

University of Maine System – Board of Trustees Meeting  
**January 28-29, 2024**  
at the University of Maine

**Sunday, January 28, 2024**

**Call to Order @ 12:45 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 12:45 pm to 5:00 pm, Room #3, Wells Conference Center.**

**Reception @ 5:15 pm (Cash Bar) – Buchanan Alumni House**  
(By Invitation Only)

**Dinner @ 6:00 pm – Buchanan Alumni House**  
(By Invitation Only)

**Monday, January 29, 2024**

**Breakfast served @ 7:00 am**

**Coffee & Networking @ 8:00 am**

**Call to Order @ 9:00 am – Room#2, Wells Conference Center**

**Citizen Comment**

**Individuals who wish to participate in Citizen Comment must indicate their name and topic on the signup sheet, which will be available in the meeting room on January 29, 2024 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.*

**Approx. 9:05 am**

**University of Maine Discussion – President Joan Ferrini-Mundy**

**Approx. 10:05 am**

**Chair's Report**

- Introduction of Clerk Beth Stickler

**Tab 1 – Appointment of Clerk of the Board**

- Discussion of AI
- President's Round Robin

**Tab 2 – Divestment Policy Update**

**Tab 3 – Redlined Board Policy First Read**

Approx: 11:00 am.

**Chancellor's Report**

- Chancellor's Update
- Status of Harold Alfond Match

Approx 11:15 am.

**Vice Chancellor for Strategic Initiatives' Report**

Tab 4- Strategic Initiatives Update

**Action Items**

**Tab 5– Approval of Collective Bargaining Agreement, PATFA**

**Tab 6– Approval of Collective Bargaining Agreement, Teamsters' Union Local #340**

Approx . 11: 45am

**Vice Chancellor for Research and Innovation**

Tab 7- Finance & Administration Update

Approx. 12:25 pm

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

Approx 1:10. pm

**Vice Chancellor for Finance and Administration & Treasurer's Report**

Tab 8- Finance & Administration Update

**Action Items –**

**Tab 9- Campus Budget Changes (Maine Law, UMF, USM)**

**Tab 10 – Houlton Higher Education Center – transfer of ownership, UMPI**

**Tab 11 – Skyway Hall (STR), UMPI**

**Tab 12 - ASCC Temporary Office Trailer Lease, UM**

**Tab 13 - ASCC Temporary Space at UpStart Center, UM**

**Tab 14- Bear Brook Watershed Lease, UM**

**Tab 15- University of Maine Energy Center (UMEC) – Additional Design, UM**

**Tab 16- Energy Savings Lighting Project, UM**

**Tab 17- Purchase Authorization Request, Sigma Alpha Epsilon Fraternity House, UM**

**Tab 18- Shawn Walsh Center and Alfond Arena Renovations and Additions – UMS  
TRANSFORMS Athletics Project, UM**

**Tab 19- Multiple Congressionally Directed Spending (CDS) Capital Projects, UM**

Approx. 2:20 pm

**Consent Agenda**

Tab 20- Acceptance of Minutes

Tab 21- New Academic Program Proposal: UMA B.A. in Music Technology

Tab 22- Annual Awarding of Academic Degrees

Tab 23- Capital Center Space Renovation, UMA

Tab 24- Lease Authorization Request, Augusta Civic Center, Augusta, Maine, UMA

Tab 25- Disposal of Real Property – Bangor Campus, UMA

Tab 26- Establishment of the Agnes Ann Walsh '41 Chair, UM

Tab 27- Hotel Ursa (adaptive reuse of Coburn and Holmes Halls) – Public-Private Partnership  
Authorization Increase, UM

Tab 28 – Confirmation of Student Representatives

**Date of the Next Meeting:**

April 7-8, 2024, meeting will be held at the University of Maine at Augusta

*Public Meeting conclude at approximately 2:30 pm.*

**Executive Session** – following the public meeting, if needed

**Attachments**

University of Maine System Managed Pool Investment Pool

University of Maine System Operating Fund

University of Maine System Pension Plan

**Reports**

Agenda Calendar

Sole-Source Procurement Report FY2023

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.

Subject: January 2024 Board Meeting Logistics for Trustees

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Trustees,

The January 2024 Board meeting will be held in person at the University of Maine. Parking is located in the Wells Commons and Dunn Parking lot.

Below is an abbreviated schedule for you.

### **SUNDAY, January 28 AGENDA**

**There will be a photographer present on Sunday, starting at 12:00 pm to take a Trustee Group Photo and Individual Trustee headshots. This is a requirement to update the Trustee website, so I very kindly ask that you arrive no later than 12:00pm so that we can move quickly through the photography session.**

**There will be a lunch provided for Trustees prior to entering Executive Session.**

**The start time for Executive Session is 12:45pm.**

**The estimated end time for Executive Session is 5:00 pm.**

**Coffee and Refreshments will be provided throughout Executive Session.**

**If the Student Reps would like to meet on Sunday, they are more than welcome to use Wells.**

**5:15pm – 6:00pm - Reception (Andrews Leadership Hall, Buchanan Alumni House)**

**6:00pm – 7:30pm - Dinner (McIntire Room, Buchanan Alumni House)**

**If you requested a hotel reservation, your room is reserved at the Courtyard Marriott, 236 Sylvan Rd, Bangor. PH: 207-262-0070. Check in at 3:00pm.**

