

University of Maine System - Board of Trustees Meeting
May 21-22, 2023
at the University of Maine
Wells Conference Center

AGENDA

Sunday, May 21, 2023

Call to Order @ 1:30 pm

The Board of Trustees will go directly into Executive Session under provisions: 1 MRSA Section 405 6-A, C, D & E.

Executive Session from 1:30 pm to 5:00 pm, Room 3, Wells Conference Center

Public Meeting @ 5:15 pm – Room 1, Wells Conference Center

Tab 1 – **UMFK Campus Presentation (60 minutes)**

Reception @ 6:15 pm (Cash Bar) – Buchanan Alumni House
(By Invitation Only)

Dinner @ 6:45 pm – Buchanan Alumni House
(By Invitation Only)

Monday, May 22, 2023

Coffee & Networking @ 8:00 am

Call to Order/Reconvene @ 8:30 am – Room 1, Wells Conference Center

Citizen Comment (10 minutes)

Individuals who wish to participate in Citizen Comment must indicate their name and topic on the sign up sheet, which will be available in the meeting room on May 22, 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 (15 minutes)

Tab 2 - **Bylaws Working Group Update**

Chancellor's Report (15 minutes)

Approx. 9:10 am

Action Item (60 minutes)

Tab 3 - Approval of the UMS Strategic Plan

Approx. 10:10 am

Vice Chancellor for Academic & Student Affairs' Report (30 minutes)

Tab 4 - **Vice Chancellor for Academic and Student Affairs Update**

Vice Chancellor for Research and Innovation's Report (30 minutes)

Tab 5 - Vice Chancellor for Research and Innovation Update

Approx. 11:10 am

Vice Chancellor for Strategic Initiatives' Report (30 minutes)

Tab 6 - Strategic Initiatives Update / Early College Update

Approx. 11:40 am

Vice Chancellor for Finance and Administration & Treasurer's Report (50 minutes)

Tab 7 - Finance & Administration Update

Tab 8 - FY2024 Updated Proposed University and System Office Operating Budget and Student Charges, UMS

Approx. 12:30 pm

Lunch Break (25 minutes) (Timing of the lunch break will be at the discretion of the Chair)

Approx. 12:55 pm

Action Items (65 minutes)

Tab 9 - Chancellor Malloy's Contract

Tab 10 - Election of Board Officers

Tab 11 - Approval of the Board Meeting Calendar for FY2024 & FY2025

Tab 12 - Tenure of time of hire, Professor in the School of Nursing, UM

Tab 13 - Tenure at time of hire, Professor in the Department of English, UM

Tab 14 - Appointment of Interim Clerk of the Board of Trustees

Tab 15 - Lease Authorization Request, UMA, The Marketplace, Augusta, Maine

Tab 16 - Old Town Mill Lease Renewal Authorization Request, UM

Tab 17 - Lease Authorization Request, Gulf of Maine Research Institute, UM

Tab 18 - UMS Custom House Lease

Tab 19 - Financing, Project & Reimbursement Resolution, USM Center for the Arts

Tab 20 - Confirmation of Student Representative to the Board of Trustees

Tab 24 - Approval of Collective Bargaining Agreement, ACSUM

Tab 25 - Approval of Collective Bargaining Agreement, UMPSA

Approx. 2:00 pm

Consent Agenda (5 minutes)

Tab 21 - Acceptance of Minutes

April 26, 2023 Finance, Facilities & Technology Committee

Tab 22 - Lease Authorization Request, UMA, Cleveland Hall 9 Coos Lane, Hallowell, Maine

Tab 23 - Naming of the New Center for the Arts, USM/Portland Campus

Date of the Next Meeting:

July 10, 2023 meeting will be held virtually

Public Meeting conclude at approximately 2:15 pm

Executive Session – following the public meeting, if needed

Attachments

Managed Investment Pool Flash Reports

Pension Fund Flash Reports

Operating Fund Flash Reports

Board Policy 103 - Bylaws Redline Version

Bylaws Working Group Report

UMS Strategic Plan

UMS Board of Trustees Chairs & Vice Chairs from 1989 to present

Tenure at time of hire – UM School of Nursing – Background Information - CONFIDENTIAL

Tenure at time of hire – UM Department of English – Background Information - CONFIDENTIAL

UMA The Marketplace Lease Authorization – Background Information

Financing & Project Authorization Resolution

Previously Approved AIS – Authorization, USM Center for the Arts, USM, March 27, 2023

UMA Cleveland Hall – Background Information

Reports

Agenda Calendar

Capital & Bond Project Report Executive Summary

Capital Project Status Report

Capital Project Status Report – Bond Report

2022 Maine Economic Improvement Fund Annual Report

2022 Workforce Profile Report

2022 Turnover Analysis Report

Presentations

Early College Presentation

FY2024 University of Maine System Budget Presentation

VCRI May BOT 2023 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: May 21-22, 2023

Location: University of Maine

Parking:

Parking is available in the Wells parking lot across from Wells Commons.

Hotel:

Overnight accommodations for Trustees, Faculty and Student Representatives, have been made at the Courtyard by Marriott, 236 Sylvan Rd, Bangor. PH: 207-262-0070

Dinner Invitation:

A reception and dinner are scheduled for the evening of May 21st, at the Buchanan Alumni Hall. 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 & Director of External Affairs, UMS General Counsel and the Director of Government & Community Relations.

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, May 21st, starting at 1:00 pm for the Faculty & Student Representatives to meet in their respective groups: Faculty – RM 2, Wells Conference Center, Students – Corbett Hall Conference Room.

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 Kayla Flewelling at 745-2782 or Ellen Doughty at 949-4905.



Directions to UM Campus – Wells Conference Center

From the South on I-95: take exit 191 to Kelly Road and turn right. Continue on Kelly Road for 1 mile until you reach the traffic light, then turn left onto Route 2 and go through downtown Orono. Cross the river, turn left at the lights onto College Avenue. Continue on College Ave and enter campus at the Long Road campus entrance on the right.

From the North on I-95: take exit 193 to Stillwater Avenue and turn left. Drive straight for one mile and turn right onto College Avenue. Drive one mile and turn left onto the UMaine campus (Long Road).

The Wells Conference Center and parking locations are noted on the UM campus map.



2021-22 Campus Map

- P** VISITOR permits authorize parking in any black lot or visitor space.
- RED** (Resident Student) permits authorize parking in red lots.
- BLACK** (Commuter Student) permits authorize parking in black lots.
- BLUE** (Faculty/Staff) permits authorize parking in any blue or black lot.
- GREEN** (Carpool) permits authorize use of individually allocated spaces.

Permits **MUST** be displayed on interior mirror.

Signs governing lots take precedence over all maps and permits

- i** Information
- Bus** Public Bus Stop
- Restroom** Gender Inclusive Restroom
- +** Ambulance
- Phone** Emergency Phone
- EV** Electric Vehicle Charging Station

Visitor Parking

Visitors need permits. Visitor Permits allow parking in metered spaces and in any BLACK lot. They are available for free online at umaine.edu/parking or at the UMaine Police Department.

Parking Office: 207.581.4047

University Park Housing
Apartments for students, faculty and staff located one mile from campus

To Witter Teaching and Research Center, UMaine Cooperative Extension Diagnostic and Research Lab 117 Godfrey Drive, Orono, Old Town, and

Welcome to the University of Maine, Orono

Please respect that UMaine is a walking campus
Pedestrians have right of way at all times

DISTANCE 1/8 MILE
Walking time 2-3 minutes

Winter Parking Ban
Blue and Black lots, as well as visitor spaces, are closed to parking from midnight to 6 a.m. from Nov. 1 to May 1.

Overnight Parking Permits
are available from UMaine Police and online at umaine.edu/parking.

UMaine ©2021
Cartography by Purple Lizard Maps
Please suggest edits to um.printing@umaine.edu

University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: University of Maine at Fort Kent Campus Presentation

INITIATED BY: Patricia A. Riley, Chair

BOARD INFORMATION: X

BOARD ACTION:

BOARD POLICY:

N/A

UNIFIED ACCREDITATION CONNECTION:

BACKGROUND:

Enrollment and Marketing are topics that have been front and center at UMS campuses for the past few years. UMFK will provide an interactive session to highlight the accomplishments we take pride in and challenges we face as a university. The materials we create play a critical part of recruitment and retention of students. The presentation will focus on how photos and images reveal who we are. Our ability to be vulnerable with inviting others to share their perspectives about our work will assist us in advancing and strengthening our story.

5/12/2023

University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

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

INITIATED BY: Patricia A. Riley, Chair

BOARD INFORMATION: X

BOARD ACTION:

BOARD POLICY: Section 103 Bylaws

UNIFIED ACCREDITATION CONNECTION: N/A

BACKGROUND:

At the direction of Chair Riley and agreement of the Board at the January 2023 meeting, the Bylaws Working Group has completed its review of the current Bylaws and recommended the changes noted in the redline format included in meeting materials. It has been the intent of the Working Group throughout this process to clarify the current wording of the Bylaws, add necessary details to reflect ongoing Board practice, and to include content in the Bylaws derived from our Charter and other operating principles where it was determined that language was important to include.

These final provisions and changes are being presented as an information item at the May 2023 Board of Trustees Meeting for consideration and further recommendations. The proposed Bylaw changes will be presented at the July 2023 Board of Trustees for approval.

Attachments

[Board Policy 103 – Bylaws Redlined Version](#)
[Bylaws Working Group Report](#)

University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: UMS Strategic Plan Approval

INITIATED BY: Dannel P. Malloy, Chancellor

BOARD INFORMATION:

BOARD ACTION: X

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 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.

From that time the Board has formed a standing Strategic Planning Committee that has partnered on the plan development, 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.

Trustee Cain (Chair of the Strategic Planning Committee) will discuss the current draft version of the strategic plan and ask President of UMPI Raymond Rice, Associate Provost/Dean at UM Hannah Carter and USM Professor Dr. John Muthyala to help answer any questions from the Board regarding the plan for their respective perspectives as members of the Strategic Plan Writing Team.

RESOLUTION:

That the Board will approve this final structure and version of the Strategic Plan and approve the printing and digital production of the plan for publication. The Board will also be approving the continued work on the Strategic Plan as it moves forward to the goal setting and implementation phase with collaboration from all campus leadership, faculty and staff.

Attachment
[UMS Strategic Plan](#)

University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Vice Chancellor for Academic and Student Affairs Update

INITIATED BY: Dannel Malloy, Chancellor

BOARD INFORMATION: X

BOARD ACTION:

BOARD POLICY: NA

UNIFIED ACCREDITATION CONNECTION:

Board engagement and transparency

BACKGROUND:

Vice Chancellor for Academic and Student Affairs Jeffrey St. John will share updates in two areas:

- I. The UMS Direct Admissions initiative
- II. Multi-university academic programs

University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Vice Chancellor for Research and Innovation Update

INITIATED BY: Dannel P. Malloy, Chancellor

BOARD INFORMATION: X

BOARD ACTION:

BOARD POLICY:

UNIFIED ACCREDITATION CONNECTION:

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

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

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

BACKGROUND:

Joan Ferrini-Mundy, UMS Vice Chancellor for Research and Innovation, will provide an update at the May 22, 2023 Board of Trustees meeting.

Attachments

[VCRI May 2023 BOT Presentation](#)

University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Strategic Initiatives Update / Early College Update

INITIATED BY: Dannel P. Malloy, Chancellor

BOARD INFORMATION: X

BOARD ACTION:

BOARD POLICY:

N/A

UNIFIED ACCREDITATION CONNECTION:

University of Maine System leadership is committed to fostering collaboration and synergy among its universities by seeking ways to help them share resources, streamline messaging, achieve greater efficiency, and maintain consistency in their operations.

BACKGROUND:

At the May 2023 Board of Trustees meeting, the Acting Vice Chancellor for Strategic Initiatives (VCSI) Carolyn Dorsey will offer an update on timely system-wide initiatives including the following items:

UMS Strategic Initiatives Update

Vice Chancellor Dorsey will provide an update on the progress of discussions with UMS and university leadership regarding the establishment of system-wide marketing and communication structures.

UMS Early College Update

Amy Hubbard, UMS Executive Director of Early College, will offer a year in review of early college programming and discuss next steps with new program initiatives.

Attachment

[Early College Presentation](#)

University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Finance and Administration Update

INITIATED BY: Dannel P. Malloy, Chancellor

BOARD INFORMATION: X

BOARD ACTION:

BOARD POLICY:

UNIFIED ACCREDITATION CONNECTION:

Primary Outcomes - Enhance fiscal positioning.

BACKGROUND:

The Vice Chancellor for Finance and Administration and Treasurer Ryan Low will briefly present the flash reports at the May 21-22, 2023, Board of Trustees meeting.

Attachments:

[Managed Investment Pool Flash Reports](#)

[Pension Fund Flash Reports](#)

[Operating Fund Flash Reports](#)

University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: FY2024 Updated Proposed University of Maine System Operating Budget and Student Charges, UMS

INITIATED BY: Dannel P. Malloy, Chancellor

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY:

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

UNIFIED ACCREDITATION CONNECTION:

N/A

BACKGROUND:

Vice Chancellor for Finance and Administration & Treasurer Ryan Low will present the FY2024 Updated Proposed University of Maine System Operating & Capital Budget and Student Charges.

The Finance, Facilities and Technology Committee approved this item to be forwarded to the May 21-22, 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 FY2024 Updated Proposed University of Maine System Operating & Capital Budget, Recommended Student Charges, and proposed transfers from Institutional Reserves including the carryforward of approved but unexpended Budget Stabilization Funds from FY2023 to FY2024.

Attachment:

[FY2024 University of Maine System Budget Presentation](#)

University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Chancellor Malloy's Contract

INITIATED BY: Patricia A. Riley, Chair

BOARD INFORMATION: **BOARD ACTION:** X

BOARD POLICY:

UNIFIED ACCREDITATION CONNECTION:

N/A

BACKGROUND:

Dannel Malloy was appointed Chancellor of the University of Maine System effective July 1, 2019. The Board of Trustees will discuss the Chancellor's contract in executive session under provision 1 MRSA Section 405 6-A, at the May 21-22, 2023 Board meeting.

TEXT OF PROPOSED RESOLUTION:

A resolution will be presented at the May 21-22, 2023 Board meeting.

5/12/2023

University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Election of Board Officers

INITIATED BY: Trustee David MacMahon, Chair of the Trustee Nominating Committee

BOARD INFORMATION: **BOARD ACTION:** X

BOARD POLICY: Bylaws – Article II, Section 2.1

UNIFIED ACCREDITATION CONNECTION:
N/A

BACKGROUND:

The Board Chair appointed three Trustees to serve as the Nominating Committee. Trustee David MacMahon, Chair; Trustee Patrick Flood and Trustee Kelly Martin. The Committee will propose a slate of officers at the annual meeting on May 22, 2023.

TEXT OF PROPOSED RESOLUTION:

That the Board of Trustees approves the Board of Trustees slate of officers for 2023-2024, as presented.

Attachment:

[UMS Board of Trustees Chairs & Vice Chairs from 1989 to present](#)

University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Approval of the Board of Trustees Meeting Calendar for FY2024 & FY2025

INITIATED BY: Patricia A. Riley, Chair

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY:

N/A

UNIFIED ACCREDITATION CONNECTION:

N/A

BACKGROUND:

In accordance with the University System’s Charter and the Board’s By-laws, the proposed calendar is submitted for approval. In order to allow as much flexibility as possible in planning schedules, the proposed calendar has been developed on a 2-year cycle based on the fiscal year (July to June).

The Board of Trustees Retreat originally scheduled for October 1-2, 2023 has been cancelled.

Fiscal Year 2024

- July 10, 2023 – Virtual
- September 10-11, 2023 – USM
- ~~October 1-2, 2023 – Board Retreat~~
- October 27, 2023 – Special Board Meeting – Virtual
- November 5-6, 2023 – UMS
- January 29, 2024 – UM
(one-day event – Trustees will gather for dinner on Sunday, January 28, 2024)
- March 24-25, 2024 – UMPI
- May 19-20, 2024 – UMFK

Fiscal Year 2025

- July 15, 2024 – Virtual
- September 15-16, 2024 - TBA
- October 6-7, 2025 – Board Retreat
- October 25, 2024 – Special Board Meeting - Virtual
- November 17-18, 2024 - TBA
- January 13, 2025 - TBA
(one-day event – Trustees will gather for dinner on Sunday, January 12, 2025)
- March 9-10, 2025 - TBA
- May 18-19, 2025 – TBA

The Board of Trustees Office in consultation with the Chancellor and the Board Chair can modify the Board meeting calendar as necessary to accommodate the needs of the Board. Several of the Board meeting locations for FY2025 have been noted as “to be announced” (TBA) and will be formulated based on the need to constrain costs and the desire for campuses to host Board meetings.

TEXT OF PROPOSED RESOLUTION:

That the Board of Trustees approves the Board of Trustees meeting calendar for FY2024 & FY2025, as presented.

5/12/2023

University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

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

INITIATED BY: Dannel Malloy, Chancellor

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY:

Board Policy 310: Tenure

UNIFIED ACCREDITATION CONNECTION:

BACKGROUND:

The University of Maine has requested that Dr. Colleen Marzilli be awarded tenure at the rank of Professor in the School of Nursing within the College of Natural Sciences, Forestry, and Agriculture at the University of Maine, effective August 1, 2023, in accordance with Board of Trustee Policy 310. Dr. Marzilli's credentials have been reviewed by the faculty of the School of Nursing at the University of Maine and received their full support.

Due to the cancellation of the April 24, 2023 Academic and Student Affairs Committee meeting, this item is being forwarded directly to the May 21-22, 2023 Board of Trustees meeting for review.

TEXT OF PROPOSED RESOLUTION:

That the Board of Trustees approves tenure at time of hire, Professor in the School of Nursing at the University of Maine, with tenure to be effective August 1, 2023.

Attachments

Tenure at time of hire – UM School of Nursing – Background Information - CONFIDENTIAL

University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Tenure at Time of Hire, Professor in the Department of English, UM

INITIATED BY: Dannel Malloy, Chancellor

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY:

Board Policy 310: Tenure

UNIFIED ACCREDITATION CONNECTION:

BACKGROUND:

The University of Maine has requested that Dr. Megan Walsh be awarded tenure at the rank of Professor in the Department of English within the College of Liberal Arts and Sciences at the University of Maine, effective December 19, 2022, in accordance with Board of Trustee Policy 310. Dr. Walsh’s credentials have been reviewed by the faculty of the Department of English at the University of Maine and received their full support.

Due to the cancellation of the April 24, 2023 Academic and Student Affairs Committee meeting, this item is being forwarded directly to the May 21-22, 2023 Board of Trustees meeting for review.

TEXT OF PROPOSED RESOLUTION:

That the Board of Trustees accepts the recommendation of the Academic & Student Affairs Committee and approves tenure at time of hire, Professor in the Department of English at the University of Maine with tenure to be effective December 19, 2022.

Attachment

Tenure at time of hire – UM Department of English – Background Information

**University of Maine System
Board of Trustees**

AGENDA ITEM SUMMARY

NAME OF ITEM: Appointment of the Interim Clerk of the Board of Trustees

INITIATED BY: Patricia A. Riley, Chair of the Board

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY: Bylaws – Section 2.2

UNIFIED ACCREDITATION CONNECTION: N/A

BACKGROUND:

Section 2.2 of the Bylaws of the Board of Trustees provides that the Board will appoint a Clerk who serves at the pleasure of the Trustees. Bylaw Section 2.6 describes the Clerk’s duties as follows:

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.

Kayla Flewelling started her career with the University of Maine System in the President’s Office at the University of Maine as the Executive Assistant to President Joan Ferrini-Mundy in January of 2022. She made her transition to the University of Maine System office in July of 2022 by joining the Strategic Initiatives Office as a Project Specialist under the guidance of Vice Chancellor Carolyn Dorsey and Executive Director of the Chancellor’s Office Rowena Clukey. With support from her system colleagues Kayla has agreed to accept an interim appointment to the Clerk of the Board of Trustees office, pending the vote and approval by the Board of Trustees.

The Board now wishes, on the recommendation of UMS Chancellor Dannel Malloy, to appoint Kayla Flewelling as Interim Clerk of the Board of Trustees, effective June 2, 2023 and subject to the normal UMS Management Group terms and conditions of employment, including as set forth in the UMS *Handbook for Non-Represented Faculty and Salaried Staff*.

TEXT OF PROPOSED RESOLUTION:

That the Board of Trustees appoints and directs that Kayla Flewelling be sworn in as Clerk of the University of Maine System Board of Trustees effective June 2, 2023 and to serve at the pleasure of the Trustees.

5/12/2023

University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Lease Authorization Request, UMA The Marketplace, Augusta, Maine

INITIATED BY: Dannel P. Malloy, Chancellor

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY:

801-Acquisition of Real Property

UNIFIED ACCREDITATION CONNECTION:

UMA's distance model and geographic location provide opportunities for state-of-the-art nursing simulation professional development opportunities throughout UMS. The facility will enhance support for remote cohorts at UMA's designated Centers as well as the cohort at the University of Maine at Farmington. Nursing leadership across the system has worked hard to align non-clinical courses, and the transferability of credits has contributed to an increase in enrollment. The requirement to take clinical courses to achieve the Holistic Nurse Certification supports the need for additional space to meet the demands of lab and simulation needs. Collaboration is underway with the University of Maine to establish a holistic component in its program, further adding to the need for additional space to meet student learning needs.

This new center will also provide Cyber Range simulation support for the University of Maine at Presque Isle and UMA's Cyber Security degree collaboration, including future CBE efforts. All students in the joint MS Cyber Security program between the University of Southern Maine and UMA will also be supported.

BACKGROUND:

a. Summary of the request

The University of Maine System acting through the University of Maine at Augusta requests authorization to enter into a lease with Townsend Road Associates LLC for 20,130 square feet of space located in The Marketplace at Augusta. The space is currently identified as the "Purdue Global" building, formerly hosting the Purdue Global Nursing Program, and included in the lease are 108 parking spaces immediately adjacent to the facility.

b. Overall requested budget and funding source

The request is pursuant to Board Policy 801 – Acquisition of Real Property, which requires leases with a total value of \$100,000 or more or a term of five (5) years or more to be considered by the Board of Trustees or the Finance, Facilities and Technology Committee. The proposed duration of the lease is twenty (20) years at an initial annual rate of \$406,626 triple net, with an annual inflation adjustment of roughly 3%. Estimated total value of the lease is \$8,500,625. The request is for the Committee's recommendation to be forwarded to the Board of Trustees for consideration at the May 22, 2023 meeting.

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

The space will be utilized by UMA to create the Capital Center for Nursing and Cybersecurity. Relocation of the UMA Nursing program to this site will enable the Nursing program to increase the entering student cohort from 64 to 72 in the first year and to 80 in subsequent years. Additionally, this facility allows the UMA Nursing program to research the possibility of an accelerated track for students already having earned a baccalaureate degree, adding additional students/graduates. In the most recent graduating class, 50 of the 51 graduates remained in the state of Maine.

Cybersecurity training is a critical component of today's environment for all organizations. UMA's Cyber Range is currently conducting training for companies, municipalities and others but is constrained by its current facilities. This relocation offers additional training rooms and other appropriate space for the Cybersecurity program. Revenue generated from this training will help offset operational expenses.

d. Explanation of the scope and substance of the project as needed to supplement (a) and (c) above. None

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

20,130 square feet will be added to those facilities leased by UMA. Operating expenses are discussed in section (f).

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

Total operating expenses are estimated to be \$510,984 in the first year. Increased tuition revenue, training revenue, a \$120,000 (\$480,000 over four years) commitment from Maine General hospital, and E&G funds already built into the FY24 operating budget will cover the first-year costs. Beginning in year two, no E&G funds are required. All renovation, furnishing, wiring, equipment and other upfront costs will be covered by UMA's portion (\$1,800,000) of the "Improving Access to Care and Patient Outcomes across Maine" federal earmark.

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

It is estimated that \$30 million in today's dollars would be required to replicate this facility on the UMA campus.

h. Timeline for start, occupancy and completion

Occupancy will occur no later than fall semester 2024.

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 other consideration or action is required by the Board of Trustees if full authority is granted.

The Finance, Facilities and Technology Committee approved this item to be forwarded to the May 21-22, 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 & Technology Committee and authorizes the University of Maine System acting through the University of Maine at Augusta to enter into a lease agreement for 20,130 square feet and adjacent parking space at “The Marketplace” in Augusta, for twenty (20) years at a total estimated cost of \$8,500,625 plus expenses; to be funded from increased tuition revenue, training revenue, gifts and E&G funds (first year only); with all final terms and conditions subject to review and approval of the University of Maine System Treasurer and General Counsel.

Attachments

[UMA The Marketplace Lease Authorization - Background Information](#)

University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Old Town Mill Lease Renewal Authorization Request, UM

INITIATED BY: Dannel P. Malloy, Chancellor

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY:

801 – Acquisition of Real Property

UNIFIED ACCREDITATION CONNECTION:

The Facility directly supports R&D and pilot capabilities that are available to any researchers/academics within the University of Maine System.

BACKGROUND:

a. Summary of the request

The University of Maine System, acting through the University of Maine (UM) request authorization to negotiate and enter into the extension lease agreements with Old Town Mill Holdings, LLC now known as ND Paper Inc. located at the Old Town Mill on Route 2, Old Town, Penobscot County, Maine with final terms and conditions subject to review and approval by the University of Maine System Treasurer and General Counsel.

The current lease began February 1, 2018, with a term of five (5) years. Rental includes 40,000 +/- square feet of warehouse space located on the first floor and certain office space located on the second floor of the southwest corner of the finished goods warehouse building at an annual rate of \$160,000 to be paid monthly in equal installments for five (5) years. The current lease terminated at midnight January 31, 2023. Currently the UM and lessor are working under a month-to-month arrangement with rent and terms as originally outlined in the agreement until a new agreement can be negotiated.

This request is pursuant to Board Policy 801, Acquisition of Real Property, which requires Board approval for leases of five or more years and/or \$100,000.

b. Overall requested budget and funding source:

To be determined with final negotiations.

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.

N/A

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

The University is currently using the facility and has invested over \$10 million dollars in improvements. There are currently \$5 million in grants in hand for research at this facility, with up to an additional \$5 million in potential grants pending. Since 2011, the research tied

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to this facility has resulted in approximately \$29 million in grants, of which the indirect costs (IDC) portion is \$7.5 million (UMAINE RIM database). The cost to lease the facility is covered by the recovered indirect costs.

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

N/A

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

This request does not result in changes to the University's net square footage. The University does anticipate a potential increase in annual rental rates with negotiations for a new rental agreement.

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

N/A

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

N/A

i. Timeline for start, occupancy, and completion:

The University currently occupies the space and will continue to do so throughout negotiations. The University anticipates completing negotiations with ND Paper, Inc. in the summer of 2023.

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.

N/A

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

FBRI is in discussions with companies now planning to build commercial wood-to-biofuels plants in Maine. There is interest in workforce development/training opportunities that could be targeted to CTEs, community college, UMS undergrads, graduate students, and professional development for folks in the existing workforce. Related Learning Experiences, micro-credentials, credit courses, and internship opportunities are expected to increase.

The Finance, Facilities and Technology Committee approved this item to be forwarded to the May 21-22, 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 Maine (UM) to negotiate and enter into leases with ND Paper, Inc. at the Old Town Mill on Route 2, Old Town, Penobscot County, Maine with all final terms and conditions subject to review and approval by the University of Maine System Treasurer and General Counsel.

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University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Lease Authorization Request, Gulf of Maine Research Institute,
University of Maine

INITIATED BY: Dannel P. Malloy, Chancellor

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY:

Section 801.2-G, Acquisition of Real Property Through Purchase, Gift, Lease or License

UNIFIED ACCREDITATION CONNECTION:

Formalizing a lease with GMRI will connect UMaine faculty with faculty and students at USM and create opportunities for collaboration in research activities.

BACKGROUND:

- a. Summary of the request** – The University of Maine System, acting through the University of Maine requests authorization to negotiate, enter into and extend a lease agreement with Gulf of Maine Research Institute (GMRI).

There is a need to formalize a lease agreement for office and laboratory space within GMRI for two UMaine faculty members who are located and conduct their research at that site. This is an extension of an existing relationship (not new) which is changing from a facilities access MOU to a lease – for federal grant purposes. Previously, GMRI was paid through an annual facility usage fee; we have determined that a lease would be more appropriate and allow for correct accounting and reporting of the costs to use the space provided to UM.

UM anticipates the leases will result in annual payment to GMRI up to \$100,000 (based on current break-even lease rate), and funding will be from indirect cost recovery from externally funded projects of the two-faculty located at GMRI. Lease expenses will be paid from the Office of the Vice President for Research and Dean of the Graduate School.

This request is pursuant to Board Policy 801.2-G, Acquisition of Real Property Through Purchase, Gift, Lease or License, which requires leases with a total value of over \$100,000 and/or with a term greater than 5 years to be considered by the Board of Trustees. In this case the Committee recommendation is to be forwarded to the May 2023 meeting of the Board of Trustees for consideration.

- b. Overall requested budget and funding source:**

Up to \$100,000 to be covered with funds from indirect cost recovery from the externally funded projects of faculty located at GMRI.

- 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.**

N/A

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

The two UMaine faculty members located at GMRI have been an integral part of the collaborative efforts between UMaine and GMRI, resulting in mutually beneficial advancement of marine research impacting Maine and sponsored by external sources. In order for UMaine to use the full indirect rate on proposals for those faculty members, the lease agreement needs to be formalized in order to consider these rented spaces UMaine property and therefore a part of our indirect rate formula.

In FY22, faculty at GMRI had \$4,776,990 in active grants with budgeted indirect recovery of \$701,048.

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

The existing use of the space is governed by MOUs signed between the two institutions in 2019.

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

The lease will provide faculty access to 2,940 square feet of office and lab space at GMRI, and there will be no additional costs beyond the lease. The facility is maintained by GMRI.

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

In the first year, the lease will cost approximately \$100,000 and is expected to increase 5% each year, consistent with the annual market cost adjustments for the Portland area. The indirects recovered from projects of the two faculty will cover the cost of the lease, equating to approximately 50% of the indirects generated.

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

In order to charge sponsors the full indirect rate, a formal lease agreement must be in place to establish the physical location as UMaine property. Another option in the Portland area is at 300 Fore St, but this is office space only, it does not offer the lab space needed by the faculty located at GMRI.

i. Timeline for start, occupancy and completion:

The use of space at GMRI began in 2006 with an MOU and provides office and lab space for two faculty. This agreement due to its strategic nature is expected to continue, and be renewed, for as long as the arrangement continues to benefit both UMaine and GMRI.

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.

N/A

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

The laboratory space used by the two UMaine faculty members and the graduate and undergraduate students supported by their grants at GMRI is optimally set up for marine research and is not available at other locations in Portland or surrounding region. Moreover, the strategic relationship and collaboration with GMRI have resulted in R&D outcomes that

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have benefitted Maine and its marine sector.

The Finance, Facilities and Technology Committee approved this item to be forwarded to the May 21-22, 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 Maine to negotiate and enter into a lease with GMRI for office and laboratory space totaling 2,940 square feet. All final terms and conditions of the lease are to be approved by University of Maine System Treasurer and General Counsel.

University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: UMS Custom House Lease

INITIATED BY: Dannel P. Malloy, Chancellor

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY:

Board of Trustee Policy 801 – Acquisition of Real Property

UNIFIED ACCREDITATION CONNECTION:

The Facility will directly support R&D, career development, and community engagement efforts for the University of Maine System. The University of Maine, the University of Southern Maine, and Maine Law School will all have dedicated spaces to increase collaboration across campuses.

BACKGROUND:

The University of Maine System (UMS) requests authorization to enter into a three-year lease agreement for real property located at 7 Custom House Street in Portland, Maine. Prior to the end of the lease term, the UMS will have the option to purchase the property for the value agreed upon in the lease agreement. This property, known as the Blake Building, is a 67,105-square-foot commercial building located adjacent to 300 Fore Street, where the Maine Law School occupies space.

This request is pursuant to Board Policy 801, the acquisition of real property, and pursuant to the Board's prohibition of increasing space without Trustee approval. Per policy, leases with a value of over \$100,000 or a term of more than five years must be considered by the Board or its Finance, Facilities, and Technology (FFT) Committee. This lease is expected to exceed the dollar threshold. Therefore, if approved by the FFT Committee, this lease will be forwarded to the Board of Trustees for approval. This lease has been reviewed by UMS General Counsel and Treasurer. It is based on the condition that the annual lease cost will not exceed \$800,000 per year for rent of 34,664 square feet. Additional expenses, including common area maintenance (CAM) and maintenance of UMS space, will also be included in the operating budget, which ranges between \$275,000 and \$300,000 per year of the lease, excluding parking. This equates to approximately \$30 - \$31 per square foot of leased space, which aligns with Class A office space in Portland.

Funding for this space will come from various sources, such as earmark funds and grants. Campus presidents from UM, USM, and Maine Law have worked together to identify units to occupy this space, ensuring that the available footprint is utilized. This space will provide more opportunities for these campuses to collaborate across educational disciplines to support Maine's dire need for an educated and skilled workforce.

Prior to completion of the third lease year or with a three-month notice from the Landlord, UMS will have the option to purchase the entire property, which also includes the land below the 300

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Fore Street location. The purchase includes the accompanying retail leases for approximately 19,000 square feet and the subsequent income. This income will be used to offset UMS costs for their portion of the building space. Funding for this purchase has been secured through a grant.

UMS previously explored constructing a similar building in Portland for the Professional Graduate Center. However, the projected cost for an 85,000-square-foot building would exceed \$115 million. This cost is largely driven by inflation and supply chain constraints. The Producer Price Index (PPI) also reflects an increase of approximately 19% in 2022 for new office building construction. Therefore, this lease and purchase option are more cost-effective and supported by campus presidents, UMS General Counsel, and UMS Treasurer.

The Finance, Facilities and Technology Committee approved this item to be forwarded to the May 21-22, 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 to enter into a lease agreement with a purchase option for the property located at 7 Custom House Street, Portland, Maine, with all final terms subject to review and approval of the University of Maine System Treasurer and General Counsel.

University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Financing, Project, & Reimbursement Resolution,
USM Center for the Arts

INITIATED BY: Dannel P. Malloy, Chancellor

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY:

712 – Debt Policy

UNIFIED ACCREDITATION CONNECTION:

N/A

BACKGROUND:

The University of Maine System (UMS) acting through the University of Southern Maine (USM) requests authorization to finance costs for the new USM Center for the Arts (CFA) project on the Portland campus. On March 27, 2023, the Board provided authorization to expend up to \$63 million to proceed with the construction of a 40,000 gross square foot CFA building.

This project has mixed source funding, which includes:

- University revenue bonds estimated at \$32 million, which includes \$9 million of debt service support provided by the State of Maine and the balance supported by USM.
- Philanthropy with a goal of \$29+ million:
 - 1st phase: \$15 million (completed)
 - 2nd phase \$10 million (near complete)
 - 3rd phase: \$4 million (commences July 1, 2023).
- \$2+ million from the sale of real estate (Chamberlain Avenue houses).

The financing may be replaced with other revenue sources including philanthropy.

To facilitate future issuance of debt, a Financing and Project Authorization Resolution and a Resolution for Reimbursement of Project Expenditures is included for your review and approval. As stated in the resolution, the revenue bond issuance shall not exceed \$32 million. Such amount includes 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 the project. The reimbursement resolution allows reimbursement from bond proceeds of CFA Project expenditures made prior to bond issuance.

The March 26-27, 2023 Board of Trustees meeting Agenda Item Summary titled, *Authorization, USM Center for the Arts*, provides additional detail regarding the CFA Project and has been included with these materials for reference.

The Finance, Facilities and Technology Committee approved this item to be forwarded to the May 21-22, 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, & Technology Committee and approves the Financing and Project Authorization resolution related to the issuance of indebtedness not to exceed \$32 million for the purpose of financing the University of Southern Maine Center for the Arts project on the Portland campus, including design and construction of an approximate 40,000 square foot facility including an anticipated 200-seat performance hall and fine arts gallery space. Further, that the Board of Trustees approves the Reimbursement of Project Expenditures. Finally, that the Board of Trustees approves issuance of a University of Maine System internal loan to the University of Southern Maine, as determined by the Treasurer, for the purpose of funding project costs that will be reimbursed with debt issuance proceeds.

Attachments:

[Financing & Project Authorization Resolution](#)

[Previously Approved AIS – Authorization, USM Center for the Arts, USM, March 27, 2023](#)

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:

Graduate Student Representative:

Ava Ellis, USM – Appointed for a 2-year term – June 2023 to June 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 May 21-22, 2023 Board meeting:

February 27, 2023 – Academic & Student Affairs Committee Meeting
February 27, 2023 – Human Resources and Labor Relations Committee Meeting
March 1, 2023 – Finance, Facilities & Technology Committee Meeting
March 9, 2023 – Strategic Planning Committee Meeting
March 22, 2023 – Finance, Facilities & Technology Committee Meeting
March 26-27, 2023 – Board of Trustees Meeting
April 6, 2023 – Executive Committee Meeting
April 12, 2023 – Finance, Facilities & Technology Committee Meeting
April 20, 2023 – Executive Committee Meeting
April 24, 2023 – Human Resources and Labor Relations Committee Meeting
April 26, 2023 – Finance, Facilities & Technology Committee Meeting
May 11, 2023 – Strategic Planning Committee Meeting
May 16, 2023 – Executive Committee Meeting

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

TEXT OF PROPOSED RESOLUTION:

That the Board of Trustees approves the minutes as presented.

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University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Lease Authorization Request, UMA,
Cleveland Hall 9 Coos Lane, Hallowell, Maine

INITIATED BY: Dannel P. Malloy, Chancellor

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY:

801-Acquisition of Real Property

UNIFIED ACCREDITATION CONNECTION:

Provides more opportunities for affordable housing options in the Central Maine region for students across the University of Maine System, not just UMA students, particularly for those students doing internships at the Maine Statehouse (Margaret Chase Smith is one example).

BACKGROUND:

a. Summary of the request

The University of Maine System acting through the University of Maine at Augusta requests authorization to amend the lease with Mastway Development LLC (also known as SC-One LLC) to add as many as 23 additional beds for student housing in Cleveland Hall located at 9 Coos Lane, Hallowell, Maine.

b. Overall requested budget and funding source

The request is pursuant to Board of Trustees Policy 801 – Acquisition of Real Property, which requires leases with a total value of \$100,000 or more or a term of five (5) years or more to be considered by the Board of Trustees or the Finance, Facilities and Technology Committee. The proposed duration of the lease is ten (10) years at an annual rate of \$171,120 with no inflationary adjustments. Estimated total value of the lease is \$1,711,200. The request is for the Committee’s recommendation to be forwarded to the Consent Agenda for the Board of Trustees May 22, 2023 meeting.

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

The demand for student housing at UMA continues to increase. The current housing capacity is 80 beds in two buildings, and there is 100% occupancy. Housing applications are currently running well ahead of FY23 and are expected to total close to 200 for the existing 80 beds. Cleveland Hall’s 6600 square foot structure is within proximity of the two existing units and is designed as a more traditional dormitory style facility, providing a lower cost option for residents. Expected occupancy is Fall 2023.

Based on a recent survey of current housing residents, the findings include:

- 80% non-athletes, 20% athletes
- 73% in-state, 21% out-of-state, 6% international (UMA overall is 90%, 9%, 1%)
- 95% full-time, 5% part-time (UMA overall is 30% full-time, 70% part-time)
- Average semester credit load 13.2 hours (UMA overall is 9 hours)
- Over 50% would not have chosen UMA without a housing option

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

UMA plans no further housing expansion for a two-year period of time as strategic planning processes are completed.

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

An additional 6600 square feet will be added to the list of properties leased by UMA. Operating costs are discussed in section (f).

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

The total 10-year cost is estimated to be \$2,421,200, which is made up of annual expenses, including the lease, totaling \$214,620, and a one-time expenditure of \$275,000 over the summer of 2023 to improve the facility and make necessary renovations, purchase furnishings, and provide food service. Anticipated revenue from room rentals and tuition more than covers the annual costs and the up-front investment will be recovered after only two years of operation. In addition, Sodexo is working on meal plan options and a potential partnership with an on-site private cafeteria.

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

Consideration was given to the construction of a new facility which would house up to eighty (80) additional beds. It was determined to be more prudent to proceed with the Cleveland Hall addition at this time.

h. Timeline for start, occupancy and completion:

Expected occupancy is Fall 2023

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 other consideration or action is required by the Board of Trustees if full authority is granted.

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

This effort is consistent with priority outcomes established by the Board of Trustees to increase enrollment and improve student success and completion. Additional opportunities for out-of-state and international students will be provided, adding to the diversity of UMA.

The Finance, Facilities and Technology Committee approved this recommendation to be forwarded to the Consent Agenda for Board of Trustee approval at the May 21-22 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 enter into a lease agreement for 6600 square feet of student residential space in Cleveland Hall, with Mastway Development LLC (also known as SC-One LLC) or its successor organization for ten (10) years and a cost up to \$1,711,200; with all final terms and conditions subject to review and approval of the University of Maine System Treasurer and General Counsel.

Attachment

[UMA Cleveland Hall – Background Information](#)

University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Naming of the New Center for the Arts, USM/Portland Campus

INITIATED BY: Dannel P. Malloy, Chancellor

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY:

803- [Naming of Physical Facilities](#)

UNIFIED ACCREDITATION CONNECTION:

Not applicable

BACKGROUND:

The University of Maine System, acting through the University of Southern Maine (USM), requests authorization to name the new Center for the Arts (CFA) building on the Portland campus. This request is pursuant to Board Policy 803 Naming of Physical Facilities, which requires Board approval for the naming of any physical facility in the University of Maine System, after receiving a proposal from the USM Foundation and at the recommendation of the campus President.

After due diligence and careful deliberation and consultation, in accordance with Board Policy Section 803, the naming of the CFA will be in honor of an extraordinary benefactor who has championed the arts and student success at USM in deeply impactful ways through their personal philanthropy, advocacy and volunteer service. The donor and his family foundation made a cornerstone gift to make this project a reality and have made two additional major gifts to the project in the past 18 months bringing his family's total giving to more than \$6 million. Additionally, the benefactor, serving in his volunteer leadership capacities, has leveraged their own giving to help the USM Foundation achieve record levels of fundraising success and put the CFA project on a trajectory to be one of the most successful philanthropic capital projects in UMS history.

Per Board Policy 803 Section 3.a: "Honorific or memorial naming: Facilities may be named to honor someone, living or dead, who embodies the university's ideals and reputation through distinguished accomplishments that advance the university and/or the public good. Serving Trustees, current elected officials, and current UMS employees are not eligible for a naming opportunity except in extraordinary circumstances."

If approved by the Trustees, the University of Southern Maine and the USM Foundation intend to publicly announce the name of the Center for the Arts at a public event in October 2023. As the naming is confidential at this time, the details of the naming will be discussed with the Committee during Executive Session.

The Center for the Arts is a core element of USM's Board of Trustee-approved comprehensive master plan for its Portland campus. Construction is scheduled to begin in the summer/fall of 2023. Currently the Center for the Arts is scheduled to open for the 2025 fall semester.

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The Finance, Facilities and Technology Committee approved this recommendation to be forwarded to the Consent Agenda for Board of Trustee approval at the May 21-22, 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 University of Maine System acting through the University of Southern Maine to name the future Center for the Arts, with the naming details to be announced publicly at a later date.

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University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Approval of Collective Bargaining Agreement, ACSUM

INITIATED BY: Dannel Malloy, Chancellor

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY:

Section 407 Labor Relations

UNIFIED ACCREDITATION CONNECTION:

BACKGROUND:

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

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

TEXT OF PROPOSED RESOLUTION:

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

University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Approval of Collective Bargaining Agreement, UMPSA

INITIATED BY: Dannel Malloy, Chancellor

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY:

Section 407 Labor Relations

UNIFIED ACCREDITATION CONNECTION:

BACKGROUND:

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

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

TEXT OF PROPOSED RESOLUTION:

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

University of Maine System Managed Investment Pool

TOTAL PLAN PERFORMANCE

March 31, 2023

	Allocation			Performance (%)							
	Market Value (\$)	% of Portfolio	Policy (%)	1 Mo (%)	3 Mo (%)	FYTD (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)
MIP Composite	356,817,405	100.0	100.0	2.0	5.1	6.9	-4.3	10.6	4.4	5.9	5.0
Allocation Index				1.9	5.1	6.7	-4.5	10.8	5.2	6.5	5.7
Policy Index				1.9	5.1	7.3	-4.7	10.6	5.1	6.7	5.9
Total Domestic Large Cap	83,763,924	23.5	22.0	3.7	7.4	9.8	-7.9	18.5	11.1	12.3	12.1
S&P 500 Index				3.7	7.5	10.0	-7.7	18.6	11.2	12.4	12.2
SSgA S&P 500	64,099,554	18.0	0.0	3.6	7.4	9.9	-7.8	18.5	11.1	12.3	12.2
S&P 500 Index				3.7	7.5	10.0	-7.7	18.6	11.2	12.4	12.2
SSgA Fossil Fuel Free S&P 500 Index	19,664,370	5.5	22.0	3.8	-	-	-	-	-	-	-
S&P 500 Fossil Fuel Free Index				3.8	8.0	9.6	-8.4	17.9	11.2	12.6	12.7
Total Domestic Small/Mid Cap	22,523,579	6.3	6.0	-4.3	4.6	13.4	-4.7	26.2	8.8	11.8	10.3
Russell 2500 Index				-3.7	3.4	7.9	-10.4	19.4	6.6	9.5	9.1
Westfield Capital	10,739,750	3.0	3.0	-1.7	9.0	16.5	-6.0	20.0	8.9	12.7	10.7
Russell 2500 Growth Index				-1.6	6.5	11.4	-10.4	14.7	6.8	10.4	10.0
DFA	11,783,829	3.3	3.0	-6.6	1.0	10.7	-3.6	31.6	7.7	9.8	9.2
Russell 2000 Value Index				-7.2	-0.7	2.7	-13.0	21.0	4.5	7.9	7.2
Global Equity	35,050,598	9.8	10.0	5.8	10.5	15.9	-2.6	-	-	-	-
MSCI World Index (Net)				3.1	7.7	10.9	-7.0	16.4	8.0	9.7	8.9
Walter Scott Global Equity	35,050,598	9.8	10.0	5.8	10.5	15.9	-2.6	-	-	-	-
MSCI World Index (Net)				3.1	7.7	10.9	-7.0	16.4	8.0	9.7	8.9
Total International Equity (including emerging markets)	66,783,338	18.7	21.0	2.2	7.3	10.9	-6.7	9.1	-0.5	3.1	2.3
MSCI AC World ex USA (Net)				2.4	6.9	10.0	-5.1	11.8	2.5	5.9	4.2
Silchester International Value Equity	18,927,521	5.3	5.0	0.8	7.4	-	-	-	-	-	-
MSCI EAFE Index				2.6	8.6	15.7	-0.9	13.5	4.0	6.7	5.5
JO Hambro	13,021,371	3.6	5.0	2.5	8.6	8.2	-14.6	-	-	-	-
MSCI EAFE (Net)				2.5	8.5	15.4	-1.4	13.0	3.5	6.2	5.0
Kabouter International Opportunities Offshore Fund II	375,609	0.1									
MSCI EAFE Small Cap (Net)				-0.2	4.9	9.5	-9.8	12.1	0.9	5.3	5.9
Axiom International Small Cap Equity	9,151,254	2.6	4.0	1.5	7.3	8.2	-	-	-	-	-
MSCI EAFE Small Cap (Net)				-0.2	4.9	9.5	-9.8	12.1	0.9	5.3	5.9



University of Maine System Managed Investment Pool

TOTAL PLAN PERFORMANCE

March 31, 2023

	Allocation			Performance (%)							
	Market Value (\$)	% of Portfolio	Policy (%)	1 Mo (%)	3 Mo (%)	FYTD (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)
Emerging Markets Equity	25,307,584	7.1	7.0	3.5	6.6	7.4	-6.7	13.3	1.4	4.4	1.3
<i>Emerging Markets Equity Custom Benchmark</i>				2.0	3.9	3.7	-10.7	14.2	1.0	6.4	3.0
Aberdeen Emerging Mkts	12,492,499	3.5	3.5	3.9	5.4	1.7	-10.1	8.5	-0.6	3.9	1.0
<i>MSCI Emerging Markets (Net)</i>				3.0	4.0	0.8	-10.7	7.8	-0.9	4.9	2.0
Mondrian EM Small Cap	12,815,085	3.6	3.5	3.1	7.9	12.9	-3.6	17.6	3.1	4.5	-
<i>MSCI Emerging Markets Small Cap</i>				0.9	3.9	6.5	-11.0	20.7	1.8	5.8	3.2
Total Fixed Income	92,776,022	26.0	26.5	1.6	3.0	1.3	-3.3	2.2	2.0	2.5	2.4
<i>Blmbg. U.S. Aggregate Index</i>				2.5	3.0	-0.1	-4.8	-2.8	0.9	0.9	1.4
Commonfund	44,813,310	12.6	9.5	2.3	3.2	-0.5	-5.7	-1.0	0.9	1.4	1.7
<i>Blmbg. U.S. Aggregate Index</i>				2.5	3.0	-0.1	-4.8	-2.8	0.9	0.9	1.4
Vanguard Inflation-Protected Securities	12,127,595	3.4	3.5	2.9	3.5	-0.2	-6.2	1.7	2.9	2.3	-
<i>Blmbg. U.S. TIPS</i>				2.9	3.3	0.0	-6.1	1.8	2.9	2.4	1.5
Blackrock Strategic Income Opportunities	16,921,107	4.7	5.0	0.7	1.6	1.4	-1.3	3.4	-	-	-
<i>Libor 3 month Index</i>				0.4	1.2	3.3	3.7	1.4	1.8	1.6	1.2
Bain Capital Senior Loan Fund	18,914,009	5.3	5.0	0.1	3.8	6.1	0.2	8.5	-	-	-
<i>Credit Suisse Leveraged Loan Index</i>				-0.1	3.1	6.8	2.1	8.4	3.5	4.6	3.9
Total GAA	26,134,831	7.3	7.5	0.3	-0.5	-1.5	-4.3	4.9	1.3	2.9	2.3
<i>40% Bloomberg Agg/30% MSCI ACWI/30% ICE BoA 91-day T-Bills*</i>				2.1	3.7	3.8	-3.1	3.8	3.0	5.1	4.8
Newton Global Real Return	26,134,831	7.3	7.5	0.3	-0.5	-1.5	-4.3	5.7	4.2	-	-
<i>40% Bloomberg Agg/30% MSCI ACWI/30% ICE BoA 91-day T-Bills</i>				2.1	3.7	3.8	-3.1	3.8	3.2	3.7	-
Total Hedge Funds	25,667,709	7.2	7.0	0.5	0.6	3.4	3.3	9.4	6.2	6.2	4.3
<i>HFRI Fund of Funds Composite Index</i>				-0.7	0.7	2.1	-1.9	7.2	3.1	3.9	3.2
Lighthouse	25,667,709	7.2	7.0	0.5	0.6	3.4	3.3	9.4	6.3	6.6	-
<i>Credit Suisse Long/Short Equity</i>				1.6	4.0	6.8	1.4	8.8	3.9	4.9	5.1



University of Maine System Managed Investment Pool

TOTAL PLAN PERFORMANCE

March 31, 2023

	Allocation			Performance (%)							
	Market Value (\$)	% of Portfolio	Policy (%)	1 Mo (%)	3 Mo (%)	FYTD (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)
Private Equity	1,074,648	0.3	0.0	0.0	0.0	-15.7	-12.9	5.1	6.2	9.1	-
Landmark Equity Partners XV	1,074,648	0.3	0.0	0.0	0.0	-15.7	-12.9	5.1	6.2	9.1	-
<i>CJA US All PE (1 Qtr Lag)</i>				1.0	1.0	-2.1	-1.3	18.5	15.9	15.8	14.8
Total Cash	3,042,756	0.9	0.0								
Distribution Account	3,042,756	0.9	0.0	0.3	1.2	2.3	2.5	0.9	1.2	1.0	0.7
<i>90 Day U.S. Treasury Bill</i>				0.4	1.1	2.4	2.5	0.9	1.4	1.2	0.9

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

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.

The underlying manager targets do not add to 100% given the current transition to the new asset allocation targets and the termination of Short-Term TIPS.



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





University of Maine System Pension Plan

March 31, 2023

TOTAL FUND PERFORMANCE

	Allocation			Performance (%)							
	Market Value (\$)	% of Portfolio	Policy (%)	1 Mo (%)	3 Mo (%)	FYTD (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)
Pension Composite	19,519,455	100.0	100.0	2.5	4.4	4.8	-2.9	6.5	4.5	5.1	4.5
Allocation Index				1.8	3.9	4.0	-3.8	7.0	4.4	5.2	5.1
Policy Index				1.8	3.9	4.2	-3.7	7.0	4.4	5.4	5.2
Total Global Equity	6,255,565	32.0	30.0	6.0	10.7	16.4	-2.3	14.9	-	-	-
MSCI World Index (Net)				3.1	7.7	10.9	-7.0	16.4	8.0	9.7	8.9
Walter Scott Global Equity Fund	6,255,565	32.0	30.0	6.0	10.7	16.4	-2.3	14.9	-	-	-
MSCI World Index (Net)				3.1	7.7	10.9	-7.0	16.4	8.0	9.7	8.9
Emerging Markets Equity	610,454	3.1	3.0	3.1	7.9	12.8	-3.6	17.6	3.1	4.5	1.3
Emerging Markets Equity Benchmark				0.9	3.9	6.5	-11.0	20.7	2.8	7.7	3.9
Mondrian EM Small Cap	610,454	3.1	3.0	3.1	7.9	12.8	-3.6	17.6	3.1	4.5	-
MSCI Emerging Markets Small Cap				0.9	3.9	6.5	-11.0	20.7	1.8	5.8	3.2
Total Fixed Income	7,728,908	39.6	43.0	1.8	2.9	1.3	-3.4	-0.2	1.6	1.7	1.8
Blmbg. U.S. Aggregate Index				2.5	3.0	-0.1	-4.8	-2.8	0.9	0.9	1.4
Baird Aggregate Bond Fund - BAGIX	5,155,017	26.4	26.0	2.2	3.0	0.3	-4.7	-	-	-	-
Blmbg. U.S. Aggregate Index				2.5	3.0	-0.1	-4.8	-2.8	0.9	0.9	1.4
Vanguard Inflation-Protected Securities	421,077	2.2	3.5	2.9	3.5	-0.2	-6.2	1.7	2.9	-	-
Blmbg. U.S. TIPS				2.9	3.3	0.0	-6.1	1.8	2.9	2.4	1.5
Vanguard Short-Term Inflation-Protected Securities - VTSPX	197,942	1.0	3.5	1.9	2.3	0.8	-0.3	3.4	-	-	-
Blmbg. U.S. TIPS 1-5 Year Index				2.2	2.3	0.4	-1.1	3.3	2.9	2.3	1.5
BlackRock Strategic Income Opportunities	922,698	4.7	5.0	0.6	1.5	1.4	-1.3	3.4	-	-	-
Libor 3 month Index				0.4	1.2	3.3	3.7	1.4	1.8	1.6	1.2
Bain Capital Senior Loan Fund	1,032,174	5.3	5.0	0.1	3.8	6.1	0.2	8.6	-	-	-
Credit Suisse Leveraged Loan Index				-0.1	3.1	6.8	2.1	8.4	3.5	4.6	3.9
Total GAA	1,490,722	7.6	8.0	0.3	-0.5	-1.5	-4.2	5.7	3.2	4.0	3.0
40% Bloomberg Agg/30% MSCI ACWI/30% ICE BoA 91-day T-Bills*				2.1	3.7	3.8	-3.1	3.8	3.0	5.1	4.8
Newton Global Real Return	1,490,722	7.6	8.0	0.3	-0.5	-1.5	-4.2	5.7	4.2	-	-
40% Bloomberg Agg/30% MSCI ACWI/30% ICE BoA 91-day T-Bills				2.1	3.7	3.8	-3.1	3.8	3.2	3.7	-



University of Maine System Pension Plan

March 31, 2023

TOTAL FUND PERFORMANCE

	Allocation			Performance (%)							
	Market Value (\$)	% of Portfolio	Policy (%)	1 Mo (%)	3 Mo (%)	FYTD (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)
Total Alternative Investments	944,654	4.8	5.0	0.5	0.6	3.4	3.3	9.4	6.2	6.2	4.6
<i>HFRI Fund of Funds Composite Index</i>				-0.7	0.7	2.1	-1.9	7.2	3.1	3.9	3.2
Lighthouse	944,654	4.8	5.0	0.5	0.6	3.4	3.3	9.4	6.3	6.6	-
<i>Credit Suisse Long/Short Equity</i>				1.6	4.0	6.8	1.4	8.8	3.9	4.9	5.1
Total Real Assets	1,824,653	9.3	8.0								
Principal	1,824,653	9.3	8.0	-2.3	-3.2	-9.0	-6.2	7.2	6.8	7.3	8.9
<i>NCREIF ODCE</i>				-3.2	-3.2	-7.5	-3.1	8.4	7.5	7.7	9.5
Total Cash	664,499	3.4	3.0								
Distribution Account	664,499	3.4	3.0	0.0	1.1	1.9	2.0	0.7	1.1	0.9	0.6
<i>90 Day U.S. Treasury Bill</i>				0.4	1.1	2.4	2.5	0.9	1.4	1.2	0.9

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





University of Maine System Operating Fund

TOTAL FUND PERFORMANCE

March 31, 2023

	Allocation			Performance (%)							
	Market Value (\$)	% of Portfolio	Policy(%)	1 Mo (%)	3 Mo (%)	FYTD (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)
Operating Funds Composite	300,433,692	100.0	100.0	0.9	2.0	3.0	0.1	3.9	2.9	3.1	2.4
<i>Allocation Index</i>				1.2	2.6	3.2	0.3	2.8	2.6	2.7	2.4
Liquidity Pool Composite	90,016,568	30.0	30.0	0.3	0.8	1.8	2.0	1.0	1.4	1.2	0.9
State Pool	53,068,541	17.7		0.2	0.6	1.5	1.6	1.0	1.4	1.3	1.0
BOA General Fund	2,246,730	0.7		0.1	0.4	1.0	1.1	0.7	0.7	0.5	0.4
Federated Gov't Obligations	24,042,337	8.0		0.4	1.1	2.5	2.7	0.9	1.3	-	-
JP Morgan US Gov't Money Market Fund	10,658,960	3.5		0.5	1.3	2.7	2.9	1.0	1.4	-	-
<i>90 Day U.S. Treasury Bill</i>				0.4	1.1	2.4	2.5	0.9	1.4	1.2	0.9
Income Pool Composite	143,926,395	47.9	47.5	1.1	2.1	1.8	-0.7	1.2	1.7	1.8	1.6
Income Research + Management	81,157,773	27.0	26.0	1.1	1.5	1.4	0.5	0.8	1.7	1.4	1.3
<i>Blmbg. 1-3 Year Gov/Credit index</i>				1.5	1.5	0.9	0.3	-0.4	1.3	1.0	1.0
BlackRock Strategic Income Opportunities	20,441,688	6.8	7.0	0.6	1.5	1.4	-1.3	3.4	2.1	2.9	-
<i>Libor 3 month Index</i>				0.4	1.2	3.3	3.7	1.4	1.8	1.6	1.2
Baird Aggregate Bond Fund - BAGIX	23,318,530	7.8	7.5	2.3	3.1	0.4	-4.7	-	-	-	-
<i>Blmbg. U.S. Aggregate Index</i>				2.5	3.0	-0.1	-4.8	-2.8	0.9	0.9	1.4
Bain Senior Floating Rate Fund	19,008,405	6.3	7.0	0.1	3.8	6.1	0.2	-	-	-	-
<i>Credit Suisse Leveraged Loan Index</i>				-0.1	3.1	6.8	2.1	8.4	3.5	4.6	3.9
Total Return Pool Composite	66,490,729	22.1	22.5	1.4	3.5	6.2	-3.0	12.3	6.1	7.0	5.3
Lighthouse	16,081,268	5.4	5.0	0.5	0.6	3.4	3.3	9.4	6.3	6.6	-
<i>Credit Suisse Long/Short Equity</i>				1.6	4.0	6.8	1.4	8.8	3.9	4.9	5.1
Newton Global Real Return	11,544,228	3.8	4.0	0.3	-0.5	-1.5	-4.3	5.7	4.2	-	-
<i>40% Bloomberg Agg/30% MSCI ACWI/30% ICE BoA 91-day T-Bills</i>				2.1	3.7	3.8	-3.1	3.8	3.2	3.7	-
PIMCO All Asset	11,732,345	3.9	4.0	1.0	3.2	3.9	-6.7	10.9	4.0	5.9	3.8
<i>PIMCO All Asset Index III</i>				2.5	3.0	2.0	-6.0	5.0	2.8	3.7	2.2
Silchester International Value Equity	9,370,614	3.1	3.3	0.8	7.4	-	-	-	-	-	-
<i>MSCI EAFE Index</i>				2.6	8.6	15.7	-0.9	13.5	4.0	6.7	5.5
SSGA S&P 500 Index Fund NL CTF	13,377,651	4.5	0.0	3.6	7.4	-	-	-	-	-	-
<i>S&P 500 Index</i>				3.7	7.5	10.0	-7.7	18.6	11.2	12.4	12.2
SSgA Fossil Fuel Free S&P 500 Index	4,384,623	1.5	6.2	3.8	-	-	-	-	-	-	-
<i>S&P 500 Fossil Fuel Free Index</i>				3.8	8.0	9.6	-8.4	17.9	11.2	12.6	12.7



March 31, 2023

University of Maine System Operating Fund

TOTAL FUND PERFORMANCE

Notes:

Returns are net of manager fees.

The inception date for the allocation index is 07/01/2009 Fiscal YTD begins 7/1

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

Composite excludes external loans.

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

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



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





UNIVERSITY OF MAINE SYSTEM
Policy Manual

INTRODUCTION

DRAFT

Section 103 Board of Trustees: Bylaws

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;
1/30/23

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 of universities.

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. **Conflicts of Interest.** 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 as outlined in [Board Policy 206 – Ethics Code and Conflict of Interest](#).

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. **The Board of Trustees is responsible for the sound financial management of the System, the exercise of prudent stewardship of the assets of the system, the evaluation of the Chancellor and Presidents of each university and the Law School, the establishment of strategies and allocation of resources to cost effectively serve Maine’s educational needs, the development of a strong system of accountability to the public for performance results of the System, advocating and promoting higher education to strengthen the community and Maine’s economy, establishment**

of mechanisms to review and approve System programs and other duties as it requires of itself.

- 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. **After notice and opportunity for response, a motion with 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. The Chancellor shall assist the Board in the conduct an annual evaluation of the Presidents.
- 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 **by majority vote** 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 **and Vice 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 **by majority vote** 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.

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.~~
As required by law.

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.

Section 2.7 **Evaluation of the Board Chair.** Each January the Board of Trustees Office will notify the Chair of the Human Resources and Labor Relations Committee (HR & LR) to initiate the annual evaluation of the Chair of the Board of Trustees. The Clerk of the Board with HR & LR Chair will then develop and propose a process to the Board.

During the March Board of Trustees meeting the Board will discuss the input evaluating the performance of the Board Chair gathered through the evaluation process. The Trustee Nominating Committee as appointed by the By-laws will along with receiving nominations for Chair and Vice Chair for the following fiscal year take into consideration the results of the evaluation.

Section 2.8 **Board Self-Assessment.** Periodically the Board of Trustees Office will notify the Board Leadership to initiate an annual assessment of the Board of Trustees. The Board Leadership or a designee will then develop and propose a process to the Board and the results of the assessment will be reported to the Board.

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
 - Strategic Planning Committee

- b. Membership of committees shall be determined annually **by the Chair**.
- 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 **as set forth in the Committee Duties and Responsibilities located on the Board of Trustees website**.
- 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. **The Executive Committee shall have and exercise the powers and authority of the Board in circumstances where action is necessary before the next regularly scheduled Board meeting and with notice to the Board as such circumstances and actions as soon as reasonably possible.**
- g. Except for the Executive Committee, Audit Committee, and Human Resources and Labor Relations Committee, **the Chair may appoint persons** who are not members of the Board to provide expertise and advice, but such persons shall not be empowered to vote.
- 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 appointment of the Chair and majority vote of the Board** to undertake special assignments upon completion of which the committee shall be discharged **by recommendation of the Chair and majority vote of the Board**. The Committees may include persons who are not members of the Board. The Chair **with official notice to the Board** may also appoint **working groups** 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 All **standing committees and those appointed under Section 3.2** require recommendations for actions **to 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. **Each regular meeting of the Board must include an opportunity for citizen comment. Each citizen must be permitted to address the Board for a period of time established by the Board.**

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

Commented [END1]: Check charter to see if approval of budget is required at annual meeting

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 **standing and ad hoc 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**.

Commented [END2]: Check FOA law on this issue

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 for Board Meetings and Committee Meetings.** A majority of the current membership of the Board **or the committee** 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.** **In general, the Board of Trustees shall follow Robert's Rules of Order.**

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.

Commented [END3]: Ellen & Paul review indemnification section to see if it could be streamlined and where should this information be located.

No indemnification shall be provided for any person with respect to any matter as to which the employee shall have been finally adjudicated in any action, not to have acted in good faith in the reasonable belief that the employee's action was in the best interest of the University System or, with respect to any criminal action or proceeding, had reasonable cause to believe that his conduct was unlawful. The termination of any action by judgment, order or conviction adverse to such person, or by settlement or plea of nolo contendere or its equivalent, shall not of itself create a presumption that such person did not act in good faith in the reasonable belief that the action was in the best interests of the University System, and, with respect to any criminal action or proceeding, had reasonable cause to believe that the conduct was unlawful. Any provision of this subsection to the contrary notwithstanding, to the extent that a person has been successful on the merits or otherwise in defense of any action, or in defense of any claim, issue or matter therein, that person shall be indemnified against expenses.

Any indemnification of an officer, employee, or agent, unless ordered by a court, shall be made by the University System only as authorized in the specific case upon a determination that indemnification of the person is proper in the circumstances because he has met the applicable standard of conduct set forth above. Such determination shall be made by the Board of Trustees. Such a determination once made by the Board of Trustees may not be revoked by the Board of Trustees, and upon the making of such determination by the Board of Trustees, the person may enforce the indemnification against the University System by a separate action notwithstanding any attempted or actual subsequent action by the Board of Trustees.

The right to indemnification may be enforced by a separate action against the University System if an order for indemnification is not entered by a court in the action where he was successful on the merits or otherwise.

Expenses incurred in defending an action may be paid by the University System in advance of the final disposition of such action in the case of a trustee, officer, employee or agent provided that in the case of an officer, employee or agent the University System receives an undertaking by or on behalf of the person to repay such amount, unless it shall ultimately be determined that the person is entitled to be indemnified by the University System as authorized herein.

The indemnification provided by this section shall not be deemed exclusive of any other rights to which those indemnified may be entitled and shall continue

as to a person who has ceased to be a trustee, officer, employee or agent and shall inure to the benefit of the heirs, executors and administrators of such a person. A right to indemnification may be enforced by a separate action against the University System, if an order for indemnification has not been entered by a court in any action in respect to which indemnification is sought.

Any person who seeks indemnification under these provisions, (a) shall give notice of the action to the University System within a reasonable time after knowledge of the fact that it is threatened and in all events within 20 days after service of the process or notice of its commencement, provided, however, that such notice need not be given if the University System is also a party in the action; and (b) shall give the University System a reasonable opportunity to defend, or to participate in the defense of, the action.

These indemnification provisions shall not apply in any action in which the University System is the plaintiff, or moving party, against the person who might otherwise be entitled to indemnification hereunder.

In the case of expenses of officers, employees and agents of the University System, the indemnification provided pursuant to these provisions shall be effective and enforceable only to the extent that the expenses to be indemnified exceed payments on account of such expenses from insurance proceeds, whether the insurance proceeds arise from insurance maintained by the person, by the University System, or by any other party.

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 **with a majority of the Board.**

REPORT OF THE BYLAWS REVISION WORKING GROUP

May 4, 2023

TO: UMS BOARD OF TRUSTEES

FM: Barbara Alexander, Chair, Bylaws Revision Working Group

RE: Report with proposed revisions to the UMS Board of Trustees Bylaws

At the direction of Chair Riley and agreement of the Board at the January 2023 meeting, the Bylaws Revision Working Group has completed its review of the current Bylaws and recommend the changes attached in redline format.

Our Working Group was ably assisted by Board Clerk Ellen Doughty and General Counsel Paul Chen. In our meetings we reviewed the current bylaws, the Charter for the UMS, existing Board Operating Principles, Trustee Practice documents, and the Board Policy Manual. After the statutory language in the Charter, we interpret the Bylaws as the highest level of importance to describe our mission and policies governing our implementation of that mission. It was our intent throughout this process to clarify the current wording of the Bylaws, add necessary details to reflect ongoing Board practice, and to include content in the Bylaws derived from our Charter and other operating principles where we determined that language was important to include in the Bylaws.

We were also asked to identify those Policy Statements that we recommend should be reviewed and amended in the near term. The following Policy Statements and the basis for their recommended revision are listed as follows:

202 Appearances Before the Board of Trustees (Citizen Comment) (needs updating to explain the process for in person meetings and remote meetings)

205 Faculty and Student Representation to Board of Trustees (The Shared Governance Statement needs updating and review by the Faculty Representative to the Board.)

211 The Maine Prize (Recommend removal of this Policy. UMS has not awarded this for the past 20 years.)

In addition, we note that the newly adopted Board Policy on Policies calls for a regular review of all Board policies. We particularly note the need to develop a schedule for this review process that we understand is in development. That process should focus on the need to conform Board policies to our forthcoming Strategic Plan and include a recognition of Unified Accreditation for the development of academic programs. We also note that Board Policy Section 2, Academic Affairs, does not identify the University of Maine School of Law as a separate entity.

Thank you for consideration of our Report and recommendations. We look forward to your review and stand ready to answer your questions.

Sincerely,

Barbara Alexander
Lisa Marchese Eames
Patrick Flood

UNIVERSITY OF MAINE SYSTEM
Board of Trustees

BOARD CHAIRS

Harrison L. Richardson	07/01/88 - 06/30/90
David T. Flanagan	07/01/90 - 07/22/91
Patricia M. Collins	07/23/91 - 06/30/94
Ralph L. Hodgkins	07/01/94 - 06/30/95
Sally G. Vamvakias	07/01/95 - 05/26/99
James D. Mullen	05/26/99 - 06/30/03
Charles L. Johnson, III	07/1/03 - 06/30/06
Margaret A. Weston	07/1/06 - 06/30/08
Lyndel J. Wishcamper	07/1/08 - 05/23/11
M. Michelle Hood	05/24/11 - 05/22/13
Samuel W. Collins	05/23/13 - 05/22/17
James R. Erwin	05/23/17 - 05/24/21
Mark R. Gardner	05/25/21 - 05/23/22
Patricia A. Riley	05/24/22 – 05/22/23

BOARD VICE CHAIRS

David T. Flanagan	07/01/88 - 06/30/90
Patricia M. Collins	07/01/90 - 06/30/91
George W. Wood, III.	07/01/91 - 06/30/92
Ralph L. Hodgkins, Jr.	07/01/92 - 06/30/94
Sally G. Vamvakias.	07/01/94 - 06/30/95
George W. Wood, III	07/01/95 - 06/30/98
James D. Mullen	07/01/98 - 06/26/99
Donald L. McDowell	06/16/99 - 07/31/01
Gregory G. Cyr	08/01/01 - 06/19/02
Donald L. McDowell	06/20/02 - 06/30/03
Wickham Skinner	07/01/03 - 04/2005
Margaret A. Weston	06/2005 - 06/30/06
Barry D. McCrum	07/01/06 - 05/2009
Norman L. Fournier	05//2009 - 05/23/11
Samuel W. Collins	05/24/11 - 5/22/13
Gregory G. Johnson	05/23/13 - 05/22/17
Karl W. Turner	04/23/17 - 05/21/18
Kelly A. Martin	05/22/18 - 05/20/19
Mark R. Gardner	05/21/19 - 05/24/21
James O. Donnelly	05/25/21 - 05/23/22
Lisa M. Eames	05/24/22 – 05/22/23

3/29/23

**University of Maine System Strategic Plan 2023-2028:
Building a Foundation for our Future
PROPOSED FINAL**

Executive Summary

In July 2021, the University of Maine System (UMS) Board of Trustees directed Chancellor Malloy to initiate a system-wide strategic planning process. As distilled from the original charge, the following principles have guided the plan's development:

1. Be student-centric in teaching, learning, service, and research.
2. Express values of sustainability, quality, affordability, and justice, diversity, equity, and inclusion.
3. Align the UMS mission with the state of Maine's needs and priorities.
4. Make bold and transparent decisions based on objective data.
5. Use cost-effective measures to balance the current and future interests of our students, faculty, and staff.
6. Maximize each university's unique strengths while enabling the System to function as a cohesive whole.
7. Leverage unified accreditation as a tool to produce system-wide benefits.
8. Modernize aging facilities and improve organizational infrastructure while preserving our history and supporting future strategic initiatives.
9. Seek input from a diverse and broad set of UMS stakeholders.
10. Foster a system-wide culture of innovation and collaboration to achieve academic excellence.

The plan will galvanize faculty, staff, students, and other stakeholders to strengthen the System as a whole while honoring the distinctiveness of our universities and Law School. Its central goal is to serve our students and our state.

Process and Structure

Huron Consulting Group, a nationally recognized firm, helped UMS engage stakeholders across the state in 2022. Consultants spoke with legislative and business leaders, alumni, and others, and visited all of our universities and Law School to meet with faculty, students, staff, and university leaders and collect their feedback. Stressing transparency as a core value, Chancellor Malloy openly shared feedback on the drafts with all stakeholders.

A writing team comprising faculty, trustees, university administrators, System staff, a president, and a student was formed in December 2022. Working in close consultation with the Chancellor, presidents, and trustees, and incorporating stakeholder feedback throughout the drafting process, the team presented the plan to the Chancellor in early May 2023. After reviewing it, he shared the plan with the Board for their consideration.

The plan is grounded in five Commitments. Each is expressed by Actions that reflect Goals: measurable outcomes ensuring that we achieve what we set out to achieve in a given area. The Commitments are:

1. Advancing the state of Maine through teaching, research, and service.
2. Strengthening our System through financial sustainability and effective academic and infrastructure portfolio management.
3. Making our System a destination for public higher education and a respected, engaging, and rewarding place to work.
4. Creating a sense of belonging in our System through our commitments to justice, equity, diversity, and inclusivity, including opportunities for learning presented through multiple modalities (i.e. types of instruction).
5. Expanding the ability of our universities and Law School to collaborate and flourish through our unified accreditation.

Implementation

A four-stage process will anchor the plan's implementation:

1. The Board's formal adoption of the plan will authorize the work of implementation.
2. By October 1, 2023, the universities and Law School will develop Goals in four core areas—retention, enrollment, research, and economic and workforce development— and present them to the Board. The Goals will be benchmarked against our universities' peer institutions to ensure that the Goals are ambitious, achievable, and measurable.
3. By October 1, 2023, in consultation with the Chancellor, presidents, and Strategic Planning Committee, the Vice Chancellors for Strategic Initiatives and Academic and Student Affairs will develop a structure and communication plan for implementation and present it to the Board.
4. The Board will oversee implementation through its Strategic Planning Committee and related bodies and hold System and university leaders accountable for outcomes.

