (UMaine project w/SMCC partnership)	\$7M	Golden	UMaine
Improving Access to Care and Patient Outcomes (Nursing Sim)*	\$4.5M	Collins, King	All (UMA)
Wild Blueberry Production for Changing Markets and Climates*	\$3M	Collins, King	UMaine
Seawater Supply Infrastructure for Nat'l Cold Water Marine Aquaculture Center & UMaine Center for Aquaculture Research*	\$3.5M	Collins, King	UMaine

**Indicates project with likely capital improvement needing BOT review (Overview will be provided at March FFT)*



Funded FY23 Earmarks: Thank You to the Maine Delegation

Project	Amount*	Selected	Participants
UMaine Food Innovation Center*	\$2.5M	Collins, King	UMaine
Composites Materials for Transportation Infrastructure Resilience	\$2M	Collins	UMaine
Sawing Operations Training Facility*	\$750,000	Collins, King, Golden	UMaine
Maine Agriculture Roadmap	\$1M	Collins, King	UMaine
Maine Entrepreneurship Fellowship and Incubator	\$300,000	Collins, King	UMaine
Dental Workforce Development & Community Dental Services*	\$750,000	Collins, King	UMA, UMPI
UMA Aviation Maintenance Technician School	\$400,000	Collins, King	UMA
Cohen Institute Public Service Education Partnership*	\$464,000	Collins	UMaine
Cyber Attack Prevention and Mgmt Training for Maine Towns	\$500,000	Collins	UMA
Maine Law Humanitarian Legal Aid Services Expansion	\$17,000	Collins, King	Maine Law

**Indicates project with likely capital improvement needing BOT review (Overview will be provided at March FFT)*



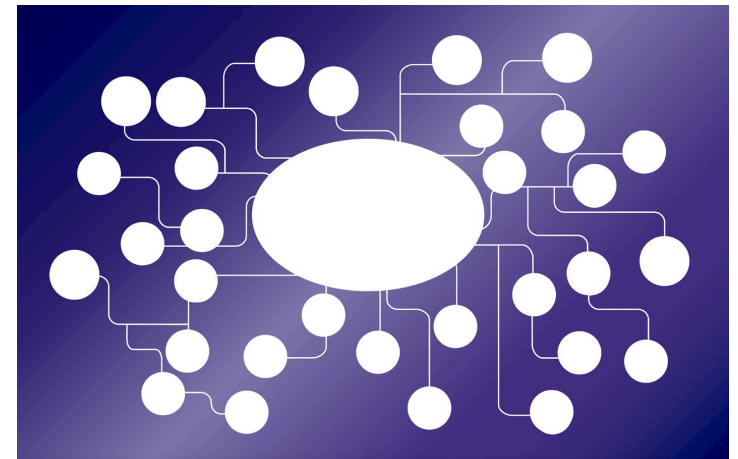
MJRP Small Campus Initiative Projects (\$4M)

Project	Participants
THOR Institute to Accelerate Talent Development and Innovation in Maine's Tourism, Hospitality and Outdoor Recreation Sector	All (USM)
Getting Maine on Track 2 Develop and Retain the Teacher Workforce	UMF, with UMM/UMaine
UMA Mental Health & Human Services Program and UMF Rehabilitation Services Program Training Collaborative	UMA, UMF
Statewide Expansion of Medical Laboratory Technology Programming to Address Workforce Challenges and Pandemic Recovery	UMA, UMPI
Health Sciences Immersive Simulation Center	UMFK, UMPI
Transforming Geospatial Opportunities for a Post-Pandemic Workforce	All (UMF)
USM Career Preparation: Pre-Health Grad School Advisor, Peer Career Guide and Job Shadowing	USM
USM Center for Teaching Innovation	USM
Information Privacy & Cybersecurity Law: Creating Opportunities for Students and Professionals	Maine Law



Convening and Collaborating: A Unified Portfolio Approach for R&D

- System-wide call for concept papers and evaluation process, Fall/Winter 22-23
- Maine Jobs and Recovery Plan (MJRP) and Earmark Project Administration group monthly meetings
- MJRP and Earmark Project (FY22, FY23, FY24) Principal Investigators (PIs) meeting/semester
- MJRP Small Campus Initiative PIs meeting
- UMS Research Leaders meetings
- UMS Library Deans and Directors meetings
- UMS Monthly Research and Innovation Speakers Series



EDUCATING THE WORKFORCE



Workforce Development Integration

Pathways to Careers

UMS Pathways to
Careers Center
Maine Jobs and Recovery Plan



OUR AIM —

Leverage the professional networks of the entire University of Maine System to:

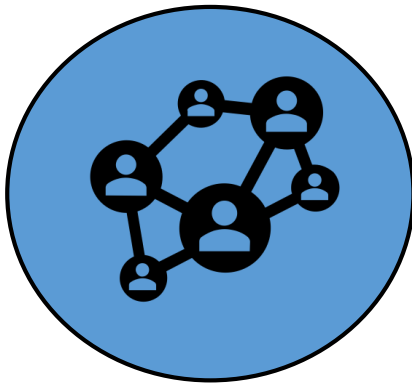
- Better steward our relationships with employers and their workforce needs
- Increase student access to internships
- Increase the quality of internships for UMS students



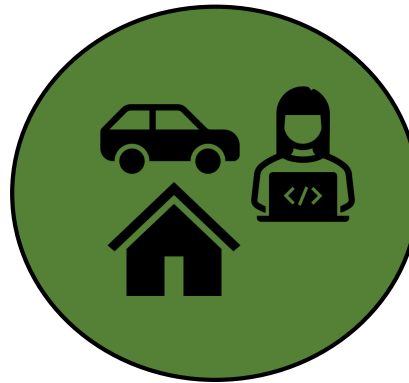
Workforce Development Integration

Pathways to Careers

OUR APPROACH — *the UMS Pathways to Careers Center*



*Coordinate by
economic sector*



*Design for greater
student inclusion*



*Support for High
Impact Practices*



Workforce Development Integration

Pathways to Careers

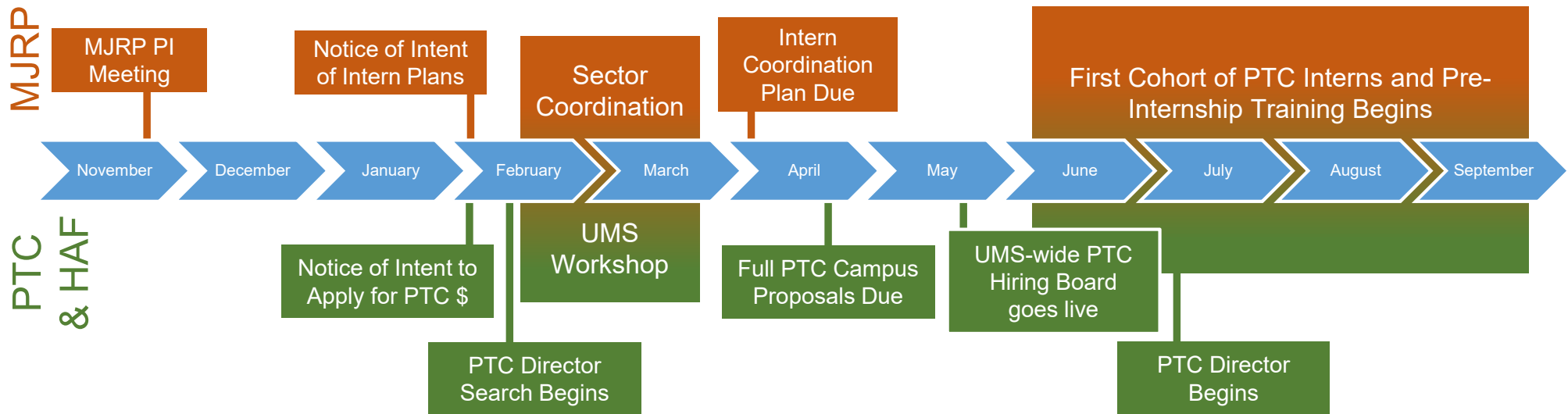
Other considerations

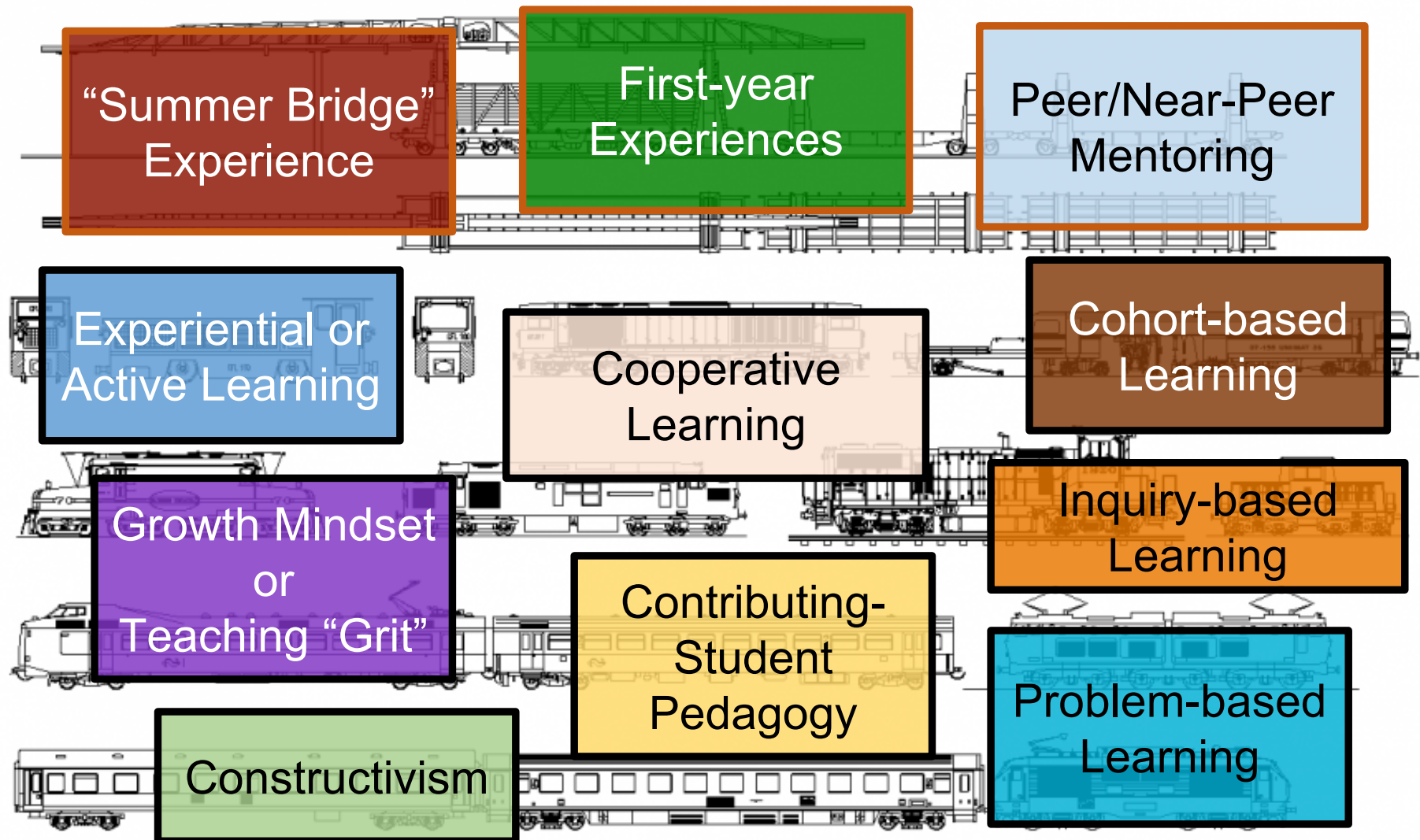
- Systemwide collaboration
- Assessment of existing sector relationships
- Partnerships with external entities, i.e. Maine Career Catalyst, JMG, trade associations
- Equity plans
- Cross-sector segments (i.e. Innovate for Maine, DEI)



Workforce Development Integration

Pathways to Careers



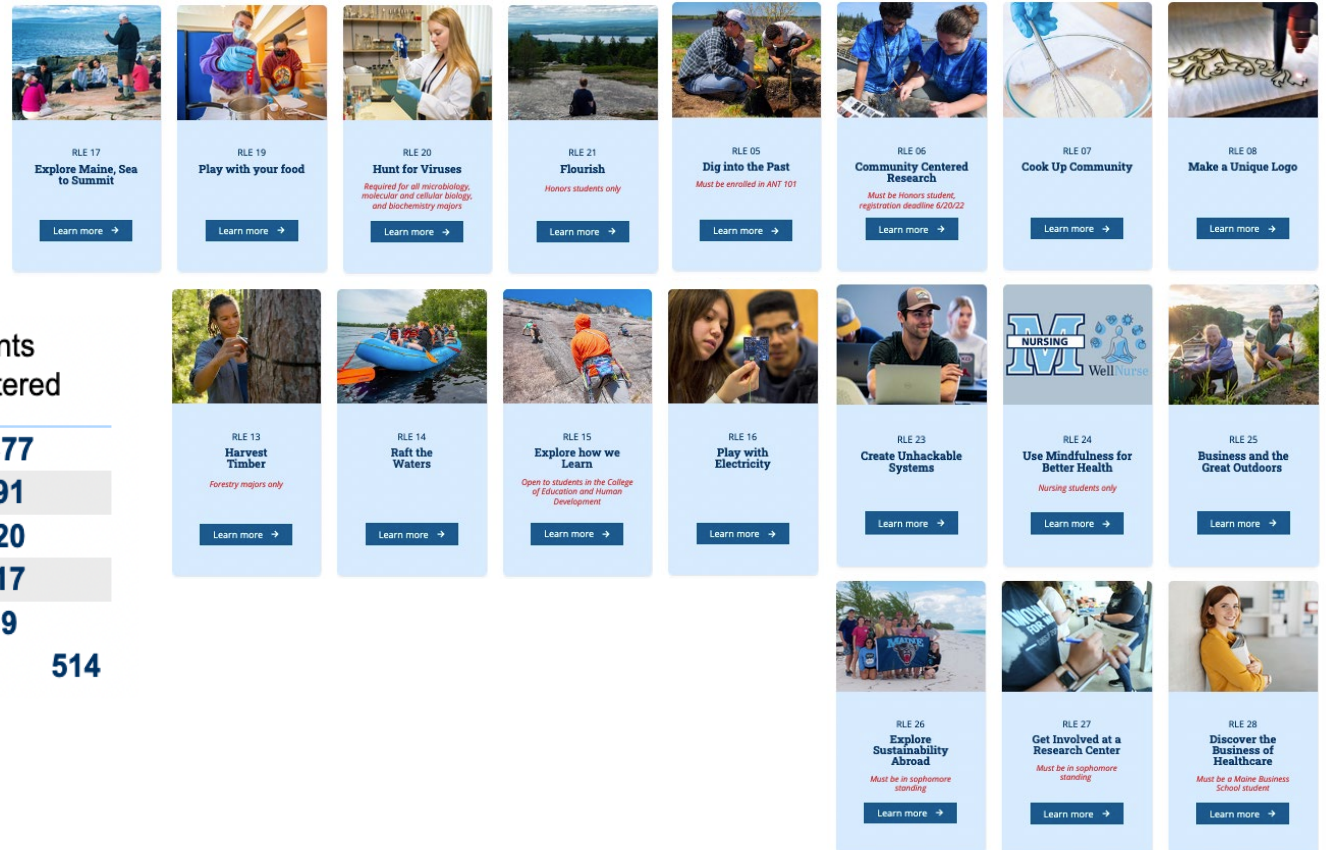


Slide credit: John Volin and Brian Olsen

Research Learning Experiences engage students and faculty system-wide in multiple disciplines

Across UMS – Fall 2022

- 54 Course Sections
- 514 students



RLE Courses

Students Registered

+	University of Maine	377
+	University of Maine Farmington	91
+	University of Maine Fort Kent	20
+	University of Maine at Augusta	17
+	University Maine Presque Isle	9
	Total	514



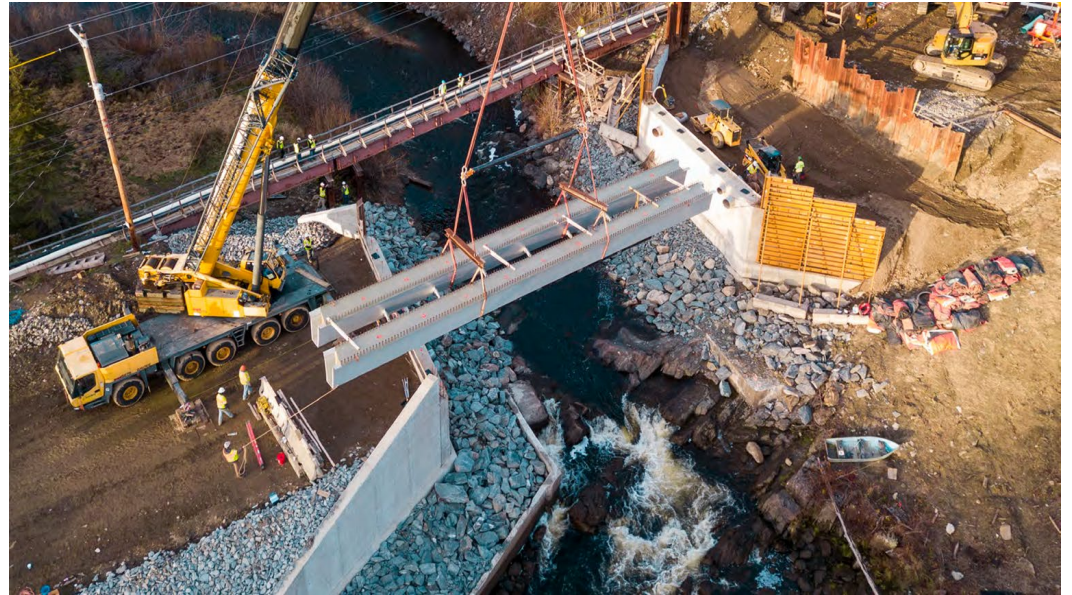
EMPOWERING THE ECONOMY



Maine Economic Improvement Fund (MEIF) FY22 Annual Report

MEIF Goals

- **Generate co-investment (6:1)**
- **Establish and grow partnerships**
- **Focus on workforce development (hands-on R&D)**



The Grist Mill Bridge in Hampden, constructed in 2020, was the first in the nation to use fiber-reinforced polymer girders called GBeams™, and was designed at the University of Maine's Advanced Structures and Composites Center.



Maine Economic Improvement Fund (MEIF) Annual Report



“Collaboration with UMaine on innovative, paper-based solutions brings fresh insight, providing critical technical validation and access to market-demanded applications that leverage the nanoscale texturing capability of Sappi’s Ultracast® paper manufacturing process.”

Mark Hittie, Sappi Director of Release Business Strategy

“This symbiotic relationship between the lab and industry is a differentiator for Maine, and the perfect example of how industry, academia and the state can work together to create nationally leading industries.”

Sean Sullivan, Executive Director, Maine Brewers’ Guild on USM MEIF-funded QC2 Lab



MEIF Small Campus Initiative (SCI)

Competitive internal grant program to build capacity for R&D in the state at UMS small campuses and Maine Maritime Academy.

FY22 funded projects:

- Statewide mapping of intertidal seaweeds using drones (MMA)
- ME MADE: Makerspaces for Abilities Driving Entrepreneurship (UMF)
- Using remote sensing data to assess forest health (UMFK)
- Applied R&D to promote shellfish aquaculture (UMM)
- Distributed machine learning approaches for big data analysis (UMPI)
- Modernization of the medical laboratory technologist program (UMA)
- Developing the “next-generation environmental scientist” through eDNA community-based biomonitoring (MMA)
- Using high-frequency sensors to track water clarity & seasonal change in Maine lakes (UMF)
- Cyber security range and scenario builder (UMA)



EXCITING SCIENCE!



UMS collaboration results in rare earth mineral discovery Led by Dr. Chunzeng Wang, University of Maine at Presque Isle

Discovery of the Pennington Mountain Rare Elements Niobium-Zirconium (REE-Nb-Zr) Deposits

- 1. The USGS Earth MRI (Mapping Resources Initiative)** A partnership between USGS, State Geological Surveys and industry to acquire new geologic maps, geophysical surveys and LiDAR data to better understand the geologic framework of areas across the Nation with the potential for hosting critical mineral resources.
- 2. The discovery of the Pennington Mountain deposit** (Through an airborne geophysical survey of areas in northern Maine in 2021)
- 3. Collaborations (USGS, MGS, UMS, and UNB)**
- 4. Opportunities for undergraduate & graduate research**



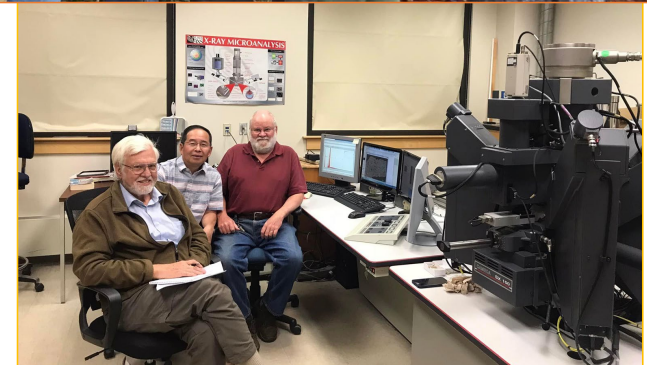
Opportunities for Undergraduate and Graduate Research (Fully Funded)

2 UMaine graduate students since 2018



Our job:

- **Education**
- **Science**
- **Economy**
- **Service**

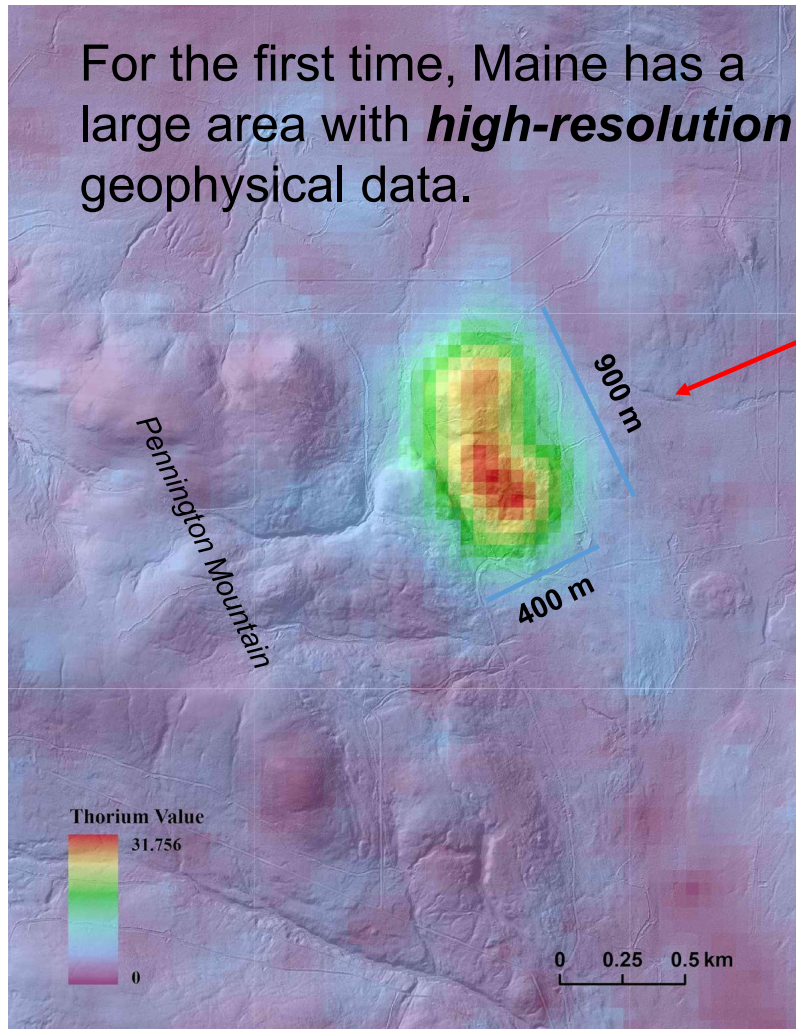


Collaborations among USGS, MGS, UMS, and UNB Geologists



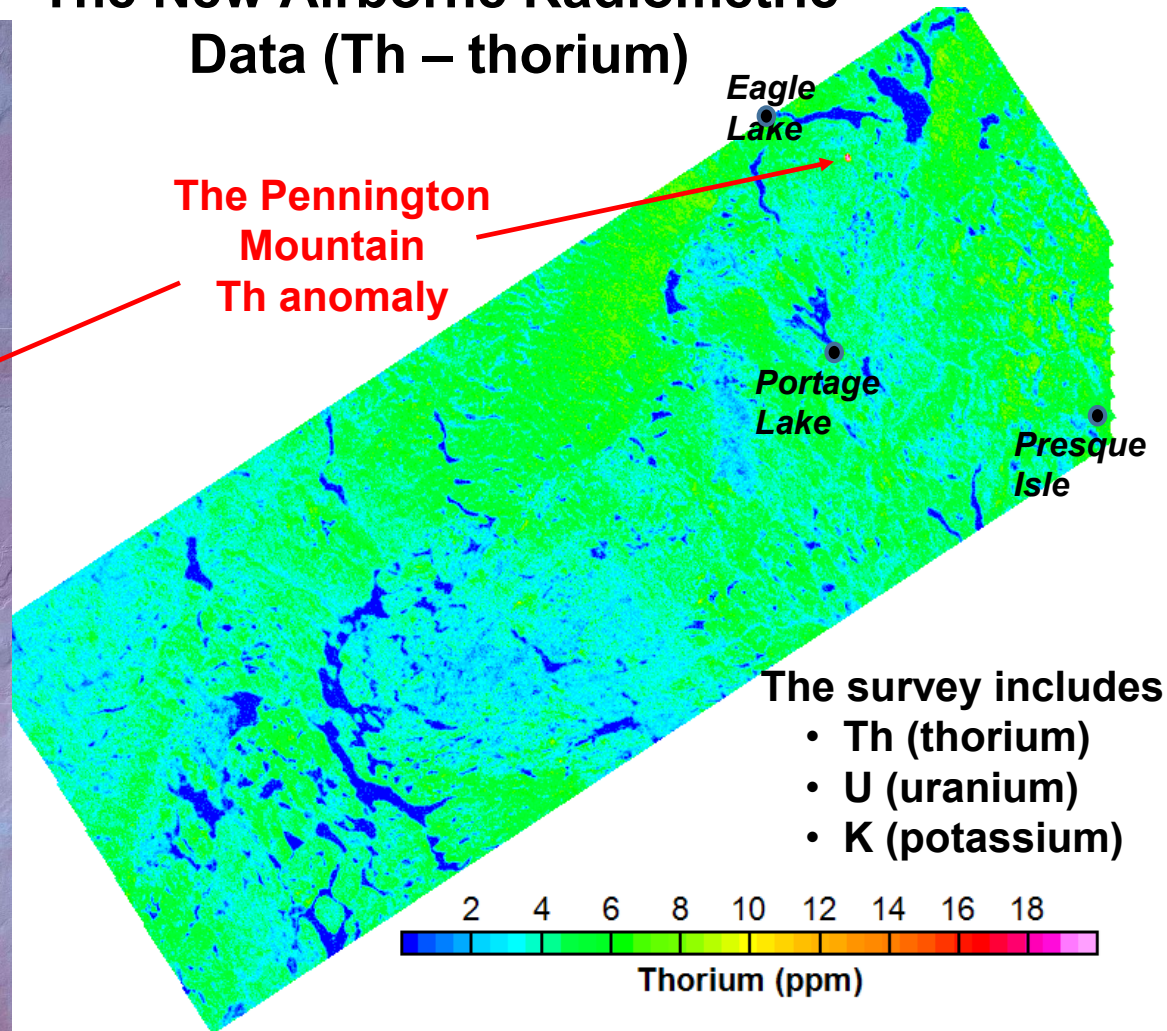
Slide credit: Chunzeng Wang, UMPI

For the first time, Maine has a large area with **high-resolution** geophysical data.



The New Airborne Radiometric Data (Th – thorium)

The Pennington Mountain Th anomaly

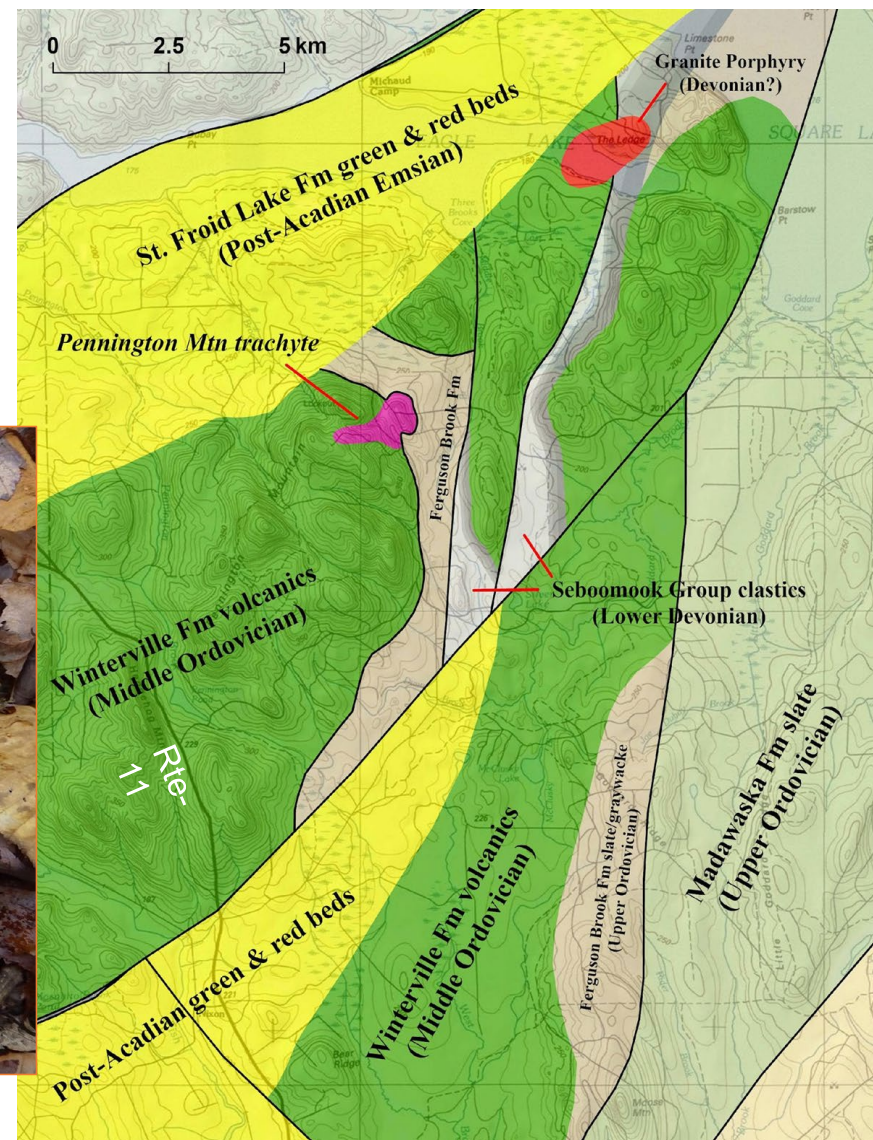


October 22-23, 2021 field inspection & sampling at Pennington Mountain

- advanced reconnaissance mapping and study in the Pennington Mtn area in 2020 and in early 2021.
- The entire ridge was found mineralized but the rock is fine grained (i.e., minerals are not visible to naked eyes).



Slide credit: Chunzeng Wang, UMPI



Your Questions





University of Maine System

Core Financial Ratios

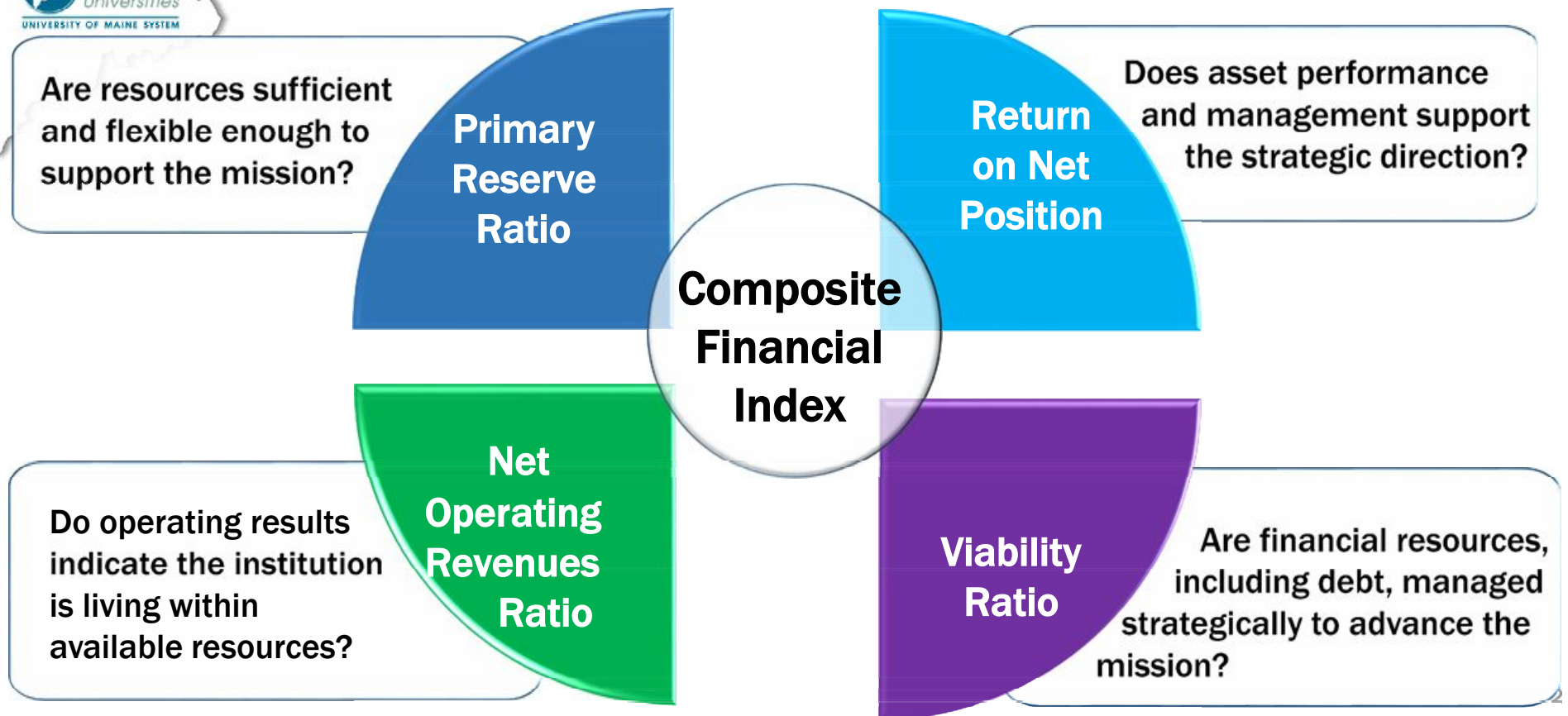
Ryan Low
Vice Chancellor for Finance
and Administration

January 2023

1



Core Financial Ratios and Composite Financial Index





Primary Reserve Ratio

Primary Reserve Ratio

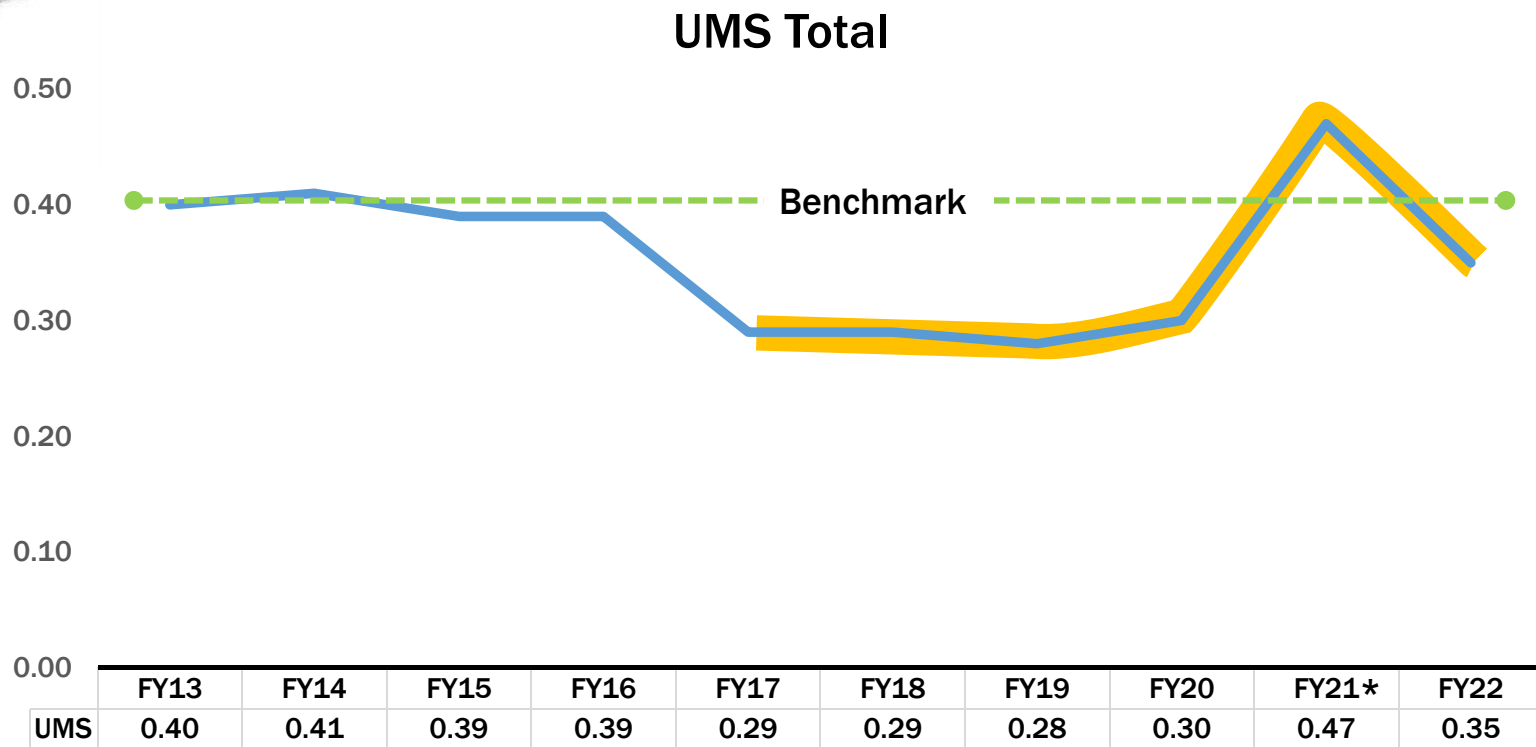
The **Primary Reserve Ratio** provides a snapshot of financial strength and flexibility by indicating how long the institution could function using its expendable net position (both unrestricted and restricted, excluding net position restricted for capital investments) without relying on additional net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

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

**excluding net position restricted for capital investments*



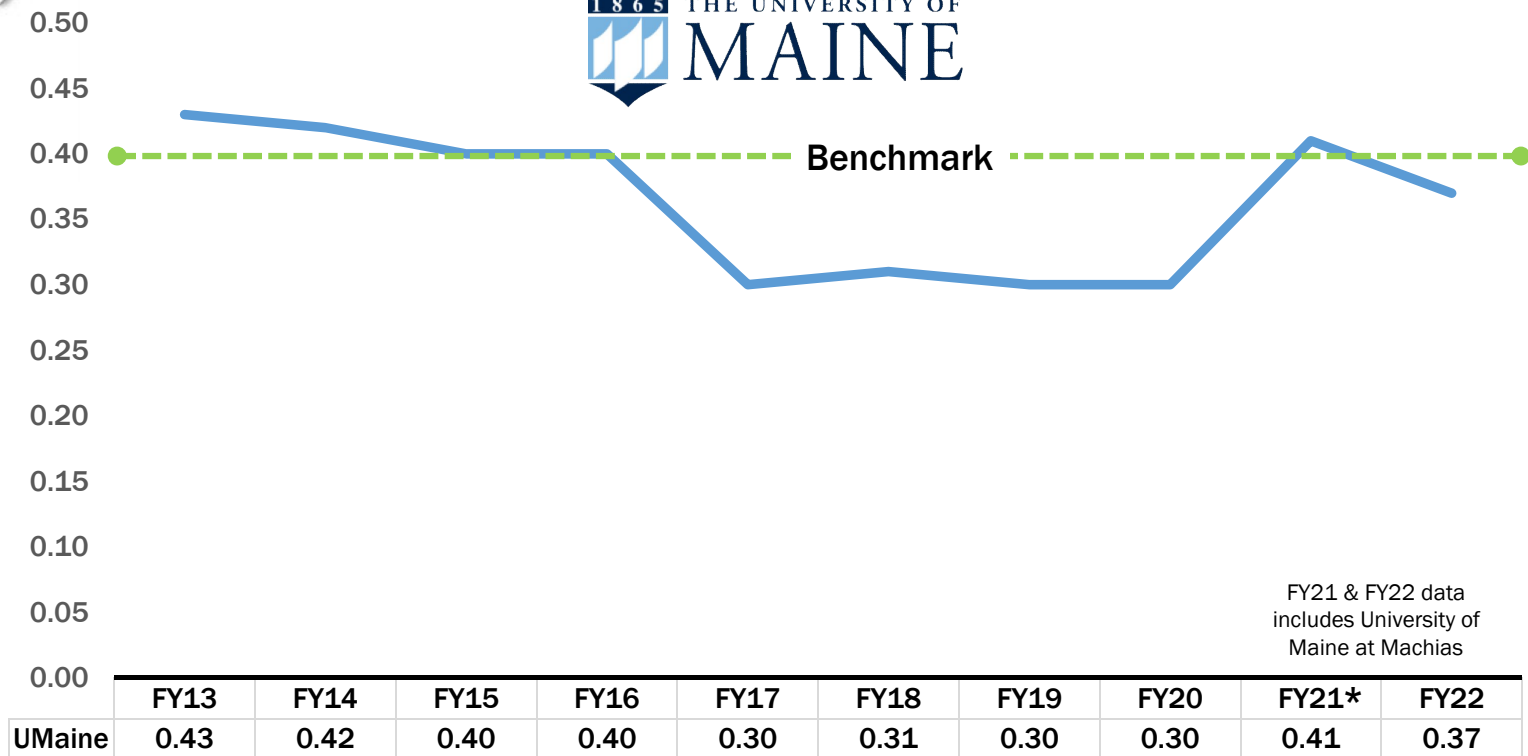
UMS Primary Reserve Ratio



* FY21 ratios have been restated due to a new accounting standard on leases that was implemented.



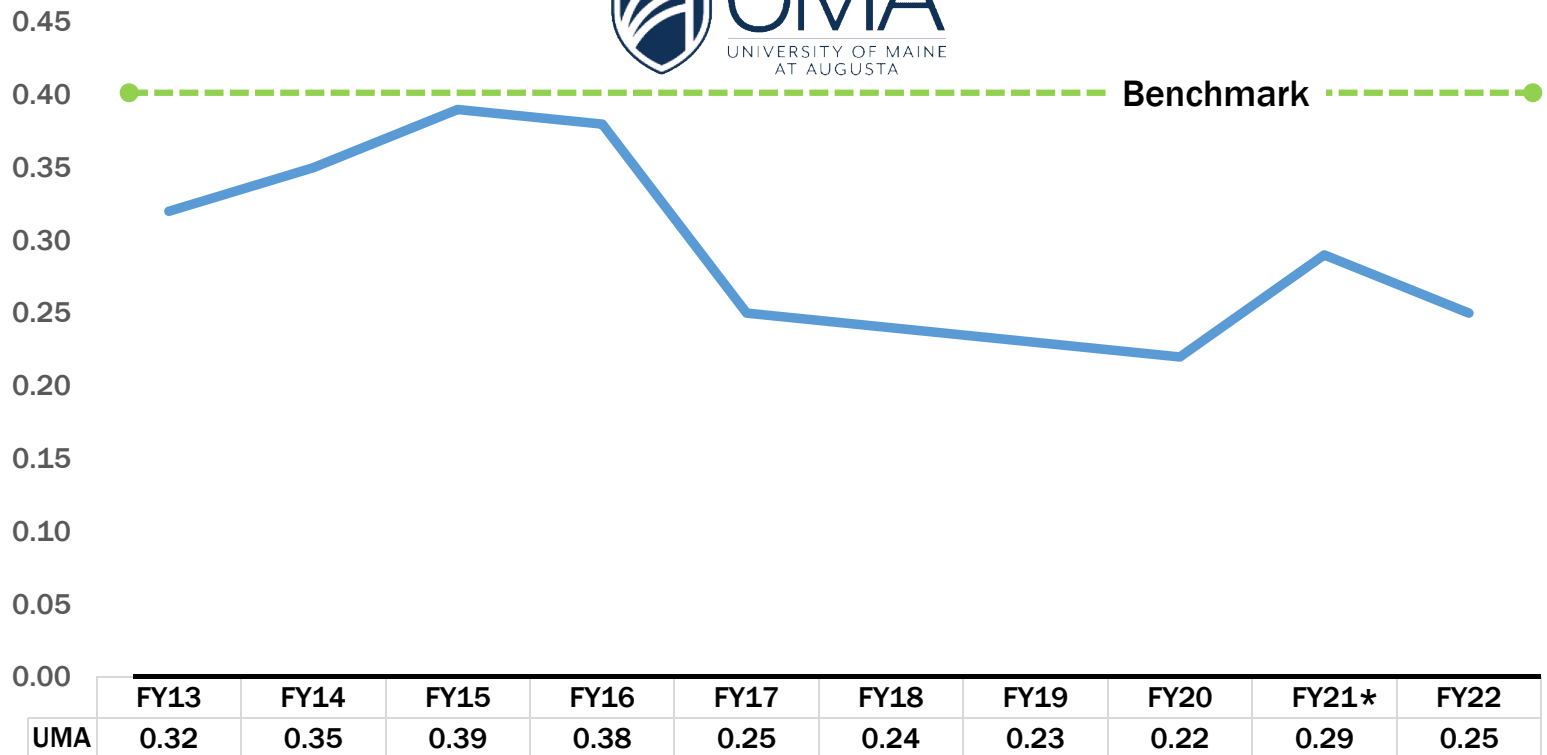
Primary Reserve Ratio



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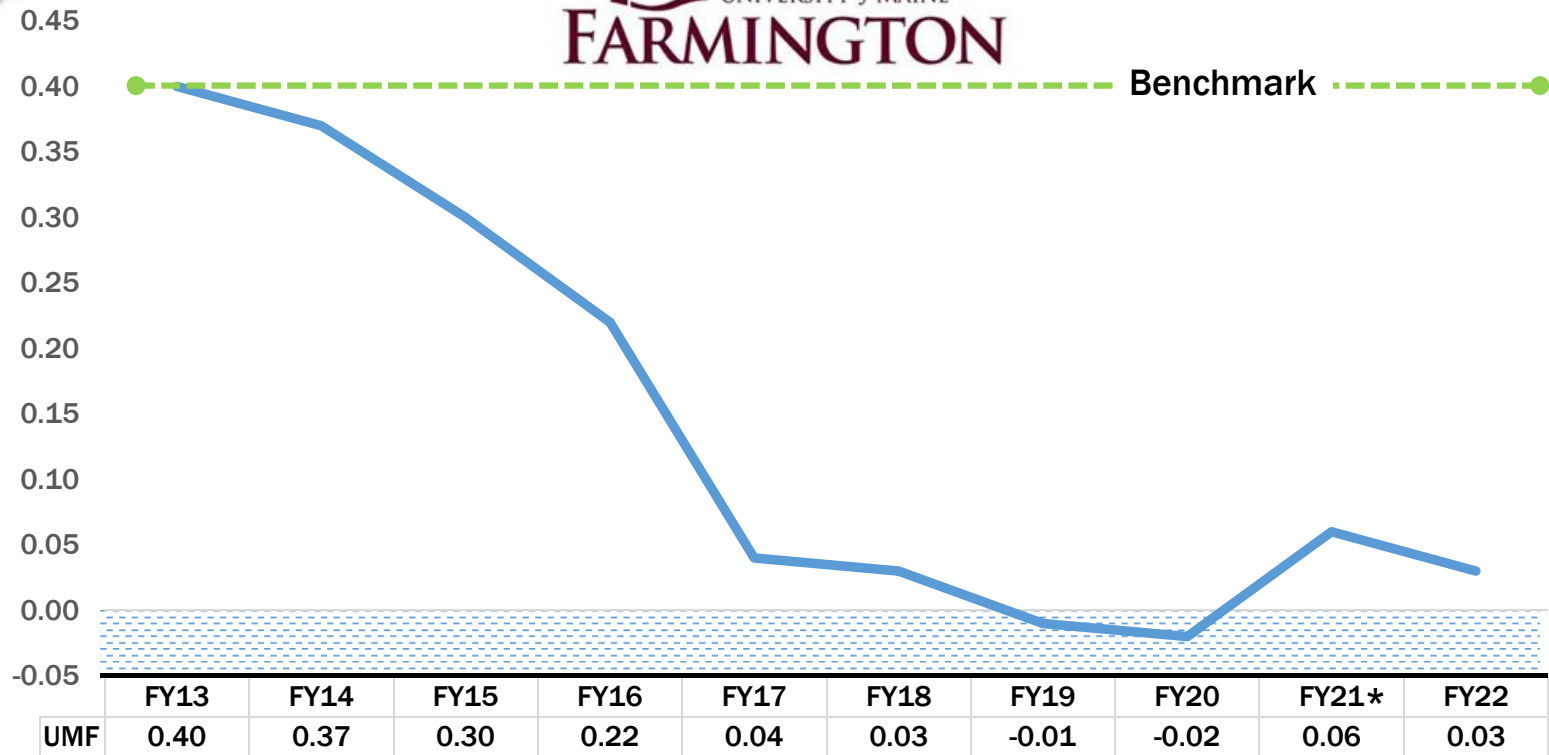
Primary Reserve Ratio