### **MONDAY, January 29 AGENDA**

**7:00 – 8:00 am – Breakfast is served, Students and Faculty Reps will meet in Wells RMs 2 & 3**

**8:00am – 9:00am - Breakfast & Networking (Wells - RM 1)**

**9:00am – 12:25pm - Public Meeting (Wells - RM 1)**

**Lunch at the Chairs discretion – approximately 12:25 pm (Wells – RM 1 & Veranda)**

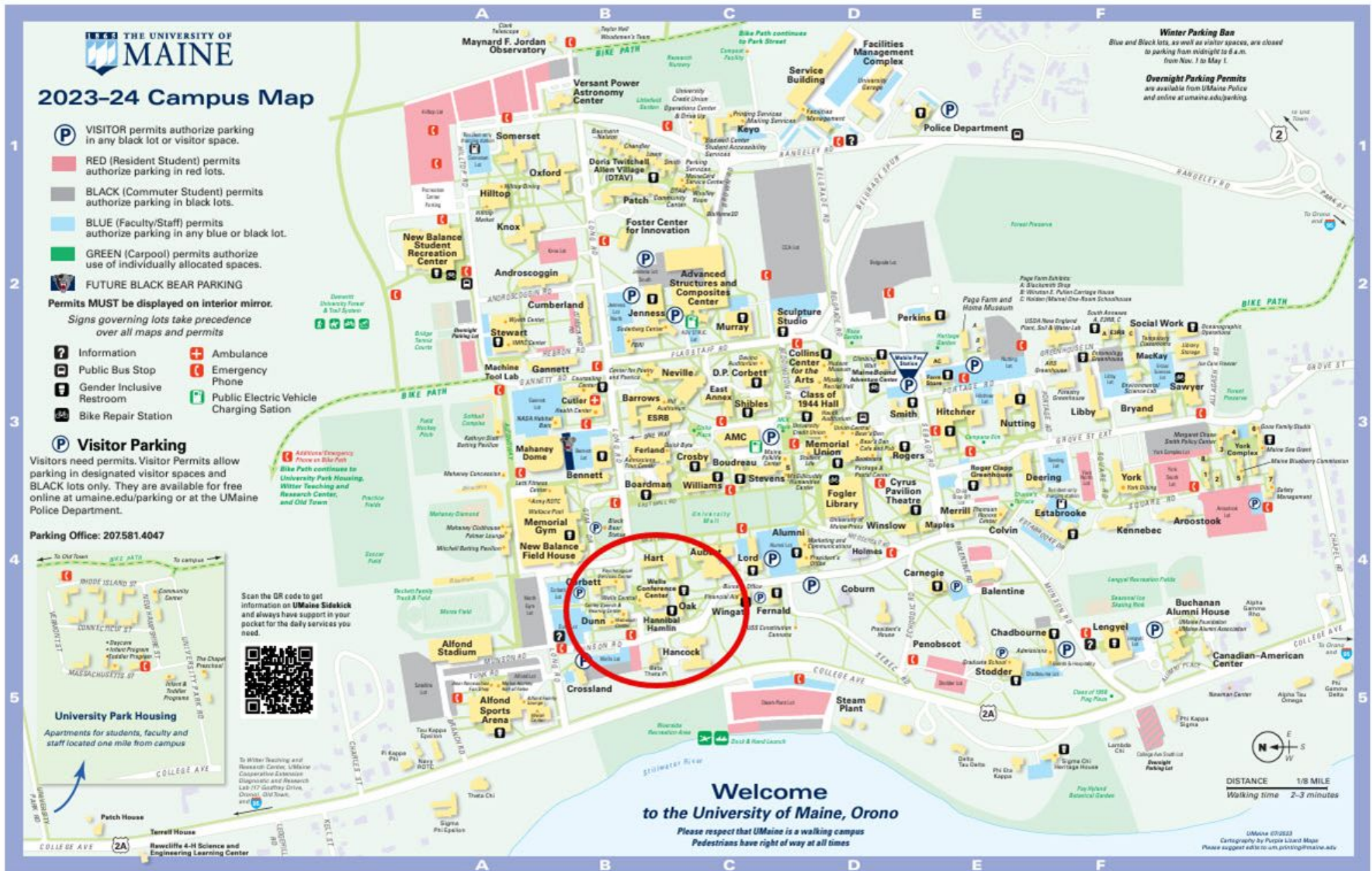
**12:55pm -2:30pm – Public Meeting Continued (Wells RM 1)**

**Executive Session Following the Public Meeting if needed (Wells - RM 3)**

Please let us know if you have any questions or need any additional information.

Kayla Flewelling – Personal – (254) 289-0495      Work (207) 745-2782





University of Maine System  
Board of Trustees

**AGENDA ITEM SUMMARY**

**NAME OF ITEM:** UMaine/UMM Campus Presentation

**INITIATED BY:** Patricia A. Riley, Chair

**BOARD INFORMATION:** X

**BOARD ACTION:**

**BOARD POLICY:**

**UNIFIED ACCREDITATION CONNECTION:**

**Several Actions articulated in the [University of Maine System Strategic Plan 2023-2028](#)**

- Student Success Action 3: UMS will be the state-wide 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.
- Student Success 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.
- Research 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

**BACKGROUND:**

University of Maine and University of Maine at Machias President Dr. Joan Ferrini-Mundy and Associate Provost for Online & Continuing Education and Dean of Cooperative Extension Dr. Hannah Carter will engage the Board of Trustees in an interactive discussion about the impact of UMaine Cooperative Extension's activities on the lives of people of Maine and beyond. Trustees will work in facilitated small groups to discuss important issues for the state's future that are central to Extension's mission, such as youth development, heritage industries, economic development, and access to university programs, services, and people.

**University of Maine System  
Board of Trustees**

**AGENDA ITEM SUMMARY**

**NAME OF ITEM:** Appointment of the 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.

Elizabeth Stickler is the former Town Manager of the Town of Glen Echo, Maryland. She has an MS from Johns Hopkins University in Environmental Science. Her twins will graduate from University of Maryland this May.

The Board now wishes, on the recommendation of UMS Chancellor Dannel Malloy, to appoint Elizabeth Stickler as Clerk of the Board of Trustees, effective January 29, 2024 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 Elizabeth Stickler be sworn in as Clerk of the University of Maine System Board of Trustees effective January 29, 2024 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:** Fossil Fuel Divestment Update – Managed Investment Pool, Pension Fund and Operating Fund

**INITIATED BY:** Dannel P. Malloy, Chancellor

**BOARD INFORMATION:** X

**BOARD ACTION:**

**BOARD POLICY:**

Section 709 - Investments

**UNIFIED ACCREDITATION CONNECTION:**

**BACKGROUND:**

Consistent with the University of Maine System's commitment to addressing climate change, the Board of Trustees endorsed on July 11, 2022, the attached Divestment Statement related to the University's investment portfolios. This Statement identifies short-term actions and long-term goals as approved by the Investment Committee on April 28, 2022.

The Investment Committee is pleased to share progress made. Kelly Regan of NEPC will present the attached update to the Board on January 29<sup>th</sup>.

Attachment

[UMS Divestment Statement 2022](#)

[UMS Fossil Fuel Divestment Update](#)

**University of Maine System**  
**Managed Investment Pool, Operating Fund and Pension Fund**  
**Fossil Fuel Divestment Statement**

**May 23, 2022**

The University of Maine System (UMS) Board of Trustees recognizes the grave consequences of climate change, its impact on future generations and our responsibility to address these issues in all our policies. We are mindful of our many fiduciary responsibilities including assuring a sustainable, public University system that provides an affordable education while balancing our policies that address climate.

The UMS has led its peers in divesting in coal and adopting a strategy that applies environmental, social and governance (ESG) factors in investment decision making. This strategy has reduced the Managed Investment Pool's exposure to fossil fuels from 3.2% in 2016 to 1.8% in 2021.