Vision Statement

The University of Maine System helps students become critical thinkers who can adapt to a changing world to solve problems with new solutions locally, nationally, and globally, pursue fulfilling careers, and lead meaningful lives. Stewards of Maine's distinctive environmental and cultural assets, seven unique universities and a Law School work as a whole to provide broad access to quality, affordable education to all types of learners. University of Maine System faculty, staff, and students set a high standard for academic collaboration and innovation that produces exemplary student-centered outcomes, and benefits the great state of Maine and beyond. Dynamic partnerships in scholarship, research, and community service help drive the State's economic and workforce development objectives, increase economic opportunity, and advance justice, diversity, equity, inclusion, and belonging. By fostering independent, civic-minded people, the University of Maine System improves the quality of life for all Mainers.

Defining Unified Accreditation

Unified accreditation is a first-of-its-kind tool for change and innovation for the University of Maine System and its students, faculty, and staff. At its core, unified accreditation allows UMS to be evaluated by its regional accreditor as a unit, rather than requiring every university within UMS to obtain and expend the resources needed for individual accreditation. It is the mechanism through which our universities and Law School are able to maximize resources and capitalize on opportunities for growth and collaboration.

Unified accreditation can foster vital improvements and provide multiple benefits:

- For students: by removing barriers, it allows our students to take full and fluid advantage of programs, talents, and resources throughout our System.
- For robust programming: as a force-multiplier for our strategic plan, it propels our nimble academic collaborations, cross-disciplinary courses, and cross-campus planning.
- For fiscal efficiencies: it buttresses our pursuit of financial and infrastructural sustainability, and assists us in achieving operational efficiencies through coordinated planning and action while reinforcing the distinctive missions of our institutions within our collective mission.

Through unified accreditation, we will do what we could not do without it: Advance student success and our aligned System of universities to achieve extraordinary things for the benefit of each and the benefit of all.

Introduction: Our Challenge, Our Opportunity

Our Challenge

The University of Maine System (UMS) includes seven universities and the Maine Law School, each embodying a distinct educational space and purpose for the citizens of Maine. In the past decade, three main challenges have arisen as UMS has carried out its mission to develop an educated citizenry and a productive workforce. Those challenges are demographics, enrollment, and finances. Individually and collectively, the solutions identified in our plan are designed to address all three.

The demographic challenges in our state are well-known and are reflected in real and projected census data. Maine is the oldest state in the nation—the average Mainer is now 45 years old—and is located in the oldest part of the country's oldest region. The number of students graduating from Maine high schools will decrease from 13,170 in 2013 to an estimated 11,180 in 2027, a decline of 15.1%. That decline is sobering for a university system that serves as the designated vehicle for four-year public higher education in Maine.

Consistent with the downward trend in high school graduation numbers, the last ten years have witnessed a significant drop in enrollment across UMS. In Fall 2013, total headcount enrollment (excluding Early College) was 29,849. By Fall 2022, that number had decreased by 16.9%, or 5,041 students—about one-sixth of our total student population.

Our sharpest enrollment decline has been among in-state undergraduates, whose numbers fell by 36.7%— a loss of 8,168 students— from 22,285 in Fall 2013 to 14,117 in Fall 2022. While the System saw a 45.8% increase in out-of-state undergraduates over that period, and the addition of nearly a thousand undergraduates through enrollment in new online programs, the overall undergraduate headcount fell from 25,799 to 20,004. This represents a decrease of 22.5%, or 5,795 students. A further hurdle is that since 2021, there has been a substantial decrease in the percentage of new Maine high graduates pursuing any form of higher education in the semester following graduation: that figure has shrunk from 62% to 54%. Taken together, the data suggest that in the near term, fewer traditional-age Maine students will join our universities each fall.

In Fall 2013, graduate enrollment was 3,778. That number increased by 20.1%, or 761 students, to 4,539 in Fall 2022. Over the same time, Law School enrollment has remained stable, with only a slight drop from 272 students in Fall 2013 to 265 in Fall 2022.

UMS relies primarily on net student tuition and fees and state appropriations for operational funding. As enrollment has weakened, the impact on budgets at our universities and Law School has intensified. Tuition increases can strengthen budgets, but costs to families and student debt must be weighed carefully. The most rural state in New England, Maine has a high percentage of first-generation and Pell-eligible students.

Our Opportunity

Notwithstanding the challenge we face, the opportunity to shape a remarkable path forward for our System and our students is real and urgent. We will use our strategic plan to set and follow that path and track the outcomes of our efforts. We will make each of our institutions a university of choice for high school students from Maine and beyond, validating their decision to join us through our support for their academic, civic, and personal success.

Our plan will maximize the resources made possible through the historic \$240M Harold Alfond Foundation grant to our System, known internally as UMS TRANSFORMS. In addition to funds supporting University of Maine Athletics programs and facilities, the Alfond grant and challenge funds raised by UMS support student success and retention initiatives, the Portland-based Maine Graduate and Professional Center, and the Maine College of Engineering and Computing.

Our plan will track progress in areas identified by our regional accreditor, the New England Commission of Higher Education (NECHE), during our 2021-2023 comprehensive evaluation.

Our plan will capitalize on the University of Maine's top-tier American research classification (Carnegie R1) to expand and strengthen research activity and opportunity and doctoral education throughout the state, the region, and beyond. UMaine is one of just 146 R1 universities in the United States and the only one in the state of Maine.

Our plan will respond to Maine's economic and workforce needs— in our agricultural, forest, and ocean economies, and in new and emerging industries— and foster our development of leaders for our state.

Our plan will make efficient and effective use of our System's human, fiscal, and physical resources as we collaborate and coordinate to provide the fullest possible educational experience to all students in all locations through all modalities.

Our plan will emphasize what our students want and need. For example, attracting adult learners requires offering courses in different formats and in variable delivery schedules— that is, calendars far more flexible than the typical 15-week fall and spring semesters. Across UMS, we see this flexibility evident in our universities' summer offerings and in the University of Maine at Presque Isle's competency-based education (CBE) programs. We can deliver a greater range and number of programs on this model and meet the needs of more people, including the 185,000 Mainers who have some college credit but no degree or other credential of value.

Most importantly, our plan will guide our continuing fulfillment of the distinctive and shared missions of our universities and Law School in serving our students and our state. We take great pride in contributing to the advancement of Maine's civic life, its natural attributes, and its economy, and we embrace the challenge of meeting our responsibility to advance Maine's public higher education system and improve the quality of life for current and future Mainers.

The Plan

The body of the plan is organized around five Commitments:

1. Advancing the state of Maine through teaching, research, and service.
2. Strengthening our System through financial sustainability and effective academic and infrastructure portfolio management.
3. Making our System a destination for public higher education and a respected, engaging, and rewarding place to work.
4. Creating a sense of belonging in our System through our commitments to justice, equity, diversity, and inclusion, including opportunities for learning presented through multiple modalities (i.e. types of course delivery).
5. Expanding the ability of our universities and Law School to collaborate and flourish through our unified accreditation.

Under each Commitment is a set of Actions indicating what we will do to grow and improve our student-focused, innovative, and financially sustainable universities and Law School over the next five years. Under each Action is a set of Goals: the steps we will take to operationalize our Actions in the service of our Commitments. In short:

- Our Commitments are what we value.
- Our Actions are the ways we express our values.
- Our Goals are how we will achieve measurable results.*

Sources of the Plan

The Commitments, Actions, and Goals below reflect ideas and recommendations shared over the past two years by:

- faculty, students, staff, and administrators at our universities and Law School
- external stakeholders, including legislative, business, and community leaders, alumni, and donors
- our Board of Trustees, our presidents, and our Chancellor.

Our Commitments, Actions, and Goals complement and reinforce existing System priorities, including:

- UMS TRANSFORMS
- guidance shared by our regional accreditor, the New England Board of Higher Education (NECHE), through our comprehensive evaluation process
- the University of Maine's R1 research enterprise and support for research and doctoral education system-wide.

Guided by this plan, our Board of Trustees, Chancellor, presidents, faculty, students, staff, administrators, alumni, and external stakeholders will work together to lead the University of Maine System to a vibrant and sustainable future.

*Wherever applicable, outcomes associated with our Goals will be measured against the UMS Board of Trustees Key Performance Indicators (KPIs), which track performance in important areas (e.g. enrollment, student debt, six-year graduation rate). To the extent possible, those outcomes will be accounted for through existing reports (e.g. the Integrated Postsecondary Education Data System, or IPEDs; our internal Annual Academic Program Report; etc.).

Two important notes

1. All of the initiatives below that require funding will be supported through existing UMS resources, and we will adopt efficiencies where necessary to implement them. Budgets will be based on known and measurable funding assumptions.
2. Wherever applicable, universities will assess and take into consideration their peer institutions as defined by our Hanover peers: colleges and universities comparable to ours in various key characteristics (enrollment, faculty size, etc.).

Body of the Plan: Commitments, Actions, and Goals

Commitment 1

The University of Maine System will serve the state of Maine, its constituents, and its economy through world-class research, teaching, and service to build new knowledge, create new technologies, and prepare students to find solutions to challenges in Maine and beyond.

Student Success Actions

Action 1: UMS and its universities and Law School will be transparent in key student success indicators.

Goal 1.1: Our universities and Law School will survey all first-year students in their second semester and all graduating students in their final semester to gain information leading to the continuous improvement of academic programs and student outcomes.

Goal 1.2: UMS will publish clear, easily understandable student success data on System and university websites, and share it with prospective students and their families.

Goal 1.3: UMS will employ a comprehensive data "warehouse" (i.e. repository) to collate relevant student success metrics for reporting and analysis.

Action 2: Our universities will increase rates of persistence (i.e. retention) and degree completion by their undergraduate students.

Goal 2.1: By October 1, 2023, each university will identify goals to increase persistence and completion rates for undergraduates through 2027-28.

Goal 2.2: In 2024-28, UMS will monitor implementation and achievement of outcomes for each university annually and adapt strategies and investments where needed to meet those goals.

Action 3: UMS will be the statewide leader in adult degree completion, credentialing, industry certifications, and licensure preparation. By May 2024, UMS will create a plan and establish targets in each of these areas to be achieved by 2028.

Goal 3.1: UMS will deliver degree completion, credentialing, and certification programs that achieve national recognition for their innovative delivery methods and accelerated rates of success and completion.

Goal 3.2: UMS will continue to expand its competency-based education portfolio and be a national leader in providing opportunities that measure skills and learning with an emphasis on degree completion in high-demand occupational programming.

Goal 3.3: UMS will measure progress in each of these areas annually through 2027-28.

Action 4: Through our array of programs and services, UMS will bring education to all learners regardless of where they are physically or in their educational journey by supporting them across the calendar year and across their lifetimes through plans to be developed by June 2024.

Goal 4.1: Led by faculty, provosts, the Vice Chancellor for Academic and Student Affairs, and other academic leaders, UMS will create a system-wide collaboration to create and support high-quality online education, including formulation of best practices in year-round advising and support services, to meet the needs of all online students across the System.

Goal 4.2: Consistent with Goal 4.1, UMS will support coordination of the timing, instructional formats, and substance of online offerings across our System in each academic term to maximize opportunities for our students and enrollment at each of our universities.

Goal 4.3: Consistent with Goals 4.1 and 4.2, led by faculty, in accordance with university faculty governance policies, and with the support of provosts, the Vice Chancellor for Academic and Student Affairs, and other academic leaders, UMS will provide a full general education program available through in-person and distance modalities (i.e. types of instruction) to assure an inclusive and comprehensive transfer experience for learners of all ages, and to ensure that students know which courses across UMS apply and will be transferable to their general education requirements.

Action 5: UMS will strengthen Maine Community College System (MCCS) and Early College pathways to our universities by March 2024.

Goal 5.1: UMS academic leaders will establish pathways with our MCCS and Early College partners, beginning with identifying UMS programs most sought after by MCCS and Early College students.

Goal 5.2: UMS will review transfer agreements and work with MCCS to improve transfer processes and outcomes. This goal will be measured by incremental improvement in transfer outcomes.

Goal 5.3: UMS academic leaders will introduce Early College students and newly enrolled full-time UMS students to faculty and administrators in our graduate and professional programs, including business, education, law, public policy, STEM fields, arts and humanities, health fields, and other areas to promote 3+3, 4+2, 4+1, and related pathways into UMS graduate and professional programs before or during the first semester of their UMS careers. Expanded pathways to achieve this goal will increase on an annual basis.

Research Actions

Action 1: UMS will further establish and invest in system-wide infrastructure to grow the research and development enterprise at our universities pursuant to a plan to be developed in 2023-24.

Goal 1.1: Enhance research capacity and extramural funding competitiveness through access to research infrastructure by investing in research administration, compliance, and development staffing, shared facilities and equipment, and seed funding. UMS will measure the implementation of this goal annually by growth in capacity and funding compared to the investments required to expand these opportunities.

Goal 1.2: Grow external funding from government, industry, and philanthropic sponsors.

Goal 1.3: Increase the number of doctoral students, with research placements occurring statewide to extend faculty capacity to conduct world-class research, mentor student researchers, and engage with community, government, and business partners.

Goal 1.4: Annually document the expansion of student access at every university to ensure that all UMS students can engage in research, innovation, and knowledge creation throughout their college careers.

Goal 1.5: Increase System commercialization outputs, including invention disclosures, revenue, corporate and industry partnerships, intellectual property-based spinoffs, and student entrepreneurship activities, and measure and report these results annually.

Goal 1.6: Each university and the Law School will set measurable goals by October 1, 2023 for research and economic and workforce development outcomes through 2027-28.

Action 2: Develop and incentivize cross-university collaboration in research and scholarship to attract new learners engaging in faculty-mentored learning.

Goal 2.1: Invest in research initiatives at the intersection of information technology and the arts and humanities, a rich terrain for innovation. Areas for investment will include bioengineering and biomedical sciences, artificial intelligence, digital humanities, health sciences, and ocean science. Such initiatives will be identified and will progress in implementation annually.

Goal 2.2: Support non-grant funded research through stipends, course releases, and other resources, and brand UMS as spurring innovation in the arts and humanities while also stressing excellence in other fields with sponsored research as the norm.

Action 3: Secure increased investment in the Maine Economic Improvement Fund (MEIF) by the Maine legislature.

Goal 3.1: Secure increased MEIF apportionment in accordance with UMS Research and Development Plan goals to grow the research portfolio and strengthen the research hub in Portland and across the state while expanding the research capacity of all UMS universities.

Goal 3.2: Annually evaluate and promote MEIF outcomes to demonstrate the return on investment for Maine and position UMS for potential additional MEIF support.

Action 4: Serve as an engine for innovation for Maine businesses, non-profits, state and local governments, communities, and the K-12 schools through plans to be developed by June 2024.

Goal 4.1: Working with University of Maine Cooperative Extension, the Wabanaki Center, the Foster Center for Innovation, the Maine Business School, and other centers and organizations, create a system-wide, state-wide means of supporting and partnering with businesses, non-profits, state and local governments, and communities.

Goal 4.2: Working with our universities' education faculty and academic leaders, create a system-wide vehicle for supporting and partnering with the K-12 schools to advance specific educational initiatives.

Action 5: UMS and its universities will promote and celebrate scholarship and creative activity among our faculty.

- Goal 5.1: Working with research centers, faculty collaboratives, and individual faculty in the arts, humanities, social and behavioral sciences, and elsewhere, UMS will promote and celebrate intellectual and cultural scholarship and creative activity through workshops and internal and external marketing.
- Goal 5.2: Modeled on the existing University of Maine at Augusta Faculty Institute and similar events, UMS will support an annual state-wide gathering and celebration of scholarship and creative activity and workforce and economic development in partnership with state, federal, and private sponsors.
- Goal 5.3: UMS will convene and support a task force of faculty, provosts, the Vice Chancellor for Academic and Student Affairs, students, and others to explore revitalization of the arts and humanities and recommend steps for strengthening academic, research, and cultural programs and programming in those vital areas.

Teaching Actions

Action 1: The University of Maine System will expect and foster collaboration, innovation, and academic quality at each university and the Law School to become a regional and national leader in developing programs that meet students' needs and ensure access through traditional and new instructional formats.

Goal 1.1: Each university will document its plan to accelerate our commitment to student-focused programming and outcomes-based assessments for all learners by June 2024. This plan and its university-specific commitments will identify students' communities of interest and provide them with resources tailored to meet their needs.

Goal 1.2: With assistance from System staff, the universities will design financial, business, and learning platform models that support changes in programmatic focus beginning in spring 2024 and expanding incrementally through 2028.

Action 2: UMS will continue to expand access to course offerings at each of its universities to students at all of its universities.

Goal 2.1: UMS will centrally promote May term and summer course offerings by all of our universities and Law School to all students in advance of each term's registration period.

Goal 2.2: UMS will centrally promote first-year Research Learning Experiences and academic programs to Early College students.

Goal 2.3: UMS will centrally support multi-university program development and delivery and measure the progress in such programs and their effectiveness.

Action 3: UMS will centrally promote the UMS TRANSFORMS Gateways to Success initiative.

Goal 3.1: Identify critical gateway courses at each of our universities and devise advising support, curricular pathways, and related resources to help students succeed and progress in their degree programs.

Goal 3.2: Make well-developed and engaging gateway courses delivered at one of our universities available to students at all of our universities.

Goal 3.3: Develop a learning analytics framework to identify and inform student success practices in gateway courses.

Action 4: UMS will centrally promote the UMS TRANSFORMS Pathways to Careers initiative.

Goal 4.1: Provide a career-relevant experience for every student in every UMS degree program by 2028.

Goal 4.2: Coordinate system-wide to make an internship available to every UMS student.

Goal 4.3: Evaluate this initiative annually and use employer, student, and faculty feedback to improve it. Market this initiative and others like it to potential students as one of the many attractions of attending one of our universities.

Action 5: UMS will centrally support academic High Impact Practices (HIPs)— structured learning opportunities that include internships, service-based projects, and related activities— beginning in spring 2024 and expanding incrementally through 2028.

Goal 5.1: Provide workshops and practical strategies at every university and the Law School to foster the development and deployment of HIPs.

Goal 5.2: Evaluate HIPs at the university and/or program level and use student and faculty feedback to improve them.

Service Actions

Action 1: UMS will identify ways to support faculty, staff, and administrators seeking to serve Mainers and Maine communities through outreach projects and related activities.

Goal 1.1: Support initiatives by university community members that directly serve Mainers and their communities.

Goal 1.2: Promote the expansion of those initiatives where feasible through the involvement of additional university community members.

Action 2: UMS will support the growth of service learning opportunities to students and faculty across the System and make these opportunities educational and enjoyable.

Goal 2.1: Build on existing models of service learning to expand options currently available to students and faculty.

Goal 2.2: Increase badges and micro-credentials tied to service learning experiences through a plan to be developed in spring 2024.

Commitment 2

Financial Sustainability Actions

The University of Maine System will advance a financially sustainable and effective academic and infrastructure portfolio at every university and our Law School supported through innovative programming and strategic collaborations.

Action 1: In order to position our System for the future, each university and the Law School will propose a balanced budget for each fiscal year and will conclude that year in balance without reliance on central support.

Goal 1.1: Budgets will be tied to realistically achievable enrollment targets derived from historical enrollment trends and a data-driven assessment of demographic conditions.

Goal 1.2: Mid-year budget revisions will be tied to achievable cost reductions, and will not include mid-cycle upward revisions of enrollment estimates unless clearly justified by available enrollment data.

Action 2: Each university will build on spring 2023 direct admissions initiatives by developing and implementing a comprehensive direct admissions plan for the fall 2024 recruitment cycle. (Note: Direct admissions is a enrollment strategy whereby colleges and universities identify academically qualified students who have not applied to their institutions and offer them admission.)

Goal 2.1: Delineate recruitment targets, admissions events, financial aid strategy, and marketing efforts to grow enrollment through direct admissions.

Goal 2.2: Evaluate the impact of direct admissions on enrollment in summer 2024 and revise enrollment strategies and the use of resources accordingly for the fall 2025 recruitment cycle and beyond.

Action 3: UMS will partner with the universities and Law School to identify and implement by spring 2024 new operational efficiencies leading to cost reductions for each institution in the System.

Goal 3.1: Identify efficiencies in academic delivery, including reducing the number of low-enrolled courses and increasing the use of cooperating departments where appropriate.

Goal 3.2: Identify efficiencies in infrastructure, including optimizing the upkeep and use of primary classroom and lecture spaces, meeting and conference rooms, artistic/performance spaces, and public gathering spaces.

Goal 3.3: Identify reductions in energy consumption, including strategic management of underused or unused buildings and offices during periods of peak energy consumption (winter and summer).

Effective Academic Portfolio Actions

Action 1: Develop innovative programs and curricula responsive to changing economic and

workforce needs, data-driven projections of growth areas, and technological innovation.

Goal 1.1: Focus on workforce readiness to help students gain clarity and insight into how academic pursuits can enhance employability and professional advancement.

Action 2: Design a literacies curriculum that teaches a range of informational, digital, and computational literacies and skills enabling students to pursue advanced studies or professional employment in Maine and beyond.

Goal 2.1: Adhering to faculty governance and program development and approval processes, establish a two-year plan to develop this curriculum led by faculty with support from instructional designers, provosts and other academic administrators, and university assessment staff.

Goal 2.2: Centrally support the system-wide rollout of the curriculum.

Goal 2.3: Evaluate the curriculum to improve content, instructional formats, and resources.

Action 3: In partnership with the Faculty Governance Council, the individual faculty senates and assemblies, and the System-wide Assessment Committee, develop a process for the effective assessment of program learning outcomes in multi-university programs by the end of fall 2023.

Goal 3.1: Implement regular outcomes assessment of multi-university programs in spring 2024.

Action 4: Use the Annual Academic Program Review (AAPR), a provost-led review conducted each spring and summer using university academic data, to evaluate the effect of new academic programs on existing programs in the same field to ensure the continuing viability of all programs in that field beginning in summer 2023.

Goal 4.1: Determine whether the launch of new programs has positively or adversely affected a) enrollment in existing programs in the same field, and b) ease of transfer for incoming students, including those from the Maine Community College System.

Goal 4.2: Adjust marketing, course formats and scheduling, and related elements of program delivery to grow enrollment for all programs in the same field.

Effective Infrastructure Portfolio Actions

Action 1: Develop a system-wide capital plan and priorities for capital investment by May 2024.

Goal 1.1: Address system-wide physical plant needs in relation to other infrastructure needs (e.g. residence hall improvement).

Goal 1.2: Assess the utility and return on investment of our instructional sites and centers

across the state by June 2024.

Action 2: Achieve fiscal and energy efficiencies through physical space reduction.

Goal 2.1: Continue to target disused and low-Net Asset Value buildings for removal.

Goal 2.2: Identify multi-use/multi-purpose functionality for new buildings and heavily renovated buildings.

Commitment 3

The University of Maine System will be a destination for public higher education and a respected, engaging, and rewarding place to work.

Destination for Public Higher Education Actions

Action 1: By May 2024, develop a data-driven plan to attract more in-state and out-of-state students to our universities and Law School, and implement that plan in 2024-28.

Action 2: Increase undergraduate degree completion through high-quality and career-spanning academic options and ensure the professional success of our graduates.

Goal 2.1: Assess the relationship between academic quality, career preparedness opportunities within the degree program (or the overall student experience), and degree completion.

Goal 2.2: Invest in academic quality tied to career preparedness opportunities and track outcomes among graduates.

Action 4: Coordinate enrollment management marketing and develop a system-wide marketing plan by spring 2024.

Goal 4.1: Align enrollment-related marketing initiatives across the System.

Goal 4.2: Evaluate marketing outcomes annually in relation to enrollment targets and revise strategies and investments accordingly.

Action 5: UMS will encourage and support research and analysis of climate change and environmental sustainability as hallmarks of the state of Maine and of educational experiences and opportunities in the University of Maine System.

Goal 5.1: A UMS marketing plan will identify new avenues for marketing our System as a center of research and academic excellence in climate change and environmental sustainability in American public higher education.

Goal 5.2: Identify research-based goals for environmental sustainability incrementally beginning in spring 2024 and implement those goals through 2028.

Place To Work Actions

Action 1: Increase our capacity to address student and employee mental health as a prerequisite for student persistence, completion, and well-being, and employee effectiveness and well-being through plans to be developed by spring 2024.

Goal 1.1: Invest in additional resources to support student mental health.

Goal 1.2: Invest in additional resources to support employee mental health.

Action 2: Promote a culture of intellectual curiosity and open-ended inquiry to model for our students and society the essential skills of engaged dialogue and problem-solving.

Goal 2.1: Sponsor system-wide colloquia on contemporary problems and topics and invite faculty, staff, and student participation.

Goal 2.2: Engage in regional and national conversations about dialogue and problem-solving with or through peer institutions and/or academic organizations.

Commitment 4

The University of Maine System will create a safe and welcoming community and foster a sense of belonging for our students, faculty, and staff through formal and applied commitments to justice, equity, diversity, and inclusion, including opportunities for learning presented through multiple instructional formats, such as experiential and online learning.

Justice, Equity, Diversity, and Inclusion Actions

Action 1: UMS will use its DEI Steering Committee, the Wabanaki Center, and university-level DEI councils and committees to ensure a system-wide commitment to justice, equity, diversity, and inclusion in all programmatic and functional areas at all of our institutions, identifying and embracing initiatives and strategies that are reflective of the state we serve.

Goal 1.1: Welcome and support a range of DEI perspectives, including constructive disagreement, and honor a diversity of viewpoints.

Goal 1.2: Centrally support the implementation of specific university-level DEI goals in consultation with faculty and staff leaders, and offer research and programming resources to support collaboration on topics that enrich the cultural and historical understanding of interactions among diverse social communities that continue to shape civic life.

Action 2: UMS will identify and address systemic barriers to student, faculty, and staff recruitment and retention, particularly for underrepresented and underserved populations.

Goal 2.1: UMS will regularly review and update recruitment and hiring policies and processes to ensure the removal of systemic barriers.

Goal 2.2: UMS will regularly evaluate the outcomes of recruitment and hiring efforts on student, faculty, and staff retention to improve the efficacy of those

efforts.

Action 3: UMS and its universities will cultivate a safe and welcoming community and a genuine sense of belonging in our university and Law School communities and throughout the System for all students, faculty, and staff.

Goal 3.1: Deliver student life and co-curricular programming that brings students together, fosters social cohesion, and is responsive to all students— traditional and adult, commuter and residential— regardless of instructional format.

Goal 3.2: Support community social and cultural gatherings and events to promote collegiality, fun, and a sense of institutional affiliation.

Opportunities for Learning Actions

Action 1: UMS will pursue best practices in classroom, experiential, and online learning, with an emphasis on outputs versus inputs.

Goal 1.1: Share existing and emerging best practices with faculty system-wide through instructional designers, campus centers for teaching and learning, and related resources.

Goal 1.2: Evaluate the effects of outputs-oriented (i.e. what students learn) teaching on course- and program-level learning outcomes, using assessment to improve those outputs over time. In other words, emphasize both what is learned and what is taught to ensure the best possible outcomes for our students.

Goal 1.3: Support undergraduate experiential learning opportunities available through Honors colleges and programs system-wide.

Action 2: UMS will double the number of its fully online academic programs by 2028.

Commitment 5

The University of Maine System will expect and measure how our universities and Law School collaborate and flourish through the advantages afforded by unified accreditation.

Unified Accreditation Actions

Action 1: Through the Unified Catalog and Repaving MaineStreet initiatives, UMS will eliminate structural barriers to transfer and course registration and refine a course-search mechanism to make locating any class offered by any of our universities simple and fast by June 2024.

Goal 1.1: The plan will include feedback from and participation by key functional areas, including the university registrars, transfer officers, financial aid directors, academic advisors, and (where appropriate) their counterparts in the Maine Community College System.

Action 2: UMS will support the development of new multi-university academic programs.

- Goal 2.1: Invest human and technological resources in new multi-university programs developed in areas of known workforce need and/or known enrollment growth.
- Goal 2.2: Centrally market new and existing multi-university programs to out-of-state and adult-learner populations.
- Goal 2.3: Partner with Maine employers to deliver multi-university programs to specific workforce populations for skill improvement and career advancement.

Action 3: UMS will address areas for improvement identified in the fall 2022 NECHE evaluation team report and the March 21, 2023 NECHE letter concluding the comprehensive evaluation process.

- Goal 3.1: UMS will report on the ongoing implementation of the Faculty Governance Council, including any changes that body elects to make to its charter.
- Goal 3.2: UMS will track our progress in achieving our goals for system-wide integration and centralization of processes.
- Goal 3.3: UMS will track progress in achieving goals for justice, diversity, equity, and inclusion.
- Goal 3.4: UMS will address our facilities planning goals.
- Goal 3.5: The Board of Trustees, Chancellor, and presidents will ensure regular review of System, university, and Law School missions and their internal alignment.
- Goal 3.6: UMS will improve mechanisms for faculty, staff, and student input to be considered at the System level, including working with faculty to review shared governance.
- Goal 3.7: Universities identified as needing to update time frames for academic program reviews will complete those updates and implement their new or revised time frames by the end of spring 2024.
- Goal 3.8: UMS will work with its library directors to resolve a key issue identified in the system-wide 2021 libraries strategic plan: the need for funding adequate to ensure equitable access to online and physical library resources across the System. A solution will be identified by early fall 2023 and implemented incrementally through 2028.
- Goal 3.9: Working with campus-level faculty governance bodies, the chief academic officers, the UMS Faculty Governance Council, and institutional research staff, UMS will determine by June 2024 how assessment data from the individual universities will be collected and represented in system-wide accreditation reporting and related reporting.

Implementation Plan

Our implementation plan is grounded in measurable assessments of what we have done to achieve our Goals. Its success will require a coordinated set of structures and processes and clear information about who is responsible for what, and when, and how, and with what effect(s). The implementation plan has the following aims:

1. Enact a comprehensive strategy-management framework with accountability and measurement features.
2. Establish goals in the form of key performance indicators (KPIs) and target measures.
3. Employ an effective communication model throughout the organization.
4. Develop user-friendly mechanisms to report progress on specific goals.
5. Clarify and deploy the human and fiscal resources required for implementation.
6. Launch an ongoing cycle of assessment, reporting, and modification.

Alignment, Communication, and Measures


To create clear connections between the University of Maine System's mission and vision and individual members of our workforce at all levels, each university and the Law School will begin by identifying how their own strategic plans share priorities with the UMS strategic plan, including university-level commitments that align with the UMS plan's Commitments. Each university and the Law School will identify and articulate that alignment within eighteen months of the Board of Trustees' formal adoption of the new UMS strategic plan, although the work required to achieve that alignment will begin much earlier than that point.

The UMS strategic plan will be communicated and evaluated through a holistic framework called the Balanced Scorecard. It will allow faculty, staff, and administrators at all levels anywhere in our System to see the impact of their work in advancing the UMS mission. The Scorecard translates our plan's Commitments through four perspectives to ensure sustained growth is achieved. The Learner, Financial, Internal Process, and Innovation and Growth perspectives represent the needs of internal and external constituents. The Scorecard monitors each of these areas so one function is not overburdened in promoting progress in another.

The Chancellor and presidents will translate Commitments to, and apply actionable goals for, our universities and Law School and report on progress to the Board through its Strategic Planning Committee and related bodies.

The following example demonstrates the framework using one sample action and associated goals. The final form of the Scorecard will be determined in early fall 2023, and our abiding commitment is to ensure that progress toward goals is clear and measurable. The reporting content and timeline will vary by audience depending on relevance and need.

BALANCED SCORECARD							SAMPLE
ACTIONS	GOALS	TARGETS			INITIATIVES		
		YEAR 1	YEAR 2	YEAR 3	PROGRAMS	BUDGETS	
1.2 Increase statewide access to courses	1.2.1 Promote course offerings in high-demand fields	x %	x %	x %	UMS Internal marketing project	TBD	
	1.2.2 Increase the number of courses available via flexible term options	x %	x %	x %	UMS Course Access Initiative	TBD	
	1.2.3 Increase the number of courses available through different modalities	x %	x %	x %	UMS Course Access Initiative	TBD	



QUARTERLY REPORT | CHANCELLOR, PRESIDENTS, AND BOT STRATEGIC PLANNING COMMITTEE

Each Action will have an identified Goal in the form of a Key Performance Indicator (KPI) and target. These Goals will not replace existing UMS KPIs, but will draw from them to assess the plan and its fulfillment of our Commitments.

Resources, Assessment, and Celebration

By October 1, 2023, System staff— working with the presidents and in consultation with faculty, staff, and administrators— will recommend to the Board of Trustees a communication/tracking system for assessing progress on the plan.

The System and each university will develop budgets, funding plans, and programs that reflect their respective performance obligations under the strategic plan. The Board will integrate outcomes of Goals (i.e. performance metrics) in its review of proposed budgets, academic programs, and the development of state, federal, and foundation funding plans and programs.

The Chancellor, vice chancellors, and presidents will have access to live indicators and will provide updates appropriate to the trustees, Boards of Visitors, the legislature, and the public. Presidents and vice chancellors will participate in a coordinated quarterly assessment session and share its outcomes with the Chancellor.

Each year, the Board will receive a formal report prepared by System staff in close coordination with the Chancellor and presidents. The report may include requests for adjustments depending on external forces and internal needs. The Board's Strategic Planning Committee may recommend specific reports to/for the applicable Board committees with system-wide reporting

through the Strategic Planning Committee. The Board will incorporate specific performance and action items in its ongoing review of System and university/Law School performance.

A coordinated and enterprise-wide effort will be required to achieve these outcomes. Beginning with System and university leadership, the development of champions to coordinate and convey messaging will be critical. The Scorecard relies on a system of accountability and as such will need to secure support at all levels. This work, as part of the strategic planning implementation reporting cycle, will be managed by the Vice Chancellor for Strategic Initiatives and the Vice Chancellor for Academic and Student Affairs.

Lastly: public recognition or celebration of Goals achieved will be a priority. Implementing the plan will entail considerable time and effort by faculty, staff, and System and university leaders. We will periodically acknowledge the fruits of that work.



- \$1.8M Congressional earmark awarded to UMA for Nursing simulation
- \$120K/year for 4 years from Maine General to support expansion
- \$500K Congressional earmark awarded to UMA for Cybersecurity training for Maine municipalities
- \$4.5M Congressional Earmark proposed for FY24

Purdue Global

- Nursing expansion to 80
- Cybersecurity training
- Conferencing
- Leased space - close to Augusta campus, with easy custodial and facilities access

Enables us to expand our conferencing activity and revenue!

NEW Purdue Global Business Plan

PURDUE GLOBAL				
ESTIMATED BUDGET (PROJECTED)				
20,130 SQ FT				
3/2/2023				
	YEAR ONE	YEAR TWO	YEAR THREE	YEAR FOUR
<u>EXPENSE</u>				
LEASE (17.00)	342,210	352,476	363,051	373,942
CAM	-	-	-	-
REAL ESTATE (3.20)	64,416	65,416	66,416	68,416
total	406,626	417,892	429,467	442,358
MAINTENANCE	43,280	44,146	45,028	45,929
UTILITIES	43,078	44,370	45,701	47,072
CUSTODIAL/CAM	-	-	-	-
TRASH	6,000	6,120	6,242	6,367
SECURITY	6,000	6,120	6,242	6,367
IT	6,000	6,120	6,242	6,367
total	104,358	106,876	109,455	112,102
Grand Total	510,984	524,768	538,922	554,460
<u>AVAILABLE RESOURCES</u>				
TUITION	189,000	389,340	401,020	413,050
CONFERENCES	35,000	45,000	50,000	55,000
MAINE GENERAL	120,000	120,000	120,000	120,000
E&G	166,984	-	-	-
total	510,984	554,340	571,020	588,050
NET	-	29,572	32,098	33,590

Other Scenarios:

- Very Conservative: break even
- Moderate: break even, modest net positive in year 4:

Note: These scenarios only focus on Nursing expansion; very likely that this will provide more exposure and enrollment growth in Cybersecurity programs due to high visibility of *Augusta Marketplace*.

[]

Resolution

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 (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 Projects and providing for any necessary capitalized interest, reserves and costs of issuance; and

WHEREAS, the System is authorized to issue the Bonds pursuant to the provisions of 20-A MRSA §§10952, 10953, 10955 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 constitutes “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 Project Notes, or Projects Notes in renewal thereof, issued for authorized purposes, up to an aggregate amount not to exceed \$32,000,000, (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 and on behalf of the System to borrow an aggregate amount not to exceed \$32,000,000, 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, lease agreements and/or schedules thereto, pledge agreements, bond purchase contracts, preliminary official statements, official statements, continuing disclosure agreements, escrow 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 Bonds in the aggregate principal amount not to exceed \$32,000,000, in one or more series as the Treasurer shall determine, in a public offering or a direct purchase with a bank lender or lessor, or a combination thereof, 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, which may be taxable or tax-exempt or a combination thereof, 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 more than thirty (30) years after their date of issuance; 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 is 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; and further
- 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, as applicable; 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 to 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: May 22, 2023

ADDENDUM

RESOLUTION OF THE TRUSTEES OF THE UNIVERSITY OF MAINE SYSTEM

REIMBURSEMENT OF PROJECT EXPENDITURES

Be it resolved that, for purposes of U.S. Treasury Regulation §1.150-2, the University of Maine System reasonably expects (1) to incur debt to reimburse expenditures (including expenditures made within the last 60 days) temporarily advanced from University resources, 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 University of Maine System for the Projects including for reimbursement purposes is Thirty-Two Million Dollars (\$32,000,000)

PROJECT

University of Southern Maine (Portland Campus):

Construction, furnishing and equipping of the Center for the Arts (CFA) project, a new, state-of-the-art music and instruction building to be constructed on the Portland Campus of the University of Southern Maine.

This Resolution shall take effect immediately.

ADOPTED: May 22, 2023

University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Authorization, USM Center for the Arts

INITIATED BY: Dannel P. Malloy, Chancellor

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY:

701 Budgets – Operating & Capital

UNIFIED ACCREDITATION CONNECTION:

USM's proposed Center for the Arts would be a Portland-located, state-of-the-art music facility that could serve music students throughout the University of Maine System. It would also house the Kate Cheney Chappell '83 '12H Center for Book Arts, a discipline with opportunities for cross-connection with UMaine Machias' Book Arts program.

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 \$63 million to proceed with construction of the University's Center for the Arts (CFA) project. The Board authorized \$1,000,000 at the January 2018 meeting and an additional \$3,200,000 at their November 2021 meeting for a total previous authorization of \$4,200,000. The University has completed design development and is approaching the completion of the construction documents phase. USM's proposed CFA is a long-planned project with considerable donor support that would relocate the Dr. Alfred and D. Suzi Osher School of Music from its current Gorham campus home in Corthell Hall to a newly constructed, state-of-the-art music and instruction building on USM's Portland campus. In addition, the Kate Cheney Chappell '83 Center for the Book Arts will be housed in the building along with flexible space for targeted Visual Arts and Theatre instruction and programming.

b. Overall requested budget and funding source

USM proposes to spend up to \$63 million for the construction of the Center for the Arts. The project is funded by \$29 million in philanthropy, \$9 million in State bond funds, \$2 million from the sale of real estate (Chamberlain Avenue houses), and up to \$23 million in USM financing.

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

In proposing the new facility, USM envisions several key developments:

- Short-term growth of Osher School of Music enrollment of approximately 30 percent, representing an increase of approximately 40 students over the current 140-student enrollment. Music majors already have a high retention rate, and the Music Department expects that the new building would drive recruitment and retention, with a longer-term enrollment goal of 232 students.

- Replacement of inadequate facility that is a detriment to recruitment and retention with a new, intentionally designed facility that would draw renewed attention to USM's exceptional music program.
- Allows for repurposing of Corthell Hall, a significant historic asset for the University but not a suitable home for a modern school of music. While the building is not suited to housing the Osher School of Music, repurposing Corthell would enable USM to add another lecture hall on its Gorham campus, a dance studio, classrooms and administrative space into which the University would likely transition Art and Theatre Department programming.

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

Over the years, the proposed Center for the Arts has had multiple iterations. Most recently, in USM's 2019 BOT-approved master plan, the project included a 1,000-seat theatrical performance hall, a 600-seat music theater, a black box theater, and a fine arts gallery space. Over the past two years, USM determined that the project, as envisioned, would have been cost-prohibitive and worked with its architectural partner, Pfeiffer, to revise the facility such that it would fit the \$65 million facility authorized by the BOT in 2018 and within USM's realistic budget. The current structure no longer includes a 1,000-seat performance hall or 600-seat music theater but rather contains a 200-seat performance hall that would be suitable to most Osher School of Music performances. The proposed CFA maintains a fine arts gallery space that would be centrally located in the building, serving as a lobby and circulation space as well.

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

As currently designed, USM's proposed CFA would be approximately 40,000 square feet. There is no planned corresponding reduction in facility square footage, and the University estimates operating costs at approximately \$200,000 annually. The increased operating expenses would be funded by the additional net revenue from increased enrollment and an increased comprehensive fee.

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

USM financing would be serviced from additional annual net revenue from an increased comprehensive fee and increased enrollment. In addition, several USM debt service commitments will be paid in full in FY24 that would be reallocated to cover the balance needed for the new financing. Any additional revenue from the identified sources (sale of Chamberlain houses, philanthropy, etc.) would be used to reduce the amount of financing and/or offset debt service.

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

Under prior administrations, USM considered extensive renovations to Corthell Hall.

h. Timeline for start, occupancy and completion

If approved, the USM/UMS team, Pfeiffer, and Consigli plan to begin construction in late summer 2023 once site plan approval is received from the City of Portland with a goal of completing the project in late summer 2025.

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

No further approvals are foreseen at this time.

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

In addition to enthusiasm within the USM community for the CFA project, there is considerable donor support. To date, the USM Foundation has raised nearly \$24 million for this project.

The Finance, Facilities and Technology Committee approved this item to be forwarded to the March 26-27, 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 Southern Maine acting through the University of Maine System to increase the authorization to expend up to \$63 million to proceed with the construction of the Center for the Arts on the University of Southern Maine's Portland campus, and to increase the total square footage to 40,000 gross square feet.

Attachment:

[USM Center for the Arts Presentation](#)

BOT APPROVED March 27, 2023

Housing Demand: Cleveland Hall at Stevens Commons



- Current housing at UMA: 2 buildings, 80 beds, 100% capacity
- Housing apps for Fall 2023 are already at 107, last year's total was 117!
- Many of our students in in-person degree programs and recruited athletes are in need of housing. **Confident that demand will exceed supply in Fall '23.**
- Original proposal in November was to expand by building new 80-100 bed hall.
- New opportunity to add up to 23 beds, providing a lower cost housing option, and available for immediate fall occupancy with minimal effort.
- Same housing site, same lease structure, same partner (Mastway)

NEW Housing Business Plan (Best, Moderate, Worst)

<u>Assumptions</u>	<u>Best</u>	<u>Moderate (current %)</u>	<u>Worst</u>
Maximum capacity	23	23	23
Budgeted capacity	23	22	17
Capacity rate	100%	95%	75%
FT (12 CH)	98%	95%	85%
PT (6 CH)	2%	5%	15%
Students taking 12+ CH	22	20	14
Students taking 6 CH	1	2	3
Total FT CH	810	756	558
New students	50%	45%	40%
I/S population	65%	73%	80%
O/S population	35%	27%	20%
Fall/Spring board per term	2,250.00	2,250.00	2,250.00
Summer board per term	1,500.00	1,500.00	1,500.00
I/S tuition rate	252.00	252.00	252.00
O/S tuition rate	625.00	625.00	625.00

	<u>Best</u>	<u>Moderate (current %)</u>	<u>Worst</u>
Revenue			
Board rate	138,000.00	131,100.00	103,500.00
I/S tuition revenue (new)	66,339.00	62,583.19	44,997.12
O/S tuition revenue (new)	88,593.75	57,408.75	27,900.00
Total potential revenue	292,932.75	251,091.94	176,397.12
Expense			
Lease (\$620/bed)	171,120.00	171,120.00	171,120.00
Operating Expenses	37,500.00	37,500.00	37,500.00
Community Advisor	6,000.00	6,000.00	6,000.00
Total expense	214,620.00	214,620.00	214,620.00
Net	78,312.75	36,471.94	(38,222.88)
I/S tuition revenue (existing)	66,339.00	76,490.57	67,495.68
O/S tuition revenue (existing)	88,593.75	70,166.25	41,850.00
Net New & Existing	233,245.50	183,128.76	71,122.80

Housing Across the UMS

HOUSING AT UMS CAMPUSES AS PERCENTAGE OF FTE					
Fall 24 budgeted, and Fall 22 FTE used					Budgeted
Institution	Capacity	Budget FY24	% capac. budgeted	Enrollment FTE Fall 22	Housing as a % of FTE
UMF*	713	713	100%	1,104	65%
USM	1,759	1,599	91%	3,704	43%
UMaine	3,583	3,151	88%	7,801	40%
UMM	192	112	58%	293	38%
UMFK	194	96	49%	445	22%
UMPI	272	185	68%	884	21%
UMA	80	77	96%	1,883	4%
*UMF reduced capacity from 895/690 actual last year (77%)					
Sources: FFT Meeting Materials, March 22, 2024					
Fall 2022 Enrollment Report (excluding Early College)					

Executive Summary

Overview:

Attached is the Capital Project Status Report for the May 21-22, 2023, meeting of the Board of Trustees. The report reflects a total of 36 projects, with one project removed, at UMA, and five added 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 Alford 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.

A handful of projects funded in whole or in part with 2018 bond funds which were completed in 2022 remain on the reports while awaiting realization of the Percent for Art process.

COVID-19 and Current Market Impacts on Capital Construction:

- Market instability and labor shortages continue to create 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 remains at sixty-four (64) projects. The projects are currently estimated to account for over \$48 million of the \$49 million in voter approved general obligation bond funding. Approximately \$43.5 million of that has been expended.

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

- Ten (10) of the active bond projects also appear on the Capital Project Status Report with approved budgets above board threshold.
- 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 are moved to the completed projects section on this report and remain on the report for documenting purposes until all Bond Projects are completed.
- The Completed project section reflects thirty-two (32) projects that are complete. There are another sixteen (16) 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: Additional space is being leased for the ASCC including 1,991sf of laboratory space and 2,315sf of office space.

UMF Energy Savings Project

This project touches 30 buildings across the campus and includes scope such as upgrading building automation and control systems for heating, ventilation, and air conditioning, upgrades to building lighting, envelope work (sealing), mechanical insulation, and water conservation

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measures, as well as installation of a new boiler at the campus heating plant to handle shoulder season heating needs.

Some of the work complete to date includes:

Ordering and submittal review for 90% of the roof top air handling unit replacements; Ductwork sealing – 100% complete; Design for new boiler is at 60% submittal completion. Lighting upgrades and building automation control work are scheduled to begin early April.

Efficiency Maine rebates have been approved totaling \$140k for the lighting and roof top unit replacements. The projects are expected to be 90% complete by the end of 2023.

UMaine Energy Center

Honeywell has nearly completed 50% development of the design package in accordance with the Design-Build Agreement, for "Phase 2B" of the work. The final report submission is expected shortly.

Upon receipt and review, the Project team will establish a recommended path forward and will bring an update and/or a Project for approval to University leadership and the Board of Trustees in the coming months.

Harold Alfond Foundation (HAF) Grant funded projects:

Athletics

Substantial completion was executed on March 31st for the Softball complex in time for the grand opening and first game on April 1st. Work on the Field Hockey complex continues with completion anticipated in time for the 2023 season. Scoreboards for Baseball are expected to be complete by end of April. Design continues for the Alfond Arena renovation and expansion. The scoreboards are in procurement and are expected to be completed this fall. Design for the Morse Multipurpose Arena is anticipated to begin this summer.

UMaine Mahaney Dome

Replacement dome has been bid, upon completion of contracts, construction is expected to begin late spring with completion this calendar year.

MCECIS

The master plan report has been delivered by the design team. Additional discussions continue with the new Dean of Engineering.

USM Portland Development Projects:

Portland Commons

Owner punchout of units will continue through the coming months. Meanwhile multitrade work continues as the crews make their way through the building.

Career and Student Success Center

Finish work continues on schedule.

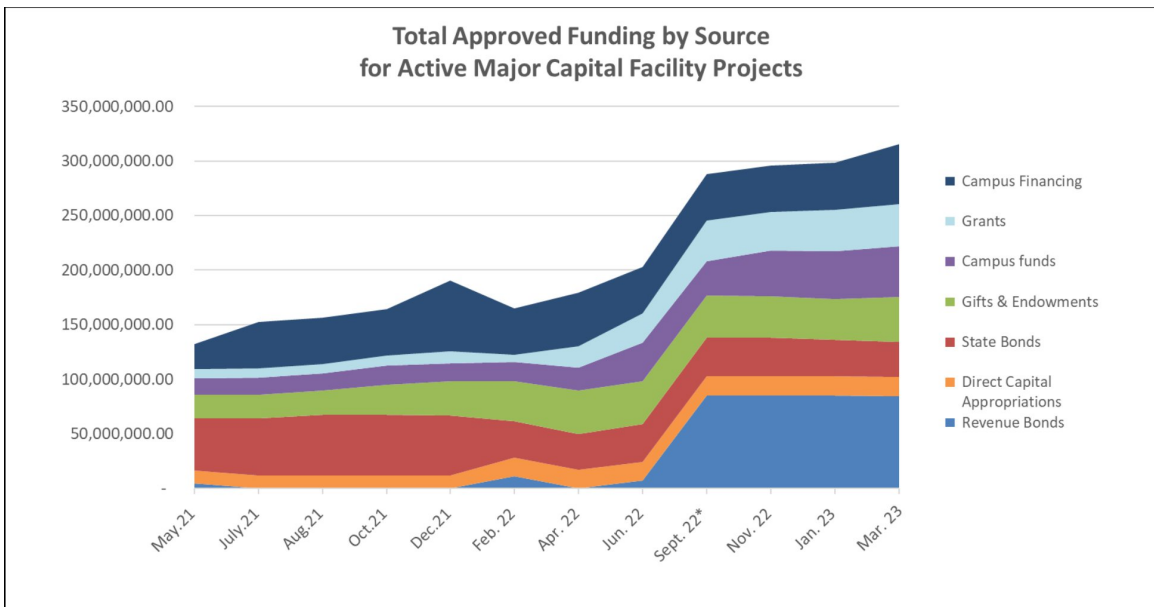
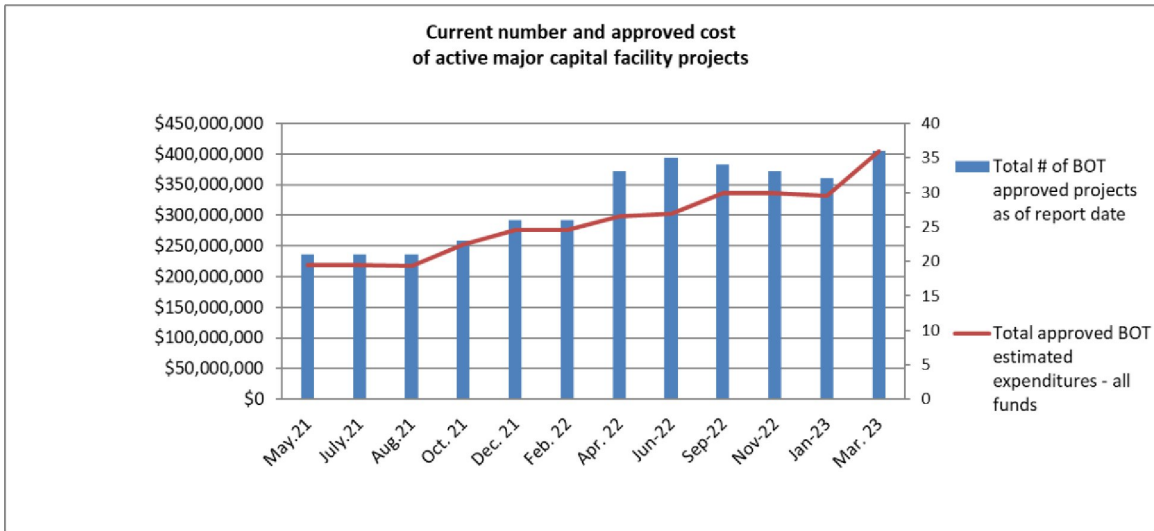
Center for the Arts

City of Portland Planning Board approved the site plan and site location of development amendment at the March 28th public hearing. Design completion and GMP delivery are anticipated for late spring final approval. Groundbreaking is anticipated in July/August 2023.

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Relocation of Dairy Operations, UMaine

Some unexpected complexities discovered during the initiation of this project has caused the University to review and re-work the scope. An updated authorization request is expected in the coming months to address these changes.



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

-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.

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Board of Trustees Meeting - Reports

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

Campus, Project Name (Project ID)	Funding Source(s) & each source's share of expenditures to date	Status	Original Estimated Completion	Current Est. Completion	Estimates Original Approved Estimate	Current Approved Estimate	Total Expense to Date	% Expended of Current Approved Estimate	Prior Actions, Information & Notes
UMA									
**Medical Laboratory Technology (1100093)	E&G(100%)	Design in Progress	2023	2024	\$1,650,000	\$2,000,000	\$109,906	5.5%	Board approved \$1,650,000 in March, 2022. Board approved increase to \$2M in January 2023.
Camden Hall Vet Tech (1100095)	E&G(100%)	Construction in Progress	2023	2023	\$1,600,000	\$1,600,000	\$782,943	48.9%	Board approved \$1,600,000 in March, 2022.
Handley Hall A/C replacement (1200029)	E&G (19%),HEERF(81%)	Design in Progress	2020	2023	\$575,000	\$1,230,000	\$140,776	11.4%	Board approved \$575K in September, 2019. Board approved \$1.2M in Emergency Relief Funds and up to \$30k in E&G funds in Sept '21.
**Katz Library HVAC Repairs (1200061)	HERFF (100%)	Substantially Complete	2021	2023	\$1,100,000	\$1,335,000	\$1,143,254	85.6%	Board approved \$1.1M Sept 2021. Board authorized additional \$235,000 in June 2022.
UMF									
274 Front St Renovation (2100096)	2018 State Bond (100%)	Construction in Progress	2020	2023	\$450,000	\$3,100,000	\$1,668,038	53.8%	Board approved up to \$3.1M in January 2022.
FRC Façade Replacement (2100112)	2018 State Bond (100%)	Construction in Progress	2022	2023	\$925,000	\$925,000	\$111,464	12.1%	Board approved up to \$925,000 in May 2022.
*Campus ESCO Project (2100117)	BOA Lease Oblig(100%)	Construction in Progress	2024	2024	\$11,700,000	\$11,700,000	\$3,772,721	32.2%	Board approved up to \$11.7M in November 2022.
UMFK									
UMFK Enrollment/Advancement Center (3100042)	2018 State Bond (100%)	Substantially Complete	2022	2023	\$3,249,000	\$3,249,000	\$2,886,211	88.8%	Board approved \$2.99M in Bond Funding, March, 2020. Plus, \$259K for a total of \$3,249,000.
UM									
UM Ferland Engineering, Education and Design Center (5100458, 5100493, 5100546, 5200604)	Campus Funds (3%), State Approp (24%) Gifts (30%), 2022 Revenue Bond (10%) Notes Payable(33%)	Substantially Complete	2024	2024	\$1,000,000	\$78,000,000	\$70,277,084	90.1%	Board approved \$1M in September, 2017. Board approved additional \$8M in May, 2018. Additional \$63M BOT approved March, 2020 Initial occupancy took place in 2022; final completion expected in 2024. Board authorized up to \$78M in Jan' 22.
**UM Energy Center Phase II (5100516, 5100517, 5200774)	Campus E&G Funds (68%) Grants (27%), 2022 Revenue Bond(5%)	Design in Progress	2023	2023	\$5,700,000	\$5,700,000	\$926,509	16.3%	Board approved \$5.7M March, 2019.
Neville Hall Renovations (5100534)	State Bond (100%)	Substantially Complete	2021	2023	\$1,500,000	\$1,500,000	\$1,343,301	89.6%	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	\$1,102,284	45.0%	Board authorized \$2,451,268 in March 2022.
Steampit SA10 (5100563)	E&G (100%)	Substantially Complete	2022	2022	\$640,000	\$640,000	\$522,494	81.6%	Board authorized \$640,000 in May 2022.
ASCC Building Addition GEM Lab (5100579)	Grants (82% -MIRP)Operating Reserves (18%)	Design in Progress	2025	2025	\$1,500,000	\$15,300,000	\$1,436,521	9.4%	Board approved \$1.5M May 2021.

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

Campus, Project Name (Project ID)	Funding Source(s) & each source's share of expenditures to date	Status	Original Estimated Completion	Current Est. Completion	Estimates Original Approved Estimate	Current Approved Estimate	Total Expense to Date	% Expended of Current Approved Estimate	Prior Actions, Information & Notes
UM contd.									
**HVAC Systems & Controls Upgrades (5100587, 5100647, 5100654)	Campus Funds (100%)	Pre-Design in Progress	2024	2024	\$10,000,000	\$10,000,000	\$104,426	1.0%	Board authorized up to \$10M in May 2022.
**UM Priority 1 Athletics fields (Soccer - 5100593, Field Hockey - 5100594, Softball - 5100597)	Gifts (11%) HAF Grant (85%) Internal Loan(4%)	Construction in Progress (5100594), Substantially Complete (5100597); Design in Progress (5100593)	2023	2024	\$14,000,000	\$33,000,000	\$8,742,161	26.5%	Board authorized \$14M in January 2022. Board authorized additional \$19M in August 2022.
**UM Phase 2 Projects (Baseball Stad. Scoreboard - 5100652, Alford Arena Video Boards - 5100653, Shawn Walsh Renovation - 5100658, Master Plan - 5200696)	HAF Grant (76%) Internal Loan (24%)	Construction in Progress (5100652, 51100653); Design in Progress (5100658, 5200696)	2024	2024	\$7,000,000	\$5,000,000	\$755,462	15.1%	Board authorized \$7M in August 2022. Reduced to \$5M to reflect up to \$2M for Mahaney Dome replacement project (5100664)
Relocation of Dairy Operations; Dairy Barn Demo (5100631, 5200747)	System Reserves (67%) E&G (33%)	Design and Bidding in Progress	2023	2023	\$800,000	\$800,000	\$269,989	33.7%	Authorized by FFT at June, 2022 meeting.
UM Adaptive Reuse project/Historic P3 (5200661 5200765)	Campus Funds- Aux and E&G Reserves (100%)	Construction in Progress	2023	2024	\$2,000,000	\$3,000,000	\$1,657,893	55.3%	Board authorized for UM contribution of up to \$2M in October 2021. Board authorized additional \$1M in March 2022.
*Boudreau Hall reno (5100663)	Gifts (100%)	Design in Progress	2023	2023	\$700,000	\$700,000	\$6,655	1.0%	Board authorized \$700,000 in March 2023.
*5100664 (Mahaney Dome replacement)	Campus(100%)	Bidding in Progress	2023	2023	\$3,000,000	\$3,000,000	\$788	0.03%	Board authorized \$3M in March 2023 - partially funded from August 2022 HAF Athletics authorization.

Board of Trustees Meeting - Reports

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

Campus, Project Name (Project ID)	Funding Source(s) & each source's share of expenditures to date	Status	Original Estimated Completion	Current Est. Completion	Estimates Original Approved Estimate	Current Approved Estimate	Total Expense to Date	% Expended of Current Approved Estimate	Prior Actions, Information & Notes
USM									
*Center for Teaching Innovation (6100299)	State Bond (81%) Gifts (19%)	Construction in Progress	2023	2023	\$700,000	\$925,000	\$74,740	8.1%	Board authorized \$700,000 in January 2023; increase to \$925,000 authorized in March 2023.
**USM Center for the Arts (6100300)	Gifts (100%)	Design in Progress	2022	2025	\$1,000,000	\$63,000,000	\$3,474,388	5.5%	Board approved \$1M in January, 2018. Board authorized an additional \$3.2M for a total of \$4.2M in November 2021. Board authorized new budget of \$63M in March 2023.
Career and Student Success Center and Portland Residence Hall (6100325, 6100338)	2018 State Bond (24%), 2022 Revenue Bond (49%) Notes Payable (24%) Campus Funds(2%) Gifts(1%)	Construction in Progress	2020	2023	\$1,000,000	\$100,600,000	\$78,572,083	78.1%	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 (93%) Notes Payable (6%)	Construction in Progress	2022	2023	\$1,200,000	\$23,500,000	\$18,240,194	77.6%	Board approved in March 2020 with initial spending limit of \$400,000; addt \$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	\$423,343	32.6%	Authorized by FFT at June, 2022 meeting. Board approved additional \$500,000 in October 2022.
USM Dubyak Center (6100342)	Gifts (10%), State Bond(90%)	Construction in Progress	2022	2023	\$2,500,000	\$2,500,000	\$488,400	19.5%	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.
*Relocation of Deering Farmhouse (6100360)	Campus E&G Funding (100%)	Bidding in Progress	2025	2025	\$2,000,000	\$2,000,000	\$86,768	4.3%	Board authorized \$2M in January 2023.
Hannaford Field Turf Repl (6100362)	E&G (100%)	Substantially Complete	2022	2022	\$900,000	\$900,000	\$757,184	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%)	Complete	2020	2022	\$700,000	\$770,000	\$713,644	92.7%	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%)	Substantially Complete	2022	2023	\$482,000	\$980,000	\$770,433	78.6%	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%)	Complete	2020	2022	\$700,000	\$1,144,240	\$1,019,968	89.1%	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 (50%), Gifts(2%), Grants (21%), Campus Reserves(27%)	Substantially Complete	2020	2023	\$3,757,000	\$7,652,280	\$6,677,723	87.3%	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	2023	\$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%	Construction in Progress	2023	2023	\$662,000	\$662,000	\$133,241	20.1%	Board approved \$662,000 at June 2022 FFT meeting.

Board of Trustees Meeting - Reports

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

Campus, Project Name (Project ID)	Funding Source(s) & each source's share of expenditures to date	Status	Original Estimated Completion	Estimates		Total Expense to Date	% Expended of Current Approved Estimate	Prior Actions, Information & Notes	
				Current Est. Completion	Original Approved Estimate				
UMS/Law School									
300 Fore St Portland Renovation (8100152)	Gifts (36%), E&G(64%)	Substantially Complete	2022	2022	\$6,000,000	\$13,827,396	\$12,736,229	92.1%	Board approved \$6M September 2021. Board approved increase to \$11.5M in Jan '22. Board authorized additional \$1,327,396 in March 2022.

HAF projects which are currently below board level

Campus, Project Name (Project ID)	Funding Source(s) & each source's share of expenditures to date	Status	Original Estimated Completion	Current Est. Completion	Total Expense to Date	Prior Actions, Information & Notes
UM - Engineering Ph III - MCECIS Master Planning (5200692)	HAF Grant/HAF Match (100%)	Pre-Design	TBD	TBD	480,485.48	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 March 31, 2023 as a percentage of the current approved project estimate.
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2018 State Bond Project Status Report
Active Bond Projects
May 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 Admissions Renovations (1200083)	Substantially Complete	2021	2023	Bond (43%) E&G (37%) HEERF (20%)	\$172,275	\$113,041	\$361,352	
Total Bond for Campus					\$172,275	\$113,041	\$361,352	
UMF								
274 Front St Renovation (2100096)	Construction in Progress	2020	2023	Bond (84%) E&G (<1%) Grants (15%)	\$1,400,000	\$1,400,000	\$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	\$111,375	\$300,000	
Campus ADA Ramps (2100104)	Construction in Progress	2021	2023	Bond (100%)	\$100,000	\$32,956	\$100,000	
Roberts HVAC Upgrade (2100106)	Construction in Progress	2021	2023	Bond (100%)	\$150,000	\$71,761	\$150,000	
Ricker Addition Renovation (2100108)	Design in Progress	2021	2023	Bond (100%)	\$175,000	\$55,619	\$175,000	
Scott West Renovation (2100110)	Construction in Progress	2021	2023	Bond (100%)	\$175,000	\$77,341	\$175,000	
FRC Façade Replacement (2100112)	Construction in Progress	2022	2023	Bond (100%)	\$925,000	\$111,464	\$925,000	Board approved up to \$925,000 in May 2022.
Security Camera&Phone Install (2100115)	Construction in Progress	2023	2023	Bond (100%)	\$100,000	\$35,912	\$100,000	
**Lockwood Hall Heat Conversion (2100116)	Substantially Complete	2023	2023	Bond (100%)	\$465,000	\$294,460	\$465,000	
Exterior Merrill Hall (2200096)	Bidding	2020	2023	Bond (100%)	\$450,000	\$65,580	\$450,000	
Total Bond for Campus					\$4,240,000	\$2,256,467	\$5,940,000	
UMFK								
UMFK Enrollment/Advancement Center (3100042)	Substantially Complete	2022	2023	Bond (100%)	\$2,990,000	\$2,886,211	\$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	\$2,886,211	\$3,249,000	

2018 State Bond Project Status Report
Active Bond Projects
May 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
UM								
**UMM Dorward Hall Roofing (4200048)	Substantially Complete	2021	2022	Bond (100%)	\$45,000	\$32,939	\$45,000	
Neville Hall Renovation (5100534)	Substantially Complete	2021	2023	Bond (100%)	\$1,500,000	\$1,343,301	\$1,500,000	Board approved up to \$1.5M expenditure in March 2021.
**R-UMM Science Bldg Reno (5100581)	Design in Progress	2022	2023	Bond (100%)	\$200,000	\$8,260	\$200,000	
**R-Dorward Hall Access Upgrade (5100596)	Complete	2022	2023	Bond (100%)	\$187,111	\$133,276	\$187,111	
**R-Campus Paving & Grounds Upgr (5100650)	Complete/Hold	2023	2023	Bond (100%)	\$400,000	\$50,690	\$400,000	
**R-UMM O'Brien ADA Access Ramp (52000741)	Construction in Progress	2022	2023	Bond (100%)	\$50,000	\$383	\$50,000	
R-Powers Hall Building Upgra (5200776)	Design in Progress	2023	2023	Bond (100%)	\$225,000	\$12,119	\$225,000	
**R-Science Building Drainage (5200777)	Complete	2023	2023	Bond (100%)	\$45,000	\$20,118	\$45,000	
**R-UMM Building Signage (5200778)	Complete	2022	2022	Bond (100%)	\$45,000	\$26,856	\$45,000	
**R-Dorward Allergy Free Kitchen (5200786)	Substantially Complete	2023	2023	Bond (100%)	\$37,000	\$4,327	\$37,000	
Total Bond for Campus					\$2,734,111	\$1,632,269	\$2,734,111	
USM								
**Center of Excel. Teacher Ed. (6100299)	Construction in Progress	2023	2023	Bond (81%) Gifts (19%)	\$250,000	\$60,740	\$925,000	Board approved \$700k in January 2023; Board approved increase to \$925k in March 2023
Career and Student Success Center (6100325)	Construction in Progress	2022	2023	Bond (88%) Gifts (3%) E&G (9%)	\$19,000,000	\$18,951,785	\$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	\$1,409,148	\$1,500,000	Board approved \$1.5M in January, 2020.
USM Dubyak Center (6100342)	Construction in Progress	2022	2023	Bond (90%) Gifts (10%)	\$1,000,000	\$438,400	\$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)	Complete	2022	2023	Bond (100%)	\$112,584	\$42,721	\$112,584	
LAC Deferred Maint Projects (6100367)	Construction in Progress	2022	2023	Bond (100%)	\$300,000	\$90,315	\$300,000	
**Upper Class Hall Online Locks (6100369)	Complete	2022	2023	Bond (99%) E&G (1%)	\$379,021	\$373,072	\$399,021	

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

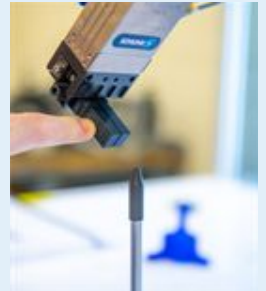
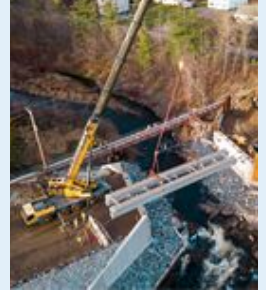
Campus, Project Name (Project ID)	Status	Original Estimated Completion	Current Est. Completion	Funding Source(s) of expenditures to date & each source's share	Estimated Bond Funding for Project	Bond Funding Expended	Total Estimated Project Cost	Prior Actions, Information & Notes
USM Continued								
**IPE Lab Science Renov (6200286)	Substantially Complete	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					\$22,621,605	\$21,366,181	\$33,267,605	
UMPI								
**Wieden Renovation Bond (7100025)	Substantially Complete	2020	2023	2018 State Bonds (50%), Gifts(2%), Grants (21%), Campus Reserves(27%)	\$3,757,000	\$3,366,412	\$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	\$4,085,712	\$8,412,280	
Totals:					\$37,274,991	\$32,339,880	\$53,964,348	

Completed Bond Projects								
Augusta Campus Welcome Center (1100077)	Closed	2021	2021	Bond (100%)	\$350,388	\$350,388	\$350,388	UMA
Randall 2nd Floor Renovations (1100083)	Complete	2021	2022	Bond (100%)	\$93,492	\$93,492	\$93,492	UMA
Randall Center Student Lounge (1100084)	Complete	2021	2022	Bond (100%)	\$143,675	\$143,675	\$143,675	UMA
Randall Welcome Center (1100085)	Complete	2021	2022	Bond (100%)	\$1,741,576	\$1,741,576	\$1,741,576	UMA
Bangor Campus Welcome Center (1100534)	Complete	2021	2022	Bond (95%) E&G (5%)	\$462,308	\$462,308	\$486,141	UMA
Jewett Hall Boiler Design Work (1200062)	Complete	2021	2021	Bond (100%)	\$305,000	\$321,287	\$321,287	UMA
ACC Nursing Upgrades (1200082)	Complete	2022	2022	Bond (95%) E&G (5%)	\$43,341	\$43,341	\$45,856	UMA
Dearborn Gym Hot Water Upgrades (2100087)	Complete	2019	2022	Bond (90%) Energy Bond (10%)	\$764,755	\$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
Mantor Library Renovations (2100103)	Complete	2021	2022	Bond (100%)	\$270,503	\$270,503	\$270,503	UMF
Dakin Flooring, Ceiling, Light (2100105)	Complete	2021	2021	Bond (100%)	\$206,187	\$206,187	\$206,187	UMF
Merrill Hall HVAC Upgrade (2100107)	Design Complete	2021	2022	Bond (100%)	\$35,127	\$35,127	\$35,127	UMF
Scott North Renovation (2100109)	Complete	2021	2022	Bond (100%)	\$98,605	\$98,605	\$98,605	UMF
FRC Roof Replacement (2100111)	Complete	2021	2022	Bond (100%)	\$325,000	\$308,727	\$325,000	UMF
Scott South Renovations (2200102)	Complete	2022	2022	Bond (100%)	\$132,222	\$132,222	\$132,222	UMF
Stone Hall Suite Conversion (2200109)	Complete	2022	2022	Bond (100%)	\$194,947	\$194,947	\$194,947	UMF
UMM Science Building Roof Repl (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

2018 State Bond Project Status Report
Active Bond Projects
May 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
Completed Bond Projects Continued								
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
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	USM
Totals:					\$10,933,567	\$10,933,581	\$14,317,571	
GRAND Total (Active and Completed Projects)					\$48,208,559	\$43,273,462	\$68,281,919	
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 March 30, 2023.

MAINE ECONOMIC IMPROVEMENT FUND



Annual Report FY2022
Presented to Maine State Legislature



A successful partnership among Maine's government, private sector and public universities to build Maine's economy and future workforce through research and development.



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MAINE ECONOMIC IMPROVEMENT FUND 2022 ANNUAL REPORT



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
Chancellor, University of Maine System



Joan Ferrini-Mundy
Vice Chancellor for Research & Innovation, University of Maine System
President, University of Maine and University of Maine at Machias

MEIF Background

The Maine Economic Improvement Fund (MEIF) represents the ongoing commitment between the state, the private sector and our public universities, working together to advance research and economic development for the benefit of all Maine people.

Since the Maine Legislature established MEIF in 1997, MEIF has positioned the University of Maine System (UMS) at the center of statewide efforts to leverage economic development through targeted investment in university-based R&D. MEIF continues to be funded through an annual state appropriation to UMS.

These funds provided through state appropriation to the University of Maine System are dollars specifically directed to support university-based research, development and commercialization in the state's legislatively designated seven strategic technology areas:

- Advanced Technologies for Forestry and Agriculture
- Aquaculture and Marine Sciences
- Biotechnology
- Composites and Advanced Materials Technologies
- Environmental Technologies
- Information Technologies
- Precision Manufacturing

The University of Maine and the University of Southern Maine have well-established research, development and commercialization activities accounting for 97 percent of the MEIF activity. In 2009, the University of Maine System established the Small Campus Initiative Fund to promote seven-sector research and development activity at the other five UMS campuses and, as of 2013, Maine Maritime Academy (MMA).

Role of MEIF

The role of MEIF is to support the solution of fundamental problems and discover new solutions, and to provide researchers at Maine's public universities with the investment necessary to:

- Create and sustain economic development and innovation
- Attract co-investment through external grants and contracts to support R&D activities in Maine's seven sectors
- Create new products, patents, technologies, companies and exciting job opportunities in Maine
- Build and equip modern laboratories with state-of-the-art equipment made available to students and companies
- Attract and retain world-class R&D talent

MEIF funds often provide the required match to acquire federal or private sector grants, and this investment in Maine's public university R&D helps faculty, staff and students successfully leverage tens of millions of dollars in grants and contracts annually.

MEIF directly supports faculty, grad students and staff who are working to make the universities more competitive for federal grants, expanding opportunities to support Maine companies and involve students in research learning and real applications of their education.

MEIF increasingly fosters university partnerships with business and industry through economic development collaborations, entrepreneur training programs, business incubators, technology accelerators, business research and other programs. These efforts lead to new Maine-based products, technologies, patents and spin-off businesses.

The University of Maine and the University of Southern Maine are the two universities with established research and graduate programs in the seven targeted research sectors and have received MEIF funds, with 76.6 percent to the University of Maine and 19 percent to the University of Southern Maine. In addition, 1.4 percent of MEIF funds are awarded to the University of Maine Machias and 3 percent to the other campuses and Maine Maritime Academy.

Indicators of success show that Maine's MEIF investment is paying dividends by:

- Creating businesses and jobs, including the jobs of more than 500 faculty and staff, and nearly 1300 students working on MEIF-funded projects.
- Boosting Maine's economy by leveraging MEIF funds to bring federal and private-sector grants and contracts to Maine.
- Building capacity and expertise to help Maine companies solve problems and commercialize innovation.
- Generating new intellectual property and working to commercialize patents and innovations.
- Capitalizing on natural resources and core strengths by focusing R&D efforts on economic sectors where Maine can make real gains. University research personnel use MEIF resources to support the staff, equipment and facilities they need to successfully pursue and develop research projects.



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

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.

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.

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 Hittie
Sappi Director of Release Business Strategy





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.



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."

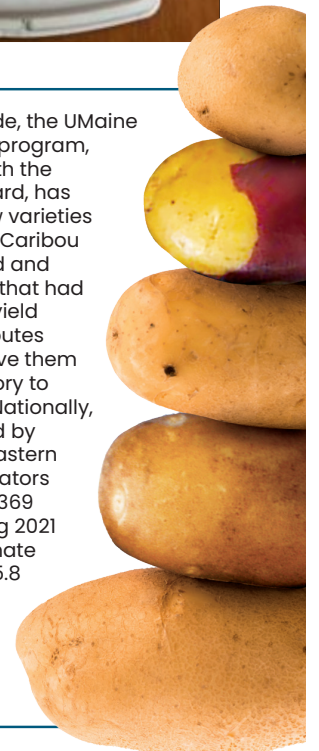
Evan Young
Owner, Blue Hill Bay Mussels LLC



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.

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)



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

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.