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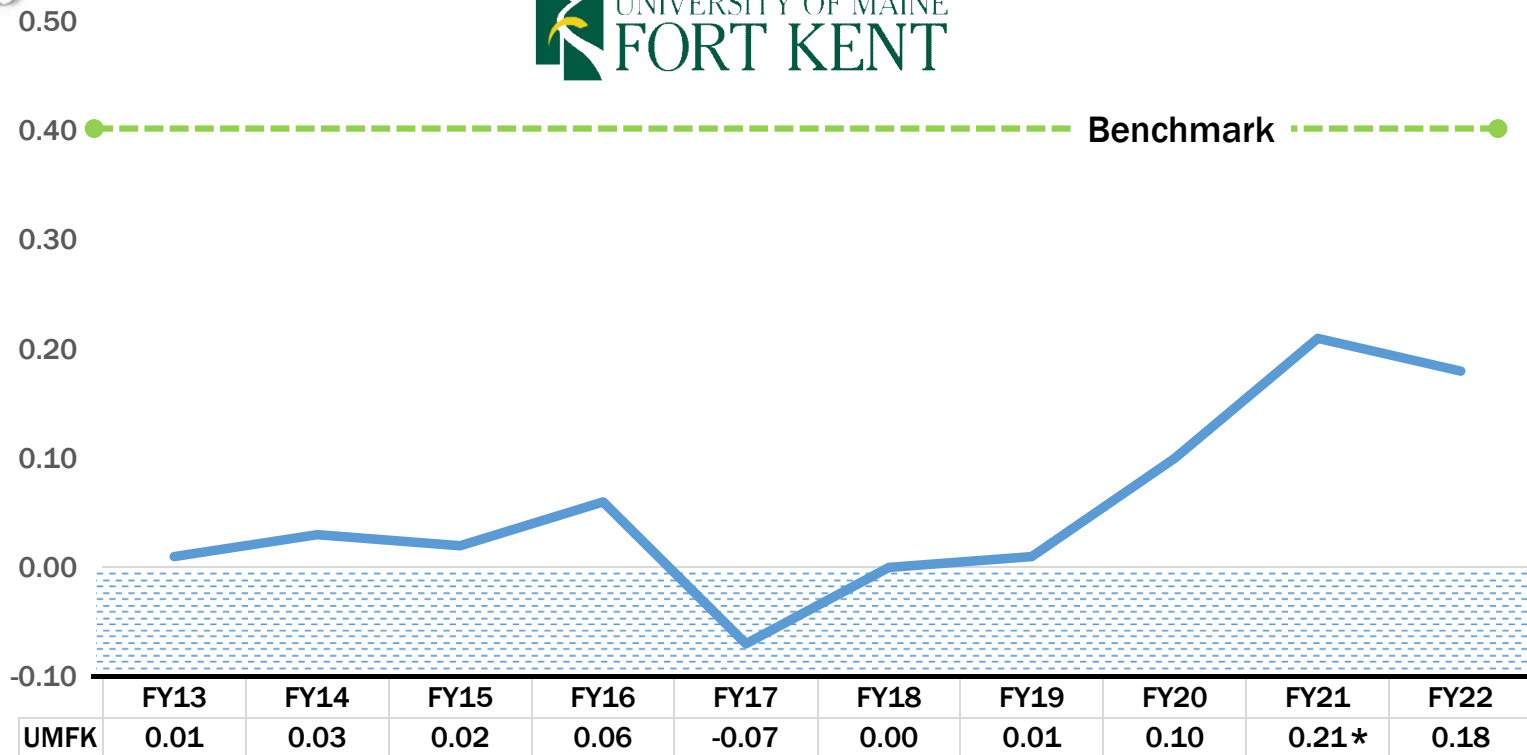
Primary Reserve Ratio



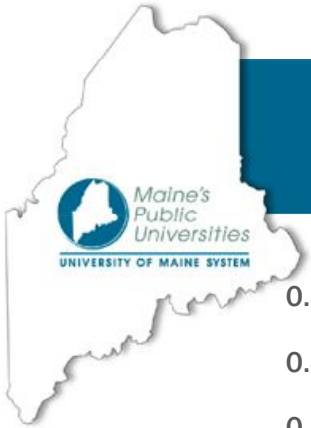
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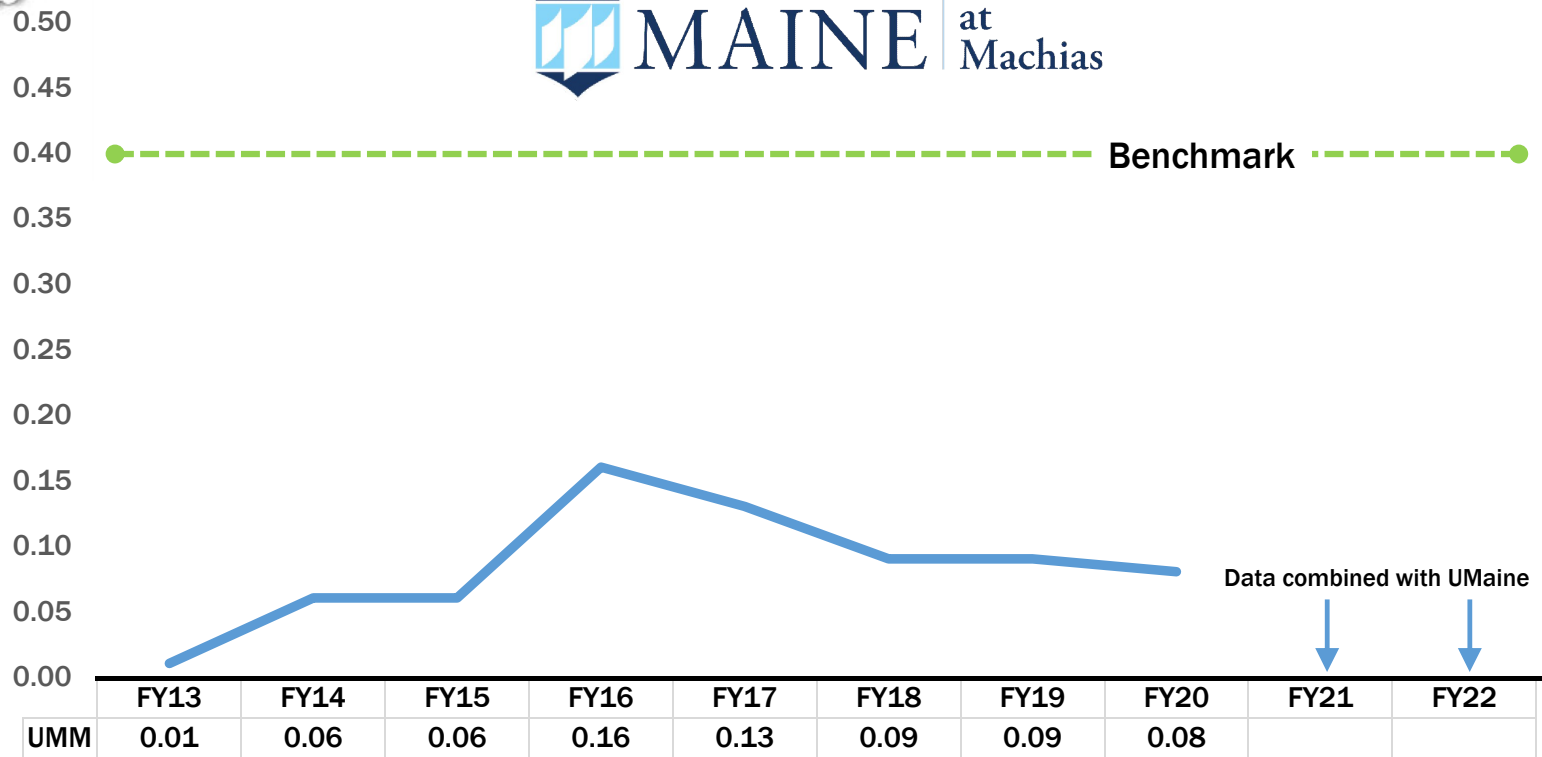
Primary Reserve Ratio

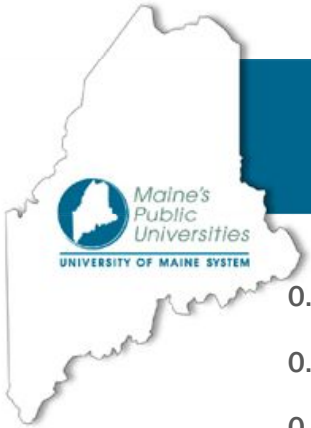


* FY21 ratios have been restated due to a new accounting standard on leases that was implemented.

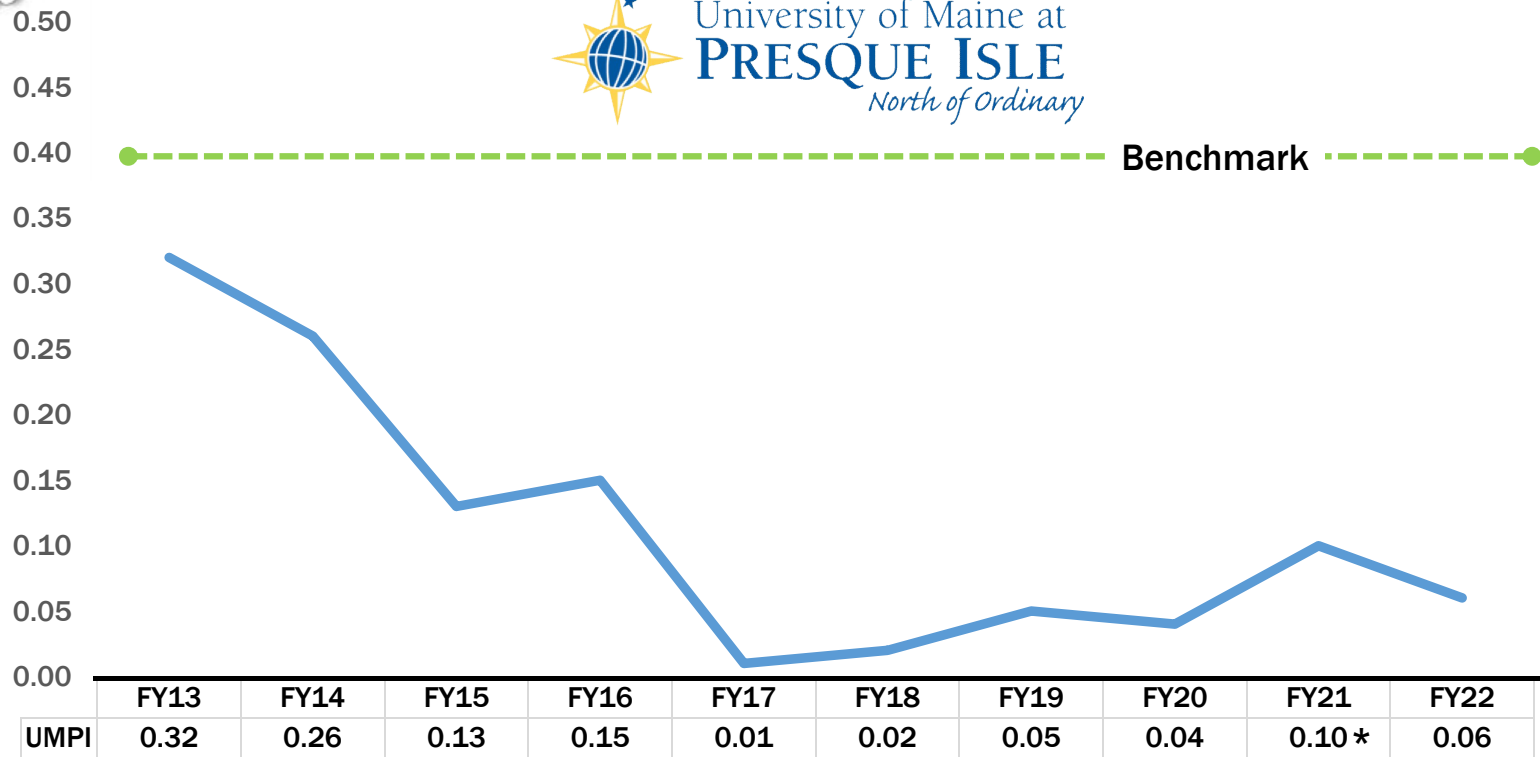


Primary Reserve Ratio

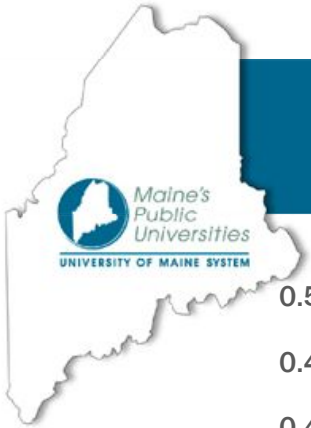




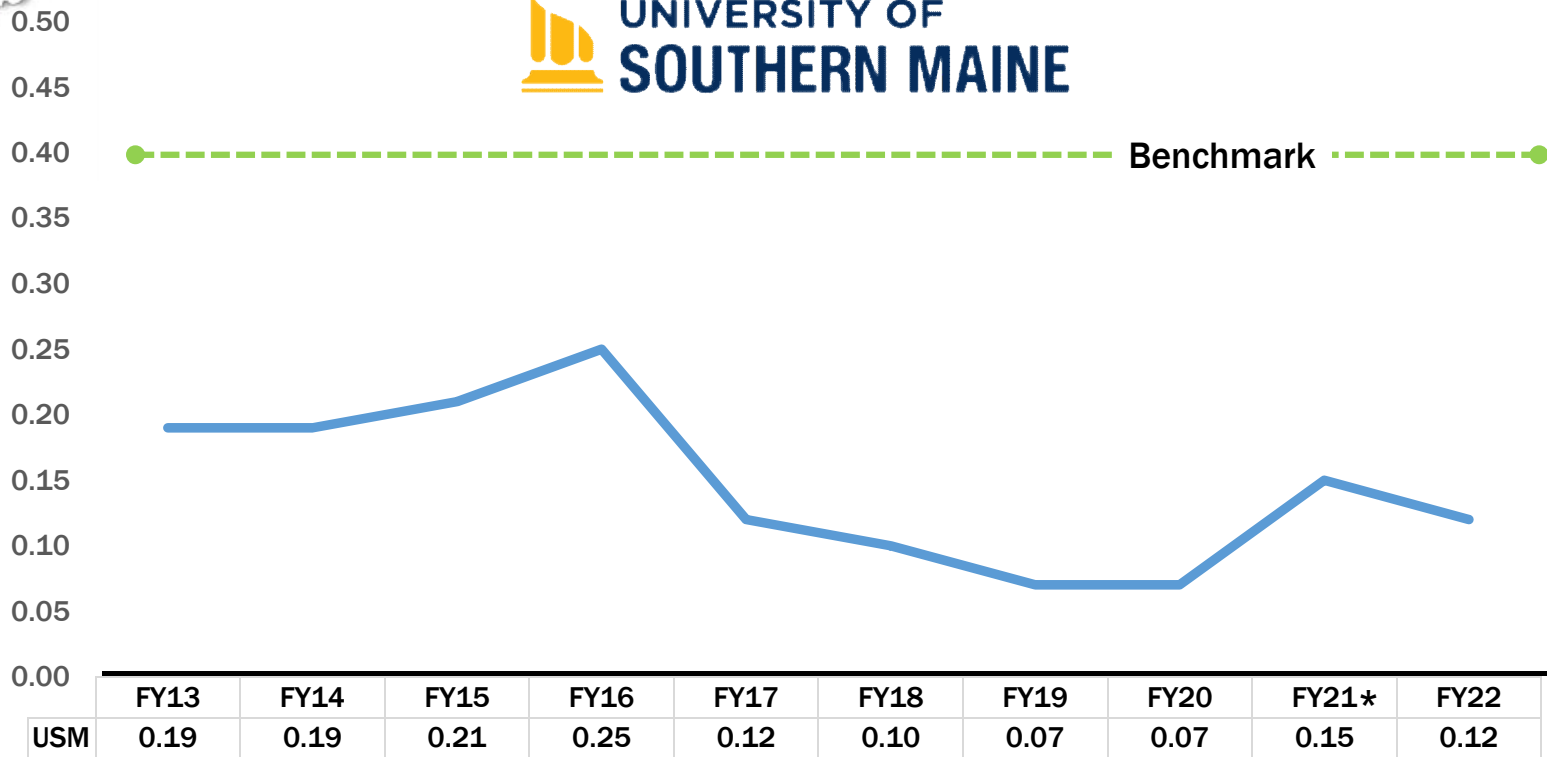
Primary Reserve Ratio



* FY21 ratios have been restated due to a new accounting standard on leases that was implemented.



Primary Reserve Ratio



* FY21 ratios have been restated due to a new accounting standard on leases that was implemented.



Net Operating Revenues Ratio

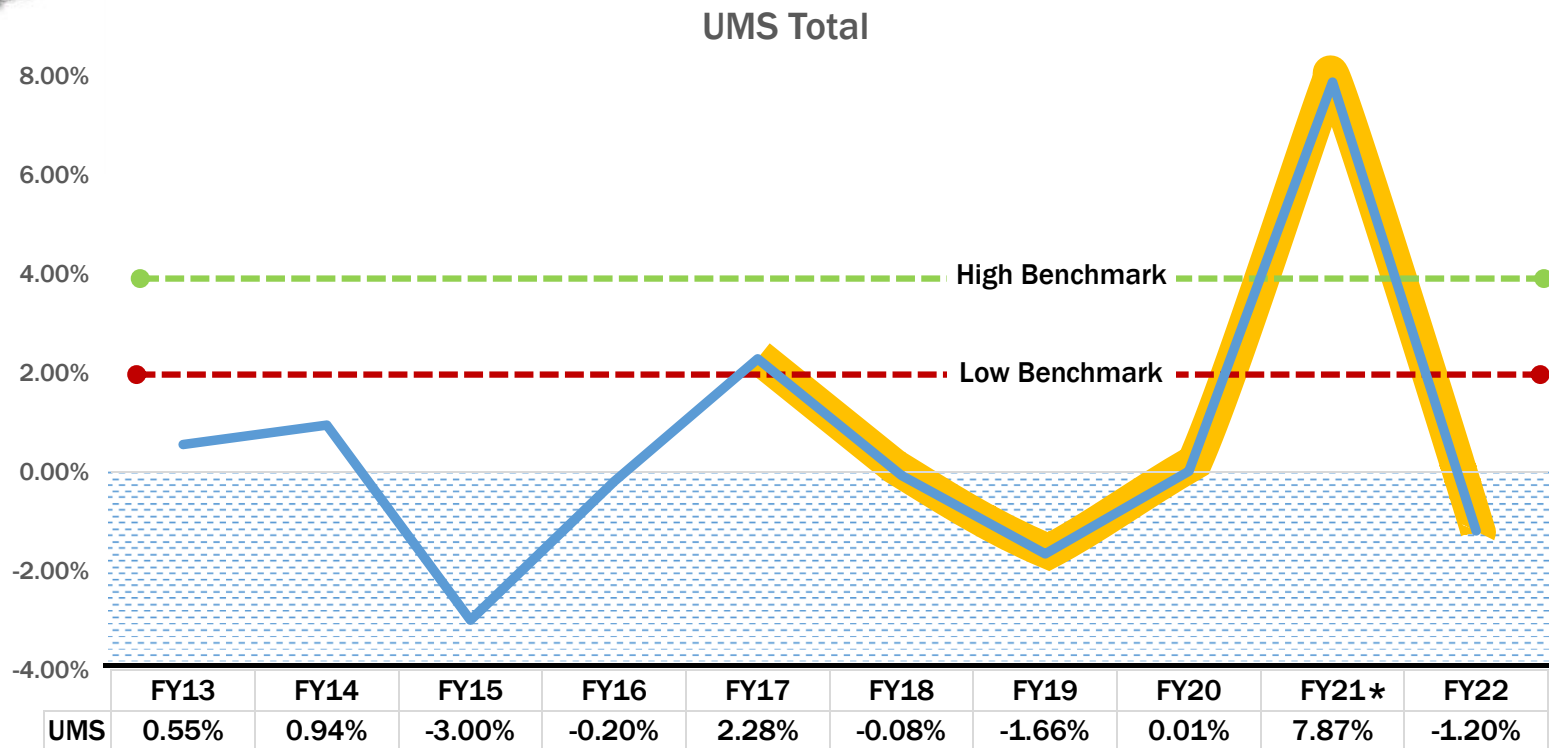
Net Operating Revenues Ratio

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:

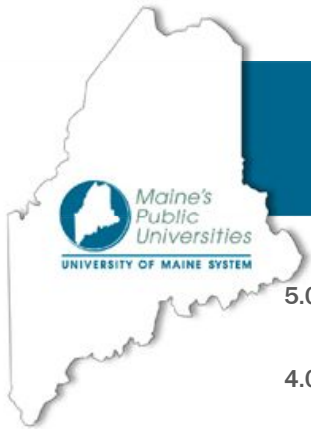
$$\frac{\text{Operating Income (Loss) plus Net Non-Operating Revenues (Expenses)}}{\text{Operating Revenues plus Non-Operating Revenues}}$$