The UMS has chosen an investment strategy that is cost effective to administer and which relies on multiple managers and funds that include many and ever-changing holdings in order to achieve diversification and portfolio risk and return objectives. The fund holdings are at the discretion of the manager, within their particular investment guidelines and may include some fossil fuel investments. While some investments are separate accounts which allow the UMS to provide some direction with regard to the holdings, most investments are commingled and mutual funds, where the UMS does not have the ability to exclude fossil fuel companies. Further, the market availability of funds that exclude fossil fuels has yet to mature. We do, however, have the ability to change managers and will consider alternatives as the market for fossil fuel free energy investments grows.

**On April 28, 2022, the UMS Investment Committee approved the following actions:**

To meet our commitment to address climate change and our portfolios' objectives, the UMS has set the following goals and action steps with the understanding that, at all times, the Board of Trustees acting through the Investment Committee will act in accordance with sound investment criteria and consistent with its fiduciary obligations:

Short-Term Actions: As of May 31, 2022, UMS will divest from direct fossil fuel investments.

1. Divest all direct equity and fixed income investments in fossil fuels by May 31, 2022.
2. To make no new direct investments in fossil fuels.

Long-Term Goals: Divest from actively managed commingled and mutual fund fossil fuel investments by 2030.

The Investment Committee will:

3. Monitor the actively managed commingled and mutual fund fossil fuel exposure and the growth of fossil fuel free alternative investment funds.
4. Assess investment managers with regard to their commitment to sustainable and fossil fuel free investments and, when prudent and appropriate, select managers with such strategies.
5. Select managers who best meet UMS risk, return, diversification, and fiduciary goals while being mindful of ESG and climate goals.

The Investment Guidelines and Objectives for the Managed Investment Pool, Operating Fund and Pension Plan were amended to include these short-term actions and long-term goals. In addition, the Investment Committee will annually provide the Board of Trustees a progress report on divestment from fossil fuels.





# FOSSIL FUEL DIVESTMENT UPDATE

UNIVERSITY OF MAINE SYSTEM

JANUARY 2024

Kelly Regan, Partner

Jay E. Roney, CTP, Partner

Timothy Knightly, Sr. Consulting Analyst



PROPRIETARY & CONFIDENTIAL

# SUMMARY

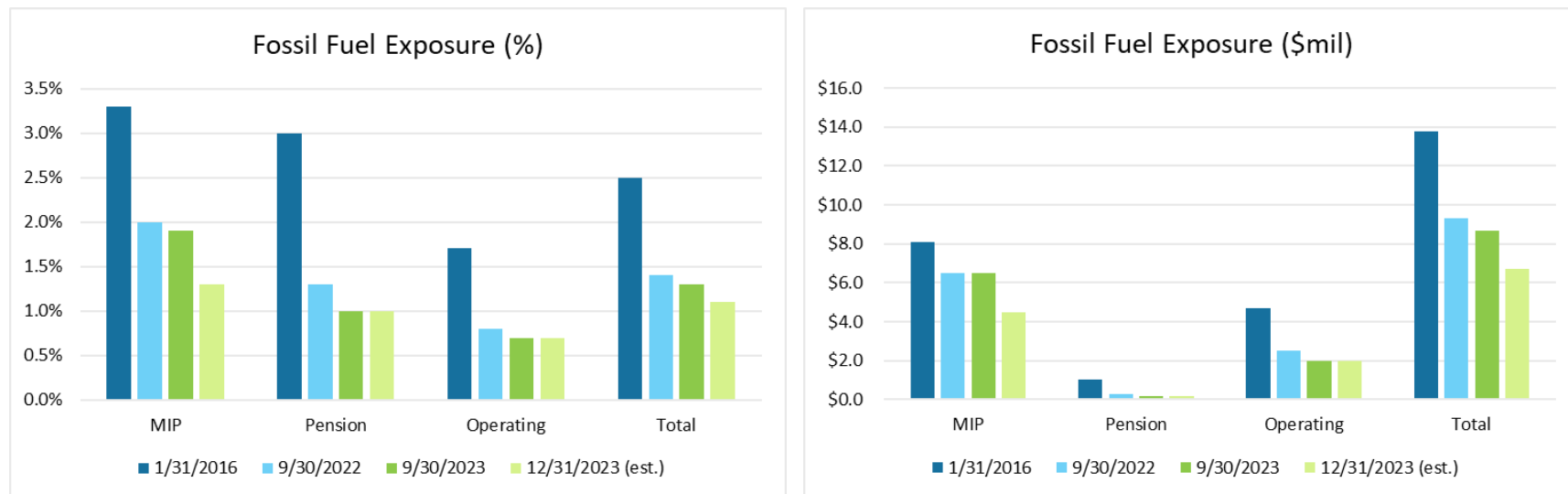
- **The University of Maine System has adopted several impact investing approaches:**
  - Coal Divestment: approved in 2015
  - Environmental, Social and Governance (ESG) investing: approved in 2016
  - Fossil Fuel Divestment: approved April 28, 2022, by the Investment Committee and July 1, 2022, by the Board of Trustees
- **This presentation:**
  - Provides estimated fossil fuel exposure as of September 30, 2023, compared to the prior year and at the time of the first measurement<sup>1</sup>
    - The ESG initiative reduced the total fossil fuel exposure across all three portfolios from 2.5% to 1.4% over a six-year time frame
    - The Fossil Fuel Divestment initiative further reduced the total fossil fuel exposure across all three portfolios from 1.4% to 1.1% over a one-year time frame
    - Importantly, each portfolio (MIP, Operating & Pension) all experienced a decline in exposure



<sup>1</sup>Exposure was first measured in 2014 which included all energy exposure. For the purposes of this presentation the first measurement is from January 31, 2016 when the exposure was measured as all fossil fuels.

# FOSSIL FUEL EXPOSURE

*Fossil Fuel Exposure has declined significantly since 2016 in all three portfolios on both a dollar and percentage basis*



*The total dollars allocated to fossil fuels has declined from \$13.8m to \$6.7m despite rising Portfolio AUM.*



Source: Manager supplied exposures and portfolios' market values as of 1/31/2016, 9/30/2022 and 9/30/2023. 12/31/2023 estimates for the MIP and Total include the known liquidation of the S&P 500 index and completed funding of the S&P 500 Fossil Fuel Free index.



## NEXT STEPS

- **NEPC will continue to work with the UMS Investment Committee to reduce the remaining fossil fuel exposure per the Board resolution**
- **The resolution passed by the Board of Trustees stated:**
  - “That the Board of Trustees endorses the May 23, 2022 UMS Divestment Statement which includes short-term actions and long-term goals for divestment in fossil fuels for the Managed Investment Pool, Operating Fund and Pension Fund, approved by the Investment Committee on April 28, 2022.”
    - The stated short-term action, "As of May 31, 2022, UMS will divest from direct fossil fuel investments" *was accomplished*.
    - The stated long-term goal to "Divest from actively managed commingled and mutual fund fossil fuel investments by 2030" is still underway but progress has been made.