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.” Making Maine Work (2022)
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	

Progress in FY2022: Strategic Outcomes, Goals and Metrics

In December 2018, the University of Maine System Board of Trustees issued a Declaration of Strategic Priorities, the first of which is Advancing Workforce Readiness and Economic Development, with a priority action item: Strengthen research and economic development efforts to support Maine industries, and to foster business formation and expansion. The five-year University of Maine System Research and Development Plan was approved in the Spring of 2019 with three specific goals that drive the UMS research activities including the Maine Economic Improvement Funds.

Goal One – Make Maine the best state in the nation in which to live, work, and learn by 2030

Goal Two – Establish an innovation-driven Maine economy for the 21st century

This report addresses these goals. In addition, the University of Maine System reports R&D outcomes annually through the statutorily required survey of Maine R&D activity administered by the Maine Department of Economic and Community Development Office of Innovation (5 MSRA 13107).

Goal Three – Prepare the knowledge-and-innovation workforce for Maine

The the following metrics help measure the progress against these goals and recognize that MEIF activity is restricted to Maine’s legislatively selected seven R&D sectors.

UMS MEIF Metric 1 – Increase Research Capacity and Activity

UMS MEIF Metric 2 – Support New Technologies, Licensing, and Commercialization

UMS MEIF Metric 3 – Increase Economic Development Partnerships

UMS Metric 4 – Support R&D Workforce Development

The R&D Strategic Outcomes and related MEIF goals are:

MEIF Metric 1: Increase Research Capacity and Activity

UMS maintains a sponsored programs grant and contracts effort growing greater than 3 percent annually on a three-year rolling average from a 2013 baseline of \$45 million and NSF-defined total research expenditures of \$45 million in the MEIF sectors. Activity from the seven MEIF sectors will account for 50 percent of the total R&D grants and contracts, with a 3 percent annual growth on a three-year rolling average. The utilization of MEIF funds will leverage other resources including grants and contracts from the federal government and the private sector increasing the impact of the State’s investment.

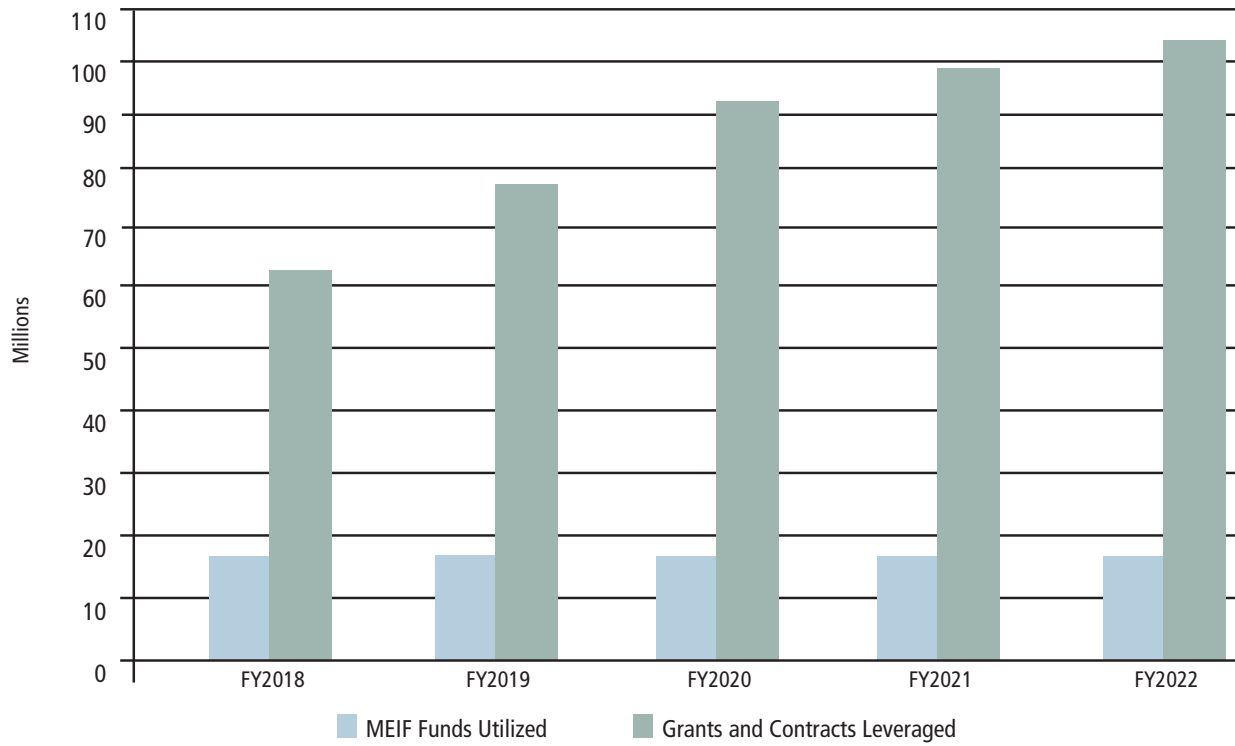
Table 1

FY2022 Total Grants and Contracts (ALL Activity Inclusive)	Number of Proposals UM/UMM	Total Value UM/UMM	Number of Proposals USM	Total Value USM	Number of Proposals ALL	Total Value ALL
Total Proposals Submitted	860	\$340,577,483	194	\$45,985,080	1,054	\$386,562,563
Total Proposals Awarded	673	\$111,714,024	139	\$44,055,328	812	\$155,769,352

Grants and Contracts Awarded in MEIF Sectors Only

	FY2018	FY2019	FY2020	FY2021	FY2022 Detail		
	MEIF Awards	MEIF Awards	MEIF Awards	MEIF Awards	UM/UMM MEIF Awards	USM MEIF Awards	Total USM MEIF Awards
Aquaculture and Marine	16,032,068	8,084,961	8,698,761	10,773,253	14,785,311	1,842,250	\$16,627,560.880
Biotechnology	6,552,964	16,035,473	14,611,906	8,329,631	3,563,134	0	\$3,563,134.300
Composites	9,952,947	11,478,611	31,093,652	38,754,403	31,623,591	0	31,623,591.180
Cross Sector	3,034,812	21,301,337	2,783,430	5,659,119	19,056,121	1,029,650	20,085,771.350
Environmental Technologies	7,407,213	7,250,820	7,466,987	11,608,954	6,752,744	374,416	7,127,160.000
Forestry and Agriculture	10,685,631	9,598,475	17,624,566	15,611,749	13,268,251	133,948	13,402,198.710
Information Tech	5,582,266	951,594	7,069,113	6,686,372	6,999,513	670,953	7,670,466.260
Precision Manufacturing	3,099,123	1,870,527	3,077,779	1,158,472	2,454,483	3,314	2,457,797.200
Total	\$62,347,023	\$76,571,798	\$92,426,194	\$98,581,953	\$98,503,149	\$4,054,531	\$102,557,680
							FY2021–FY2022 Increase 4%

Figure 1 FY2018-2022 MEIF Return on Investment 5.9:1 (UMS)
Tens of Millions Leveraged in Grants and Contracts (Five-Year Snapshot)



MEIF Metric 2: Support New Technologies, Licensing, and Commercialization

UMS annual revenue from commercialization including intellectual property licensing from the MEIF sectors increases at least 10 percent annually on a three-year rolling average.

Table 2

MEIF Target 2 — Commercialization Activity	FY2018	FY2019	FY2020	FY2021	FY2022	Five-Year Average
Revenue from Commercialization	\$914,120	\$289,088	\$519,019	\$299,430	\$474,190	\$499,170
Rolling three year average	\$482,890	\$511,016	\$574,076	\$369,179	\$430,880	\$473,608
Number of Patents Filed (US/PCT)	20	17	16	23	16	18
Number of Patents Issued (US)	6	6	11	7	3	10
Number of License Agreements and License Options	9	11	8	4	2	7

FY2021–FY2022 Change in Three-Year Average Revenue 17%

In summary, three-year rolling average revenue from commercialization has shown an overall increase over the last decade, rebounding the last fiscal year from a pandemic-related decline in FY21. Commercialization relies on private companies utilizing UMS intellectual property to secure private investment to advance technology, products and services into markets. Maine continues to rank very low in comparison to other states for its industry R&D and innovation. This has been recognized by the state economic development agencies and is addressed in the 2020 Maine Economic Development Strategy. The pandemic has greatly impacted the startup and new venture community, yet activity is starting to return.

The timeline for commercialization of newly invented technology is hard to predict, but it is lengthy. U.S. patent applications take four to five years from initial application to issuance. Newly issued UMS patents reported above and detailed in Appendix 1 were filed four to five years ago. In addition, many UMS technologies fall into capital-intensive categories, such as transportation infrastructure, pulp and paper, sensors and biotechnology.

These sectors have longer timelines from lab to market at five to 10 years. UMS is focusing additional effort to accelerate commercialization with private-sector partners and other investment programs, such as the Maine Technology Institute and Maine Venture Fund.

MEIF Metric 3: Increase Economic Development Partnerships

The UMS annual revenue from activities with business and industrial partners in the MEIF sectors continues to show the effects of reduced activity during the pandemic. Revenue in FY2022 was \$6,611,197, a decrease of approximately 31 percent. Companies continue to confront supply chain challenges and over the past several years have not prioritized research and development. We are already beginning to see a positive shift in these numbers for FY23 and expect this trend to continue.

Table 3

MEIF TARGET 3 — Business and Industry Contracts	FY2018	FY2019	FY2020	FY2021	FY2022
Revenue from Business and Industrial Contracts	\$6,339,260	\$7,211,422	\$10,876,661	\$9,581,790	\$6,611,197
Number of Business and Industrial Contracts	528	530	327	390	293

FY2021–FY2022 Change in Revenue -31.00%

MEIF Metric 4: Support R&D Workforce Development

UMS shall maintain a concerted effort to involve faculty, staff and students participating in research, development and commercialization, and shall report annually the number of employees directly supported by MEIF funds and by grants and contracts in the MEIF sectors. As external funding is hard to predict, there is no specific numerical goal for employee count, but UMS shall report the annual number of faculty, staff and students to indicate trends and identify opportunities for growth.

In summary, state economic analysis predicts economic growth in Maine based on an available trained and educated workforce. Growth in the seven MEIF sectors is especially dependent on the available workforce. MEIF seven-sector projects at UMS rely on regular faculty and staff, as well as many “soft money” employees — those hired to work on specific grants and contracts, and paid by those grant and contract funds. UMS employees and students gain valuable on-the-job training and experience, and may then contribute to the employment base within these sectors after completion of the grants or graduation. Grant and contract revenue is a strong contribution to this workforce development. UMS counts employees involved in this activity, and will continue to pursue the growth in employment numbers related to growth in grant and contract activity. Non-student employees are tracked as full-time equivalents (FTEs) based on a 40-hour/52-week work year. Student employees, tracked by head count, generally work fewer than 20 hours per week during the academic year.

Grant and contract revenue also is an important source of funding for students’ salary, tuition and other types of support, allowing many research-active students to offset their cost of education while getting valuable skills and on-the-job experience, positioning them well to be leading contributors to Maine’s key growth sectors.

Success and Strategic Impact

By investing MEIF funds in researchers, facilities and matching for grants, UMS has attracted more than \$432 million over the last five years (FY2018-2022) in federal and private-sector grants and contracts related to the seven strategic research areas. This funding directly results in Maine products and technologies, such as biofuels, pulp and paper products, biomaterials and bridges, new potato varieties, aquaculture technologies, offshore wind hulls, and software, which lead to improvements in Maine’s industries.

Return on Investment

Each year, the power of the state’s MEIF appropriation is expanded by tens of millions of dollars in federal and private funds for important research, development and commercialization. The University of Maine, as the state’s land grant, sea grant, and space grant institution, utilizes its long-established research capacity and infrastructure to attract the majority of these external funds. Other UMS schools continue to build and partner within federal and private-sector grants and contracts.

Developing Workforce and Creating Jobs

Five hundred plus full-time equivalent jobs are funded in Maine through the grants and contracts leveraged and expended related to MEIF. These positions include faculty, technicians and research staff. Currently, 1,297 graduate and undergraduate students are funded for their involvement in research, development and commercialization. This student involvement in research, development and commercialization projects is comparable to an internship and gives students great real-world experience as well as life-long networks and connections.

Table 4-A FY2022

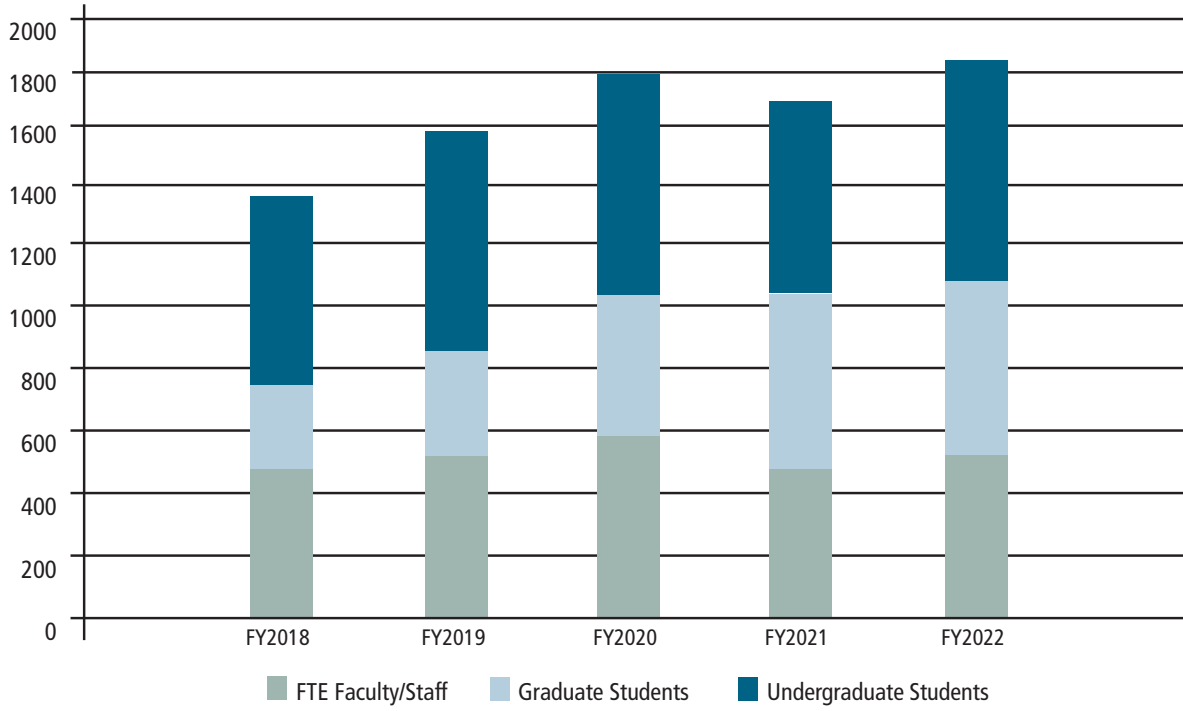
MEIF Target 4 — Workforce Development	Wages paid from MEIF	Wages paid from Grant/Contract	Totals
Number of faculty staff supported (FTE = Full Time Equivalent)	155	390	545
Number of Graduate students supported (headcount)	26	503	529
Number of Undergraduate students supported (headcount)	641	127	768

Table 4-B

Student costs from grants and contracts	FY2018	FY2019	FY2020	FY2021	FY2022
Student salaries and wages paid from grants and contracts	\$4,853,956	\$6,361,381	\$6,869,073	\$7,559,179	\$8,894,320
Student tuition paid by grants and contracts	795,339	916,618	1,384,425	\$1,306,089	\$1,344,309
Student fellowships/scholarships paid by grants and contracts	373,118	457,884	422,111	\$799,695	\$1,106,195
Student health insurance paid by grants and contracts	214,000	298,386	296,807	\$308,195	\$364,577
Total soft money student support	\$6,264,840	\$6,236,413	\$8,034,269	\$9,973,158	\$11,709,401

FY2021–FY2022 Change 17%

Figure2 MEIF Sector Workforce



Strategic Outcomes, Goals and Metrics

MEIF Small Campus Initiative

In 2009, the University of Maine System established the Small Campus Initiative Fund to promote seven-sector research and development activity at the other five UMS campuses and, as of 2013, Maine Maritime Academy (MMA).

Table 5-A

MEIF Small Campus Initiative Awards by Fiscal Year	FY2018	FY2019	FY2020	FY2021	FY2022
UM – Augusta	\$0	\$85,129	\$0	\$25,000	\$150,000
UM – Farmington	\$0	\$0	\$300,000	\$0	\$74,774
UM – Fort Kent	\$182,500	\$0	\$130,000	\$24,899	\$0
UM – Machias	\$300,000	\$300,000	\$0	\$250,000	\$175,000
UM – Presque Isle	\$182,500	\$0	\$0	\$168,474	\$0
Maine Maritime Academy	\$0	\$49,934	\$130,000	\$0	\$199,623
Total Annual Awards	\$665,000	\$435,063	\$560,000	\$468,373	\$599,397

Table 5-B FY2022

Title	PI(s)	Campus	Amount
Cyber Range Network Builder & Scenario Builder	Henry Felch	UMA	\$150,000
Using high-frequency sensors to track water clarity and seasonal change in Maine lakes	Rachel Hovel	UMF	\$74,774
Applied Research and Development to Foster Economic Growth in Maine's Shellfish Aquaculture Industry	Brian Beal	UMM	175,000
Growing the 'next-generation environmental scientist' by applying imaging flow cytometry and eDNA/qPCR technologies to community-based biomonitoring	Steven Baer	MMA	199,623
			\$599,397

- The Cyber Range Network Builder & Scenario Builder is evaluating the cybersecurity posture of Maine companies and organizations, modeling their networks, and providing training to help them defend against threats.
- Mountain lakes are an important natural laboratory to understand the factors underlying why Maine lake water clarity is changing. Using sensors and regular water sampling, researchers are collecting multiple parameters of high-frequency data from Maine mountain lakes to inform drivers of lake water clarity and training undergraduate students in skillsets essential to careers in environmental technology, including using state-of-the-art environmental sensors and coding to manage and analyze large datasets.
- To support the growth of shellfish aquaculture in Maine, researchers are investigating the efficacy of using multiple-trait genomic selection tools to create a strain of fast-growing eastern oysters and to develop hatchery methods to produce a consistent supply of cultured flat oyster seed that can be transferred to commercial hatcheries to supply Maine farmers.
- Using cutting-edge fluid imaging cytometry and qPCR instrumentation to contribute to biological monitoring in the Gulf of Maine while training the next generation of environmental scientists.

Appendix 1 — University of Maine System Intellectual Property

Table A1-1

University of Maine System — New Patent Applications Filed FY2022

Title	Application Type	Filing Date	Inventor	Campus
METHODS AND SYSTEMS FOR AUGMENTING AND/OR SIMULATING FLAVORS	PCT	7/23/21	Jonathan Roman Bland; Michael Gecawicz; R A Nimesha Ranasinghe; Meetha-Nesam James-Ravindran-Santhakumar	Orono
FLOATING WIND TURBINE PLATFORM	United States	7/23/21	Habib Joseph Dagher; Anthony M Viselli	Orono
CELLULOSE NANOFIBER (CNF) STABILIZED MEMBRANES AND METHODS OF MAKING THEREOF	United States	8/5/21	Michael D Mason ; Muhammad Radowan Hossen	Orono
SORTING OF POLY-DISPERSE PARTICLES	United States	9/7/21	Akm Bashir Khoda ; S M Abu Naser Shovon; Adeeb Ibne Alam; MD Ibrahim Khalil	Orono
SYSTEMS AND METHODS FOR DETERMINING WATER CONTENT IN A SAMPLE	PCT	9/13/21	Sfoog Hamad Saleh; Carl P Tripp	Orono
HEEL TANK DAMPER FOR FLOATING STRUCTURES	United States	9/27/21	Andrew Joseph Goupee; Habib Joseph Dagher; Anthony M Viselli; Christopher Keefer Allen; Richard Warren Kimball	Orono
ELECTRICALLY CONTROLLABLE SURGICAL TOOLS	United States	1/19/22	Robert Ecker; Mohsen Shahinpoor	Orono
FOLDABLE PHYSICAL STRUCTURES HAVING KINEMATIC CAPABILITY	United States	2/28/22	Anthony Michael Verzoni; Masoud Rais-Rohani	Orono
FOLDABLE THICK WALLED STRUCTURES	United States	2/28/22	Scott Tomlinson; Anthony Michael Verzoni; Masoud Rais-Rohani; Alexander James Cole	Orono
CEMENT COMPOSITIONS, AND METHODS THEREOF	PCT	3/11/22	Warda Ashraf; Hemant P Pendse	Orono
ACTIVE COLOR-CHANGING LIQUID CRYSTAL FILAMENT AND YARN	PCT	3/15/22	David Erb, Christopher Erb	Orono
ADJUNCTIVE TREATMENT OF MYCOBACTERIAL DISEASES	United States	3/22/22	Peter Woodruff ; Hyungjin Eoh; Ben Swarts	USM
CARBON ELECTRODE FOR PROTONIC CERAMIC ELECTROCHEMICAL CELLS	United States	5/18/22	Yingchao Yang, Min Wang	Orono
CONTINUOUS FORMING MACHINE	United States	5/27/22	William Glenn Davids; Roberto A Lopez-Anido; Cody Alexander Sheltra; Zane Dustin	Orono
DIGITAL MANUFACTURING FACILITY AND METHOD OF MANUFACTURING	United States	6/1/22	Habib Joseph Dagher	Orono
COMPOSITIONS AND METHODS FOR TOXIC SPECIES REMOVAL FROM FLUID	PCT	6/15/22	Islam H Hafez; Md Musfiqur Rahman	Orono
Total 16				

Table A1-2

University of Maine System — Patents Issued FY2022

Title	Country	Type	Patent Number	Issue Date
AF4124-7 Hamlin Russet	United States	Plant Variety	202100199	3/10/22
MOTION ABSORBING SYSTEM AND METHOD FOR A STRUCTURE	United States	CIP	11279452	3/22/22
METHOD OF ASSEMBLING A FLOATING WIND TURBINE PLATFORM	United States	Divisional	11352098	6/7/22
Total Issued				20
United States				3
International				17

The above table lists
US Patents Only

Appendix 2 — Maine Economic Improvement Fund Financial History and Tables

Table A2-1

A History of Legislative Actions on Appropriating State Research Funds

The following is a summary of the actions of the 118th–130th Maine Legislature with regard to appropriating research and development funds to the University of Maine System.

118th LEGISLATURE

March 26, 1997: Governor signed into law the Economic Improvement Strategy (Chapter 24) that appropriated \$500,000 to UMS for research.

April 1, 1998: Governor signed into law the Economic Improvement Strategy (Chapter 643, Part LL, Sec. S-3) that appropriated \$4 million to UMS for research. These funds were allocated from the FY1998 year-end state surplus for use in FY1999.

119th LEGISLATURE

March 15, 1999: Governor signed into law the Part I Current Services budget (Chapter 16) that appropriated \$4 million in 1999–2000 and 2000–01 to UMS on a “base budget” basis for research. This extends the one-time FY1999 \$4 million research appropriation that was funded from the FY1998 year-end state surplus.

June 4, 1999: Governor signed into law the Part II Supplemental Appropriation budget (Chapter 401) that appropriated an additional \$5.55 million in 1999–2000 and an additional \$50,000 in 2000–01 to UMS on a “base budget” basis for research.

April 25, 2000: Governor signed into law the Part II Supplemental Appropriation budget (Chapter 731) that appropriated \$300,000 in 2000–01 to UMS on a “base budget” basis for the Maine Patent Program.

120th LEGISLATURE

June 21, 2001: Governor signed into law the Part II Supplemental Appropriation budget (Chapter 439) that appropriated an additional \$2 million in 2002–03 to UMS on a “base budget” basis for research.

March 25, 2002: Governor signed into law a deappropriation (Chapter 559) that reduced the FY2003 \$2 million Supplemental Appropriation by \$1 million.

July 1, 2002: Governor signed a Financial Order that curtailed the FY2003 \$2 million Supplemental Appropriation by an additional \$1 million. This eliminated the FY2003 increase of \$2 million for research, bringing the FY2003 research and development appropriation back to the FY2002 level of \$10.1 million.

November 18, 2002: Governor signed into law a Supplemental Appropriation budget (Chapter 714) that deappropriated the \$1 million curtailment that was signed July 1, 2002.

121st LEGISLATURE

March 27, 2003: Governor signed into law the Part I Current Services budget (Chapter 20, Part RR) that appropriated \$100,000 in 2003–04 and 2004–05 on a “base budget” basis for research.

January 30, 2004: Governor signed into law a Supplemental Appropriation budget (Chapter 513, Part P, Sec. P-2) that includes a provision to transfer to MEIF up to \$2 million of any unbudgeted State revenue remaining at the close of FY2004. The full amount was subsequently transferred to UMS. This same Chapter 513, Part P, Sec. P-3 made the \$2 million part of the MEIF FY2005 base appropriation.

122nd LEGISLATURE

March 29, 2006: Governor signed into law a Supplemental Appropriations budget (Chapter 519, Part A, Sec. A-1) that includes providing one-time funding of \$600,000 in FY2007 for the commercialization of research and development activity, and for the Gulf of Maine Ocean Observing System.

123rd LEGISLATURE

June 7, 2007: Governor signed into law a budget (Chapter 240, Part A, Sec. A-68) that provides an increase of \$1.5 million in FY2008 and an additional \$1 million in FY2009 on a “base budget” basis for research.

124th LEGISLATURE

May 28, 2009: Governor signed into law a budget (Chapter 213, Part A, Sec. A-67) that maintains the annual funding at the FY2009 level of \$14.7 million.

125th LEGISLATURE

June 15, 2011: Governor signed into law a budget (Chapter 380) that maintains the annual funding at \$14.7 million. **May 29, 2012:** PUBLIC Law (Chapter 698) creates the formula funding for the Small Campus Initiative, reserving a percentage of MEIF exclusively for the five smaller campuses of the University of Maine System.

126th LEGISLATURE

June 10, 2013: Governor signed into law (Chapter 225) an amendment to the MEIF statute to include Maine Maritime Academy as a MEIF-eligible small campus.

June 26, 2013: Legislature approved into law a budget (Chapter 368) that maintains the annual funding at \$14.7 million.

127th LEGISLATURE

June 30, 2015: Legislature approved into law a budget (Chapter 267) that increases the annual funding by \$2.65 million in each year of the biennium.

128th LEGISLATURE

July 4, 2017: Governor signs into law the state budget that maintains the annual funding at \$17.35 million.

129th LEGISLATURE

June 17, 2019: Governor signs into law the state budget that maintains the annual funding at \$17.35 million.

130th LEGISLATURE

July 1, 2021: Governor signs into law the state budget that maintains the annual funding at \$17.35 million.

April 20, 2022: Governor signs into law the state supplemental budget that increases annual MEIF funding by \$2 million to an annual total of \$19.35 million.

Table A2-2

Legislative History of MEIF New Appropriations

118th LEGISLATURE	FY98	FY99	Total 2-Year
UM	\$400,000	\$400,000	\$3,200,000
USM	100,000	100,000	800,000
Total	\$500,000	\$500,000	\$4,000,000
119th LEGISLATURE	FY00	FY01	Total 2-Year
UM	\$4,440,000	\$40,000	\$4,480,000
USM	1,110,000	10,000	1,120,000
Total	\$5,550,000	\$50,000	\$5,600,000
120th LEGISLATURE	FY02	FY03	Total 2-Year
UM	\$0	\$0	\$0
USM	0	0	0
Total	\$0	\$0	\$0
121st LEGISLATURE	FY04	FY05	Total 2-Year
UM	\$80,000	\$1,600,000	\$1,680,000
USM	20,000	400,000	420,000
Total	\$100,000	\$2,000,000	\$2,100,000
122nd LEGISLATURE	FY06	FY07	Total 2-Year
UM	\$0	\$540,000	\$540,000
USM	0	60,000	60,000
Total	\$0	\$600,000	\$600,000
*One-time funding			
123rd LEGISLATURE	FY08	FY09	Total 2-Year
UM	\$1,200,000	\$720,000	\$1,920,000
USM	300,000	180,000	480,000
INITIATIVES	0	100,000	100,000
Total	\$1,500,000	\$1,000,000	\$2,500,000
124th LEGISLATURE	FY10	FY11	Total 2-Year
UM	\$0	\$0	\$0
USM	0	0	0
INITIATIVES	0	0	0
Total	\$0	\$0	\$0
125th LEGISLATURE	FY12	FY13	Total 2-Year
UM	\$0	\$0	\$0
USM	0	0	0
INITIATIVES	0	0	0
Total	\$0	\$0	\$0

126th LEGISLATURE	FY14	FY15	Total 2-Year
UM	\$0	\$0	\$0
USM	0	0	0
INITIATIVES	0	0	0
Total	\$0	\$0	\$0

127th LEGISLATURE	FY16	FY17	Total 2-Year
UM	\$2,056,400	\$0	\$2,056,400
USM	514,100	0	514,100
INITIATIVES	79,500	0	79,500
Total	\$2,650,000	\$0	\$2,650,000

128th LEGISLATURE	FY18	FY19	Total 2-Year
UM	\$0	\$0	\$0
USM	0	0	0
INITIATIVES	0	0	0
Total	\$0	\$0	\$0

129th LEGISLATURE	FY20	FY21	Total 2-Year
UM	\$0	\$0	\$0
USM	0	0	0
INITIATIVES	0	0	0
Total	\$0	\$0	\$0

130th LEGISLATURE	FY22	FY23	Total 2-Year
UM	\$0	\$0	\$0
USM	0	0	0
INITIATIVES	0	2,000,000	2,000,000
Total	\$0	\$2,000,000	\$2,000,000

Total Yearly Research Appropriations for FY2022	
UM	\$13,263,600
USM	3,315,900
UMM	250,000
UMFK	0
UMA	0
UMPI	0
UMS	520,500
MMA	0
Total	\$17,350,000

Small Campus Initiatives	S.C. Initiatives
University of Maine at Augusta	UMA
University of Maine at Farmington	UMF
University of Maine at Fort Kent	UMFK
University of Maine at Machias	UMM
University of Maine at Presque Isle	UMPI
Maine Maritime Academy	MMA

Table A2-3 Maine Economic Improvement Fund

Utilization of FY2022 Operating Research Appropriation by Targeted Research Areas

Targeted Research Area	Source of R&D Funds				Utilization of R&D Funds				Balance		
	FY2022 R&D Initial Base Budget	Unused R&D Funds from Prior Years As Reported	Adjustment to Prior Years Unused R&D Funds	Adjusted Unused R&D Funds from Prior Years	FY2022 R&D Funding Transfers	FY2022 Total R&D Funds Available	FY2022 R&D Actual Expenditures	Transferred To Match Grants & Contracts	Transferred Between R&D Accounts	Total R&D Funds Utilized	Unused Funds Carried Forward To FY2023 ¹
UMaine											
Adv. Technology Forestry & Agriculture	\$1,810,262	\$798,995	\$-	\$(798,995)	\$-	\$1,011,267	\$2,531,001	\$122,728	\$(1,062,155)	\$1,591,574	\$(580,307)
Aquaculture & Marine Science	2,499,453	(892,904)	-	(892,904)	-	1,606,549	2,874,755	615,614	(1,366,959)	2,096,410	(489,861)
Biotechnology	1,357,411	(814,316)	-	(814,316)	-	543,095	1,642,960	284,507	(593,587)	1,333,880	(790,785)
Composites	1,541,320	66,559	-	66,559	-	1,607,879	2,361,793	753,363	(1,151,451)	1,963,705	(355,826)
Environmental	1,589,518	(175,715)	-	(175,715)	-	1,413,803	2,244,280	244,197	(949,900)	1,538,577	(124,774)
Information Technology	1,471,246	(580,300)	-	(580,300)	-	890,946	2,319,356	54,948	(812,745)	1,561,559	(670,613)
Precision Manufacturing	1,586,896	446,253	-	446,253	-	2,033,149	2,125,149	39,732	(805,791)	1,359,090	674,059
Cross Sector	1,407,494	(74,137)	-	(74,137)	-	1,333,357	1,472,633	182,937	(533,661)	1,121,909	211,448
Total State Funding	\$13,263,600	\$(2,823,555)	\$-	\$(2,823,555)	\$-	\$10,440,045	\$17,544,927	\$2,298,026	\$(7,276,249)	\$12,566,704	\$(2,126,659)
UM Cost Sharing Funding ²	-	-	-	-	-	-	-	-	7,276,249	7,276,249	(7,276,249)
Total Funding	\$13,263,600	\$(2,823,555)	\$-	\$(2,823,555)	\$-	\$10,440,045	\$17,544,927	\$2,298,026	\$-	\$19,842,953	\$(9,402,908)

¹Includes year-end equipment carry-over funds (equipment ordered, not received, and not paid).

²Salary and benefits from University.

Targeted Research Area	Source of R&D Funds				Utilization of R&D Funds				Balance		
	FY2022 R&D Initial Base Budget	Unused R&D Funds from Prior Years As Reported	Adjustment to Prior Years Unused R&D Funds	Adjusted Unused R&D Funds from Prior Years	FY2022 R&D Funding Transfers ³	FY2022 Total R&D Funds Available	FY2022 R&D Actual Expenditures	Transferred To Match Grants & Contracts	Transferred Between R&D Accounts	Total R&D Funds Utilized	Unused Funds Carried Forward To FY2023 ^{1,2}
USM											
Forestry & Agriculture	\$510,760	\$150,611	\$-	\$150,611	\$-	\$661,371	\$480,482	\$85,022	\$-	\$565,504	\$95,867
Aquaculture & Marine	348,563	346,080	-	346,080	8,575	703,218	430,903	-	-	430,903	272,315
Biotechnology	227,920	39,534	-	39,534	10,174	277,628	245,488	-	-	245,488	32,140
Composites	50,000	(21,059)	-	(21,059)	29,325	58,266	57,211	-	-	57,211	1,055
Environmental	100,000	23,841	-	23,841	-	123,841	20,664	-	-	20,664	103,177
Information Technology	524,253	282,516	-	282,516	90	806,859	453,074	72,281	-	525,355	281,504
Precision Manufacturing	100,000	(74)	-	(74)	30	99,956	20,207	20,000	-	40,207	59,749
Cross Sector	1,454,404	431,687	-	431,687	-	1,886,091	1,169,916	-	-	1,169,916	716,175
Unassigned	-	267,440	-	267,440	(48,194)	219,246	-	-	-	-	219,246
Total State Funding	\$3,315,900	\$1,520,576	\$-	\$1,520,576	\$-	\$4,836,476	\$2,877,945	\$177,303	\$-	\$3,055,248	\$1,781,228

¹Includes year-end equipment carry-over funds (equipment ordered, not received, and not paid).

²At USM, projects are funded on a year to year basis with renewals contingent on performance. A majority of the unused funds carried forward into FY23 are committed to multi year projects.

³Transfers for current year funding of USM R&D programs and awards from "Unassigned". UM base budgets the MEIF appropriation by sector and thus does not use funding transfers.

Table A2-4 Maine Economic Improvement Fund
FY2022 Summary Utilization of Operating Research Appropriation by University

Targeted Research Area	Source of R&D Funds					Utilization of R&D Funds				Balance	
	FY2022 R&D Initial Base Budget	Unused R&D Funds from Prior Years As Reported	Adjustment to Prior Years Unused R&D Funds	Adjusted Unused R&D Funds from Prior Years	FY2022 R&D Funding Transfers ³	FY2022 Total R&D Funds Available	FY2022 R&D Actual Expenditures	Transferred To Match Grants & Contracts	Transferred Between R&D Accounts ²	Total R&D Funds Utilized	Unused Funds Carried Forward To FY2023 ¹
UMMAINE	\$13,263,600	\$(2,823,555)	\$-	\$(2,823,555)	\$-	\$10,440,045	\$17,544,927	\$2,298,026	\$(7,276,249)	\$12,566,704	\$(2,126,659)
USM	3,315,900	1,520,576	-	1,520,576	-	4,836,476	2,877,945	177,303	-	3,055,248	1,781,228
UMM	250,000	285,521	(1)	285,520	139,480	675,000	500,000	-	-	500,000	175,000
UMFK	-	37,367	-	37,367	(2,206)	35,161	15,378	-	-	15,378	19,783
UMPI	-	168,483	-	168,483	-	168,483	88,094	-	-	88,094	80,389
UMA	-	25,001	(1)	25,000	149,512	174,512	24,512	-	-	24,512	150,000
UMF	-	152,002	(1)	152,001	72,034	224,035	58,070	-	-	58,070	165,965
UMS	520,500	44,298	-	44,298	(558,443)	6,355	-	-	-	-	6,355
MMA	-	137,483	(1)	137,482	199,623	337,105	78,806	-	-	78,806	258,299
Total State Funding	\$17,350,000	\$(452,824)	\$(4)	\$(452,828)	\$-	\$16,897,172	\$21,187,732	\$2,475,329	\$(7,276,249)	\$16,386,812	\$(510,360)

¹Includes year-end equipment carry-over funds (equipment ordered, not received, and not paid).

²UM Cost Sharing.

³Inter-unit R&D funding transfers related to FY2022 MMA and Small Campus Initiative (SCI) awards.

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In complying with the letter and spirit of applicable laws and pursuing its own goals of diversity, the University of Maine System does not discriminate on the grounds of race, color, religion, sex, sexual orientation, transgender status, gender, gender identity or expression, ethnicity, national origin, citizenship status, familial status, ancestry, age, disability physical or mental, genetic information, or veterans or military status in employment, education, and all other programs and activities. The University provides reasonable accommodations to qualified individuals with disabilities upon request. The following person has been designated to handle inquiries regarding non-discrimination policies: Director of Equal Opportunity, 101 Boudreau Hall, University of Maine, Orono, ME 04469-5754, 207.581.1226, TTY 711 (Maine Relay System).



2022 WORKFORCE PROFILE

OFFICE OF HUMAN RESOURCES



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Workforce Profile
Highlights

The Workforce Profile is an overview of the UMS workforce, reflecting full-time and part-time regular employees. This represents the 4,521 regular employees that were actively receiving a paycheck as of October 31, 2022. Additionally, there were 854 part time faculty members teaching in the Fall 2022 semester.

Count and Gender by Category

- Of the 4,521 UMS employees reported: 1.9% are administrators, 27.0% are faculty, 45.2% are salaried staff, and 25.9% are hourly paid staff.
- Overall, between the seven campuses, women make up a slight minority of full-time faculty at 49.2% of the population. UMA, UMF, Maine Law and USM have women comprise the majority of full-time faculty at their locations.
- 61.9% of the administrators are women.
- There are 84 administrators, 67 of whom are in the Management Group. In the Management Group women make up a slight majority at 52.3% of the cohort.
- Most of the regular hourly employee cohort consists of women at 52.0% of the population.
- Salaried employee cohort majority consists of women at 59.3%.

Average Salary by Category

- The average annual salary for administrators is \$ 164,086; \$88,716 for faculty; \$61,764 for salaried staff; and \$41,212 for hourly staff.
- Most faculty are appointed on an academic year basis and the annual salary is rated for the nine-month appointment.

Age

- The average age by employee category is: Administrators 55, faculty 51, salaried 45, and hourly employees average age is 50. These averages have held steady with little variation over the past few years.
- A significant proportion of administrators (55.0%) are 55 or older.
- A slight majority of faculty and hourly employees are under the age of 55 with faculty at 59.4% and hourly at 51.8%.
- A large majority of salaried employees (73.0%) are under the age of 55.

Highest Degree

- As would be expected, a high number of faculty (79.5%) hold doctoral degrees. Administrators (53.3%) also hold a significant number of terminal degrees.
- 39.4% of hourly staff have self-reported a baccalaureate or higher degree. 89.4% of salaried employees report holding a baccalaureate or higher degree.
- Education level was not reported by 16.0% of employees.

Race and Ethnicity

- There is limited diversity as measured in the federal ethnicity categories. Overall, 7.7% of employees system wide report a minority race/ethnicity. This is an increase over 7.1% minority self-reported last year.
- The University of Southern Maine at 8.9% and the University of Maine at 8.8% have the highest reported minority populations.
- The University of Maine reports the highest quantity of minority employees with 196 employees followed by the University of Southern Maine with 90 employees identifying as such.

Years of Service/Average Years of Service

- UMS has many long-service employees. Average length of service ranges from 9.3 years for salaried staff to 13.0 years for administrators.
- 40.1% of faculty and more than 41.4% of administrators have 15 or more years of service.
- The University of Maine at Machias has the highest average years of service for all employment categories at 13.8 years. The University of Maine at Augusta has the lowest average years of service at 9.9 years.

Part-Time Faculty

- In the Fall 2022 semester, there were approximately 835 Part-Time Faculty teaching 4637 credit hours of course work. The University of Southern Maine employs the most Part-Time Faculty with 361 (21.60%), followed by the University of Maine with 215 (12.87%) and then the University of Maine at Augusta with 127 (7.60%).

UMS - OHR

Category Definitions

All UMS positions are categorized as administrator, faculty, salaried, or hourly depending upon the primary type of work performed. The categories, as defined by the IPEDS (Integrated Postsecondary Education Data System) Fall Staff Survey submitted biennially by colleges and universities to the National Center for Education Statistics, U.S. Department of Education, are defined below.

Administrators

All employees whose assignments require management of the institution, or a customarily recognized department or subdivision. Assignments require the performance of work directly related to management policies or general business operations of the institution, department or subdivision. Assignments in this category customarily and regularly require the incumbent to exercise discretion and independent judgment. This category includes employees holding the following titles who meet the above criteria: president, vice president (including assistant and associate), dean (including assistant and associate if their only activity is administrative and does not include a faculty workload), director (including assistant and associate), department head (including assistant and associate if their only activity is administrative and does not include a faculty workload). Employees in this category are in the management group.

Faculty

All individuals employed for the primary purpose of instruction, research, and/or public service and who hold academic rank of professor, associate professor, assistant professor, instructor, lecturer or the equivalent. These individuals may also hold titles such as associate dean, assistant dean, chairperson, and director if they also have a faculty work assignment. This report includes faculty in Cooperative Extension; the Tenure Report excludes faculty in this department.

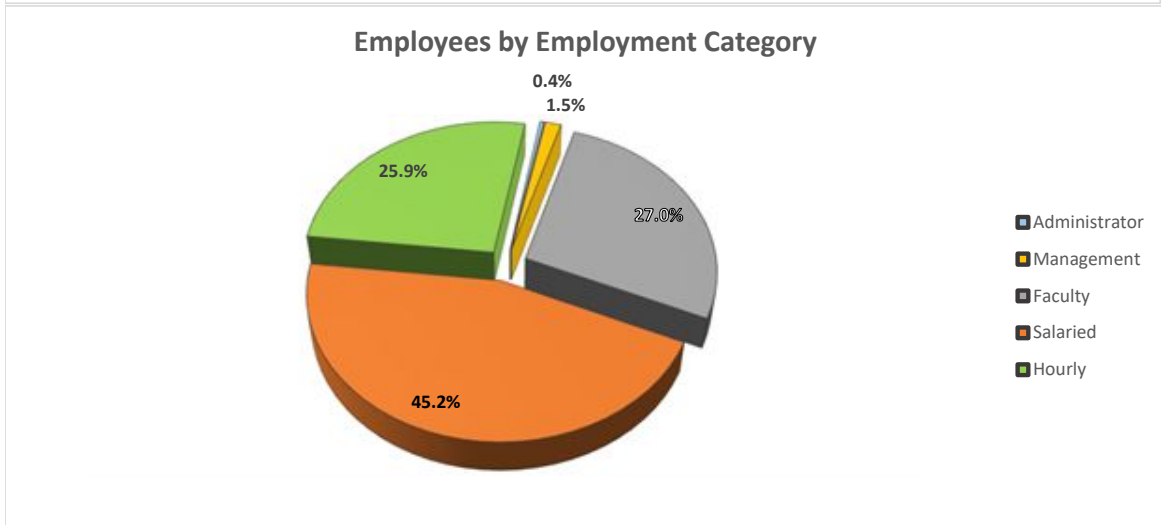
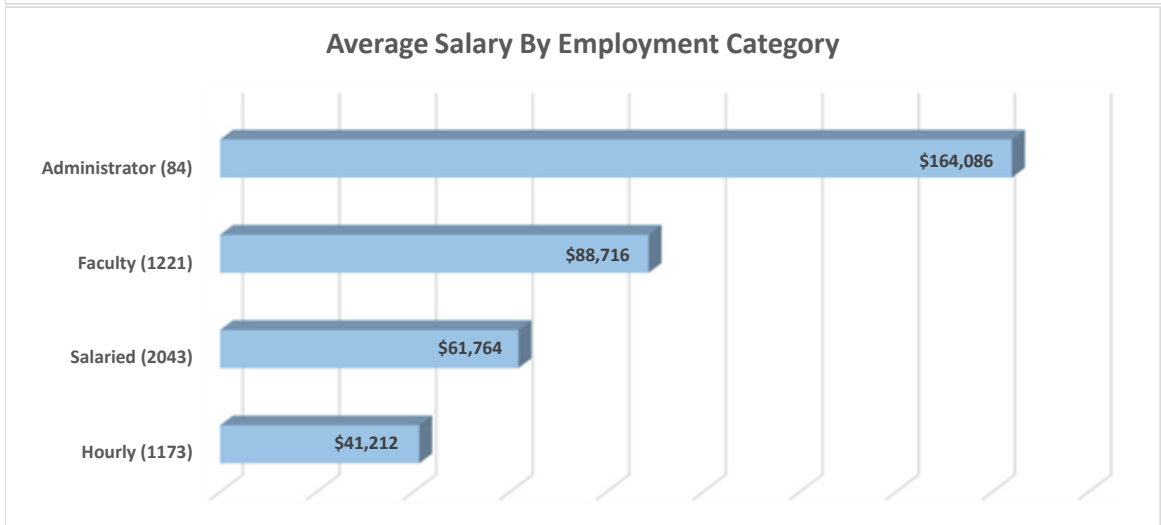
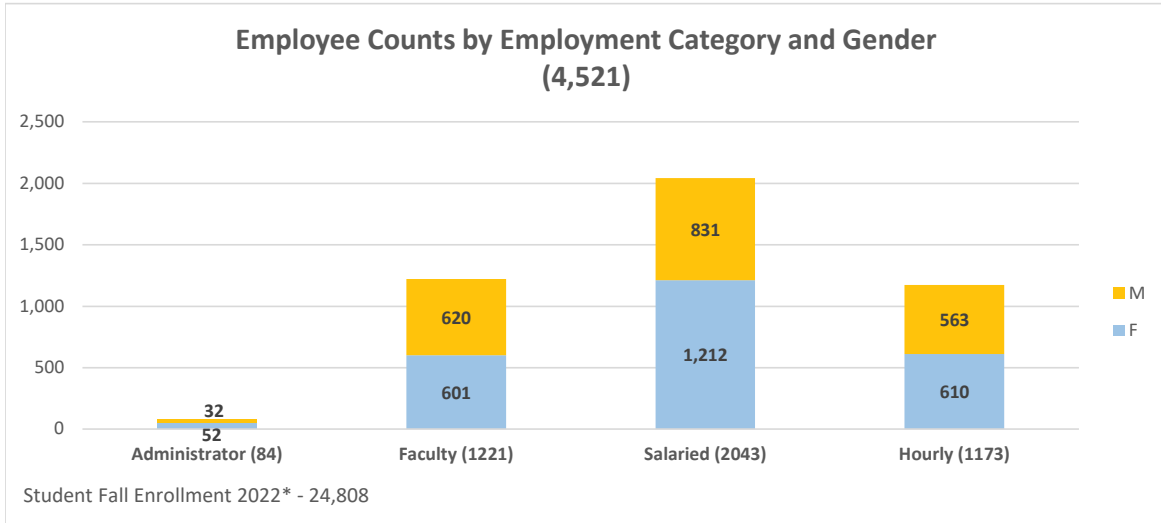
Salaried

All individuals employed for the primary purpose of performing academic support, student service and institutional support, whose assignments require either a baccalaureate degree or higher or experience of such kind and amount as to provide a comparable background. Includes employees with job titles such as: Business Operations Specialist, Financial Specialist, Accountant, Budget Analyst, Admissions or Financial Aid Counselor, Computer Specialist, Computer Analyst, Database Administrator, Librarian, Resident Director.

Hourly Staff

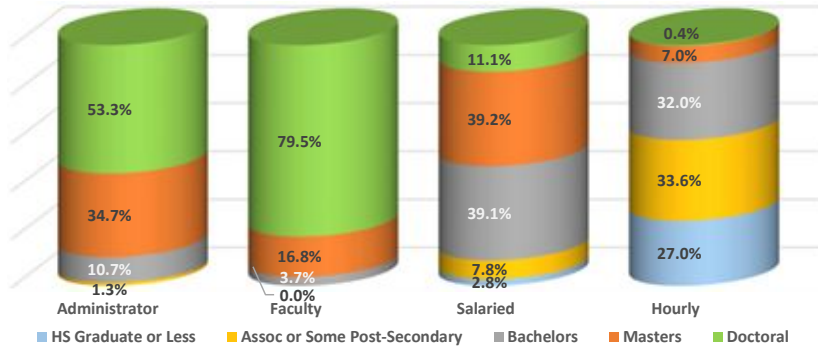
All employees whose assignments:

- Are technical or paraprofessional in nature (requires specialized knowledge or skills which may be acquired through experience, apprenticeship, on-the-job training or academic work in occupationally specific programs that result in a 2-year degree or other certificate or diploma). Includes such titles as Research or Laboratory Technician, Audiovisual Technician, Personnel Assistant. Or;
- Are associated with clerical or secretarial activities (responsible for internal and external communications, recording and retrieving data and/or information, and other paperwork required in an office). Includes such titles as Secretary, Administrative Assistant, Records Technician, Bookkeeper, Library Assistant. Or;
- Involve skilled crafts work (typically requires special manual skills and a thorough and comprehensive knowledge of the processes involved in the work, acquired through on-the-job-training and experience or through apprenticeship or other formal training programs). Includes such titles as Electrician, HVAC Technician, Printer, Garage Mechanic. Or;
- Involve service/maintenance work (requires limited degrees of previously acquired skills and knowledge, performs duties that result in or contribute to the comfort, convenience and hygiene of personnel and the student body or that contribute to the upkeep of the institutional property). Includes such titles as Custodian, Building & Grounds Maintenance Worker, Police Officer, Security Guard, Cook.



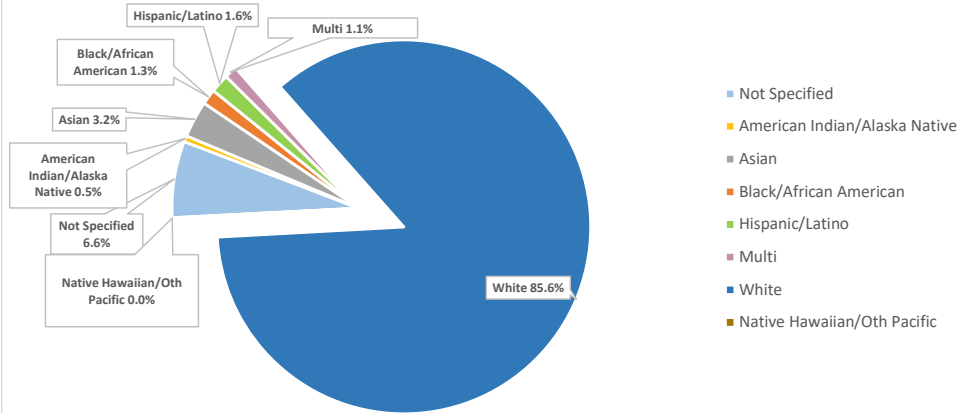
* Student Fall Enrollment 2022 includes undergraduate and graduate students. The source is Fall 2022 Enrollment Report - The University of Maine System, Fall Semester Headcount by Campus
 UMS Early College student headcount is no longer reported together with student headcount

Highest Degree by Employment Category *

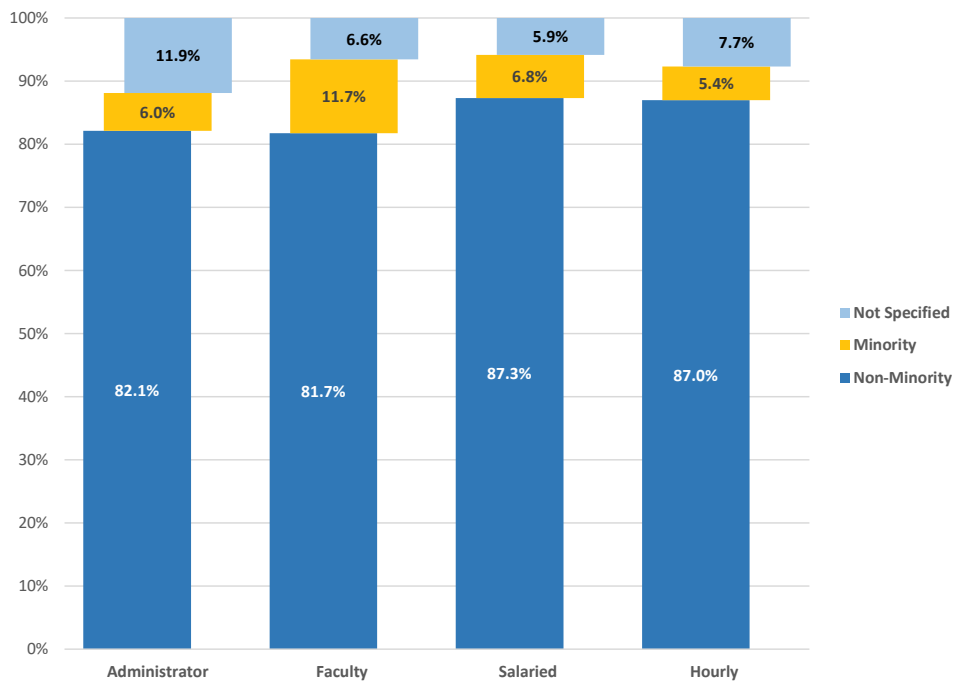


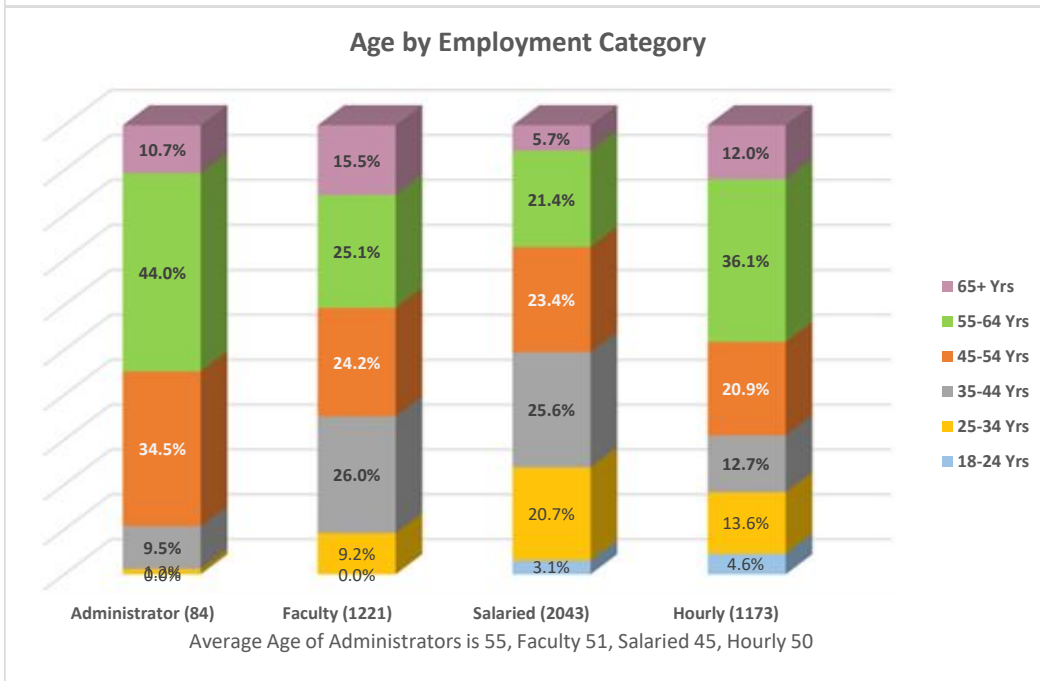
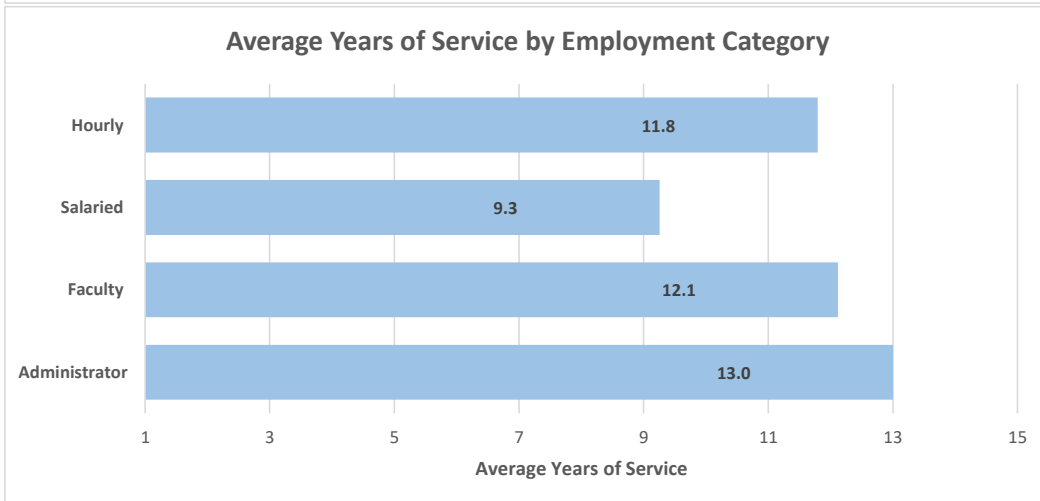
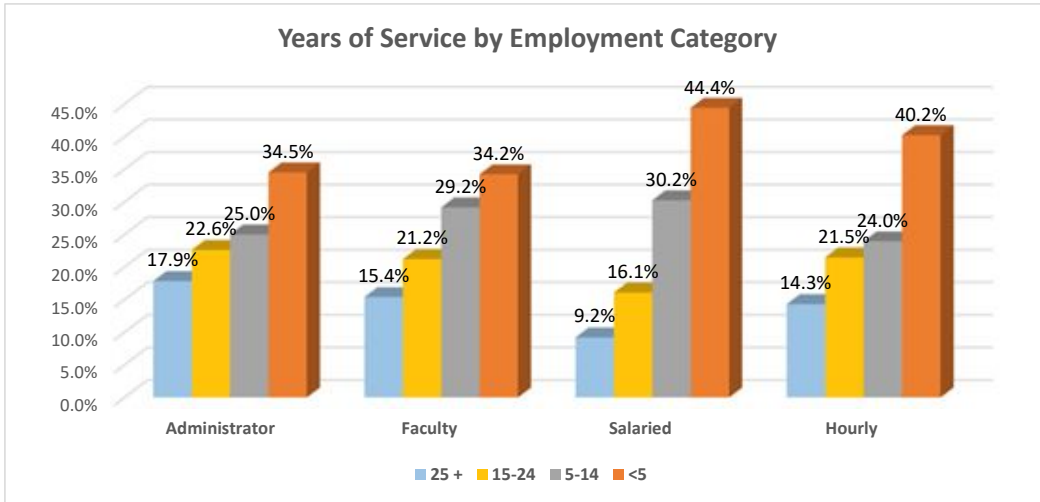
* Percentage shown for Highest Degree is a percent of the total employees who reported education level; 725 employees did not indicate.

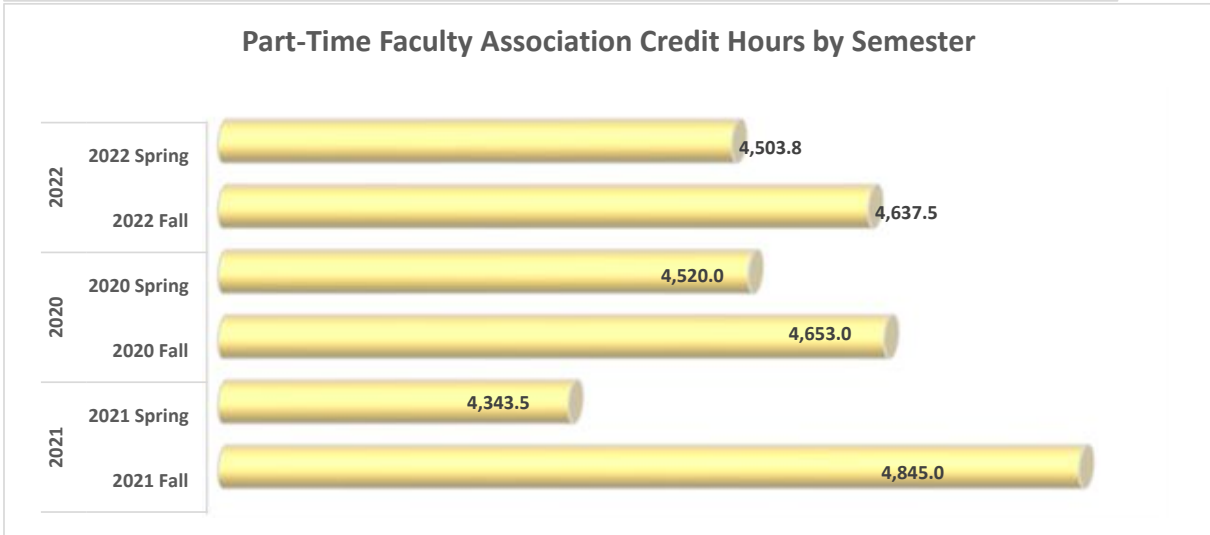
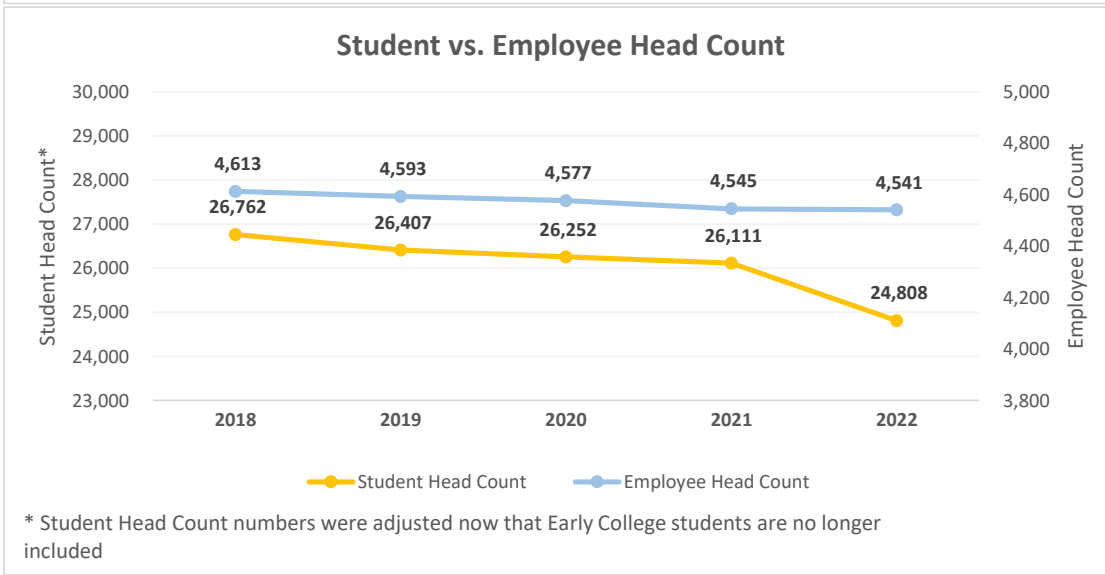
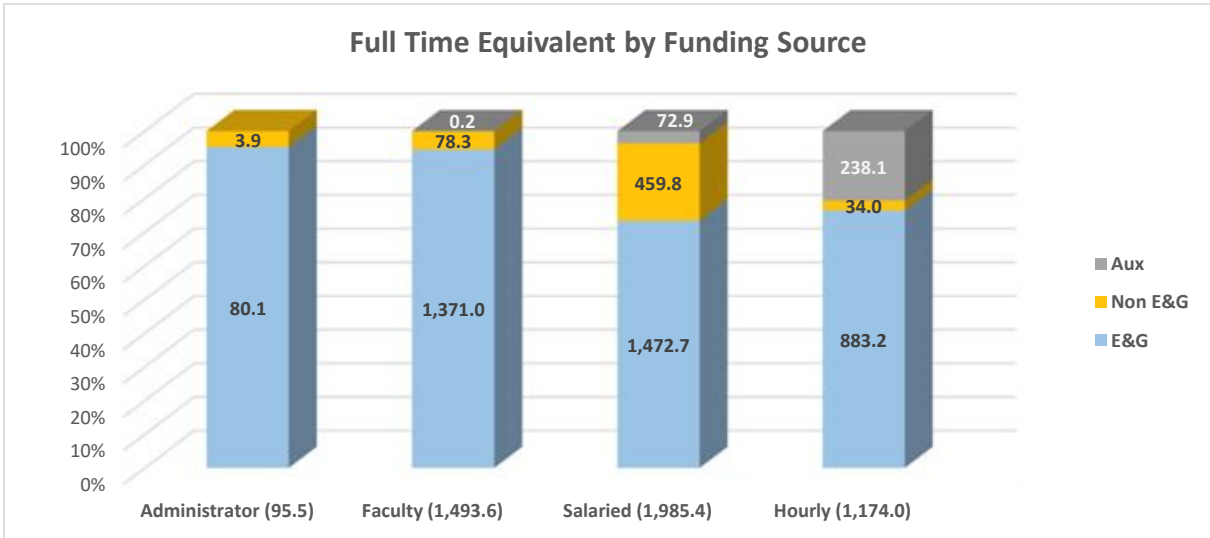
Race and Ethnicity



Employee Minority Grouping by Employee Category







Board of Trustees Meeting - Reports

Counts by Employment Category and Gender

	University of Maine System				University of Maine				University of Maine at Augusta				University of Maine at Farmington				University of Maine at Fort Kent			
	F	M	U	Count	F	M	U	Count	F	M	U	Count	F	M	U	Count	F	M	U	Count
Administrators	52	32	0	84	12	9	0	21	4	2	0	6	3	3	0	6	2	1	0	3
Faculty	601	620	0	1,221	274	366	0	640	63	34	0	97	62	37	0	99	12	16	0	28
Salaried	1,212	831	0	2,043	495	434	0	929	76	42	0	118	54	36	0	90	23	11	0	34
Hourly	610	563	0	1,173	313	312	0	625	41	37	0	78	45	46	0	91	17	13	0	30
Total	2,475	2,046	0	4,521	1,094	1,121		2,215	184	115		299	164	122		286	54	41		95
Student Enrollment	24,808				10,993				3,266				1,536				725			

	University of Maine at Machias				University of Maine at Presque Isle				University of Southern Maine				University Governance				University Services				Maine Law			
	F	M	U	Count	F	M	U	Count	F	M	U	Count	F	M	U	Count	F	M	U	Count	F	M	U	Count
Administrators	0	0	0	0	4	2	0	6	8	6	0	14	7	5	0	12	9	3	0	12	3	1	0	4
Faculty	10	12	0	22	15	20	0	35	153	124	0	277	0	0	0	0	0	0	0	0	12	11	0	23
Salaried	17	1	0	18	43	17	0	60	337	131	0	468	1	0	0	1	146	156	0	302	20	3	0	23
Hourly	7	5	0	12	17	18	0	35	124	106	0	230	0	0	0	0	45	26	0	71	1	0	0	1
Total	34	18		52	79	57		136	622	367		989	8	5		13	200	185		385	36	15		51
Student Enrollment	477				1,263				6,283								265							

* Student Enrollment counts from the University of Maine System - Fall 2022 Enrollment Report, Fall Semester Headcount by Campus.

Average Salary by Employment Category

	University of Maine System		University of Maine		University of Maine at Augusta		University of Maine at Farmington		University of Maine at Fort Kent	
	Count	Avg Salary	Count	Avg Salary	Count	Avg Salary	Count	Avg Salary	Count	Avg Salary
Administrators	84	164,086	21	175,303	6	125,552	6	122,638	3	138,382
Faculty	1,221	88,716	640	96,798	97	68,862	99	72,291	28	67,787
Salaried	2,043	61,764	929	62,894	118	53,596	90	50,577	34	47,048
Hourly	1,173	41,212	625	41,343	78	38,792	91	40,245	30	42,383
Total	4,521	61,927	2,165	63,739	307	53,164	302	54,312	106	51,780

	University of Maine at Machias		University of Maine at Presque Isle		University of Southern Maine		University Governance		University Services		Maine Law	
	Count	Avg Salary	Count	Avg Salary	Count	Avg Salary	Count	Avg Salary	Count	Avg Salary	Count	Avg Salary
Administrators	0	0	6	116,088	14	158,622	12	205,754	12	181,822	4	157,349
Faculty	22	73,589	35	75,690	277	86,468	0	0	0	0	23	105,086
Salaried	18	49,726	60	50,124	468	61,073	1	77,250	302	70,482	23	62,241
Hourly	12	41,201	35	42,395	230	41,357	0	0	71	42,751	1	17,320
Total	55	52,872	136	53,795	1,012	61,426	14	189,478	391	62,534	45	84,571

Average Age by Employment Category

	University of Maine System		University of Maine		University of Maine at Augusta		University of Maine at Farmington		University of Maine at Fort Kent	
	Count	Avg Age	Count	Avg Age	Count	Avg Age	Count	Avg Age	Count	Avg Age
Administrators	84	55	21	55	6	57	6	59	3	55
Faculty	1,221	51	640	49	97	53	99	53	28	51
Salaried	2,043	45	929	43	118	48	90	44	34	42
Hourly	1,173	50	625	51	78	50	91	54	30	54
Total	4,521	49	2,165	48	307	51	302	51	106	48

	University of Maine at Machias		University of Maine at Presque Isle		University of Southern Maine		University Governance		University Services		Maine Law	
	Count	Avg Age	Count	Avg Age	Count	Avg Age	Count	Avg Age	Count	Avg Age	Count	Avg Age
Administrators	0	0	6	51	14	56	12	55	12	56	4	54
Faculty	22	56	35	56	277	52	0	0	0	0	23	52
Salaried	18	50	60	46	468	45	1	55	302	49	23	48
Hourly	12	55	35	58	230	47	0	0	71	46	1	62
Total	55	52	136	51	1,012	48	14	55	383	49	45	51

Age by Employment Category*

University of Maine System	Age Group											
	<= 34		35 - 44		45 - 54		55 - 64		65 Plus		Total	
	Count	% of Total	Count	% of Total	Count	% of Total	Count	% of Total	Count	% of Total	Count	% of Total
Administrators	1	0.0%	8	0.2%	29	0.6%	37	0.8%	9	0.2%	84	1.9%
Faculty	112	2.5%	318	7.0%	295	6.5%	307	6.8%	189	4.2%	1,221	27.0%
Salaried	487	10.8%	524	11.6%	479	10.6%	437	9.7%	116	2.6%	2,043	45.2%
Hourly	214	4.7%	149	3.3%	245	5.4%	424	9.4%	141	3.1%	1,173	25.9%
Total	814	18.0%	999	22.1%	1,048	23.2%	1,205	26.7%	455	10.1%	4,521	100.0%
University of Maine	Age Group											
	<= 34		35 - 44		45 - 54		55 - 64		65 Plus		Total	
	Count	% of Total	Count	% of Total	Count	% of Total	Count	% of Total	Count	% of Total	Count	% of Total
Administrators	1	0.0%	1	0.0%	8	0.4%	8	0.4%	3	0.1%	21	0.9%
Faculty	81	3.7%	198	8.9%	134	6.0%	144	6.5%	83	3.7%	640	28.9%
Salaried	268	12.1%	254	11.5%	181	8.2%	179	8.1%	47	2.1%	929	41.9%
Hourly	100	4.5%	79	3.6%	145	6.5%	235	10.6%	66	3.0%	625	28.2%
Total	450	20.3%	532	24.0%	468	21.1%	566	25.6%	199	9.0%	2,215	100.0%
University of Maine at Augusta	Age Group											
	<= 34		35 - 44		45 - 54		55 - 64		65 Plus		Total	
	Count	% of Total	Count	% of Total	Count	% of Total	Count	% of Total	Count	% of Total	Count	% of Total
Administrators	0	0.0%	1	0.3%	1	0.3%	3	1.0%	1	0.3%	6	2.0%
Faculty	3	1.0%	26	8.7%	24	8.0%	25	8.4%	19	6.4%	97	32.4%
Salaried	17	5.7%	25	8.4%	34	11.4%	35	11.7%	7	2.3%	118	39.5%
Hourly	12	4.0%	14	4.7%	16	5.4%	21	7.0%	15	5.0%	78	26.1%
Total	32	10.7%	66	22.1%	75	25.1%	84	28.1%	42	14.0%	299	100.0%
University of Maine at Farmington	Age Group											
	<= 34		35 - 44		45 - 54		55 - 64		65 Plus		Total	
	Count	% of Total	Count	% of Total	Count	% of Total	Count	% of Total	Count	% of Total	Count	% of Total
Administrators	0	0.0%	0	0.0%	1	0.3%	4	1.4%	1	0.3%	6	2.1%
Faculty	2	0.7%	23	8.0%	28	9.8%	31	10.8%	15	5.2%	99	34.6%
Salaried	25	8.7%	24	8.4%	19	6.6%	19	6.6%	3	1.0%	90	31.5%
Hourly	8	2.8%	7	2.4%	22	7.7%	43	15.0%	11	3.8%	91	31.8%
Total	35	12.2%	54	18.9%	70	24.5%	97	33.9%	30	10.5%	286	100.0%
University of Maine at Fort Kent	Age Group											
	<= 34		35 - 44		45 - 54		55 - 64		65 Plus		Total	
	Count	% of Total	Count	% of Total	Count	% of Total	Count	% of Total	Count	% of Total	Count	% of Total
Administrators	0	0.0%	0	0.0%	2	2.1%	1	1.1%	0	0.0%	3	3.2%
Faculty	4	4.2%	2	2.1%	10	10.5%	9	9.5%	3	3.2%	28	29.5%
Salaried	9	9.5%	11	11.6%	6	6.3%	8	8.4%	0	0.0%	34	35.8%
Hourly	3	3.2%	4	4.2%	4	4.2%	14	14.7%	5	5.3%	30	31.6%
Total	16	16.8%	17	17.9%	22	23.2%	32	33.7%	8	8.4%	95	100.0%
University of Maine at Machias	Age Group											
	<= 34		35 - 44		45 - 54		55 - 64		65 Plus		Total	
	Count	% of Total	Count	% of Total	Count	% of Total	Count	% of Total	Count	% of Total	Count	% of Total
Administrators	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Faculty	1	1.9%	3	5.8%	5	9.6%	8	15.4%	5	9.6%	22	42.3%
Salaried	2	3.8%	4	7.7%	6	11.5%	3	5.8%	3	5.8%	18	34.6%
Hourly	1	1.9%	1	1.9%	2	3.8%	7	13.5%	1	1.9%	12	23.1%
Total	4	7.7%	8	15.4%	13	25.0%	18	34.6%	9	17.3%	52	100.0%

Age by Employment Category*

University of Maine at Presque Isle	Age Group											
	<= 34		35 - 44		45 - 54		55 - 64		65 Plus		Total	
	Count	% of Total	Count	% of Total	Count	% of Total	Count	% of Total	Count	% of Total	Count	% of Total
Administrators	0	0.0%	1	0.7%	2	1.5%	3	2.2%	0	0.0%	6	4.4%
Faculty	2	1.5%	2	1.5%	11	8.1%	10	7.4%	10	7.4%	35	25.7%
Salaried	15	11.0%	13	9.6%	17	12.5%	11	8.1%	4	2.9%	60	44.1%
Hourly	1	0.7%	4	2.9%	4	2.9%	19	14.0%	7	5.1%	35	25.7%
Total	18	13.2%	20	14.7%	34	25.0%	43	31.6%	21	15.4%	136	100.0%
University of Southern Maine	Age Group											
	<= 34		35 - 44		45 - 54		55 - 64		65 Plus		Total	
	Count	% of Total	Count	% of Total	Count	% of Total	Count	% of Total	Count	% of Total	Count	% of Total
Administrators	0	0.0%	2	0.2%	3	0.3%	8	0.8%	1	0.1%	14	1.4%
Faculty	19	1.9%	56	5.7%	77	7.8%	76	7.7%	49	5.0%	277	28.0%
Salaried	114	11.5%	115	11.6%	117	11.8%	92	9.3%	30	3.0%	468	47.3%
Hourly	67	6.8%	31	3.1%	38	3.8%	64	6.5%	30	3.0%	230	23.3%
Total	200	20.2%	204	20.6%	235	23.8%	240	24.3%	110	11.1%	989	100.0%
University Governance	Age Group											
	<= 34		35 - 44		45 - 54		55 - 64		65 Plus		Total	
	Count	% of Total	Count	% of Total	Count	% of Total	Count	% of Total	Count	% of Total	Count	% of Total
Administrators	0	0.0%	1	7.7%	6	46.2%	4	30.8%	1	7.7%	12	92.3%
Faculty	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Salaried	0	0.0%	0	0.0%	0	0.0%	1	7.7%	0	0.0%	1	7.7%
Hourly	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Total	0	0.0%	1	7.7%	6	46.2%	5	38.5%	1	7.7%	13	100.0%
University Services	Age Group											
	<= 34		35 - 44		45 - 54		55 - 64		65 Plus		Total	
	Count	% of Total	Count	% of Total	Count	% of Total	Count	% of Total	Count	% of Total	Count	% of Total
Administrators	0	0.0%	1	0.3%	4	1.0%	6	1.6%	1	0.3%	12	3.1%
Faculty	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Salaried	35	9.1%	72	18.7%	89	23.1%	85	22.1%	21	5.5%	302	78.4%
Hourly	22	5.7%	9	2.3%	14	3.6%	20	5.2%	6	1.6%	71	18.4%
Total	57	14.8%	82	21.3%	107	27.8%	111	28.8%	28	7.3%	385	100.0%
Maine Law	Age Group											
	<= 34		35 - 44		45 - 54		55 - 64		65 Plus		Total	
	Count	% of Total	Count	% of Total	Count	% of Total	Count	% of Total	Count	% of Total	Count	% of Total
Administrators	0	0.0%	1	2.0%	2	3.9%	0	0.0%	1	2.0%	4	7.8%
Faculty	0	0.0%	8	15.7%	6	11.8%	4	7.8%	5	9.8%	23	45.1%
Salaried	2	3.9%	6	11.8%	10	19.6%	4	7.8%	1	2.0%	23	45.1%
Hourly	0	0.0%	0	0.0%	0	0.0%	1	2.0%	0	0.0%	1	2.0%
Total	2	3.9%	15	29.4%	18	35.3%	9	17.6%	7	13.7%	51	100.0%
* Note - Due to rounding the % of Total in the Total column may not equal the sum of the percents in each age category.												