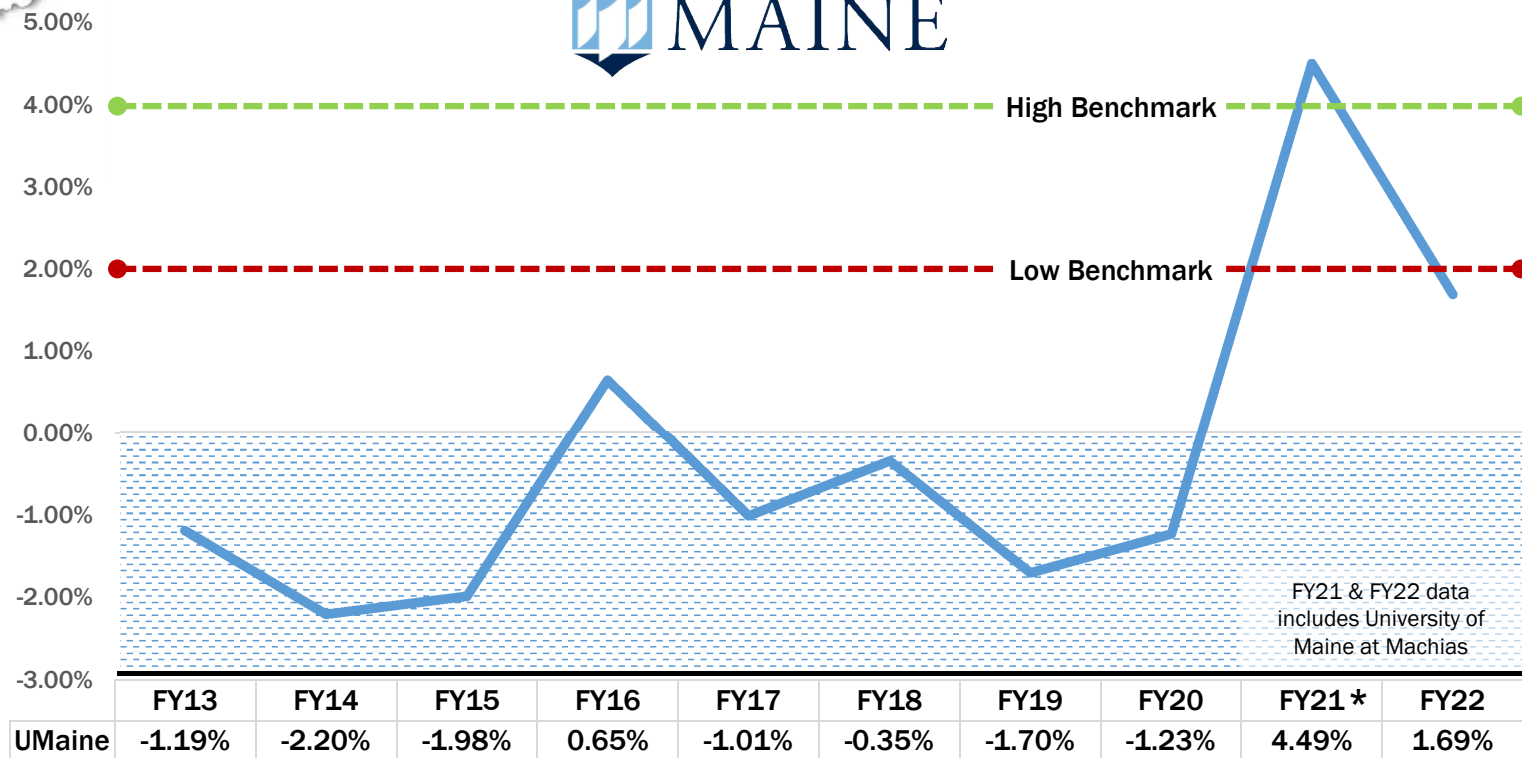
UMS Net Operating Revenues Ratio



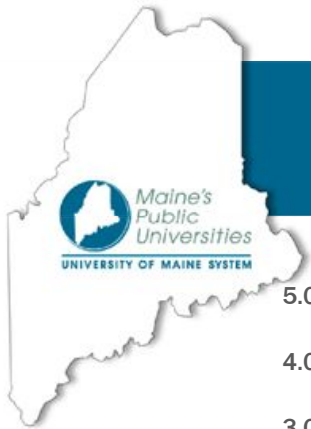
* FY21 ratios have been restated due to a new accounting standard on leases that was implemented.



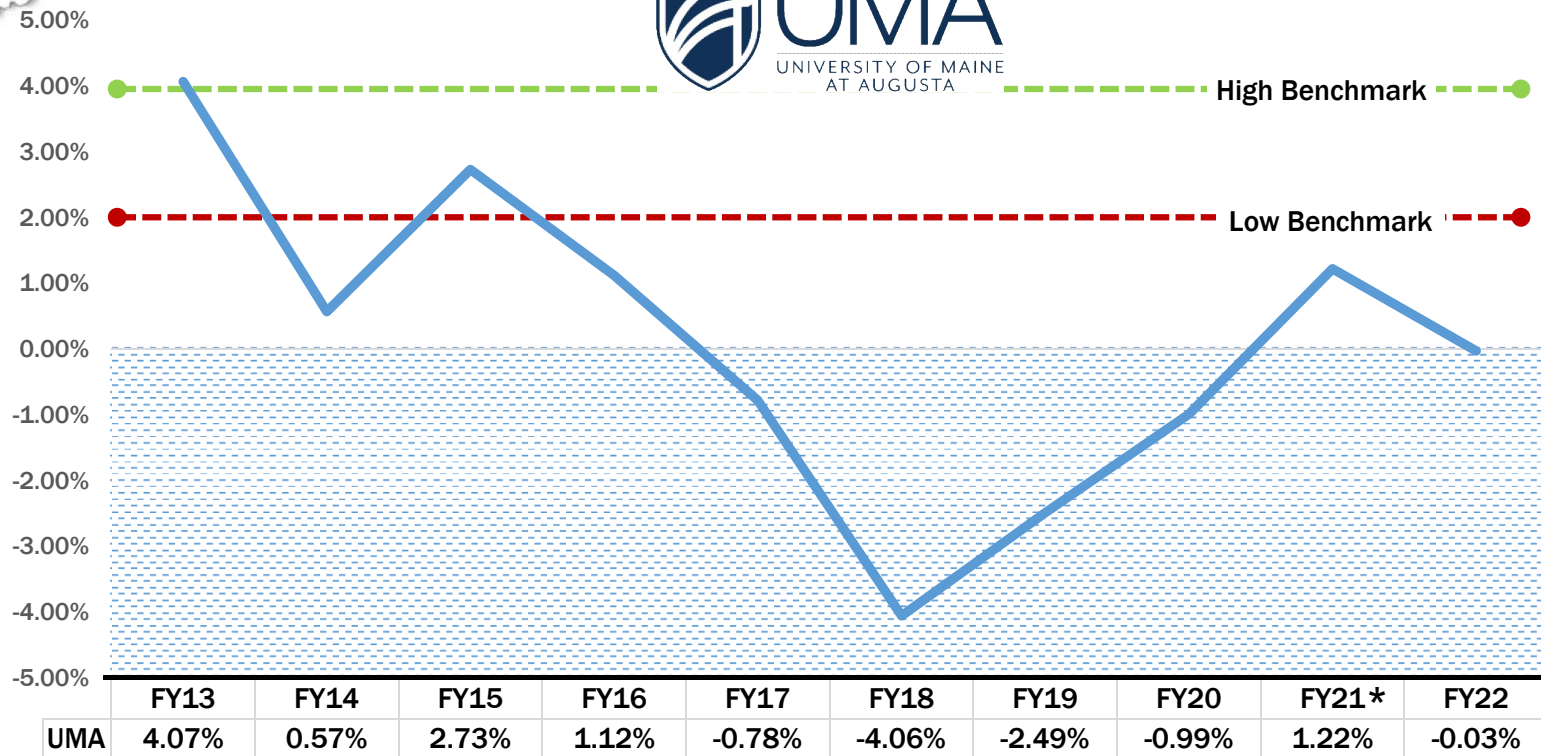
Net Operating Revenues Ratio



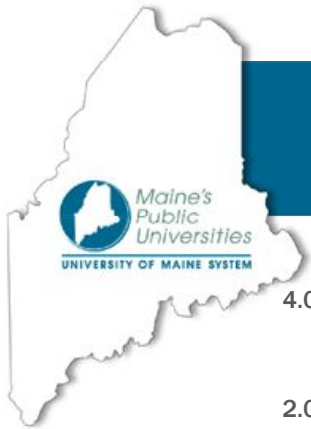
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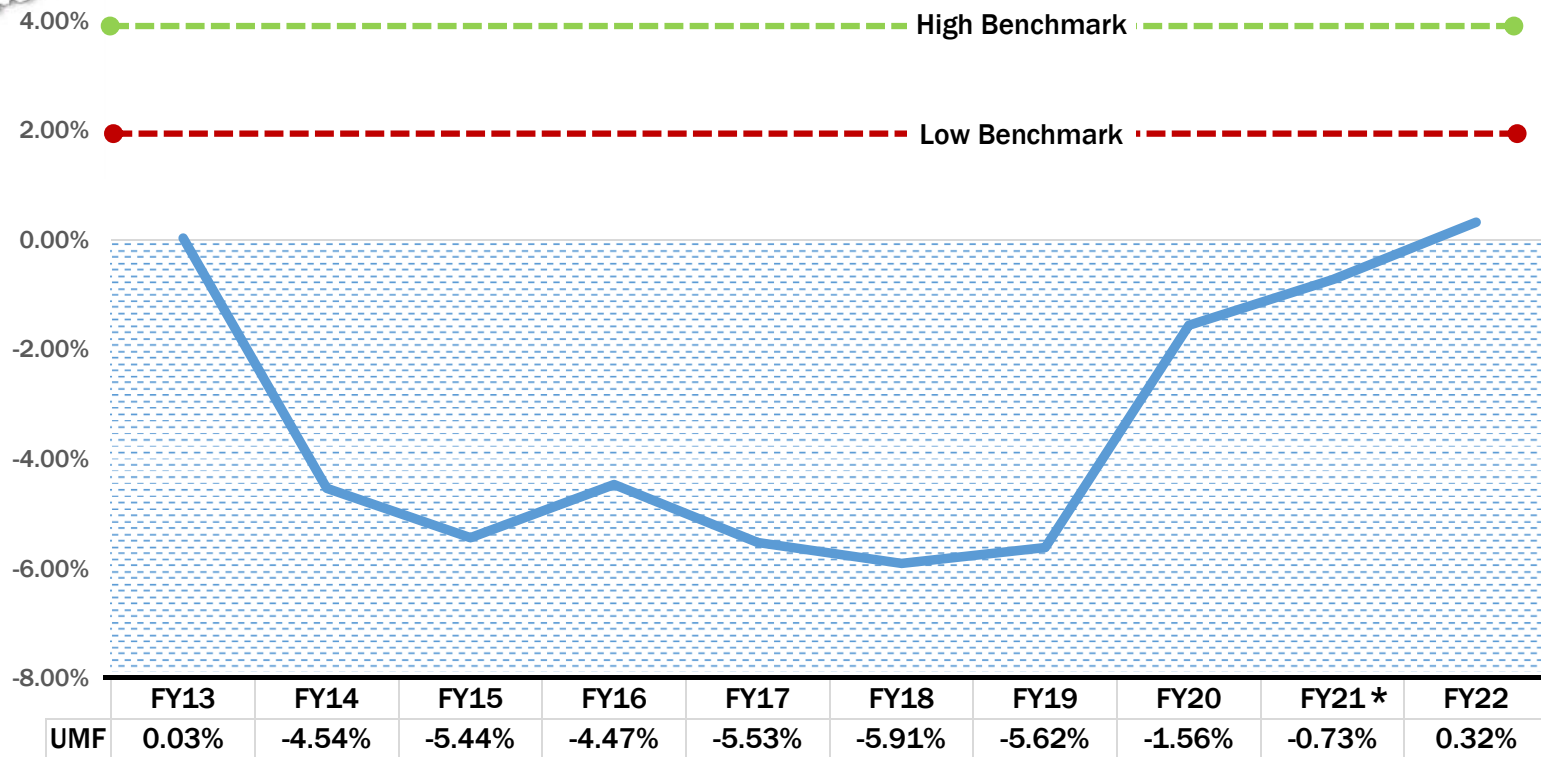
Net Operating Revenues Ratio



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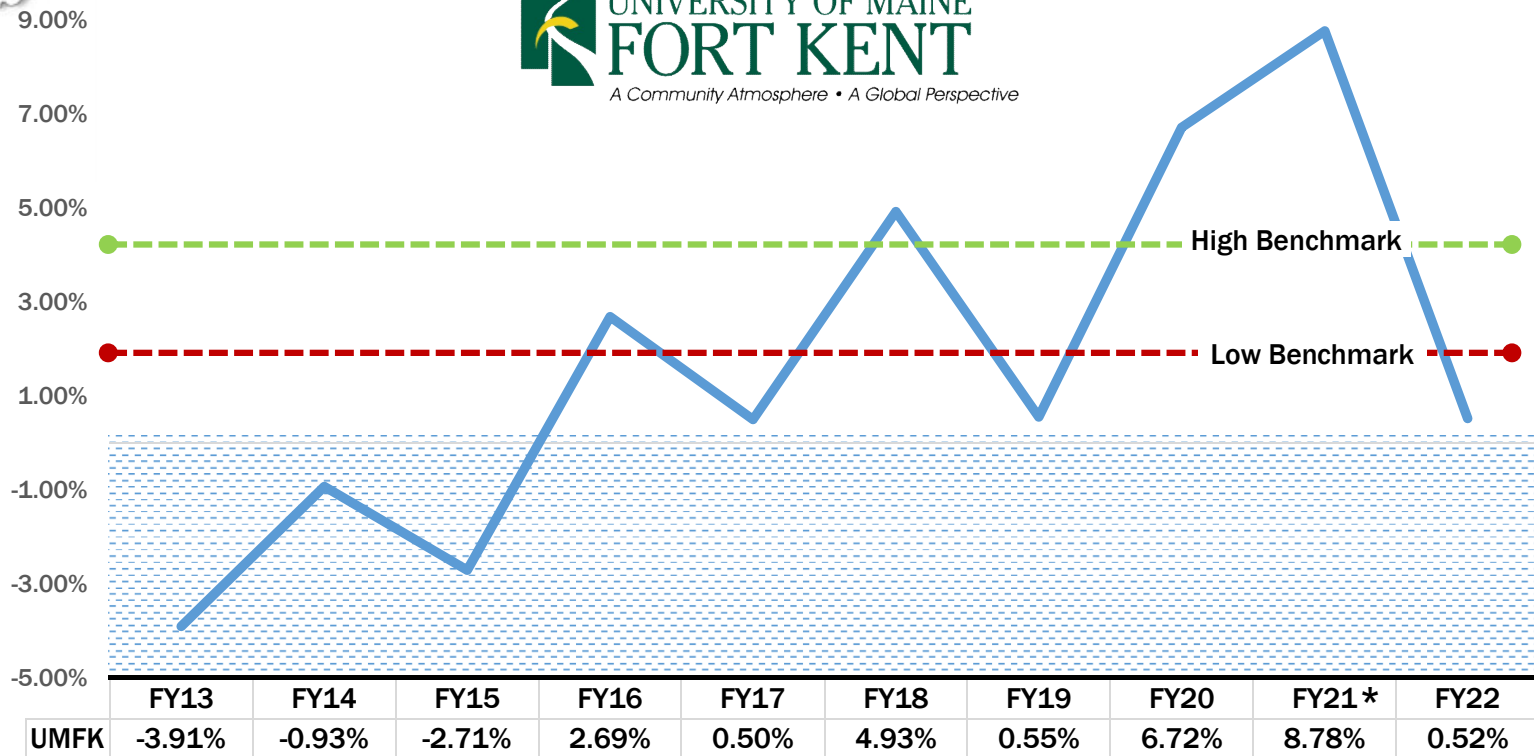
Net Operating Revenues Ratio



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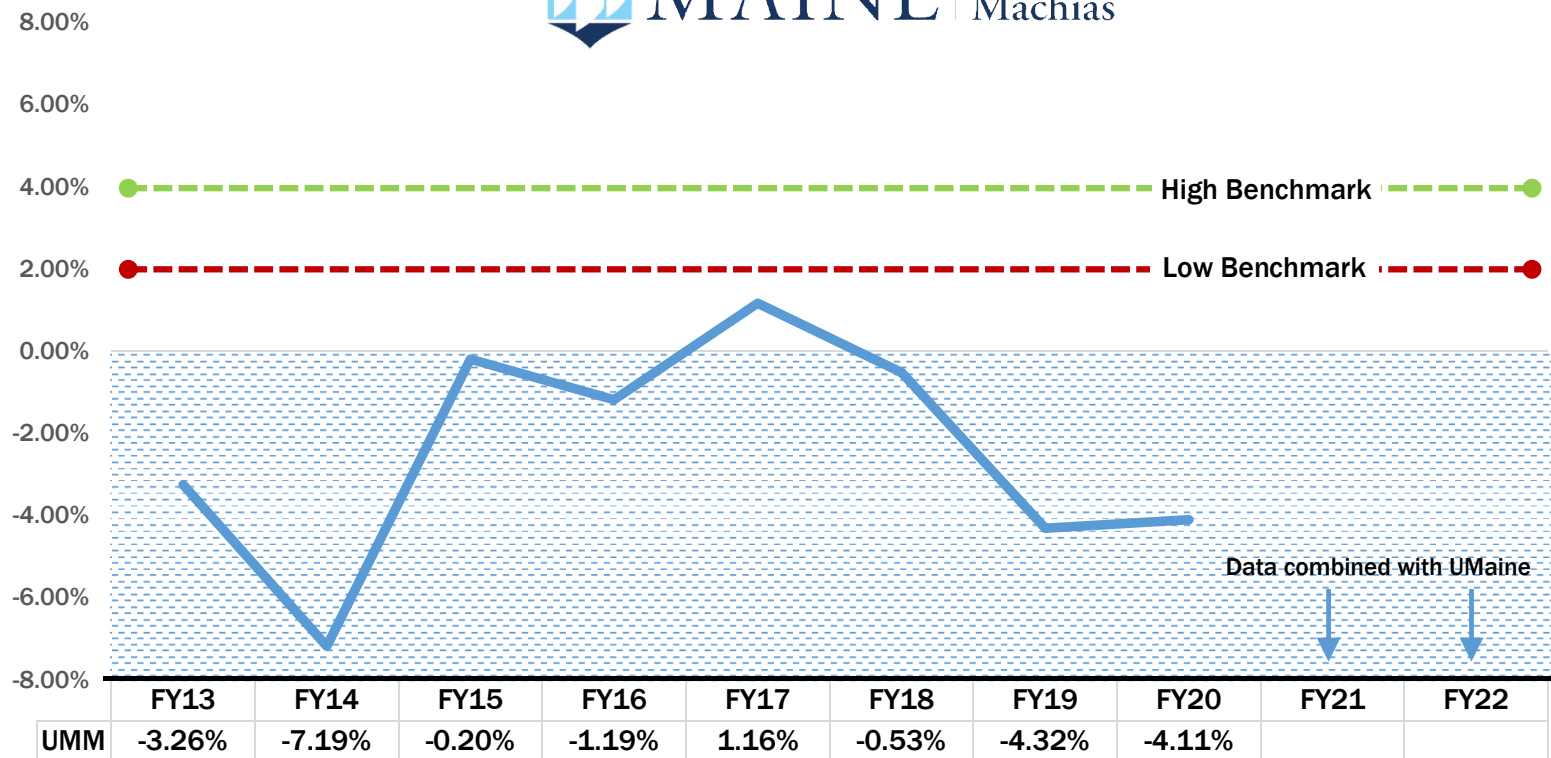
Net Operating Revenues Ratio



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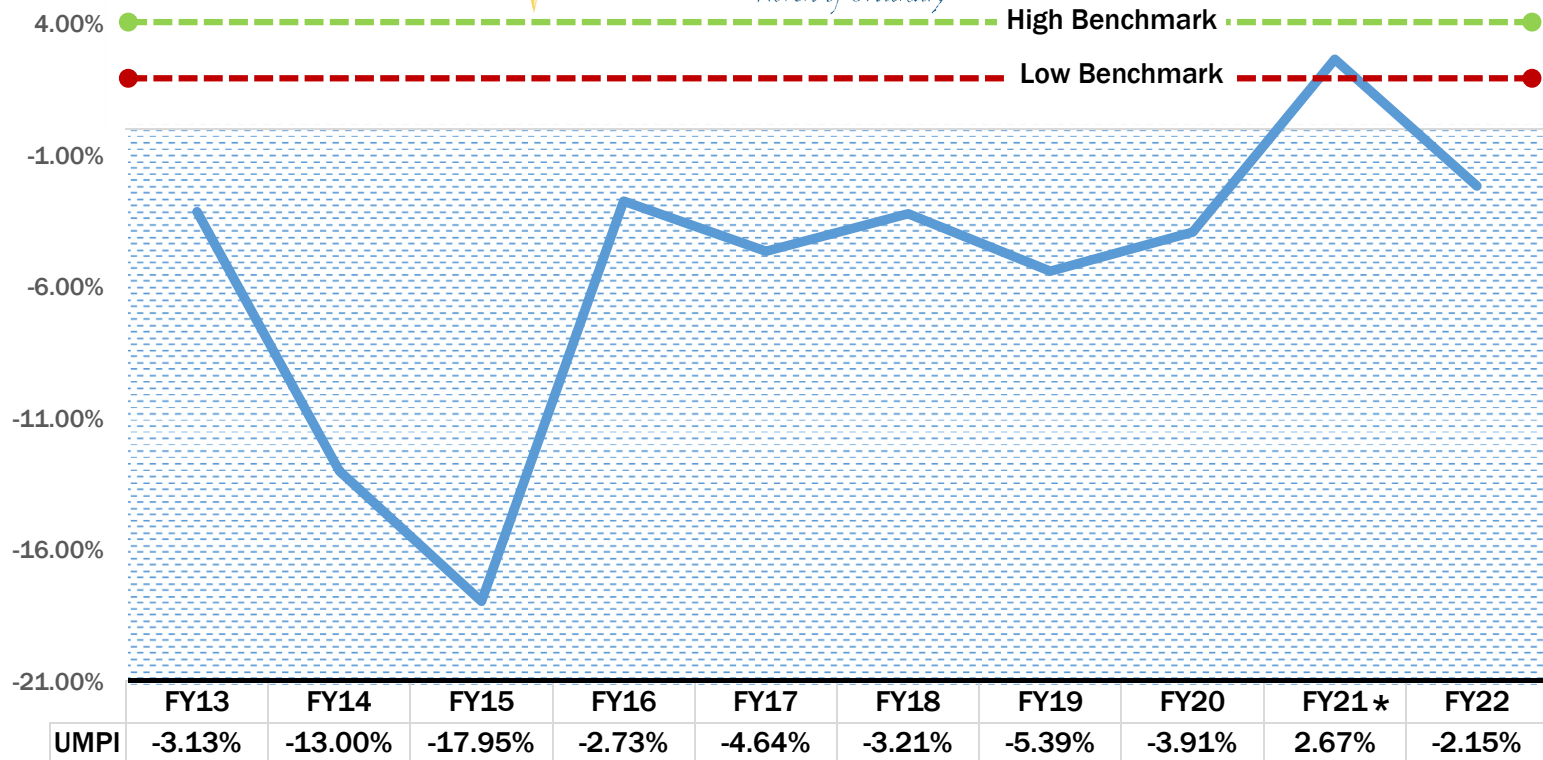


Net Operating Revenues Ratio





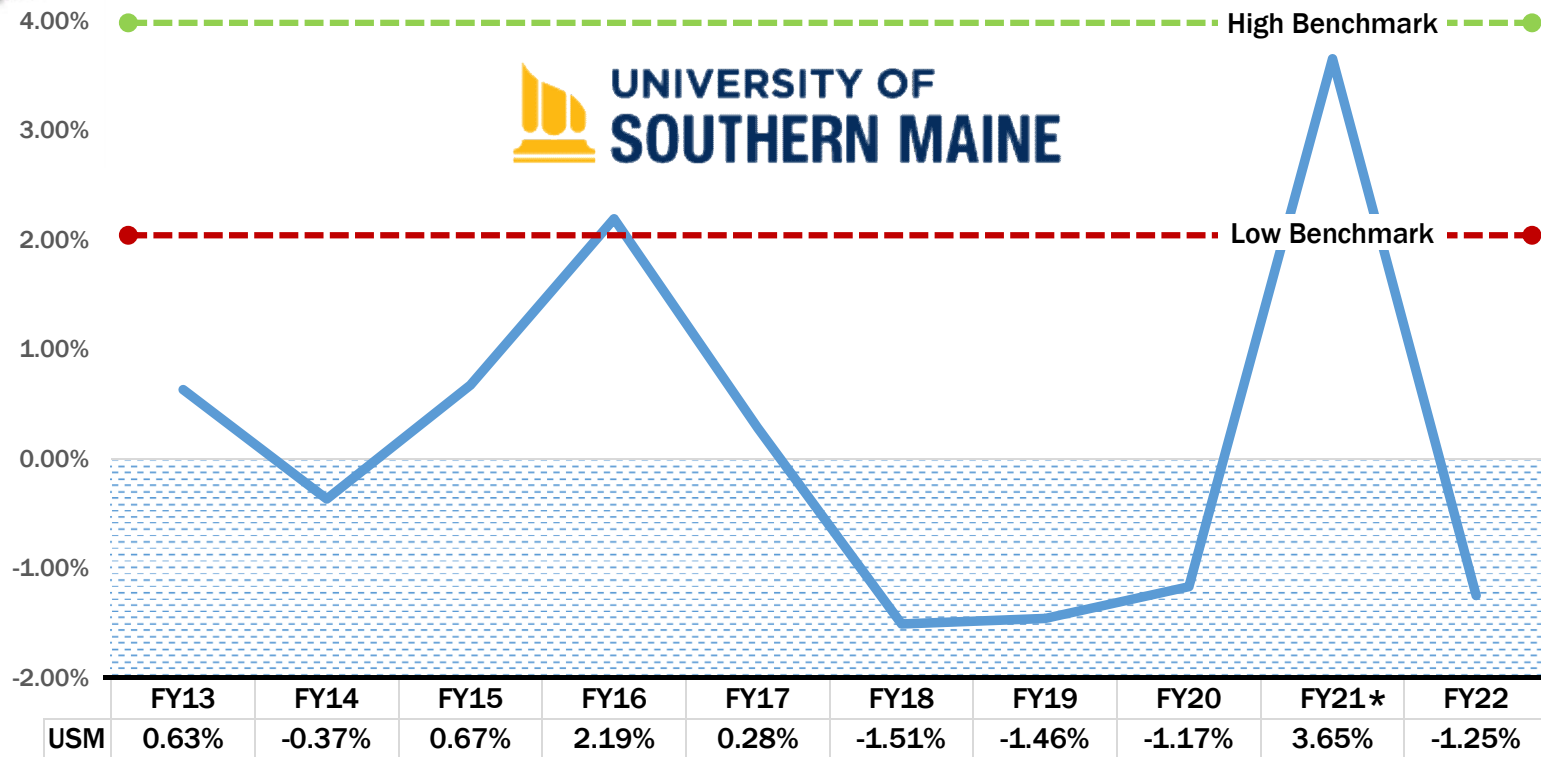
Net Operating Revenues Ratio



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Net Operating Revenues Ratio



* FY21 ratios have been restated due to a new accounting standard on leases that was implemented.