# DISCLAIMER

- This report contains summary information regarding the investment management approaches described herein but is not a complete description of the investment objectives, policies or portfolio management and research that supports these approaches. This analysis does not constitute a recommendation to implement any of the aforementioned approaches.
- Past performance is no guarantee of future results.
- Information on market indices was provided by sources external to NEPC, and other data used to prepare this report was obtained directly from the investment manager(s). While NEPC has exercised reasonable professional care in preparing this report, we cannot guarantee the accuracy of all source information contained within.
- This report may contain confidential or proprietary information and may not be copied or redistributed to any party not legally entitled to receive it.



University of Maine System  
Board of Trustees

## **AGENDA ITEM SUMMARY**

**NAME OF ITEM:** Proposed Change to Board of Trustee Policies 202 - 206

**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 initial provisions and redlined changes are being presented as an information item at the January 2024 Board of Trustees Meeting for consideration and further recommendations. The proposed Bylaw changes will be presented at the April 2024 Board of Trustees for final approval.

Attachments

[Bylaws Working Group Report/Cover Letter](#)  
[Board Policy 202 – Appearances Before the Board](#)  
[Board Policy 203 – Chancellor Appointment & Responsibilities](#)  
[Board Policy 203.1 – Chancellor Evaluation Process](#)  
[Board Policy 204 – Presidents – Appointment & Responsibilities](#)  
[Board Policy 204.1 – Evaluation Process for Presidents](#)  
[Board Policy 205 – Faculty and Student Representatives to the Board](#)  
[Board Policy 206 – Conflict of Interest](#)



**Board of Trustees**  
**15 Estabrooke Drive**  
**Orono, ME 04469**

**Tel: 207-581-5844**  
**Fax: 207-581-9212**  
[www.maine.edu](http://www.maine.edu)

January 8, 2024

TO: UMS Board of Trustees  
FM: Report and Recommendations from the Policy Review Subgroup

Your Policy Review Subgroup, composed of myself, Trustee Lisa Marchese Eames, Trustee Patrick Flood, and with the assistance of the Board Clerk Kayla Flewelling and General Counsel Paul Chan, has met regularly over the past several months to develop and propose changes to the following Board Policies:

The University of Maine

University of Maine  
at Augusta

University of Maine  
at Farmington

University of Maine  
at Fort Kent

University of Maine  
at Machias

University of Maine  
at Presque Isle

University of  
Southern Maine

University of Maine  
School of Law

Section 202: Appearances before the Board of Trustees  
Section 203: Chancellor Appointment and Responsibilities  
Section 203-1: Chancellor Evaluation Process  
Section 204: Presidents—Appointment and Responsibilities  
Section 204-1: Evaluation Process Presidents  
Section 205: Faculty and Students Representatives to the Board  
Section 206: Board of Trustees—Ethics Code and Conflict of Interest

Our recommended changes are reflected in redline format for your review. Our proposed changes are primarily intended to eliminate unnecessary details and simplify our current policies and procedures. We have also updated language to reflect the newly adopted Strategic Plan. The proposed changes to the Board's Ethics Code and Conflict of Interest reflect our review of Maine's statutory obligations, language used in other jurisdictions, and additional language to recognize the forthcoming addition of two students to the Board of Trustees.

We welcome public comment and the Board's review at our January Meeting and again in the April Board meeting at which time should the Board approve, final adoption will take place.

Sincerely,

Barbara Alexander  
Member, Board of Trustees

# UNIVERSITY OF MAINE SYSTEM

## Policy Manual

### PROPOSED CHANGES FOR JANUARY 2024 BOT MEETING

#### GOVERNANCE AND LEGAL AFFAIRS

##### Section 202 Appearances Before Board of Trustees

Effective: 6/10/71

Last Revised: 7/22/91

Responsible Office: Clerk of the Board

#### Policy Statement:

The Board of Trustees recognizes a responsibility and duty to hear the views of interested persons on issues directly related to University System policy and ongoing efforts of the University of Maine System. Each regular meeting of the Board will include an opportunity, prior to the business agenda, for public input at which time individuals will be permitted to address the Board for a period of time established by the Chair.

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. The Chair of the Board will determine any questions of appropriateness and relevancy.

#### Procedures:

For in person regularly scheduled Board meetings, individuals wanting to speak during Public Comment must be physically present at the meeting and shall indicate their name and topic on the sign-up sheet at the Board Office table prior to the start of the meeting. The sign-up sheet will be available prior to the start of the meeting. Individuals who are not available to attend the meeting can provide a statement in writing to the Board Office prior to the scheduled meeting date. The written statements will be provided to the members of the Board.

For remote meetings, the Board Office will enable multiple resources to allow individuals to indicate their desire to participate in Public Comment. Individuals wanting to speak during a virtual Public Comment must notify the Board Office in writing (email to [ums.trustees@maine.edu](mailto:ums.trustees@maine.edu)) prior to the meeting date with their name and topic. An online registration link to sign up for Public Comment for virtual meetings will be placed on the Trustee website. This link will allow the individual to fill out an online form that will be submitted directly to the Board Office. The Board Office will ensure appropriate follow-up and communications to all who sign up occurs prior to the start of the meeting. The Board Office will supply those registered individuals with the appropriate zoom link and will be admitted to the public meeting when they are called on by the Chair to speak. Each individual is given three minutes to provide their comments, and upon completion of their time will be asked to leave the zoom meeting and will be invited to view the remainder of the Board Meeting through the live stream made available to the general public.. Individuals who are not available to attend the meeting can provide a statement in writing to the Board Office prior to the meeting date. The written statements will be provided to the members of the Board with appropriate follow up by the Board Office if needed.

~~submit a written request to the Clerk of the Board prior to the time of the scheduled meeting or shall sign an appearance sheet prior to the commencement of the scheduled public meeting. This request shall a) identify the individual making the presentation and b) specify the subject matter to be addressed.~~

# UNIVERSITY OF MAINE SYSTEM

## Policy Manual

### PROPOSED REDLINE VERSION FOR JANUARY 2024 BOARD MEETING

#### GOVERNANCE AND LEGAL AFFAIRS

##### Section 203 Chancellor - Appointment and Responsibilities

Effective: 2/82

Last Revised: 7/17/89, 1/28/19

Responsible Office: Clerk of the Board

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#### Policy Statement:

The Chancellor of the University of Maine System is appointed by the Board of Trustees and serves at its pleasure as the chief executive and education officer of the University System. The Chancellor is accountable to the Board for making certain that the System achieves its mission and operates to serve students and the state of Maine in accordance with Board-established directions, Maine Statutes, and the policies and procedures of the University of Maine System.