Highest Degree by Employment Category

University of Maine System	Degree													
	Not Indicated		HS Graduate		Associates		Bachelor's		Master's		Doctoral		Total	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent
Administrators	9	0.2%	0	0.0%	1	0.0%	8	0.2%	26	0.6%	40	0.9%	84	1.9%
Faculty	28	0.6%	0	0.0%	0	0.0%	44	1.0%	200	4.4%	949	21.0%	1,221	27.0%
Salaried	274	6.1%	49	1.1%	138	3.1%	692	15.3%	694	15.4%	196	4.3%	2,043	45.2%
Hourly	414	9.2%	205	4.5%	255	5.6%	243	5.4%	53	1.2%	3	0.1%	1,173	25.9%
Total	725	16.0%	254	5.6%	394	8.7%	987	21.8%	973	21.5%	1,188	26.3%	4,521	100.0%

University of Maine	Degree													
	Not Indicated		HS Graduate		Associates		Bachelor's		Master's		Doctoral		Total	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent
Administrators	0	0.0%	0	0.0%	0	0.0%	0	0.0%	9	0.4%	12	0.5%	21	0.9%
Faculty	24	1.1%	0	0.0%	0	0.0%	28	1.3%	93	4.2%	495	22.3%	640	28.9%
Salaried	102	4.6%	29	1.3%	56	2.5%	302	13.6%	329	14.9%	111	5.0%	929	41.9%
Hourly	243	11.0%	113	5.1%	133	6.0%	109	4.9%	26	1.2%	1	0.0%	625	28.2%
Total	369	16.7%	142	6.4%	189	8.5%	439	19.8%	457	20.6%	619	27.9%	2,215	100.0%

University of Maine at Augusta	Degree													
	Not Indicated		HS Graduate		Associates		Bachelor's		Master's		Doctoral		Total	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent
Administrators	0	0.0%	0	0.0%	0	0.0%	0	0.0%	3	1.0%	3	1.0%	6	2.0%
Faculty	1	0.3%	0	0.0%	0	0.0%	5	1.7%	32	10.7%	59	19.7%	97	32.4%
Salaried	16	5.4%	2	0.7%	9	3.0%	35	11.7%	45	15.1%	11	3.7%	118	39.5%
Hourly	40	13.4%	7	2.3%	11	3.7%	18	6.0%	1	0.3%	1	0.3%	78	26.1%
Total	57	19.1%	9	3.0%	20	6.7%	58	19.4%	81	27.1%	74	24.7%	299	100.0%

University of Maine at Farmington	Degree													
	Not Indicated		HS Graduate		Associates		Bachelor's		Master's		Doctoral		Total	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent
Administrators	0	0.0%	0	0.0%	0	0.0%	0	0.0%	2	0.7%	4	1.4%	6	2.1%
Faculty	1	0.3%	0	0.0%	0	0.0%	1	0.3%	16	5.6%	81	28.3%	99	34.6%
Salaried	9	3.1%	1	0.3%	1	0.3%	39	13.6%	31	10.8%	9	3.1%	90	31.5%
Hourly	20	7.0%	31	10.8%	22	7.7%	15	5.2%	3	1.0%	0	0.0%	91	31.8%
Total	30	10.5%	32	11.2%	23	8.0%	55	19.2%	52	18.2%	94	32.9%	286	100.0%

University of Maine at Fort Kent	Degree													
	Not Indicated		HS Graduate		Associates		Bachelor's		Master's		Doctoral		Total	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent
Administrators	2	2.1%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	3	3.2%
Faculty	0	0.0%	0	0.0%	0	0.0%	4	4.2%	7	7.4%	17	17.9%	28	29.5%
Salaried	7	7.4%	0	0.0%	1	1.1%	16	16.8%	9	9.5%	1	1.1%	34	35.8%
Hourly	6	6.3%	11	11.6%	6	6.3%	6	6.3%	1	1.1%	0	0.0%	30	31.6%
Total	15	15.8%	11	11.6%	7	7.4%	26	27.4%	17	17.9%	19	20.0%	95	100.0%

University of Maine at Machias	Degree													
	Not Indicated		HS Graduate		Associates		Bachelor's		Master's		Doctoral		Total	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent
Administrators	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Faculty	0	0.0%	0	0.0%	0	0.0%	0	0.0%	4	7.7%	18	34.6%	22	42.3%
Salaried	2	3.8%	1	1.9%	4	7.7%	6	11.5%	5	9.6%	0	0.0%	18	34.6%
Hourly	2	3.8%	3	5.8%	5	9.6%	2	3.8%	0	0.0%	0	0.0%	12	23.1%
Total	4	7.7%	4	7.7%	9	17.3%	8	15.4%	9	17.3%	18	34.6%	52	100.0%

Highest Degree by Employment Category

University of Maine at Presque Isle	Degree													
	Not Indicated		HS Graduate		Associates		Bachelor's		Master's		Doctoral		Total	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent
Administrators	1	0.7%	0	0.0%	0	0.0%	0	0.0%	1	0.7%	4	2.9%	6	4.4%
Faculty	0	0.0%	0	0.0%	0	0.0%	0	0.0%	12	8.8%	23	16.9%	35	25.7%
Salaried	13	9.6%	1	0.7%	4	2.9%	24	17.6%	16	11.8%	2	1.5%	60	44.1%
Hourly	9	6.6%	13	9.6%	7	5.1%	6	4.4%	0	0.0%	0	0.0%	35	25.7%
Total	23	16.9%	14	10.3%	11	8.1%	30	22.1%	29	21.3%	29	21.3%	136	100.0%

University of Southern Maine	Degree													
	Not Indicated		HS Graduate		Associates		Bachelor's		Master's		Doctoral		Total	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent
Administrators	2	0.2%	0	0.0%	0	0.0%	1	0.1%	4	0.4%	7	0.7%	14	1.4%
Faculty	2	0.2%	0	0.0%	0	0.0%	5	0.5%	36	3.6%	234	23.7%	277	28.0%
Salaried	48	4.9%	6	0.6%	15	1.5%	152	15.4%	200	20.2%	47	4.8%	468	47.3%
Hourly	72	7.3%	22	2.2%	50	5.1%	66	6.7%	19	1.9%	1	0.1%	230	23.3%
Total	124	12.5%	28	2.8%	65	6.6%	224	22.6%	259	26.2%	289	29.2%	989	100.0%

University Governance	Degree													
	Not Indicated		HS Graduate		Associates		Bachelor's		Master's		Doctoral		Total	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent
Administrators	3	23.1%	0	0.0%	1	7.7%	1	7.7%	3	23.1%	4	30.8%	12	92.3%
Faculty	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Salaried	0	0.0%	0	0.0%	0	0.0%	1	7.7%	0	0.0%	0	0.0%	1	7.7%
Hourly	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Total	3	23.1%	0	0.0%	1	7.7%	2	15.4%	3	23.1%	4	30.8%	13	100.0%

University Services	Degree													
	Not Indicated		HS Graduate		Associates		Bachelor's		Master's		Doctoral		Total	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent
Administrators	1	0.3%	0	0.0%	0	0.0%	5	1.3%	4	1.0%	2	0.5%	12	3.1%
Faculty	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Salaried	76	19.7%	9	2.3%	46	11.9%	110	28.6%	54	14.0%	7	1.8%	302	78.4%
Hourly	22	5.7%	5	1.3%	21	5.5%	20	5.2%	3	0.8%	0	0.0%	71	18.4%
Total	99	25.7%	14	3.6%	67	17.4%	135	35.1%	61	15.8%	9	2.3%	385	100.0%

Maine Law	Degree													
	Not Indicated		HS Graduate		Associates		Bachelor's		Master's		Doctoral		Total	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent
Administrators	0	0.0%	0	0.0%	0	0.0%	1	2.0%	0	0.0%	3	5.9%	4	30.8%
Faculty	0	0.0%	0	0.0%	0	0.0%	1	2.0%	0	0.0%	22	43.1%	23	176.9%
Salaried	1	2.0%	0	0.0%	2	3.9%	7	13.7%	5	9.8%	8	15.7%	23	176.9%
Hourly	0	0.0%	0	0.0%	0	0.0%	1	2.0%	0	0.0%	0	0.0%	1	7.7%
Total	1	2.0%	0	0.0%	2	3.9%	10	19.6%	5	9.8%	33	64.7%	51	392.3%

Board of Trustees Meeting - Reports

Race and Ethnicity by Employment Category

	University of Maine System				University of Maine				University of Maine at Augusta				University of Maine at Farmington				University of Maine at Fort Kent			
	Minority %	Non Minority %	Not Specified %	Total %	Minority %	Non Minority %	Not Specified %	Total %	Minority %	Non Minority %	Not Specified %	Total %	Minority %	Non Minority %	Not Specified %	Total %	Minority %	Non Minority %	Not Specified %	Total %
Administrators	0.1%	1.5%	0.2%	1.9%	0.0%	0.9%	0.0%	0.9%	0.0%	2.0%	0.0%	2.0%	0.0%	2.1%	0.0%	2.1%	0.0%	1.1%	2.1%	3.2%
Faculty	3.2%	22.1%	1.8%	27.0%	4.0%	22.5%	2.4%	28.9%	1.0%	30.1%	1.3%	32.4%	2.1%	31.8%	0.7%	34.6%	3.2%	26.3%	0.0%	29.5%
Salaried	3.1%	39.5%	2.7%	45.2%	3.6%	35.8%	2.6%	41.9%	2.0%	35.1%	2.3%	39.5%	0.7%	29.4%	1.4%	31.5%	2.1%	26.3%	7.4%	35.8%
Hourly	1.4%	22.6%	2.0%	25.9%	1.3%	24.0%	2.9%	28.2%	0.7%	23.7%	1.7%	26.1%	0.7%	30.4%	0.7%	31.8%	1.1%	28.4%	2.1%	31.6%
Total	7.7%	85.6%	6.6%	100.0%	8.8%	83.2%	8.0%	100.0%	3.7%	91.0%	5.4%	100.0%	3.5%	93.7%	2.8%	100.0%	6.3%	82.1%	11.6%	100.0%

	University of Maine at Machias				University of Maine at Presque Isle				University of Southern Maine				University Governance				University Services				Maine Law			
	Minority %	Non Minority %	Not Specified %	Total %	Minority %	Non Minority %	Not Specified %	Total %	Minority %	Non Minority %	Not Specified %	Total %	Minority %	Non Minority %	Not Specified %	Total %	Minority %	Non Minority %	Not Specified %	Total %	Minority %	Non Minority %	Not Specified %	Total %
Administrators	0.0%	0.0%	0.0%	0.0%	0.7%	2.9%	0.7%	4.4%	0.1%	1.1%	0.2%	1.4%	23.1%	53.8%	15.4%	92.3%	0.0%	2.9%	0.3%	3.1%	0.0%	5.9%	2.0%	7.8%
Faculty	3.8%	36.5%	1.9%	42.3%	1.5%	23.5%	0.7%	25.7%	3.7%	22.4%	1.8%	28.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.9%	39.2%	2.0%	45.1%
Salaried	0.0%	34.6%	0.0%	34.6%	1.5%	40.4%	2.2%	44.1%	3.2%	41.8%	2.3%	47.3%	0.0%	7.7%	0.0%	7.7%	4.2%	69.6%	4.7%	78.4%	0.0%	45.1%	0.0%	45.1%
Hourly	1.9%	21.2%	0.0%	23.1%	2.9%	21.3%	1.5%	25.7%	1.8%	20.2%	1.2%	23.3%	0.0%	0.0%	0.0%	0.0%	1.6%	16.4%	0.5%	18.4%	0.0%	2.0%	0.0%	2.0%
Total	5.8%	92.3%	1.9%	100.0%	6.6%	88.2%	5.1%	100.0%	8.9%	85.5%	5.6%	100.0%	23.1%	61.5%	15.4%	100.0%	5.7%	88.8%	5.5%	100.0%	3.9%	92.2%	3.9%	100.0%

Board of Trustees Meeting - Reports

Years of Service by Employment Category

University of Maine System		Years of Service				
	< 5 Years Svc	5 - 14 Yrs	15 - 24 Yrs	25 Plus Yrs	Total	
	Count	Count	Count	Count	Count	
Administrators	29	21	19	15	84	
Faculty	418	356	259	188	1,221	
Salaried	908	618	329	188	2,043	
Hourly	472	281	252	168	1,173	
Total	1,827	1,276	859	559	4,521	

University of Maine		Years of Service				
	< 5 Years Svc	5 - 14 Yrs	15 - 24 Yrs	25 Plus Yrs	Total	
	Count	Count	Count	Count	Count	
Administrators	9	5	4	3	21	
Faculty	213	201	129	97	640	
Salaried	477	250	119	83	929	
Hourly	230	152	144	99	625	
Total	929	608	396	282	2,215	

University of Maine at Augusta		Years of Service				
	< 5 Years Svc	5 - 14 Yrs	15 - 24 Yrs	25 Plus Yrs	Total	
	Count	Count	Count	Count	Count	
Administrators	1	2	3	0	6	
Faculty	43	23	21	10	97	
Salaried	53	30	21	14	118	
Hourly	37	26	9	6	78	
Total	134	81	54	30	299	

University of Maine at Farmington		Years of Service				
	< 5 Years Svc	5 - 14 Yrs	15 - 24 Yrs	25 Plus Yrs	Total	
	Count	Count	Count	Count	Count	
Administrators	1	1	2	2	6	
Faculty	21	30	29	19	99	
Salaried	43	25	12	10	90	
Hourly	28	18	29	16	91	
Total	93	74	72	47	286	

University of Maine at Fort Kent		Years of Service				
	< 5 Years Svc	5 - 14 Yrs	15 - 24 Yrs	25 Plus Yrs	Total	
	Count	Count	Count	Count	Count	
Administrators	2	0	1	0	3	
Faculty	11	8	5	4	28	
Salaried	16	11	5	2	34	
Hourly	11	7	6	6	30	
Total	40	26	17	12	95	

University of Maine at Machias		Years of Service				
	< 5 Years Svc	5 - 14 Yrs	15 - 24 Yrs	25 Plus Yrs	Total	
	Count	Count	Count	Count	Count	
Administrators	0	0	0	0	-	
Faculty	2	7	7	6	22	
Salaried	6	10	0	2	18	
Hourly	4	1	6	1	12	
Total	12	18	13	9	52	

Board of Trustees Meeting - Reports

Years of Service by Employment Category

University of Maine at Presque Isle	Years of Service				
	< 5 Years Svc Count	5 - 14 Yrs Count	15 - 24 Yrs Count	25 Plus Yrs Count	Total Count
Administrators	2	1	2	1	6
Faculty	8	11	10	6	35
Salaried	29	15	12	4	60
Hourly	12	13	5	5	35
Total	51	40	29	16	136

University of Southern Maine	Years of Service				
	< 5 Years Svc Count	5 - 14 Yrs Count	15 - 24 Yrs Count	25 Plus Yrs Count	Total Count
Administrators	6	2	3	3	14
Faculty	108	73	51	45	277
Salaried	196	148	92	32	468
Hourly	114	50	36	30	230
Total	424	273	182	110	989

University Governance	Years of Service				
	< 5 Years Svc Count	5 - 14 Yrs Count	15 - 24 Yrs Count	25 Plus Yrs Count	Total Count
Administrators	3	6	1	2	12
Faculty	0	0	0	0	0
Salaried	0	1	0	0	1
Hourly	0	0	0	0	0
Total	3	7	1	2	13

University Services	Years of Service				
	< 5 Years Svc Count	5 - 14 Yrs Count	15 - 24 Yrs Count	25 Plus Yrs Count	Total Count
Administrators	3	3	2	4	12
Faculty	0	0	0	0	-
Salaried	78	122	63	39	302
Hourly	36	13	17	5	71
Total	117	138	82	48	385

Maine Law	Years of Service				
	< 5 Years Svc Count	5 - 14 Yrs Count	15 - 24 Yrs Count	25 Plus Yrs Count	Total Count
Administrators	2	1	1	0	4
Faculty	12	3	7	1	23
Salaried	10	6	5	2	23
Hourly	0	1	0	0	1
Total	24	11	13	3	51

Average Years of Service by Employment Category

	University of Maine System	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	University Governance	University Services	Maine Law
Administrators	13.0	12.1	13.3	19.3	9.7	0.0	13.2	12.8	11.3	15.6	7.8
Faculty	12.1	12.0	10.6	14.7	11.1	18.5	13.9	11.7	0.0	0.0	7.9
Salaried	9.3	8.5	10.3	9.3	7.6	8.5	8.1	9.2	5.0	11.8	8.2
Hourly	11.8	12.6	8.3	14.4	15.0	13.3	12.3	9.9	0.0	9.4	14.0
Average Yrs Svc	10.8	10.7	9.9	13.0	11.0	13.8	10.9	10.1	10.8	11.5	8.1

Count of Employment Category with Management Group

	University of Maine System	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	University Governance	University Services	Maine Law
Administrators	67	14	5	4	3	0	6	10	12	10	3
Management Grp	17	7	1	2	0	0	0	4	0	2	1
Faculty	1,221	640	97	99	28	22	35	277	0	0	23
Salaried	2,043	929	118	90	34	18	60	468	1	302	23
Hourly	1,173	625	78	91	30	12	35	230	0	71	1
Total	4,521	2,215	299	286	95	52	136	989	13	385	51

Board of Trustees Meeting - Reports

Full Time Equivalent by Funding Source

	University of Maine System				University of Maine				University of Maine at Augusta				University of Maine at Farmington				University of Maine at Fort Kent			
	E&G	Non E&G	Aux	Total	E&G	Non E&G	Aux	Total	E&G	Non E&G	Aux	Total	E&G	Non E&G	Aux	Total	E&G	Non E&G	Aux	Total
Administrators	80.1	3.9	0.0	84.0	20.8	0.2	0.0	21.0	5.1	1.0	0.0	6.0	6.0	0.0	0.0	6.0	3.0	0.0	0.0	3.0
Faculty	1,371.0	78.3	0.2	1,449.5	651.1	58.7	0.0	709.8	131.9	2.2	0.0	134.1	105.3	3.3	0.2	108.8	36.0	1.0	0.0	37.0
Salaried	1,472.7	459.8	72.9	2,005.4	642.2	216.9	49.6	908.6	82.3	30.6	1.0	113.9	68.4	12.2	6.5	87.1	28.8	3.2	1.5	33.5
Hourly	883.2	34.0	238.1	1,155.3	427.7	15.7	175.8	619.2	71.3	4.1	1.0	76.3	62.7	1.5	22.9	87.1	24.6	0.0	5.0	29.6
Total	3,806.9	576.1	311.2	4,694.2	1,741.8	291.4	225.4	2,258.5	290.5	37.8	2.0	330.3	242.4	17.0	29.6	289.0	92.4	4.2	6.5	103.1

	University of Maine at Machias				University of Maine at Presque Isle				University of Southern Maine				University Governance				University Services				Maine Law			
	E&G	Non E&G	Aux	Total	E&G	Non E&G	Aux	Total	E&G	Non E&G	Aux	Total	E&G	Non E&G	Aux	Total	E&G	Non E&G	Aux	Total	E&G	Non E&G	Aux	Total
Administrators	0.0	0.0	0.0	0.0	5.5	0.5	0.0	6.0	12.8	1.3	0.0	14.0	12.0	0.0	0.0	12.0	11.9	0.1	0.0	12.0	3.0	1.0	0.0	4.0
Faculty	33.4	0.2	0.0	33.6	53.0	2.4	0.0	55.4	340.3	9.1	0.0	349.4	0.0	0.0	0.0	0.0	0.0	0.0	0.0	19.9	1.5	0.0	0.0	21.4
Salaried	16.6	0.0	1.0	17.6	43.0	13.5	1.3	57.9	270.1	176.4	12.0	458.5	1.0	0.0	0.0	1.0	299.9	4.0	0.0	303.8	20.5	3.0	0.0	23.5
Hourly	10.8	0.0	2.0	12.8	31.0	1.5	2.0	34.5	185.6	10.1	29.4	225.0	0.0	0.0	0.0	0.0	69.1	1.3	0.0	70.4	0.5	0.0	0.0	0.5
Total	60.8	0.2	3.0	64.0	132.5	17.9	3.3	153.7	808.7	196.9	41.4	1,047.0	13.0	0.0	0.0	13.0	380.8	5.3	0.0	386.2	43.9	5.5	0.0	49.4

Part-Time Faculty by University

	University of Maine System			University of Maine			University of Maine at Augusta			University of Maine at Farmington			University of Maine at Fort Kent		
	Count	Credit Hrs	Courses Taught	Count	Credit Hrs	Courses Taught	Count	Credit Hrs	Courses Taught	Count	Credit Hrs	Courses Taught	Count	Credit Hrs	Courses Taught
Spring 2020	869	4,520.0	1,601	218	1,080.5	395	134	708.0	242	49	334.0	81	48	294.5	89
Fall 2020	836	4,653.0	1,643	193	1,011.0	369	131	749.0	258	48	294.0	81	52	346.0	94
Spring 2021	804	4,343.5	1,553	201	1,110.5	409	117	587.0	202	50	319.0	91	40	231.0	76
Fall 2021	854	4,845.0	1,691	201	1,034.5	386	126	727.0	244	54	375.0	94	43	252.5	70
2022 Fall	835	4,637.5	1,649	215	1,025.0	382	127	667.0	229	47	258.0	71	31	174.0	49
2022 Spring	789	4,503.8	1,594	211	1,067.3	406	120	645.0	219	47	324.0	79	25	141.0	44

	University of Maine at Machias			University of Maine at Presque Isle			University of Southern Maine			Maine Law		
	Count	Credit Hrs	Courses Taught	Count	Credit Hrs	Courses Taught	Count	Credit Hrs	Courses Taught	Count	Credit Hrs	Courses Taught
Spring 2020	31	117.0	43	44	272.0	89	358	1,708.0	661	1	6.0	1
Fall 2020	25	138.0	45	39	311.0	101	365	1,801.0	694	1	3.0	1
Spring 2021	25	133.0	44	41	329.0	108	342	1,620.0	619	3	14.0	4
Fall 2021	25	143.5	50	49	432.0	142	372	1,877.5	704	1	3.0	1
2022 Fall	23	113.0	40	55	620.0	202	359	1,775.5	674	2	5.0	2
2022 Spring	27	143.0	49	46	499.0	163	334	1,684.5	634	0	0.0	0

2021 - 2022 Turnover Analysis

Jacob Foster, HRIS Analyst

March 29, 2023

UNIVERSITY OF MAINE SYSTEM – 2021-2022 TURNOVER ANALYSIS

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UNIVERSITY OF MAINE SYSTEM – 2021-2022 TURNOVER ANALYSIS

INTRODUCTION

This report includes only regular staff and primary position records for employees in an active, leave with pay or leave without pay status. Regular staff in the Part-Time Faculty bargaining unit are included; temporary staff in the Part-Time Faculty unit are excluded.

The report covers the period from November 1, 2021, through October 31, 2022.

The population is determined by averaging the number of staff active, on leave, or on leave without pay on November 1, 2021, and October 31, 2022.

Resignations, voluntary retirements, failure to return from leave, death, and disability are considered voluntary separations. All other separation reasons are considered involuntary separations. Separations due to death or disability were included with involuntary terminations in reports prior to 2014.

New hires are hired from outside the University and do not include staff who are already employees. The new hire and rehire statistics do not include employees who have taken a secondary job or transferred within the University System. Rehires include employees moving from temporary to regular positions and/or have had a separation from the University of Maine System. Internal hires and transfers are isolated and included for reference.

Key to bargaining groups:

AFUM - Associated Faculties of the Universities of Maine, MEA/NEA

UMPSA - Universities of Maine Professional Staff Association, MEA/NEA

COLT - Associated C.O.L.T. (Clerical, Office, Laboratory and Technical) Staff of the Universities of Maine, MEA/NEA

Service & Maintenance - Teamsters Union Local #340

University Supervisors

Police - Fraternal Order of Police Lodge #100

PATFA - Part-Time Faculty Association, MFT/AFT, AFL-CIO

Law Faculty

Non-Represented Hourly

Non-Represented Salaried

Non-Represented Faculty

Data Source: PeopleSoft HRPRD Database; the University of Maine System.

UNIVERSITY OF MAINE SYSTEM – 2021-2022 TURNOVER ANALYSIS

HIGHLIGHTS

- From November 1, 2021 through October 31, 2022 the number of employee separations for all reasons was 15.0% of the average population of regular employees. Of this, voluntary resignations made up 9.1%, and retirements accounted for 4.3%. The remaining 1.6% involuntary separations resulted from end of term appointments, layoff, and termination. (Totals may be slightly off due to rounding)
- The turnover rate of 15.0% is up from last year's rate of 12.5% due to an increase in year-over-year retirements and voluntary separations.
- External benchmarking UMS' turnover rate, CUPA-HR Data-On-Demand gives an average turnover rate of 14.3% for institutions with student enrollment FTE greater than 8,654 between November 1, 2021 to October 31, 2022.
- The total number of separations for all reasons is 682, which is 114 more than last year for the same period; an increase of 20.1%.
- Separation rates vary among universities from a high of 24.3% for University of Maine Machias to 12.7% for University Services.
- The average years-of-service for resignations is 4.4 years, 27.9 years for retirements, and 2.9 for involuntary separations.
- There were 62 new hires with minority status. Of this number 31% left during their first year of employment. Comparing this metric to those with non-minority status, 24% left during their first year, indicating a disproportionate separation within the first year of employment.
- Retention of employees at all Universities is 85.0%, a decrease from last year's 87.8%.
- The turnover rates for the represented and non-represented as a percentage of the bargaining unit vary with a high of 18.7% for the Non-Represented Hourly unit to 11.1% in the University Supervisors unit. Separation rates in other represented bargaining units are: AFUM: 11.7%, UMPSA: 16.4%, ACSUM: 16.3%, S&M: 16.8%, Police: 13.5%, Non-Represented Salaried: 15.7%, Non-Represented Faculty: 13.2%, PATFA: 11.8%, Law Faculty: 11.4%.

UNIVERSITY OF MAINE SYSTEM – 2021-2022 TURNOVER ANALYSIS

HEADCOUNT**Average Headcount – Regular Staff**

Campus	Headcount October 31, 2021	Headcount October 31, 2022	Average Headcount	Percent of Total Headcount
University of Maine	2,223	2,176	2,200	48.4%
University of Maine Augusta	300	308	304	6.7%
University of Maine Farmington	288	302	295	6.5%
University of Maine Fort Kent	95	104	100	2.2%
University of Maine Machias	52	55	54	1.2%
University of Maine Presque Isle	137	138	138	3.0%
University of Southern Maine	993	1,014	1,004	22.1%
Maine Law	52	44	48	1.1%
Governance	13	14	14	0.3%
University Services	386	386	386	8.5%
Total	4,539	4,541	4,540	100%

UNIVERSITY OF MAINE SYSTEM – 2021-2022 TURNOVER ANALYSIS

SEPARATIONS**Reasons for Separations – Regular Staff**

Campus	Death	Dis-charge	End of Appt / Contract	Proba-tionary Period	Resign-ation	Retire-ment	Soft Money Disconti-nuance	Staff Reduc-tion	Total
University of Maine	4	5	15	7	183	102	2		318
University of Maine Augusta	1	1			30	19		1	52
University of Maine Farmington	1	1	4		21	16			43
University of Maine Fort Kent		1	2		13	2			18
University of Maine Machias		1	1		8	3			13
University of Maine Presque Isle	1		1		10	6		2	20
University of Southern Maine	3	3	5	3	91	39	12	1	157
Maine Law			1		8				9
Governance					3				3
University Services	2	2	1		36	8			49
Total	12	14	30	10	403	195	14	4	682
Percent Total	1.8%	2.1%	4.4%	1.5%	59.1%	28.6%	2.1%	0.6%	100%

UNIVERSITY OF MAINE SYSTEM – 2021-2022 TURNOVER ANALYSIS

TURNOVER**Turnover by Campus**

Campus	Average Headcount	Separations	Turnover
University of Maine	2,200	318	14.5%
University of Maine Augusta	304	52	17.1%
University of Maine Farmington	295	43	14.6%
University of Maine Fort Kent	100	18	18.1%
University of Maine Machias	54	13	24.3%
University of Maine Presque Isle	138	20	14.5%
University of Southern Maine	1,004	157	15.6%
Maine Law	48	9	18.8%
Governance	14	3	22.2%
University Services	386	49	12.7%
Total	4,540	682	15.0%

Turnover Benchmarking 2016 - 2022

	2016	2017	2018	2019	2020	2021	2022
University of Maine System	11.80%	11.00%	10.30%	11.80%	10.10%	12.50%	15.00%
CUPA Benchmark	10.40%	10.70%	11.70%	11.40%	10.10%	12.70%	14.30%

UNIVERSITY OF MAINE SYSTEM – 2021-2022 TURNOVER ANALYSIS

SEPARATION DETAILS**Separations by Type**

Campus	Involuntary	Retirement	Voluntary	Total
University of Maine	29	102	187	318
University of Maine Augusta	2	19	31	52
University of Maine Farmington	5	16	22	43
University of Maine Fort Kent	3	2	13	18
University of Maine Machias	2	3	8	13
University of Maine Presque Isle	3	6	11	20
University of Southern Maine	24	39	94	157
Maine Law	1		8	9
Governance			3	3
University Services	3	8	38	49
Total	72	195	415	682
Percent of Average Headcount	1.6%	4.3%	9.1%	15.0%

Average Years of Service Prior to Separation by Type

Campus	Involuntary	Retirement	Voluntary
University of Maine	1.7	28.3	4.1
University of Maine Augusta	7.2	32.8	5.6
University of Maine Farmington	2.2	24.7	5.4
University of Maine Fort Kent	11.3	13.0	4.1
University of Maine Machias	1.9	29.9	1.7
University of Maine Presque Isle	3.1	23.8	4.4
University of Southern Maine	3.1	27.2	4.3
Maine Law	1.0		5.4
Governance			8.3
University Services	3.9	25.5	4.1
Total	2.9	27.9	4.4

Separations by Years of Service, by Gender, by Minority Status

	Less Than One Year	One Year	Two Years	Three Years	Four Years	Over Five Years
Number of Terminations	140	64	71	38	25	344
Female	67	43	44	14	13	181
Male	73	21	27	24	12	163
Minority	19	7	6	8	2	17
Non-minority	121	57	65	30	23	327

UNIVERSITY OF MAINE SYSTEM – 2021-2022 TURNOVER ANALYSIS

Separations by Years of Service, by Gender, by Minority Status (Percentages)

	Less Than One Year	One Year	Two Years	Three Years	Four Years	Over Five Years
Number of Terminations	21%	9%	10%	6%	4%	50%
Female	48%	67%	62%	44%	44%	53%
Male	52%	33%	38%	56%	46%	47%
Totals	100%	100%	100%	100%	100%	100%
Minority	14%	11%	8%	21%	8%	5%
Non-minority	86%	89%	92%	79%	92%	95%
Totals	100%	100%	100%	100%	100%	100%

UNIVERSITY OF MAINE SYSTEM – 2021-2022 TURNOVER ANALYSIS

RETENTION**Retention – Regular Staff**

Campus	Headcount October 31, 2021	Headcount October 31, 2022	Number of Separations	Retention
University of Maine	2,223	2,176	318	86.6%
University of Maine Augusta	300	308	52	81.6%
University of Maine Farmington	288	302	43	83.1%
University of Maine Fort Kent	95	104	18	77.4%
University of Maine Machias	52	55	13	72.9%
University of Maine Presque Isle	137	138	20	85.1%
University of Southern Maine	993	1,014	157	83.3%
Maine Law	52	44	9	89.6%
Governance	13	14	3	74.1%
University Services	386	386	49	87.3%
Total	4,539	4,541	682	85.0%

Hires as a Percent of Average Headcount

Campus	Average Headcount	Hires	Percent of Total Headcount
University of Maine	2,223	305	13.9%
University of Maine Augusta	300	37	12.2%
University of Maine Farmington	288	28	9.5%
University of Maine Fort Kent	95	8	8.0%
University of Maine Machias	52	8	15.0%
University of Maine Presque Isle	137	14	10.2%
University of Southern Maine	993	124	12.4%
Maine Law	52	14	29.2%
Governance	13	0	0.0%
University Services	386	37	9.6%
Total	4,539	575	12.7%

New Appointments as a Percent of Average Headcount

Campus	Average Headcount	New Appointments	Percent of Average Headcount
University of Maine	2,223	204	13.9%
University of Maine Augusta	300	40	12.2%
University of Maine Farmington	288	23	9.5%
University of Maine Fort Kent	95	7	8.0%
University of Maine Machias	52	5	15.0%
University of Maine Presque Isle	137	11	10.2%
University of Southern Maine	993	80	12.4%
Maine Law	52	2	29.2%
Governance	13	2	0.0%
University Services	386	42	9.6%
Total	4,539	416	9.2%

UNIVERSITY OF MAINE SYSTEM – 2021-2022 TURNOVER ANALYSIS

Hires by Gender and Minority Status

Campus	Female	Male	Total	Minority	Non-minority	Total
University of Maine	165	140	305	40	265	305
University of Maine Augusta	14	23	37	4	33	37
University of Maine Farmington	17	11	28	2	26	28
University of Maine Fort Kent	5	3	8	0	8	8
University of Maine Machias	4	4	8	1	7	8
University of Maine Presque Isle	9	5	14	1	13	14
University of Southern Maine	79	45	124	8	116	124
Maine Law	10	4	14	2	12	14
Governance	0	0	0	0	0	0
University Services	13	24	37	4	33	37
Total	316	259	575	57	513	575

Hires by Gender and Minority Status (Percentages)

Campus	Female	Male	Total	Minority	Non-minority	Total
University of Maine	54%	46%	100%	13%	87%	100%
University of Maine Augusta	38%	62%	100%	11%	89%	100%
University of Maine Farmington	61%	39%	100%	7%	93%	100%
University of Maine Fort Kent	63%	37%	100%	0%	100%	100%
University of Maine Machias	50%	50%	100%	13%	87%	100%
University of Maine Presque Isle	64%	36%	100%	7%	93%	100%
University of Southern Maine	64%	36%	100%	6%	94%	100%
Maine Law	71%	29%	100%	14%	86%	100%
Governance	0%	0%	0%	0%	0%	0%
University Services	35%	65%	100%	11%	89%	100%
Total	55%	45%	100%	11%	89%	100%

Less Than One Year Separations vs Hires by Gender and Minority Status

	Number of Separations	Hires	Percent of Separations vs Hires
Female	67	316	21%
Male	73	259	28%
Minority	19	62	31%
Non-minority	121	513	24%

UNIVERSITY OF MAINE SYSTEM – 2021-2022 TURNOVER ANALYSIS

TURNOVER METRICS BY BARGAINING UNITS**Average Headcount – Regular Staff**

Bargaining Unit	Headcount October 31, 2021	Headcount October 31, 2022	Average Headcount	Percent of Total Headcount
AFUM	1,057	1,074	1,066	23.5%
UMPSA	1,699	1,653	1,676	36.9%
ACSUM	534	545	540	11.9%
Service and Maintenance	481	482	482	10.6%
University Supervisors	97	102	100	2.2%
Police	37	37	37	0.8%
PATFA	17	17	17	0.4%
Law Faculty	15	20	18	0.4%
Non-Represented Hourly	37	38	38	0.8%
Non-Represented Salaried	425	440	433	9.5%
Non-Represented Faculty	140	133	137	3.0%
Total	4,539	4,541	4,540	100.0%

Reasons for Separations – Regular Staff

Bargaining Unit	Death	Dis-charge	End of Appt / Contract	Proba- tionary Period	Resign- ation	Retire- ment	Soft Money Disconti- nuance	Staff Reduc- tion	Total
AFUM	5		10		37	73			125
UMPSA	2	2	12	4	192	49	12	2	275
ACSUM	2		2	2	59	19	2	2	88
Service and Maintenance	1	7		4	50	19			81
University Supervisors	1	2				8			11
Police					4	1			5
PATFA						2			2
Law Faculty			1		1				2
Non-Represented Hourly					7				7
Non-Represented Salaried	1	3	1		42	21			68
Non-Represented Faculty			4		11	3			18
Total	12	14	30	10	403	195	14	4	682
Percent Total	1.8%	2.1%	4.4%	1.5%	59.1%	28.6%	2.1%	0.6%	100.0%

UNIVERSITY OF MAINE SYSTEM – 2021-2022 TURNOVER ANALYSIS

Turnover by Bargaining Unit

Bargaining Unit	Average Headcount	Separations	Turnover
AFUM	1,066	125	11.7%
UMPSA	1,676	275	16.4%
ACSUM	540	88	16.3%
Service and Maintenance	482	81	16.8%
University Supervisors	100	11	11.1%
Police	37	5	13.5%
PATFA	17	2	11.8%
Law Faculty	18	2	11.4%
Non-Represented Hourly	38	7	18.7%
Non-Represented Salaried	433	68	15.7%
Non-Represented Faculty	137	18	13.2%
Total	4,540	682	15.0%

Separations by Type

Bargaining Unit	Involuntary	Retirement	Voluntary	Total
AFUM	10	73	42	125
UMPSA	32	49	194	275
ACSUM	8	19	61	88
Service and Maintenance	11	19	51	81
University Supervisors	2	8	1	11
Police		1	4	5
PATFA		2		2
Law Faculty	1		1	2
Non-Represented Hourly			7	7
Non-Represented Salaried	4	21	43	68
Non-Represented Faculty	4	3	11	18
Total	72	195	415	682
Percent of Average Headcount	1.6%	4.3%	9.1%	15.0%

Average Years of Service Prior to Separation by Type

Bargaining Unit	Involuntary	Retirement	Voluntary
AFUM	2.9	30.2	7.0
UMPSA	2.6	26.7	4.1
ACSUM	3.6	23.5	3.8
Service and Maintenance	1.1	22.9	2.4
University Supervisors	1.6	31.2	40.3
Police		43.5	1.7
PATFA		14.0	
Law Faculty	1.0		20.0
Non-Represented Hourly			0.9
Non-Represented Salaried	10.3	29.9	5.5
Non-Represented Faculty	2.8	30.2	4.6
Total	2.9	27.9	4.4

UNIVERSITY OF MAINE SYSTEM – 2021-2022 TURNOVER ANALYSIS

Retention – Regular Staff

Bargaining Unit	Headcount October 31, 2021	Headcount October 31, 2022	Number of Separations	Retention
AFUM	1,057	1,074	125	87.5%
UMPSA	1,699	1,653	275	85.0%
ACSUM	534	545	88	82.7%
Service and Maintenance	481	482	81	83.1%
University Supervisors	97	102	11	86.4%
Police	37	37	5	86.5%
PATFA	17	17	2	88.2%
Law Faculty	15	20	2	74.3%
Non-Represented Hourly	37	38	7	80.0%
Non-Represented Salaried	425	440	68	82.5%
Non-Represented Faculty	140	133	18	89.4%
Total	4,539	4,541	682	85.0%

Hires as a Percent of Average Headcount

Bargaining Unit	Average Headcount	Hires	Percent of Average Headcount
AFUM	1,066	79	7.4%
UMPSA	1,676	233	13.9%
ACSUM	540	106	19.6%
Service and Maintenance	482	71	14.7%
University Supervisors	100	10	10.1%
Police	37	6	16.2%
PATFA	17	2	11.8%
Law Faculty	18		0.0%
Non-Represented Hourly	38	14	37.3%
Non-Represented Salaried	433	36	8.3%
Non-Represented Faculty	137	17	13.2%
Total	4,540	575	12.7%

New Appointments as a Percent of Average Headcount

Bargaining Unit	Average Headcount	New Appointments	Percent of Average Headcount
AFUM	1,066	59	5.5%
UMPSA	1,676	214	12.8%
ACSUM	540	52	9.6%
Service and Maintenance	482	30	6.2%
University Supervisors	100	6	6.0%
Police	37	4	10.8%
PATFA	17	2	11.8%
Law Faculty	18		0.0%
Non-Represented Hourly	38	7	18.7%
Non-Represented Salaried	433	36	8.3%
Non-Represented Faculty	137	5	3.7%
Total	4,540	416	9.2%



ExplorEC

Early College at Maine's Public Universities

Board of Trustees Update 5/22/2023

Year in review and next steps

Amy Hubbard

Executive Director of Early College, University of Maine System

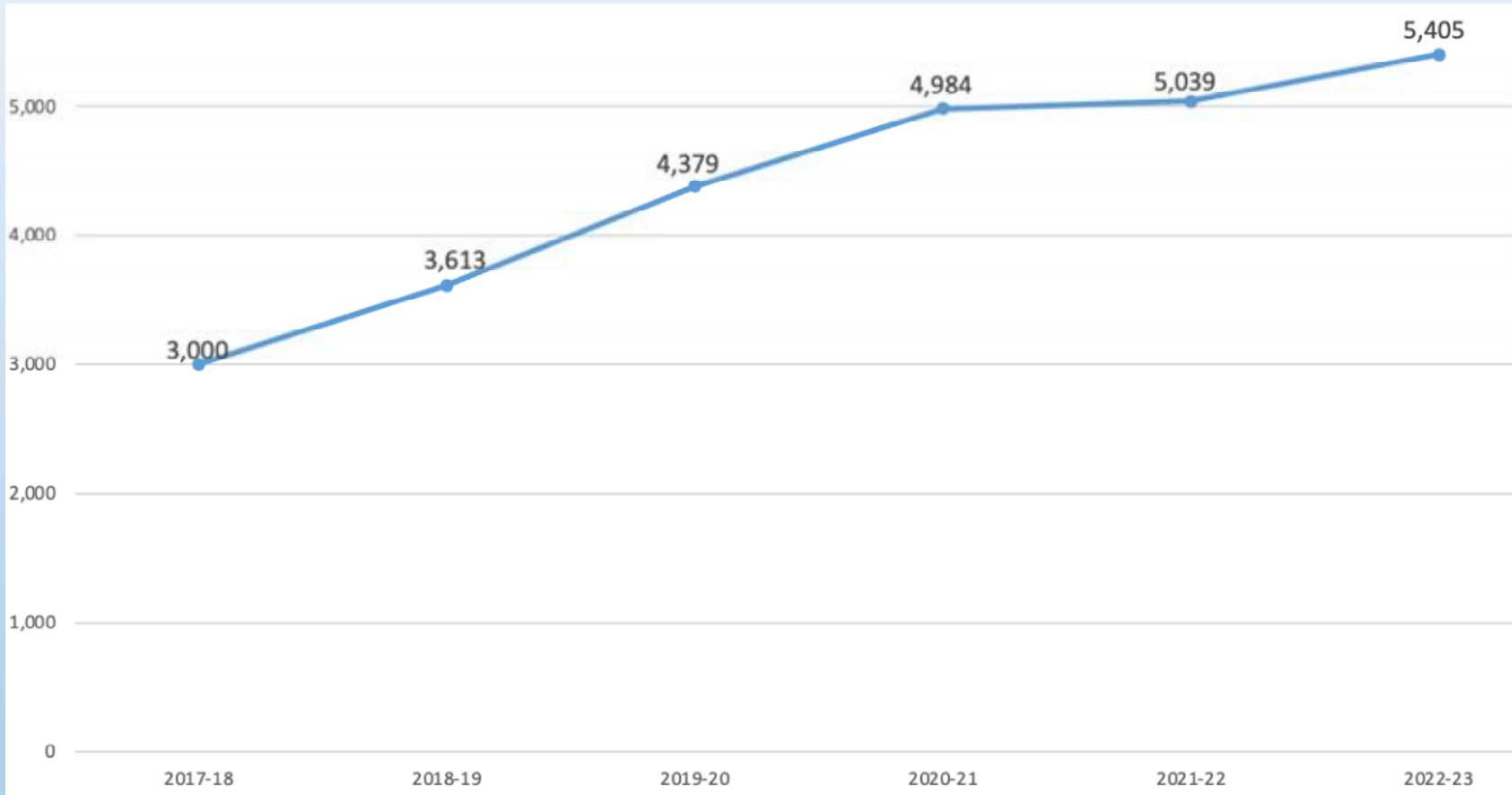
<https://www.maine.edu/early-college/>

Early College Definitions

Programs within the EC umbrella:

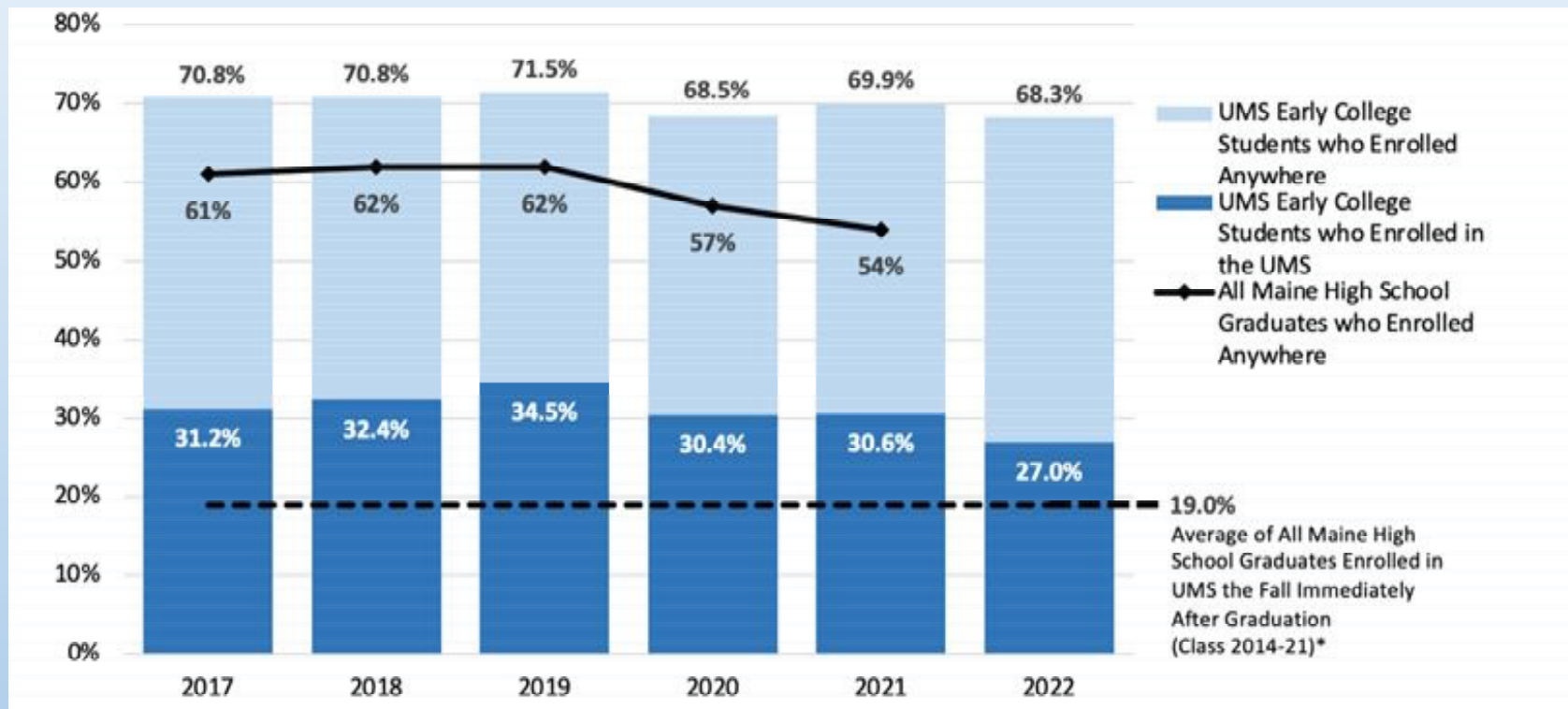
- **Online/on campus-** courses taught by college faculty
- **Concurrent Enrollment(CE)** courses taught by college-approved high school teachers on the high school campus (formerly dual enrollment)
- **Bridge Academy-(CE)** provides college courses for students in CTE programs, combining rigor, skills, career exploration, and mentoring

Enrollment in Early College (Unduplicated Headcount)



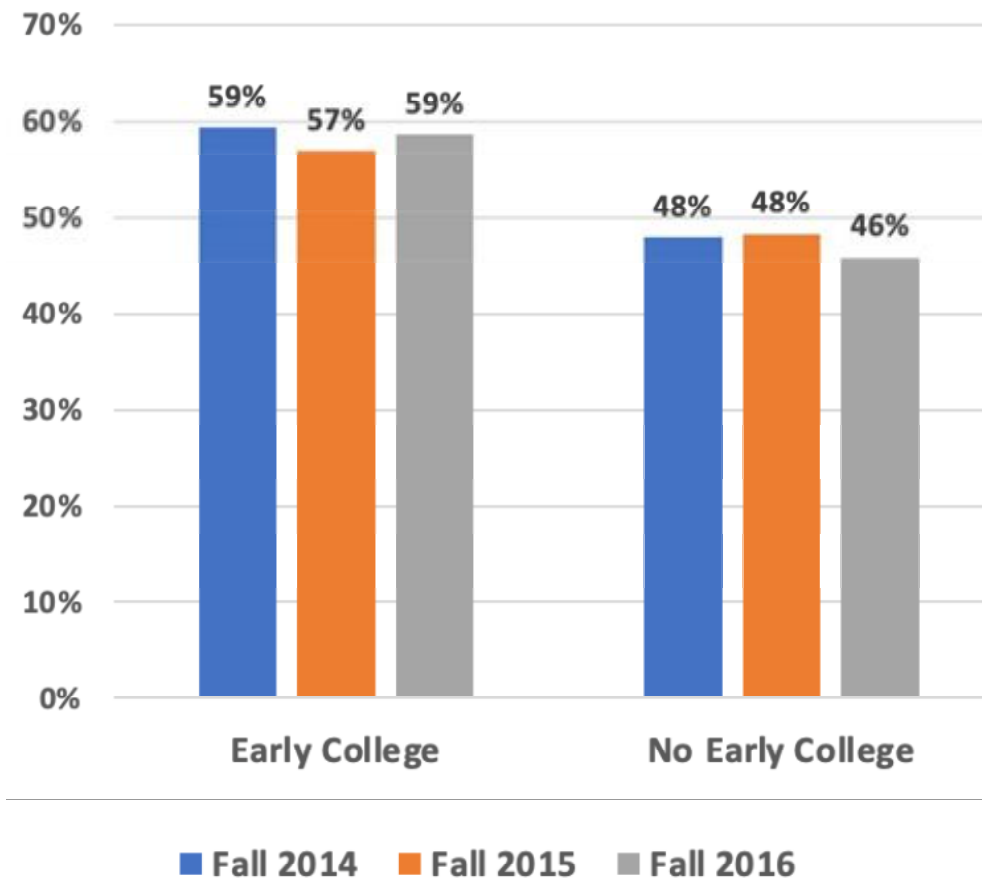
Justin Young, Bob Zuercher, and Haliru Omosun
University of Maine System Office of Institutional Research

Enrollment in College Following High School Graduation



Justin Young, Bob Zuercher, and Haliru Omosun
University of Maine System Office of Institutional Research

First-Year Student Graduation Rates (6 year)



Justin Young, Bob Zuercher, and Haliru Omosun
University of Maine System Office of Institutional Research

Student Support: UMS Early College Office

91% of EC students earn a C or better in their EC courses

UMS AP4ME and EC Coordinator

- Liaison between high schools, students, and AP4ME teachers
- Technical support for ExplorEC (online application system)
EC Advising and Success Coordinator
- Transition support for matriculating UMS students in summer (particularly direct admit)
- Training and resources for school counselors, parents, students
- Direct student advising to ensure credits with purpose, align with academic pathways
- Integration of EC pathways tracking within ExplorEC (new module in development)

Student Support: Partnership

- Non-profit organization
 - 86% LGR students enroll in college
 - 87% persist
 - 68% graduate within 6 years
- All UMS EC students graduating in '24 & '25 will receive LGR peer-based mentoring



Program Model



Access

SAT prep, goal-setting, and introduction to the college admissions and financial aid process.



Transition

College enrollment support through frequent, curriculum-based, two-way texting.



Success

College persistence support through frequent, curriculum-based, two-way texting.

For more information: [Early College Website](#)

- Resources
- Student support
- Which classes should I take
- Career exploration pathways
- Enrollment checklist
- Credits with purpose
- ExplorEC Portal (How to Apply for Classes)
- UMS Early College report (Data and year in review)
- Strategic plan
- Equity report



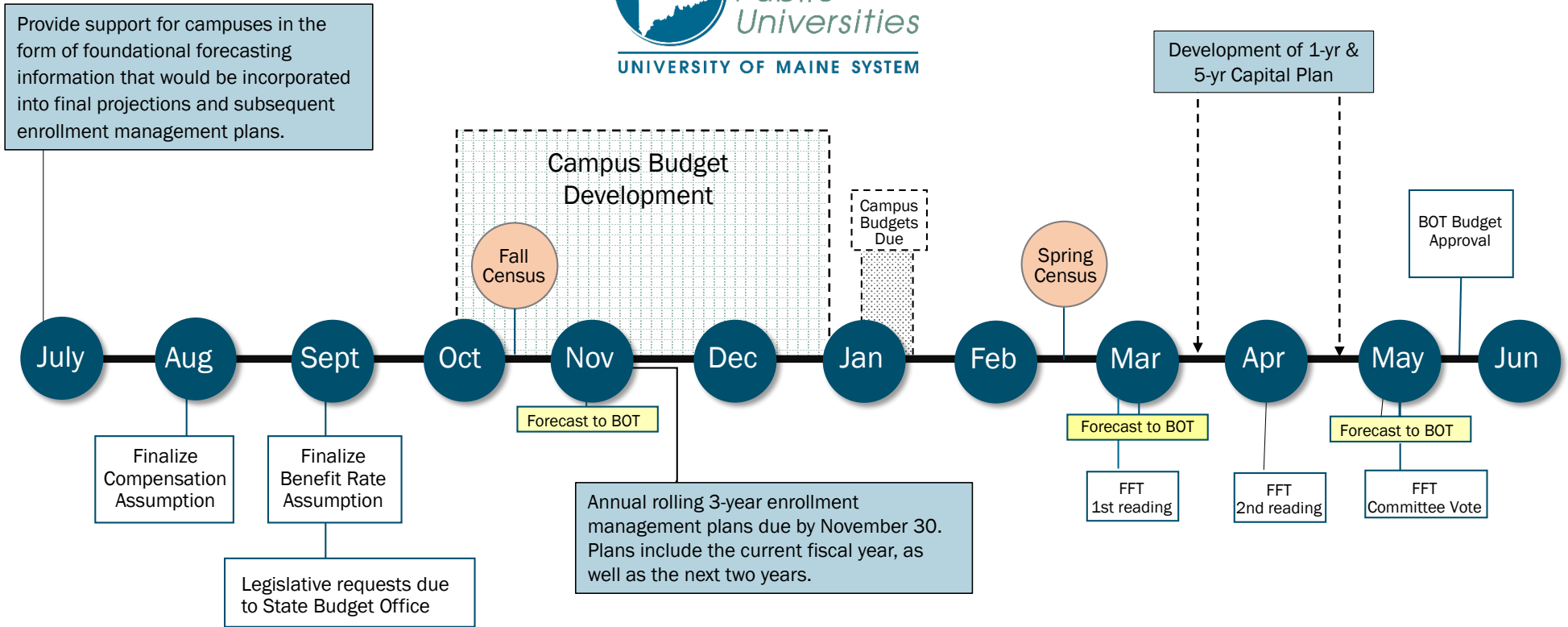


FY24

Operating Budget

Board of Trustees
May 22, 2023

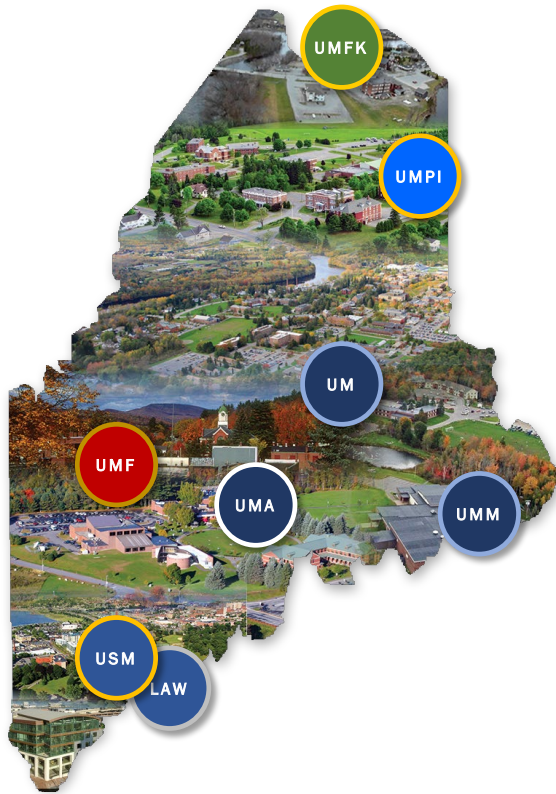
Unified Budget Timeline



BOT - Board of Trustees
 FFT - Finance, Facilities & Technology



FY24 Budget Pressures



- FY24 enrollment projections continue to decline impacting both tuition revenue and auxiliary revenues – especially at the smaller campuses from fewer on-campus residence.
- Campus needs and market investment losses have depleted the Budget Stabilization Fund.
- Gordian (Sightlines) data continues to show declines in campus NAV and increases in renovation age across UMS facilities
- Labor shortages and financial pressures to attract and retain employees.



FY24 Budget Assumptions



Systemwide Budget Assumptions

(used by all campuses)

- In-State, undergraduate tuition rate
- Unified fee
- Appropriation
- Compensation & Benefits
- CPI
- Capital Expenditures

Campus-specific budget assumptions

- Enrollment
- Out-of-State tuition rate
- Financial Aid



FY24 Budget Overview

- **Enrollment**

Enrollment budgeting process focuses on returning students and realistic trends in a post-COVID 19 environment.

FY24 budgeted credit hours are 7.4% below FY23 budget and 3.1% below FY23 actuals.

- **Occupancy** - Low student housing occupancy continues to be an issue at some of the smaller campuses.

- **Appropriation** - Governor's FY24 budget includes a \$9.5 million (4.5%) increase plus the continuance of the \$7.9 million included in the FY23 Supplemental Budget given in lieu of an in-state tuition increase.

- **Capital** - Unrestricted investments are increasing by \$1.0 million or 3.3% over the FY23 budget

- **Budget Balancing**

- Campus Reserve utilization - UM \$7.4 million; UMFK \$957 thousand
- System Strategic Reserves – Early College & Research Support - \$408 thousand
- Law School – utilizing \$1.3 million in System funding previously committed to 300 Fore Street Renovation
- Budget Stabilization – Utilizing \$760 thousand of FY23 approved funding carried forward to FY24. UMFK - \$500 thousand; UMPI - \$260 thousand.





FY24 Budget Overview - March

	E&G	Auxiliary	Total	Campus Reserves	Proposed Budget Stabilization	Total
UMaine	\$ (6,935,311)	\$ (497,846)	\$ (7,433,157)	\$ 7,433,157	\$ 0	\$ 0
UMA	291,409	(291,409)	-	-	-	0
UMF	-	-	-	-	-	0
UMFK	(859,473)	(897,527)	(1,757,000)	1,257,000	500,000	0
UMPI	(220,543)	(345,687)	(566,230)	345,687	220,543	0
USM	(677,820)	677,820	-	-	-	0
Maine Law	(1,211,181)	-	(1,211,181)	1,211,181*	-	0
Governance/Univ. Serv.	(488,131)	-	(488,131)	488,131**	-	0
Total	\$(10,101,051)	\$ (1,354,648)	\$ (11,455,699)	\$ 10,735,156	\$720,543	\$ 0

* System funds previously committed to 300 Fore Street renovation **Early College & Strategic Initiatives



FY24 Budget Overview - April FFT - Work Session

	E&G	Auxiliary	Total	Campus Reserves	Proposed Budget Stabilization	Total
UMaine	\$ (6,935,311)	\$ (497,846)	\$ (7,433,157)	\$ 7,433,157	\$ 0	\$ 0
UMA	291,408	(291,408)	-	-	-	0
UMF	-	-	-	-	-	0
UMFK	(859,473)	(897,527)	(1,757,000)	1,257,000	500,000	0
UMPI	85,308	(345,687)	(260,379)		260,379	0
USM	(537,192)	537,192	-	-	-	0
Maine Law	(1,211,181)	-	(1,211,181)	1,211,181*	-	0
Governance/Univ. Serv.	(508,477)	-	(508,477)	508,477**	-	0
Total	\$(9,674,918)	\$ (1,495,276)	\$ (11,170,194)	\$ 10,409,815	\$760,379	\$ 0

* System funds previously committed to 300 Fore Street renovation **Early College & Strategic Initiatives



FY24 Budget Overview – April – FINAL

	E&G	Auxiliary	Total	Campus Reserves	Proposed Budget Stabilization	Total
UMaine	\$ (6,935,311)	\$ (497,846)	\$ (7,433,157)	\$ 7,433,157	\$ 0	\$ 0
UMA	291,408	(291,408)	-	-	-	0
UMF	-	-	-	-	-	0
UMFK	(559,473)	(897,527)	(1,457,000)	957,000	500,000	0
UMPI	85,308	(345,687)	(260,379)		260,379	0
USM	(537,192)	537,192	-	-	-	0
Maine Law	(1,331,181)	-	(1,331,181)	1,331,181*	-	0
Governance/Univ. Serv.	(408,477)	-	(408,477)	408,477**	-	0
Total	\$(9,394,918)	\$ (1,495,276)	\$ (10,890,194)	\$ 10,129,815	\$760,379	\$ 0

* System funds previously committed to 300 Fore Street renovation **Early College & Strategic Initiatives



Budget Stabilization Fund

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

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

The Treasurer will authorize only the transfer needed to offset a net unrestricted operating loss for each institution at the close of FY23 and FY24.

Balance 6/30/22

\$ 4,872,842

Utilization	FY23 (approved)	FY23 (projected use)	FY24 (FY23 cfwd)
UMF	(1,861,631)	(1,861,631)	
UMFK	(938,000)	(127,326)	(500,000)
UMPI	(2,458,206)	(2,197,827)	(260,379)
Law School	(1,255,512)	(1,255,512)	
Investment gain/losses (thru March 2023)			5,100,000
Subtotal	(\$6,513,349)	(\$5,442,296)	\$4,339,621

Projected Balance

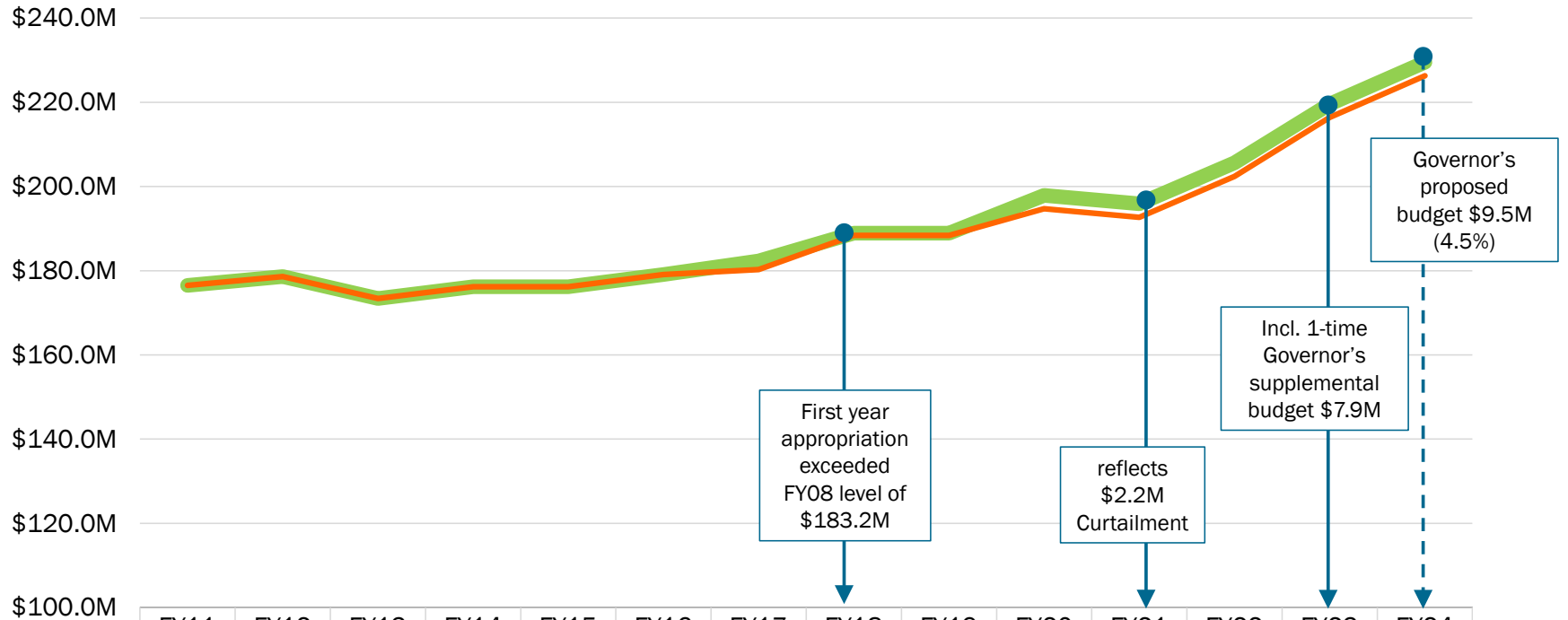
\$3,770,167





E&G State Appropriation

(Excludes restricted funds - , i.e. MEIF & Debt Service)

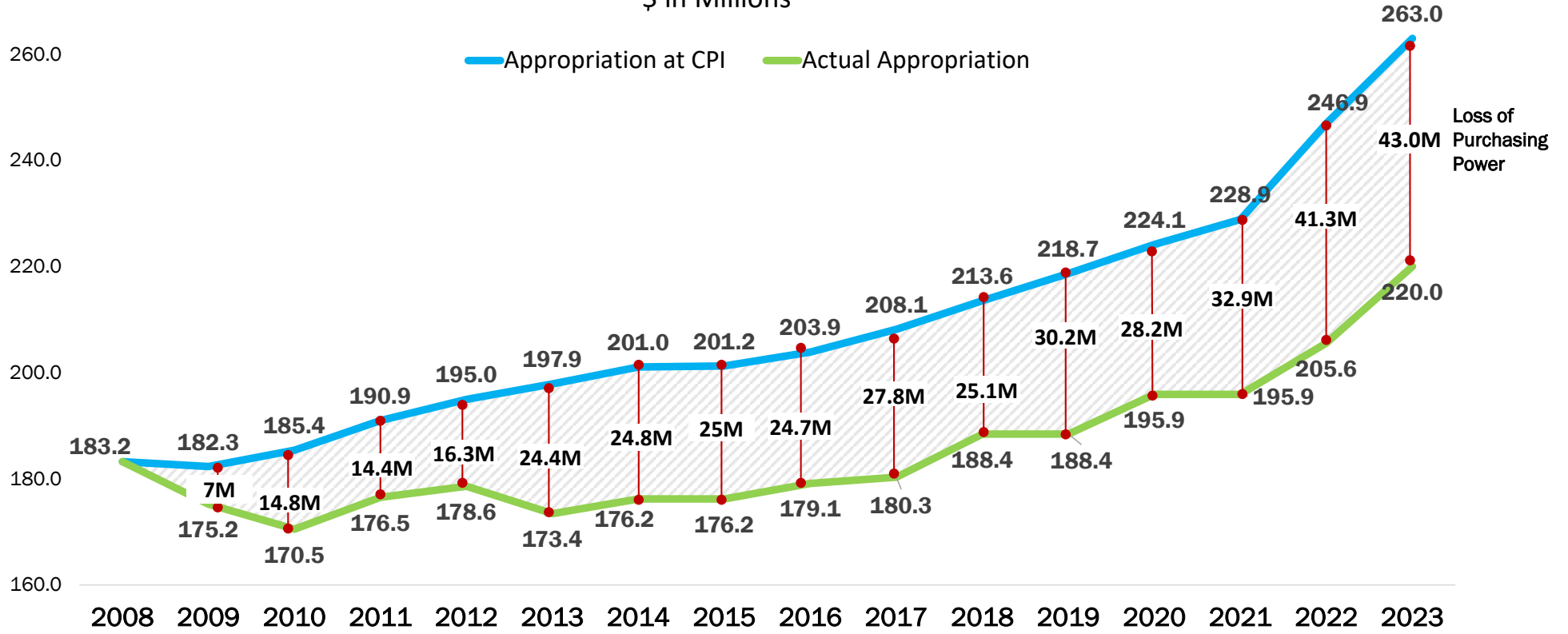


	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24
Total	176.5	178.6	173.4	176.2	176.2	179.1	182.3	188.9	188.9	197.9	195.9	205.6	219.6	229.5
General Appropriation	176.5	178.6	173.4	176.2	176.2	179.1	180.3	188.4	188.4	194.7	192.7	202.4	216.4	226.3
Early College							2.0	0.5	0.5	1.7	1.7	1.7	1.7	1.7
Adult Degree Completion										1.5	1.5	1.5	1.5	1.5



2008 Appropriation at CPI vs Actual through 2023

\$ in Millions

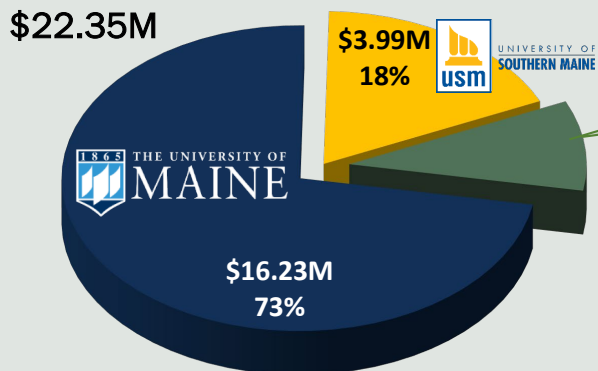




Maine Economic Improvement Fund (MEIF)

	UMaine	USM	System	Total
Biotechnology	\$2,112,029	\$127,504		\$ 2,239,533
Aquaculture & Marine	2,768,274	846,695		3,614,969
Composite Materials	1,741,087	297,000		2,038,087
Environmental	1,468,492	201,281		1,669,773
Forestry & Agriculture	1,946,843	333,151		2,279,994
Information Technology	2,167,744	517,478		2,685,222
Precision Manufacturing	1,574,930	317,000		1,891,930
Cross Sector	2,450,201	1,354,791		3,804,992
Small Campus Initiative			\$ 670,500	670,500
Small Campus Project Support			1,455,000	1,455,000
Total	\$16,229,600	\$3,994,900	\$2,125,500	\$22,350,000

- MEIF proposed appropriation increase of \$3 million



SYSTEM

Grand Challenge Projects **\$1.46M (6%)**

Small Campus Initiative (SCI) **\$670,500 (3%)**

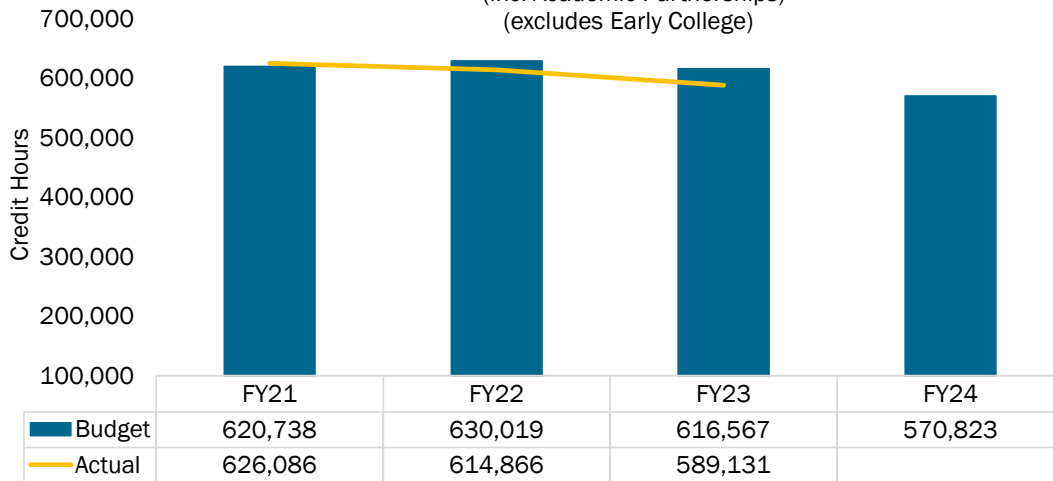
A competitive award program for UMA, UMF, UMFK, UMPI, and the Maine Maritime Academy.