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:

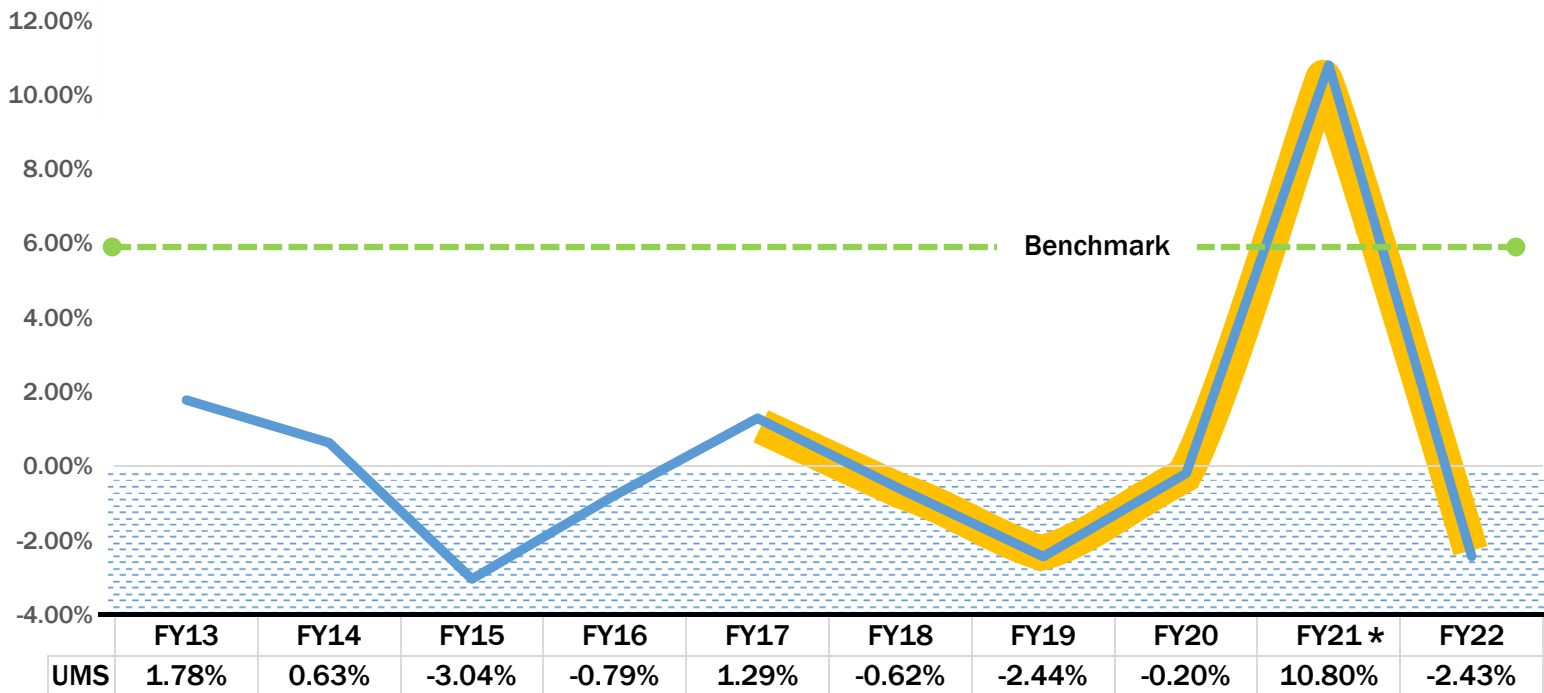
**Return
on Net
Position**

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



UMS Return on Net Position

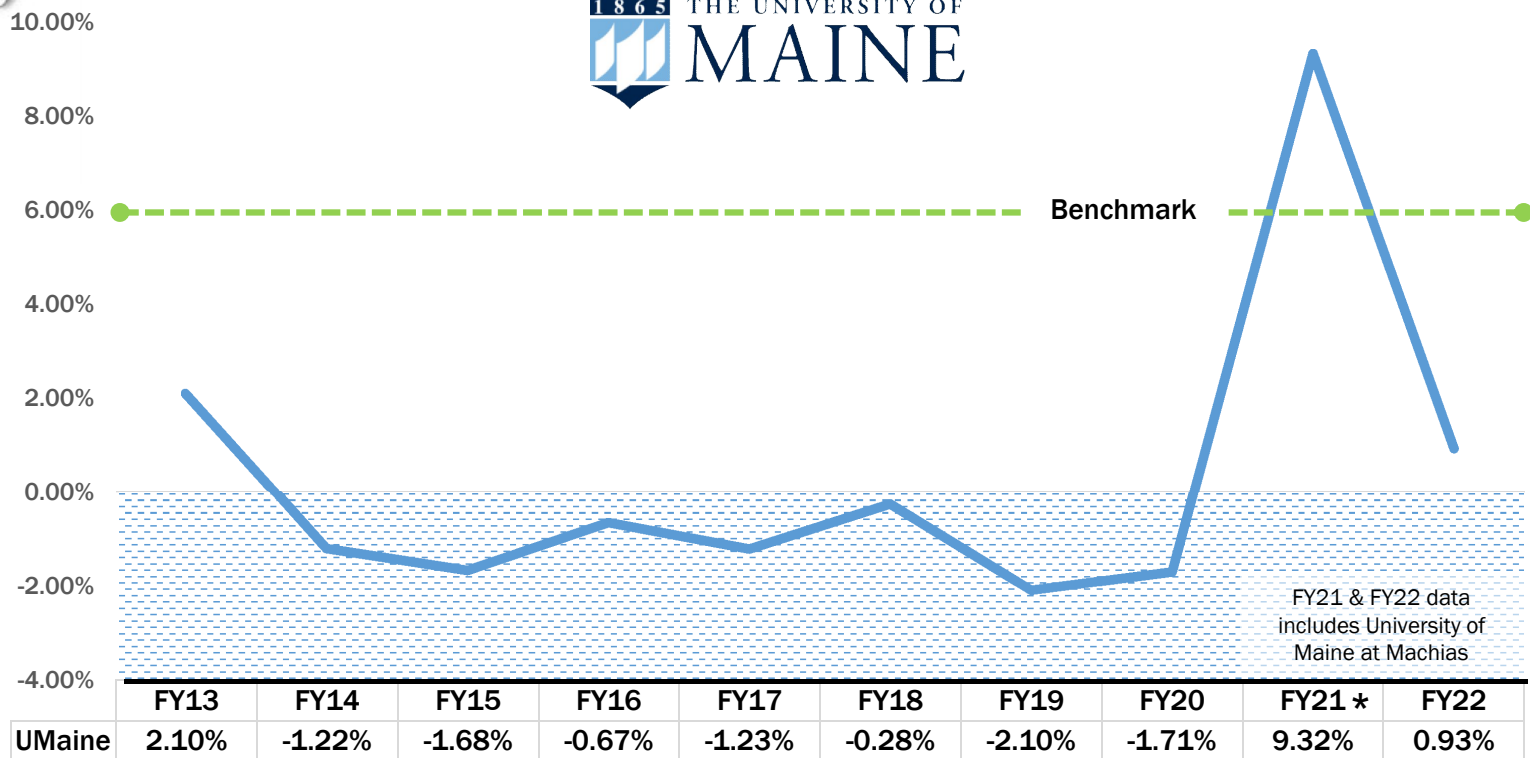
UMS Total



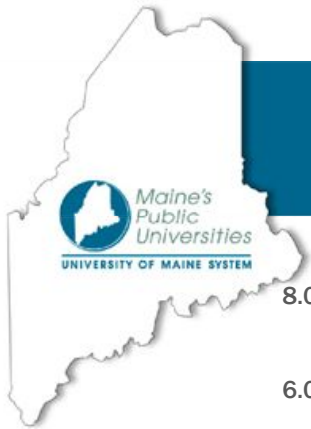
* FY21 ratios have been restated due to a new accounting standard on leases that was implemented.



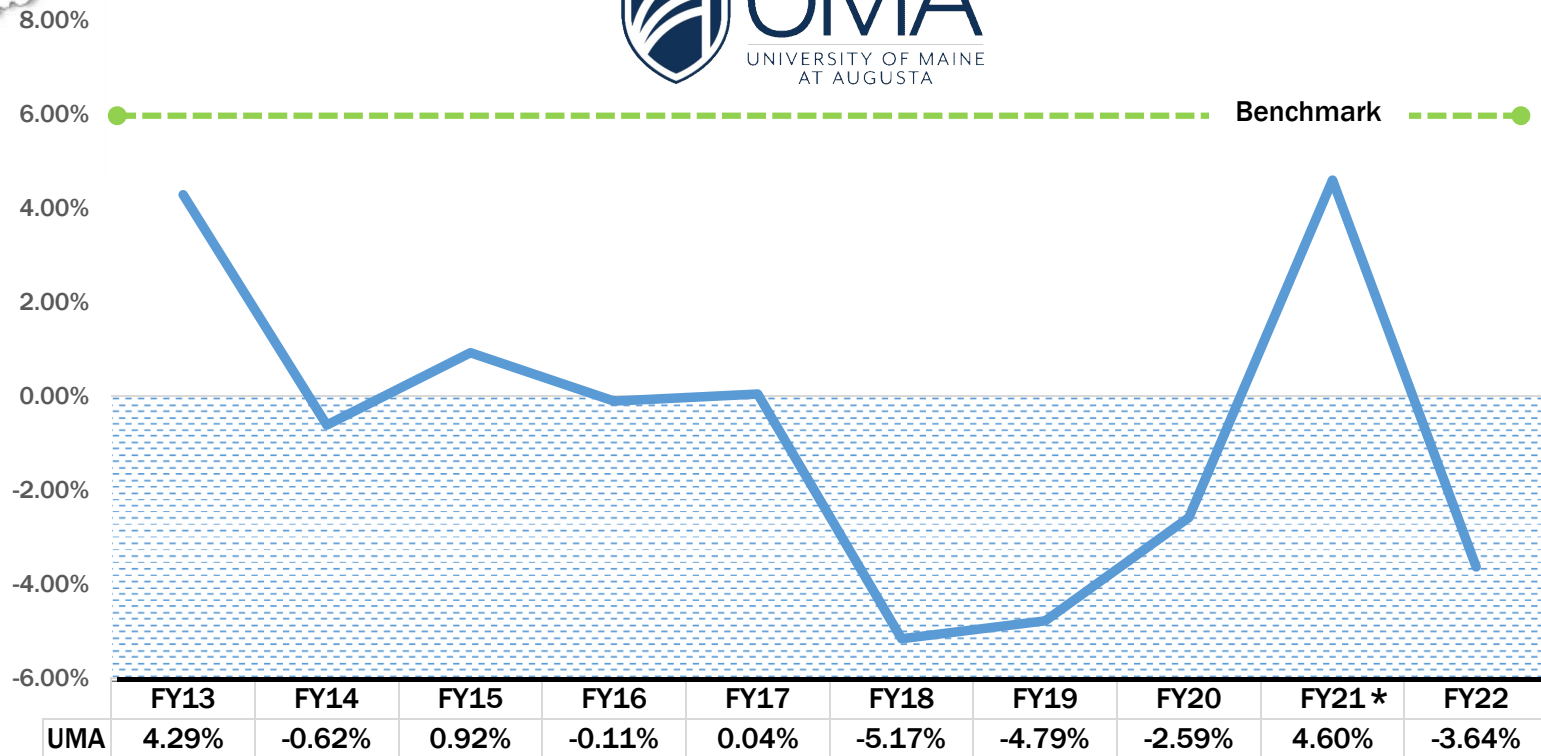
Return on Net Position



* FY21 ratios have been restated due to a new accounting standard on leases that was implemented.



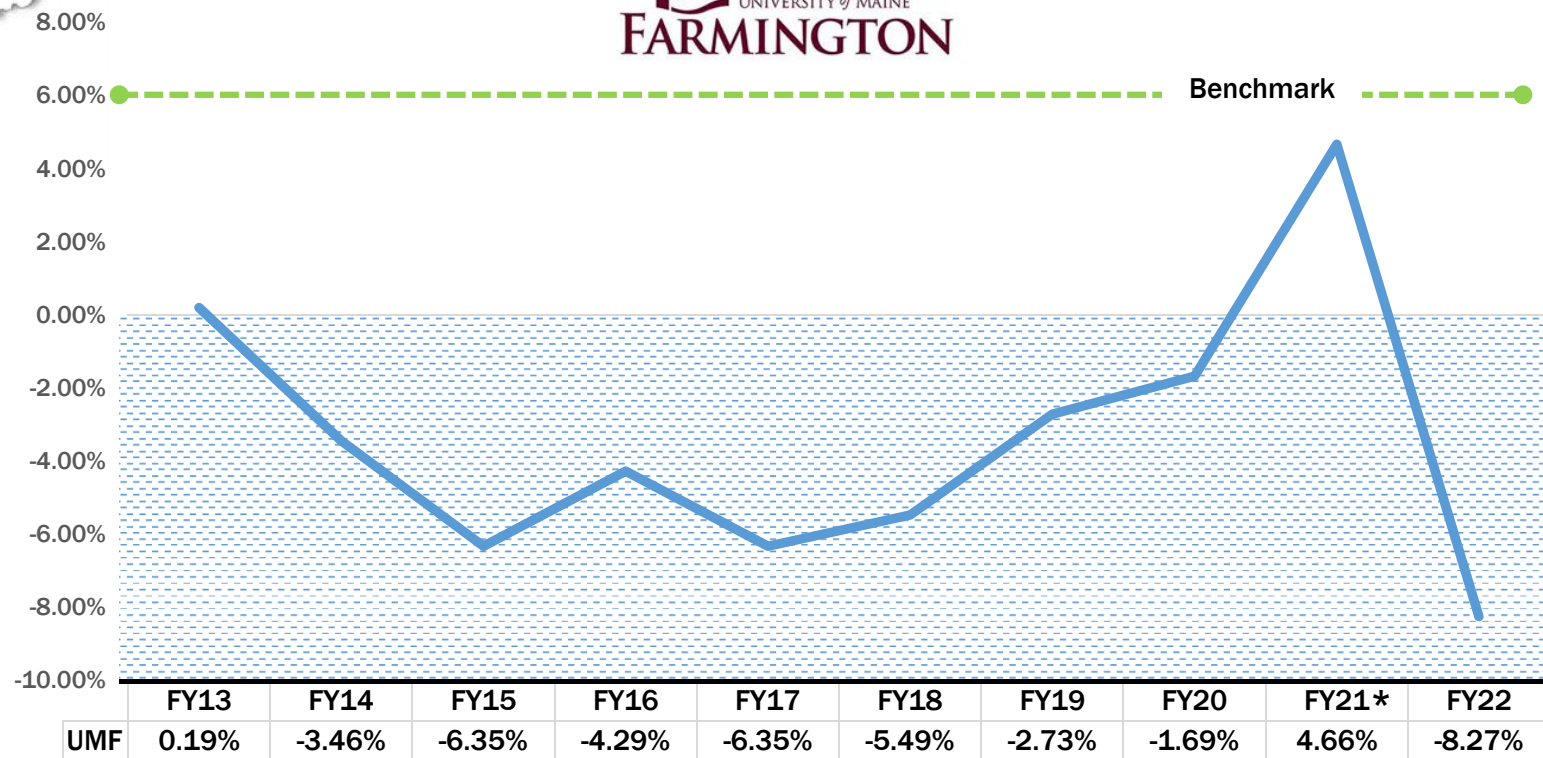
Return on Net Position



* FY21 ratios have been restated due to a new accounting standard on leases that was implemented.



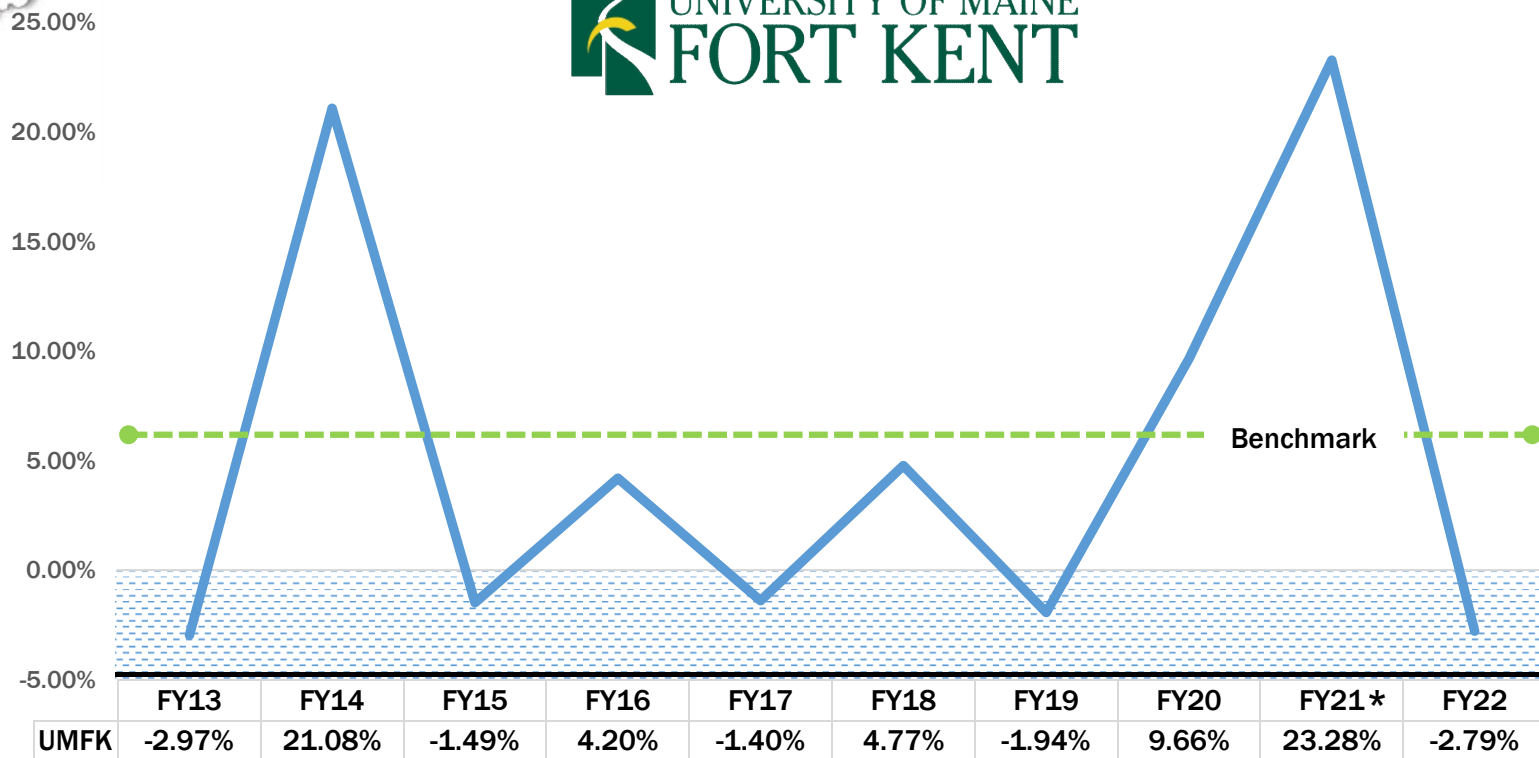
Return on Net Position



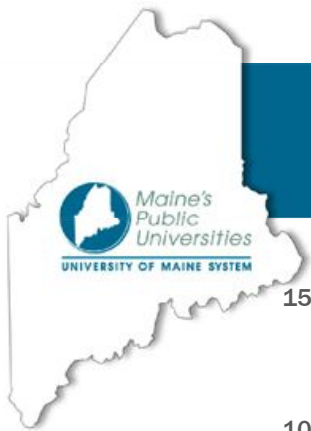
* FY21 ratios have been restated due to a new accounting standard on leases that was implemented.