The Chancellor is responsible for:

- Governance and administration of the entire University System, including oversight of shared services provided to the entire university system, legal affairs and identification and management of risk;
- Implementation of Board priorities and objectives, policy and procedures, the System Strategic Plan and other such duties as the Board may delegate or assign;
- Providing the Board with professional, strategic judgments on all matters affecting the System and the universities;
- System planning, in conjunction with campus Presidents and major system staff, for academic affairs, student affairs, research and public service programs, financial operations, human resources, labor relations, capital plans, and resource utilization;
- Preparation of all operating, capital, and auxiliary enterprise budgets, appropriation requests, bond issues, and statutory changes;
- Presentation of appropriation requests, bond issues, and statutory changes to executive or legislative branches of Maine government in accordance with the provisions of the Maine statutes.
- Nomination of persons for approval by the Board to head the campuses and other System leadership whom, by nature of their work and contract, also serve at the pleasure of the Board, brought forth by a search committee where applicable or appropriate for major staff for appointment by the Board of Trustees, and for implementation of professional development programs and performance review of the presidents and major staff;
- Lead and implement and for implementation of professional development programs and performance review of presidents and major System staff;

- Seeking consultation and advice from the Presidents, both collectively and individually, on matters pertaining to the System and, as appropriate, to each campus.
- Development of an effective statewide communications, public relations, and legislative program;
- Providing leadership in the relationships of the University of Maine System with the Maine Community College System, pre-K to 12 education, the New England Commission of Higher Education, and the employer community;
- Serving as a leading spokesperson for higher education in Maine.



# UNIVERSITY OF MAINE SYSTEM

## Policy Manual

### PROPOSED REDLINE VERSION FOR JANUARY 2024 BOARD MEETING

#### GOVERNANCE AND LEGAL AFFAIRS

##### Section 203.1 Chancellor - Evaluation Process

Effective: 2/82

Last Revised: 7/17/89; 7/12/2010

Responsible Office: Clerk of the Board

#### Policy Statement:

The Board of Trustees shall conduct an annual review of the Chancellor's performance to be completed in May. In the third year of the Chancellor's service and every four years thereafter, or at the discretion of the Chair of the Board, the review will be a comprehensive review as described below. The Board may modify the timing of an annual or comprehensive review as needed to meet needs of the System, with notice to the Chancellor. More frequent reviews may also be conducted at the discretion of the Board.

In years in which there is not a comprehensive review of the Chancellor, the Board Chair, the Vice Chair and Chair of the Human Resources and Labor Relations Committee, and one other committee member selected by the Board Chair, will comprise a Review Group, chaired by the Board of Trustees Chair, to conduct the review of the Chancellor's performance. The Chancellor will submit a self assessment, together with a statement of proposed goals for the coming fiscal year, in March, which the Chair will distribute to all Board members along with a request for written input on the Chancellor's performance. Utilizing the Chancellor's self assessment and the input from the Board members, the Review Group will meet with the Chancellor, to discuss both performance strengths and weaknesses and to finalize the Chancellor's goals for the coming year. Following the meeting, the Chair will prepare a letter to the Chancellor summarizing the performance review. ~~Before the Board acts on extending the Chancellor's contract, the Review Group will report to the Board on the outcome of the review, and will recommend to the Board any adjustments to the Chancellor's compensation for the coming year and whether to extend the Chancellor's contract.~~

The Comprehensive Review in the third year of service and every four years thereafter, or at the discretion of the Chair of the Board, will be conducted according to the following guidelines:

1. The Review Group will establish a specific schedule, beginning in January, and time frame for the completion of the tasks necessary for the process.
2. The Review Group will select an external reviewer to conduct the comprehensive review and to report to the Review Group.
3. The external reviewer will work with the Review Group to establish the review process, develop criteria for assessing the Chancellor's performance and leadership, develop assessment tools, determine the parties to be consulted, and identify all issues and areas to be considered.
4. The Comprehensive Review will include at a minimum:
  - a. A self-assessment statement prepared by the Chancellor addressing the areas and

- issues determined by the Review Group and external reviewer, and
- b. Interviews with, or other means of obtaining feedback from, all Board members, Presidents, senior staff, and any other parties selected by the reviewer and Review Group.
5. The external reviewer will meet with the Review Group to review the findings of the review process, following which the Review Group and the reviewer will meet with the Board.
  6. The external reviewer will prepare a draft report. The external reviewer and the Review Group will then meet with the Chancellor to discuss the draft report.
  7. The external reviewer will finalize the report and forward it to the Review Group and the Chancellor, who will discuss the final report. Following any further revisions by the outside reviewer which may be requested by the Review Group, the Review Group will approve the final report and will forward the final report to the Board.
  8. Before the Board acts on extending the Chancellor's contract, the Review Group will report the Board on the outcome of the review and will recommend to the Board any adjustments to the Chancellor's compensation for the coming year and whether to extend the Chancellor's contract.

# UNIVERSITY OF MAINE SYSTEM

## Policy Manual

### PROPOSED REDLINE VERSION FOR JANUARY 2024 BOARD MEETING

#### GOVERNANCE AND LEGAL AFFAIRS

##### Section 204 President - Appointment and Responsibilities

Effective: 1/23/89

Last Revised: 1/27/14

Responsible Office: Clerk of the Board

#### Policy Statement:

Presidents of the University System shall be elected by the Board on the nomination of the Chancellor and shall serve at the pleasure of the Board. The President is the chief administrative and educational officer of the respective institution and is responsible for all aspects of operations within the approved mission, and policies and procedures set forth by the Chancellor and the Board of Trustees. The President reports directly to the Chancellor.

The President is responsible for:

1. the implementation of plans, policies, and directives from the Chancellor as approved by the Board of Trustees. ~~and the Chancellor.~~
2. active participation in strategic leadership of the University of Maine System through leadership of System-wide initiatives, promoting collaborative efforts at all levels among UMS universities, participation in Presidents Council, engagement in System-wide planning, and participation in Board of Trustees meetings, strategic planning, and other activities.
3. the establishment of an effective communications link between the President and the Chancellor and between the President and all of the constituencies at the institutional level: faculty, students, staff, alumni, and community partners.
4. the academic leadership of the institution through established planning processes and prioritizing of goals and objectives, promotion of academic excellence, development and motivation of faculty and staff to accomplish the University and System missions, and promotion of innovative, collaborative and efficient use of resources to meet the needs of students and the State.
5. the development and administration of the institution's operational and auxiliary enterprise budgets as approved by the Chancellor and Board of Trustees, including establishment of priorities for expenditures and achievement of revenue and expense projections as set forth in the approved budgets.
6. the development, maintenance and operation of the physical plant and the development of long-range capital facilities priorities in accordance with the mission and guidelines set forth by the Board of Trustees.