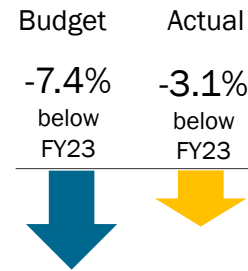
UMS Enrollment

UMS Total Credit Hour Enrollment

(incl Academic Partnerships)
(excludes Early College)



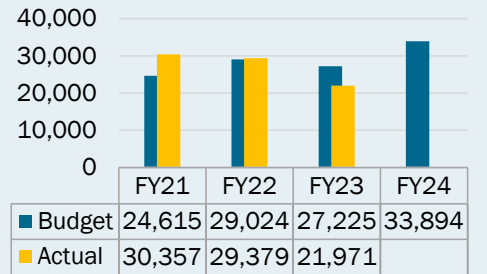
FY24 Enrollment Budget



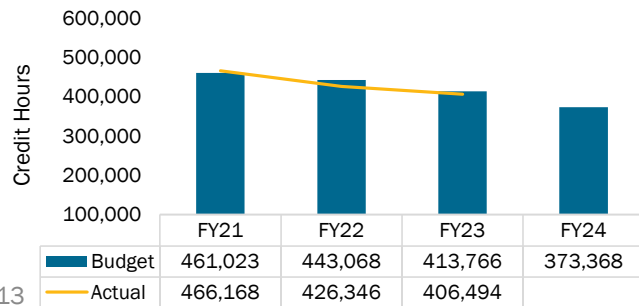
Major factors impacting enrollment:

- When excluding CBE/AP, FY24 budgeted credit hours are 9.3% below budget & 5.2% below actuals
- % of FY24 budgeted credit hours: AP 6.4%, Out-of-state 28.2%, in-state 65.4%

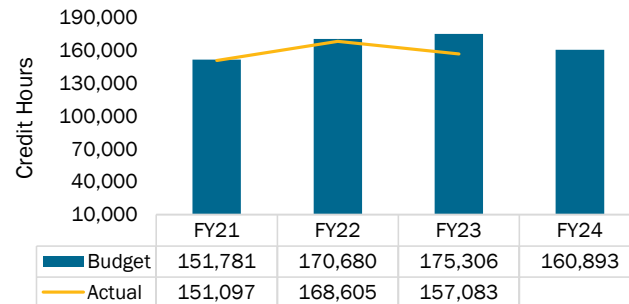
Early College



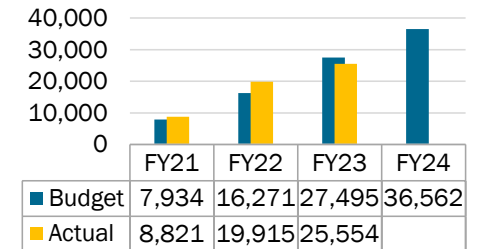
In-State (excludes EC)



Out-of-State



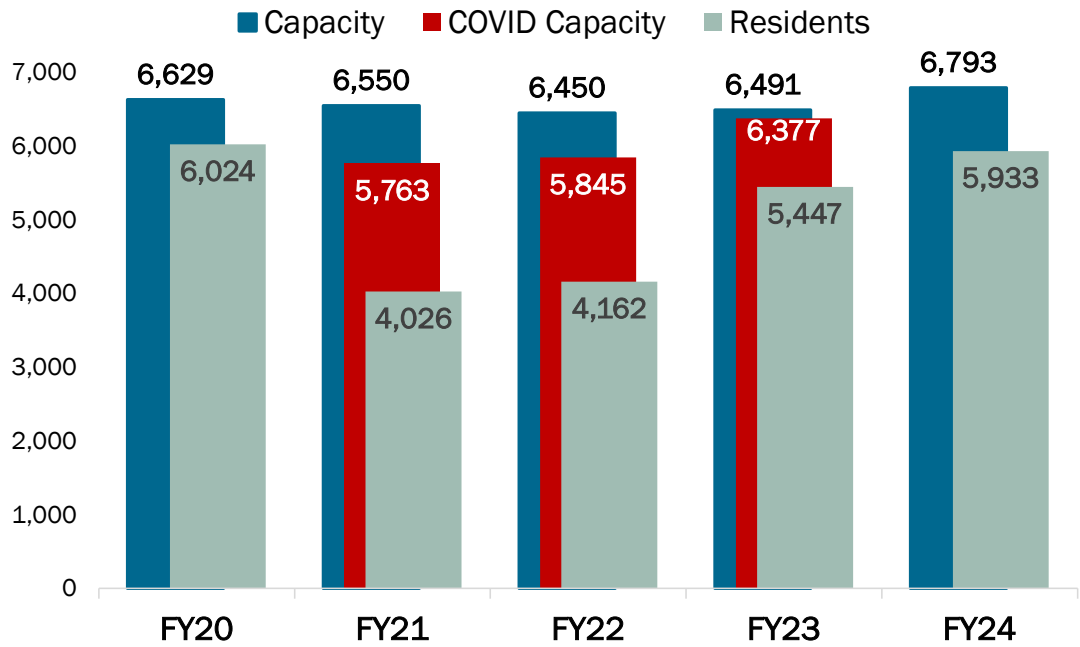
Academic Partnerships





Residence Hall Occupancy (Annual Average)

UMS Total



	FY20	FY21	FY22	FY23	FY24
Normal Occupancy	91%	91%	65%	84%	88%
COVID Occupancy	-	70%	71%	87%	-



FY24

- Normal Occupancy Rates range from 49% at UMFK to 100% at UMF.
- Reflects Portland Commons on-line (577 beds) & 2 UMF halls off-line (223 beds)





Summary of Savings and Efficiency Initiatives across the University of Maine System

Financial Management and Cost Reduction

Estimated Savings: \$3M+

- Financial aid management, optimization, and restructuring
- Cost reduction initiatives, including streamlining credit card machines, payment options, and business office operations
- Leveraging donor scholarships to offset merit aid

Organizational Restructuring and Staffing

Estimated Savings: \$6M+

- Reorganization of departments for better student support
- Academic reorganization and efficiencies, including position review and utilization of part-time faculty
- Reduction in staff through attrition and retirements

Energy Savings and Sustainability

Estimated Savings: \$1.7M+

- Energy savings projects and HVAC improvements
Installation of biomass boilers and geothermal systems
- Solar field production and fuel oil management
Energy Conservation Measures

Space Utilization and Reduction

Estimated Savings: \$250,000+

- Reduction in overall square footage
- Multi-Year Space Reduction initiative
- Appraisal and potential sale of non-essential properties

Instructional and Academic Efficiencies

Estimated Savings: \$1M+

- Streamlining of academic programs, minors, and course rotations
- Reduction in course releases and increase in average class sizes
- Implementation of undergraduate and graduate certificate programs in-load
- Dual listing of UG/GR courses

Revenue Generation and External Funding

Estimated Revenue: \$1.2M+

- Increased collaboration among revenue-driving operations
- Renting event space and conference rooms to the public



FY24 Recommended Tuition Rates

Undergraduate

In-State	FY22 Rate/CH	FY23 Rate/CH	FY24 Rate/CH	Increase	
UMaine	\$388	\$388	\$400	\$12	3.1%
UMM	\$282	\$282	\$290	\$8	2.8%
UMA/UMFK/UMPI	\$245	\$245	\$252	\$7	2.9%
UMF / USM	\$288	\$288	\$297	\$9	3.1%
Out-of-State					
UMaine	\$1,108	\$1,108	\$1,158	\$50	4.5%
UMM	\$540	\$540	\$565	\$25	4.6%
UMA	\$607	\$625	\$683	\$58	9.3%
UMF	\$661	\$680	\$700	\$20	2.9%
UMFK/UMPI	\$392	\$404	\$428	\$24	5.9%
USM	\$788	\$810	\$875	\$65	8.0%

Graduate

In-State/ Canadian	FY22 Rate/CH	FY23 Rate/CH	FY24 Rate/CH	Increase	
UMaine	\$541	\$541	\$557	\$16	3.0%
UMA/USM	\$432	\$432	\$445	\$13	3.0%
UMF	\$427	\$427	\$440	\$13	3.0%
Maine Law	\$773	\$773	\$773	\$0	0.0%
New Students			\$796	\$23	3.0%
Out-of-State					
UMaine	\$1,623	\$1,623	\$1,696	\$73	4.5%
UMA	\$ 554	\$ 570	\$587	\$17	3.0%
UMF	\$ 427	\$ 427	\$440	\$13	3.0%
USM	\$1,216	\$1,250	\$1,350	\$100	8.0%
Maine Law	\$1,156	\$1,200	\$1,200	\$0	0.0%



Special/Differential Tuition Rates

<u>Program/Modality</u>		<u>FY23</u>	<u>FY24</u>	Per Credit Hr., Semester or Session	<u>FY24</u>		
		Rate	Rate		Increase \$	%	
UMaine	MBS Business School	650	679	CH	20	3.1	
	Res'd Online	388	400	CH	12	3.1	
	NR Online (e-rate)	485	500	CH	15	3.1	
	Grad Online	-MBA	650	679	CH	20	3.1
		-Engineering	700	732	CH	21	3.0
		-Education	550	567	CH	17	3.1
		-All other	590	608	CH	18	3.1
	Undergrad Diff Tuition	-Business	300	309	Semester	25	8.3
		-Engineering	325	335	Semester	10	3.1
		-Nursing	385	397	Semester	12	3.1
	Grad Diff Tuition	-Engineering	325	335	Semester	10	3.1
-Nursing		385	397	Semester	12	3.1	
UMA	Dental Health (DEH)	Elim Course Fee	645	853	CH	208	32.2
	Dental Assisting (DEA)	Elim Course Fee	345	353	CH	8	2.3
	Architecture (ARC)	Elim Course Fee	395	439	CH	44	11.1
	Non Res'd UG Online		319	329	CH	10	3.1
UMPI	CBE-AP (UG)		1,400	1,500	Session	100	7.1
	CBE-AP (GRAD)		2,000	2,150	Session	150	7.5
USM	Non Res'd UG Online		450	486	CH	36	8.0
	NR GR e-rate		675	729	CH	54	8.0
	BS Nursing (IS)		297	306	CH	9	3.0
	BS Nursing (OOS)		834	901	CH	67	8.0
	Accelerated Nursing (IS)		297	306	CH	9	3.0
	Accelerated Nursing (OOS)		834	901	CH	67	8.0



Annual Mandatory Fees

Undergraduate		FY23	FY24	Increase \$
UM	Student Activity	\$136	\$156	
	Technology Fee	360	450	
	Total	\$496	\$606	110
UMA	Student Activity	\$68	\$68	
	Unified Fee	960	990	
	Total	\$1,028	\$1,058	30
UMF	Student Activity	\$160	\$160	
	Student Health & Fitness Fee	50	0	
	Technology Fee	320	300	
	Student Support Fee	0	879	
	Academic Support Fee (formerly Unified)	740	740	
Total	\$1,270	\$2,079	809	
UMFK	Student Activity	\$225	\$225	
	Technology Fee	300	300	
	Unified Fee	930	960	
	Total	\$1,455	\$1,485	30
UMM	Student Activity	\$270	\$270	
	Technology Fee	360	450	
	Total	\$630	\$720	90
UMPI	Student Activity	\$170	\$170	
	Technology Fee	300	300	
	Unified Fee - Campus	930	960	
	Total	\$1,400	\$1,430	30
USM	Student Activity	\$160	\$150	
	Comprehensive Fee	1,800	2,400	
	Technology Fee	210	240	
	Total	\$2,170	\$2,790	620
Average	\$1,207	\$1,453	246	

Graduate		FY23	FY24	Increase \$
UM	Student Activity	\$150	\$150	
	Technology	216	270	
	Total	\$366	\$420	54
UMA	Student Activity	\$41	\$41	
	Unified Fee	576	594	
	Total	\$617	\$635	18
UMF	Technology Fee	\$180	\$180	
	Academic Support Fee (formerly Unified)	377	377	
	Total	\$557	\$557	0
USM	Comprehensive Fee	\$1,080	\$1,440	
	Technology Fee	126	144	
	Total	\$1,206	\$1,584	342
Average	\$687	\$799	\$112	
Law				
	Comprehensive Fee	\$1,800	\$1,350	
	Student Activity	100	150	
	Technology Fee	150	210	
Average		\$2,050	\$1,710	(340)



FY24 Recommended Room & Board Rates

Room & Board rates shown are based on the room types & meal plans with the greatest projected number of students.



UMaine	FY23	FY24	Increase	%
Room	\$6,018	\$6,320	\$302	
Board	5,732	6,076	344	
Total	\$11,750	\$12,396	\$646	5.5%

UMA	FY23	FY24	Increase	%
Room	\$7,646	\$7,914	\$268	
Board	-	-	-	
Total	\$7,646	\$7,914	\$268	3.5%

UMF	FY23	FY24	Increase	%
Room	\$5,560	\$5,610	\$50	
Board	5,204	5,360	156	
Total	\$10,764	\$10,970	\$206	1.9%

UMFK	FY23	FY24	Increase	%
Room	\$4,989	5,140	\$151	
Board	4,300	4,450	150	
Total	\$9,289	\$9,590	\$301	3.2%

UMM	FY23	FY24	Increase	%
Room	\$4,658	\$4,890	\$232	
Board	5,182	5,960	778	
Total	\$9,840	\$10,850	\$1,010	10.3%

UMPI	FY23	FY24	Increase	%
Room	\$5,100	\$5,300	\$200	
Board	4,700	5,000	300	
Total	\$9,800	\$10,300	\$500	5.1%

USM	FY23	FY24	Increase	%
Room	\$5,678	\$6,130	\$452	
Board	5,300	5,520	220	
Total	\$10,978	\$11,650	\$672	6.1%



Annual Comprehensive Student Charges

(Includes Tuition, Mandatory Fees, Room & Board)

Undergraduate

In-State & Canadian	FY23 Rate	FY24 Rate	FY24 Increase	
			\$	%
UM	\$23,886	\$25,002	\$1,116	4.7
UMM	18,930	20,270	1,340	7.1
UMA	16,024	16,532	508	3.2
UMF	21,250	21,959	709	3.3
UMFK	18,094	18,635	541	3.0
UMPI	18,550	19,290	740	4.0
USM	21,788	23,350	1,562	7.2
Average	20,183	21,155	972	4.8

Out-of-State

UM	\$45,486	\$47,742	\$2,256	5.0
UMM	26,670	28,520	1,850	6.9
UMA	27,424	29,462	2,038	7.4
UMF	33,794	34,049	255	0.8
UMFK	22,864	23,915	1,051	4.6
UMPI	23,320	24,570	1,250	5.4
USM	37,448	40,690	3,242	8.7
Average	31,395	33,142	1,747	5.6

Graduate

In-State & Canadian	FY23 Rate	FY24 Rate	FY24 Increase	
			\$	%
UM	\$21,854	\$22,842	\$988	4.5
UMA	16,039	16,559	520	3.2
UMF	19,007	19,447	440	2.3
USM	19,960	21,244	1,284	6.4
Average	20,095	20,963	868	4.3

Out-of-State

UM	\$41,330	\$43,344	\$2,014	4.9
UMA	18,523	19,115	592	3.2
UMF	19,007	19,447	440	2.3
USM	34,684	37,534	2,850	8.2
Average	29,266	30,800	1,534	5.2

Law

In-State - Continuing	\$36,218	\$36,550	\$332	0.9
In-State - New Student	36,218	37,240	1,022	2.8
Out-of-State	49,028	49,360	332	0.7

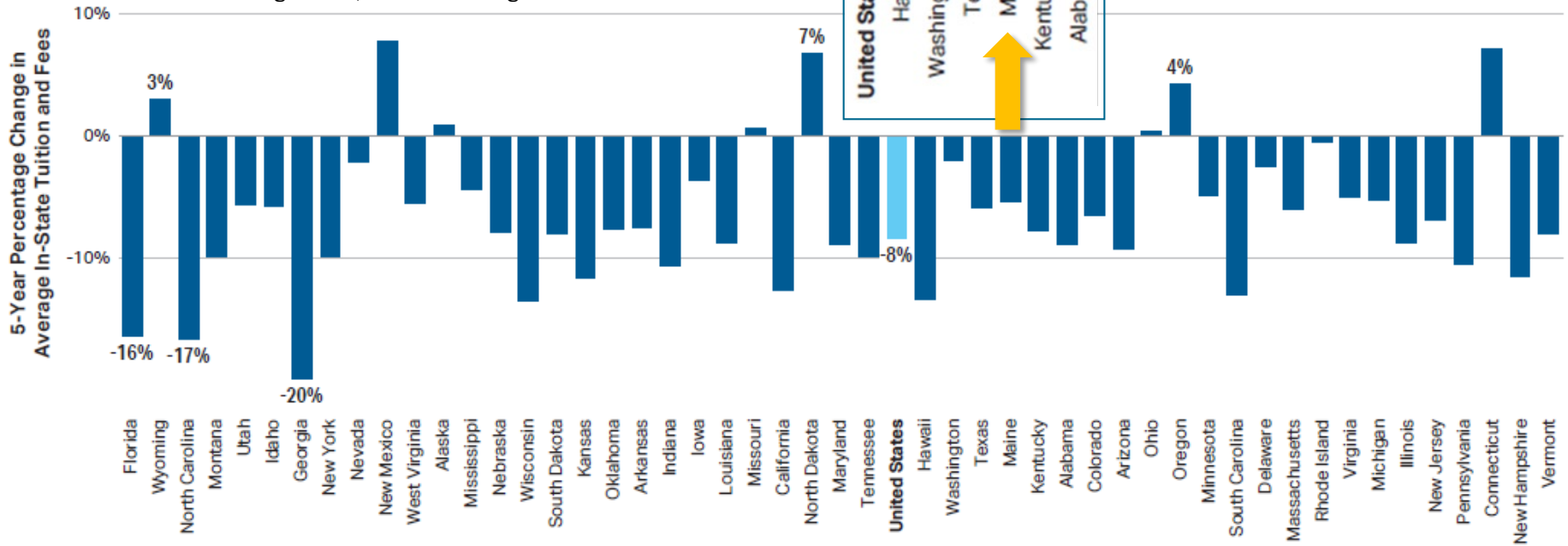


2022-23 Average Annual Tuition Growth Rates

Tuition and Fees by State – Public Four-Year In-State

Adjusted for inflation

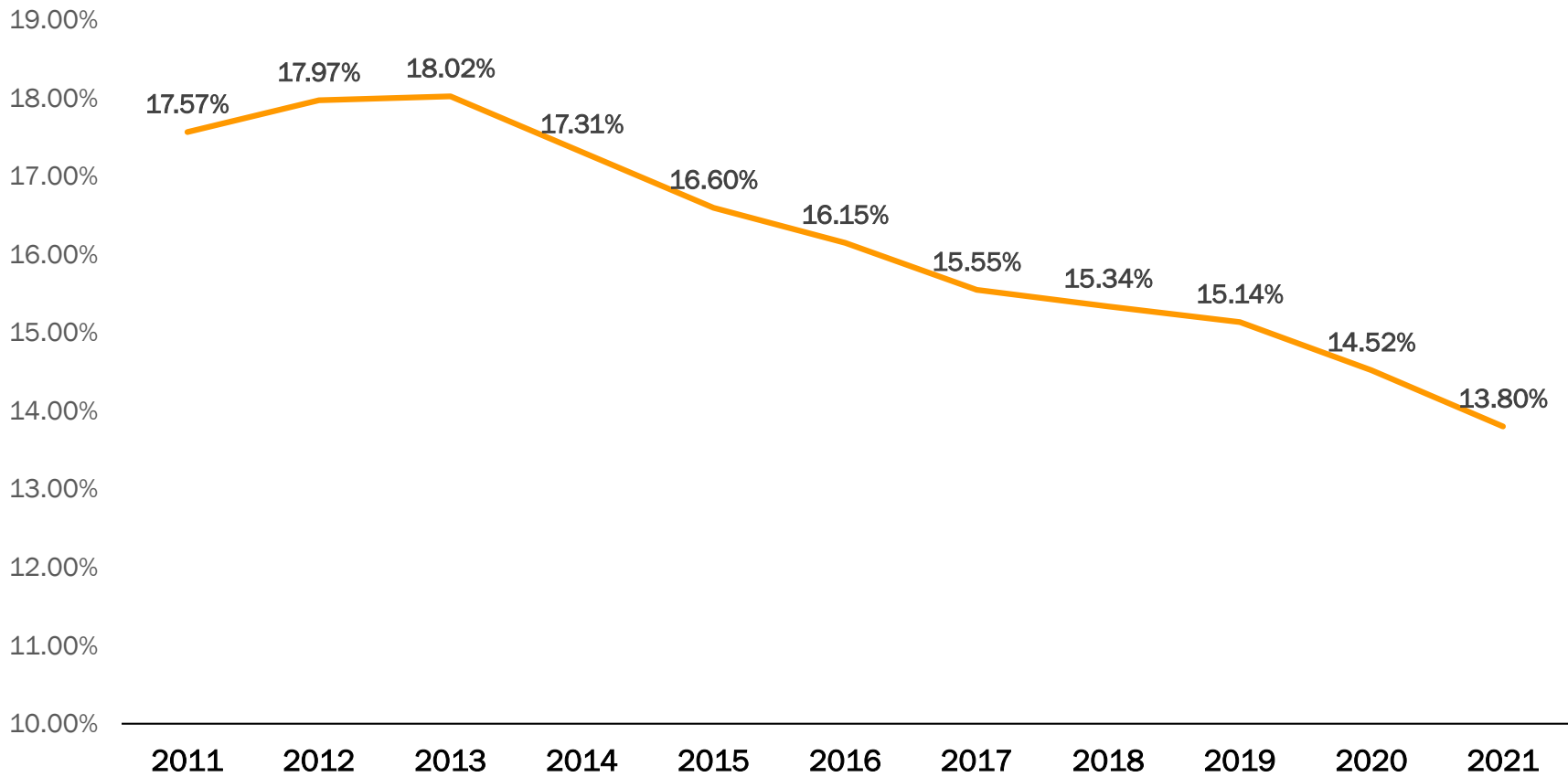
Source: College Board, Trends in Pricing and Student Aid 2022



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



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





FY24 Budgeted Attrition

All active positions are budgeted at 100% in "Salaries & Wages"

Offsetting "Attrition" is calculated & budgeted based on:

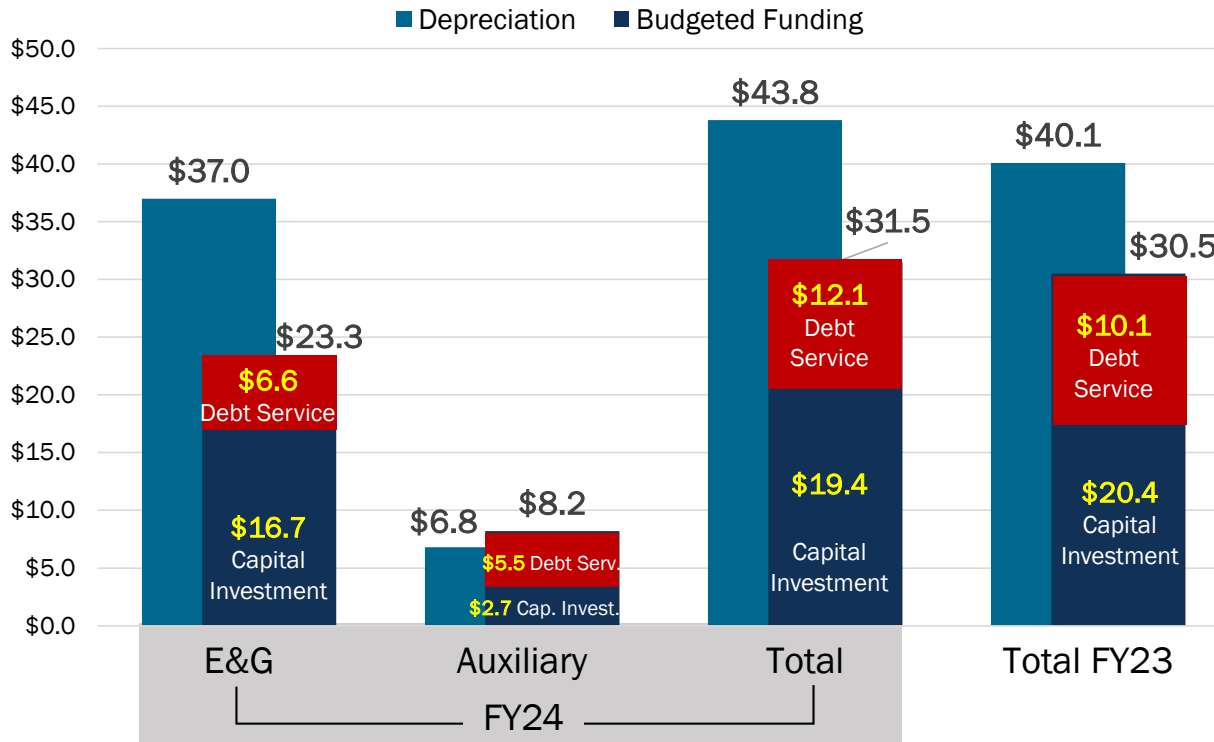
- known retirements
- known vacancies
- estimated salary savings based on past experience.

	(\$in Millions)	
	Salary & Wages Only	Salary & Wages incl. Benefits
UMaine	\$2.76	\$4.16
UMA	0.95	1.43
UMF	0.77	1.17
UMFK	0.15	0.23
UMPI	0.10	0.15
USM	2.83	4.27
LAW	-	-
GUS	0.6	0.9
TOTAL	\$8.16	\$12.31



Funding Depreciation

Funding Depreciation by Fund
(\$ in millions)

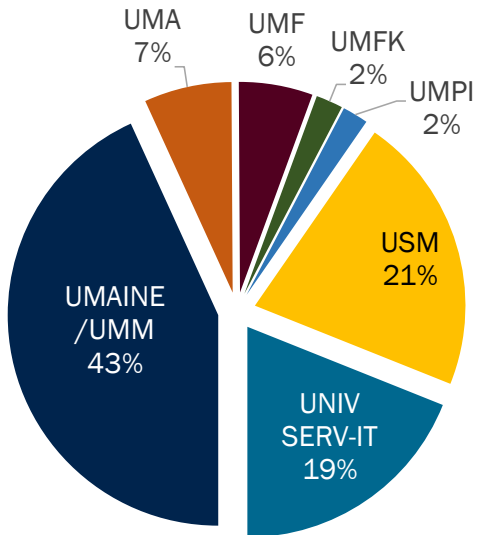


- Total investment increase is \$1.0M or 3.3%
- Depreciation expense increased by \$3.7M from \$40.1M in FY23 to \$43.8M in FY24.
- E&G and Auxiliary budgeted capital investment = \$19.4M;
- Funding through Debt Service increasing by \$2.0M.
- 72% of the total depreciation expense is funded in the FY24 budget – down 4% from the FY23 budget.



Capital Investments from Operations

TOTAL % INVESTMENT

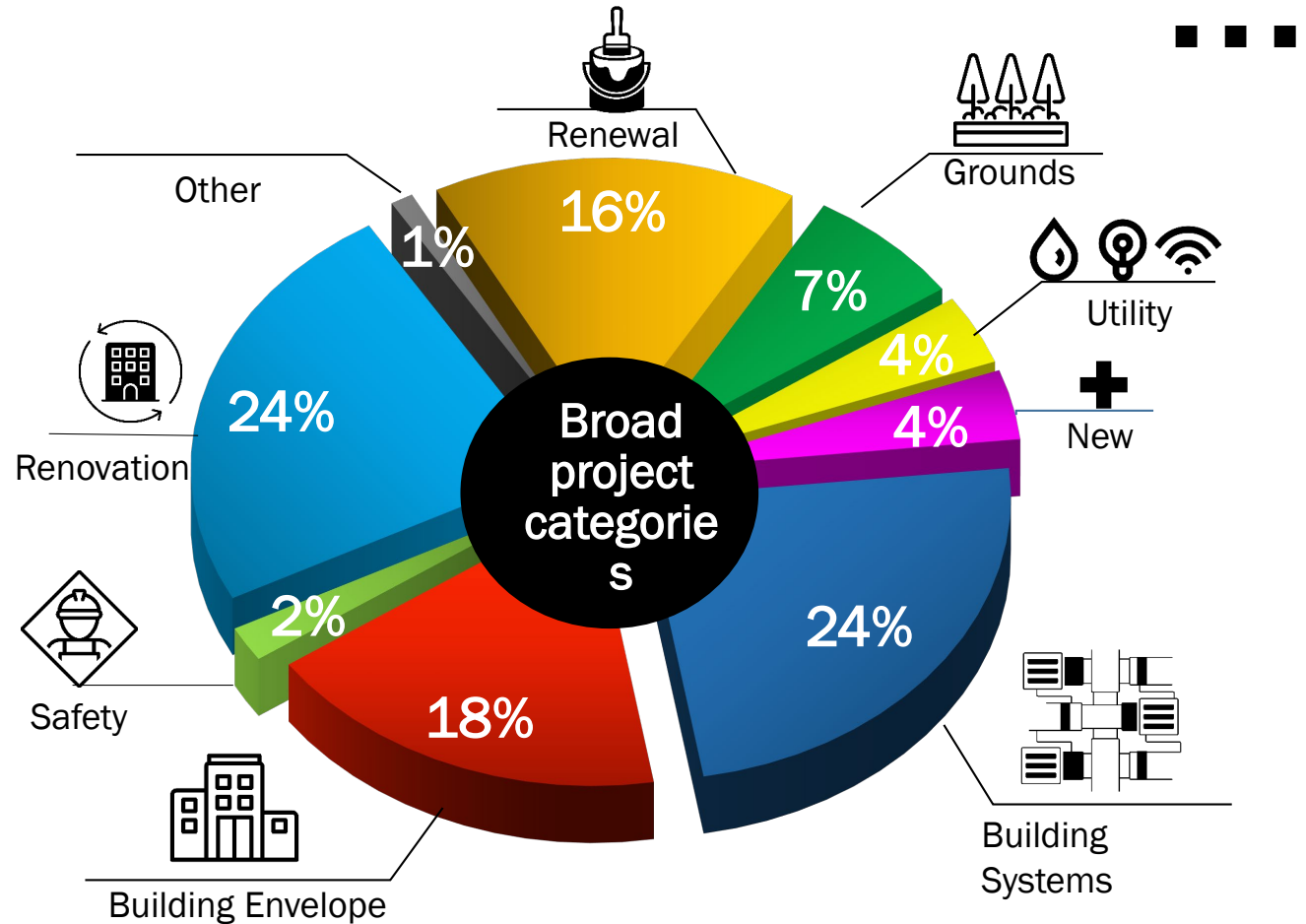


SUMMARY				
Campus	Facilities & Infrastructure	Equipment & Vehicles	Capital Reserve Deposits (utilized in FY25 or after)	TOTAL INVESTMENT
UMAINE/UMM	\$ 7,515,252	\$ 869,702	\$ -	\$ 8,384,954
UMA	1,296,575	9,380	-	1,305,955
UMF	748,500	115,000	239,438	1,102,938
UMFK	389,713	12,000	-	401,713
UMPI	384,543	-	-	384,543
USM	4,158,910	-	-	4,158,910
Campus Cap Projects	\$ 14,493,493	\$ 1,006,082	\$ 239,438	\$ 15,739,013
US-IT	850,000	836,875	1,991,557	3,678,432
TOTAL	\$ 15,343,493	\$ 1,842,957	\$ 2,230,995	\$ 19,417,445



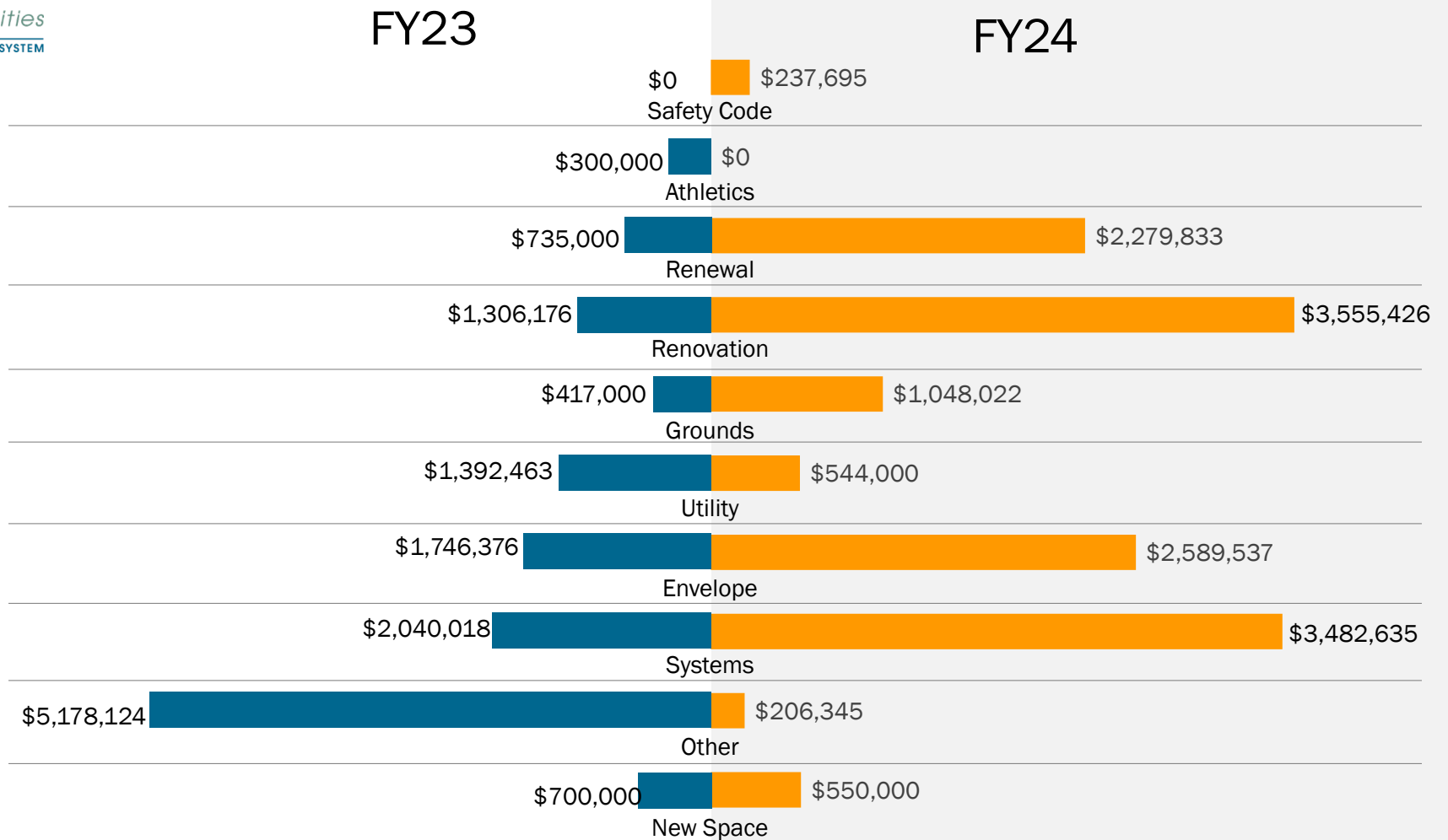
Operating Funds support of the Capital Plan

- First step in the planning process is focused on operating funds
- Historically these funds constitute approx. 10% of the capital plan
- FY24 E&G and AUX of \$14.5M is 5.6% higher than FY23



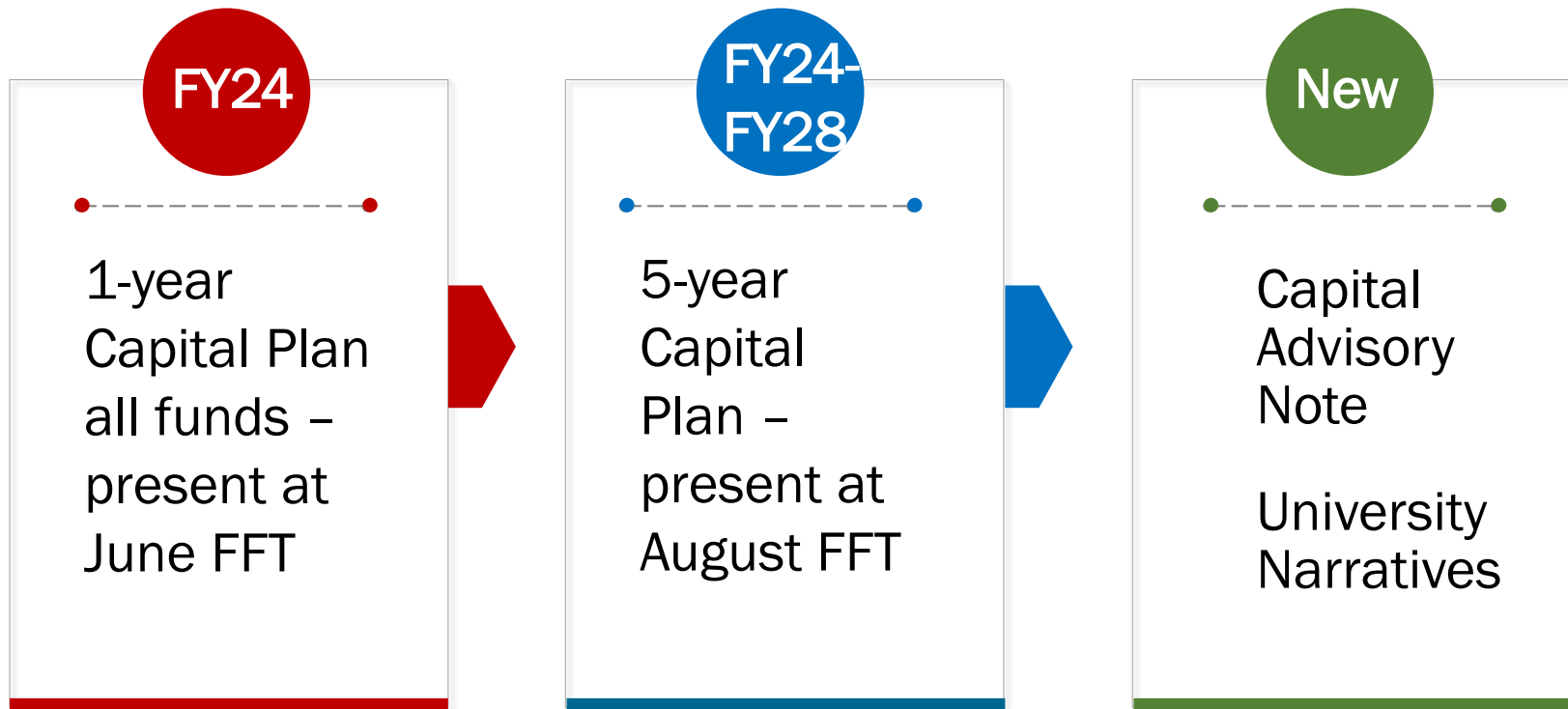


FY23 to FY24 E&G and Aux planned spending by category



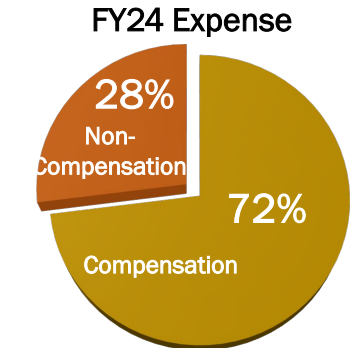
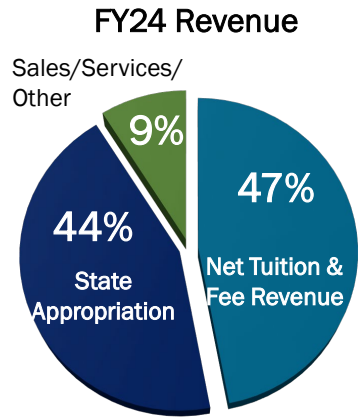


Next Steps



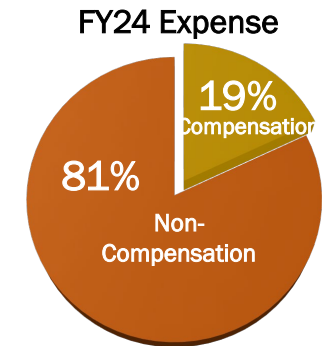
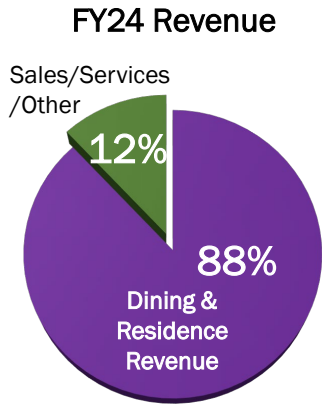


FY24 Proposed Budget: E&G



	FY23 Base	FY24 Base	Change \$	Change %
Revenues				
Tuition & Fee Revenue	\$ 318,145,781	\$ 330,779,971	\$ 12,634,190	4.0%
Dining Revenue	-	-	-	-%
Residence Revenue	-	-	-	-%
Tuition Waivers/Scholarships	(95,075,014)	(86,016,987)	9,058,027	-9.5%
Net Student Charges Revenue	223,070,767	244,762,984	21,692,217	9.7%
State Appropriation	220,005,476	229,548,631	9,543,155	4.3%
HEERF Relief - Lost Revenue	621,138	-	(621,138)	-100.0%
Sales/Services/Other	49,060,704	48,815,867	(244,837)	-0.5%
Total Revenue	492,758,085	523,127,482	30,369,397	6.2%
Expenses				
Salary & Wages (FY24 net of \$12.0 attrition)	387,243,296	393,802,433	6,559,137	1.7%
Fuel & Electricity	15,310,076	20,480,482	5,170,406	33.8%
Supplies & Services	36,464,548	39,891,947	3,427,399	9.4%
Travel	6,608,374	7,055,192	446,818	6.8%
Memberships, Contributions & Sponsorships	1,183,341	1,191,706	8,365	0.7%
Maintenance & Alterations	10,504,749	12,149,610	1,644,861	15.7%
Interest	1,856,663	2,079,683	223,020	12.0%
Depreciation	34,015,099	36,970,312	2,955,213	8.7%
Other Expenses	9,417,963	10,663,122	1,245,159	13.2%
Unassigned Budget	332,496	928,146	595,650	179.1%
MAFES/CES/MEIF Transfers	18,086,663	18,481,155	394,492	2.2%
Other Transfers	6,598,200	2,505,211	(4,092,989)	-62.0%
Total Operating Expenses & Transfers	527,621,468	546,198,999	18,577,531	3.5%
Operating Increase (Decrease)	\$ (34,863,383)	\$ (23,071,517)	\$ 11,791,866	-33.8%
Modified Cash Flow				
Add Back Depreciation	34,015,099	36,970,312	2,955,213	8.7%
Less Capital Expenditures	(13,717,313)	(14,501,205)	(783,892)	5.7%
Less Capital Reserve Funding	(3,011,611)	(2,227,013)	784,598	-26.1%
Less Debt Service Principal	(5,523,276)	(6,565,495)	(1,042,219)	18.9%
Net Change Before Other Adjustments & Transfers	(23,100,484)	(9,394,918)	13,705,566	
Transfer from/(to) Administrative Savings Rsrv	-	340,000	340,000	
Transfer from/(to) Budget Stabilization	4,942,122	500,000	(4,442,122)	
Net Change Subtotal	(18,158,362)	(8,554,918)	9,603,444	
Other Strategic Transfers from/(to) Reserves	17,962,097	8,394,442	(9,567,655)	
Net Change in Cash & Reserve Transfers	\$ (196,265)	\$ (160,476)	\$ 35,789	

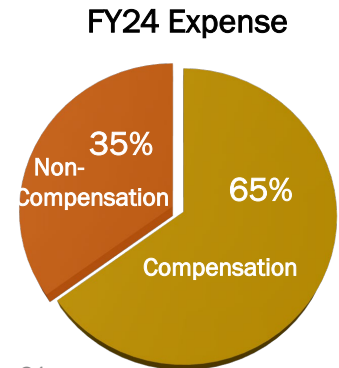
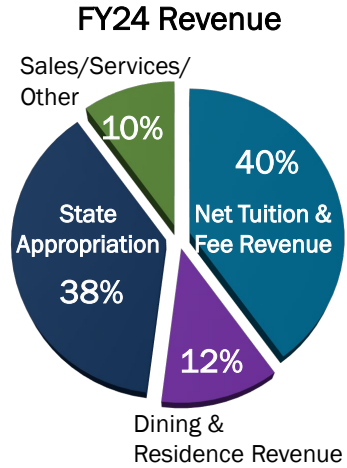
FY24 Proposed Budget: Auxiliary



	FY23 BASE	FY24 BASE	Change \$	Change %
Revenues				
Tuition & Fee Revenue	\$ -	\$ 1,000,000	\$ 1,000,000	-%
Dining Revenue	31,740,725	30,523,414	(1,217,311)	-3.8%
Residence Revenue	36,346,441	44,315,611	7,969,170	21.9%
Tuition Waivers/Scholarships	(2,387,714)	(2,767,115)	(379,401)	15.9
Net Student Charges Revenue	65,699,452	73,071,910	7,372,458	11.2%
State Appropriation	-	-	-	-%
HEERF Relief - Lost Revenue	232,746	-	(232,746)	-100.0%
Indirect Cost Recovery	-	-	-	-%
Investment Income/Gifts	-	-	-	-%
Sales/Services/Auxiliary	11,233,853	10,371,797	(862,056)	-7.7%
Total Revenue	77,166,051	83,443,707	6,277,656	8.1%
Expenses				
Salary & Wages (FY24 net of \$0.3 attrition)	24,073,412	15,486,708	(8,586,704)	-35.7%
Fuel & Electricity	5,736,125	6,822,396	1,086,271	18.9%
Supplies & Services	22,573,425	31,191,949	8,618,524	38.2%
Travel	52,080	66,309	14,229	27.3%
Memberships, Contributions & Sponsorships	16,727	12,387	(4,340)	-25.9%
Maintenance & Alterations	4,266,842	4,320,243	53,401	1.3%
Interest	2,107,013	6,622,835	4,515,822	214.3%
Depreciation	6,053,495	6,863,456	809,961	13.4%
Other Expenses	8,168,256	7,065,272	(1,102,984)	-13.5%
Unassigned Budget	13,740	118,197	104,457	760.2%
Other Transfers	5,827,622	5,004,144	(823,478)	-14.1
Total Operating Expenses & Transfers	78,888,737	83,573,896	4,685,159	5.9%
Operating Increase (Decrease)	\$ (1,722,686)	\$ (130,189)	\$ 1,592,497	-92.4%
Modified Cash Flow				
Add Back Depreciation	6,053,495	6,863,456	809,961	13.4%
Less Capital Expenditures	(2,796,488)	(2,685,245)	111,243	-4.0%
Less Capital Reserve Funding	(876,459)	(3,982)	872,477	-99.5%
Less Debt Service Principal	(4,591,696)	(5,539,316)	(947,620)	20.6%
Net Change Before Other Adjustments & Transfers	(3,933,834)	(1,495,276)	2,438,558	
Transfer from/(to) Administrative Savings Rsrv	-	-	-	
Transfer from/(to) Budget Stabilization	1,571,227	260,379	(1,310,848)	
Net Change Subtotal	(2,362,607)	(1,234,897)	1,127,710	
Other Strategic Transfers from/(to) Reserves	1,921,075	1,395,373	(525,702)	
Net Change in Cash & Reserve Transfers	\$ (441,532)	\$ 160,476	\$ 602,008	



FY24 Proposed Budget: E&G and Auxiliary



	FY23 Base	FY24 Base	Change \$	Change %
Revenues				
Tuition & Fee Revenue	\$ 318,145,781	\$ 331,779,971	\$ 13,634,190	4.3%
Dining Revenue	31,740,725	30,523,414	(1,217,311)	-3.8%
Residence Revenue	36,346,441	44,315,611	7,969,170	21.9%
Tuition Waivers/Scholarships	(97,462,728)	(88,784,102)	8,678,626	-8.9%
Net Student Charges Revenue	288,770,219	317,834,894	29,064,675	10.1%
State Appropriation	220,005,476	229,548,631	9,543,155	4.3%
HEERF Relief - Lost Revenue	853,884	-	(853,884)	-100.0%
Sales/Services/Auxiliary	60,294,557	59,187,664	(1,106,893)	-1.8%
Total Revenue	569,924,136	606,571,189	36,647,053	6.4%
Expenses				
Salary & Wages (FY24 net of \$12.3 attrition)	411,316,708	409,289,141	(2,027,567)	-0.5%
Fuel & Electricity	21,046,201	27,302,878	6,256,677	29.7%
Supplies & Services	59,037,973	71,083,896	12,045,923	20.4%
Travel	6,660,454	7,121,501	461,047	6.9%
Memberships, Contributions & Sponsorships	1,200,068	1,204,093	4,025	0.3%
Maintenance & Alterations	14,771,591	16,469,853	1,698,262	11.5%
Interest	3,963,676	8,702,518	4,738,842	119.6%
Depreciation	40,068,594	43,833,768	3,765,174	9.4%
Other Expenses	17,586,219	17,728,394	142,175	0.8%
Unassigned Budget	346,236	1,046,343	700,107	202.2%
MAFES/CES/MEIF Transfers	18,086,663	18,481,155	394,492	2.2%
Other Transfers	12,425,822	7,509,355	(4,916,467)	-39.6%
Total Operating Expenses & Transfers	606,510,205	629,772,895	23,262,690	3.8%
Operating Increase (Decrease)	\$ (36,586,069)	\$ (23,201,706)	\$ 13,384,363	-36.6%
Modified Cash Flow				
Add Back Depreciation	40,068,594	43,833,768	3,765,174	9.4%
Less Capital Expenditures	(16,513,801)	(17,186,450)	(672,649)	4.1%
Less Capital Reserve Funding	(3,888,070)	(2,230,995)	1,657,075	-42.6%
Less Debt Service Principal	(10,114,972)	(12,104,811)	(1,989,839)	19.7%
Net Change Before Other Adjustments & Transfers	(27,034,318)	(10,890,194)	16,144,124	
Transfer from/(to) Administrative Savings Rsrv	-	340,000	340,000	
Transfer from/(to) Budget Stabilization	6,513,349	760,379	(5,752,970)	
Net Change Subtotal	(20,520,969)	(9,789,815)	10,731,154	
Other Strategic Transfers from/(to) Reserves	19,883,172	9,789,815	(10,093,357)	
Net Change in Cash & Reserve Transfers	\$ (637,797)	\$ 0	\$ 637,797	



Quasi-Independent State Entities Budget Requirement

- Public Law 2011, Chapter 616 mandates:
 - Board of Trustees approval of the annual budget for travel, meals, and entertainment costs.
 - Board of Trustees approval of the annual budget for contribution expenses – defined by this Public Law as membership dues & fees, gifts, donations, and sponsorships.
 - Periodic reporting of the actual travel and contribution costs by the UMS to the Board of Trustees.
 - Annual reporting to the Legislature by the UMS of contributions made to persons in the preceding year that were greater than \$1,000, and the total contributed to each.

FY24 Budget		(\$000's)
Fund	Travel, Meals, Entertainment	Memberships, Gifts, Donations, & Sponsorships
E&G/Auxiliary	\$7,122	\$ 1,204
Restricted/Other	4,720	501
Total	\$11,842	\$ 1,705

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

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



Appendix

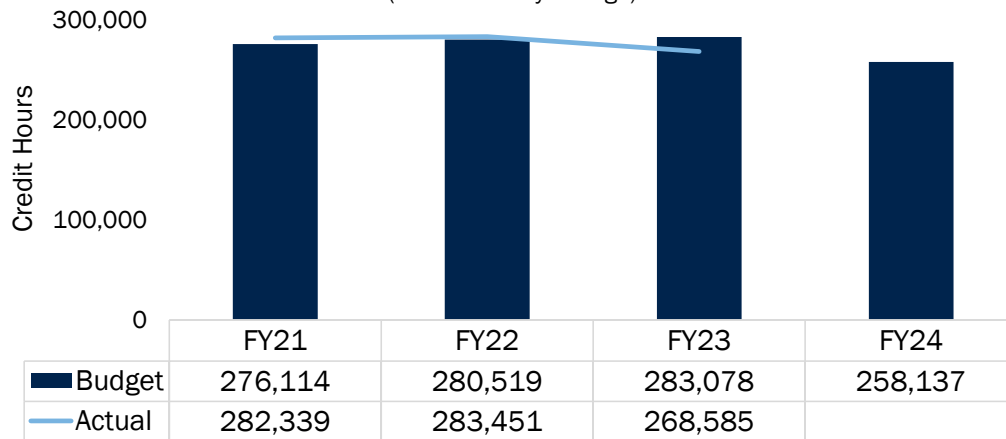


- Detailed Information by Campus for FY24:
 - Enrollment & Residence Hall Occupancy
 - Campus Efficiencies
 - Operating Budgets
 - Student Charges Report



UMaine Enrollment

Total Credit Hour Enrollment (excludes Early College)

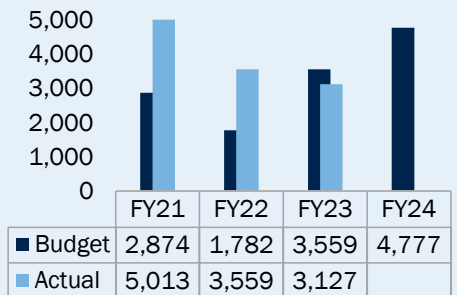


FY24 Enrollment Budget

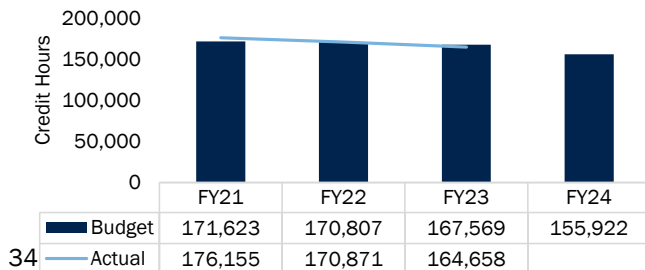
Budget	Actual
-8.8% below FY23	-3.9% below FY23



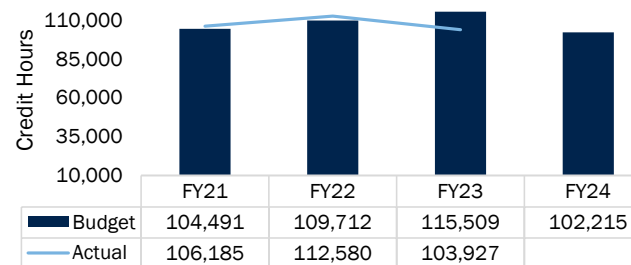
Early College



In-State (excludes EC)

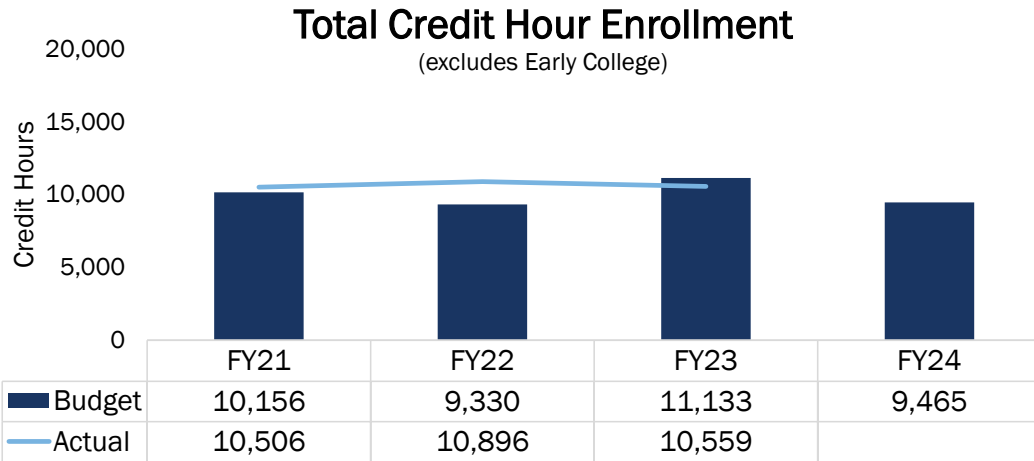


Out-of-State

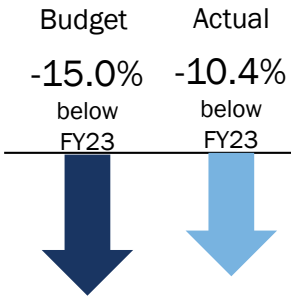




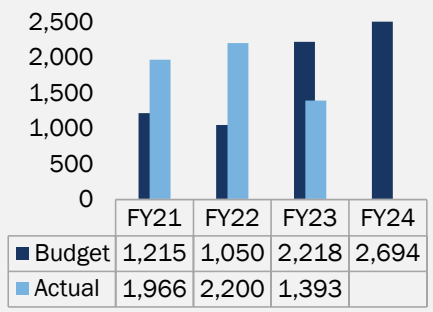
UMM Enrollment



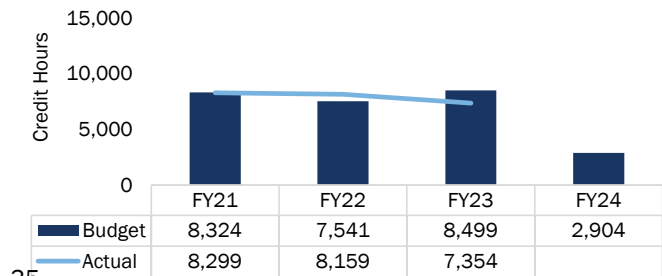
FY24 Enrollment Budget



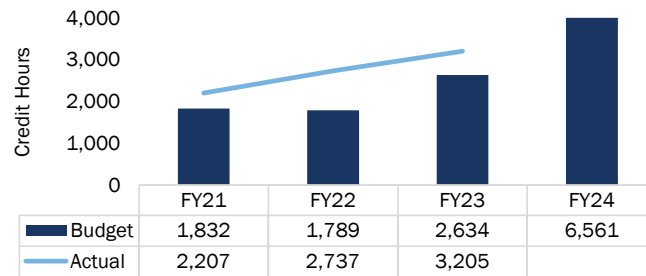
Early College



In-State (excludes EC)



Out-of-State

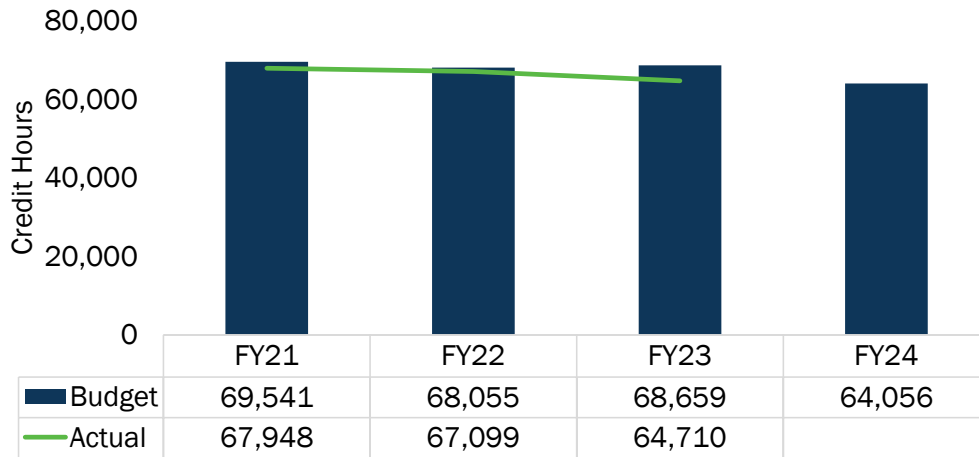




UMA Enrollment

Total Credit Hour Enrollment

(excludes Early College)

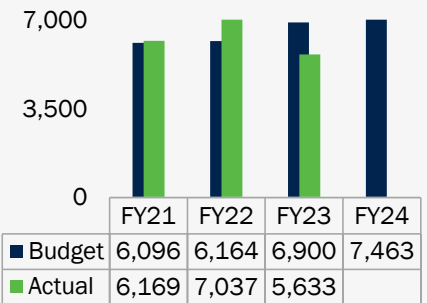


FY24 Enrollment Budget

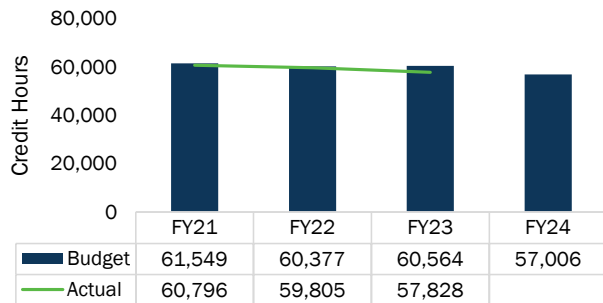
Budget	Actual
-6.7% below FY23	-1.0% below FY23



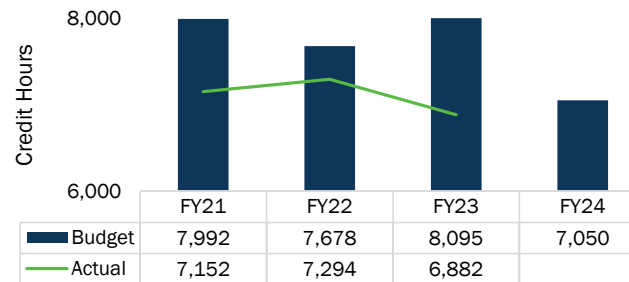
Early College



In-State (excludes EC)



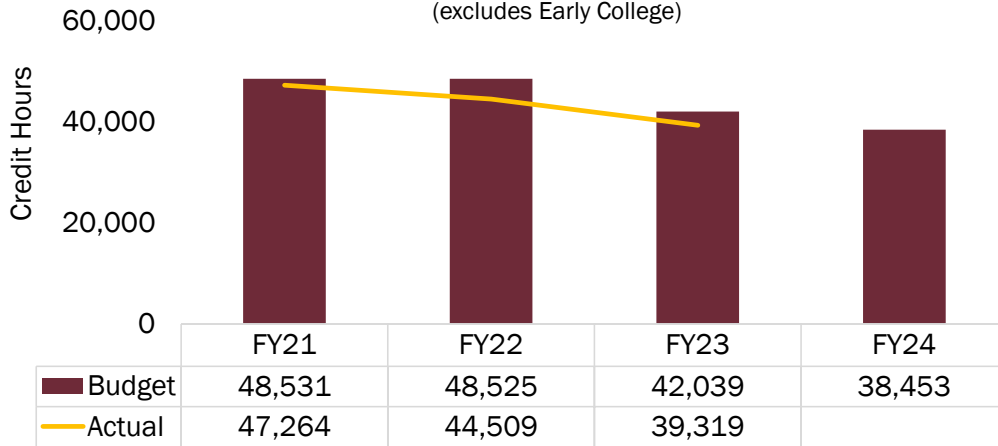
Out-of-State



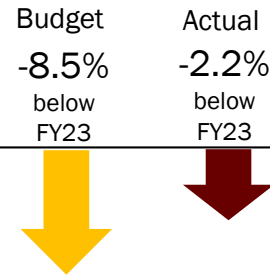


UMF Enrollment

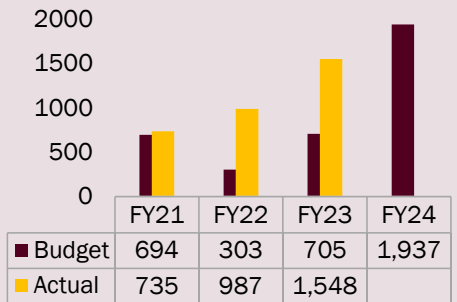
Total Credit Hour Enrollment (excludes Early College)



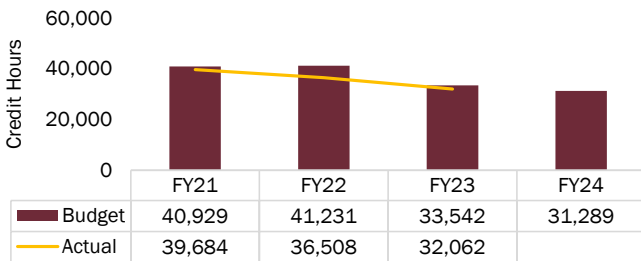
FY24 Enrollment Budget



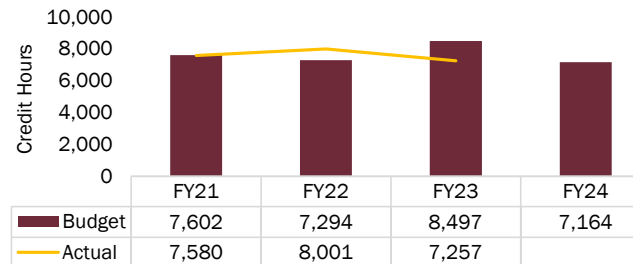
Early College



In-State (excludes EC)



Out-of-State

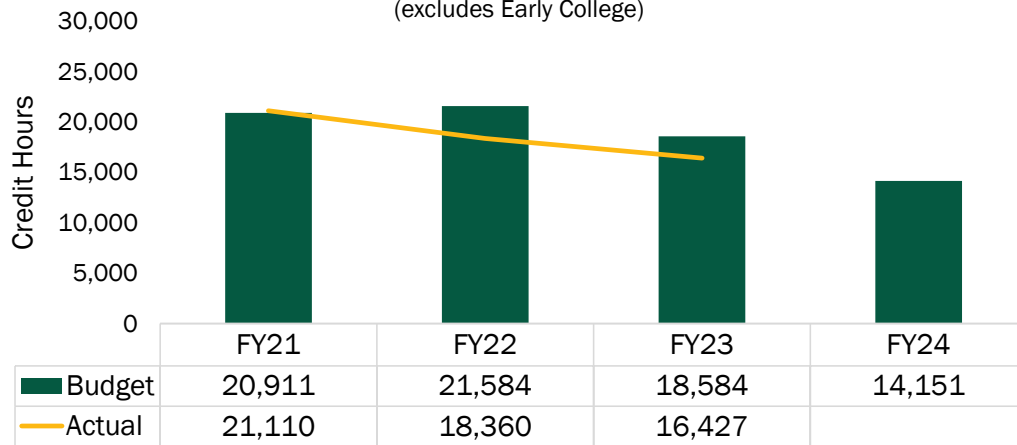




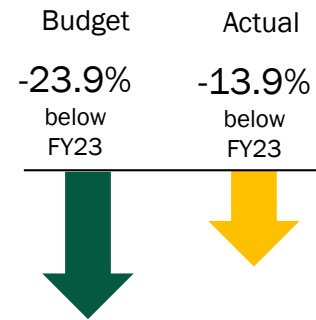
UMFK Enrollment

Total Credit Hour Enrollment

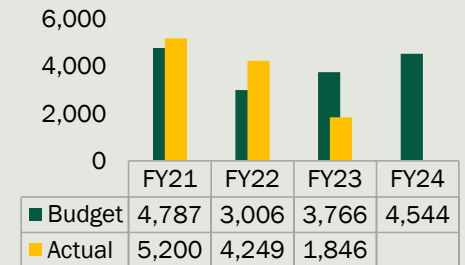
(includes Academic Partnerships)
(excludes Early College)



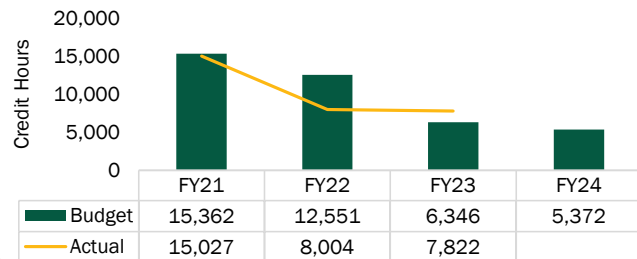
FY24 Enrollment Budget



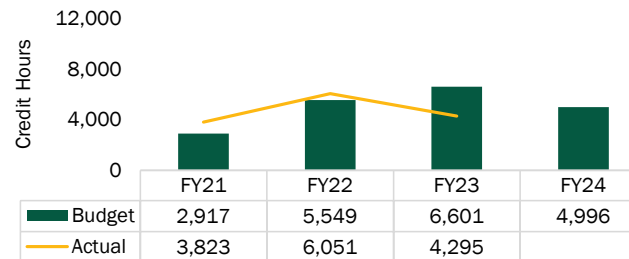
Early College



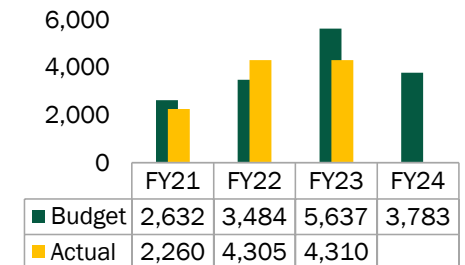
In-State (excludes EC)



Out-of-State



Academic Partnerships

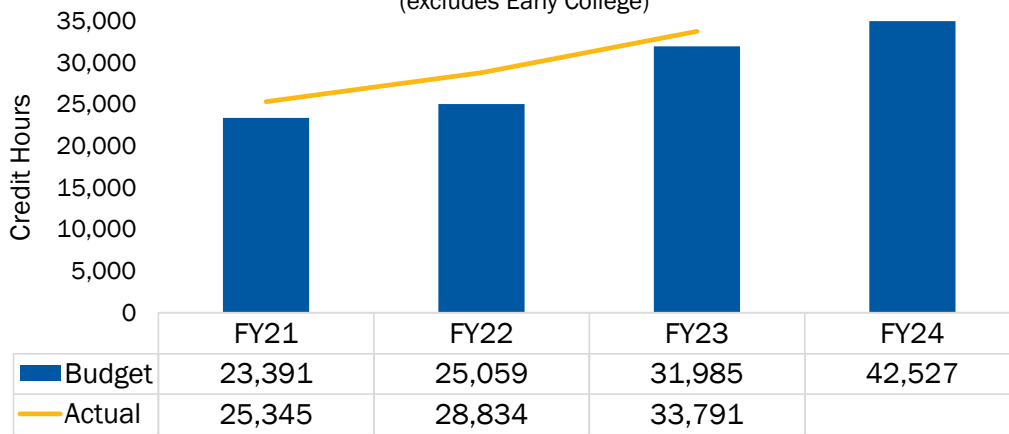




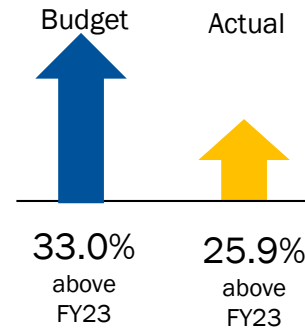
UMPI Enrollment

Total Credit Hour Enrollment

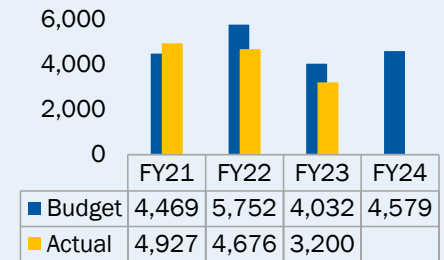
(includes, Academic Partnerships)
(excludes Early College)



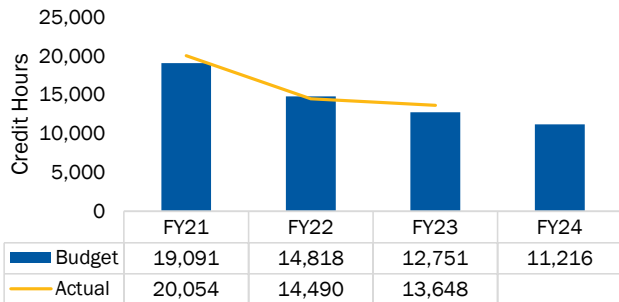
FY24 Enrollment Budget



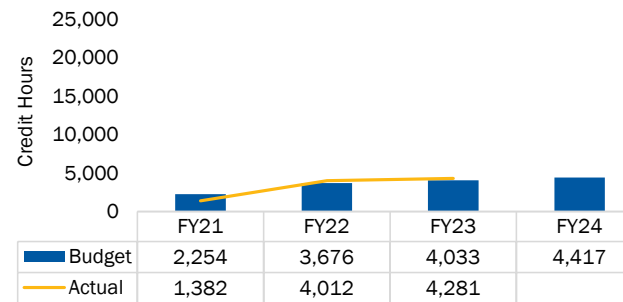
Early College



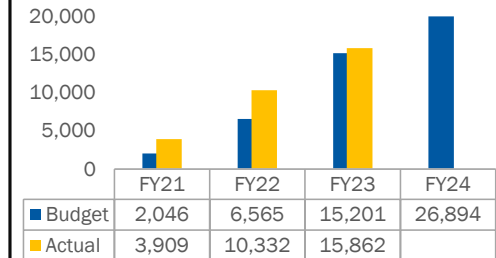
In-State (excludes EC)



Out-of-State



Academic Partnerships

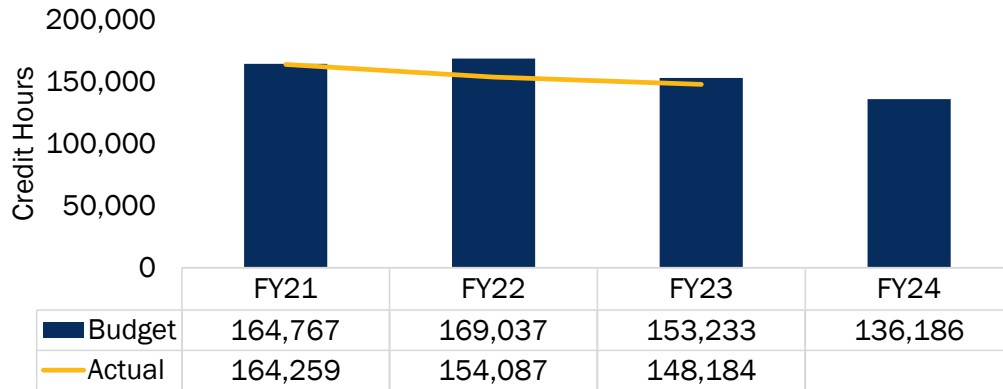




USM Enrollment

Total Credit Hour Enrollment

(includes Academic Partnerships)
(excludes Early College)

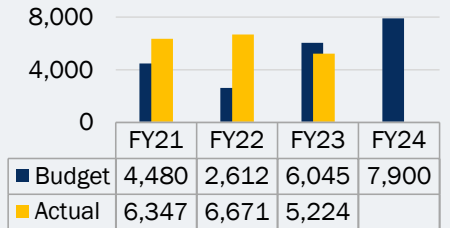


FY24 Enrollment Budget

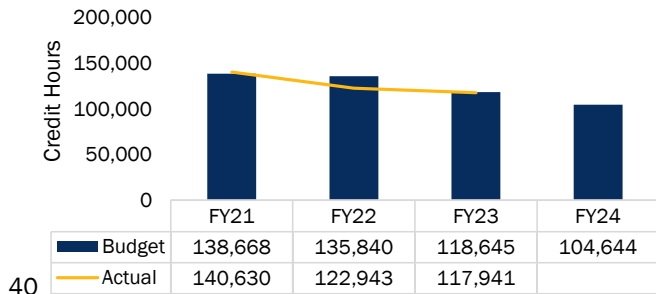
Budget	Actual
-11.1% below FY23	-8.1% below FY23



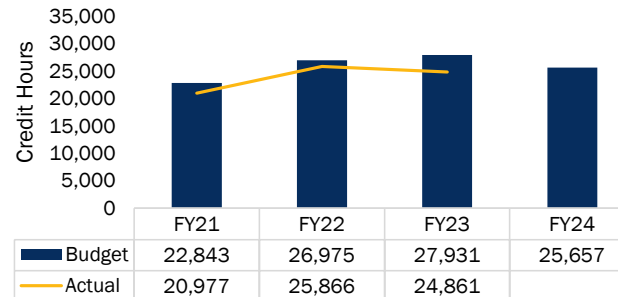
Early College



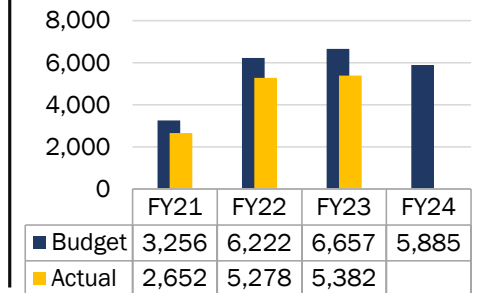
In-State (excludes EC)