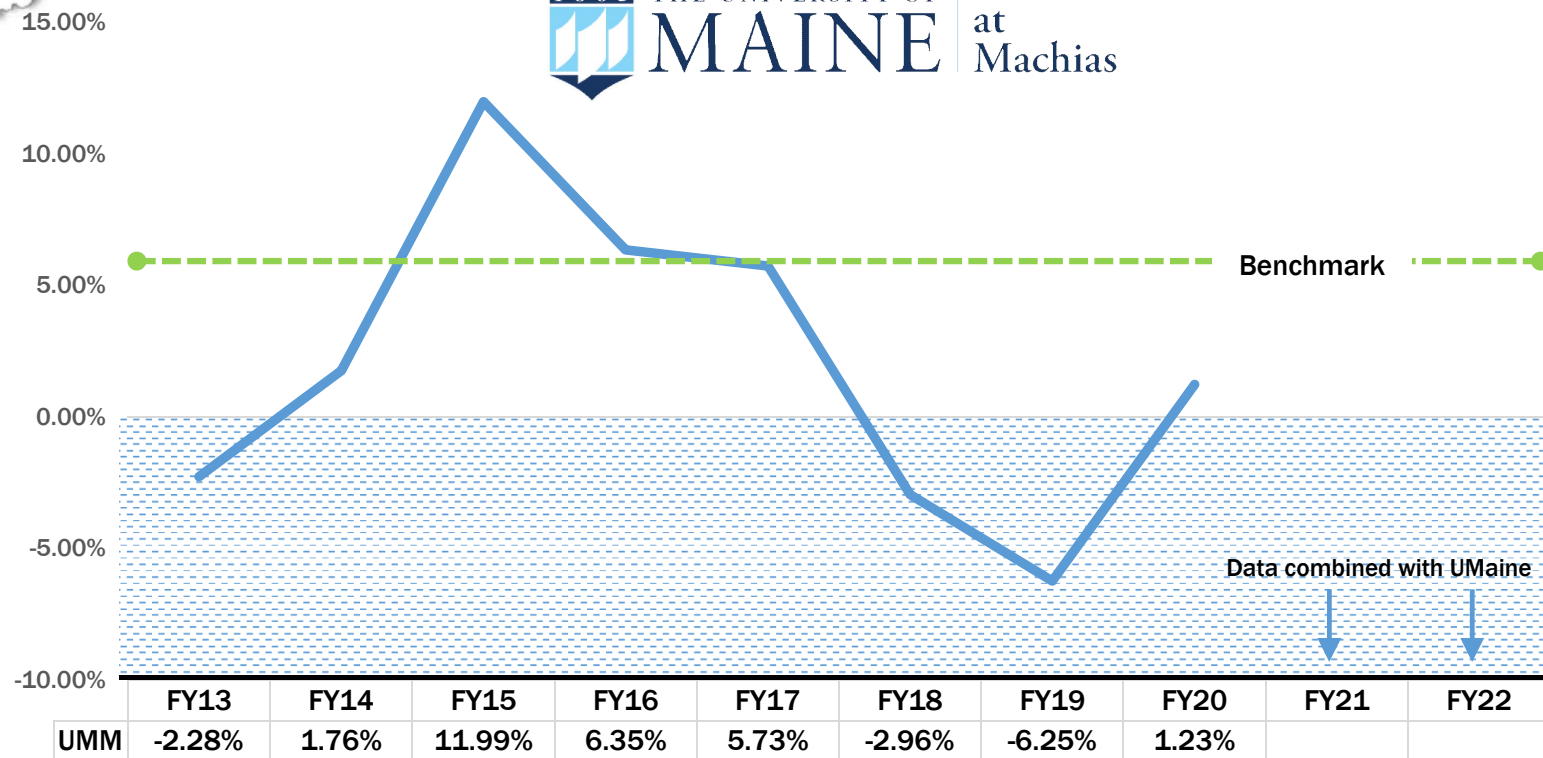
Return on Net Position



* FY21 ratios have been restated due to a new accounting standard on leases that was implemented.



Return on Net Position

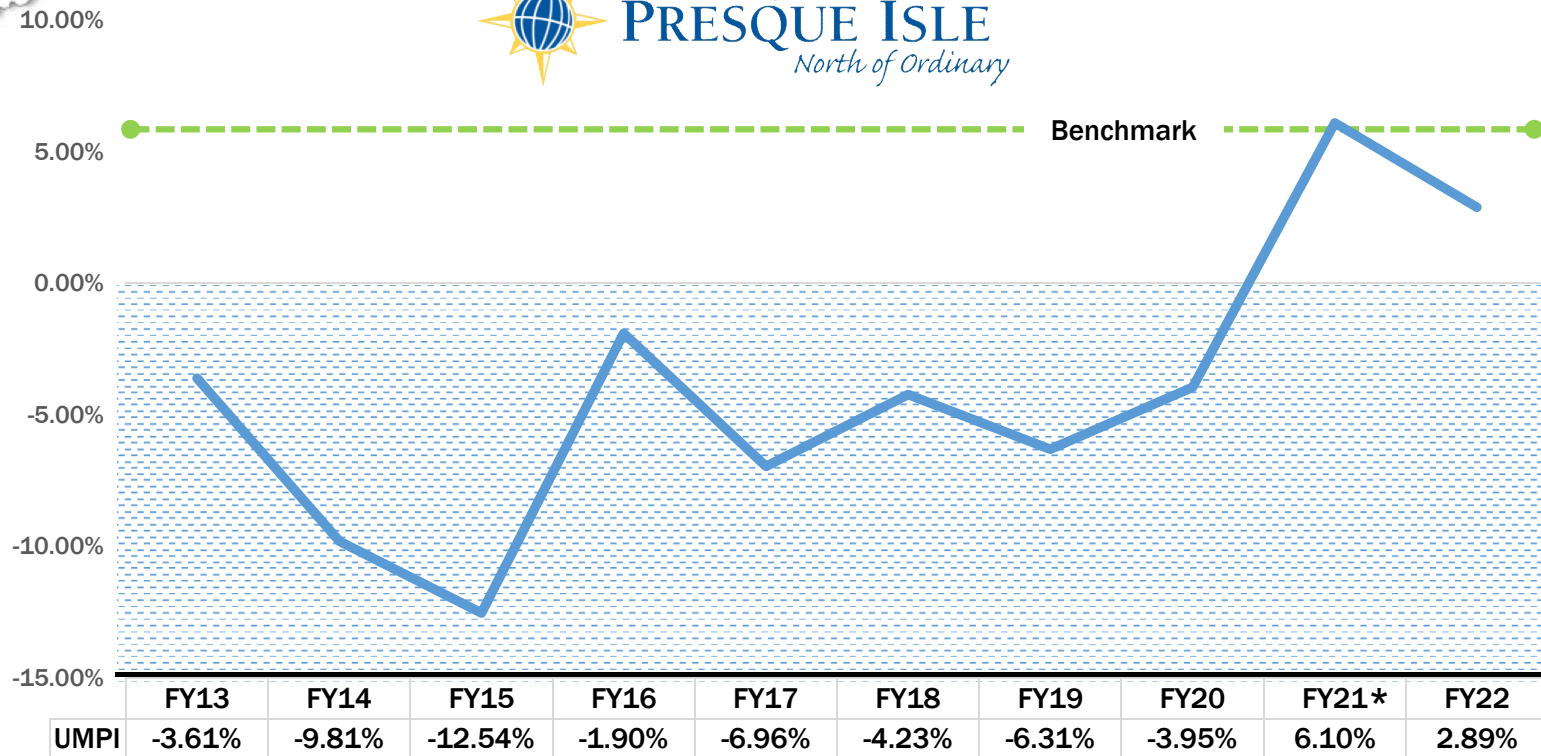




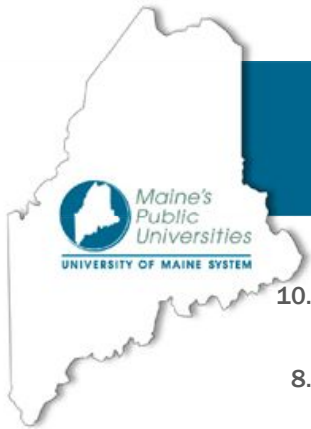
Return on Net Position



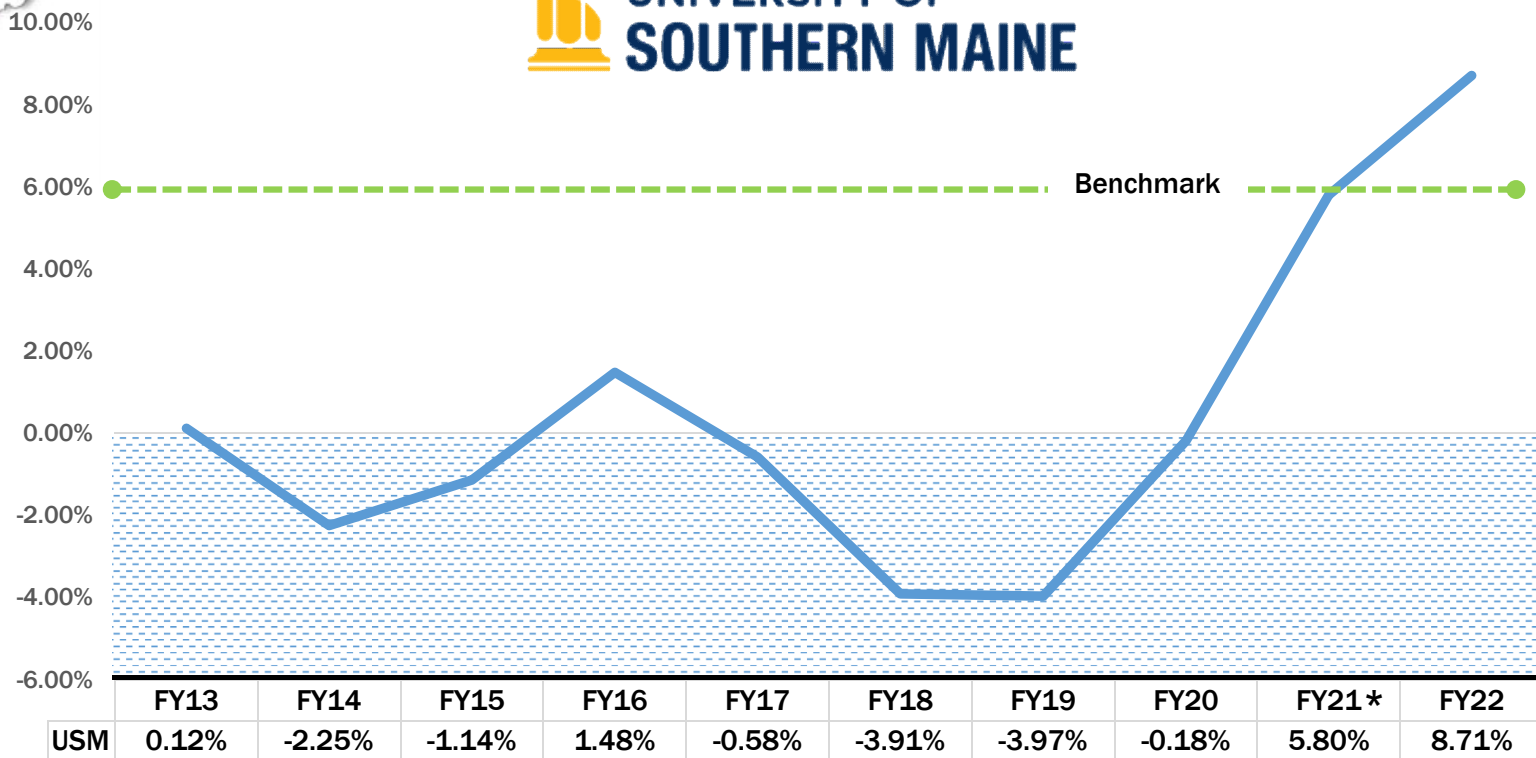
University of Maine at
PRESQUE ISLE
North of Ordinary



* FY21 ratios have been restated due to a new accounting standard on leases that was implemented.



Return on Net Position



* FY21 ratios have been restated due to a new accounting standard on leases that was implemented.



Viability Ratio

The **Viability Ratio** measures expendable resources that are available to cover debt obligations (e.g., 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:

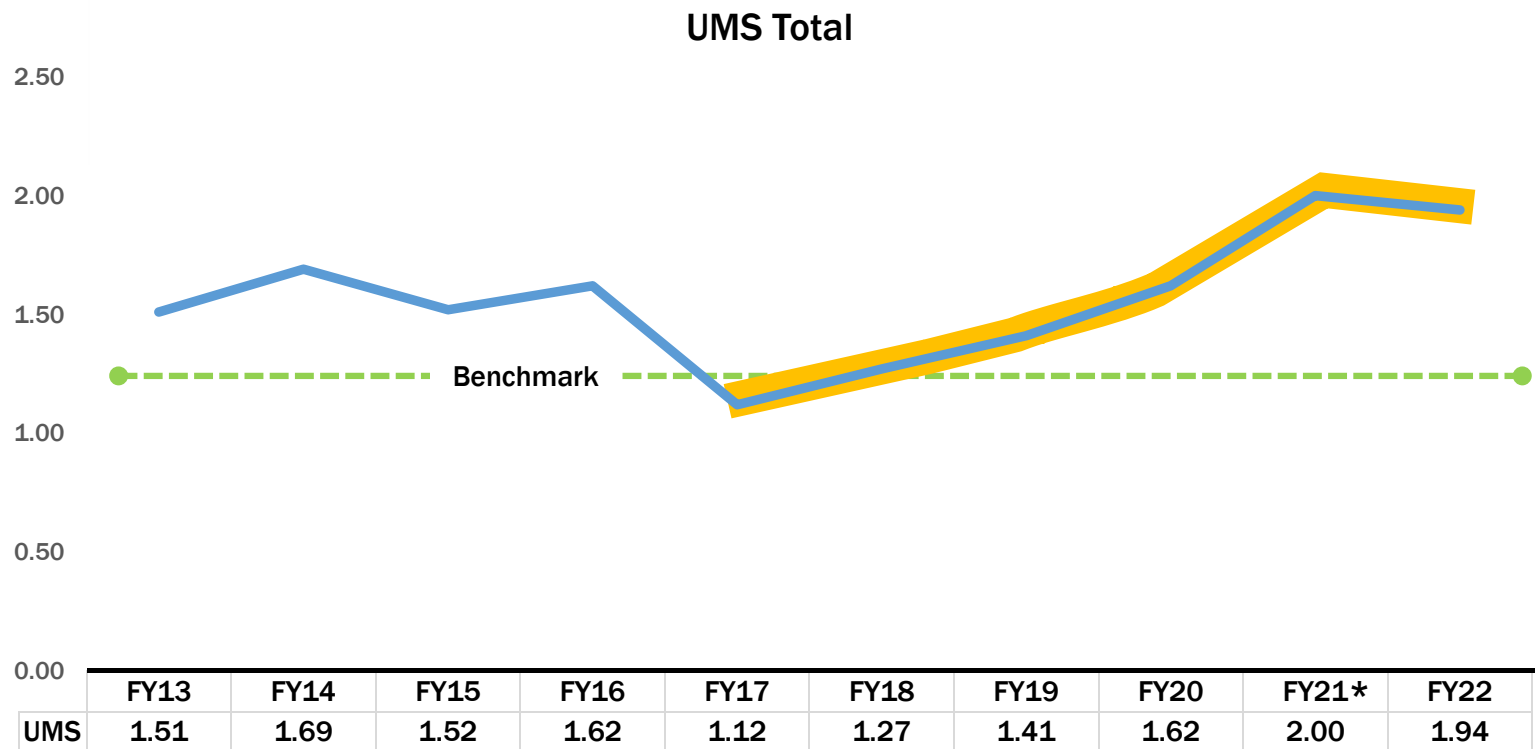
**Viability
Ratio**

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

**excluding net position restricted for capital investments*



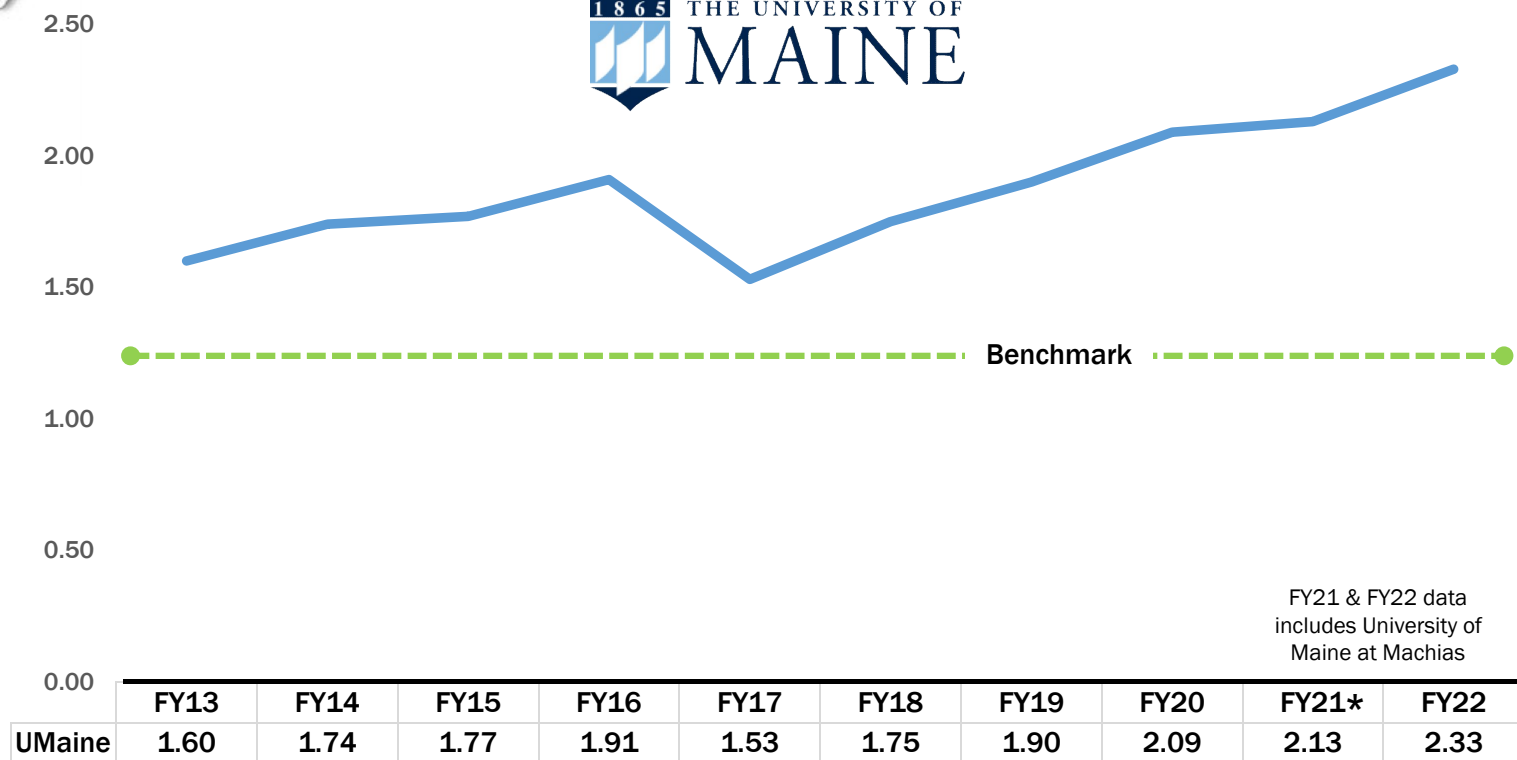
UMS Viability Ratio



* FY21 ratios have been restated due to a new accounting standard on leases that was implemented.



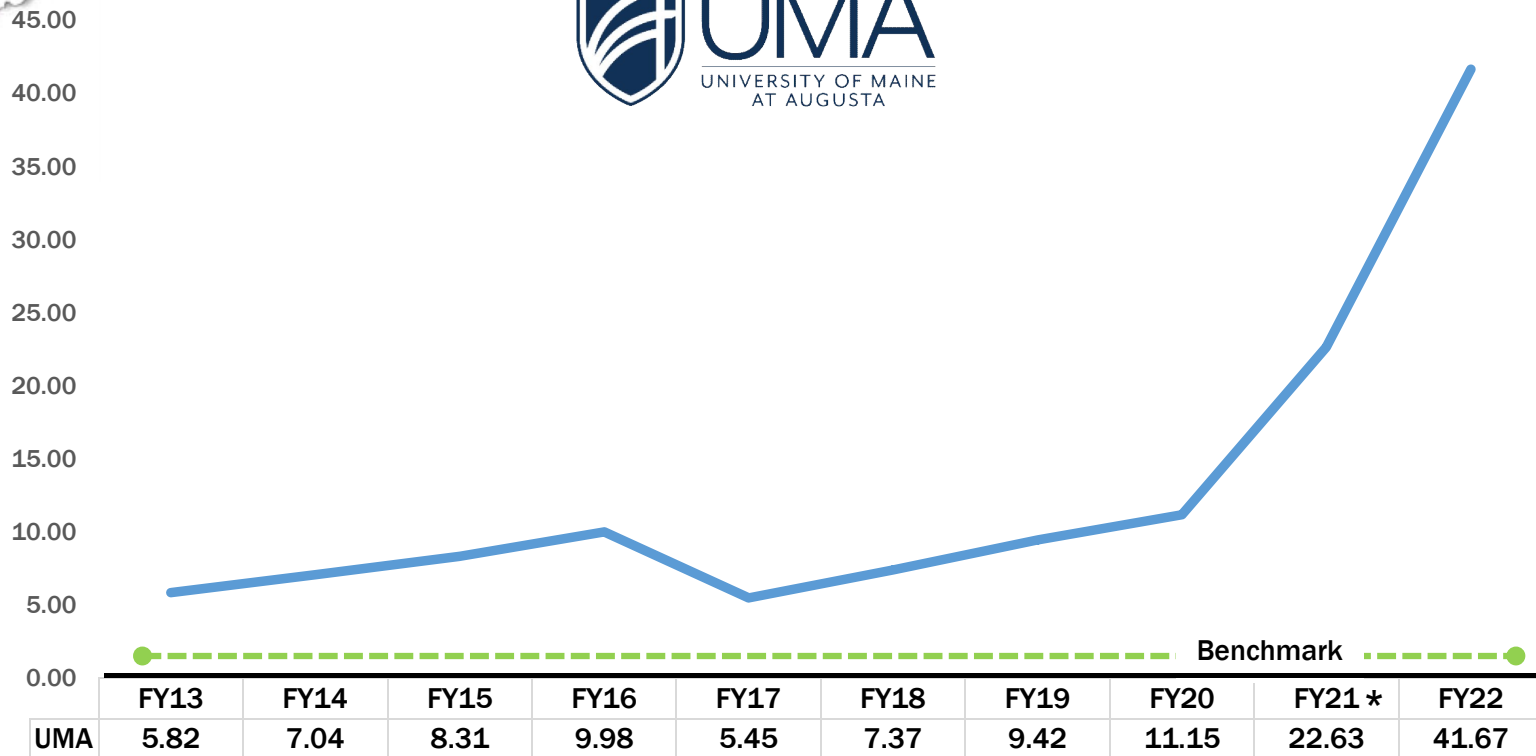
Viability Ratio



* FY21 ratios have been restated due to a new accounting standard on leases that was implemented.



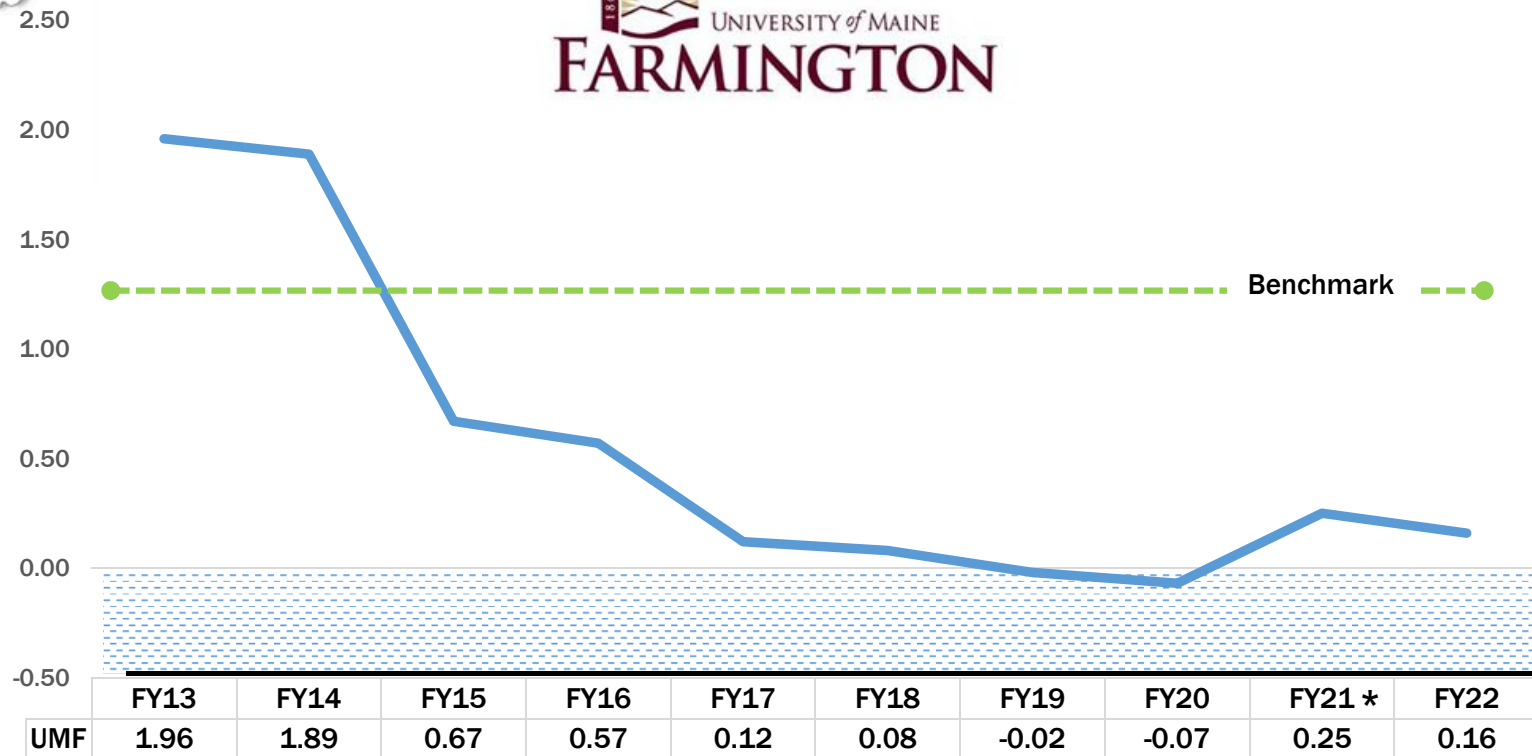
Viability Ratio



* FY21 ratios have been restated due to a new accounting standard on leases that was implemented.