7. the administration of all programs affecting student life and promotion of the learning environment for the welfare of the student body.
8. the development of an effective public service program for both the internal and external communities.
9. the development of an effective and coordinated marketing, fundraising, and community relations program, including the Board of Visitors.
10. identification, assessment and management of risks and ensuring regulatory compliance.
11. establishing the means to assess the effectiveness of the institution.
12. assuring that the institution employs staff sufficient in role, number and qualifications appropriate to the institution to achieve the university's mission and System Strategic Plan;
13. consultation with faculty, students, other administrators and staff in accordance with established institutional mechanisms.

# UNIVERSITY OF MAINE SYSTEM

## Policy Manual

### PROPOSED REDLINE VERSION FOR JANUARY 2024 BOARD MEETING

#### GOVERNANCE AND LEGAL AFFAIRS

##### Section 204.1 Presidents - Evaluation Process

Effective: 1/23/89

Last Revised: 11/30/95; 6/30/98; 7/12/2010

Responsible Office: Clerk of the Board

#### Policy Statement:

The Chancellor shall conduct an annual review of each President's performance to be completed in May. In the third year of the President's service ~~and every four years thereafter or at the discretion of the Chancellor~~, the review will be a comprehensive review as described below. The Chancellor may modify the timing of an annual or comprehensive review as needed to meet needs of the System, with notice to the President.

In years in which there is not a comprehensive review of the President, the President will submit a self assessment, together with a statement of proposed goals for the coming fiscal year, in March. Utilizing the President's self assessment, the Chancellor will meet with the President, to discuss both performance strengths and weaknesses and to finalize the President's goals for the coming year. Following the meeting, the Chancellor will prepare a letter to the President summarizing the performance review. ~~Before the Chancellor acts on extending the President's contract, the Chancellor will report to the Board on the outcome of the review and will recommend to the Board any adjustment to the President's compensation for the coming year and whether to extend the President's contract.~~

The Comprehensive Review in the third year of service ~~and every four years thereafter~~, or at the discretion of the Chancellor, will be conducted according to the following guidelines:

1. The Chancellor will confer with the President and will establish a specific schedule, beginning in October, and time frame for the completion of the tasks necessary for the process.
2. The Chancellor ~~will~~ **may** select an external reviewer to conduct the comprehensive review and to report to the Chancellor.
3. The ~~external reviewer~~ **Chancellor** will ~~work with the Chancellor to~~ establish the review process, develop criteria for assessing the President's performance and leadership, develop assessment tools, determine the parties to be consulted, and identify all issues and areas to be considered.
4. The Comprehensive Review will include at a minimum:
  - a. A self-assessment statement prepared by the President addressing the areas and issues determined by the Chancellor and external reviewer **(if applicable)**, and
  - b. Interviews with, or other means of obtaining feedback from, all Board members, representatives of faculty, students and staff, Board of Visitors, and any other parties selected by the reviewer and Chancellor.

5. The ~~external reviewer will meet with the~~ Chancellor, ~~and the external reviewer (if applicable)~~, to review the findings of the review process.
6. Under the Chancellor's direction, based on the self -assessment, interviews and Chancellor's assessment, a draft report will be prepared and shared with the President.
7. Under the Chancellor's direction, a final report will be prepared and forwarded to the Board.
8. Before the Chancellor acts on extending the President's contract, the Chancellor will report to the Board on the outcome of the review, and will recommend to the Board any adjustment to the President's compensation for the coming year and whether to extend the President's contract.

# UNIVERSITY OF MAINE SYSTEM

## Policy Manual

### REDLINE VERSION FOR JANUARY 2024 BOARD MEETING

#### GOVERNANCE AND LEGAL AFFAIRS

##### Section 205 Faculty and Student Representation to Board of Trustees

Effective: 11/18/71

Last Revised: 07/10/06; 1/11/10; 7/15/13; 9/28/2020,

Responsible Office: Clerk of the Board

#### Policy Statement:

The Trustees endorse the concept of faculty and student access to the University System decision-making process to provide advice and opinions on matters of common interest, and to enhance communication and sense of community within the University of Maine System.

The implementation of Private and Special Law 2023, chapter 14 sets forth the policy governing the process for recommending the appointment of student trustees to the Board of Trustees and supersedes any conflicting requirements of this Policy.

To create the environment for interaction among and between faculty and student representatives, the Trustees and System administration, the Trustees will provide opportunities for participation in the meetings of the committees of the Board.

One faculty member from each of the universities and Law School, one undergraduate student from each of the universities, and one graduate student each from the University of Southern Maine, the University of Maine, and the 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 Academic & Student Affairs Committee and the Finance/Facilities & Technology Committee.

The faculty and student governing bodies at each university are charged to develop procedures through the institution's formal committee selection processes for the election of one member each as representatives to the Board of Trustees. Normally, the representative is expected to complete a two year term; therefore, it is an expectation that the minimum term of service by both faculty and student representatives to the Board be two years. The nominations will be forwarded through the Presidents to the Chancellor for submission to the Board for Trustee approval.

#### Related Documents:

Administrative Guidelines for Faculty and Student Representatives

Shared Governance Statement

Duties of the UMS Student Representatives to the Board of Trustees

UNIVERSITY OF MAINE SYSTEM  
Board of Trustees

**ADMINISTRATIVE GUIDELINES  
FOR FACULTY AND STUDENT REPRESENTATIVES**

1. Appointment to Committees

Faculty and student representatives are responsible for submitting nominations to the Clerk of the Board for appointment to standing committees by August 15 of each academic year.

Faculty and student representatives will be appointed, as appropriate, by the Chair of the Board to Trustee ad hoc Committees.

2. Attendance at Committee Meetings

Faculty and student representatives are encouraged to attend all meetings of their committees and will be notified of the time and place of the meetings by the Clerk of the Board. Committee meetings, except for discussion of issues which are covered by law, are open to the public.

Faculty and student representatives will be provided an opportunity to meet in their groups in conjunction with the regularly scheduled Board meetings.

3. Attendance at Board of Trustees Meetings

Faculty and student representatives are encouraged to attend all public meetings of the Board of Trustees. Participation in Board meetings is limited to Board members and the Chancellor. Other persons, including faculty and student representatives, are occasionally invited by the Trustees or the Chancellor to make comments pertinent to the subject under discussion. Faculty and student representatives are urged to make their input within the committees to the end that committee recommendations are properly reflective of their viewpoints.