Out-of-State



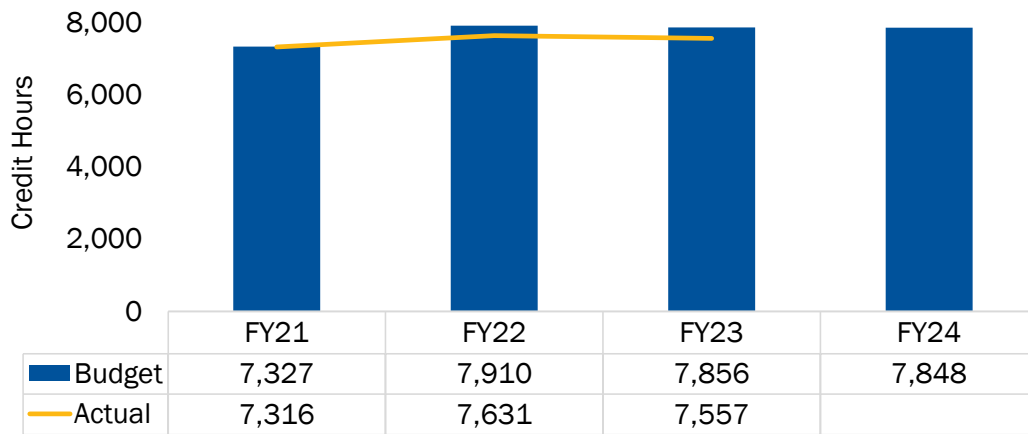
Academic Partnerships



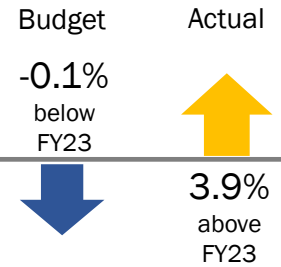


Maine Law Enrollment

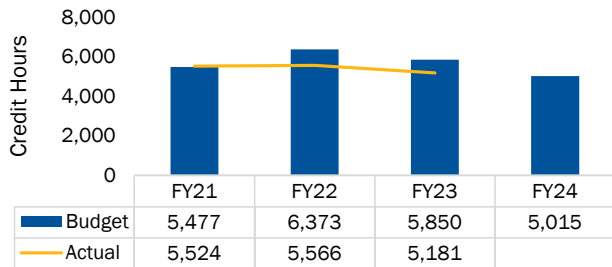
Total Credit Hour Enrollment



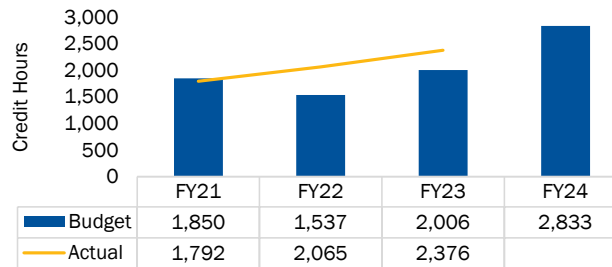
FY24 Enrollment Budget



In-State

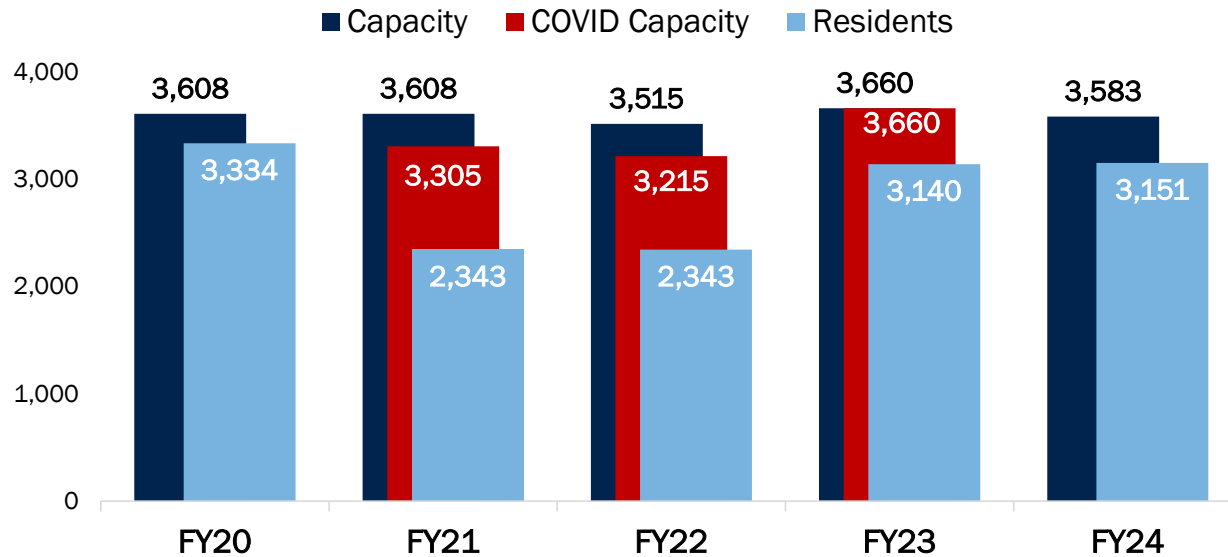


Out-of-State





Residence Hall Occupancy (Annual Average)

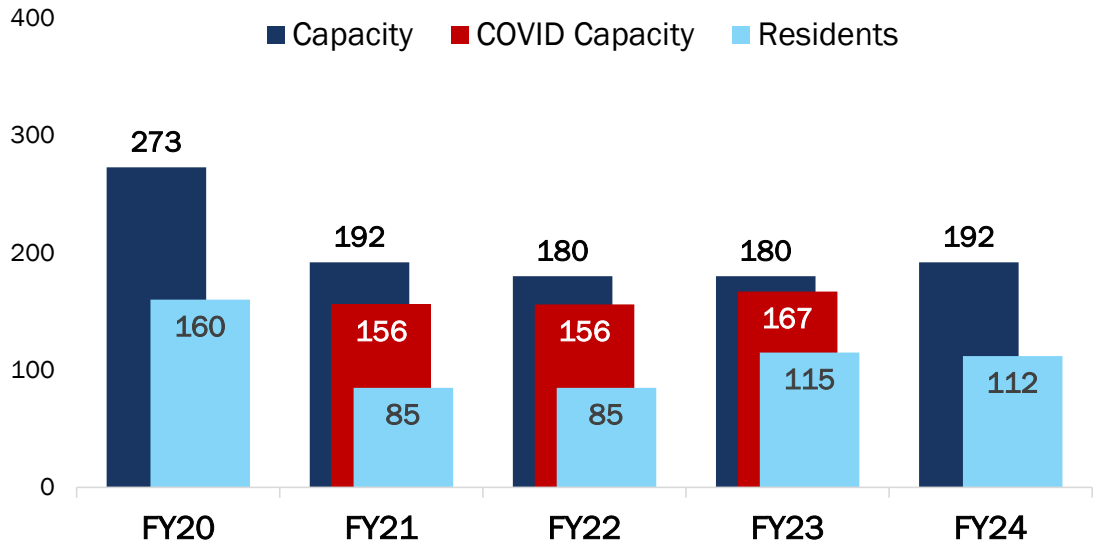


Normal Occupancy	92%	65%	67%	86%	88%
COVID Occupancy		71%	73%	86%	





Residence Hall Occupancy (Annual Average)



Normal Occupancy	59%	44%	47%	64%	58%
COVID Occupancy	-	54%	54%	69%	-

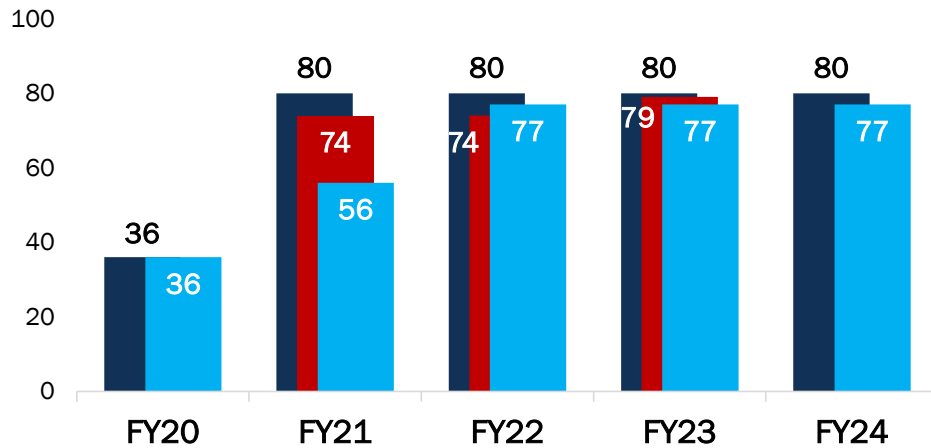




Residence Hall Occupancy (Annual Average)



■ Capacity ■ COVID Capacity ■ Residents

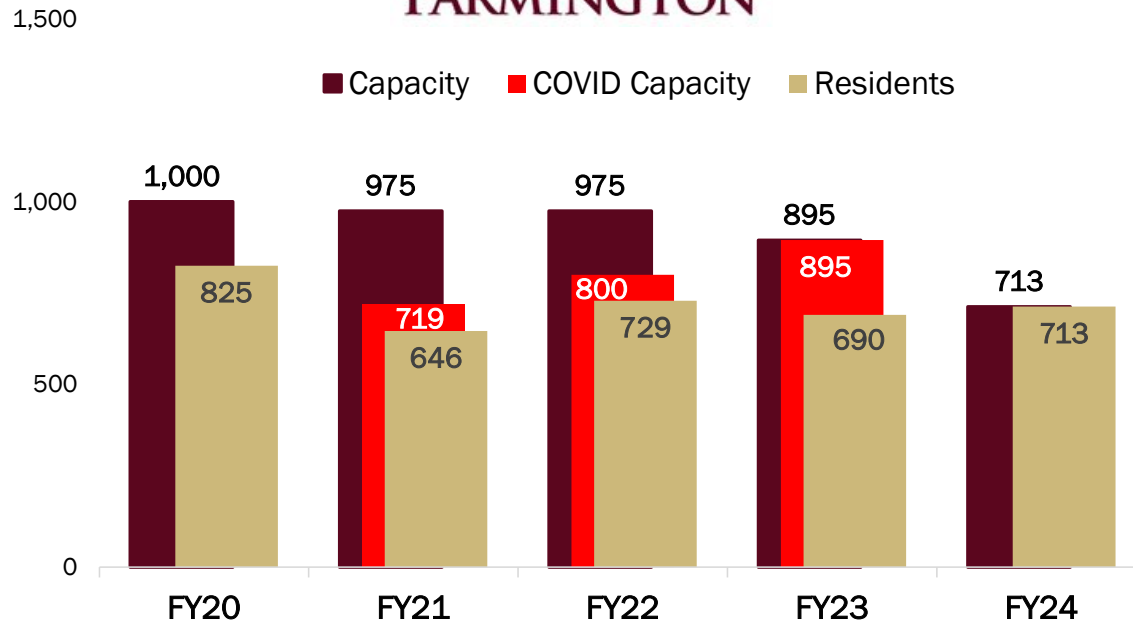


Normal Occupancy	100%	70%	96%	96%	96%
COVID Occupancy	-	76%	104%	97%	-

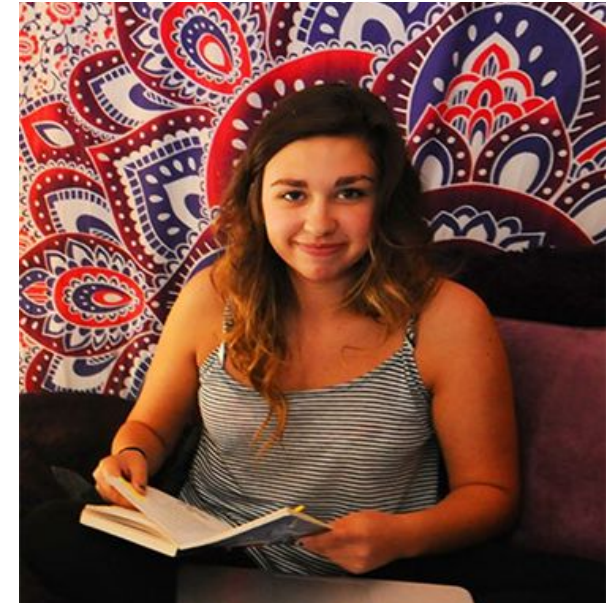




Residence Hall Occupancy (Annual Average)

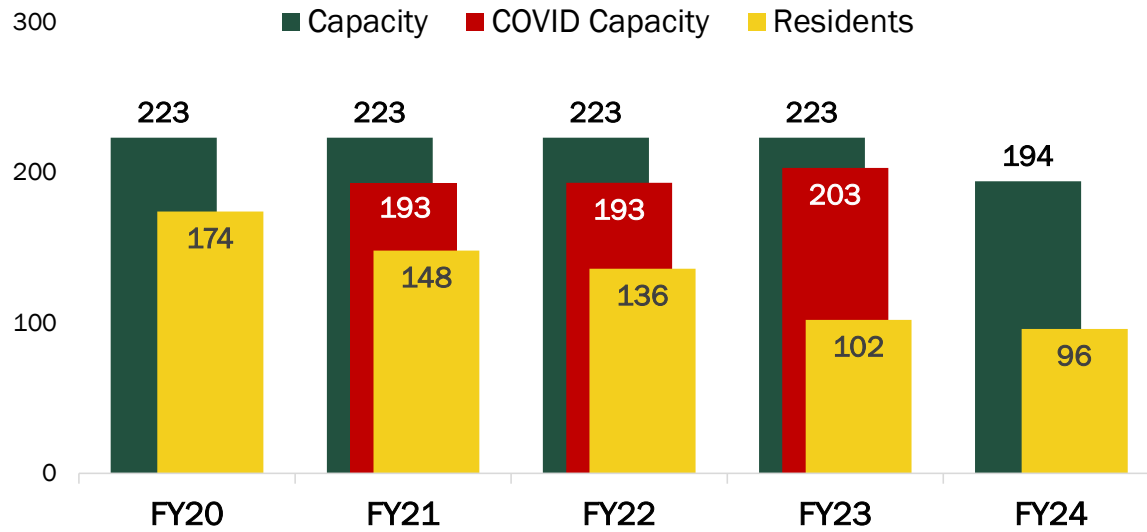


Normal Occupancy	83%	66%	75%	77%	100%
COVID Occupancy	-	90%	91%	77%	-

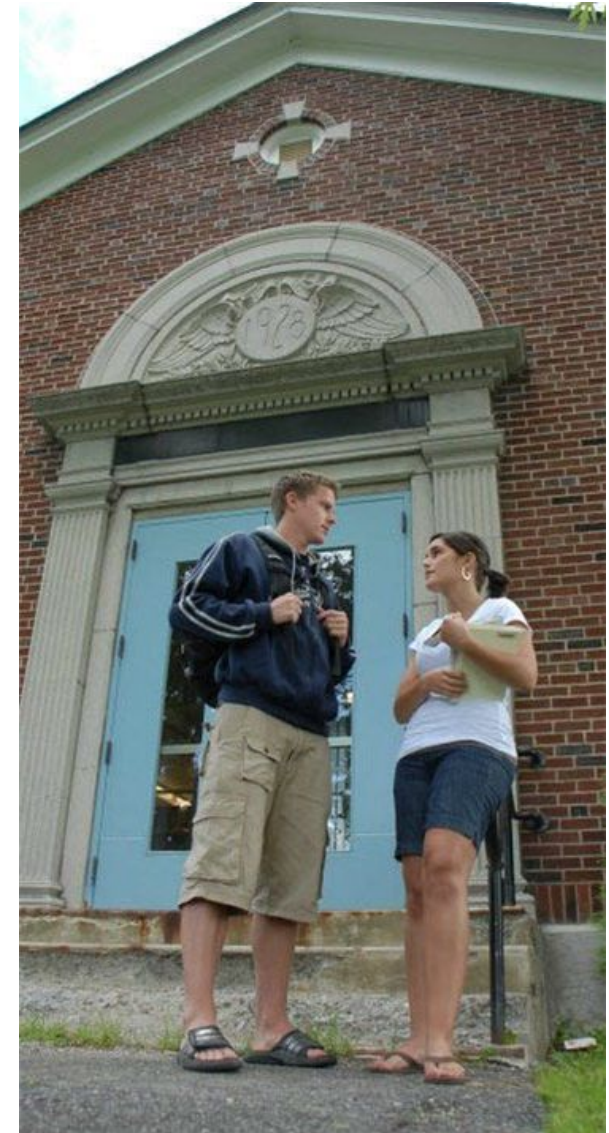




Residence Hall Occupancy (Annual Average)

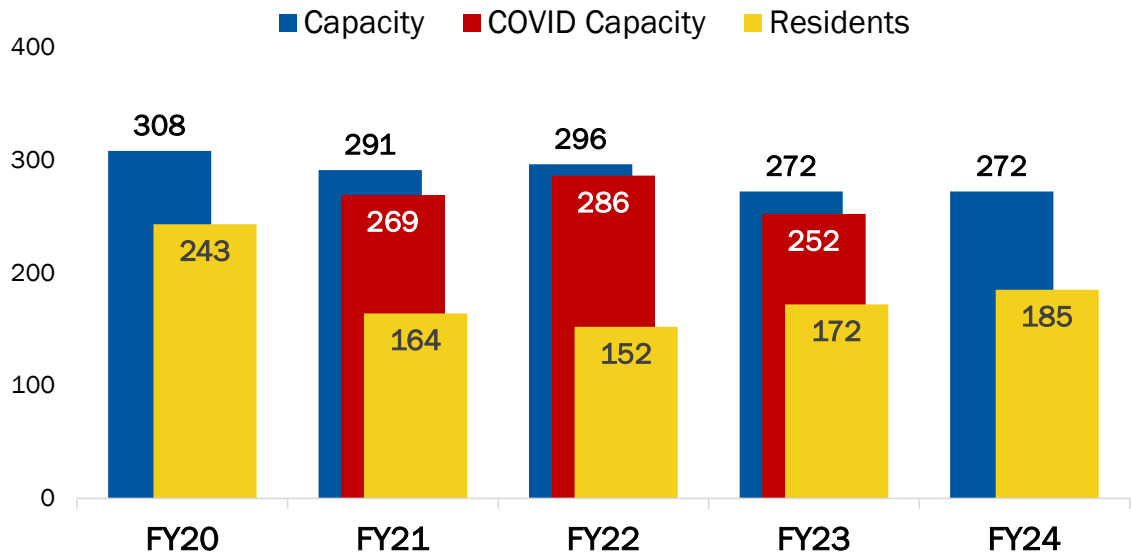


Normal Occupancy	78%	66%	61%	46%	49%
COVID Occupancy	-	77%	70%	50%	-





Residence Hall Occupancy (Annual Average)



Normal Occupancy	79%	56%	51%	63%	68%
COVID Occupancy	-	61%	53%	68%	-

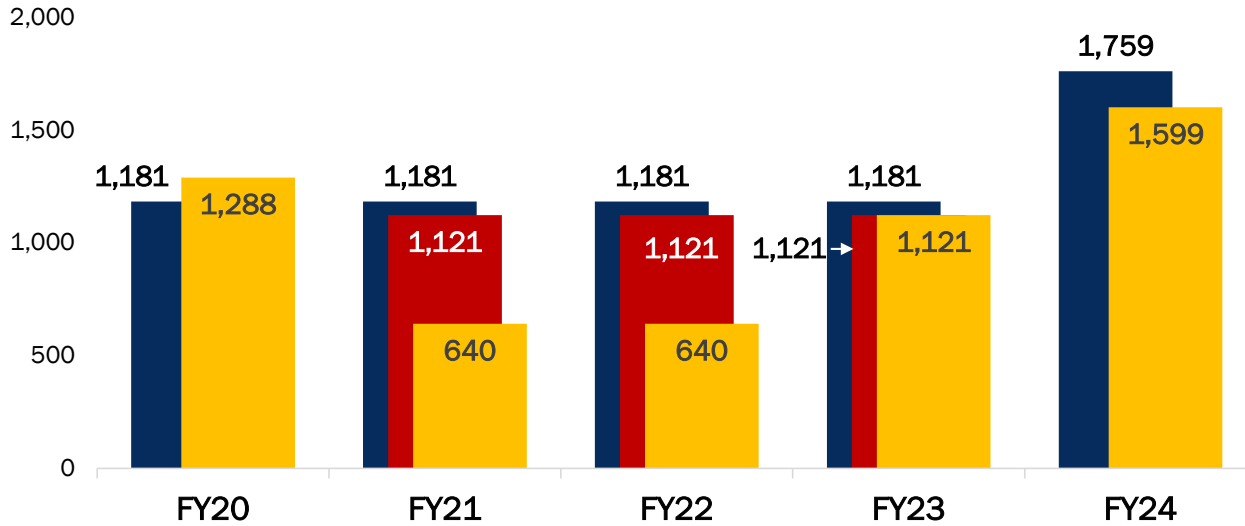




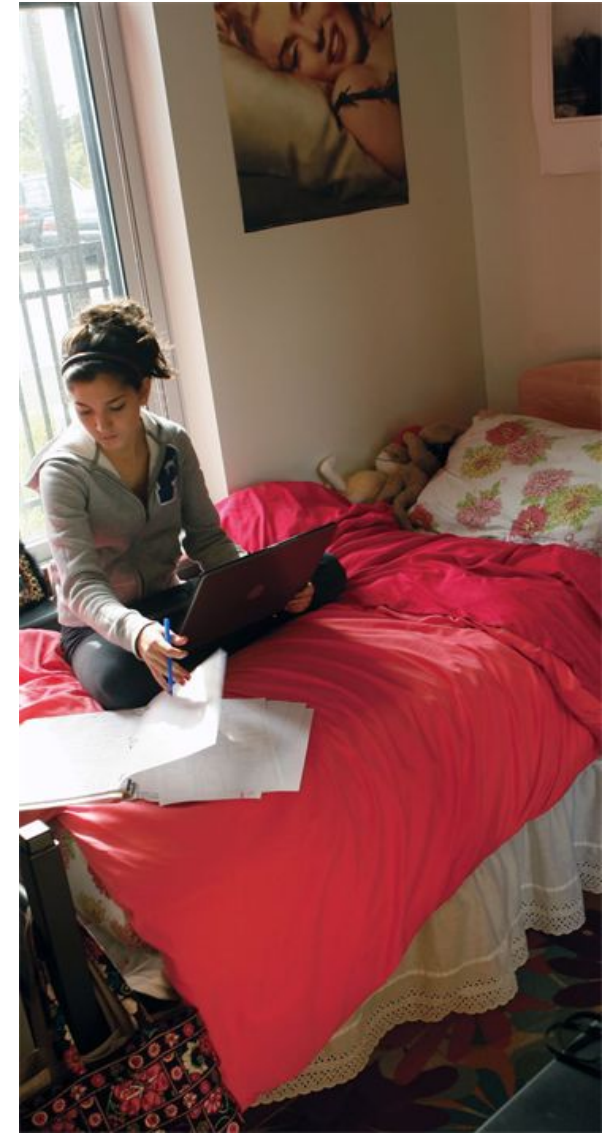
Residence Hall Occupancy (Annual Average)



■ Capacity ■ COVID Capacity ■ Residents



Normal Occupancy	109%	54%	54%	97%	95%
COVID Occupancy		57%	57%	103%	





We will achieve a balanced budget by prioritizing both operating efficiencies and growth opportunities over 3 years.

Efficiencies

Efficiencies (\$M)	FY24	FY25	FY26
Financial aid management and optimization	\$7.5	\$1.3	--
Instructional efficiencies	\$1.0	--	--
Academic program review	--	\$1.0	\$2.0
Administrative efficiencies	\$1.5	\$1.0	\$0.5
Policy improvements	\$1.0	--	--
External funding	\$2.5	\$0.5	--
Research efficiencies	\$1.5	--	--
Physical plant (energy & maintenance)	\$0.3	\$1.0	\$1.0
Annual Opportunity	\$15.3M	\$4.8M	\$3.5M

Cumulative 8.6% reduction

Growth

Growth (\$M)	FY24	FY25	FY26
State appropriations	\$4.5	\$3.9	--
Retention	\$0.3	\$0.5	\$0.8
Fee optimization	\$0.2	\$1.5	--
Academic program review	\$0.3	\$0.3	\$0.5
Indirect cost returns	\$1.0	\$0.4	\$0.4
Non-traditional revenues	\$0.6	\$0.6	\$0.7
New ideas	--	--	\$1.5
Annual Opportunity	\$6.7M	\$7.2M	\$3.9M
Strategic use of reserves	\$6.6M	\$4.7M	\$1.8M

Strategically leverage reserves up to \$13.2M over 3 years.

Auxiliary 2-Year Solution

We are also working to implement a 2-year strategic solution for our auxiliary enterprise.

Opportunity (\$M)	FY24	FY25
Administrative efficiencies (Sodexo)	\$0.5	--
Housing	\$0.3	\$1.0
Bookstore	\$0.3	--
Conference services	\$0.2	\$0.25
Machias housing	--	\$0.5
Total	\$1.3	\$1.75

Strategic use of auxiliary reserves	\$0.5M	--
--	---------------	-----------

Restructuring + Agility = Efficiency & Savings

Cost-Reduction Reorganizations: FY21 – FY23

- Enrollment:
 - Admissions
 - Advising (1 position)
 - Enrollment One-Stop Centers
- Center Staffing (1 position)
- Marketing and Communications (2 positions)
- Student Affairs
- Finance and Administration (2 positions)
- Facilities & Maintenance (3 positions)
- Bookstore Outsourcing (4 positions)

\$750,000+
Annually

Energy Savings

- Chevy Bolt EV purchased for Security
- HVAC Improvements
- Virtual Reality (VR) Aviation – reduces student jet fuel costs
- Strategic use of remote work

\$75,000+
Annually

UMA Centers: Stewards of Place

- Leased buildings
- Reduced summer hours
- Student Support Coordinators (SSCs) essential for the distributed advising model



Structural reorganization: Enhanced student support, improved student experience & staff efficiency

Student Retention Reorganization: Student Affairs, Enrollment Management and Academic Advising departments, in addition to academic intervention work across the institution, have been reorganized to support a new **UMF Student Success Model** with four pillars:

- Advising and Purpose
- Safety and Wellbeing
- Financial Wellness
- Engagement and Belonging

Academic Reorganization and Efficiencies:

- Moved from 9 divisions / chairs to 4 divisions / chairs. This means:
 - More faculty in the classroom
 - Increase interdisciplinary collaboration
- Reduction in the number of faculty reassignments outside of classroom
- Adjunct faculty: reduction starting in Fall 23 based on 4 to 3 credit change
- Increase in average class size from a low of 13:1 to 20:1 planned for Fall 2023
- Dual listing of UG/GR courses
- New undergraduate and graduate certificate programs that will be offered in FY 24 and beyond will be offered in-load.
 - **Anticipated annual savings: ~1M**

Reduction in staff over the past 10 years while expanding services to meet increased demand and compliance obligations, almost exclusively through attrition. Overall: 39 employees or 12.62%.

- Administrators: reduction of 8, or (57.14%)
- Faculty: reduction of 22, or (18.49%)
- Salaried: increase of 4, or 5.06%
- Hourly: reduction of 13, or (13.40%)
- Graduate Assistants: elimination of 5 GA's Student Affairs or 100% of GAs
 - **Cumulative staff savings (FY23 numbers) ~\$5.2M**

Facilities improvements: Efficiency & reduced energy consumption

2016 Installation of Biomass Boiler

- Removed 27 independent boilers and associated oil off the campus and went from 400,000 gallons down to 41,000 gallons
- Provides heating & domestic hot water for 29 buildings
 - **Approximate savings of \$1.4M in 2023 dollars**

2023 ESCO work beginning for energy savings project:

- Adding 2nd biomass boiler; will remove 95% of remaining oil from campus
- LED upgrades
- Heating controls
- Water conservation
- Window replacements
- Insulation / duct sealing / vapor barriers
- Envelope improvements
- HVAC upgrades
 - **Savings: TBD**

Geothermal installed for heating/cooling in:

- Education Center
- Preble/Ricker
- Emery Community Arts Center

Reduction in overall square footage: approximately 20,000 sq'





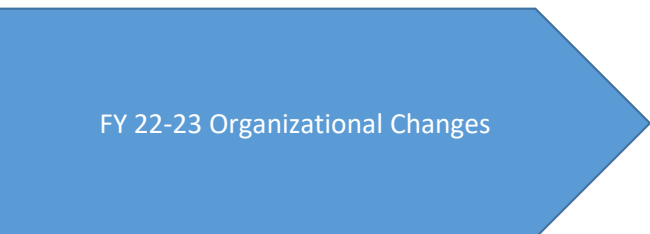
Efficiencies

Restructured Financial Aid Office	\$	26,868	
Streamlined credit card machines & payment options	\$	63,820	
Restructured Business Office	\$	30,780	
Vacancies Held	\$	280,432	
Academic-programs/minors/rotation/capacity	\$	378,733	
Academic-streamline/reduce support staff	\$	57,021	
Multi-Year Space Reduction initiative	\$	250,000	★
Estimated annual total	<u>\$</u>	<u>1,087,654</u>	7.3% of FY23 Total Expense

★ Elimination of \$2,500,000 10-year Asset Reinvestment Need per Gordian

How Did We Lessen the Deficit in Preparation for the FY 24 Budget

Operational Savings: \$ 1,100,000



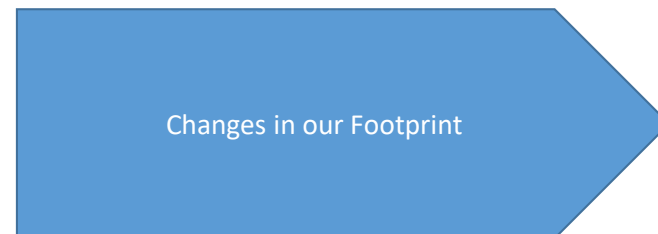
- 8 Faculty Members Retired by 8/31/23
- 5 UMPSA Employees were Released 6/22
- MOU with UM Orono for both Financial Aid and Student Debt Collections 6/22-6/23
- Hired Lead Skilled Trades Technician from Honeywell
- Job Position changes in Multiple Jobs to make up for the change in funded positions
- Removed 24 Course Releases
- Redesigned Organizational Structure
- Identified Change in Athletic and Recreational Oversight
- Began design for International Student Academy
- Negotiating a Split with AP (from 50:50 to 25:75)

Operational Savings: \$550,000



- Locked in #2 Fuel Oil at 2.99/gallon
- Solar field is producing better than predicted
- Renovation planned for Campus Center which will move us away from #2 Fuel Oil (Summer of FY23 and FY24)

Operational Savings: \$300,000



Began the process of having non essential properties appraised for sale or handover by June 30, 2024

- Houlton Higher Education Center
- #9 Mountain Top
- Property on Easton Rd
- Property next to West Gate of Loring AFB
- Skyway Hall (STR)

EXPECT the **UNEXPECTED**

UNIVERSITY of MAINE at PRESQUE ISLE

Increased Efficiencies

- Continued leveraging of donor scholarships to offset merit aid
 - Merit-Aid Task Force charged with ensuring priority use of philanthropic funds
 - \$1.6 million reduction from E&G
- Departmental review of individual budgets and made cuts
 - 3% non-compensation cuts resulting in \$871,000 from E&G
- Delayed previously planned position investments and efficient utilization of Part-Time faculty reducing E&G by \$500,000
- Position Review Committee evaluation of all compensation expenditures
 - Forwards recommendations to President for approval
 - Expect an additional \$750,000 in E&G savings
- Increased collaboration among revenue-driving operations resulting in an expected \$1.16 million in additional revenue
- Energy Conservation Measures in HVAC, lighting, and water conservation in Anderson & Bailey Hall resulting in about \$25,000 in savings.



Efficiencies



Admissions

- Contract with Yellow Arrows Enrollment Management at \$40K annual cost; thus, eliminating the need for an assistant director and data/enrollment manager estimated at \$80K salary plus fringe: \$120K.
Estimated Savings \$80K
- Admissions Fellows to assist with recruitment, tours and student panel discussions.

Est Savings is \$10k

Ongoing est.Savings \$90,000 / annually



Academics

- Created a VAP position (Visiting Associate Faculty) who teaches core writing course
- Recruit entry level faculty less expensive.
- New 2L Required course will streamline elective curriculum offerings and reduce adjunct faculty lines

Ongoing est. Savings \$60,000 annually



Facilities

- HVAC Improvements.
Est Contractor Savings \$150K year 1
Ongoing electricity savings \$25K
- Rent event space and conference rooms to the public, and host Maine Law signature events onsite with decrease need for rental space.

Est Revenue: \$5K+

Est. new one-time savings: \$150K
Ongoing savings: \$25K savings and Revenue \$30,000 in FY24



Library

- Thorough review of all annual online subscriptions and books acquisitions. Converted several book collections into digital collections.
- Reduced total acquisition budget by 33%:
- \$200,000 between 2020 and 2022. (&600K reduced to \$400K annually.)

Ongoing savings of \$200,000 annually



Operations

- Combined Communications & Website position
- Facilities maintenance service agreements
- Security Contract with Securitas
- Continue to outsource Fin Aid packaging and health services/ counseling to USM or UM

Est. Savings \$450,000 annually

Board of Trustees Meeting - Presentations

UMS TOTAL
E&G

4/17/23

	FY19 ACTUALS	FY20 ACTUALS	FY21 ACTUALS	FY22 ACTUALS	FY23 BASE	FY24 BASE	BUDGET CHANGE	
Revenues								
Tuition & Fee Revenue	\$ 312,243,463	\$ 319,016,811	\$ 320,493,985	\$ 327,578,994	\$ 318,145,781	\$ 330,779,971	\$ 12,634,190	4.0%
Dining Revenue	1,915	(739)	-	(225)	-	-	-	-%
Residence Revenue	10,228	9,874	18,269	26,668	-	-	-	-%
Tuition Waivers/Scholarships	(87,682,269)	(95,303,121)	(94,455,131)	(97,987,130)	(95,075,014)	(86,016,987)	9,058,027	-9.5%
Net Student Charges Revenue	224,573,338	223,722,825	226,057,124	229,618,306	223,070,767	244,762,984	21,692,217	9.7%
State Appropriation	188,920,534	197,899,372	195,862,398	205,554,730	220,005,476	229,548,631	9,543,155	4.3%
HEERF Relief - Lost Revenue	-	-	2,355,278	5,040,979	621,138	-	(621,138)	-100.0%
Indirect Cost Recovery	13,595,333	14,680,200	17,318,633	23,517,394	23,914,043	25,808,985	1,894,942	7.9%
Investment Income/Gifts	11,694,013	9,278,280	23,300,855	(12,697,487)	4,129,394	3,547,173	(582,221)	-14.1%
Sales/Services/Auxiliary	23,086,426	19,101,027	9,704,929	16,943,969	21,017,267	19,459,709	(1,557,558)	-7.4%
Total Revenue	461,869,643	464,681,704	474,599,216	467,977,892	492,758,085	523,127,482	30,369,397	6.2%
Expenses								
Salaries & Wages	\$231,607,838	\$238,280,079	\$239,210,825	\$255,688,879	\$271,665,987	\$280,505,545	\$8,839,558	3.3%
Attrition (Salary Only)	-	-	-	-	(4,614,367)	(7,958,481)	(3,344,114)	72.5%
Employee Benefits Including Attrition	104,223,963	107,409,277	106,523,979	117,935,231	120,191,676	121,255,369	1,063,693	0.9%
Pandemic Pay	-	1,487,858	958,765	332,923	-	-	-	-%
Personnel	335,831,801	347,177,214	346,693,569	373,957,032	387,243,296	393,802,433	6,559,137	1.7%
Other Expenses & Transfers:								
Fuel & Electricity	14,299,233	12,492,563	10,759,362	12,776,897	15,310,076	20,480,482	5,170,406	33.8%
Supplies & Services	34,300,921	33,987,849	32,483,997	39,213,084	36,799,533	40,140,365	3,340,832	9.1%
Shared Services	(4,115)	(4,838)	-	(42,015)	(334,985)	(248,418)	86,567	-25.8%
Travel	8,080,413	5,587,554	1,619,620	5,444,148	6,608,374	7,055,192	446,818	6.8%
Memberships, Contributions & Sponsorships	1,437,786	1,098,283	993,028	1,145,619	1,183,341	1,191,706	8,365	0.7%
Maintenance & Alterations	12,744,534	12,062,682	10,688,280	12,362,690	10,504,749	12,149,610	1,644,861	15.7%
Interest	1,711,106	1,532,721	1,397,968	1,239,691	1,856,663	2,079,683	223,020	12.0%
Depreciation	33,121,470	32,866,002	32,645,730	32,113,885	34,015,099	36,970,312	2,955,213	8.7%
Other Expenses	9,250,680	10,248,508	8,871,992	6,888,535	9,417,963	10,663,122	1,245,159	13.2%
Unassigned Budget	5,005	5,334	1,599	13,130	332,496	928,146	595,650	179.1%
Transfers to/(from) MAFES/CES	13,486,075	13,235,197	13,204,062	13,501,367	12,296,955	12,830,893	533,938	4.3%
Transfers to/(from) MEIF	6,454,248	6,791,612	6,903,424	7,276,249	5,789,708	5,650,262	(139,446)	-2.4%
Transfers - Other	(1,198,345)	(8,581,252)	(2,847,665)	(918,297)	6,598,200	2,505,211	(4,092,989)	-62.0%
Total Other Expenses & Transfers	135,120,193	109,225,931	58,025,543	130,106,434	140,378,172	152,396,566	12,018,394	8.6%
Total Operating Expenses & Transfers	470,951,994	456,403,145	404,719,111	504,063,466	527,621,468	546,198,999	18,577,531	3.5%
Operating Increase (Decrease)	\$ (9,082,351)	\$ 8,278,559	\$ 69,880,105	\$ (36,085,575)	\$ (34,863,383)	\$ (23,071,517)	\$ 11,791,866	-33.8%
Modified Cash Flow								
Operating Increase (Decrease)	\$ (9,082,351)	\$ 8,278,559	\$ 69,880,105	\$ (36,085,575)	\$ (34,863,383)	\$ (23,071,517)	\$ 11,791,866	-33.8%
Add Back Depreciation	33,121,470	32,866,002	32,645,730	32,113,885	34,015,099	36,970,312	2,955,213	8.7%
Less Capital Expenditures	(7,817,931)	(8,557,236)	(7,598,373)	(10,498,766)	(13,717,313)	(14,501,205)	(783,892)	5.7%
Less Capital Reserve Funding	(6,767,182)	-	(3,269,961)	(1,313,141)	(3,011,611)	(2,227,013)	784,598	-26.1%
Less Debt Service Principal	(4,215,513)	(4,168,229)	(4,145,907)	(4,261,884)	(5,523,276)	(6,565,495)	(1,042,219)	18.9%
Net Change Before Other Adjustments & Transfers	5,238,494	28,419,096	87,511,595	(20,045,481)	(23,100,484)	(9,394,918)	13,705,566	
Transfer from/(to) Administrative Savings Rsrv	(2,638,839)	(2,530,716)	(1,476,516)	(1,647,974)	-	340,000	340,000	
Transfer from/(to) Budget Stabilization	202,546	860,760	1,554,497	4,828,321	4,942,122	500,000	(4,442,122)	
Net Change Subtotal	2,802,201	26,749,140	87,589,575	(16,865,134)	(18,158,362)	(8,554,918)	9,603,444	
Other Strategic Transfers from/(to) Reserves	3,959,603	(11,752,808)	(60,807,382)	993,679	17,962,097	8,394,442	(9,567,655)	
Net Change in Cash & Reserve Transfers	\$ 6,761,804	\$ 14,996,332	\$ 26,782,193	\$ (15,871,456)	\$ (196,265)	\$ (160,476)	\$ 35,789	

Board of Trustees Meeting - Presentations

UMS TOTAL

4/17/2023

Auxiliary

	<u>FY19 ACTUALS</u>	<u>FY20 ACTUALS</u>	<u>FY21 ACTUALS</u>	<u>FY22 ACTUALS</u>	<u>FY23 BASE</u>	<u>FY24 BASE</u>	<u>BUDGET CHANGE</u>	
<u>Revenues</u>								
Tuition & Fee Revenue	\$ 1,130,062	\$ 1,053,562	\$ 119,026	\$ (1,499)	\$ -	\$ 1,000,000	\$ 1,000,000	-%
Dining Revenue	31,051,752	25,360,470	22,610,415	30,109,667	31,740,725	30,523,414	(1,217,311)	-3.8%
Residence Revenue	34,420,322	34,334,542	22,348,348	35,024,145	36,346,441	44,315,611	7,969,170	21.9%
Tuition Waivers/Scholarships	(2,333,667)	(2,268,624)	(2,325,278)	(2,815,809)	(2,387,714)	(2,767,115)	(379,401)	15.9%
Net Student Charges Revenue	64,268,469	58,479,949	42,752,511	62,316,504	65,699,452	73,071,910	7,372,458	11.2%
State Appropriation	-	-	-	-	-	-	-	-%
HEERF Relief - Lost Revenue	-	-	19,121,509	8,783,411	232,746	-	(232,746)	-100.0%
Indirect Cost Recovery	-	-	-	-	-	-	-	-%
Investment Income/Gifts	-	-	-	-	-	-	-	-%
Sales/Services/Auxiliary	16,744,889	14,242,832	11,338,900	10,835,436	11,233,853	10,371,797	(862,056)	-7.7%
Total Revenue	81,013,358	72,722,781	73,212,919	81,935,352	77,166,051	83,443,707	6,277,656	8.1%
<u>Expenses</u>								
Salaries & Wages	\$15,628,775	\$14,570,859	\$14,557,456	\$16,355,249	\$17,050,450	\$10,695,337	(\$6,355,113)	-37.3%
Attrition (Salary Only)	-	-	-	-	(595,624)	(195,624)	400,000	-67.2%
Employee Benefits Including Attrition	6,903,775	6,472,576	6,736,377	6,958,839	7,618,586	4,986,995	(2,631,591)	-34.5%
Pandemic Pay	-	826,714	458,435	61,617	-	-	-	-%
Personnel	22,532,550	21,870,149	21,752,267	23,375,704	24,073,412	15,486,708	(8,586,704)	-35.7%
Other Expenses & Transfers:								
Fuel & Electricity	6,263,138	5,538,221	4,998,012	6,241,140	5,736,125	6,822,396	1,086,271	18.9%
Supplies & Services	23,885,188	20,935,335	17,048,401	22,072,921	22,505,571	31,124,095	8,618,524	38.3%
Shared Services	-	-	-	42,109	67,854	67,854	-	0.0%
Travel	190,582	173,049	25,833	111,178	52,080	66,309	14,229	27.3%
Memberships, Contributions & Sponsorships	21,257	13,295	10,540	15,835	16,727	12,387	(4,340)	-25.9%
Maintenance & Alterations	4,862,301	3,926,960	3,911,811	3,812,368	4,266,842	4,320,243	53,401	1.3%
Interest	3,700,111	3,466,453	3,198,906	2,967,308	2,107,013	6,622,835	4,515,822	214.3%
Depreciation	5,991,956	6,320,307	6,539,651	6,522,411	6,053,495	6,863,456	809,961	13.4%
Other Expenses	7,011,851	8,289,874	7,006,640	8,751,203	8,168,256	7,065,272	(1,102,984)	-13.5%
Unassigned Budget	-	-	-	-	13,740	118,197	104,457	760.2%
Transfers to/(from) MAFES/CES	-	-	-	-	-	-	-	-%
Transfers to/(from) MEIF	-	-	-	-	-	-	-	-%
Transfers - Other	3,105,712	7,722,126	6,207,977	4,141,551	5,827,622	5,004,144	(823,478)	-14.1%
Total Other Expenses & Transfers	55,032,098	56,385,619	48,947,771	54,678,023	54,815,325	68,087,188	13,271,863	24.2%
Total Operating Expenses & Transfers	77,564,648	78,255,768	70,700,038	78,053,728	78,888,737	83,573,896	4,685,159	5.9%
Operating Increase (Decrease)	\$ 3,448,710	\$ (5,532,987)	\$ 2,512,881	\$ 3,881,624	\$ (1,722,686)	\$ (130,189)	\$ 1,592,497	-92.4%
<u>Modified Cash Flow</u>								
Operating Increase (Decrease)	\$ 3,448,710	\$ (5,532,987)	\$ 2,512,881	\$ 3,881,624	\$ (1,722,686)	\$ (130,189)	\$ 1,592,497	-92.4%
Add Back Depreciation	5,991,956	6,320,307	6,539,651	6,522,411	6,053,495	6,863,456	809,961	13.4%
Less Capital Expenditures	(3,079,073)	(1,007,950)	(532,225)	(2,872,189)	(2,796,488)	(2,685,245)	111,243	-4.0%
Less Capital Reserve Funding	(519,100)	-	-	(680,094)	(876,459)	(3,982)	872,477	-99.5%
Less Debt Service Principal	(5,450,898)	(5,901,036)	(5,221,483)	(5,250,107)	(4,591,696)	(5,539,316)	(947,620)	20.6%
Net Change Before Other Adjustments & Transfers	391,596	(6,121,666)	3,298,825	1,601,645	(3,933,834)	(1,495,276)	2,438,558	
Transfer from/(to) Administrative Savings Rsrv	-	-	-	-	-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-	226,104	1,571,227	260,379	(1,310,848)	
Net Change Subtotal	391,596	(6,121,666)	3,298,825	1,827,749	(2,362,607)	(1,234,897)	1,127,710	
Other Strategic Transfers from/(to) Reserves	-	(150,000)	(1,999,737)	584,801	1,921,075	1,395,373	(525,702)	
Net Change in Cash & Reserve Transfers	\$ 391,596	\$ (6,271,666)	\$ 1,299,087	\$ 2,412,549	\$ (441,532)	\$ 160,476	\$ 602,008	

Board of Trustees Meeting - Presentations

UMS TOTAL
E&G and Auxiliary

4/17/2023

	<u>FY19 ACTUALS</u>	<u>FY20 ACTUALS</u>	<u>FY21 ACTUALS</u>	<u>FY22 ACTUALS</u>	<u>FY23 BASE</u>	<u>FY24 BASE</u>	<u>BUDGET CHANGE</u>	
Revenues								
Tuition & Fee Revenue	\$ 313,373,526	\$ 320,070,373	\$ 320,613,011	\$ 327,577,495	\$ 318,145,781	\$ 331,779,971	\$ 13,634,190	4.3%
Dining Revenue	31,053,667	25,359,731	22,610,415	30,109,442	31,740,725	30,523,414	(1,217,311)	-3.8%
Residence Revenue	34,430,550	34,344,416	22,366,617	35,050,813	36,346,441	44,315,611	7,969,170	21.9%
Tuition Waivers/Scholarships	(90,015,936)	(97,571,746)	(96,780,409)	(100,802,939)	(97,462,728)	(88,784,102)	8,678,626	-8.9%
Net Student Charges Revenue	288,841,807	282,202,774	268,809,634	291,934,810	288,770,219	317,834,894	29,064,675	10.1%
State Appropriation	188,920,534	197,899,372	195,862,398	205,554,730	220,005,476	229,548,631	9,543,155	4.3%
HEERF Relief - Lost Revenue	-	-	21,476,787	13,824,390	853,884	-	(853,884)	-100.0%
Indirect Cost Recovery	13,595,333	14,680,200	17,318,633	23,517,394	23,914,043	25,808,985	1,894,942	7.9%
Investment Income/Gifts	11,694,013	9,278,280	23,300,855	(12,697,487)	4,129,394	3,547,173	(582,221)	-14.1%
Sales/Services/Auxiliary	39,831,314	33,343,859	21,043,829	27,779,406	32,251,120	29,831,506	(2,419,614)	-7.5%
Total Revenue	542,883,001	537,404,485	547,812,136	549,913,243	569,924,136	606,571,189	36,647,053	6.4%
Expenses								
Salaries & Wages	\$247,236,613	\$252,850,938	\$253,768,281	\$272,044,128	\$288,716,437	\$291,200,882	\$2,484,445	0.9%
Attrition (Salary Only)	-	-	-	-	(5,209,991)	(8,154,105)	(2,944,114)	56.5%
Employee Benefits Including Attrition	111,127,738	113,881,853	113,260,355	124,894,069	127,810,262	126,242,364	(1,567,898)	-1.2%
Pandemic Pay	-	2,314,572	1,417,200	394,539	-	-	-	-%
Personnel	358,364,350	369,047,363	368,445,836	397,332,737	411,316,708	409,289,141	(2,027,567)	-0.5%
Other Expenses & Transfers:								
Fuel & Electricity	20,562,372	18,030,785	15,757,374	19,018,037	21,046,201	27,302,878	6,256,677	29.7%
Supplies & Services	58,186,110	54,923,184	49,532,398	61,286,005	59,305,104	71,264,460	11,959,356	20.2%
Shared Services	(4,115)	(4,838)	-	95	(267,131)	(180,564)	86,567	-32.4%
Travel	8,270,996	5,760,603	1,645,453	5,555,326	6,660,454	7,121,501	461,047	6.9%
Memberships, Contributions & Sponsorships	1,459,043	1,111,577	1,003,567	1,161,454	1,200,068	1,204,093	4,025	0.3%
Maintenance & Alterations	17,606,835	15,989,642	14,600,091	16,175,058	14,771,591	16,469,853	1,698,262	11.5%
Interest	5,411,217	4,999,173	4,596,874	4,206,999	3,963,676	8,702,518	4,738,842	119.6%
Depreciation	39,113,426	39,186,310	39,185,382	38,636,296	40,068,594	43,833,768	3,765,174	9.4%
Other Expenses	16,262,532	18,538,382	15,878,632	15,639,738	17,586,219	17,728,394	142,175	0.8%
Unassigned Budget	5,005	5,334	1,599	13,130	346,236	1,046,343	700,107	202.2%
Transfers to/(from) MAFES/CES	13,486,075	13,235,197	13,204,062	13,501,367	12,296,955	12,830,893	533,938	4.3%
Transfers to/(from) MEIF	6,454,248	6,791,612	6,903,424	7,276,249	5,789,708	5,650,262	(139,446)	-2.4%
Transfers - Other	1,907,367	(859,126)	3,360,312	3,223,254	12,425,822	7,509,355	(4,916,467)	-39.6%
Total Other Expenses & Transfers	190,152,291	165,611,551	106,973,313	184,784,457	195,193,497	220,483,754	25,290,257	13.0%
Total Operating Expenses & Transfers	548,516,641	534,658,914	475,419,149	582,117,194	606,510,205	629,772,895	23,262,690	3.8%
Operating Increase (Decrease)	\$ (5,633,641)	\$ 2,745,571	\$ 72,392,986	\$ (32,203,951)	\$ (36,586,069)	\$ (23,201,706)	\$ 13,384,363	-36.6%
Modified Cash Flow								
Operating Increase (Decrease)	\$ (5,633,641)	\$ 2,745,571	\$ 72,392,986	\$ (32,203,951)	\$ (36,586,069)	\$ (23,201,706)	\$ 13,384,363	-36.6%
Add Back Depreciation	39,113,426	39,186,310	39,185,382	38,636,296	40,068,594	43,833,768	3,765,174	9.4%
Less Capital Expenditures	(10,897,004)	(9,565,186)	(8,130,598)	(13,370,956)	(16,513,801)	(17,186,450)	(672,649)	4.1%
Less Capital Reserve Funding	(7,286,282)	-	(3,269,961)	(1,993,235)	(3,888,070)	(2,230,995)	1,657,075	-42.6%
Less Debt Service Principal	(9,666,410)	(10,069,265)	(9,367,390)	(9,511,991)	(10,114,972)	(12,104,811)	(1,989,839)	19.7%
Net Change Before Other Adjustments & Transfers	5,630,090	22,297,430	90,810,419	(18,443,836)	(27,034,318)	(10,890,194)	16,144,124	
Transfer from/(to) Administrative Savings Rsrv	(2,638,839)	(2,530,716)	(1,476,516)	(1,647,974)	-	340,000	340,000	
Transfer from/(to) Budget Stabilization	202,546	860,760	1,554,497	5,054,425	6,513,349	760,379	(5,752,970)	
Net Change Subtotal	3,193,797	20,627,473	90,888,400	(15,037,386)	(20,520,969)	(9,789,815)	10,731,154	
Other Strategic Transfers from/(to) Reserves	3,959,603	(11,902,808)	(62,807,120)	1,578,479	19,883,172	9,789,815	(10,093,357)	
Net Change in Cash & Reserve Transfers	\$ 7,153,400	\$ 8,724,666	\$ 28,081,280	\$ (13,458,906)	\$ (637,797)	\$ -	\$ 637,797	

Board of Trustees Meeting - Presentations

University of Maine

4/17/2023

E&G

	<u>FY19 ACTUALS</u>	<u>FY20 ACTUALS</u>	<u>FY21 ACTUALS</u>	<u>FY22 ACTUALS</u>	<u>FY23 BASE</u>	<u>FY24 BASE</u>	<u>BUDGET CHANGE</u>	
Revenues								
Tuition & Fee Revenue	\$ 176,767,390	\$ 180,746,515	\$ 185,403,489	\$ 195,359,309	\$ 186,008,265	\$ 188,572,054	\$ 2,563,789	1.4%
Dining Revenue	1,915	-	-	-	-	-	-	-%
Residence Revenue	-	-	-	-	-	-	-	-%
Tuition Waivers/Scholarships	(57,039,355)	(63,005,894)	(65,208,415)	(68,720,947)	(67,610,550)	(59,953,309)	7,657,241	-11.3%
Net Student Charges Revenue	119,729,950	117,740,622	120,195,073	126,638,362	118,397,715	128,618,745	10,221,030	8.6%
State Appropriation	88,797,945	89,437,962	89,426,672	90,449,439	95,967,855	100,544,640	4,576,785	4.8%
HEERF Relief - Lost Revenue	-	-	-	-	-	-	-	-%
Indirect Cost Recovery	9,691,701	10,612,907	12,830,865	18,532,602	19,600,000	20,993,600	1,393,600	7.1%
Investment Income/Gifts	937,325	940,988	1,017,145	1,054,009	1,047,926	1,107,708	59,782	5.7%
Sales/Services/Auxiliary	15,997,205	12,907,520	6,476,932	12,365,054	14,249,008	11,803,965	(2,445,043)	-17.2%
Total Revenue	235,154,126	231,639,998	229,946,688	249,039,466	249,262,504	263,068,658	13,806,154	5.5%
Expenses								
Salaries & Wages	\$101,956,763	\$104,606,403	\$103,351,414	\$111,676,231	\$120,653,924	\$125,134,893	\$4,480,969	3.7%
Attrition (Salary Only)	-	-	-	-	-	(2,560,837)	(2,560,837)	-%
Employee Benefits Including Attrition	45,054,818	46,118,983	45,072,979	50,732,811	54,036,102	53,373,652	(662,450)	-1.2%
Pandemic Pay	-	778,489	616,718	197,823	-	-	-	-%
Personnel	147,011,581	151,503,874	149,041,111	162,606,865	174,690,026	175,947,708	1,257,682	0.7%
Other Expenses & Transfers:								
Fuel & Electricity	9,371,646	8,096,226	7,126,760	8,178,022	9,826,421	13,960,308	4,133,887	42.1%
Supplies & Services	18,417,971	17,351,210	15,245,719	19,290,235	15,604,840	18,757,685	3,152,845	20.2%
Shared Services	19,923,395	20,573,372	21,358,771	21,892,237	22,916,095	23,577,560	661,465	2.9%
Travel	4,395,917	3,002,271	1,120,702	3,231,154	4,046,680	4,219,549	172,869	4.3%
Memberships, Contributions & Sponsorships	441,411	385,004	391,308	486,398	432,344	440,380	8,036	1.9%
Maintenance & Alterations	5,959,760	5,420,288	4,784,919	5,420,576	4,187,596	5,687,004	1,499,408	35.8%
Interest	661,707	613,864	552,105	488,957	1,200,408	1,148,769	(51,639)	-4.3%
Depreciation	16,724,242	16,568,523	16,528,014	16,203,866	17,474,095	18,113,073	638,978	3.7%
Other Expenses	2,307,395	2,979,130	2,435,308	1,413,875	1,380,347	140,625	(1,239,722)	-89.8%
Unassigned Budget	1,083	-	-	96	248,355	241,315	(7,040)	-2.8%
Transfers to/(from) MAFES/CES	13,486,075	13,235,197	13,204,062	13,501,367	12,296,955	12,830,893	533,938	4.3%
Transfers to/(from) MEIF	6,454,248	6,791,612	6,903,424	7,276,249	5,789,708	5,650,262	(139,446)	-2.4%
Transfers - Other	(2,389,085)	(8,505,688)	(2,850,478)	4,539,366	3,184,996	(2,223,871)	(5,408,867)	-169.8%
Total Other Expenses & Transfers	95,755,765	86,511,008	86,800,613	101,922,399	98,588,840	102,543,552	3,954,712	4.0%
Total Operating Expenses & Transfers	242,767,346	238,014,882	235,841,724	264,529,264	273,278,866	278,491,260	5,212,394	1.9%
Operating Increase (Decrease)	\$ (7,613,220)	\$ (6,374,884)	\$ (5,895,036)	\$ (15,489,797)	\$ (24,016,362)	\$ (15,422,602)	\$ 8,593,760	-35.8%
Modified Cash Flow								
Operating Increase (Decrease)	\$ (7,613,220)	\$ (6,374,884)	\$ (5,895,036)	\$ (15,489,797)	\$ (24,016,362)	\$ (15,422,602)	\$ 8,593,760	-35.8%
Add Back Depreciation	16,724,242	16,568,523	16,528,014	16,203,866	17,474,095	18,113,073	638,978	3.7%
Less Capital Expenditures	(4,448,291)	(4,411,988)	(4,485,943)	(5,686,898)	(6,467,335)	(6,623,004)	(155,669)	2.4%
Less Capital Reserve Funding	(1,575,000)	-	-	(300,318)	-	-	-	-%
Less Debt Service Principal	(1,297,240)	(1,466,936)	(1,557,171)	(1,622,965)	(3,113,095)	(3,002,778)	110,317	-3.5%
Net Change Before Other Adjustments & Transfers	1,790,490	4,314,715	4,589,865	(6,896,113)	(16,122,697)	(6,935,311)	9,187,386	
Transfer from/(to) Administrative Savings Rsrv	-	-	-	-	-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-	-	-	-	-	
Net Change Subtotal	1,790,490	4,314,715	4,589,865	(6,896,113)	(16,122,697)	(6,935,311)	9,187,386	
Total Net Transfers from/(to) Reserves	\$211,527	\$148,324	\$(2,541,299)	\$129,763	\$16,122,697	\$6,935,311	9,187,386	
Other Strategic Transfers from/(to) Reserves	211,527	148,324	(2,541,299)	129,763	16,122,697	6,935,311	(9,187,386)	
Net Change in Cash & Reserve Transfers	\$ 2,002,017	\$ 4,463,039	\$ 2,048,566	\$ (6,766,350)	\$ -	\$ -	\$ -	

Board of Trustees Meeting - Presentations

University of Maine

4/17/2023

Auxiliary

	FY19 ACTUALS	FY20 ACTUALS	FY21 ACTUALS	FY22 ACTUALS	FY23 BASE	FY24 BASE	BUDGET CHANGE	
Revenues								
Tuition & Fee Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-%
Dining Revenue	20,402,633	15,988,497	15,367,229	20,366,487	20,852,975	18,750,346	(2,102,629)	-10.1%
Residence Revenue	20,722,667	20,652,691	13,760,202	21,719,604	21,167,188	21,863,683	696,495	3.3%
Tuition Waivers/Scholarships	(1,221,519)	(1,316,066)	(1,314,740)	(1,423,771)	(1,138,249)	(1,241,147)	(102,898)	9.0%
Net Student Charges Revenue	39,903,781	35,325,123	27,812,690	40,662,320	40,881,914	39,372,882	(1,509,032)	-3.7%
State Appropriation	-	-	-	-	-	-	-	-%
HEERF Relief - Lost Revenue	-	-	15,988,991	273	-	-	-	-%
Indirect Cost Recovery	-	-	-	-	-	-	-	-%
Investment Income/Gifts	-	-	-	-	-	-	-	-%
Sales/Services/Auxiliary	13,472,292	11,693,358	9,689,779	9,303,770	10,099,814	8,761,069	(1,338,745)	-13.3%
Total Revenue	53,376,073	47,018,480	53,491,460	49,966,363	50,981,728	48,133,951	(2,847,777)	-5.6%
Expenses								
Salaries & Wages	\$12,266,133	\$11,133,419	\$11,284,703	\$12,611,005	\$13,432,115	\$6,488,730	(\$6,943,385)	-51.7%
Attrition (Salary Only)	-	-	-	-	(595,624)	(195,624)	400,000	-67.2%
Employee Benefits Including Attrition	5,357,276	4,896,239	5,210,158	5,272,286	5,859,489	2,926,779	(2,932,710)	-50.1%
Pandemic Pay	-	715,259	424,309	38,935	-	-	-	-%
Personnel	17,623,409	16,744,917	16,919,170	17,922,226	18,695,980	9,219,885	(9,476,095)	-50.7%
Other Expenses & Transfers:								
Fuel & Electricity	4,252,868	3,656,079	3,402,644	4,194,222	3,604,555	3,962,364	357,809	9.9%
Supplies & Services	13,105,439	11,328,240	9,601,484	12,496,719	12,547,982	20,093,808	7,545,826	60.1%
Shared Services	-	-	-	42,109	67,854	67,854	-	0.0%
Travel	134,098	136,956	23,359	95,088	33,913	45,350	11,437	33.7%
Memberships, Contributions & Sponsorships	16,480	10,153	7,370	12,959	11,664	7,600	(4,064)	-34.8%
Maintenance & Alterations	3,776,119	2,897,446	3,025,325	2,881,625	2,849,544	2,865,303	15,759	0.6%
Interest	1,972,570	1,855,059	1,715,676	1,590,492	842,356	752,590	(89,766)	-10.7%
Depreciation	3,878,267	4,046,144	4,139,132	4,124,876	3,661,939	4,060,498	398,559	10.9%
Other Expenses	3,342,181	3,709,462	3,369,288	3,774,450	3,249,457	3,150,448	(99,009)	-3.0%
Unassigned Budget	-	-	-	-	-	-	-	-%
Transfers to/(from) MAFES/CES	-	-	-	-	-	-	-	-%
Transfers to/(from) MEIF	-	-	-	-	-	-	-	-%
Transfers - Other	2,999,392	7,226,466	6,060,147	149,502	5,694,955	4,579,494	(1,115,461)	-19.6%
Total Other Expenses & Transfers	33,477,415	34,866,005	31,344,425	29,362,042	32,564,219	39,585,309	7,021,090	21.6%
Total Operating Expenses & Transfers	51,100,824	51,610,922	48,263,595	47,284,269	51,260,199	48,805,194	(2,455,005)	-4.8%
Operating Increase (Decrease)	\$ 2,275,249	\$ (4,592,441)	\$ 5,227,866	\$ 2,682,094	\$ (278,471)	\$ (671,243)	\$ (392,772)	141.0%
Modified Cash Flow								
Operating Increase (Decrease)	\$ 2,275,249	\$ (4,592,441)	\$ 5,227,866	\$ 2,682,094	\$ (278,471)	\$ (671,243)	\$ (392,772)	141.0%
Add Back Depreciation	3,878,267	4,046,144	4,139,132	4,124,876	3,661,939	4,060,498	398,559	10.9%
Less Capital Expenditures	(1,866,484)	(623,781)	(129,574)	(1,867,101)	(2,128,662)	(1,761,950)	366,712	-17.2%
Less Capital Reserve Funding	(500,000)	-	-	(569,286)	(760,111)	-	760,111	-100.0%
Less Debt Service Principal	(2,841,824)	(3,096,560)	(2,784,147)	(2,854,979)	(2,074,136)	(2,125,151)	(51,015)	2.5%
Net Change Before Other Adjustments & Transfers	945,208	(4,266,638)	6,453,276	1,515,604	(1,579,441)	(497,846)	1,081,595	
Transfer from/(to) Administrative Savings Rsv	-	-	-	-	-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-	-	-	-	-	
Net Change Subtotal	945,208	(4,266,638)	6,453,276	1,515,604	(1,579,441)	(497,846)	1,081,595	
Total Net Transfers from/(to) Reserves	\$0	(\$150,000)	(\$1,999,737)	(\$7,255)	\$1,579,441	\$497,846	1,081,595	
Other Strategic Transfers from/(to) Reserves	-	(150,000)	(1,999,737)	(7,255)	1,579,441	497,846	(1,081,595)	
Net Change in Cash & Reserve Transfers	\$ 945,208	\$ (4,416,638)	\$ 4,453,539	\$ 1,508,349	\$ -	\$ -	\$ -	

Board of Trustees Meeting - Presentations

University of Maine
E&G and Auxiliary

4/17/2023

	<u>FY19 ACTUALS</u>	<u>FY20 ACTUALS</u>	<u>FY21 ACTUALS</u>	<u>FY22 ACTUALS</u>	<u>FY23 BASE</u>	<u>FY24 BASE</u>	<u>BUDGET CHANGE</u>	
Revenues								
Tuition & Fee Revenue	\$ 176,767,390	\$ 180,746,515	\$185,403,489	\$ 195,359,309	\$ 186,008,265	\$ 188,572,054	\$ 2,563,789	1.4%
Dining Revenue	20,404,548	15,988,497	15,367,229	20,366,487	20,852,975	18,750,346	(2,102,629)	-10.1%
Residence Revenue	20,722,667	20,652,691	13,760,202	21,719,604	21,167,188	21,863,683	696,495	3.3%
Tuition Waivers/Scholarships	(58,260,874)	(64,321,960)	(66,523,156)	(70,144,718)	(68,748,799)	(61,194,456)	7,554,343	-11.0%
Net Student Charges Revenue	159,633,731	153,065,744	148,007,764	167,300,681	159,279,629	167,991,627	8,711,998	5.5%
State Appropriation	88,797,945	89,437,962	89,426,672	90,449,439	95,967,855	100,544,640	4,576,785	4.8%
HEERF Relief - Lost Revenue	-	-	15,988,991	273	-	-	-	-%
Indirect Cost Recovery	9,691,701	10,612,907	12,830,865	18,532,602	19,600,000	20,993,600	1,393,600	7.1%
Investment Income/Gifts	937,325	940,988	1,017,145	1,054,009	1,047,926	1,107,708	59,782	5.7%
Sales/Services/Auxiliary	29,469,498	24,600,878	16,166,712	21,668,824	24,348,822	20,565,034	(3,783,788)	-15.5%
Total Revenue	288,530,200	278,658,479	283,438,149	299,005,829	300,244,232	311,202,609	10,958,377	3.6%
Expenses								
Salaries & Wages	\$114,222,896	\$115,739,822	\$114,636,117	\$124,287,236	\$134,086,039	\$131,623,623	(\$2,462,416)	-1.8%
Attrition (Salary Only)	-	-	-	-	(595,624)	(2,756,461)	(2,160,837)	362.8%
Employee Benefits Including Attrition	50,412,094	51,015,222	50,283,137	56,005,097	59,895,591	56,300,431	(3,595,160)	-6.0%
Pandemic Pay	-	1,493,748	1,041,027	236,757	-	-	-	-%
Personnel	164,634,990	168,248,792	165,960,281	180,529,091	193,386,006	185,167,593	(8,218,413)	-4.2%
Other Expenses & Transfers:								
Fuel & Electricity	13,624,515	11,752,305	10,529,404	12,372,244	13,430,976	17,922,672	4,491,696	33.4%
Supplies & Services	31,523,410	28,679,450	24,847,203	31,786,954	28,152,822	38,851,493	10,698,671	38.0%
Shared Services	19,923,395	20,573,372	21,358,771	21,934,346	22,983,949	23,645,414	661,465	2.9%
Travel	4,530,016	3,139,226	1,144,061	3,326,243	4,080,593	4,264,899	184,306	4.5%
Memberships, Contributions & Sponsorships	457,891	395,156	398,678	499,357	444,008	447,980	3,972	0.9%
Maintenance & Alterations	9,735,879	8,317,734	7,810,243	8,302,201	7,037,140	8,552,307	1,515,167	21.5%
Interest	2,634,277	2,468,923	2,267,781	2,079,449	2,042,764	1,901,359	(141,405)	-6.9%
Depreciation	20,602,508	20,614,667	20,667,146	20,328,742	21,136,034	22,173,571	1,037,537	4.9%
Other Expenses	5,649,576	6,688,591	5,804,596	5,188,325	4,629,804	3,291,073	(1,338,731)	-28.9%
Unassigned Budget	1,083	-	-	96	248,355	241,315	(7,040)	-2.8%
Transfers to/(from) MAFES/CES	13,486,075	13,235,197	13,204,062	13,501,367	12,296,955	12,830,893	533,938	4.3%
Transfers to/(from) MEIF	6,454,248	6,791,612	6,903,424	7,276,249	5,789,708	5,650,262	(139,446)	-2.4%
Transfers - Other	610,307	(1,279,221)	3,209,669	4,688,868	8,879,951	2,355,623	(6,524,328)	-73.5%
Total Other Expenses & Transfers	129,233,180	121,377,013	118,145,037	131,284,441	131,153,059	142,128,861	10,975,802	8.4%
Total Operating Expenses & Transfers	293,868,170	289,625,804	284,105,319	311,813,532	324,539,065	327,296,454	2,757,389	0.8%
Operating Increase (Decrease)	\$ (5,337,970)	\$ (10,967,326)	\$ (667,170)	\$ (12,807,703)	\$ (24,294,833)	\$ (16,093,845)	\$ 8,200,988	-33.8%
Modified Cash Flow								
Operating Increase (Decrease)	\$ (5,337,970)	\$ (10,967,326)	\$ (667,170)	\$ (12,807,703)	\$ (24,294,833)	\$ (16,093,845)	\$ 8,200,988	-33.8%
Add Back Depreciation	20,602,508	20,614,667	20,667,146	20,328,742	21,136,034	22,173,571	1,037,537	4.9%
Less Capital Expenditures	(6,314,775)	(5,035,769)	(4,615,517)	(7,554,000)	(8,595,997)	(8,384,954)	211,043	-2.5%
Less Capital Reserve Funding	(2,075,000)	-	-	(869,604)	(760,111)	-	760,111	-100.0%
Less Debt Service Principal	(4,139,065)	(4,563,496)	(4,341,318)	(4,477,944)	(5,187,231)	(5,127,929)	59,302	-1.1%
Net Change Before Other Adjustments & Transfers	2,735,698	48,077	11,043,141	(5,380,509)	(17,702,138)	(7,433,157)	10,268,981	
Transfer from/(to) Administrative Savings Rsrv	-	-	-	-	-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-	-	-	-	-	
Net Change Subtotal	2,735,698	48,077	11,043,141	(5,380,509)	(17,702,138)	(7,433,157)	10,268,981	
Other Strategic Transfers from/(to) Reserves	211,527	(1,676)	(4,541,036)	122,508	17,702,138	7,433,157	(10,268,981)	
Net Change in Cash & Reserve Transfers	\$ 2,947,225	\$ 46,401	\$ 6,502,105	\$ (5,258,001)	\$ -	\$ -	\$ -	

Board of Trustees Meeting - Presentations

University of Maine at Augusta

4/17/2023

E&G

	<u>FY19 ACTUALS</u>	<u>FY20 ACTUALS</u>	<u>FY21 ACTUALS</u>	<u>FY22 ACTUALS</u>	<u>FY23 BASE</u>	<u>FY24 BASE</u>	<u>BUDGET CHANGE</u>	
Revenues								
Tuition & Fee Revenue	\$ 21,454,377	\$ 22,216,371	\$ 22,100,722	\$ 22,433,422	\$ 22,343,828	\$ 22,915,564	\$ 571,736	2.6%
Dining Revenue	-	-	-	-	-	-	-	-%
Residence Revenue	-	-	-	-	-	-	-	-%
Tuition Waivers/Scholarships	(3,445,212)	(3,360,663)	(3,710,984)	(3,183,340)	(2,692,988)	(2,433,989)	258,999	-9.6%
Net Student Charges Revenue	18,009,165	18,855,708	18,389,739	19,250,082	19,650,840	20,481,575	830,735	4.2%
State Appropriation	17,428,401	18,366,360	18,373,781	19,466,151	21,193,991	22,945,305	1,751,314	8.3%
HEERF Relief - Lost Revenue	-	-	238,653	-	-	-	-	-%
Indirect Cost Recovery	149,667	120,525	142,954	154,265	160,885	160,885	-	0.0%
Investment Income/Gifts	-	-	-	-	-	-	-	-%
Sales/Services/Auxiliary	376,085	293,245	204,844	256,444	671,558	622,459	(49,099)	-7.3%
Total Revenue	35,963,318	37,635,837	37,349,971	39,126,942	41,677,274	44,210,224	2,532,950	6.1%
Expenses								
Salaries & Wages	\$17,977,816	\$18,757,336	\$19,216,960	\$19,961,860	\$22,093,053	\$22,295,837	\$202,784	0.9%
Attrition (Salary Only)	-	-	-	-	(946,129)	(946,129)	-	0.0%
Employee Benefits Including Attrition	7,504,474	7,967,779	8,014,177	9,141,354	8,827,719	8,946,546	118,827	1.3%
Pandemic Pay	-	80,029	60,653	13,199	-	-	-	-%
Personnel	25,482,290	26,805,144	27,291,789	29,116,413	29,974,643	30,296,254	321,611	1.1%
Other Expenses & Transfers:								
Fuel & Electricity	826,393	674,034	591,360	851,440	694,275	833,006	138,731	20.0%
Supplies & Services	1,573,719	1,699,644	1,430,596	1,548,431	1,778,945	1,735,586	(43,359)	-2.4%
Shared Services	4,806,306	4,729,346	4,799,954	4,858,709	4,985,046	5,081,487	96,441	1.9%
Travel	309,789	216,211	35,698	177,298	194,282	225,760	31,478	16.2%
Memberships, Contributions & Sponsorships	62,558	72,819	66,759	54,692	62,510	66,018	3,508	5.6%
Maintenance & Alterations	627,993	827,752	674,996	747,492	756,493	958,099	201,606	26.7%
Interest	30,228	25,619	21,269	12,809	2,890	44,914	42,024	1454.1%
Depreciation	1,738,994	1,787,413	1,793,782	1,904,481	2,024,019	2,325,178	301,159	14.9%
Other Expenses	1,713,638	1,918,829	1,641,449	1,281,849	2,392,032	2,552,670	160,638	6.7%
Unassigned Budget	-	5,387	799	13,034	201,098	417,572	216,474	107.6%
Transfers to/(from) MAFES/CES	-	-	-	-	-	-	-	-%
Transfers to/(from) MEIF	-	-	-	-	-	-	-	-%
Transfers - Other	35,342	(496,217)	5,694	(1,175,195)	(9,040)	114,042	123,082	-1361.5%
Total Other Expenses & Transfers	11,724,960	11,460,837	11,062,355	10,275,040	13,082,550	14,354,332	1,271,782	9.7%
Total Operating Expenses & Transfers	37,207,250	38,265,981	38,354,144	39,391,453	43,057,193	44,650,586	1,593,393	3.7%
Operating Increase (Decrease)	\$ (1,243,932)	\$ (630,144)	\$ (1,004,173)	\$ (264,511)	\$ (1,379,919)	\$ (440,362)	\$ 939,557	-68.1%
Modified Cash Flow								
Operating Increase (Decrease)	\$ (1,243,932)	\$ (630,144)	\$ (1,004,173)	\$ (264,511)	\$ (1,379,919)	\$ (440,362)	\$ 939,557	-68.1%
Add Back Depreciation	1,738,994	1,787,413	1,793,782	1,904,481	2,024,019	2,325,178	301,159	14.9%
Less Capital Expenditures	(813,789)	(545,419)	(499,992)	(676,120)	(1,255,428)	(1,305,955)	(50,527)	4.0%
Less Capital Reserve Funding	-	-	-	-	-	-	-	-%
Less Debt Service Principal	(328,372)	(357,047)	(244,747)	(267,271)	(113,803)	(287,453)	(173,650)	152.6%
Net Change Before Other Adjustments & Transfers	(647,098)	254,804	44,870	696,578	(725,131)	291,408	1,016,539	
Transfer from/(to) Administrative Savings Rsrsv	-	-	-	-	-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-	-	-	-	-	
Net Change Subtotal	(647,098)	254,804	44,870	696,578	(725,131)	291,408	1,016,539	
Other Strategic Transfers from/(to) Reserves	505,817	(134,367)	77,808	(1,106)	725,131	-	(725,131)	
Net Change in Cash & Reserve Transfers	\$ (141,281)	\$ 120,436	\$ 122,678	\$ 695,472	\$ -	\$ 291,408	\$ 291,408	