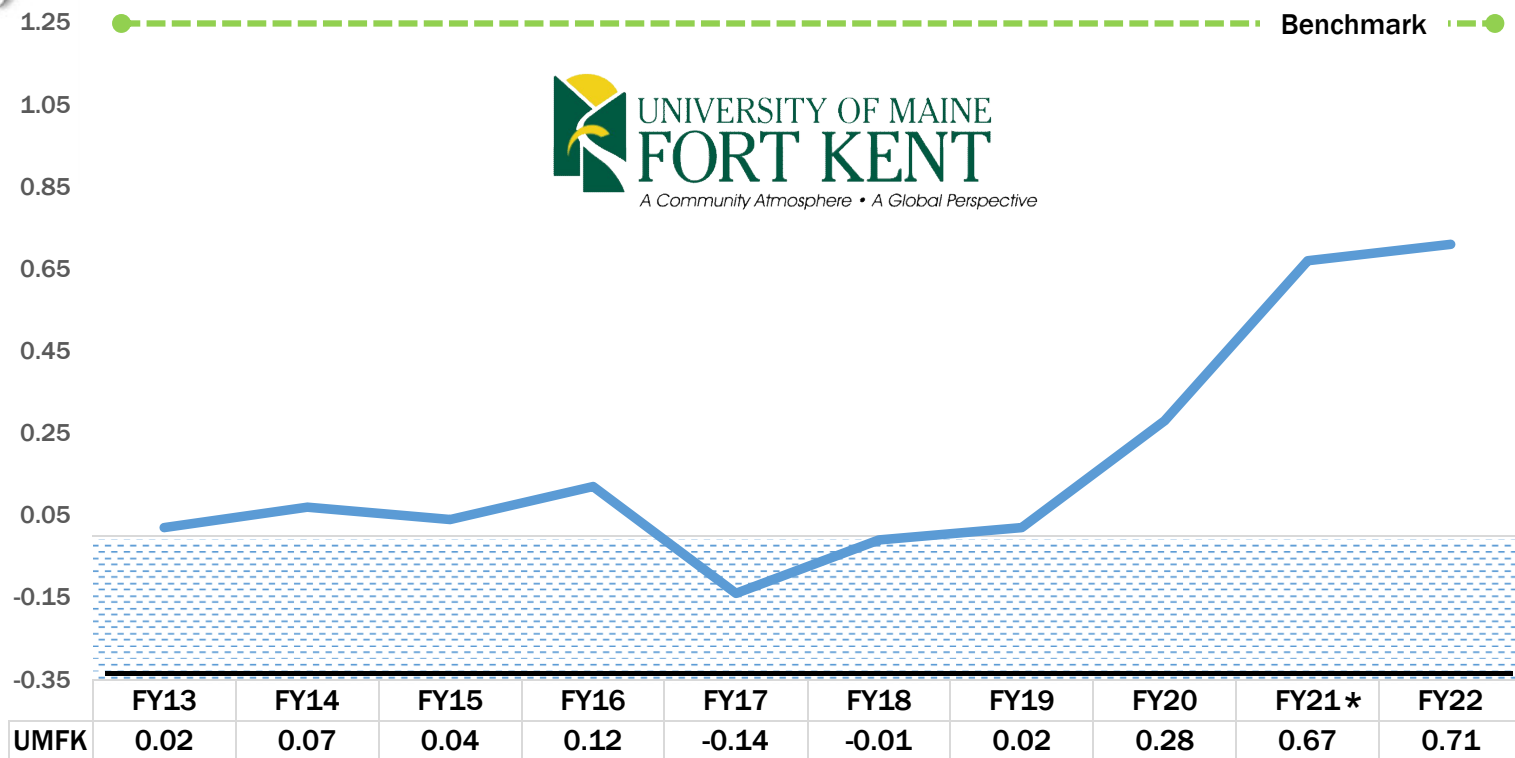
Viability Ratio



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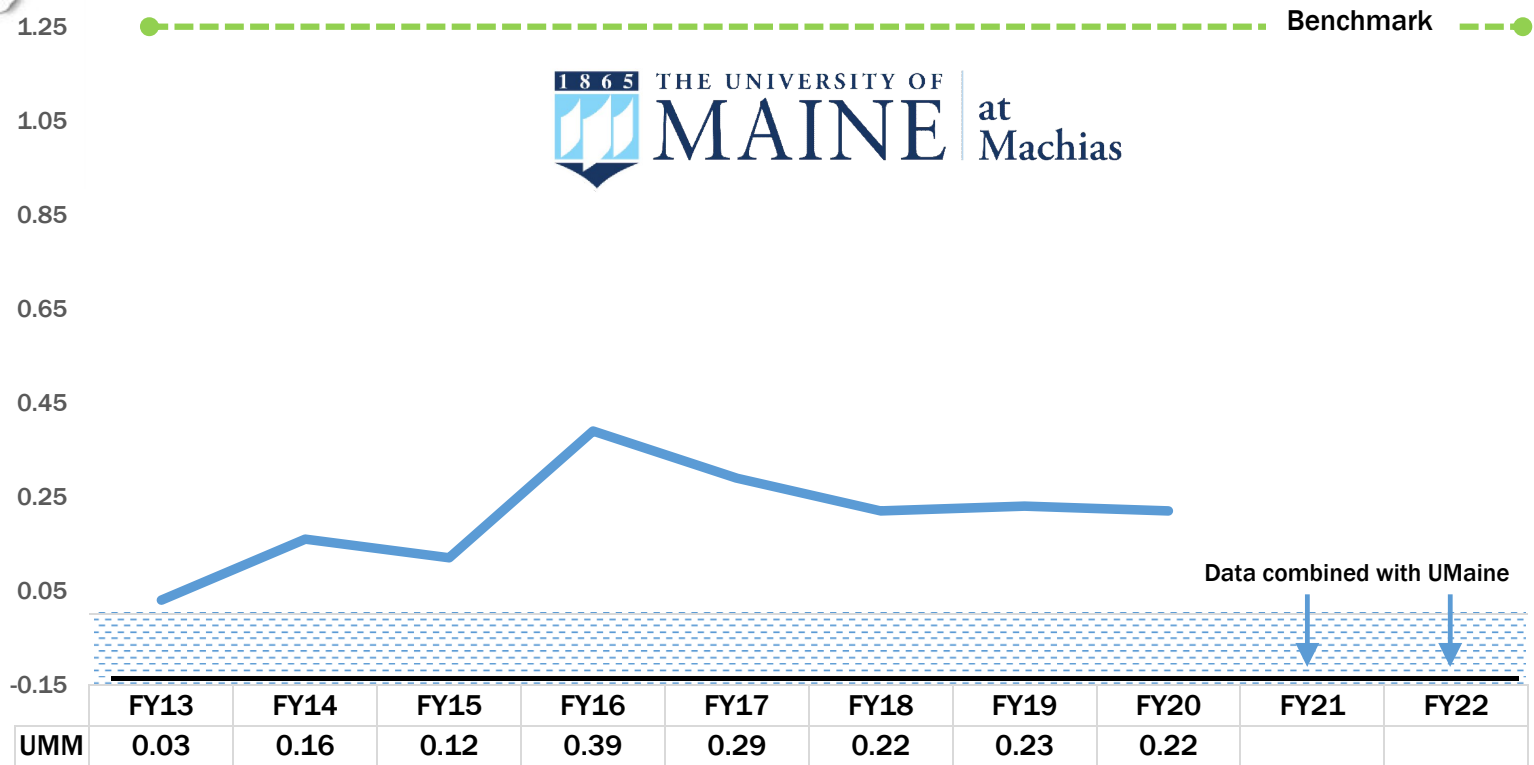
Viability Ratio



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Viability Ratio

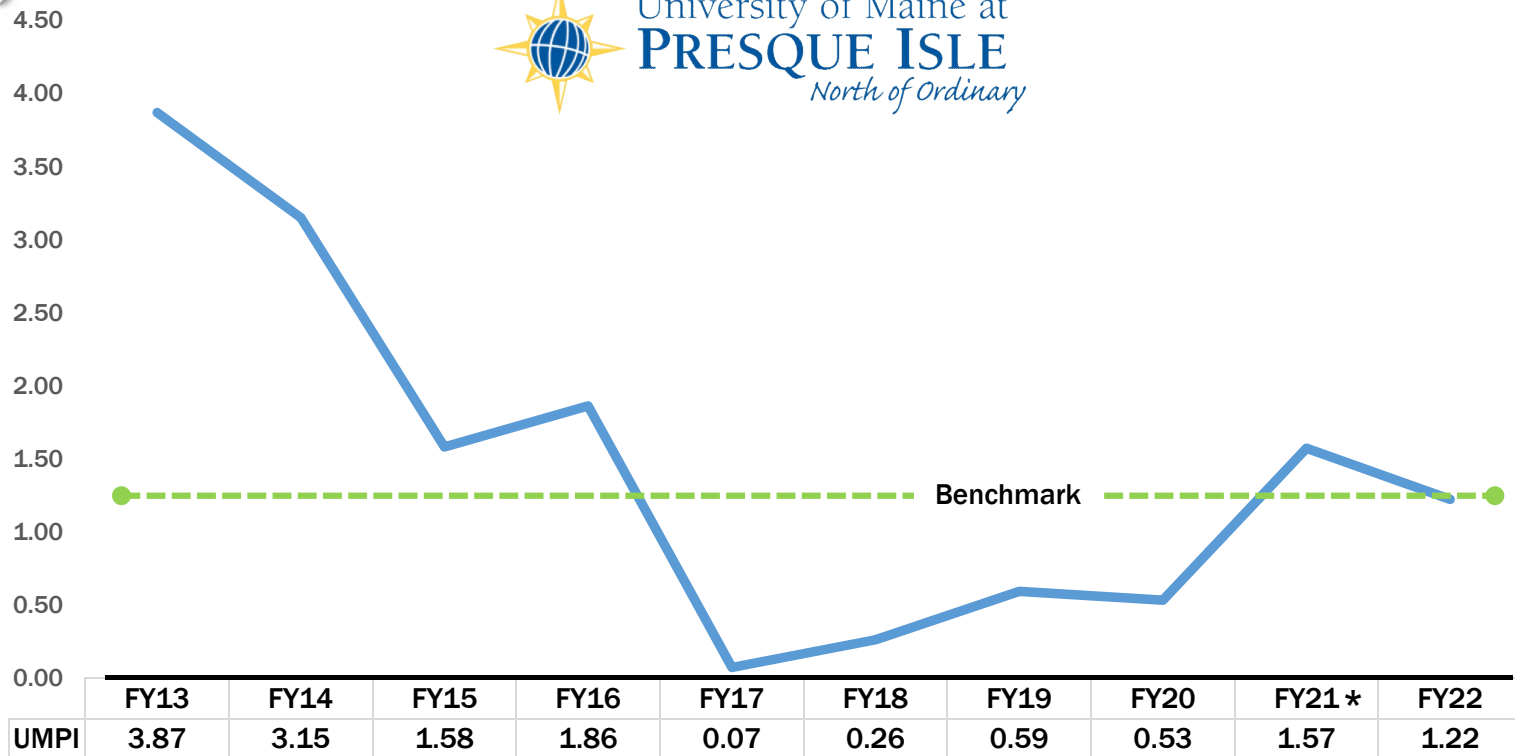




Viability Ratio



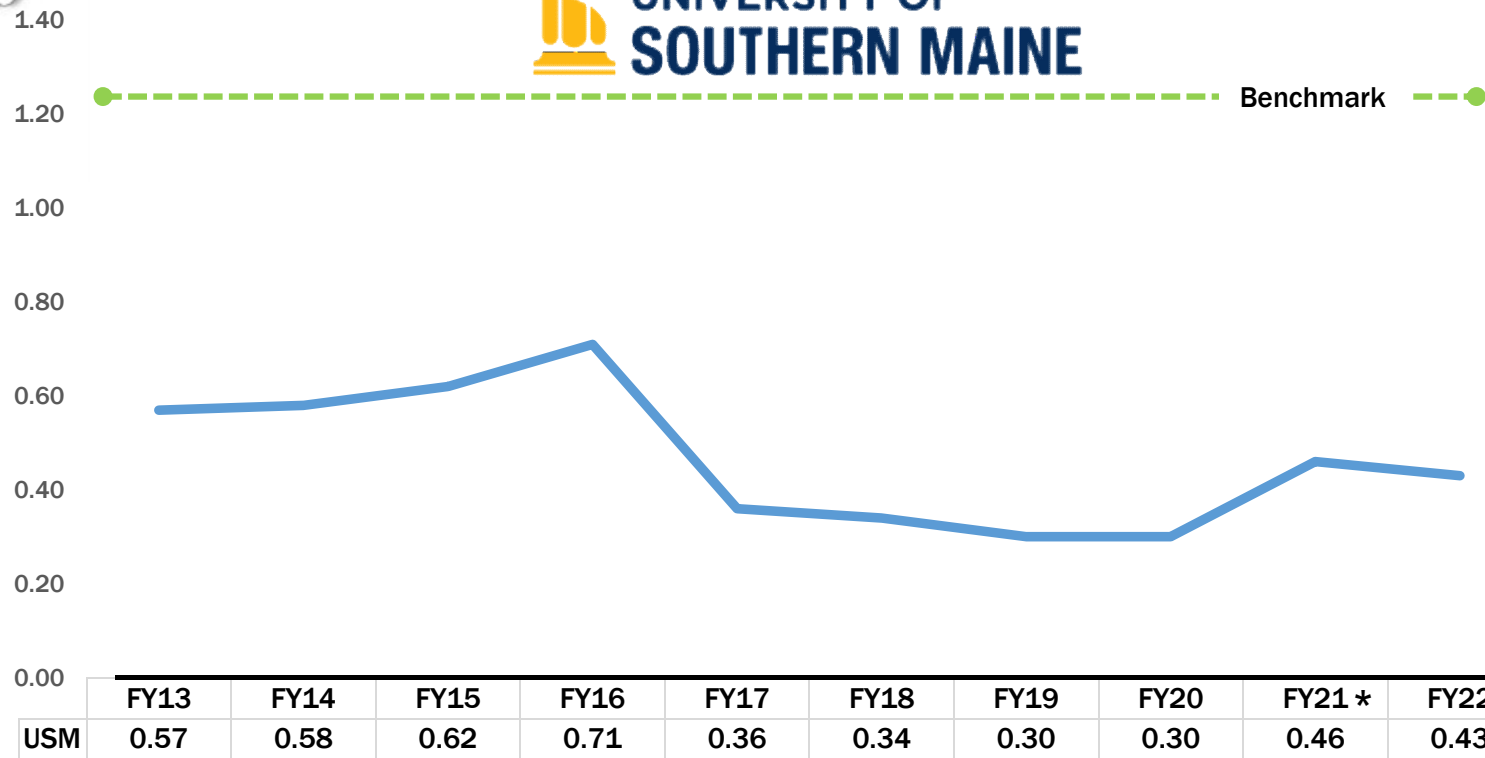
University of Maine at
PRESQUE ISLE
North of Ordinary



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Viability Ratio



* FY21 ratios have been restated due to a new accounting standard on leases that was implemented.



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:

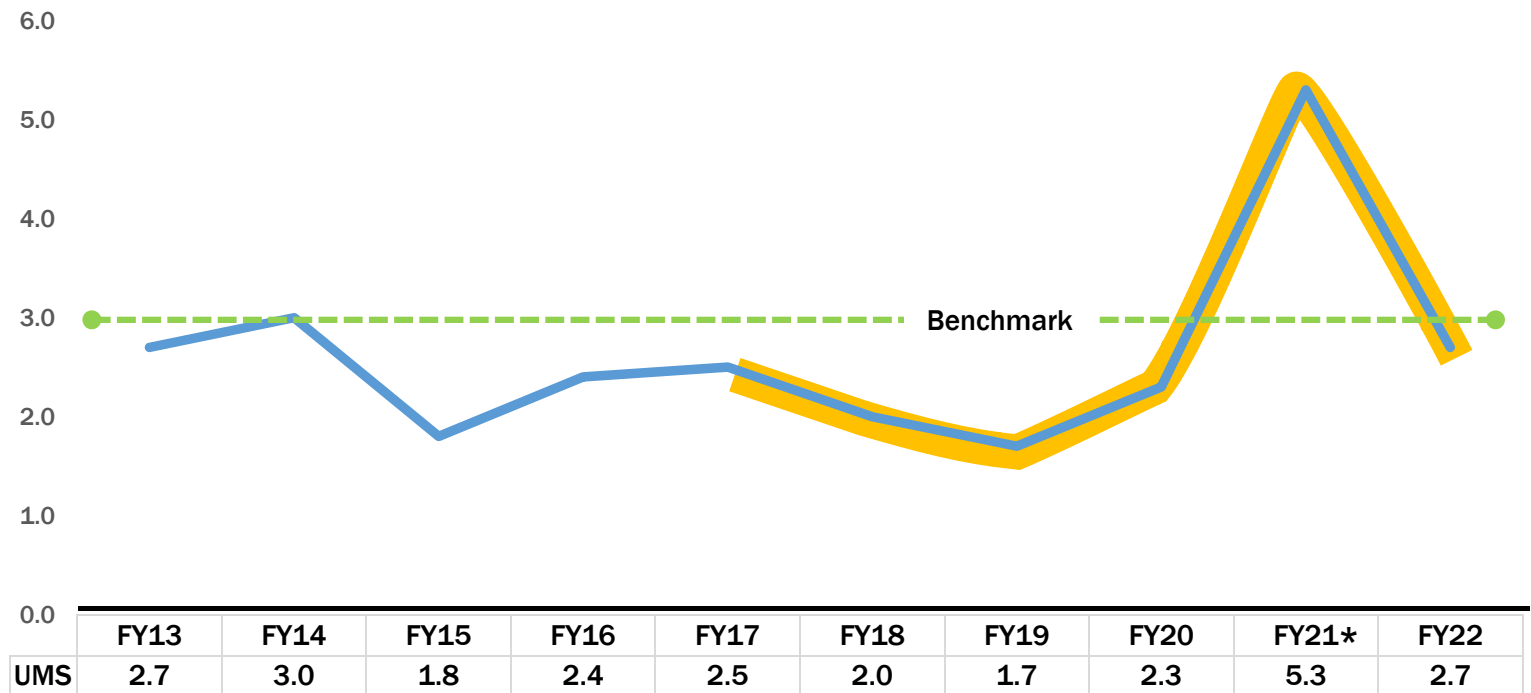
1. Compute the values of the four core ratios;
2. Convert the ratio values to strength factors along a common scale;
3. Multiply the strength factors by specific weighting factors; and
4. Total the resulting four numbers (ratio scores) to reach the single CFI score.

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UMS Composite Financial Index

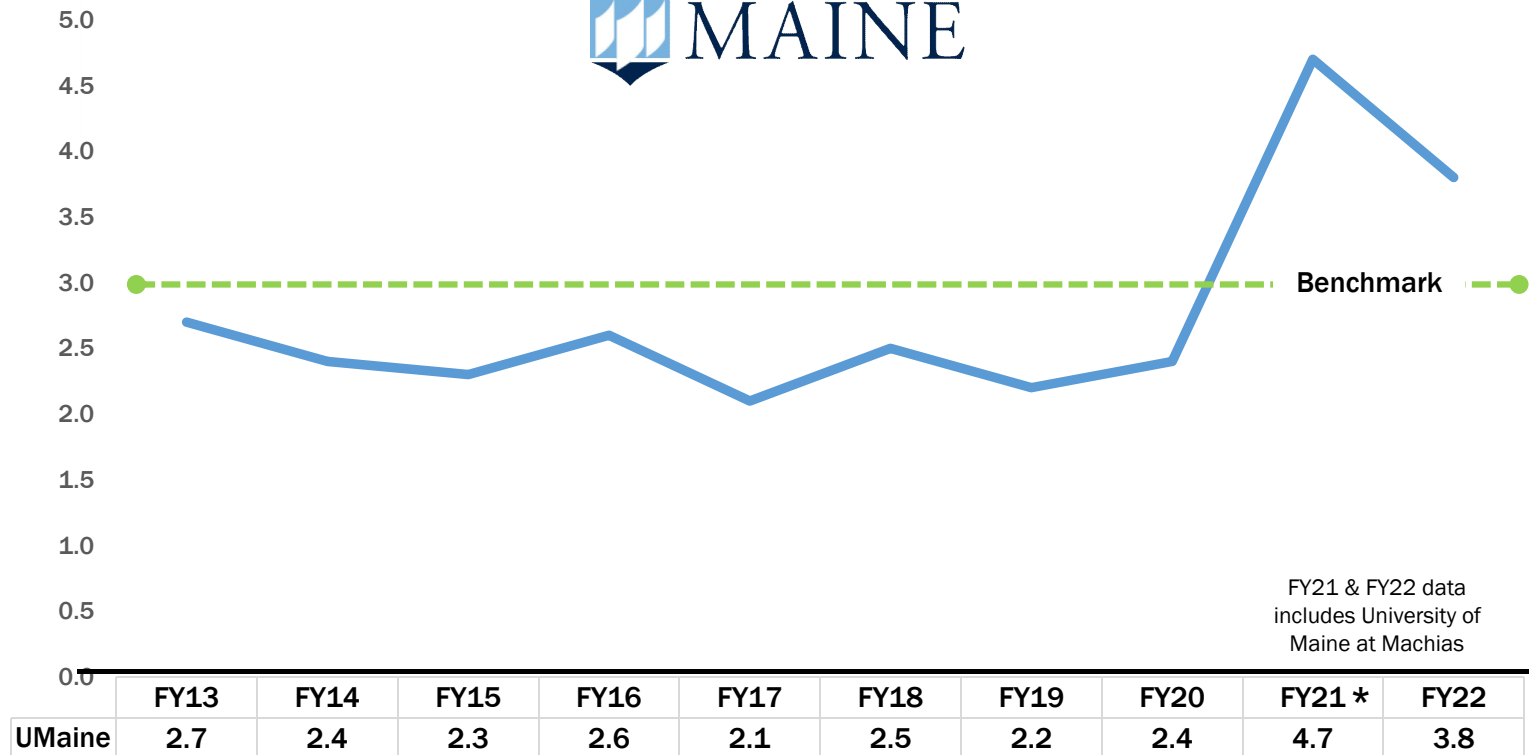
UMS Total



* FY21 ratios have been restated due to a new accounting standard on leases that was implemented.