Executive sessions of the Board of Trustees and its Committees are not open to faculty and student representatives.

4. Reimbursement for Travel Expenses

Faculty and student representatives are entitled to reimbursement for in-state travel expenses incurred in fulfilling their obligations as a representative. If a representative needs to travel from out-of-state, he/she must confer with the Board Office prior to the travel date to see if the travel is reimbursed. Attendance by technology is encouraged as an alternative to out of state travel. Travel vouchers and information on travel arrangements and policies may be obtained from the Board Office. All travel vouchers are to be submitted to the Board Office.

5. Procedures for Access to the Board Agenda

In order to provide increased opportunities for more effective linkages between student and faculty thinking and Board action, the Chancellor will schedule periodic meetings with the representatives for discussion of mutual issues and concerns.

All formal recommendations regarding campus-level affairs made to the Board of Trustees must be through the campus President to the Chancellor, and through the Chancellor to the Board of Trustees. Recommendations either system-wide in nature or affecting more than one campus must be made through the Chancellor for Board consideration.

July 2014



## University of Maine System

### Board of Trustees

#### Statement on Shared Governance

The University of Maine System is a public body created by charter and state statutes to carry out responsibilities on behalf of the citizens of Maine. Authority to carry out these responsibilities is vested in the Board of Trustees, appointed by the Governor and confirmed by the Legislature. The following statement on Shared Governance expresses the System's commitment to fostering an atmosphere of trust, communication, and participation. The statement, however, is in no way intended to jeopardize, modify or minimize the authority of the Board of Trustees assigned by the State of Maine.

Shared governance relates to collaboration in specific areas where the mission of a University is strengthened by the joint participation of administrators and faculty members. Shared governance does not mean everything has to be done by joint efforts or by delegating decision making to faculty members; rather, it is an approach whereby the talents and collective intelligence of the university community are used to make effective and efficient decisions in specific areas.

The Board of Trustees affirms its support of governance systems and processes that are characterized by collaboration between the Board, the administration, faculty, students and staff in communication and decision making. Collaboration benefits the quality of education by:

**Creating an atmosphere that fosters trust:** Effective decision-making depends on accountability and the development of trust among the parties. This trust then provides the foundation for effective activities and efficient use of participants' time and reflects the collective knowledge of both faculty members and administrators.

**Enhancing communication and participation:** Effective communication is essential for successful shared governance. With respect to major decisions that could affect the educational process, such as budgeting, communication and program changes, input from all involved groups should be sought early in the process and final decisions should be communicated to all parties. Channels for communication should be widely known and participation encouraged.

**Encouraging participation and efficiency:** Those involved in shared governance need to be sufficiently informed to participate effectively. Efficiency in implementing decisions is the result of clearly defined roles and willing participation or understanding among those affected. Suitable resources and support must be made available for effective and efficient implementation of collaborative decisions.

Through governance bodies established at the university level, and through the roles of faculty and student representatives to the Board of Trustees, the University of Maine System Board of Trustees strives to strengthen communication and participation of faculty, students and staff.

At the university level, there are three major areas in which shared governance plays a role, as described below:

1. Academic policies.
2. Peer Review and Academic Administrative Selection processes
3. Budget and Strategic Planning

Faculty have a critical role in fundamental areas such as curriculum, instruction, research and student life. Faculty engagement in these areas is important to assure the competence and quality of university graduates.

Faculty participate in the selection and review of their peers, including recommendations for appointment, reappointment, promotion and tenure, in accordance with the boundaries of the collective bargaining agreement. Faculty also participate in the selection process for academic administrators.

In major decisions regarding the direction of the university, such as mission, strategic plans and budgets, it is desirable that input be sought from all involved groups early in the process and that final decisions be communicated to all parties. Channels for communication, consultation and information dissemination should be widely known and documented. Faculty participation in discussion of these topics should be encouraged.

### **Policy**

Each university is expected to have in place a policy that clearly outlines how collaborative discussion of critical academic issues occurs at the university. This policy will be consistent with the guidelines in this document and in most cases will be embodied in the by-laws of the faculty governance body.

Approved by the UMS Board of Trustees on March 23, 2007.



## **Duties of UMS Student Representative to the Board of Trustees**

### **Goals of defining duties:**

- a) Improve efficacy of Student Representatives in conjunction with the Board Policy Manual (Governance and Legal Affairs, Section 205, Faculty and Student Representation to Board)
- b) To ensure Student Representatives are meeting Board expectations

### **Outline of Duties**

It shall be the responsibility of the Student Representative to:

- Attend bimonthly UMS Board of Trustees meetings
- Be familiar with the nature, needs, and concerns of their student body
- Be familiar with the nature and process of decision making within the System
- Act as a liaison between the Board and their respective Student Government
- Advocate in the best interest of the students who are enrolled at their respective campus
- Provide reports of Board meetings to their respective student government
- Serve as a non-voting member of the committee to which they have been appointed
- Take notes during respective committee meetings and forwarding to appropriate contacts
- Communicate between Board meetings with other student representatives
- Serve as an advocate for the University of Maine System
- Serve as a meeting facilitator on a rotating basis with other student representatives
- Meet any additional expectations of their respective student government

# UNIVERSITY OF MAINE SYSTEM

## Policy Manual

### PROPOSED REDLINE VERSION FOR JANUARY 2023 BOARD MEETING

#### GOVERNANCE AND LEGAL AFFAIRS

##### Section 206 Board of Trustees: Ethics Code and Conflict of Interest

Effective: 4/24/74

Last Revised: 11/6/95; 7/13/09; 11/20/17

Responsible Office: Clerk of the Board

#### Policy Statement:

A Trustee ~~has is in potential a~~ conflict of interest when an action by the University of Maine System, whether isolated, recurring or continuous, is to the financial or other advantage of the Trustee, the Trustee's employer or client, the Trustee's spouse, parent, or child, ~~to a degree greater than to the Maine citizenry taken on the whole.~~

A Trustee who is an attorney or a firm or partnership of which the Trustee is a part may not represent or provide legal advice or services to the University of Maine System or knowingly represent clients in litigation or other contested matters which involves the assertion of any claim against the University of Maine System or which is adverse to its interests or are otherwise prohibited by the Maine Rules of Professional Conduct.

Except to fill a temporary vacancy in a position on an interim basis, a Trustee may not seek or hold a position in the University of Maine System prior to one year following the end of their service as a member of the Board. This prohibition does not apply to the Student Trustee or the Commissioner of Education serving in an ex officio capacity, provided however that those Trustees remain otherwise subject to the Board's conflict of interest policies and requirements during their service as Board members.