Board of Trustees Meeting - Presentations

University of Maine at Augusta

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Auxiliary

	<u>FY19 ACTUALS</u>	<u>FY20 ACTUALS</u>	<u>FY21 ACTUALS</u>	<u>FY22 ACTUALS</u>	<u>FY23 BASE</u>	<u>FY24 BASE</u>	<u>BUDGET CHANGE</u>	
Revenues								
Tuition & Fee Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-%
Dining Revenue	5,694	3,447	2,110	12,428	7,000	31,200	24,200	345.7%
Residence Revenue	-	255,783	402,510	537,979	618,756	676,404	57,648	9.3%
Tuition Waivers/Scholarships	-	(12,320)	(32,480)	(41,000)	(69,305)	(71,736)	(2,431)	3.5%
Net Student Charges Revenue	5,694	246,910	372,141	509,407	556,451	635,868	79,417	14.3%
State Appropriation	-	-	-	-	-	-	-	-%
HEERF Relief - Lost Revenue	-	-	172,565	-	-	-	-	-%
Indirect Cost Recovery	-	-	-	-	-	-	-	-%
Investment Income/Gifts	-	-	-	-	-	-	-	-%
Sales/Services/Auxiliary	1,064,604	946,336	75,988	124,789	67,054	75,200	8,146	12.1%
Total Revenue	1,070,298	1,193,246	620,694	634,196	623,505	711,068	87,563	14.0%
Expenses								
Salaries & Wages	\$190,981	\$314,570	\$115,489	\$115,871	\$80,464	\$82,808	\$2,344	2.9%
Attrition (Salary Only)	-	-	-	-	-	-	-	-%
Employee Benefits Including Attrition	98,608	139,656	57,106	48,954	38,456	39,639	1,183	3.1%
Pandemic Pay	-	625	20	-	-	-	-	-%
Personnel	289,590	454,850	172,614	164,825	118,920	122,447	3,527	3.0%
Other Expenses & Transfers:								
Fuel & Electricity	697	657	590	1,747	2,000	2,000	-	0.0%
Supplies & Services	754,064	943,583	99,724	6,473	58,938	58,938	-	0.0%
Shared Services	-	-	-	-	-	-	-	-%
Travel	-	739	76	2,325	-	-	-	-%
Memberships, Contributions & Sponsorships	940	640	-	-	-	-	-	-%
Maintenance & Alterations	5,623	4,171	2,865	14,135	11,000	11,000	-	0.0%
Interest	1,468	1,433	1,415	381	261	140	(121)	-46.4%
Depreciation	17,335	16,336	15,338	13,069	-	10,692	10,692	-%
Other Expenses	75,595	377,145	720,773	719,837	768,142	801,952	33,810	4.4%
Unassigned Budget	-	-	-	-	-	-	-	-%
Transfers to/(from) MAFES/CES	-	-	-	-	-	-	-	-%
Transfers to/(from) MEIF	-	-	-	-	-	-	-	-%
Transfers - Other	61,276	60,000	-	-	-	-	-	-%
Total Other Expenses & Transfers	916,999	1,404,704	840,781	757,968	840,341	884,722	44,381	5.3%
Total Operating Expenses & Transfers	1,206,588	1,859,554	1,013,395	922,793	959,261	1,007,169	47,908	5.0%
Operating Increase (Decrease)	\$ (136,290)	\$ (666,308)	\$ (392,701)	\$ (288,597)	\$ (335,756)	\$ (296,101)	\$ 39,655	-11.8%
Modified Cash Flow								
Operating Increase (Decrease)	\$ (136,290)	\$ (666,308)	\$ (392,701)	\$ (288,597)	\$ (335,756)	\$ (296,101)	\$ 39,655	-11.8%
Add Back Depreciation	17,335	16,336	15,338	13,069	-	10,692	10,692	-%
Less Capital Expenditures	(5,000)	(2,917)	(3,619)	(2,917)	-	-	-	-%
Less Capital Reserve Funding	-	-	-	-	-	-	-	-%
Less Debt Service Principal	(10,904)	(13,961)	(16,825)	(5,758)	(5,878)	(5,999)	(121)	2.1%
Net Change Before Other Adjustments & Transfers	(134,860)	(666,851)	(397,808)	(284,204)	(341,634)	(291,408)	50,226	
Transfer from/(to) Administrative Savings Rsrv	-	-	-	-	-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-	-	-	-	-	
Net Change Subtotal	(134,860)	(666,851)	(397,808)	(284,204)	(341,634)	(291,408)	50,226	
Other Strategic Transfers from/(to) Reserves	-	-	-	-	341,634	-	(341,634)	
Net Change in Cash & Reserve Transfers	\$ (134,860)	\$ (666,851)	\$ (397,808)	\$ (284,204)	\$ -	\$ (291,408)	\$ (291,408)	

Board of Trustees Meeting - Presentations

University of Maine at Augusta

4/17/2023

E&G and Auxiliary

	<u>FY19 ACTUALS</u>	<u>FY20 ACTUALS</u>	<u>FY21 ACTUALS</u>	<u>FY22 ACTUALS</u>	<u>FY23 BASE</u>	<u>FY24 BASE</u>	<u>BUDGET CHANGE</u>	
Revenues								
Tuition & Fee Revenue	\$ 21,454,377	\$ 22,216,371	\$ 22,100,722	\$ 22,433,422	\$ 22,343,828	\$ 22,915,564	\$ 571,736	2.6%
Dining Revenue	5,694	3,447	2,110	12,428	7,000	31,200	24,200	345.7%
Residence Revenue	-	255,783	402,510	537,979	618,756	676,404	57,648	9.3%
Tuition Waivers/Scholarships	(3,445,212)	(3,372,983)	(3,743,464)	(3,224,340)	(2,762,293)	(2,505,725)	256,568	-9.3%
Net Student Charges Revenue	18,014,859	19,102,618	18,761,879	19,759,489	20,207,291	21,117,443	910,152	4.5%
State Appropriation	17,428,401	18,366,360	18,373,781	19,466,151	21,193,991	22,945,305	1,751,314	8.3%
HEERF Relief - Lost Revenue	-	-	411,218	-	-	-	-	-%
Indirect Cost Recovery	149,667	120,525	142,954	154,265	160,885	160,885	-	0.0%
Investment Income/Gifts	-	-	-	-	-	-	-	-%
Sales/Services/Auxiliary	1,440,690	1,239,581	280,832	381,233	738,612	697,659	(40,953)	-5.5%
Total Revenue	37,033,616	38,829,083	37,970,664	39,761,138	42,300,779	44,921,292	2,620,513	6.2%
Expenses								
Salaries & Wages	\$18,168,797	\$19,071,906	\$19,332,449	\$20,077,731	\$22,173,517	\$22,378,645	\$205,128	0.9%
Attrition (Salary Only)	-	-	-	-	(946,129)	(946,129)	-	0.0%
Employee Benefits Including Attrition	7,603,083	8,107,435	8,071,282	9,190,309	8,866,175	8,986,185	120,010	1.4%
Pandemic Pay	-	80,653	60,672	13,199	-	-	-	-%
Personnel	25,771,880	27,259,994	27,464,403	29,281,239	30,093,563	30,418,701	325,138	1.1%
Other Expenses & Transfers:								
Fuel & Electricity	827,090	674,691	591,950	853,187	696,275	835,006	138,731	19.9%
Supplies & Services	2,327,783	2,643,227	1,530,320	1,554,905	1,837,883	1,794,524	(43,359)	-2.4%
Shared Services	4,806,306	4,729,346	4,799,954	4,858,709	4,985,046	5,081,487	96,441	1.9%
Travel	309,789	216,950	35,774	179,623	194,282	225,760	31,478	16.2%
Memberships, Contributions & Sponsorships	63,498	73,459	66,759	54,692	62,510	66,018	3,508	5.6%
Maintenance & Alterations	633,616	831,923	677,861	761,627	767,493	969,099	201,606	26.3%
Interest	31,696	27,052	22,684	13,190	3,151	45,054	41,903	1329.8%
Depreciation	1,756,329	1,803,749	1,809,120	1,917,549	2,024,019	2,335,870	311,851	15.4%
Other Expenses	1,789,233	2,295,974	2,362,222	2,001,686	3,160,174	3,354,622	194,448	6.2%
Unassigned Budget	-	5,387	799	13,034	201,098	417,572	216,474	107.6%
Transfers to/(from) MAFES/CES	-	-	-	-	-	-	-	-%
Transfers to/(from) MEIF	-	-	-	-	-	-	-	-%
Transfers - Other	96,618	(436,217)	5,694	(1,175,195)	(9,040)	114,042	123,082	-1361.5%
Total Other Expenses & Transfers	12,641,958	12,865,541	11,903,136	11,033,008	13,922,891	15,239,054	1,316,163	9.5%
Total Operating Expenses & Transfers	38,413,838	40,125,535	39,367,539	40,314,246	44,016,454	45,657,755	1,641,301	3.7%
Operating Increase (Decrease)	\$ (1,380,222)	\$ (1,296,452)	\$ (1,396,875)	\$ (553,109)	\$ (1,715,675)	\$ (736,463)	\$ 979,212	-57.1%
Modified Cash Flow								
Operating Increase (Decrease)	\$ (1,380,222)	\$ (1,296,452)	\$ (1,396,875)	\$ (553,109)	\$ (1,715,675)	\$ (736,463)	\$ 979,212	-57.1%
Add Back Depreciation	1,756,329	1,803,749	1,809,120	1,917,549	2,024,019	2,335,870	311,851	15.4%
Less Capital Expenditures	(818,789)	(548,336)	(503,611)	(679,037)	(1,255,428)	(1,305,955)	(50,527)	4.0%
Less Capital Reserve Funding	-	-	-	-	-	-	-	-%
Less Debt Service Principal	(339,276)	(371,008)	(261,572)	(273,029)	(119,681)	(293,452)	(173,771)	145.2%
Net Change Before Other Adjustments & Transfers	(781,958)	(412,047)	(352,938)	412,375	(1,066,765)	-	1,066,765	
Transfer from/(to) Administrative Savings Rsrv	-	-	-	-	-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-	-	-	-	-	
Net Change Subtotal	(781,958)	(412,047)	(352,938)	412,375	(1,066,765)	-	1,066,765	
Other Strategic Transfers from/(to) Reserves	505,817	(134,367)	77,808	(1,106)	1,066,765	-	(1,066,765)	
Net Change in Cash & Reserve Transfers	\$ (276,141)	\$ (546,414)	\$ (275,130)	\$ 411,269	\$ -	\$ -	\$ -	

Board of Trustees Meeting - Presentations

Univ of Maine at Farmington

4/17/2023

E&G

	<u>FY19 ACTUALS</u>	<u>FY20 ACTUALS</u>	<u>FY21 ACTUALS</u>	<u>FY22 ACTUALS</u>	<u>FY23 BASE</u>	<u>FY24 BASE</u>	<u>BUDGET CHANGE</u>	
Revenues								
Tuition & Fee Revenue	\$ 19,421,490	\$ 18,881,476	\$ 17,870,216	\$ 17,418,391	\$ 16,152,811	\$ 18,686,456	\$ 2,533,645	15.7%
Dining Revenue	-	(186)	-	(225)	-	-	-	-%
Residence Revenue	-	-	-	-	-	-	-	-%
Tuition Waivers/Scholarships	(4,773,421)	(4,887,993)	(4,633,464)	(4,646,603)	(4,146,668)	(3,746,668)	400,000	-9.6%
Net Student Charges Revenue	14,648,068	13,993,297	13,236,753	12,771,563	12,006,143	14,939,788	2,933,645	24.4%
State Appropriation	12,380,248	12,978,593	12,985,843	13,950,935	14,521,745	14,664,284	142,539	1.0%
HEERF Relief - Lost Revenue	-	-	2,095,863	-	-	-	-	-%
Indirect Cost Recovery	211,347	250,659	331,969	411,137	225,000	225,000	-	0.0%
Investment Income/Gifts	4,549	1,000	175	-	-	-	-	-%
Sales/Services/Auxiliary	1,193,520	1,130,553	475,794	793,026	907,976	1,161,976	254,000	28.0%
Total Revenue	28,437,732	28,354,102	29,126,397	27,926,660	27,660,864	30,991,048	3,330,184	12.0%
Expenses								
Salaries & Wages	\$16,731,907	\$16,767,514	\$16,654,657	\$17,797,311	\$16,334,189	\$15,674,524	(\$659,665)	-4.0%
Attrition (Salary Only)	-	-	-	-	(529,273)	(772,724)	(243,451)	46.0%
Employee Benefits Including Attrition	7,611,369	7,739,592	7,634,562	8,292,686	7,284,223	6,905,140	(379,083)	-5.2%
Pandemic Pay	-	117,474	48,415	30,399	-	-	-	-%
Personnel	24,343,276	24,624,580	24,337,634	26,120,395	23,089,139	21,806,940	(1,282,199)	-5.6%
Other Expenses & Transfers:								
Fuel & Electricity	762,964	606,026	544,343	682,399	725,936	770,835	44,899	6.2%
Supplies & Services	1,345,709	1,397,972	890,889	1,108,319	987,363	1,228,971	241,608	24.5%
Shared Services	3,658,022	3,709,521	3,811,115	3,887,481	4,006,668	4,077,766	71,098	1.8%
Travel	789,477	453,720	67,029	479,753	294,630	288,830	(5,800)	-2.0%
Memberships, Contributions & Sponsorships	101,535	91,880	68,157	89,357	94,034	91,744	(2,290)	-2.4%
Maintenance & Alterations	124,370	67,652	36,594	63,028	50,581	49,081	(1,500)	-3.0%
Interest	198,430	183,988	164,813	148,650	131,593	388,229	256,636	195.0%
Depreciation	1,873,593	1,884,475	1,901,853	1,929,855	1,992,854	2,065,878	73,024	3.7%
Other Expenses	(357,755)	(323,629)	(168,554)	(849,293)	(780,396)	1,202,025	1,982,421	-254.0%
Unassigned Budget	-	-	-	-	7,522	-	(7,522)	-100.0%
Transfers to/(from) MAFES/CES	-	-	-	-	-	-	-	-%
Transfers to/(from) MEIF	-	-	-	-	-	-	-	-%
Transfers - Other	(266,265)	(588,678)	(570,382)	(787,427)	(240,696)	(242,100)	(1,404)	0.6%
Total Other Expenses & Transfers	8,230,080	7,482,926	6,745,857	6,752,121	7,270,089	9,921,259	2,651,170	36.5%
Total Operating Expenses & Transfers	32,573,355	32,107,506	31,083,491	32,872,516	30,359,228	31,728,199	1,368,971	4.5%
Operating Increase (Decrease)	\$ (4,135,623)	\$ (3,753,404)	\$ (1,957,094)	\$ (4,945,857)	\$ (2,698,364)	\$ (737,151)	\$ 1,961,213	-72.7%
Modified Cash Flow								
Operating Increase (Decrease)	\$ (4,135,623)	\$ (3,753,404)	\$ (1,957,094)	\$ (4,945,857)	\$ (2,698,364)	\$ (737,151)	\$ 1,961,213	-72.7%
Add Back Depreciation	1,873,593	1,884,475	1,901,853	1,929,855	1,992,854	2,065,878	73,024	3.7%
Less Capital Expenditures	(9,730)	(5,853)	(1,396)	(247,260)	(185,850)	(358,500)	(172,650)	92.9%
Less Capital Reserve Funding	-	-	-	(356,653)	(374,486)	(235,456)	139,030	-37.1%
Less Debt Service Principal	(343,939)	(412,075)	(340,596)	(356,720)	(375,540)	(734,771)	(359,231)	95.7%
Net Change Before Other Adjustments & Transfers	(2,615,698)	(2,286,857)	(397,233)	(3,976,636)	(1,641,386)	-	1,641,386	
Transfer from/(to) Administrative Savings Rsrsv	-	-	-	-	-	-	-	
Transfer from/(to) Budget Stabilization	-	500,000	-	2,414,277	1,641,386	-	(1,641,386)	
Net Change Subtotal	(2,615,698)	(1,786,857)	(397,233)	(1,562,358)	-	-	-	
Other Strategic Transfers from/(to) Reserves	-	(124,926)	39,994	730,952	-	-	-	
Net Change in Cash & Reserve Transfers	\$ (2,615,698)	\$ (1,911,783)	\$ (357,239)	\$ (831,406)	\$ -	\$ -	\$ -	

Board of Trustees Meeting - Presentations

Univ of Maine at Farmington

4/17/2023

Auxiliary

	<u>FY19 ACTUALS</u>	<u>FY20 ACTUALS</u>	<u>FY21 ACTUALS</u>	<u>FY22 ACTUALS</u>	<u>FY23 BASE</u>	<u>FY24 BASE</u>	<u>BUDGET CHANGE</u>	
Revenues								
Tuition & Fee Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-%
Dining Revenue	3,720,627	3,028,180	2,995,777	3,394,214	3,526,783	3,745,307	218,524	6.2%
Residence Revenue	4,838,538	4,675,530	3,180,924	4,135,431	4,999,560	4,469,176	(530,384)	-10.6%
Tuition Waivers/Scholarships	(356,055)	(247,320)	(234,130)	(459,918)	(362,160)	(422,088)	(59,928)	16.5%
Net Student Charges Revenue	8,203,110	7,456,390	5,942,572	7,069,728	8,164,183	7,792,395	(371,788)	-4.6%
State Appropriation	-	-	-	-	-	-	-	-%
HEERF Relief - Lost Revenue	-	-	867,808	2,040,397	-	-	-	-%
Indirect Cost Recovery	-	-	-	-	-	-	-	-%
Investment Income/Gifts	-	-	-	-	-	-	-	-%
Sales/Services/Auxiliary	520,235	466,827	631,036	485,333	283,258	257,000	(26,258)	-9.3%
Total Revenue	8,723,345	7,923,217	7,441,416	9,595,458	8,447,441	8,049,395	(398,046)	-4.7%
Expenses								
Salaries & Wages	\$1,315,330	\$1,223,205	\$1,190,886	\$1,251,880	\$1,270,588	\$1,323,960	\$53,372	4.2%
Attrition (Salary Only)	-	-	-	-	-	-	-	-%
Employee Benefits Including Attrition	554,524	526,231	539,531	600,784	633,293	660,893	27,600	4.4%
Pandemic Pay	-	40,442	11,151	17,035	-	-	-	-%
Personnel	1,869,855	1,789,878	1,741,568	1,869,699	1,903,881	1,984,853	80,972	4.3%
Other Expenses & Transfers:								
Fuel & Electricity	508,072	480,728	446,437	492,855	566,563	629,820	63,257	11.2%
Supplies & Services	3,346,936	2,775,840	2,489,173	2,963,561	3,108,758	3,405,101	296,343	9.5%
Shared Services	-	-	-	-	-	-	-	-%
Travel	14,702	23,373	19	8,518	7,239	2,062	(5,177)	-71.5%
Memberships, Contributions & Sponsorships	1,731	1,093	1,088	1,347	2,875	2,905	30	1.0%
Maintenance & Alterations	57,795	35,040	11,396	41,016	47,407	47,657	250	0.5%
Interest	421,967	390,782	356,559	326,393	294,402	354,306	59,904	20.3%
Depreciation	696,981	686,497	673,527	677,090	722,437	693,854	(28,583)	-4.0%
Other Expenses	1,566,089	1,590,195	1,171,537	1,933,956	2,283,599	288,221	(1,995,378)	-87.4%
Unassigned Budget	-	-	-	-	-	-	-	-%
Transfers to/(from) MAFES/CES	-	-	-	-	-	-	-	-%
Transfers to/(from) MEIF	-	-	-	-	-	-	-	-%
Transfers - Other	-	-	-	-	-	-	-	-%
Total Other Expenses & Transfers	6,614,273	5,983,547	5,149,736	6,444,736	7,033,280	5,423,926	(1,609,354)	-22.9%
Total Operating Expenses & Transfers	8,484,127	7,773,425	6,891,304	8,314,434	8,937,161	7,408,779	(1,528,382)	-17.1%
Operating Increase (Decrease)	\$ 239,218	\$ 149,792	\$ 550,112	\$ 1,281,024	\$ (489,720)	\$ 640,616	\$ 1,130,336	-230.8%
Modified Cash Flow								
Operating Increase (Decrease)	\$ 239,218	\$ 149,792	\$ 550,112	\$ 1,281,024	\$ (489,720)	\$ 640,616	\$ 1,130,336	-230.8%
Add Back Depreciation	696,981	686,497	673,527	677,090	722,437	693,854	(28,583)	-4.0%
Less Capital Expenditures	(270,990)	(154,029)	(154,029)	(312,078)	(255,333)	(505,000)	(249,667)	97.8%
Less Capital Reserve Funding	-	-	-	(110,808)	(116,348)	(3,982)	112,366	-96.6%
Less Debt Service Principal	(708,278)	(795,398)	(672,377)	(703,823)	(736,372)	(825,488)	(89,116)	12.1%
Net Change Before Other Adjustments & Transfers	(43,069)	(113,138)	397,233	831,406	(875,336)	-	875,336	
Transfer from/(to) Administrative Savings Rsrv	-	-	-	-	-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-	-	220,245	-	(220,245)	
Net Change Subtotal	(43,069)	(113,138)	397,233	831,406	(655,091)	-	655,091	
Other Strategic Transfers from/(to) Reserves	-	-	-	-	-	-	-	
Net Change in Cash & Reserve Transfers	\$ (43,069)	\$ (113,138)	\$ 397,233	\$ 831,406	\$ (655,091)	\$ -	\$ 655,091	

Board of Trustees Meeting - Presentations

Univ of Maine at Farmington
E&G and Auxiliary

4/17/2023

	<u>FY19 ACTUALS</u>	<u>FY20 ACTUALS</u>	<u>FY21 ACTUALS</u>	<u>FY22 ACTUALS</u>	<u>FY23 BASE</u>	<u>FY24 BASE</u>	<u>BUDGET CHANGE</u>	
Revenues								
Tuition & Fee Revenue	\$ 19,421,490	\$ 18,881,476	\$ 17,870,216	\$ 17,418,391	\$ 16,152,811	\$ 18,686,456	\$ 2,533,645	15.7%
Dining Revenue	3,720,627	3,027,994	2,995,777	3,393,989	3,526,783	3,745,307	218,524	6.2%
Residence Revenue	4,838,538	4,675,530	3,180,924	4,135,431	4,999,560	4,469,176	(530,384)	-10.6%
Tuition Waivers/Scholarships	(5,129,476)	(5,135,313)	(4,867,593)	(5,106,520)	(4,508,828)	(4,168,756)	340,072	-7.5%
Net Student Charges Revenue	22,851,179	21,449,687	19,179,324	19,841,291	20,170,326	22,732,183	2,561,857	12.7%
State Appropriation	12,380,248	12,978,593	12,985,843	13,950,935	14,521,745	14,664,284	142,539	1.0%
HEERF Relief - Lost Revenue	-	-	2,963,671	2,040,397	-	-	-	-%
Indirect Cost Recovery	211,347	250,659	331,969	411,137	225,000	225,000	-	0.0%
Investment Income/Gifts	4,549	1,000	175	-	-	-	-	-%
Sales/Services/Auxiliary	1,713,755	1,597,380	1,106,830	1,278,359	1,191,234	1,418,976	227,742	19.1%
Total Revenue	37,161,078	36,277,319	36,567,813	37,522,118	36,108,305	39,040,443	2,932,138	8.1%
Expenses								
Salaries & Wages	\$18,047,237	\$17,990,720	\$17,845,543	\$19,049,191	\$17,604,777	\$16,998,484	(\$606,293)	-3.4%
Attrition (Salary Only)	-	-	-	-	(529,273)	(772,724)	(243,451)	46.0%
Employee Benefits Including Attrition	8,165,893	8,265,823	8,174,094	8,893,469	7,917,516	7,566,033	(351,483)	-4.4%
Pandemic Pay	-	157,915	59,566	47,434	-	-	-	-%
Personnel	26,213,130	26,414,458	26,079,202	27,990,094	24,993,020	23,791,793	(1,201,227)	-4.8%
Other Expenses & Transfers:								
Fuel & Electricity	1,271,035	1,086,754	990,780	1,175,254	1,292,499	1,400,655	108,156	8.4%
Supplies & Services	4,692,645	4,173,812	3,380,062	4,071,879	4,096,121	4,634,072	537,951	13.1%
Shared Services	3,658,022	3,709,521	3,811,115	3,887,481	4,006,668	4,077,766	71,098	1.8%
Travel	804,180	477,093	67,048	488,271	301,869	290,892	(10,977)	-3.6%
Memberships, Contributions & Sponsorships	103,266	92,972	69,245	90,703	96,909	94,649	(2,260)	-2.3%
Maintenance & Alterations	182,166	102,692	47,989	104,044	97,988	96,738	(1,250)	-1.3%
Interest	620,397	574,770	521,371	475,043	425,995	742,535	316,540	74.3%
Depreciation	2,570,574	2,570,972	2,575,380	2,606,945	2,715,291	2,759,732	44,441	1.6%
Other Expenses	1,208,334	1,266,566	1,002,983	1,084,664	1,503,203	1,490,246	(12,957)	-0.9%
Unassigned Budget	-	-	-	-	7,522	-	(7,522)	-100.0%
Transfers to/(from) MAFES/CES	-	-	-	-	-	-	-	-%
Transfers to/(from) MEIF	-	-	-	-	-	-	-	-%
Transfers - Other	(266,265)	(588,678)	(570,382)	(787,427)	(240,696)	(242,100)	(1,404)	0.6%
Total Other Expenses & Transfers	14,844,352	13,466,474	11,895,593	13,196,857	14,303,369	15,345,185	1,041,816	7.3%
Total Operating Expenses & Transfers	41,057,482	39,880,931	37,974,795	41,186,951	39,296,389	39,136,978	(159,411)	-0.4%
Operating Increase (Decrease)	\$ (3,896,405)	\$ (3,603,612)	\$ (1,406,982)	\$ (3,664,833)	\$ (3,188,084)	\$ (96,535)	\$ 3,091,549	-97.0%
Modified Cash Flow								
Operating Increase (Decrease)	\$ (3,896,405)	\$ (3,603,612)	\$ (1,406,982)	\$ (3,664,833)	\$ (3,188,084)	\$ (96,535)	\$ 3,091,549	-97.0%
Add Back Depreciation	2,570,574	2,570,972	2,575,380	2,606,945	2,715,291	2,759,732	44,441	1.6%
Less Capital Expenditures	(280,720)	(159,882)	(155,425)	(559,338)	(441,183)	(863,500)	(422,317)	95.7%
Less Capital Reserve Funding	-	-	-	(467,461)	(490,834)	(239,438)	251,396	-51.2%
Less Debt Service Principal	(1,052,217)	(1,207,474)	(1,012,973)	(1,060,543)	(1,111,912)	(1,560,259)	(448,347)	40.3%
Net Change Before Other Adjustments & Transfers	(2,658,768)	(2,399,996)	0	(3,145,230)	(2,516,722)	-	2,516,722	
Transfer from/(to) Administrative Savings Rsrv	-	-	-	-	-	-	-	
Transfer from/(to) Budget Stabilization	-	500,000	-	2,414,277	1,861,631	-	(1,861,631)	
Net Change Subtotal	(2,658,768)	(1,899,996)	0	(730,952)	(655,091)	-	655,091	
Other Strategic Transfers from/(to) Reserves	-	(124,926)	39,994	730,952	-	-	-	
Net Change in Cash & Reserve Transfers	\$ (2,658,768)	\$ (2,024,922)	\$ 39,994	\$ -	\$ (655,091)	\$ -	\$ 655,091	

Board of Trustees Meeting - Presentations

Univ of Maine at Fort Kent

4/17/2023

E&G

	<u>FY19 ACTUALS</u>	<u>FY20 ACTUALS</u>	<u>FY21 ACTUALS</u>	<u>FY22 ACTUALS</u>	<u>FY23 BASE</u>	<u>FY24 BASE</u>	<u>BUDGET CHANGE</u>	
Revenues								
Tuition & Fee Revenue	\$ 8,678,189	\$ 8,200,008	\$ 7,613,240	\$ 6,709,721	\$ 5,542,553	\$ 5,863,926	\$ 321,373	5.8%
Dining Revenue	-	-	-	-	-	-	-	-%
Residence Revenue	-	-	-	-	-	-	-	-%
Tuition Waivers/Scholarships	(1,571,238)	(1,659,449)	(1,146,329)	(1,050,884)	(921,337)	(887,108)	34,229	-3.7%
Net Student Charges Revenue	7,106,951	6,540,560	6,466,912	5,658,837	4,621,216	4,976,818	355,602	7.7%
State Appropriation	6,877,413	7,818,910	7,818,908	8,590,375	8,737,138	8,823,901	86,763	1.0%
HEERF Relief - Lost Revenue	-	-	-	928,261	621,138	-	(621,138)	-100.0%
Indirect Cost Recovery	37,775	48,544	22,107	46,782	43,000	33,500	(9,500)	-22.1%
Investment Income/Gifts	-	-	-	-	-	-	-	-%
Sales/Services/Auxiliary	583,364	396,928	333,533	279,446	307,250	339,309	32,059	10.4%
Total Revenue	14,605,503	14,804,941	14,641,459	15,503,701	14,329,742	14,173,528	(156,214)	-1.1%
Expenses								
Salaries & Wages	\$6,315,596	\$6,431,856	\$6,469,136	\$6,361,134	\$6,912,962	\$6,803,501	(\$109,461)	-1.6%
Attrition (Salary Only)	-	-	-	-	(211,961)	(150,000)	61,961	-29.2%
Employee Benefits Including Attrition	2,700,317	2,733,909	2,702,790	2,691,623	2,864,165	2,862,475	(1,690)	-0.1%
Pandemic Pay	-	17,689	31,310	3,164	-	-	-	-%
Personnel	9,015,914	9,183,454	9,203,236	9,055,921	9,565,166	9,515,976	(49,190)	-0.5%
Other Expenses & Transfers:								
Fuel & Electricity	450,819	446,265	389,087	462,330	450,300	561,802	111,502	24.8%
Supplies & Services	935,315	913,534	994,683	1,379,682	1,234,462	969,714	(264,748)	-21.4%
Shared Services	1,810,651	1,910,969	2,025,723	2,114,866	2,177,618	2,177,322	(296)	0.0%
Travel	362,050	248,253	50,499	299,530	320,038	354,508	34,470	10.8%
Memberships, Contributions & Sponsorships	64,144	32,236	42,775	48,948	45,305	48,455	3,150	7.0%
Maintenance & Alterations	161,979	149,487	75,515	123,670	170,150	142,950	(27,200)	-16.0%
Interest	35,206	30,739	25,470	20,328	15,044	10,230	(4,814)	-32.0%
Depreciation	718,358	720,247	743,447	806,310	828,880	882,116	53,236	6.4%
Other Expenses	714,477	528,561	526,714	323,265	365,569	426,156	60,587	16.6%
Unassigned Budget	-	-	800	-	13,145	13,835	690	5.2%
Transfers to/(from) MAFES/CES	-	-	-	-	-	-	-	-%
Transfers to/(from) MEIF	-	-	-	-	-	-	-	-%
Transfers - Other	85,806	(516,486)	(252,299)	294,207	(326,140)	(189,749)	136,391	-41.8%
Total Other Expenses & Transfers	5,338,804	4,463,805	4,622,414	5,873,135	5,294,371	5,397,339	102,968	1.9%
Total Operating Expenses & Transfers	14,354,718	13,647,259	13,825,650	14,929,056	14,859,537	14,913,315	53,778	0.4%
Operating Increase (Decrease)	\$ 250,785	\$ 1,157,682	\$ 815,809	\$ 574,645	\$ (529,795)	\$ (739,787)	\$ (209,992)	39.6%
Modified Cash Flow								
Operating Increase (Decrease)	\$ 250,785	\$ 1,157,682	\$ 815,809	\$ 574,645	\$ (529,795)	\$ (739,787)	\$ (209,992)	39.6%
Add Back Depreciation	718,358	720,247	743,447	806,310	828,880	882,116	53,236	6.4%
Less Capital Expenditures	(259,427)	(301,000)	(355,287)	(385,501)	(211,176)	(401,713)	(190,537)	90.2%
Less Capital Reserve Funding	-	-	-	-	-	-	-	-%
Less Debt Service Principal	(345,488)	(355,677)	(356,953)	(358,701)	(277,922)	(300,089)	(22,167)	8.0%
Net Change Before Other Adjustments & Transfers	364,228	1,221,252	847,015	636,753	(190,013)	(559,473)	(369,460)	
Transfer from/(to) Administrative Savings Rsrv	-	-	-	-	-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-	-	190,013	500,000	309,987	
Net Change Subtotal	364,228	1,221,252	847,015	636,753	-	(59,473)	(59,473)	
Other Strategic Transfers from/(to) Reserves	-	(281,670)	30,757	(415)	-	59,473	59,473	
Net Change in Cash & Reserve Transfers	\$ 364,228	\$ 939,583	\$ 877,772	\$ 636,338	\$ -	\$ -	\$ -	

Board of Trustees Meeting - Presentations

Univ of Maine at Fort Kent

4/17/2023

Auxiliary

	<u>FY19 ACTUALS</u>	<u>FY20 ACTUALS</u>	<u>FY21 ACTUALS</u>	<u>FY22 ACTUALS</u>	<u>FY23 BASE</u>	<u>FY24 BASE</u>	<u>BUDGET CHANGE</u>	
Revenues								
Tuition & Fee Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-%
Dining Revenue	651,798	627,923	492,045	534,142	392,454	430,904	38,450	9.8%
Residence Revenue	740,055	725,799	616,064	655,507	498,930	546,040	47,110	9.4%
Tuition Waivers/Scholarships	(50,795)	(54,460)	(158,260)	(158,830)	(143,000)	(131,376)	11,624	-8.1%
Net Student Charges Revenue	1,341,057	1,299,262	949,849	1,030,819	748,384	845,568	97,184	13.0%
State Appropriation	-	-	-	-	-	-	-	-%
HEERF Relief - Lost Revenue	-	-	-	297,529	232,746	-	(232,746)	-100.0%
Indirect Cost Recovery	-	-	-	-	-	-	-	-%
Investment Income/Gifts	-	-	-	-	-	-	-	-%
Sales/Services/Auxiliary	136,286	159,234	119,424	109,582	72,850	76,650	3,800	5.2%
Total Revenue	1,477,343	1,458,496	1,069,273	1,437,931	1,053,980	922,218	(131,762)	-12.5%
Expenses								
Salaries & Wages	\$225,426	\$224,262	\$239,814	\$242,322	\$261,234	\$267,643	\$6,409	2.5%
Attrition (Salary Only)	-	-	-	-	-	-	-	-%
Employee Benefits Including Attrition	106,813	107,326	110,559	107,560	117,841	121,107	3,266	2.8%
Pandemic Pay	-	5,158	1,616	231	-	-	-	-%
Personnel	332,239	336,746	351,989	350,113	379,075	388,750	9,675	2.6%
Other Expenses & Transfers:								
Fuel & Electricity	178,141	177,814	143,067	165,136	179,680	217,038	37,358	20.8%
Supplies & Services	706,004	666,078	662,532	878,202	717,920	669,047	(48,873)	-6.8%
Shared Services	-	-	-	-	-	-	-	-%
Travel	1,816	2,032	300	89	3,000	3,000	-	0.0%
Memberships, Contributions & Sponsorships	200	180	90	90	90	90	-	0.0%
Maintenance & Alterations	45,587	25,933	22,286	49,567	24,200	51,600	27,400	113.2%
Interest	207,200	197,445	186,017	173,912	160,702	146,704	(13,998)	-8.7%
Depreciation	230,322	233,443	234,803	233,041	231,532	229,399	(2,133)	-0.9%
Other Expenses	76,508	67,927	67,747	49,000	44,682	47,185	2,503	5.6%
Unassigned Budget	-	-	-	-	-	-	-	-%
Transfers to/(from) MAFES/CES	-	-	-	-	-	-	-	-%
Transfers to/(from) MEIF	-	-	-	-	-	-	-	-%
Transfers - Other	-	-	-	(421,549)	-	-	-	-%
Total Other Expenses & Transfers	1,445,777	1,370,852	1,316,840	1,127,487	1,361,806	1,364,063	2,257	0.2%
Total Operating Expenses & Transfers	1,778,016	1,707,598	1,668,830	1,477,600	1,740,881	1,752,813	11,932	0.7%
Operating Increase (Decrease)	\$ (300,673)	\$ (249,103)	\$ (599,557)	\$ (39,670)	\$ (686,901)	\$ (830,595)	\$ (143,694)	20.9%
Modified Cash Flow								
Operating Increase (Decrease)	\$ (300,673)	\$ (249,103)	\$ (599,557)	\$ (39,670)	\$ (686,901)	\$ (830,595)	\$ (143,694)	20.9%
Add Back Depreciation	230,322	233,443	234,803	233,041	231,532	229,399	(2,133)	-0.9%
Less Capital Expenditures	(19,000)	(11,242)	(11,083)	(7,378)	-	-	-	-%
Less Capital Reserve Funding	-	-	-	-	-	-	-	-%
Less Debt Service Principal	(210,000)	(237,895)	(255,704)	(270,909)	(292,618)	(296,331)	(3,713)	1.3%
Net Change Before Other Adjustments & Transfers	(299,350)	(264,797)	(631,540)	(84,915)	(747,987)	(897,527)	(149,540)	
Transfer from/(to) Administrative Savings Rsrv	-	-	-	-	-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-	-	747,987	-	(747,987)	
Net Change Subtotal	(299,350)	(264,797)	(631,540)	(84,915)	-	(897,527)	(897,527)	
Other Strategic Transfers from/(to) Reserves	-	-	-	-	-	897,527	897,527	
Net Change in Cash & Reserve Transfers	\$ (299,350)	\$ (264,797)	\$ (631,540)	\$ (84,915)	\$ -	\$ -	\$ -	

Board of Trustees Meeting - Presentations

Univ of Maine at Fort Kent
E&G and Auxiliary

4/17/2023

	<u>FY19 ACTUALS</u>	<u>FY20 ACTUALS</u>	<u>FY21 ACTUALS</u>	<u>FY22 ACTUALS</u>	<u>FY23 BASE</u>	<u>FY24 BASE</u>	<u>BUDGET CHANGE</u>	
Revenues								
Tuition & Fee Revenue	\$ 8,678,189	\$ 8,200,008	\$ 7,613,240	\$ 6,709,721	\$ 5,542,553	\$ 5,863,926	\$ 321,373	5.8%
Dining Revenue	651,798	627,923	492,045	534,142	392,454	430,904	38,450	9.8%
Residence Revenue	740,055	725,799	616,064	655,507	498,930	546,040	47,110	9.4%
Tuition Waivers/Scholarships	(1,622,033)	(1,713,909)	(1,304,589)	(1,209,714)	(1,064,337)	(1,018,484)	45,853	-4.3%
Net Student Charges Revenue	8,448,008	7,839,822	7,416,761	6,689,656	5,369,600	5,822,386	452,786	8.4%
State Appropriation	6,877,413	7,818,910	7,818,908	8,590,375	8,737,138	8,823,901	86,763	1.0%
HEERF Relief - Lost Revenue	-	-	-	1,225,790	853,884	-	(853,884)	-100.0%
Indirect Cost Recovery	37,775	48,544	22,107	46,782	43,000	33,500	(9,500)	-22.1%
Investment Income/Gifts	-	-	-	-	-	-	-	-%
Sales/Services/Auxiliary	719,650	556,161	452,957	389,029	380,100	415,959	35,859	9.4%
Total Revenue	16,082,846	16,263,437	15,710,732	16,941,632	15,383,722	15,095,746	(287,976)	-1.9%
Expenses								
Salaries & Wages	\$6,541,023	\$6,656,118	\$6,708,950	\$6,603,456	\$7,174,196	\$7,071,144	(\$103,052)	-1.4%
Attrition (Salary Only)	-	-	-	-	(211,961)	(150,000)	61,961	-29.2%
Employee Benefits Including Attrition	2,807,130	2,841,236	2,813,349	2,799,183	2,982,006	2,983,582	1,576	0.1%
Pandemic Pay	-	22,847	32,927	3,395	-	-	-	-%
Personnel	9,348,153	9,520,201	9,555,225	9,406,034	9,944,241	9,904,726	(39,515)	-0.4%
Other Expenses & Transfers:								
Fuel & Electricity	628,959	624,079	532,154	627,466	629,980	778,840	148,860	23.6%
Supplies & Services	1,641,318	1,579,612	1,657,215	2,257,884	1,952,382	1,638,761	(313,621)	-16.1%
Shared Services	1,810,651	1,910,969	2,025,723	2,114,866	2,177,618	2,177,322	(296)	0.0%
Travel	363,866	250,284	50,799	299,619	323,038	357,508	34,470	10.7%
Memberships, Contributions & Sponsorships	64,344	32,416	42,865	49,038	45,395	48,545	3,150	6.9%
Maintenance & Alterations	207,565	175,420	97,801	173,237	194,350	194,550	200	0.1%
Interest	242,406	228,184	211,487	194,239	175,746	156,934	(18,812)	-10.7%
Depreciation	948,680	953,691	978,250	1,039,351	1,060,412	1,111,515	51,103	4.8%
Other Expenses	790,985	596,488	594,461	372,265	410,251	473,341	63,090	15.4%
Unassigned Budget	-	-	800	-	13,145	13,835	690	5.2%
Transfers to/(from) MAFES/CES	-	-	-	-	-	-	-	-%
Transfers to/(from) MEIF	-	-	-	-	-	-	-	-%
Transfers - Other	85,806	(516,486)	(252,299)	(127,342)	(326,140)	(189,749)	136,391	-41.8%
Total Other Expenses & Transfers	6,784,581	5,834,657	5,939,254	7,000,623	6,656,177	6,761,402	105,225	1.6%
Total Operating Expenses & Transfers	16,132,734	15,354,858	15,494,480	16,406,657	16,600,418	16,666,128	65,710	0.4%
Operating Increase (Decrease)	\$ (49,888)	\$ 908,579	\$ 216,252	\$ 534,975	\$ (1,216,696)	\$ (1,570,382)	\$ (353,686)	29.1%
Modified Cash Flow								
Operating Increase (Decrease)	\$ (49,888)	\$ 908,579	\$ 216,252	\$ 534,975	\$ (1,216,696)	\$ (1,570,382)	\$ (353,686)	29.1%
Add Back Depreciation	948,680	953,691	978,250	1,039,351	1,060,412	1,111,515	51,103	4.8%
Less Capital Expenditures	(278,427)	(312,242)	(366,370)	(392,879)	(211,176)	(401,713)	(190,537)	90.2%
Less Capital Reserve Funding	-	-	-	-	-	-	-	-%
Less Debt Service Principal	(555,488)	(593,573)	(612,657)	(629,609)	(570,540)	(596,420)	(25,880)	4.5%
Net Change Before Other Adjustments & Transfers	64,878	956,455	215,475	551,838	(938,000)	(1,457,000)	(519,000)	
Transfer from/(to) Administrative Savings Rsrv	-	-	-	-	-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-	-	938,000	500,000	(438,000)	
Net Change Subtotal	64,878	956,455	215,475	551,838	-	(957,000)	(957,000)	
Other Strategic Transfers from/(to) Reserves	-	(281,670)	30,757	(415)	-	957,000	957,000	
Net Change in Cash & Reserve Transfers	\$ 64,878	\$ 674,785	\$ 246,232	\$ 551,423	\$ -	\$ -	\$ -	

Board of Trustees Meeting - Presentations

Univ of Maine at Presque Isle

4/17/2023

E&G

	<u>FY19 ACTUALS</u>	<u>FY20 ACTUALS</u>	<u>FY21 ACTUALS</u>	<u>FY22 ACTUALS</u>	<u>FY23 BASE</u>	<u>FY24 BASE</u>	<u>BUDGET CHANGE</u>	
Revenues								
Tuition & Fee Revenue	\$ 7,621,876	\$ 7,674,168	\$ 7,990,690	\$ 8,490,578	\$ 9,249,138	\$ 10,996,912	\$ 1,747,774	18.9%
Dining Revenue	-	-	-	-	-	-	-	-%
Residence Revenue	7,753	5,224	-	-	-	-	-	-%
Tuition Waivers/Scholarships	(1,543,944)	(1,398,522)	(964,708)	(882,308)	(920,000)	(920,000)	-	0.0%
Net Student Charges Revenue	6,085,685	6,280,870	7,025,982	7,608,270	8,329,138	10,076,912	1,747,774	21.0%
State Appropriation	7,508,452	8,017,134	8,013,478	8,616,602	8,813,733	8,900,761	87,028	1.0%
HEERF Relief - Lost Revenue	-	-	-	-	-	-	-	-%
Indirect Cost Recovery	138,977	174,054	169,942	149,884	170,000	170,000	-	0.0%
Investment Income/Gifts	-	-	1,000	-	-	-	-	-%
Sales/Services/Auxiliary	608,219	464,327	116,409	175,238	386,400	299,668	(86,732)	-22.4%
Total Revenue	14,341,332	14,936,384	15,326,811	16,549,993	17,699,271	19,447,341	1,748,070	9.9%
Expenses								
Salaries & Wages	\$7,061,041	\$7,310,303	\$7,513,836	\$8,421,291	\$8,761,635	\$9,260,325	\$498,690	5.7%
Attrition (Salary Only)	-	-	-	-	-	(101,787)	(101,787)	-%
Employee Benefits Including Attrition	3,175,455	3,294,908	3,216,482	3,992,747	3,720,881	3,667,885	(52,996)	-1.4%
Pandemic Pay	-	22,316	23,658	22,895	-	-	-	-%
Personnel	10,236,496	10,627,527	10,753,976	12,436,933	12,482,516	12,826,423	343,907	2.8%
Other Expenses & Transfers:								
Fuel & Electricity	509,809	465,884	395,264	541,905	691,640	561,295	(130,345)	-18.8%
Supplies & Services	871,354	1,009,941	1,236,215	1,825,654	2,555,280	1,711,201	(844,079)	-33.0%
Shared Services	2,047,479	2,150,304	2,221,336	2,294,515	2,306,686	2,553,603	246,917	10.7%
Travel	293,733	185,296	40,554	184,837	311,463	290,850	(20,613)	-6.6%
Memberships, Contributions & Sponsorships	66,910	72,863	44,104	40,785	68,105	75,078	6,973	10.2%
Maintenance & Alterations	436,550	373,890	330,790	417,227	305,450	397,375	91,925	30.1%
Interest	58,866	56,794	53,276	49,453	45,548	69,634	24,086	52.9%
Depreciation	830,981	807,004	867,952	923,817	1,071,105	1,416,044	344,939	32.2%
Other Expenses	(336,850)	479,820	469,606	455,191	759,145	697,303	(61,842)	-8.1%
Unassigned Budget	-	-	-	-	13,062	-	(13,062)	-100.0%
Transfers to/(from) MAFES/CES	-	-	-	-	-	-	-	-%
Transfers to/(from) MEIF	-	-	-	-	-	-	-	-%
Transfers - Other	(177,451)	(791,496)	(304,552)	(844,840)	(332,454)	(449,940)	(117,486)	35.3%
Total Other Expenses & Transfers	4,601,381	4,810,301	5,354,545	5,888,543	7,795,030	7,322,443	(472,587)	-6.1%
Total Operating Expenses & Transfers	14,837,877	15,437,827	16,108,522	18,325,476	20,277,546	20,148,866	(128,680)	-0.6%
Operating Increase (Decrease)	\$ (496,544)	\$ (501,444)	\$ (781,711)	\$ (1,775,483)	\$ (2,578,275)	\$ (701,525)	\$ 1,876,750	-72.8%
Modified Cash Flow								
Operating Increase (Decrease)	\$ (496,544)	\$ (501,444)	\$ (781,711)	\$ (1,775,483)	\$ (2,578,275)	\$ (701,525)	\$ 1,876,750	-72.8%
Add Back Depreciation	830,981	807,004	867,952	923,817	1,071,105	1,416,044	344,939	32.2%
Less Capital Expenditures	(62,747)	(139,468)	(236,348)	(144,610)	(250,186)	(262,695)	(12,509)	5.0%
Less Capital Reserve Funding	(804,845)	-	(19,982)	(122,184)	-	-	-	-%
Less Debt Service Principal	(74,049)	(87,445)	(91,139)	(91,943)	(97,855)	(366,516)	(268,661)	274.6%
Net Change Before Other Adjustments & Transfers	(607,204)	78,647	(261,228)	(1,210,402)	(1,855,211)	85,308	1,940,519	
Transfer from/(to) Administrative Savings Rsrv	-	-	-	-	-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-	1,199,659	1,855,211	-	(1,855,211)	
Net Change Subtotal	(607,204)	78,647	(261,228)	(10,743)	-	85,308	85,308	
Other Strategic Transfers from/(to) Reserves	-	(29,465)	(7,651)	10,743	-	-	-	
Net Change in Cash & Reserve Transfers	\$ (607,204)	\$ 49,182	\$ (268,879)	\$ (0)	\$ -	\$ 85,308	\$ 85,308	

Board of Trustees Meeting - Presentations

Univ of Maine at Presque Isle

4/17/2023

Auxiliary

	<u>FY19 ACTUALS</u>	<u>FY20 ACTUALS</u>	<u>FY21 ACTUALS</u>	<u>FY22 ACTUALS</u>	<u>FY23 BASE</u>	<u>FY24 BASE</u>	<u>BUDGET CHANGE</u>	
Revenues								
Tuition & Fee Revenue	\$ 450	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-%
Dining Revenue	883,268	798,286	546,128	565,732	822,500	925,000	102,500	12.5%
Residence Revenue	1,274,666	1,156,482	795,273	849,948	931,260	1,041,738	110,478	11.9%
Tuition Waivers/Scholarships	(236,728)	(234,900)	(250,973)	(219,142)	(225,000)	(225,000)	-	0.0%
Net Student Charges Revenue	1,921,657	1,719,868	1,090,428	1,196,538	1,528,760	1,741,738	212,978	13.9%
State Appropriation	-	-	-	-	-	-	-	-%
HEERF Relief - Lost Revenue	-	-	803,928	680,474	-	-	-	-%
Indirect Cost Recovery	-	-	-	-	-	-	-	-%
Investment Income/Gifts	-	-	-	-	-	-	-	-%
Sales/Services/Auxiliary	129,518	146,121	101,679	39,445	28,000	25,000	(3,000)	-10.7%
Total Revenue	2,051,175	1,865,990	1,996,034	1,916,457	1,556,760	1,766,738	209,978	13.5%
Expenses								
Salaries & Wages	\$217,230	\$230,704	\$223,085	\$274,676	\$251,473	\$239,217	(\$12,256)	-4.9%
Attrition (Salary Only)	-	-	-	-	-	-	-	-%
Employee Benefits Including Attrition	86,226	98,745	95,893	98,495	104,944	98,585	(6,359)	-6.1%
Pandemic Pay	-	6,865	5,082	-	-	-	-	-%
Personnel	303,457	336,315	324,061	373,171	356,417	337,802	(18,615)	-5.2%
Other Expenses & Transfers:								
Fuel & Electricity	369,681	322,987	264,831	349,805	380,000	340,500	(39,500)	-10.4%
Supplies & Services	841,810	879,892	773,560	867,288	926,058	909,766	(16,292)	-1.8%
Shared Services	-	-	-	-	-	-	-	-%
Travel	3,488	1,638	446	284	500	500	-	0.0%
Memberships, Contributions & Sponsorships	-	-	-	-	-	500	500	-%
Maintenance & Alterations	156,758	140,518	169,572	181,595	232,300	239,300	7,000	3.0%
Interest	392	851	784	559	328	115	(213)	-64.9%
Depreciation	69,085	74,231	72,648	71,402	64,284	52,699	(11,585)	-18.0%
Other Expenses	194,445	182,603	177,344	234,320	137,722	155,179	17,457	12.7%
Unassigned Budget	-	-	-	-	-	-	-	-%
Transfers to/(from) MAFES/CES	-	-	-	-	-	-	-	-%
Transfers to/(from) MEIF	-	-	-	-	-	-	-	-%
Transfers - Other	3,070	305,499	-	-	-	-	-	-%
Total Other Expenses & Transfers	1,638,729	1,908,219	1,459,185	1,705,253	1,741,192	1,698,559	(42,633)	-2.4%
Total Operating Expenses & Transfers	1,942,186	2,244,533	1,783,246	2,078,424	2,097,609	2,036,361	(61,248)	-2.9%
Operating Increase (Decrease)	\$ 108,989	\$ (378,544)	\$ 212,788	\$ (161,967)	\$ (540,849)	\$ (269,623)	\$ 271,226	-50.1%
Modified Cash Flow								
Operating Increase (Decrease)	\$ 108,989	\$ (378,544)	\$ 212,788	\$ (161,967)	\$ (540,849)	\$ (269,623)	\$ 271,226	-50.1%
Add Back Depreciation	69,085	74,231	72,648	71,402	64,284	52,699	(11,585)	-18.0%
Less Capital Expenditures	(74,152)	(38,235)	(8,920)	(125,385)	(116,046)	(121,848)	(5,802)	5.0%
Less Capital Reserve Funding	(19,100)	-	-	-	-	-	-	-%
Less Debt Service Principal	(3,291)	(8,411)	(9,928)	(10,154)	(10,384)	(6,915)	3,469	-33.4%
Net Change Before Other Adjustments & Transfers	81,531	(350,959)	266,587	(226,104)	(602,995)	(345,687)	257,308	
Transfer from/(to) Administrative Savings Rsrv	-	-	-	-	-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-	226,104	602,995	260,379	(342,616)	
Net Change Subtotal	81,531	(350,959)	266,587	-	-	(85,308)	(85,308)	
Other Strategic Transfers from/(to) Reserves	-	-	-	-	-	-	-	
Net Change in Cash & Reserve Transfers	\$ 81,531	\$ (350,959)	\$ 266,587	\$ -	\$ -	\$ (85,308)	\$ (85,308)	

Board of Trustees Meeting - Presentations

Univ of Maine at Presque Isle
E&G and Auxiliary

4/17/2023

	<u>FY19 ACTUALS</u>	<u>FY20 ACTUALS</u>	<u>FY21 ACTUALS</u>	<u>FY22 ACTUALS</u>	<u>FY23 BASE</u>	<u>FY24 BASE</u>	<u>BUDGET CHANGE</u>	
Revenues								
Tuition & Fee Revenue	\$ 7,622,326	\$ 7,674,168	\$ 7,990,690	\$ 8,490,578	\$ 9,249,138	\$ 10,996,912	\$ 1,747,774	18.9%
Dining Revenue	883,268	798,286	546,128	565,732	822,500	925,000	102,500	12.5%
Residence Revenue	1,282,420	1,161,706	795,273	849,948	931,260	1,041,738	110,478	11.9%
Tuition Waivers/Scholarships	(1,780,672)	(1,633,422)	(1,215,681)	(1,101,450)	(1,145,000)	(1,145,000)	-	0.0%
Net Student Charges Revenue	8,007,342	8,000,738	8,116,409	8,804,808	9,857,898	11,818,650	1,960,752	19.9%
State Appropriation	7,508,452	8,017,134	8,013,478	8,616,602	8,813,733	8,900,761	87,028	1.0%
HEERF Relief - Lost Revenue	-	-	803,928	680,474	-	-	-	-%
Indirect Cost Recovery	138,977	174,054	169,942	149,884	170,000	170,000	-	0.0%
Investment Income/Gifts	-	-	1,000	-	-	-	-	-%
Sales/Services/Auxiliary	737,737	610,448	218,088	214,683	414,400	324,668	(89,732)	-21.7%
Total Revenue	16,392,507	16,802,373	17,322,845	18,466,451	19,256,031	21,214,079	1,958,048	10.2%
Expenses								
Salaries & Wages	\$7,278,271	\$7,541,007	\$7,736,921	\$8,695,967	\$9,013,108	\$9,499,542	\$486,434	5.4%
Attrition (Salary Only)	-	-	-	-	-	(101,787)	(101,787)	-%
Employee Benefits Including Attrition	3,261,681	3,393,653	3,312,376	4,091,242	3,825,825	3,766,470	(59,355)	-1.6%
Pandemic Pay	-	29,181	28,741	22,895	-	-	-	-%
Personnel	10,539,953	10,963,841	11,078,037	12,810,104	12,838,933	13,164,225	325,292	2.5%
Other Expenses & Transfers:								
Fuel & Electricity	879,490	788,872	660,095	891,710	1,071,640	901,795	(169,845)	-15.8%
Supplies & Services	1,713,164	1,889,834	2,009,775	2,692,943	3,481,338	2,620,967	(860,371)	-24.7%
Shared Services	2,047,479	2,150,304	2,221,336	2,294,515	2,306,686	2,553,603	246,917	10.7%
Travel	297,221	186,934	41,001	185,121	311,963	291,350	(20,613)	-6.6%
Memberships, Contributions & Sponsorships	66,910	72,863	44,104	40,785	68,105	75,578	7,473	11.0%
Maintenance & Alterations	593,308	514,408	500,361	598,822	537,750	636,675	98,925	18.4%
Interest	59,258	57,645	54,060	50,012	45,876	69,749	23,873	52.0%
Depreciation	900,066	881,235	940,600	995,219	1,135,389	1,468,743	333,354	29.4%
Other Expenses	(142,405)	662,423	646,951	689,511	896,867	852,482	(44,385)	-4.9%
Unassigned Budget	-	-	-	-	13,062	-	(13,062)	-100.0%
Transfers to/(from) MAFES/CES	-	-	-	-	-	-	-	-%
Transfers to/(from) MEIF	-	-	-	-	-	-	-	-%
Transfers - Other	(174,381)	(485,997)	(304,552)	(844,840)	(332,454)	(449,940)	(117,486)	35.3%
Total Other Expenses & Transfers	6,240,110	6,718,519	6,813,731	7,593,797	9,536,222	9,021,002	(515,220)	-5.4%
Total Operating Expenses & Transfers	16,780,062	17,682,361	17,891,768	20,403,900	22,375,155	22,185,227	(189,928)	-0.8%
Operating Increase (Decrease)	\$ (387,555)	\$ (879,987)	\$ (568,923)	\$ (1,937,450)	\$ (3,119,124)	\$ (971,148)	\$ 2,147,976	-68.9%
Modified Cash Flow								
Operating Increase (Decrease)	\$ (387,555)	\$ (879,987)	\$ (568,923)	\$ (1,937,450)	\$ (3,119,124)	\$ (971,148)	\$ 2,147,976	-68.9%
Add Back Depreciation	900,066	881,235	940,600	995,219	1,135,389	1,468,743	333,354	29.4%
Less Capital Expenditures	(136,899)	(177,703)	(245,269)	(269,995)	(366,232)	(384,543)	(18,311)	5.0%
Less Capital Reserve Funding	(823,945)	-	(19,982)	(122,184)	-	-	-	-%
Less Debt Service Principal	(77,340)	(95,857)	(101,068)	(102,096)	(108,239)	(373,431)	(265,192)	245.0%
Net Change Before Other Adjustments & Transfers	(525,673)	(272,312)	5,359	(1,436,506)	(2,458,206)	(260,379)	2,197,827	
Transfer from/(to) Administrative Savings Rsrv	-	-	-	-	-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-	1,425,763	2,458,206	260,379	(2,197,827)	
Net Change Subtotal	(525,673)	(272,312)	5,359	(10,743)	-	-	-	
Other Strategic Transfers from/(to) Reserves	-	(29,465)	(7,651)	10,743	-	-	-	
Net Change in Cash & Reserve Transfers	\$ (525,673)	\$ (301,777)	\$ (2,292)	\$ (0)	\$ -	\$ -	\$ -	

Board of Trustees Meeting - Presentations

University of Southern Maine

4/17/2023

E&G

	<u>FY19 ACTUALS</u>	<u>FY20 ACTUALS</u>	<u>FY21 ACTUALS</u>	<u>FY22 ACTUALS</u>	<u>FY23 BASE</u>	<u>FY24 BASE</u>	<u>BUDGET CHANGE</u>	
Revenues								
Tuition & Fee Revenue	\$ 71,893,964	\$ 74,653,271	\$ 73,066,676	\$ 70,402,193	\$ 71,385,164	\$ 75,538,571	\$ 4,153,407	5.8%
Dining Revenue	-	(553)	-	-	-	-	-	-%
Residence Revenue	2,475	4,650	18,269	26,668	-	-	-	-%
Tuition Waivers/Scholarships	(17,428,968)	(18,975,993)	(16,541,340)	(16,539,730)	(16,283,471)	(15,875,913)	407,558	-2.5%
Net Student Charges Revenue	54,467,472	55,681,375	56,543,604	53,889,131	55,101,693	59,662,658	4,560,965	8.3%
State Appropriation	47,775,142	48,098,693	46,874,076	47,714,871	51,147,985	51,638,080	490,095	1.0%
HEERF Relief - Lost Revenue	-	-	20,762	4,112,718	-	-	-	-%
Indirect Cost Recovery	3,357,629	3,470,573	3,777,125	4,221,959	3,525,000	4,225,000	700,000	19.9%
Investment Income/Gifts	125,934	129,457	132,704	113,045	113,769	113,769	-	0.0%
Sales/Services/Auxiliary	3,594,863	3,131,924	1,546,660	2,294,712	3,843,521	4,343,290	499,769	13.0%
Total Revenue	109,321,040	110,512,022	108,894,931	112,346,435	113,731,968	119,982,797	6,250,829	5.5%
Expenses								
Salaries & Wages	\$53,449,292	\$55,583,315	\$56,197,693	\$59,522,830	\$61,034,156	\$63,434,186	\$2,400,030	3.9%
Attrition (Salary Only)	-	-	-	-	(2,328,511)	(2,828,511)	(500,000)	21.5%
Employee Benefits Including Attrition	23,570,682	24,636,835	24,661,539	27,536,882	25,708,754	26,756,112	1,047,358	4.1%
Pandemic Pay	-	354,519	105,036	28,008	-	-	-	-%
Personnel	77,019,974	80,574,669	80,964,267	87,087,720	84,414,399	87,361,787	2,947,388	3.5%
Other Expenses & Transfers:								
Fuel & Electricity	2,343,803	2,182,350	1,693,579	1,915,490	2,705,474	3,550,206	844,732	31.2%
Supplies & Services	6,441,163	6,167,566	6,065,790	7,205,912	5,556,781	6,650,060	1,093,279	19.7%
Shared Services	12,139,152	12,217,682	12,190,200	12,941,675	13,008,877	13,511,775	502,898	3.9%
Travel	1,428,646	1,082,772	249,624	888,337	955,976	1,159,665	203,689	21.3%
Memberships, Contributions & Sponsorships	325,245	228,968	213,088	226,951	173,202	180,375	7,173	4.1%
Maintenance & Alterations	1,857,174	1,914,879	1,866,305	2,289,720	2,146,094	2,163,555	17,461	0.8%
Interest	725,757	602,746	554,446	499,259	434,592	410,881	(23,711)	-5.5%
Depreciation	6,653,437	6,741,610	6,657,299	6,527,585	6,833,820	8,294,929	1,461,109	21.4%
Other Expenses	2,605,902	1,892,632	1,373,159	658,537	1,353,866	1,088,038	(265,828)	-19.6%
Unassigned Budget	3,923	(30)	-	-	(181,488)	184,560	366,048	-201.7%
Transfers to/(from) MAFES/CES	-	-	-	-	-	-	-	-%
Transfers to/(from) MEIF	-	-	-	-	-	-	-	-%
Transfers - Other	822,912	343,599	(1,338,585)	(7,011,604)	(879,675)	(1,282,602)	(402,927)	45.8%
Total Other Expenses & Transfers	35,347,112	33,374,774	29,524,906	26,141,862	32,107,519	35,911,442	3,803,923	11.8%
Total Operating Expenses & Transfers	112,367,085	113,949,442	110,489,174	113,229,583	116,521,918	123,273,229	6,751,311	5.8%
Operating Increase (Decrease)	\$ (3,046,046)	\$ (3,437,420)	\$ (1,594,243)	\$ (883,147)	\$ (2,789,950)	\$ (3,290,432)	\$ (500,482)	17.9%
Modified Cash Flow								
Operating Increase (Decrease)	\$ (3,046,046)	\$ (3,437,420)	\$ (1,594,243)	\$ (883,147)	\$ (2,789,950)	\$ (3,290,432)	\$ (500,482)	17.9%
Add Back Depreciation	6,653,437	6,741,610	6,657,299	6,527,585	6,833,820	8,294,929	1,461,109	21.4%
Less Capital Expenditures	(1,744,499)	(1,204,001)	(893,932)	(2,092,817)	(3,862,463)	(3,862,463)	-	0.0%
Less Capital Reserve Funding	-	-	-	(533,986)	-	-	-	-%
Less Debt Service Principal	(1,818,557)	(1,311,543)	(1,380,201)	(1,382,832)	(1,369,961)	(1,679,226)	(309,265)	22.6%
Net Change Before Other Adjustments & Transfers	44,335	788,646	2,788,923	1,634,802	(1,188,554)	(537,192)	651,362	
Transfer from/(to) Administrative Savings Rsv	-	-	-	-	-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-	-	-	-	-	
Net Change Subtotal	44,335	788,646	2,788,923	1,634,802	(1,188,554)	(537,192)	651,362	
Other Strategic Transfers from/(to) Reserves	(32,045)	(85,047)	755,610	1,231,416	975,000	-	(975,000)	
Net Change in Cash & Reserve Transfers	\$ 12,290	\$ 703,599	\$ 3,544,534	\$ 2,866,218	\$ (213,554)	\$ (537,192)	\$ (323,638)	

Board of Trustees Meeting - Presentations

University of Southern Maine
Auxiliary

4/17/2023

	<u>FY19 ACTUALS</u>	<u>FY20 ACTUALS</u>	<u>FY21 ACTUALS</u>	<u>FY22 ACTUALS</u>	<u>FY23 BASE</u>	<u>FY24 BASE</u>	<u>BUDGET CHANGE</u>	
Revenues								
Tuition & Fee Revenue	\$ 1,129,612	\$ 1,053,562	\$ 119,026	\$ (1,499)	\$ -	\$ 1,000,000	\$ 1,000,000	-%
Dining Revenue	5,387,732	4,914,136	3,207,126	5,236,664	6,139,013	6,640,657	501,644	8.2%
Residence Revenue	6,844,396	6,868,257	3,593,375	7,125,676	8,130,747	15,718,570	7,587,823	93.3%
Tuition Waivers/Scholarships	(468,570)	(403,558)	(334,695)	(513,149)	(450,000)	(675,768)	(225,768)	50.2%
Net Student Charges Revenue	12,893,170	12,432,397	6,584,831	11,847,692	13,819,760	22,683,459	8,863,699	64.1%
State Appropriation	-	-	-	-	-	-	-	-%
HEERF Relief - Lost Revenue	-	-	1,288,217	5,764,738	-	-	-	-%
Indirect Cost Recovery	-	-	-	-	-	-	-	-%
Investment Income/Gifts	-	-	-	-	-	-	-	-%
Sales/Services/Auxiliary	1,421,953	830,956	720,994	772,517	682,877	1,176,878	494,001	72.3%
Total Revenue	14,315,123	13,263,353	8,594,042	18,384,947	14,502,637	23,860,337	9,357,700	64.5%
Expenses								
Salaries & Wages	\$1,413,674	\$1,444,699	\$1,503,478	\$1,859,495	\$1,754,576	\$2,292,979	\$538,403	30.7%
Attrition (Salary Only)	-	-	-	-	-	-	-	-%
Employee Benefits Including Attrition	700,327	704,380	723,130	830,759	864,563	1,139,992	275,429	31.9%
Pandemic Pay	-	58,365	16,256	5,416	-	-	-	-%
Personnel	2,114,000	2,207,443	2,242,865	2,695,670	2,619,139	3,432,971	813,832	31.1%
Other Expenses & Transfers:								
Fuel & Electricity	953,679	899,957	740,443	1,037,374	1,003,327	1,670,674	667,347	66.5%
Supplies & Services	5,130,935	4,341,702	3,421,928	4,860,678	5,145,915	5,987,435	841,520	16.4%
Shared Services	-	-	-	-	-	-	-	-%
Travel	36,478	8,312	1,634	4,873	7,428	15,397	7,969	107.3%
Memberships, Contributions & Sponsorships	1,906	1,229	1,992	1,439	2,098	1,292	(806)	-38.4%
Maintenance & Alterations	820,419	823,853	680,368	644,430	1,102,391	1,105,383	2,992	0.3%
Interest	1,096,513	1,020,883	938,455	875,571	808,964	5,368,980	4,560,016	563.7%
Depreciation	1,099,967	1,263,656	1,404,204	1,402,932	1,373,303	1,816,314	443,011	32.3%
Other Expenses	1,757,034	2,362,541	1,499,950	2,039,641	1,684,654	2,622,287	937,633	55.7%
Unassigned Budget	-	-	-	-	13,740	118,197	104,457	760.2%
Transfers to/(from) MAFES/CES	-	-	-	-	-	-	-	-%
Transfers to/(from) MEIF	-	-	-	-	-	-	-	-%
Transfers - Other	41,974	130,161	147,830	4,413,598	132,667	424,650	291,983	220.1%
Total Other Expenses & Transfers	10,938,906	10,852,293	8,836,804	15,280,537	11,274,487	19,130,609	7,856,122	69.7%
Total Operating Expenses & Transfers	13,052,907	13,059,736	11,079,669	17,976,207	13,893,626	22,563,580	8,669,954	62.4%
Operating Increase (Decrease)	\$ 1,262,216	\$ 203,617	\$ (2,485,626)	\$ 408,740	\$ 609,011	\$ 1,296,757	\$ 687,746	112.9%
Modified Cash Flow								
Operating Increase (Decrease)	\$ 1,262,216	\$ 203,617	\$ (2,485,626)	\$ 408,740	\$ 609,011	\$ 1,296,757	\$ 687,746	112.9%
Add Back Depreciation	1,099,967	1,263,656	1,404,204	1,402,932	1,373,303	1,816,314	443,011	32.3%
Less Capital Expenditures	(843,446)	(177,745)	(225,000)	(557,330)	(296,447)	(296,447)	-	0.0%
Less Capital Reserve Funding	-	-	-	-	-	-	-	-%
Less Debt Service Principal	(1,676,600)	(1,748,810)	(1,482,501)	(1,404,485)	(1,472,308)	(2,279,432)	(807,124)	54.8%
Net Change Before Other Adjustments & Transfers	(157,863)	(459,283)	(2,788,923)	(150,142)	213,559	537,192	323,633	
Transfer from/(to) Administrative Savings Rsrv	-	-	-	-	-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-	-	-	-	-	
Net Change Subtotal	(157,863)	(459,283)	(2,788,923)	(150,142)	213,559	537,192	323,633	
Other Strategic Transfers from/(to) Reserves	-	-	-	592,056	-	-	-	
Net Change in Cash & Reserve Transfers	\$ (157,863)	\$ (459,283)	\$ (2,788,923)	\$ 441,913	\$ 213,559	\$ 537,192	\$ 323,633	

Board of Trustees Meeting - Presentations

University of Southern Maine
E&G and Auxiliary

4/17/2023

	FY19 ACTUALS	FY20 ACTUALS	FY21 ACTUALS	FY22 ACTUALS	FY23 BASE	FY24 BASE	BUDGET CHANGE	
Revenues								
Tuition & Fee Revenue	\$ 73,023,577	\$ 75,706,833	\$ 73,185,702	\$ 70,400,694	\$ 71,385,164	\$ 76,538,571	\$ 5,153,407	7.2%
Dining Revenue	5,387,732	4,913,583	3,207,126	5,236,664	6,139,013	6,640,657	501,644	8.2%
Residence Revenue	6,846,871	6,872,907	3,611,644	7,152,344	8,130,747	15,718,570	7,587,823	93.3%
Tuition Waivers/Scholarships	(17,897,538)	(19,379,551)	(16,876,035)	(17,052,879)	(16,733,471)	(16,551,681)	181,790	-1.1%
Net Student Charges Revenue	67,360,642	68,113,772	63,128,436	65,736,823	68,921,453	82,346,117	13,424,664	19.5%
State Appropriation	47,775,142	48,098,693	46,874,076	47,714,871	51,147,985	51,638,080	490,095	1.0%
HEERF Relief - Lost Revenue	-	-	1,308,979	9,877,456	-	-	-	-%
Indirect Cost Recovery	3,357,629	3,470,573	3,777,125	4,221,959	3,525,000	4,225,000	700,000	19.9%
Investment Income/Gifts	125,934	129,457	132,704	113,045	113,769	113,769	-	0.0%
Sales/Services/Auxiliary	5,016,816	3,962,880	2,267,654	3,067,229	4,526,398	5,520,168	993,770	22.0%
Total Revenue	123,636,163	123,775,375	117,488,973	130,731,382	128,234,605	143,843,134	15,608,529	12.2%
Expenses								
Salaries & Wages	\$54,862,966	\$57,028,014	\$57,701,171	\$61,382,325	\$62,788,732	\$65,727,165	\$2,938,433	4.7%
Attrition (Salary Only)	-	-	-	-	(2,328,511)	(2,828,511)	(500,000)	21.5%
Employee Benefits Including Attrition	24,271,008	25,341,214	25,384,669	28,367,641	26,573,317	27,896,104	1,322,787	5.0%
Pandemic Pay	-	412,884	121,292	33,424	-	-	-	-%
Personnel	79,133,974	82,782,112	83,207,132	89,783,390	87,033,538	90,794,758	3,761,220	4.3%
Other Expenses & Transfers:								
Fuel & Electricity	3,297,482	3,082,307	2,434,022	2,952,865	3,708,801	5,220,880	1,512,079	40.8%
Supplies & Services	11,572,098	10,509,268	9,487,718	12,066,590	10,702,696	12,637,495	1,934,799	18.1%
Shared Services	12,139,152	12,217,682	12,190,200	12,941,675	13,008,877	13,511,775	502,898	3.9%
Travel	1,465,124	1,091,084	251,257	893,210	963,404	1,175,062	211,658	22.0%
Memberships, Contributions & Sponsorships	327,151	230,197	215,080	228,390	175,300	181,667	6,367	3.6%
Maintenance & Alterations	2,677,593	2,738,732	2,546,673	2,934,150	3,248,485	3,268,938	20,453	0.6%
Interest	1,822,270	1,623,629	1,492,901	1,374,830	1,243,556	5,779,861	4,536,305	364.8%
Depreciation	7,753,404	8,005,266	8,061,503	7,930,517	8,207,123	10,111,243	1,904,120	23.2%
Other Expenses	4,362,936	4,255,173	2,873,109	2,698,178	3,038,520	3,710,325	671,805	22.1%
Unassigned Budget	3,923	(30)	-	-	(167,748)	302,757	470,505	-280.5%
Transfers to/(from) MAFES/CES	-	-	-	-	-	-	-	-%
Transfers to/(from) MEIF	-	-	-	-	-	-	-	-%
Transfers - Other	864,886	473,759	(1,190,755)	(2,598,006)	(747,008)	(857,952)	(110,944)	14.9%
Total Other Expenses & Transfers	46,286,018	44,227,067	38,361,710	41,422,400	43,382,006	55,042,051	11,660,045	26.9%
Total Operating Expenses & Transfers	125,419,992	127,009,179	121,568,842	131,205,790	130,415,544	145,836,809	15,421,265	11.8%
Operating Increase (Decrease)	\$ (1,783,829)	\$ (3,233,804)	\$ (4,079,869)	\$ (474,408)	\$ (2,180,939)	\$ (1,993,675)	\$ 187,264	-8.6%
Modified Cash Flow								
Operating Increase (Decrease)	\$ (1,783,829)	\$ (3,233,804)	\$ (4,079,869)	\$ (474,408)	\$ (2,180,939)	\$ (1,993,675)	\$ 187,264	-8.6%
Add Back Depreciation	7,753,404	8,005,266	8,061,503	7,930,517	8,207,123	10,111,243	1,904,120	23.2%
Less Capital Expenditures	(2,587,946)	(1,381,747)	(1,118,932)	(2,650,147)	(4,158,910)	(4,158,910)	-	0.0%
Less Capital Reserve Funding	-	-	-	(533,986)	-	-	-	-%
Less Debt Service Principal	(3,495,157)	(3,060,353)	(2,862,702)	(2,787,317)	(2,842,269)	(3,958,658)	(1,116,389)	39.3%
Net Change Before Other Adjustments & Transfers	(113,528)	329,362	0	1,484,660	(974,995)	-	974,995	
Transfer from/(to) Administrative Savings Rsrv	-	-	-	-	-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-	-	-	-	-	
Net Change Subtotal	(113,528)	329,362	0	1,484,660	(974,995)	-	974,995	
Other Strategic Transfers from/(to) Reserves	(32,045)	(85,047)	755,610	1,823,471	975,000	-	(975,000)	
Net Change in Cash & Reserve Transfers	\$ (145,573)	\$ 244,316	\$ 755,610	\$ 3,308,131	\$ 5	\$ -	\$ (5)	