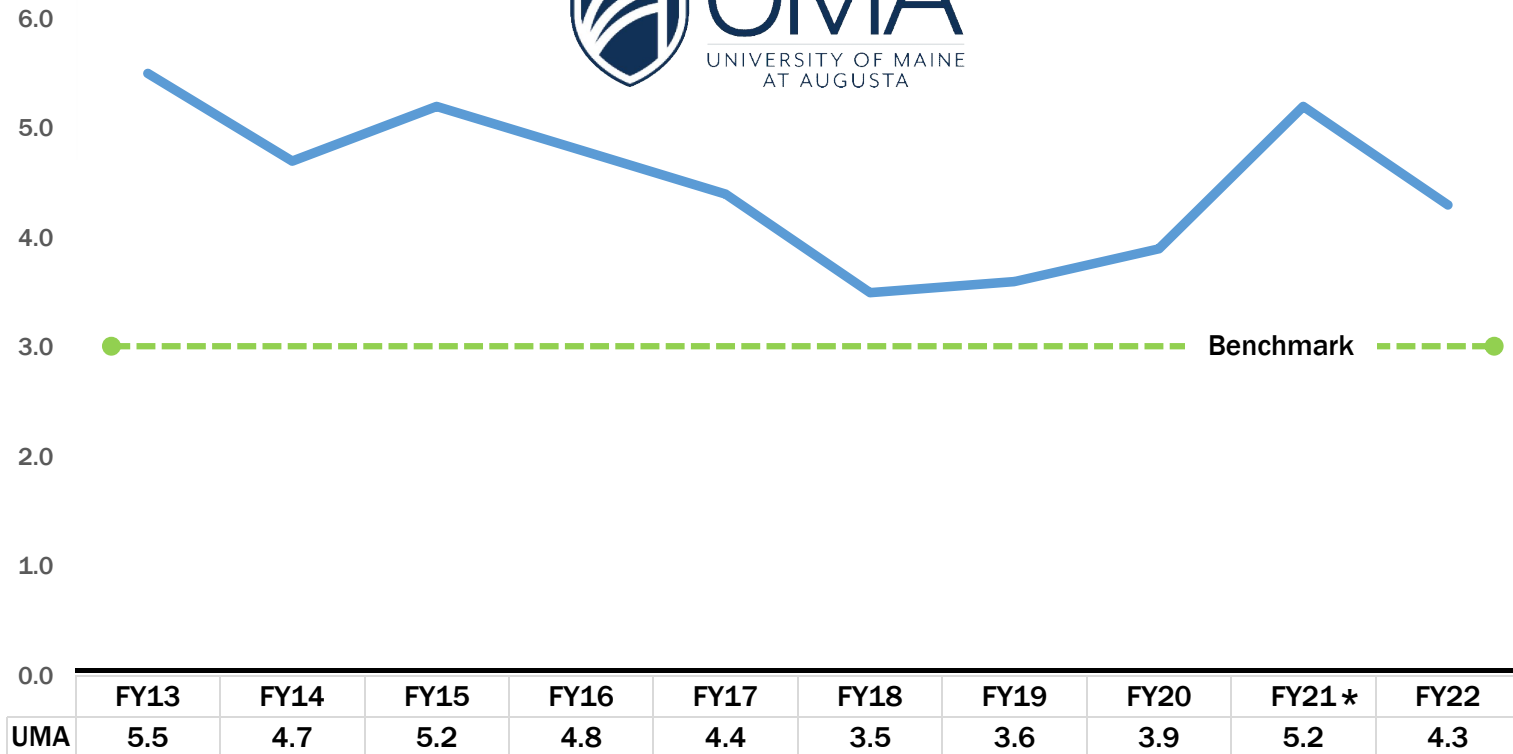
UMaine Composite Financial Index



* FY21 ratios have been restated due to a new accounting standard on leases that was implemented.



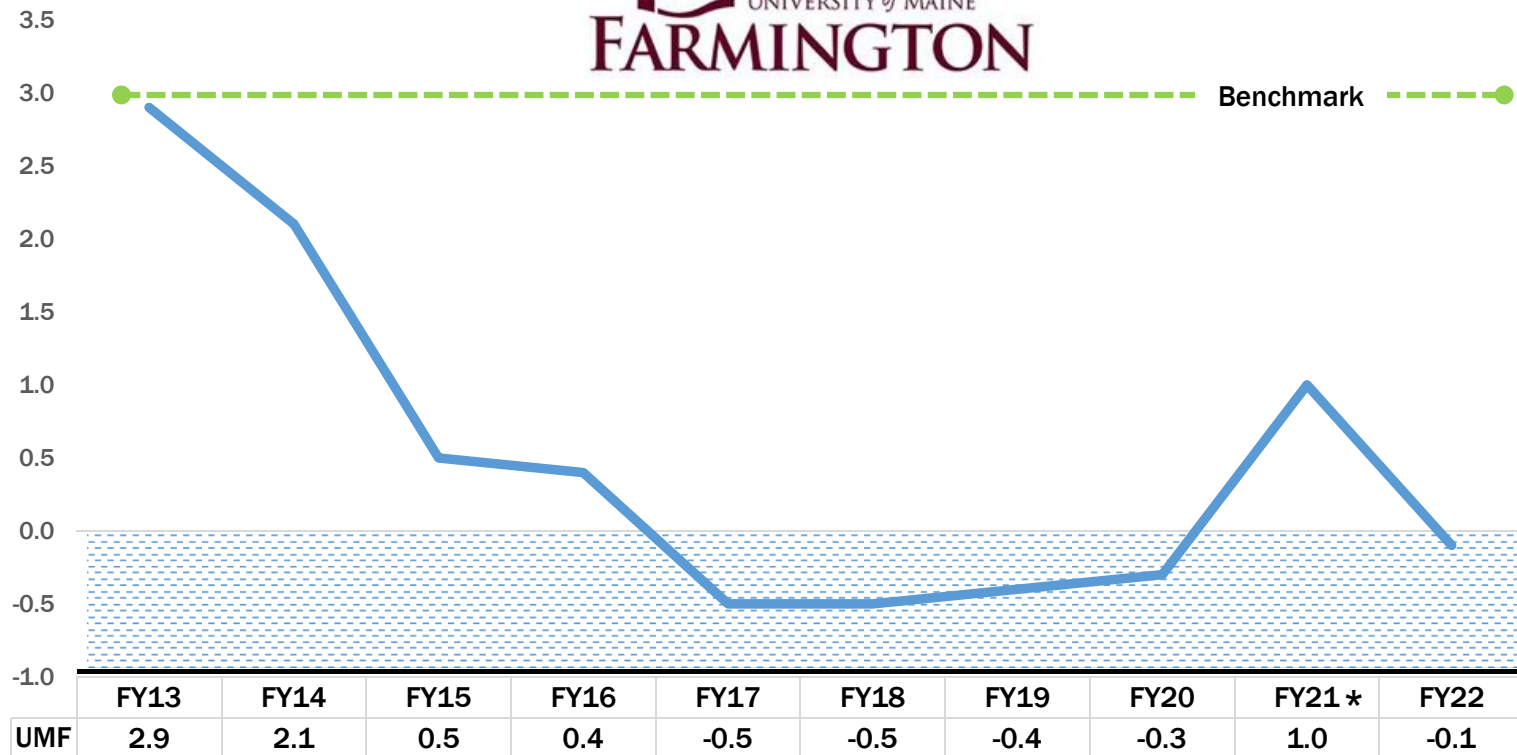
UMA Composite Financial Index



* FY21 ratios have been restated due to a new accounting standard on leases that was implemented.



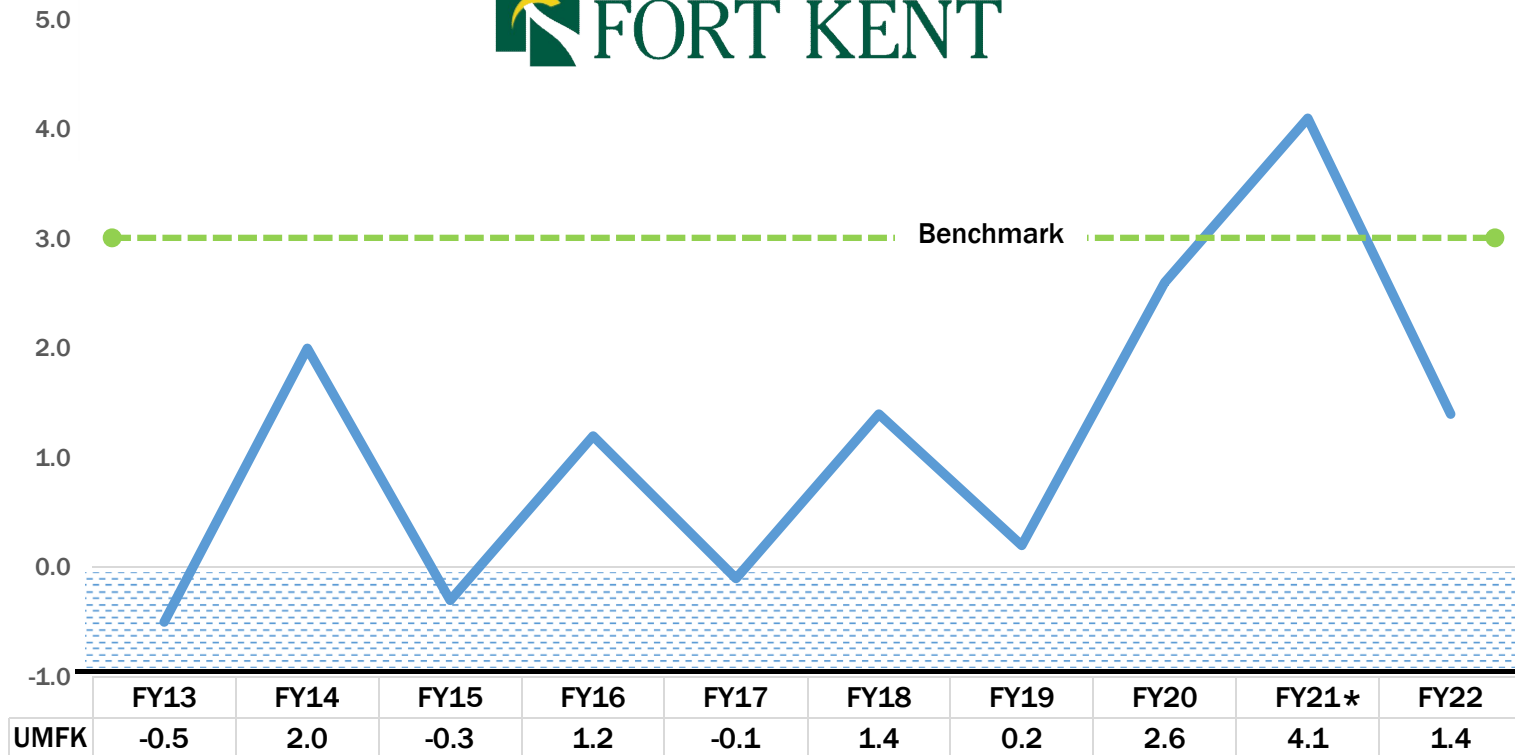
UMF Composite Financial Index



* FY21 ratios have been restated due to a new accounting standard on leases that was implemented.



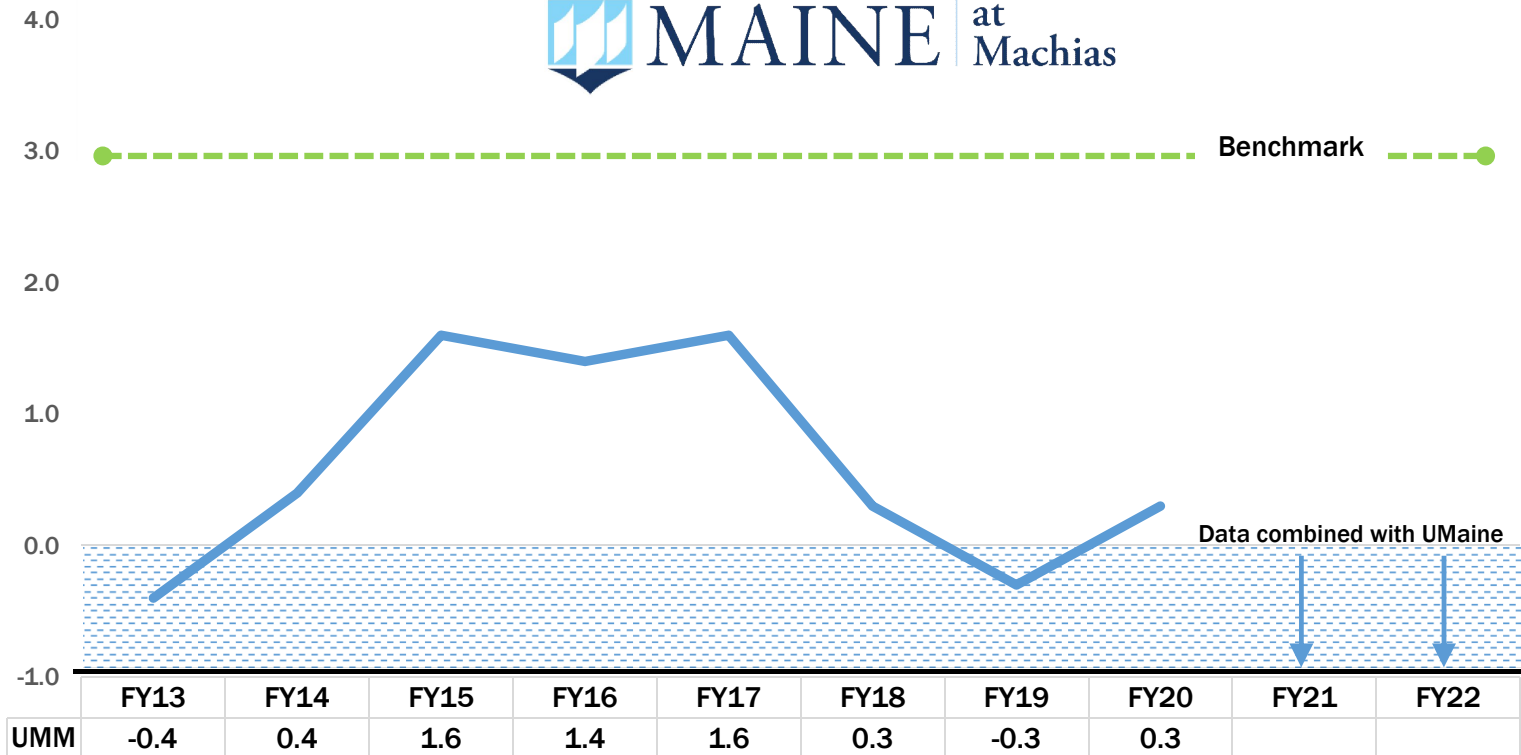
UMFK Composite Financial Index



* FY21 ratios have been restated due to a new accounting standard on leases that was implemented.



UMM Composite Financial Index

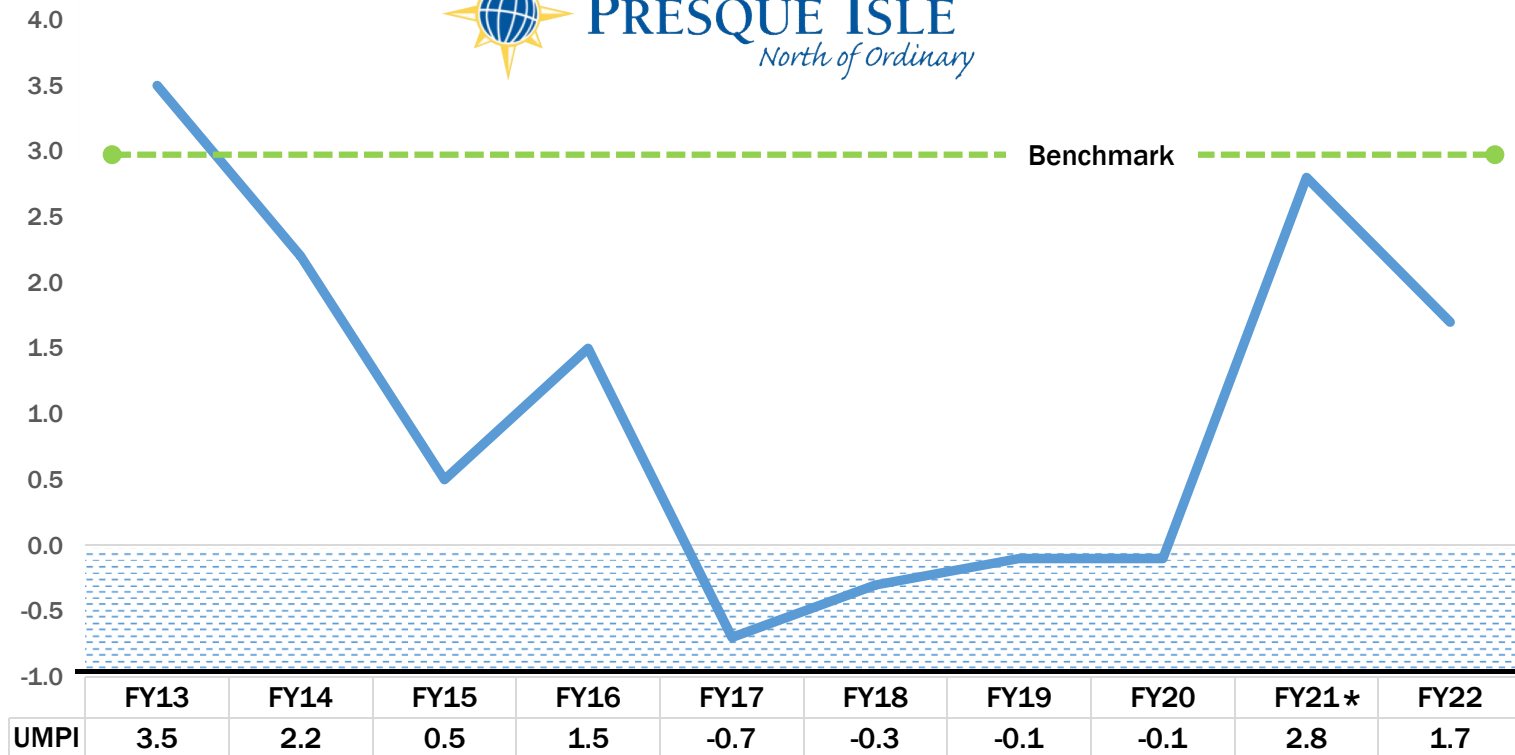




UMPI Composite Financial Index



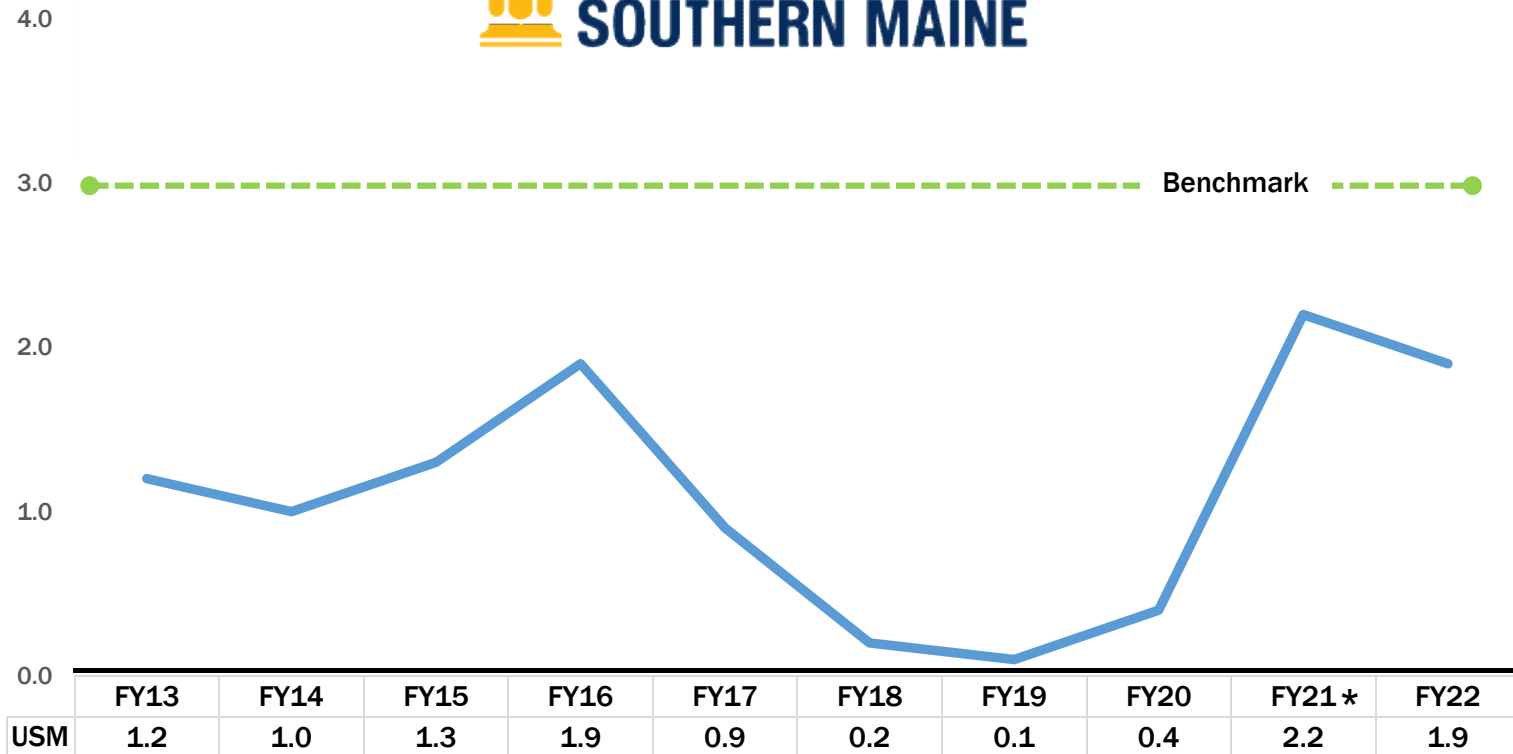
University of Maine at
PRESQUE ISLE
North of Ordinary



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USM Composite Financial Index



* FY21 ratios have been restated due to a new accounting standard on leases that was implemented.



UMS Faculty Governance Council BoT 01/30/23

Dr. Lisa Leduc UMPI
Dr. William Otto UMM
Dr. James Moreira UMM
Dr. Cindy Dean UMA



HISTORY

January 2020

- Full system shared governance body required by NECHE
- Campus Faculty Senates/Assemblies Chairs/Presidents

Fall 2021

- First charter ratified by most campuses
- Inclusion of upto 3 additional faculty members from each campus
- 2 *ex officio* members (AFUM and UMS VCAA Office)

Spring/Fall 2022

- Charter revised to deal with assembly concerns
- Final compromise and campus ratifications of Charter



FGC Charter

3 areas of work:

- 1) Internal Business
- 2) Multi-campus Program
Reviews/Evaluations/Recommendations/Feedback
- 3) Review of UMS APs

Also - built in 2 year review process



FGC Charter

* BoT supporting documents missing footnote:

All references to multi-university programs in this document should be understood to be in accordance with the AFUM contract and no statement contained in the charge of the council shall be construed as granting to the FGC the authority to act outside of the AFUM contract.



FGC Successes

Final Charter approved by all campus Senates/Assemblies, this was a 1+ year process with many iterations

Have a core group that meets twice monthly

Improving cross-campus communication

Started more proactive dialog rather than reactive to issues



FGC Challenges

Scheduling meetings

Continuity of membership

Misunderstanding of 'multi-campus programs'

Governance/oversight is slow moving

What does 'shared governance' mean in the context of UA?



FGC Concerns

We are not a 'super senate'

NECHE may be looking for functions of shared governance to live with FGC - but we engage with campus governance

We do not want to be used as an excuse to reduce faculty through combining programs

Direction to collaborate is at odds with competitive fiscal challenges and budget evaluations



FGC Next Steps

We are awaiting programs and/or APLs to review

Would like to see regular reports/reviews of BoT and UMS policy documents to ensure they reflect FGC structure, roles, and input.

Clear lines/lanes/connections of policy vs implementation

- BoT vs UMS
- Faculty Reps vs FGC

Clear documentation and review of current collaboration programs and initiatives shared with UMS, FGC and BoT



Questions?