Board of Trustees Meeting - Presentations

University of Maine School of Law

4/17/2023

E&G

	<u>FY19 ACTUALS</u>	<u>FY20 ACTUALS</u>	<u>FY21 ACTUALS</u>	<u>FY22 ACTUALS</u>	<u>FY23 BASE</u>	<u>FY24 BASE</u>	<u>BUDGET CHANGE</u>	
Revenues								
Tuition & Fee Revenue	\$ 6,406,176	\$ 6,645,003	\$ 6,448,953	\$ 6,765,380	\$ 7,464,022	\$ 8,206,488	\$ 742,466	9.9%
Dining Revenue	-	-	-	-	-	-	-	-%
Residence Revenue	-	-	-	-	-	-	-	-%
Tuition Waivers/Scholarships	(1,879,691)	(2,014,608)	(2,249,892)	(2,951,318)	(2,500,000)	(2,200,000)	300,000	-12.0%
Net Student Charges Revenue	4,526,486	4,630,394	4,199,061	3,814,062	4,964,022	6,006,488	1,042,466	21.0%
State Appropriation	-	-	856,808	3,281,808	3,908,237	4,408,237	500,000	12.8%
HEERF Relief - Lost Revenue	-	-	-	-	-	-	-	-%
Indirect Cost Recovery	-	-	-	-	-	-	-	-%
Investment Income/Gifts	63,515	62,362	63,932	65,198	66,419	69,984	3,565	5.4%
Sales/Services/Auxiliary	8,985	7,432	11,236	9,085	8,270	219,860	211,590	2558.5%
Total Revenue	4,598,986	4,700,189	5,131,038	7,170,153	8,946,948	10,704,569	1,757,621	19.6%
Expenses								
Salaries & Wages	\$3,531,770	\$3,590,338	\$3,845,068	\$4,242,570	\$4,685,453	\$5,499,558	\$814,105	17.4%
Attrition (Salary Only)	-	-	-	-	-	-	-	-%
Employee Benefits Including Attrition	1,724,751	1,720,079	1,853,072	1,974,094	2,200,230	2,575,968	375,738	17.1%
Pandemic Pay	-	5,019	10,319	2,013	-	-	-	-%
Personnel	5,256,521	5,315,436	5,708,458	6,218,677	6,885,683	8,075,526	1,189,843	17.3%
Other Expenses & Transfers:								
Fuel & Electricity	-	-	-	119,302	206,500	231,500	25,000	12.1%
Supplies & Services	199,513	170,276	146,171	189,331	626,819	704,180	77,361	12.3%
Shared Services	-	-	-	-	289,506	433,512	144,006	49.7%
Travel	78,240	59,477	2,816	11,576	91,250	91,250	-	0.0%
Memberships, Contributions & Sponsorships	13,805	32,796	20,325	28,406	42,400	42,400	-	0.0%
Maintenance & Alterations	15,616	11,477	32,616	79,676	40,191	58,000	17,809	44.3%
Interest	-	-	-	-	-	-	-	-%
Depreciation	-	-	-	-	-	-	-	-%
Other Expenses	788,091	753,796	775,648	1,737,570	2,020,111	2,399,382	379,271	18.8%
Unassigned Budget	-	-	-	-	-	-	-	-%
Transfers to/(from) MAFES/CES	-	-	-	-	-	-	-	-%
Transfers to/(from) MEIF	-	-	-	-	-	-	-	-%
Transfers - Other	(856,808)	(857,308)	(500)	-	-	-	-	-%
Total Other Expenses & Transfers	238,457	170,513	977,076	2,165,860	3,316,777	3,960,224	643,447	19.4%
Total Operating Expenses & Transfers	5,494,978	5,485,949	6,685,535	8,384,537	10,202,460	12,035,750	1,833,290	18.0%
Operating Increase (Decrease)	\$ (895,992)	\$ (785,760)	\$ (1,554,497)	\$ (1,214,384)	\$ (1,255,512)	\$ (1,331,181)	\$ (75,669)	6.0%
Modified Cash Flow								
Operating Increase (Decrease)	\$ (895,992)	\$ (785,760)	\$ (1,554,497)	\$ (1,214,384)	\$ (1,255,512)	\$ (1,331,181)	\$ (75,669)	6.0%
Add Back Depreciation	-	-	-	-	-	-	-	-%
Less Capital Expenditures	-	-	-	-	-	-	-	-%
Less Capital Reserve Funding	-	-	-	-	-	-	-	-%
Less Debt Service Principal	-	-	-	-	-	-	-	-%
Net Change Before Other Adjustments & Transfers	(895,992)	(785,760)	(1,554,497)	(1,214,384)	(1,255,512)	(1,331,181)	(75,669)	
Transfer from/(to) Administrative Savings Rsrv	-	-	-	-	-	-	-	
Transfer from/(to) Budget Stabilization	202,546	360,760	1,554,497	1,214,384	1,255,512	-	(1,255,512)	
Net Change Subtotal	(693,446)	(425,000)	-	-	-	(1,331,181)	(1,331,181)	
Other Strategic Transfers from/(to) Reserves	693,446	425,000	-	-	-	1,331,181	1,331,181	
Net Change in Cash & Reserve Transfers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	

Board of Trustees Meeting - Presentations

UMS Governance & Univ Services

4/17/2023

	E&G Governance						BUDGET CHANGE	
	FY19 ACTUALS	FY20 ACTUALS	FY21 ACTUALS	FY22 ACTUALS	FY23 BASE	FY24 BASE		
Revenues								
Tuition & Fee Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-%
Dining Revenue	-	-	-	-	-	-	-	-%
Residence Revenue	-	-	-	-	-	-	-	-%
Tuition Waivers/Scholarships	-	-	-	-	-	-	-	-%
Net Student Charges Revenue	-	-	-	-	-	-	-	-%
State Appropriation	4,351,193	5,355,335	5,355,335	5,533,635	6,739,537	6,739,537	-	0.0%
HEERF Relief - Lost Revenue	-	-	-	-	-	-	-	-%
Indirect Cost Recovery	-	-	-	-	-	-	-	-%
Investment Income/Gifts	-	-	-	-	-	-	-	-%
Sales/Services/Auxiliary	-	-	1,280	(115)	-	-	-	-%
Total Revenue	4,351,193	5,355,335	5,356,615	5,533,520	6,739,537	6,739,537	-	0.0%
Expenses								
Salaries & Wages	\$2,720,131	\$2,602,639	\$2,595,393	\$3,162,620	\$3,776,372	\$3,745,131	(\$31,241)	-0.8%
Attrition (Salary Only)	-	-	-	-	-	-	-	-%
Employee Benefits Including Attrition	1,433,947	1,329,402	1,309,733	1,524,842	1,901,101	1,885,086	(16,015)	-0.8%
Pandemic Pay	-	-	648	304	-	-	-	-%
Personnel	4,154,078	3,932,041	3,905,774	4,687,766	5,677,473	5,630,217	(47,256)	-0.8%
Other Expenses & Transfers:								
Fuel & Electricity	2,379	229	-	-	-	-	-	-%
Supplies & Services	128,428	133,649	295,724	213,017	110,839	117,165	6,326	5.7%
Shared Services	638,302	700,758	749,213	793,825	872,562	872,622	60	0.0%
Travel	142,108	122,326	18,463	66,227	120,450	132,750	12,300	10.2%
Memberships, Contributions & Sponsorships	25,694	40,268	35,737	68,476	46,800	76,300	29,500	63.0%
Maintenance & Alterations	4,583	3,397	742	1,717	2,100	2,100	-	0.0%
Interest	-	-	-	-	-	-	-	-%
Depreciation	-	-	-	-	-	-	-	-%
Other Expenses	61,647	72,812	64,785	104,027	85,372	93,183	7,811	9.1%
Unassigned Budget	-	-	-	-	-	-	-	-%
Transfers to/(from) MAFES/CES	-	-	-	-	-	-	-	-%
Transfers to/(from) MEIF	-	-	-	-	-	-	-	-%
Transfers - Other	(535,789)	67,669	192,074	(330,137)	(184,800)	(184,800)	-	0.0%
Total Other Expenses & Transfers	467,351	1,141,108	1,356,739	917,152	1,053,323	1,109,320	55,997	5.3%
Total Operating Expenses & Transfers	4,621,429	5,073,150	5,262,513	5,604,918	6,730,796	6,739,537	8,741	0.1%
Operating Increase (Decrease)	\$ (270,236)	\$ 282,185	\$ 94,102	\$ (71,398)	\$ 8,741	\$ -	\$ (8,741)	-100.0%
Modified Cash Flow								
Operating Increase (Decrease)	\$ (270,236)	\$ 282,185	\$ 94,102	\$ (71,398)	\$ 8,741	\$ -	\$ (8,741)	-100.0%
Add Back Depreciation	-	-	-	-	-	-	-	-%
Less Capital Expenditures	(837)	-	-	-	-	-	-	-%
Less Capital Reserve Funding	-	-	-	-	-	-	-	-%
Less Debt Service Principal	-	-	-	-	-	-	-	-%
Net Change Before Other Adjustments & Transfers	(271,073)	282,185	94,102	(71,398)	8,741	-	(8,741)	
Transfer from/(to) Administrative Savings Rsrv	-	-	-	-	-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-	-	-	-	-	
Net Change Subtotal	(271,073)	282,185	94,102	(71,398)	8,741	-	(8,741)	
Other Strategic Transfers from/(to) Reserves	191,884	33,671	-	-	2,976	-	(2,976)	
Net Change in Cash & Reserve Transfers	\$ (79,189)	\$ 315,857	\$ 94,102	\$ (71,398)	\$ 11,717	\$ -	\$ (11,717)	

Board of Trustees Meeting - Presentations

UMS Governance & Univ Services

4/17/2023

E&G

Allocated University Services

	<u>FY19 ACTUALS</u>	<u>FY20 ACTUALS</u>	<u>FY21 ACTUALS</u>	<u>FY22 ACTUALS</u>	<u>FY23 BASE</u>	<u>FY24 BASE</u>	<u>BUDGET CHANGE</u>	
Revenues								
Tuition & Fee Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-%
Dining Revenue	-	-	-	-	-	-	-	-%
Residence Revenue	-	-	-	-	-	-	-	-%
Tuition Waivers/Scholarships	-	-	-	-	-	-	-	-%
Net Student Charges Revenue	-	-	-	-	-	-	-	-%
State Appropriation	-	-	-	-	-	-	-	-%
HEERF Relief - Lost Revenue	-	-	-	-	-	-	-	-%
Indirect Cost Recovery	8,237	2,939	43,671	766	190,158	1,000	(189,158)	-99.5%
Investment Income/Gifts	17,846	17,498	17,925	18,242	264,155	264,155	-	0.0%
Sales/Services/Auxiliary	722,336	767,998	535,192	760,182	643,284	657,382	14,098	2.2%
Total Revenue	748,420	788,435	596,788	779,190	1,097,597	922,537	(175,060)	-15.9%
Expenses								
Salaries & Wages	\$21,766,566	\$22,414,922	\$23,048,946	\$24,142,464	\$26,520,137	\$27,567,268	\$1,047,131	3.9%
Attrition (Salary Only)	-	-	-	-	(598,493)	(598,493)	-	0.0%
Employee Benefits Including Attrition	11,410,022	11,759,886	11,904,977	11,868,146	13,192,507	13,726,441	533,934	4.0%
Pandemic Pay	-	110,895	61,739	34,936	-	-	-	-%
Personnel	33,176,588	34,285,702	35,015,662	36,045,546	39,114,151	40,695,216	1,581,065	4.0%
Other Expenses & Transfers:								
Fuel & Electricity	31,422	21,549	18,970	26,009	9,530	11,530	2,000	21.0%
Supplies & Services	4,239,358	4,582,428	5,354,784	5,838,266	6,942,670	6,429,269	(513,401)	-7.4%
Shared Services	(45,027,421)	(45,996,790)	(47,156,312)	(48,825,322)	(50,898,043)	(52,534,065)	(1,636,022)	3.2%
Travel	252,348	185,735	33,987	82,331	160,105	178,030	17,925	11.2%
Memberships, Contributions & Sponsorships	334,984	140,580	110,575	98,107	153,621	105,096	(48,525)	-31.6%
Maintenance & Alterations	3,556,510	3,293,860	2,885,804	3,219,579	2,829,993	2,674,346	(155,647)	-5.5%
Interest	912	18,970	26,589	20,236	26,588	7,026	(19,562)	-73.6%
Depreciation	-	-	-	-	-	-	-	-%
Other Expenses	1,720,922	1,902,181	1,714,564	1,707,852	1,684,869	1,834,199	149,330	8.9%
Unassigned Budget	-	(23)	-	-	-	-	-	-%
Transfers to/(from) MAFES/CES	-	-	-	-	-	-	-	-%
Transfers to/(from) MEIF	-	-	-	-	-	-	-	-%
Transfers - Other	1,405,083	1,165,375	243,839	708,008	233,053	490,353	257,300	110.4%
Total Other Expenses & Transfers	(33,819,303)	(34,860,952)	(37,271,943)	(36,902,949)	(38,857,614)	(40,804,216)	(1,946,602)	5.0%
Total Operating Expenses & Transfers	(642,715)	(575,250)	(2,256,282)	(857,403)	256,537	(109,000)	(365,537)	-142.5%
Operating Increase (Decrease)	\$ 1,391,135	\$ 1,363,685	\$ 2,853,070	\$ 1,636,593	\$ 841,060	\$ 1,031,537	\$ 190,477	22.6%
Modified Cash Flow								
Operating Increase (Decrease)	\$ 1,391,135	\$ 1,363,685	\$ 2,853,070	\$ 1,636,593	\$ 841,060	\$ 1,031,537	\$ 190,477	22.6%
Add Back Depreciation	-	-	-	-	-	-	-	-%
Less Capital Expenditures	(478,611)	(249,508)	(275,589)	(415,559)	(634,875)	(836,875)	(202,000)	31.8%
Less Capital Reserve Funding	-	-	-	-	-	-	-	-%
Less Debt Service Principal	(7,868)	(177,505)	(175,100)	(181,453)	(175,100)	(194,662)	(19,562)	11.2%
Net Change Before Other Adjustments & Transfers	904,656	936,672	2,402,381	1,039,581	31,085	-	(31,085)	
Transfer from/(to) Administrative Savings Rsrv	-	-	-	-	-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-	-	-	-	-	
Net Change Subtotal	904,656	936,672	2,402,381	1,039,581	31,085	-	(31,085)	
Other Strategic Transfers from/(to) Reserves	772,373	1,249,716	(492,460)	906,113	(25,513)	-	25,513	
Net Change in Cash & Reserve Transfers	\$ 1,677,029	\$ 2,186,388	\$ 1,909,921	\$ 1,945,694	\$ 5,572	\$ -	\$ (5,572)	

Board of Trustees Meeting - Presentations

UMS Governance & Univ Services

4/17/2023

E&G

Unallocated - Supporting Strategic Initiatives

	<u>FY19 ACTUALS</u>	<u>FY20 ACTUALS</u>	<u>FY21 ACTUALS</u>	<u>FY22 ACTUALS</u>	<u>FY23 BASE</u>	<u>FY24 BASE</u>	<u>BUDGET CHANGE</u>	
Revenues								
Tuition & Fee Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-%
Dining Revenue	-	-	-	-	-	-	-	-%
Residence Revenue	-	-	-	-	-	-	-	-%
Tuition Waivers/Scholarships	(439)	-	-	(12,000)	-	-	-	-%
Net Student Charges Revenue	(439)	-	-	(12,000)	-	-	-	-%
State Appropriation	3,801,740	7,826,385	6,157,497	7,950,914	8,975,255	10,883,886	1,908,631	21.3%
HEERF Relief - Lost Revenue	-	-	-	-	-	-	-	-%
Indirect Cost Recovery	-	-	-	-	-	-	-	-%
Investment Income/Gifts	10,544,843	8,126,974	22,067,974	(13,947,980)	2,637,125	1,991,557	(645,568)	-24.5%
Sales/Services/Auxiliary	1,848	1,102	3,048	10,898	-	11,800	11,800	-%
Total Revenue	14,347,992	15,954,461	28,228,519	(5,998,168)	11,612,380	12,887,243	1,274,863	11.0%
Expenses								
Salaries & Wages	\$96,956	\$215,453	\$317,723	\$400,568	\$894,106	\$1,090,322	\$196,216	21.9%
Attrition (Salary Only)	-	-	-	-	-	-	-	-%
Employee Benefits Including Attrition	38,128	107,904	153,668	180,047	455,994	556,064	100,070	21.9%
Pandemic Pay	-	1,430	270	183	-	-	-	-%
Personnel	135,083	324,786	471,661	580,797	1,350,100	1,646,386	296,286	21.9%
Other Expenses & Transfers:								
Fuel & Electricity	-	-	-	-	-	-	-	-%
Supplies & Services	148,393	561,629	823,425	614,236	1,401,534	1,836,534	435,000	31.0%
Shared Services	-	-	-	-	-	-	-	-%
Travel	28,104	31,494	247	23,105	113,500	114,000	500	0.4%
Memberships, Contributions & Sponsorships	1,500	870	200	3,500	65,020	65,860	840	1.3%
Maintenance & Alterations	-	-	-	6	16,101	17,100	999	6.2%
Interest	-	-	-	-	-	-	-	-%
Depreciation	4,581,865	4,356,730	4,153,382	3,817,972	3,790,326	3,873,094	82,768	2.2%
Other Expenses	33,214	44,377	39,313	55,662	157,048	229,541	72,493	46.2%
Unassigned Budget	-	-	-	-	30,802	70,864	40,062	130.1%
Transfers to/(from) MAFES/CES	-	-	-	-	-	-	-	-%
Transfers to/(from) MEIF	-	-	-	-	-	-	-	-%
Transfers - Other	677,910	1,597,978	2,027,525	3,689,325	5,152,956	6,473,878	1,320,922	25.6%
Total Other Expenses & Transfers	7,235,587	(5,328,389)	(51,147,020)	7,073,269	10,727,287	12,680,871	1,953,584	18.2%
Total Operating Expenses & Transfers	7,370,670	(5,003,602)	(50,675,359)	7,654,066	12,077,387	14,327,257	2,249,870	18.6%
Operating Increase (Decrease)	\$ 6,977,322	\$ 20,958,063	\$ 78,903,878	\$ (13,652,234)	\$ (465,007)	\$ (1,440,014)	\$ (975,007)	209.7%
Modified Cash Flow								
Operating Increase (Decrease)	\$ 6,977,322	\$ 20,958,063	\$ 78,903,878	\$ (13,652,234)	\$ (465,007)	\$ (1,440,014)	\$ (975,007)	209.7%
Add Back Depreciation	4,581,865	4,356,730	4,153,382	3,817,972	3,790,326	3,873,094	82,768	2.2%
Less Capital Expenditures	-	(1,700,000)	(849,884)	(850,000)	(850,000)	(850,000)	-	0.0%
Less Capital Reserve Funding	(4,387,337)	-	(3,249,979)	-	(2,637,125)	(1,991,557)	645,568	-24.5%
Less Debt Service Principal	-	-	-	-	-	-	-	-%
Net Change Before Other Adjustments & Transfers	7,171,850	23,614,793	78,957,397	(10,684,262)	(161,806)	(408,477)	(246,671)	
Transfer from/(to) Administrative Savings Rsrv	(2,638,839)	(2,530,716)	(1,476,516)	(1,647,974)	-	340,000	340,000	
Transfer from/(to) Budget Stabilization	-	-	-	-	-	-	-	
Net Change Subtotal	4,533,011	21,084,076	77,480,881	(12,332,236)	(161,806)	(68,477)	93,329	
Other Strategic Transfers from/(to) Reserves	1,616,601	(12,954,044)	(58,670,142)	(2,013,787)	161,806	68,477	(93,329)	
Net Change in Cash & Reserve Transfers	\$ 6,149,612	\$ 8,130,032	\$ 18,810,739	\$ (14,346,023)	\$ -	\$ -	\$ -	

STUDENT CHARGES FY2024



May 2023



UNIVERSITY OF MAINE SYSTEM

STUDENT CHARGES

FY24

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**UNIVERSITY OF MAINE SYSTEM
FY24 TOTAL STUDENT CHARGES**

	Annual Tuition	Mandatory Fees	Tuition & Mandatory Fees ¹	Room & Board ²	Total
I. Undergraduate					
In-State & Canadian					
UM	\$12,000	\$606	\$12,606	\$12,396	\$25,002
UMM	8,700	720	9,420	10,850	20,270
UMA	7,560	1,058	8,618	7,914	16,532
UMF	8,910	2,079	10,989	10,970	21,959
UMFK	7,560	1,485	9,045	9,590	18,635
UMPI	7,560	1,430	8,990	10,300	19,290
USM	8,910	2,790	11,700	11,650	23,350
Average	8,743	1,453	10,196	10,959	21,155
Out-of-State					
UM	\$34,740	\$606	\$35,346	\$12,396	\$47,742
UMM	16,950	720	17,670	10,850	28,520
UMA	20,490	1,058	21,548	7,914	29,462
UMF	21,000	2,079	23,079	10,970	34,049
UMFK	12,840	1,485	14,325	9,590	23,915
UMPI	12,840	1,430	14,270	10,300	24,570
USM	26,250	2,790	29,040	11,650	40,690
Average	20,730	1,453	22,183	10,959	33,142
NEBHE					
UM	\$21,000	\$606	\$21,606	\$12,396	\$34,002
UMM	15,240	720	15,960	10,850	26,810
UMA	12,840	1,058	13,898	7,914	21,812
UMF	15,120	2,079	17,199	10,970	28,169
UMFK	12,840	1,485	14,325	9,590	23,915
UMPI	12,840	1,430	14,270	10,300	24,570
USM	15,150	2,790	17,940	11,650	29,590
Average	15,004	1,453	16,457	10,959	27,416

¹Annual tuition & mandatory fees are based on 15 credit hours per semester for two semesters for undergraduate and law students and 9 credit hours per semester for two semesters for graduate students.

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

**UNIVERSITY OF MAINE SYSTEM
FY24 TOTAL STUDENT CHARGES**

	Annual Tuition	Mandatory Fees	Tuition & Mandatory Fees ¹	Room & Board ²	Total
II. Graduate					
In-State & Canadian					
UM	\$10,026	\$420	\$10,446	\$12,396	\$22,842
UMA	8,010	635	8,645	7,914	16,559
UMF	7,920	557	8,477	10,970	19,447
USM	8,010	1,584	9,594	11,650	21,244
Average	8,492	799	9,291	11,672	20,963
Out-of-State					
UM	\$30,528	\$420	\$30,948	\$12,396	\$43,344
UMA	10,566	635	11,201	7,914	19,115
UMF	7,920	557	8,477	10,970	19,447
USM	24,300	1,584	25,884	11,650	37,534
Average	18,329	799	19,128	11,672	30,800
NEBHE					
UM	\$17,550	\$420	\$17,970	\$12,396	\$30,366
UMA	13,626	635	14,261	7,914	22,175
USM	13,626	1,584	15,210	11,650	26,860
Average	14,934	880	15,814	12,023	27,837

III. Law School

In-State - Continuing	\$23,190	\$1,710	\$24,900	\$11,650	\$36,550
In-State - New	\$23,880	\$1,710	\$25,590	\$11,650	\$37,240
Out-of-State	\$36,000	\$1,710	\$37,710	\$11,650	\$49,360
NEBHE & Canadian	\$31,650	\$1,710	\$33,360	\$11,650	\$45,010

¹Annual tuition & mandatory fees are based on 15 credit hours per semester for two semesters for undergraduate and law students and 9 credit hours per semester for two semesters for graduate students.

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

UNIVERSITY OF MAINE SYSTEM
FY24 TUITION RATES - PER CREDIT HOUR

	FY23 Rate	FY24 Rate	FY24 Increases	
			\$	%
In-State				
Undergraduate				
UM	\$388	\$400	12	3.1
UMM	282	290	8	2.8
UMA/UMFK/UMPI	245	252	7	2.9
UMF/USM	288	297	9	3.1
Graduate				
UM	541	557	16	3.0
UMA	432	445	13	3.0
UMF	427	440	13	3.0
USM	432	445	13	3.0
Law - Continuing Students	773	773	-	-
Law - New Students	773	796	23	3.0
Out-of-State				
Undergraduate				
UM	1,108	1,158	50	4.5
UMM	540	565	25	4.6
UMA	625	683	58	9.3
UMF	680	700	20	2.9
UMFK/UMPI	404	428	24	5.9
USM	810	875	65	8.0
Graduate				
UM	1,623	1,696	73	4.5
UMA	570	587	17	3.0
UMF	427	440	13	3.0
USM	1,250	1,350	100	8.0
Law	1,200	1,200	-	-

Academic Partnership rates vary by program.

Early College credit hour rate is \$145 for ALL campuses ALL students.

UNIVERSITY OF MAINE SYSTEM
FY24 TUITION RATES - PER CREDIT HOUR

	FY23 Rate	FY24 Rate	FY24 Increases	
			\$	%
NEBHE				
Undergraduate				
UM	\$679	\$700	21	3.1
UMM	494	508	14	2.8
UMA/UMFK/UMPI	404	428	24	5.9
UMF	490	504	14	2.9
USM	490	505	15	3.1
Graduate				
UM	947	975	28	3.0
UMA	713	757	44	6.2
USM	734	757	23	3.1
Law	1,055	1,055	-	-
Canadian				
Undergraduate				
UM	388	400	12	3.1
UMM	282	290	8	2.8
UMA/UMFK/UMPI	245	252	7	2.9
UMF	288	297	9	3.1
USM	288	297	9	3.1
Graduate				
UM	541	557	16	3.0
UMA	432	445	13	3.0
UMF	439	440	1	0.2
USM	432	445	13	3.0
Law	1,055	1,055	-	-

**UNIVERSITY OF MAINE SYSTEM
ANNUAL TUITION RATES**

UNDERGRADUATE		FY23	FY24	FY23 to FY24	
				Annual Increase	
<u>In-State & Canadian</u>				\$	%
UM		\$11,640	\$12,000	360	3.1
UMM		8,460	8,700	240	2.8
UMA		7,350	7,560	210	2.9
UMF		9,216	8,910	(306)	(3.3)
UMFK		7,350	7,560	210	2.9
UMPI		7,350	7,560	210	2.9
USM		8,640	8,910	270	3.1
Average		8,572	8,743	171	2.0
<u>Out-of-State</u>					
UM		\$33,240	\$34,740	1,500	4.5
UMM		16,200	16,950	750	4.6
UMA		18,750	20,490	1,740	9.3
UMF		21,760	21,000	(760)	(3.5)
UMFK		12,120	12,840	720	5.9
UMPI		12,120	12,840	720	5.9
USM		24,300	26,250	1,950	8.0
Average		19,784	20,730	946	4.8
<u>NEBHE</u>					
UM		\$20,370	\$21,000	630	3.1
UMM		14,820	15,240	420	2.8
UMA		12,120	12,840	720	5.9
UMF		15,680	15,120	(560)	(3.6)
UMFK		12,120	12,840	720	5.9
UMPI		12,120	12,840	720	5.9
USM		14,700	15,150	450	3.1
Average		14,561	15,004	443	3.0

NOTE: Based on 15 credit hours per semester for two semesters for undergraduate and law students and 9 credit hours per semester for two semesters for graduate students. In FY24, UMF changed curriculum from 16 credit hours per semester to 15 credit hours per semester.

**UNIVERSITY OF MAINE SYSTEM
ANNUAL TUITION RATES**

GRADUATE		FY23	FY24	FY23 to FY24	
				Annual Increase	
<u>In-State & Canadian</u>				\$	%
	UM	\$9,738	\$10,026	288	3.0
	UMA	7,776	8,010	234	3.0
	UMF	7,686	7,920	234	3.0
	USM	7,776	8,010	234	3.0
	Average	8,244	8,492	248	3.0
	<u>Out-of-State</u>				
	UM	\$29,214	\$30,528	1,314	4.5
	UMA	10,260	10,566	306	3.0
	UMF	7,686	7,920	234	3.0
	USM	22,500	24,300	1,800	8.0
	Average	17,415	18,329	914	5.2
	<u>NEBHE</u>				
	UM	\$17,046	\$17,550	504	3.0
	UMA	12,834	13,626	792	6.2
	USM	13,212	13,626	414	3.1
	Average	14,364	14,934	570	4.0
LAW					
	<u>In-State - Continuing Students</u>	\$23,190	\$23,190	-	-
	<u>In-State - New Students</u>	\$23,190	23,880	690	3.0
	<u>Out-of-State</u>	36,000	36,000	-	-
	<u>NEBHE & Canadian</u>	31,650	31,650	-	-

NOTE: Based on 15 credit hours per semester for two semesters for undergraduate and law students and 9 credit hours per semester for two semesters for graduate students. In FY24, UMF changed curriculum from 16 credit hours per semester to 15 credit hours per semester.

**UNIVERSITY OF MAINE SYSTEM
DIFFERENTIAL TUITION RATES**

Campus	Program/Modality		FY23 Rate	FY24 Rate	Unit	FY23 to FY24 Annual Increase		
						\$	%	
UMaine	MBS Business School	Graduate program	650	679	CH	29	4.5	
	Res'd Online		388	400	CH	12	3.1	
	NR Online (e-rate)		485	500	CH	15	3.1	
	Graduate On line	MBA		650	679	CH	29	4.5
		Engineering		700	732	CH	32	4.6
		Education		550	567	CH	17	3.1
		All Other		590	608	CH	18	3.1
	Undergrad Diff Tuition	Business		300	309	Semester	9	3.0
		Engineering		325	335	Semester	10	3.1
		Nursing		385	397	Semester	12	3.1
Grad Differential Tuition	Engineering		325	335	Semester	10	3.1	
	Nursing		385	397	Semester	12	3.1	
UMA	Dental Health (DEH)	Elim Course fee	645	853	CH	208	32.2	
	Dental Assisting (DEA)	Elim Course fee	345	353	CH	8	2.3	
	Architecture (ARC)	Elim Course fee	395	439	CH	44	11.1	
	Non Res'd UG On Line		319	329	CH	10	3.1	
UMPI	YourPace	CBE-AP (UG)	1,400	1,500	Session	100	7.1	
		CBE-AP (GRAD)	2,000	2,150	Session	150	7.5	
USM	Non Res'd UG On Line		450	486	CH	36	8.0	
	NR GR e-rate		675	729	CH	54	8.0	
	BS Nursing	In-State		297	306	CH	9	3.0
		Out-of-State		834	901	CH	67	8.0
	Accelerated Nursing	In-State		297	306	CH	9	3.0
		Out-of-State		834	901	CH	67	8.0

**UNIVERSITY OF MAINE SYSTEM
ANNUAL MANDATORY FEES¹**

University	Fee	Credit Hours	FY23	FY24	\$ Increase
UM	Graduate Student Activity Fee	1 to 5 Credit Hours	\$120.00	\$120.00	-
		6 or More Credit Hours	\$150.00	\$150.00	-
	Technology Fee	Per Credit Hour	12.00	15.00	3.00
	Undergraduate Student Activity Fee (Includes former Communication Fee \$30)	6 or More Credit Hours	136.00	156.00	20.00
UMM	Student Activity Fee	Per Credit Hour	\$9.00	\$9.00	-
	Technology Fee	Per Credit Hour	12.00	15.00	3.00
UMA	Student Activity Fee	Per Credit Hour, up to 14	\$2.25	\$2.25	-
		15 or More Credit Hours	67.50	67.50	-
	Unified Fee	Per Credit Hour	32.00	33.00	1.00
UMF	Academic Support Fee (Formerly Unified Fee)	6 or less Credit Hours	189.00	189.00	-
		7 to 11 Credit Hours	377.00	377.00	-
		12 or More Credit Hours	740.00	740.00	-
	Student Health & Wellness Fee	4 or More Credit Hours	50.00	0.00	(50.00)
	Technology Fee	Per Credit Hour	10.00	10.00	-
	Undergraduate Student Activity Fee	1 to 5 1/2 Credit Hours	\$80.00	\$80.00	-
		6 to 11 1/2 Credit Hours	120.00	120.00	-
		12 or More Credit Hours	160.00	160.00	-
	Undergraduate Student Support Fee	6 or less Credit Hours	0.00	259.00	259.00
		7 to 11 Credit Hours	0.00	517.00	517.00
12 or More Credit Hours		0.00	879.00	879.00	
UMFK	Student Activity Fee	Per Credit Hour	\$7.50	\$7.50	-
	Technology Fee	Per Credit Hour	10.00	10.00	-
	Unified Fee	Per Credit Hour	31.00	32.00	1.00
UMPI	Student Activity Fee	6 or less Credit Hours	\$85.00	\$85.00	-
		7 or More Credit Hours	170.00	170.00	-
	Technology Fee	Per Credit Hour	10.00	10.00	-
	Unified Fee - Campus	Per Credit Hour	31.00	32.00	1.00
USM	Comprehensive Fee	Per Credit Hour	60.00	80.00	20.00
	Technology Fee	Per Credit Hour	7.00	8.00	1.00
	Undergraduate Student Activity Fee	1 to 5 Credit Hours	\$80.00	\$0.00	(80.00)
		6 to 11 Credit Hours	120.00	0.00	(120.00)
		12 or More Credit Hours	160.00	0.00	(160.00)
	Per Credit Hour	0.00	5.00	150.00	
Law School	Comprehensive Fee	Per Credit Hour	60.00	45.00	(15.00)
	Law Student Activity Fee	6 or More Credit Hours	100.00	150.00	50.00
	Technology Fee	Per Credit Hour	5.00	7.00	2.00

¹Annual unless listed as per credit hour.

UNIVERSITY OF MAINE SYSTEM
ANNUAL MANDATORY FEES

<u>Undergraduate</u>		<u>FY23</u>	<u>FY24</u>	<u>FY24 Increases</u>	
				<u>\$</u>	<u>%</u>
UM	Student Activity*	\$136	\$156		
	Technology Fee	360	450		
	Total	\$496	\$606	110	22.2
UMM	Student Activity	\$270	\$270		
	Technology Fee	360	450		
	Total	\$630	\$720	90	14.3
UMA	Student Activity	\$68	\$68		
	Unified Fee	960	990		
	Total	\$1,028	\$1,058	30	2.9
UMF	Academic Support Fee (formerly Unified Fe	\$740	\$740		
	Student Activity	160	160		
	Student Health & Fitness Fee	50	0		
	Student Support Fee	0	879		
	Technology Fee	320	300		
	Total	\$1,270	\$2,079	809	63.7
UMFK	Student Activity	\$225	\$225		
	Technology Fee	300	300		
	Unified Fee	930	960		
	Total	\$1,455	\$1,485	30	2.1
UMPI	Student Activity	\$170	\$170		
	Technology Fee	300	300		
	Unified Fee - Campus	930	960		
	Total	\$1,400	\$1,430	30	2.1
USM	Comprehensive Fee	\$1,800	\$2,400		
	Student Activity	160	150		
	Technology Fee	210	240		
	Total	\$2,170	\$2,790	620	28.6
Average		\$1,207	\$1,453	246	20.4

*Includes former Communications Fee (\$30)

NOTE: Based on 15 credit hours per semester for two semesters for undergraduate and law students and 9 credit hours per semester for two semesters for graduate students. In FY24, UMF changed curriculum from 16 credit hours per semester to 15 credit hours per semester.

UNIVERSITY OF MAINE SYSTEM
ANNUAL MANDATORY FEES

				FY24 Increases		
		FY23	FY24	\$	%	
<u>Graduate</u>	UM	Technology Fee	\$216	\$270		
		Student Activity*	150	150		
		Total	<u>\$366</u>	<u>\$420</u>	54	14.8
	UMA	Student Activity	\$41	\$41		
	Unified Fee	576	594			
	Total	<u>\$617</u>	<u>\$635</u>	18	2.9	
UMF	Technology Fee	\$180	\$180			
	Unified Fee	377	377			
	Total	<u>\$557</u>	<u>\$557</u>	-	-	
USM	Comprehensive Fee	\$1,080	\$1,440			
	Technology Fee	126	144			
	Total	<u>\$1,206</u>	<u>\$1,584</u>	378	31.3	
Average		\$687	\$799	112	16.3	
<u>Law</u>		Comprehensive Fee	\$1,800	\$1,350		
		Student Activity	100	150		
		Technology Fee	150	210		
	Average		\$2,050	\$1,710	(340)	(16.6)

*Includes former Communications Fee (\$30)

NOTE: Based on 15 credit hours per semester for two semesters for undergraduate and law students and 9 credit hours per semester for two semesters for graduate students. In FY24, UMF changed curriculum from 16 credit hours per semester to 15 credit hours per semester.

UNIVERSITY OF MAINE SYSTEM
ANNUAL TUITION AND MANDATORY FEES

UNDERGRADUATE	FY23	FY24	FY24 Increases	
			\$	%
<u>In-State & Canadian</u>	<u>Rate</u>	<u>Rate</u>		
UM	\$12,136	\$12,606	470	3.9
UMM	9,090	9,420	330	3.6
UMA	8,378	8,618	240	2.9
UMF	10,486	10,989	503	4.8
UMFK	8,805	9,045	240	2.7
UMPI	8,750	8,990	240	2.7
USM	10,810	11,700	890	8.2
Average	9,779	10,196	417	4.3
<u>Out-of-State</u>				
UM	\$33,736	\$35,346	1,610	4.8
UMM	16,830	17,670	840	5.0
UMA	19,778	21,548	1,770	8.9
UMF	23,030	23,079	49	0.2
UMFK	13,575	14,325	750	5.5
UMPI	13,520	14,270	750	5.5
USM	26,470	29,040	2,570	9.7
Average	20,991	22,183	1,192	5.7
<u>NEBHE</u>				
UM	\$20,866	\$21,606	740	3.5
UMM	15,450	15,960	510	3.3
UMA	13,148	13,898	750	5.7
UMF	16,950	17,199	249	1.5
UMFK	13,575	14,325	750	5.5
UMPI	13,520	14,270	750	5.5
USM	16,870	17,940	1,070	6.3
Average	15,768	16,457	689	4.4

UNIVERSITY OF MAINE SYSTEM
ANNUAL TUITION AND MANDATORY FEES

GRADUATE	FY23	FY24	FY24 Increases	
			\$	%
<u>In-State & Canadian</u>	<u>Rate</u>	<u>Rate</u>		
UM	\$10,104	\$10,446	342	3.4
UMA	8,393	8,645	252	3.0
UMF	8,243	8,477	234	2.8
USM	8,982	9,594	612	6.8
Average	8,931	9,291	360	4.0
<u>Out-of-State</u>				
UM	\$29,580	\$30,948	1,368	4.6
UMA	10,877	11,201	324	3.0
UMF	8,243	8,477	234	2.8
USM	23,706	25,884	2,178	9.2
Average	18,102	19,128	1,026	5.7
<u>NEBHE</u>				
UM	\$17,412	\$17,970	558	3.2
UMA	13,451	14,261	810	6.0
USM	14,418	15,210	792	5.5
Average	15,094	15,814	720	4.8
LAW				
In-State - Continuing Student	\$25,240	\$24,900	(340)	(1.3)
In-State - New Student	25,240	25,590	350	1.4
Out-of-State	38,050	37,710	(340)	(0.9)
NEBHE & Canadian	33,700	33,360	(340)	(1.0)

**UNIVERSITY OF MAINE SYSTEM
ANNUAL ROOM & BOARD CHARGES¹**

	ROOM CHARGES		FY24 Increases	
	FY23	FY24	\$	%
UM	\$6,018	\$6,320	302	5.0
UMM	4,658	4,890	232	5.0
UMF	5,560	5,610	50	0.9
UMFK	4,989	5,140	151	3.0
UMPI	5,100	5,300	200	3.9
USM	5,678	6,130	452	8.0
Average	5,334	5,565	231	4.3
UMA	7,646	7,914		
BOARD CHARGES				
	FY23	FY24		
UM	\$5,732	\$6,076	344	6.0
UMM	5,182	5,960	778	15.0
UMF	5,204	5,360	156	3.0
UMFK	4,300	4,450	150	3.5
UMPI	4,700	5,000	300	6.4
USM	5,300	5,520	220	4.2
Average	5,070	5,394	324	6.4
TOTAL				
	FY23	FY24		
UM	\$11,750	\$12,396	646	5.5
UMM	9,840	10,850	1,010	10.3
UMF	10,764	10,970	206	1.9
UMFK	9,289	9,590	301	3.2
UMPI	9,800	10,300	500	5.1
USM	10,978	11,650	672	6.1
Average	10,404	10,959	555	5.3

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

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

UNDERGRADUATE	FY23	FY24	FY24 Increases	
	Rate	Rate	\$	%
<u>In-State & Canadian</u>				
UM	\$23,886	\$25,002	1,116	4.7
UMM	18,930	20,270	1,340	7.1
UMA	16,024	16,532	508	3.2
UMF	21,250	21,959	709	3.3
UMFK	18,094	18,635	541	3.0
UMPI	18,550	19,290	740	4.0
USM	21,788	23,350	1,562	7.2
Average	20,183	21,155	972	4.8
<u>Out-of-State</u>				
UM	\$45,486	\$47,742	2,256	5.0
UMM	26,670	28,520	1,850	6.9
UMA	27,424	29,462	2,038	7.4
UMF	33,794	34,049	255	0.8
UMFK	22,864	23,915	1,051	4.6
UMPI	23,320	24,570	1,250	5.4
USM	37,448	40,690	3,242	8.7
Average	31,395	33,142	1,747	5.6
<u>NEBHE</u>				
UM	\$32,616	\$34,002	1,386	4.2
UMM	25,290	26,810	1,520	6.0
UMA	20,794	21,812	1,018	4.9
UMF	27,714	28,169	455	1.6
UMFK	22,864	23,915	1,051	4.6
UMPI	23,320	24,570	1,250	5.4
USM	27,848	29,590	1,742	6.3
Average	26,172	27,416	1,244	4.8

NOTE: Tuition and Fees based on 15 credit hours per semester for two semesters for undergraduate and law students and 9 credit hours per semester for two semesters for graduate students. In FY24, UMF changed curriculum from 16 credit hours per semester to 15 credit hours per semester. Room and board rates are based on the meal plan and room type with the greatest projected number of students. Several meal plans and room types are available. Beginning in FY20, UMA has limited housing but no dining.

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

GRADUATE	FY23	FY24	FY24 Increases	
			\$	%
<u>In-State & Canadian</u>	<u>Rate</u>	<u>Rate</u>		
UM	\$21,854	\$22,842	988	4.5
UMA	16,039	16,559	520	3.2
UMF	19,007	19,447	440	2.3
USM	19,960	21,244	1,284	6.4
Average	20,095	20,963	868	4.3
<u>Out-of-State</u>				
UM	\$41,330	\$43,344	2,014	4.9
UMA	18,523	19,115	592	3.2
UMF	19,007	19,447	440	2.3
USM	34,684	37,534	2,850	8.2
Average	29,266	30,800	1,534	5.2
<u>NEBHE</u>				
UM	\$29,162	\$30,366	1,204	4.1
UMA	21,097	22,175	1,078	5.1
USM	25,396	26,860	1,464	5.8
Average	26,458	27,837	1,379	5.2
LAW				
In-State - Continuing Student	\$36,218	\$36,550	332	0.9
In-State - New Student	36,218	37,240	1,022	2.8
Out-of-State	49,028	49,360	332	0.7
NEBHE & Canadian	44,678	45,010	332	0.7

NOTE: Tuition and Fees based on 15 credit hours per semester for two semesters for undergraduate and law students and 9 credit hours per semester for two semesters for graduate students. In FY24, UMF changed curriculum from 16 credit hours per semester to 15 credit hours per semester. Room and board rates are based on the meal plan and room type with the greatest projected number of students. Several meal plans and room types are available. Beginning in FY20, UMA has limited housing but no dining.

UNIVERSITY OF MAINE SYSTEM STUDENT FEES

OVERVIEW

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

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

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

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

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

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

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

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

<u>Fee Name</u>	<u>University Charging Fee</u>
<p><u>Academic Support Fee</u></p> <p>The fee partially takes the place of the Unified Fee and will be paid by all students. Funds a portion of the academic support functions that all students have access to such as advising and library services.</p>	UMF
<p><u>Comprehensive Fee</u></p> <p>This fee covers fixed costs of providing educational and student services not already supported by tuition.</p>	USM
<p><u>Student Activity Fee*</u></p> <p>A student approved mandatory fee that is administered by the students for educational, cultural, social, and recreational purposes. Changes to this fee require the approval of the student body, University President, Chancellor, and Board of Trustees.</p>	All
<p><u>Student Support Fee</u></p> <p>This fee partially takes place of the Unified Fee and will be paid by all students who are not in exclusively online programs. Funds a portion of student support functions that students have access to such as a portion of student services, student health center, counseling, and fitness center.</p>	UMF
<p><u>Technology Fee</u></p> <p>This fee supports the campus technology and educational environment necessary to meet the technological demands of the University of Maine community.</p>	UM/UMF/UMFK/UMM/ UMPI/USM
<p><u>Unified Fee</u></p> <p>This fee is used to cover fixed costs of providing educational services that may not be directly related to the number of credit hours for which a student is enrolled. This fee supports activities such as student services, the operation of facilities such as student and fitness centers, and student-utilized, instruction-related technologies.</p>	UMA/UMFK/UMPI

*At UMaine the Student Activity Fee also includes the former Communications Fee which supports WMEB-FM, the Maine Channel, "The Maine Campus", and ASAP – a media & internet technologies laboratory.

Building Statewide Capacity in Research and Innovation

**UMS Board of Trustees
May 22, 2023**

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

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

Samantha Warren, Director of Government and Community Relations, UMS



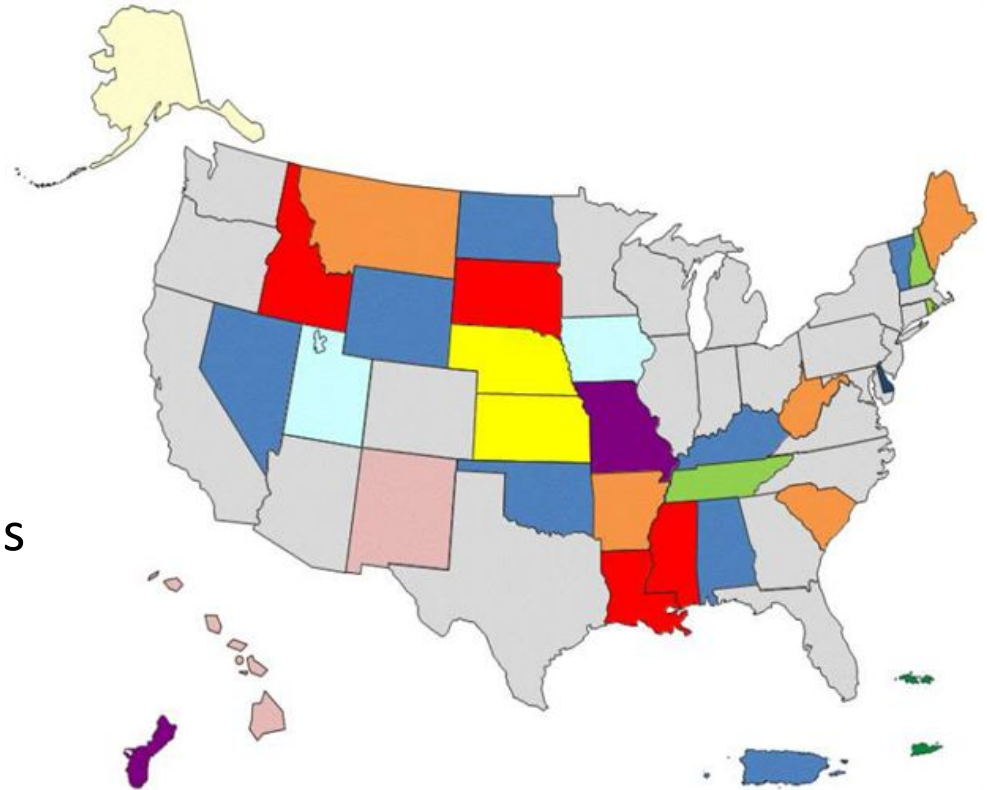
Established Program to Stimulate Competitive Research (EPSCoR) Overview

- **MISSION**

- EPSCoR enhances research competitiveness of targeted jurisdictions by strengthening STEM capacity and capability.

- **VISION**

- EPSCoR envisions its jurisdictions as recognized contributors to the national and global STEM research enterprise.



EPSCoR Federal Programs



NSF EPSCoR

- Track 1: Up to \$4M/yr, up to 5 years
- Track 2: Up to \$500K/yr per state, up to 4 years; consortia among jurisdictions
- Track 4: Up to \$300K total over 2 years; fellowships for research exchanges to premier private, governmental, or academic institutions in the US
- Outreach Activities & Workshops (e.g. National conference in Portland)



NASA EPSCoR

- Provides seed funding to develop academic research toward long-term, self-sustaining, nationally-competitive capabilities in aerospace-related research
 - *Since 2000, 60 projects awarded \$8.8M to 16 different institutions in Maine*
- In Maine, the Maine Space Grant Consortium (MSGC; msgc.org) administers NASA EPSCoR programs, and sponsors STEM workforce development



NSF EPSCoR Goals

- Catalyze research capability across and among jurisdictions
- Establish STEM professional development pathways
- Broaden participation of diverse groups/institutions in STEM
- Effect engagement in STEM at national and global levels
- Impact jurisdictional economic development



Maine EPSCoR

- Established by state [statute](#), Maine EPSCoR facilitates partnership efforts between the state government and the federal government to strengthen science and engineering infrastructure in Maine
- Based at the University of Maine, Maine's land grant, sea grant, and space grant institution
- Strategic goals:
 - Catalyzing research capability, including cyberinfrastructure
 - Establishing STEM professional pathways
 - Broadening participation of diverse groups













<https://umaine.edu/epscor/>

Receive News & Updates



NSF EPSCoR RII Track-1 History in Maine

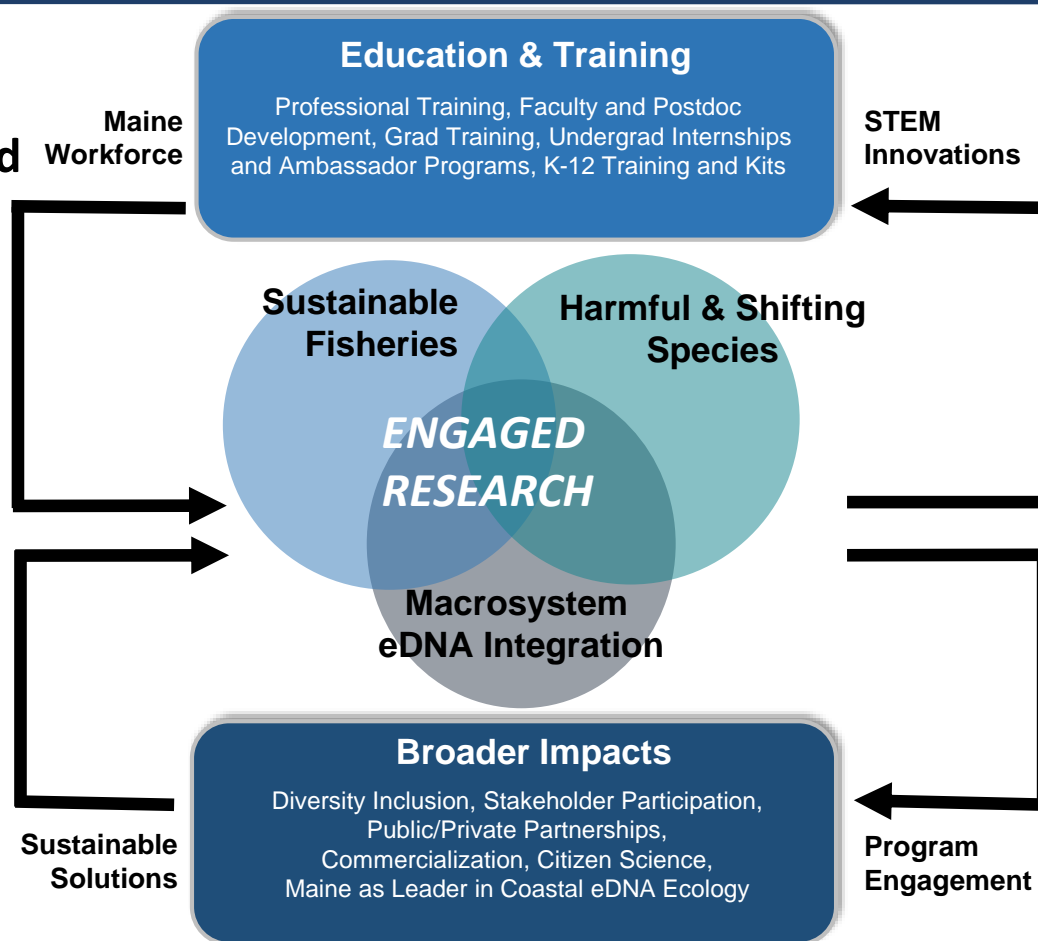
1980-1987	1990-1993	1993-1996	1996-2000	2000-2003	2003-2006	2006-2009	2009-2014	2014-2019	2019-2024
\$4.3M	\$5.5M	\$8.8M	\$9.4M	\$6M	\$6M	\$12.7M	\$20M	\$20M	\$20M
									
Earth and Marine Science	Global Environmental Change	Wood Science and Marine Molecular Biology	Adv. Eng. Wood Composites and Aquaculture	Biosensors, Intel./ Spatial	Institute for Molecular Biophysics	Forest Bio-products	Sustainability Solutions Initiative	Sustainable Ecological Aquaculture Network	Environmental DNA as a Nexus of Coastal Ecosystem
Ar-dating and Heat Flow Lab	Stable Isotope Lab	DNA-sequencing facility Timber Bridge/FRP Hybrids Project	Advanced Structures and Composites Center (Formerly AEWC) Aquaculture Research Institute	Intelligent Spatial Design Technology Institute (ISTI) housed at LASST	Institute for Molecular Biophysics	Forest Bioproducts Research Institute	Sen George J. Mitchell Center for Sustainability Solutions	Aquaculture Research Institute	Maine Center for Environmental Genetics increased capacity for eDNA innovation

NSF EPSCoR RII Track-1: Maine-eDNA

A \$20 million NSF EPSCoR Research Infrastructure Improvement Track-1 Award

Vision: Make Maine 'the DNA Coast' - a world leader in eDNA-based partnerships, understanding, and sustainability of coastal marine and freshwater ecosystems.

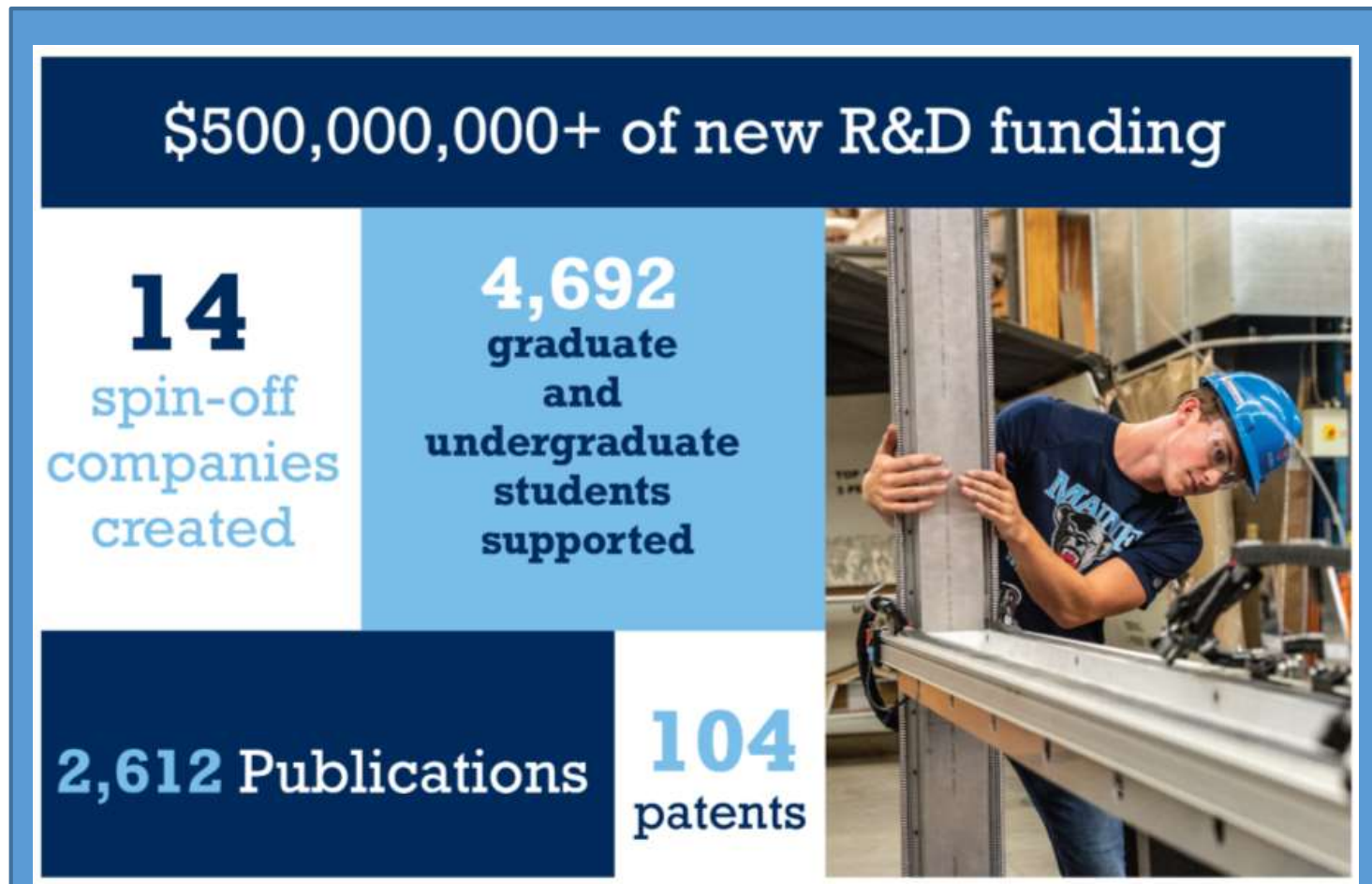
- 55 Researchers (faculty, grads, postdocs)
- >300 undergrad student interns
- 11 Research /Education Institutions
- Statewide K-12 and Partner Outreach



Maine-eDNA Research Network

Organizational Partner	Role
University of Maine (UMaine)	Land grant institution (public university), 12 senior personnel, new faculty hires, postdoc and graduate student training, undergrad training, teacher training programs, state EPSCoR office programming
Bigelow Laboratory of Ocean Sciences	Independent non-profit research lab, 5 senior personnel, post-doc and graduate student training, undergrad training, citizen science
University of Southern Maine (USM)	Public university partner, 2 senior personnel, graduate student training, undergraduate training, citizen science
University of Maine Machias (UMM)	Public university partner, 1 senior personnel, undergraduate training
Colby College	Private college partner, 1 senior personnel, undergraduate training, citizen science
Gulf of Maine Research Institute (GMRI)	Non-profit research partner, 1 senior personnel, graduate student training, undergraduate training
University of New England (UNE)	Private university partner, 1 senior personnel, graduate student training, undergraduate training, citizen science
Maine Maritime Academy (MMA)	Public college partner, 1 senior personnel, undergraduate training
Southern Maine Community College (SMCC)	Public community college partner, 1 senior personnel, undergraduate training

Lasting Impact of RII Track-1 Grants



Maine Innovation Economy Advisory Board

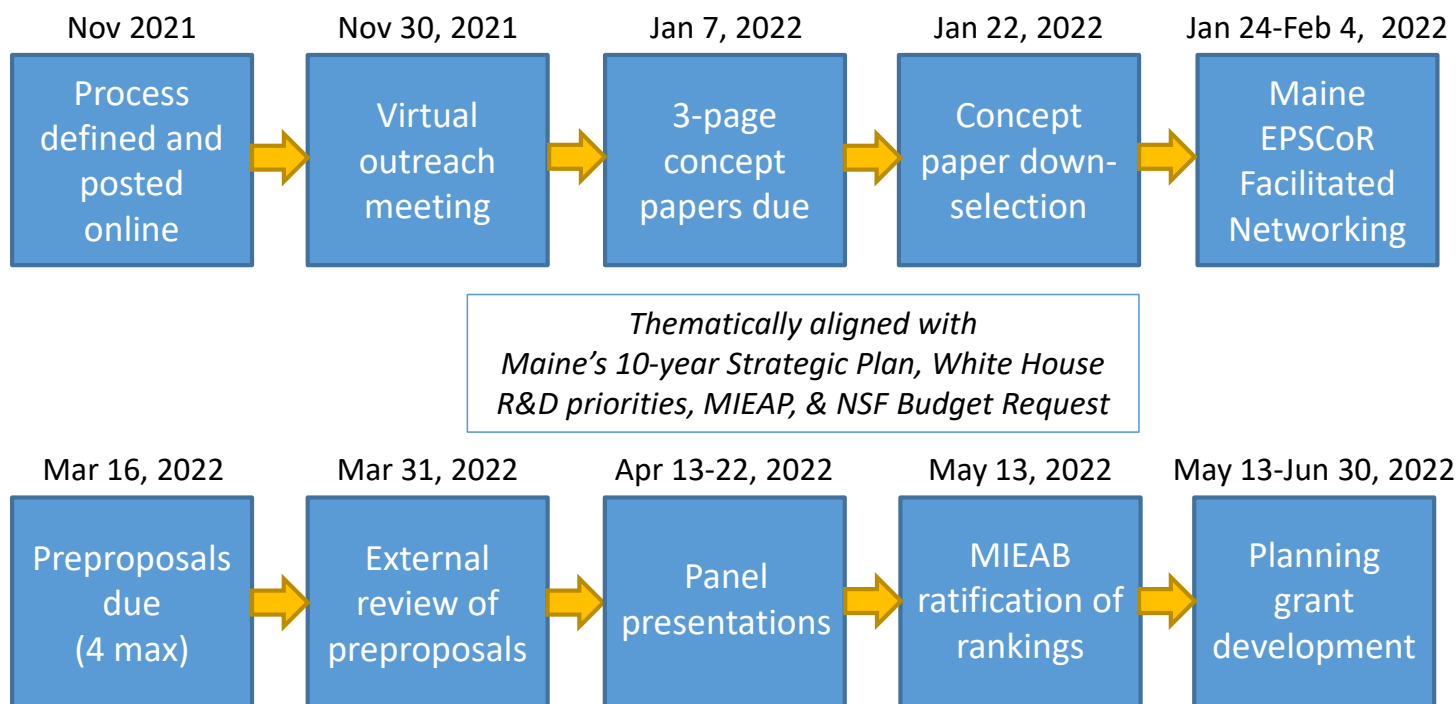
Title 10: COMMERCE AND TRADE

Part 2: BUILDING AND DEVELOPMENT

Chapter 107-D: MAINE INNOVATION ECONOMY ADVISORY BOARD

Section 949: The Maine Innovation Economy Advisory Board, referred to in this chapter as "the advisory board" and established by [Title 5, section 12004-I, subsection 6-G](#), is established to coordinate the State's research and development activities and to foster collaboration among its higher education and nonprofit research institutions and members of the business community.

Track-1 Topic Selection Process

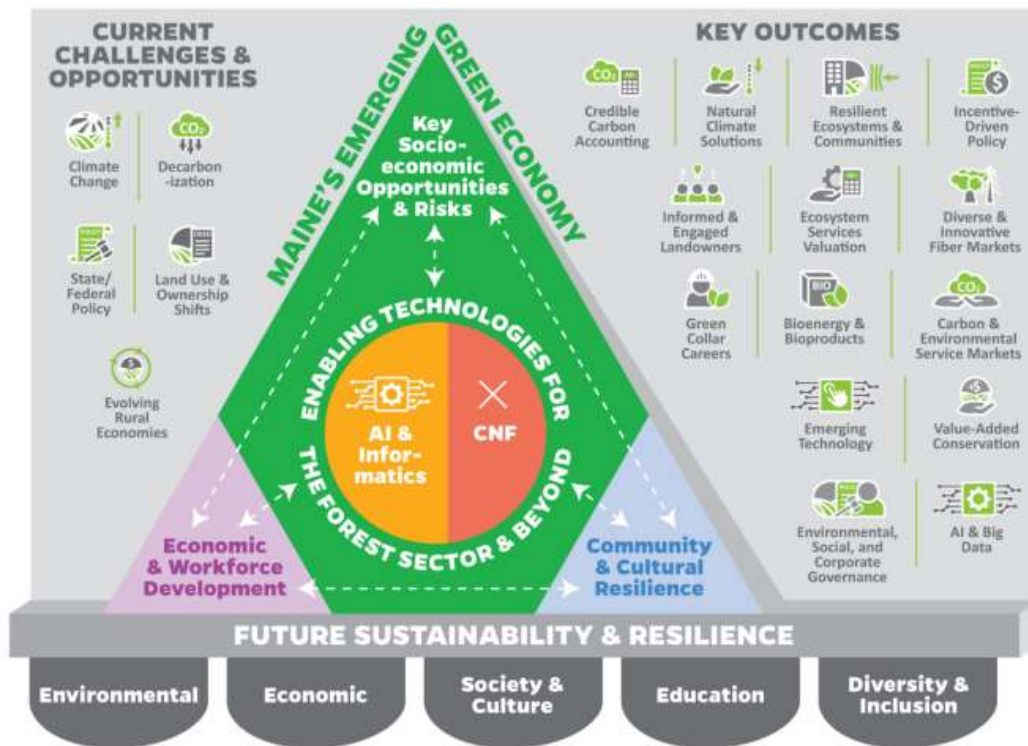


Milestones:

- 11 Concept papers received by 1/7/2022
- External review panel down-selected to
 - Forestry
 - Offshore Wind
- Forestry topic prioritized at 5/13/2022 MIEAB meeting

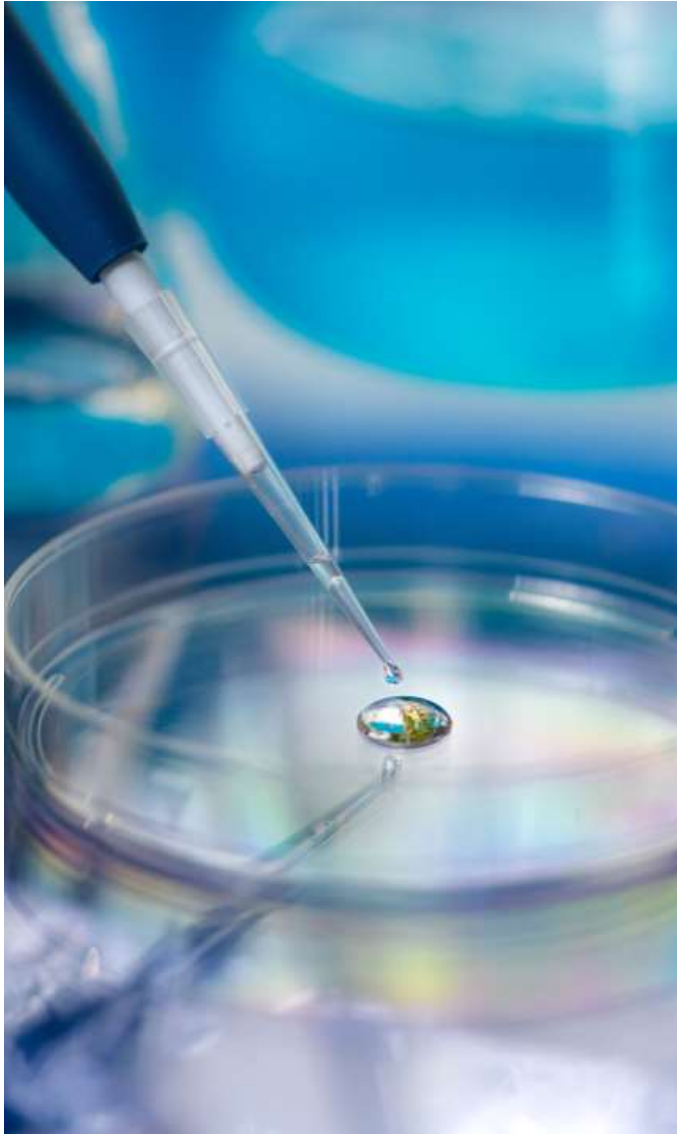
Maine-FOREST Track-1 Project

Project Design:



Active collaboration discussions currently underway:

- University of Southern Maine (USM)
- University of Maine at Presque Isle (UMPI)
- University of Maine Fort Kent (UMFK)
- Southern Maine Community College (SMCC)
- Bates College
- Bowdoin College
- Colby College
- University of New England



Maine Innovation Economy Action Plan

How Science and Technology
Can Drive Economic Growth
and Benefit All Maine People

2023–2027



VISION: A resilient, innovation-driven economy that creates opportunities for all Maine people

GOAL 1: Increase R&D to 3% of GDP while focusing on activities that directly support Maine industries

GOAL 2: Strengthen pathways to successful commercialization

GOAL 3: Prepare an innovation workforce

GOAL 4: Help businesses and communities thrive in the face of climate change

GOAL 5: Strengthen Maine's R&D framework

Advancing Targeted Technology Sectors

Heritage Industries

Agriculture

**Aquaculture & Marine
Sciences**

**Forestry & Forest
Products**

High-Growth Target Sectors

Aerospace

Artificial Intelligence

**Bio-Based
Alternatives**

Human Health

Renewable Energy

Maine Innovation Economy Advisory Board

- Scott Bloomberg, University of Maine School of Law
- Deborah Bronk, Bigelow Laboratory for Ocean Sciences
- Denise Bruesewitz, Colby College
- Emily Christy, Tiny Barrel Ventures
- Barry Antonio Costa-Pierce, Ecological Aquaculture Foundation and Nord University, Norway
- Patrick Cunningham, Blue Marble Geographics
- Christopher Davis, Maine Aquaculture Innovation Center
- Kate Dickerson, Maine Discovery Museum
- Habib Dagher, University of Maine Advanced Structures and Composites Center
- Michael Duguay, Thomas College
- John Ferland, Ocean Renewable Power Company
- Patricia Hand, MDI Biological Laboratory
- Karen Houseknecht, University of New England
- Amber Lambke, Maine Grains
- Emily Lane, Blue Lobster Consulting;
- John M. Pavan, Pavan Enterprises, LLC
- Joe Powers, Maine Venture Fund
- Kris Sahonchik, University of Southern Maine and Catherine Cutler Institute
- Topaz Smith, EN-NOBLE
- Dianne Tilton, Downeast Institute
- Steve Von Vogt, Maine Marine Composites
- Brian Whitney, Maine Technology Institute
- Joan Ferrini-Mundy (**Chair**), University of Maine System



UMaine Space Initiative



Vision

To advance Maine's economy through the new space economy and the preparation of the needed workforce for space-related research, technology development, and commercialization.

Mission

To support research and development in space science and engineering through a multidisciplinary approach and including direct participation of non-STEM researchers to provide a unique perspective in support of the new space economy workforce needs.



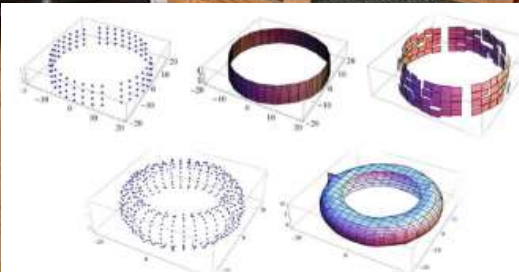


Inflatable Lunar Habitat (2008-2023)

Built at NASA JSC
42 ft diameter/10 ft tall
Instrumented at UM



NASA funding \$1.5M
+several follow up projects
200-300 Visitors/Yr





NASA CubeSat Launch Init. (2019-23)

ALBEDO - Saco Middle School

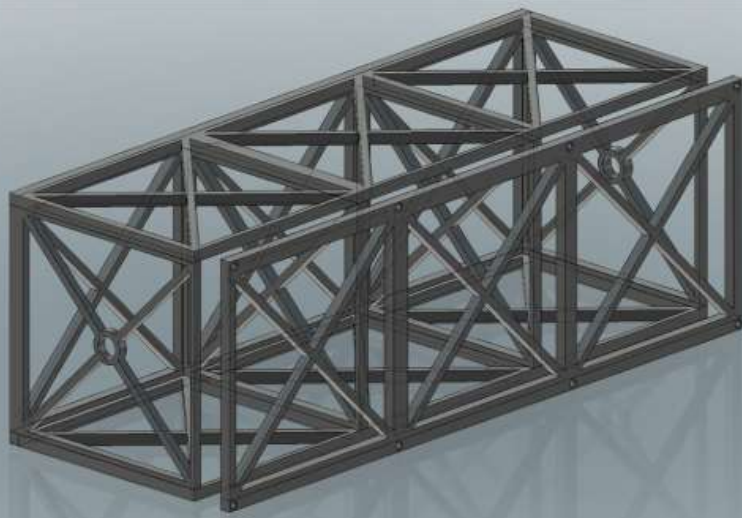
- Compare temperature and albedo across urban and rural areas to find urban heat islands.

IMAGER - Fryeburg Academy

- Monitor coastal estuaries to distinguish water quality properties such as turbidity and phytoplankton concentration.

HAB - Falmouth High School

- studies harmful algal blooms to see if they increase atmospheric temperature and water vapor levels in the atmosphere above them.





Maine Space Conference

November 5-7, 2023

Portland, ME



SPACE STARTS HERE!!



MAINE SPACE 2030

www.mainespace2030.org

DISCUSSION / Q&A