In order to implement the requirements of Private and Special Law 2023, chapter 14, a Student Trustee Members of the Board may be accorded a liberal interpretation of applicable conflict of interest statutes and policies so as to ensure their participation in the conduct of the Board's business to the greatest extent possible —in recognition that their primary role is as students, regardless of status as student employees.

#### Procedures:

1. Each Trustee is responsible for identifying and notifying the Chair of a conflict of interest. A Trustee may consult with the System's General Counsel to determine whether a conflict exists in any situation. When a conflict exists, the Trustee shall ~~When there is a potential conflict of interest, the Trustee upon becoming aware of a conflict shall~~ declare such conflict at the earliest opportunity and either eliminate the conflict or refrain from debate and discussion at Board Committee meetings or Board meetings unless invited to participate by a majority vote of the Board Committee or by the Board. Further, the Trustee shall register an abstention when a vote is taken on the matter by the Board or Board Committee.

2. Each Trustee, upon appointment to the Board, and, as a minimum, for each Annual Meeting thereafter, shall file a Financial Disclosure Form (copy of which may be obtained from the Clerk's Office) with the Clerk of the Board. Such a form shall include, when completed, a listing of all:
  - a. continuous conflicts of interest known to the Trustee.
  - b. real and personal property owned by the Trustee, the Trustee's spouse, or minor child with a value of one hundred thousand dollars (\$100,000) or more. The homestead, household furnishings, personal effects, life insurance, and bank deposits may be excluded, and no monetary valuations need be included.
  - c. personal liabilities of fifty thousand dollars (\$50,000) or more, excluding loans secured by the homestead and by life insurance.
  - d. positions of Trustees and spouses as officers, directors, partners or employees of any non-profit or ~~profit-making~~profit-making corporation, partnership, labor union, or association, together with an indication with respect to each relationship whether the service is gratuitous or compensated.
3. The Financial Disclosure Form shall be available for public inspection in the Office of the Clerk of the Board.
4. Alleged violations of this policy, from whatever source presented, shall be received by the Clerk of the Board. The Chair, or the Vice Chair if the Chair is involved, shall appoint a ~~three person~~three-person ad hoc committee to investigate the allegations and report its findings and recommendations to the Board of its determination.

NOTE TO SUBGROUP: IS IT NECESSARY THAT WE INCLUDE THE FORM IN OUR POLICY BOOK? SHOULD BEA NEW CONFLICT OF INTEREST FORM WILL BE DEVELOPED BY THE SYSTEM OFFICE WITH APPROVAL OF THE BOARD AND ROUTINELY REVIEWED. THE NEW FORM WILL NOT BE INCLUDED IN THE FINAL POLICY.

## UNIVERSITY OF MAINE SYSTEM

Board of Trustees

## FINANCIAL CODE OF ETHICS (FCOE)

Disclosure Form

NAME:

DATE:

OCCUPATION:

TERM OF OFFICE:

See attached Code before completing.

A. ~~Continuous or known as forthcoming during the current fiscal year~~ conflicts of interest (see 1st paragraph and 2.a FCOE)

— 1.

— 2.

— 3.

B. ~~Real and Personal Property valued in excess of \$100,000. (No dollar amounts needed— paragraph 2.b FCOE)~~

~~Exclude homestead, household furnishings, personal effects, life insurance and bank deposits. Indicate self, spouse or minor child as owner.~~

— Indicate self, spouse  
— or minor child

1.

2.

3.

4.

~~5.~~~~6.~~~~7.~~~~8.~~~~9.~~~~10.~~~~C. Personal Liabilities of \$50,000 or more. (No dollar amounts needed—paragraph 2.c FCOE)~~~~Exclude loans secured by homestead or life insurance. Indicate self, spouse or minor child as debtor.~~~~\_\_\_\_\_ Indicate self, spouse  
\_\_\_\_\_ or minor child~~~~1.~~~~2.~~~~3.~~~~4.~~~~5.~~~~D. Positions—Officer, director, partner, employee. Please indicate if nature of service is gratuitous or compensated. Please indicate if it is spouse's position. (paragraph 2.d FCOE)~~~~\_\_\_\_\_ Gratuitous or \_\_\_\_\_ Self or  
\_\_\_\_\_ compensated \_\_\_\_\_ spouse~~

~~1.~~

~~2.~~

~~3.~~

~~4.~~

~~5.~~

~~6.~~

~~7.~~

~~8.~~

~~9.~~

~~10.~~

~~Append additional page if necessary for any of the four disclosures.~~

~~I hereby agree to report any further situation that may develop before completion of my next annual disclosure form.~~

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

FCOE Form

11/20/17 \_\_\_\_\_





University of Maine System  
Board of Trustees

## **AGENDA ITEM SUMMARY**

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

**INITIATED BY:** Dannel P. Malloy, Chancellor

**BOARD INFORMATION:** X

**BOARD ACTION:**

**BOARD POLICY:**

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 January 2024 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:

The Maine Center

Part of the historic Alford Foundation gift to the University of Maine system included \$55 million in investment and a challenge to raise an additional \$50 million to support scholarships, integrated program development across business, law, and policy and engineering, computing and information sciences with a state-of-the-art building to host Maine Center programs and Maine Law. Seth Goodall, CEO, Maine Center Ventures, and Executive Director, The Maine Center will offer an update on initiatives underway at the Maine Center and the focus for 2024.

UMS Strategic Plan Update

Acting Vice Chancellor Dorsey, with Vice Chancellor Jeffrey St. John, and Trustee Emily Cain will provide an update on progress achieved in furthering strategic plan implementation efforts with a focus on final assignment of major goal areas to board committees that will serve as reporting platforms for progress made, strategies for tracking goal progress, development of Key Performance Indicators (KPIs), progress on communication and website development, and goal accomplishments to date.

Attachment:

[The Maine Center Presentation](#)

**Maine Graduate & Professional Center (“The Maine Center”)**  
**An Overview for the University of Maine System Board of Trustees**  
**January 29, 2024**

Seth Goodall – CEO, Maine Center Ventures, and Executive Director, The Maine Center



## Innovating Graduate & Professional Education. Advancing Maine.



### Maine Graduate & Professional Center (“The Maine Center”)

- University of Maine System owned
- Located at 300 Fore Street & 7 Custom House Street, Portland
- 116,000 square feet (63,000 sq. ft. Fore Street + 53,000 sq. ft. Custom House)

### Academic Interdisciplinary Graduate Degrees & Programs

- Maine Graduate School of Business – *MaineMBA*
- University of Maine School of Law – *JD*
- Muskie School of Public Service – *MPPM & MPH*
- Maine College of Engineering & Computing (MCEC) – *Programs*

### Professional & Executive Education

### Entrepreneurship & Innovation

### Convening, Collaboration & Knowledge Sharing



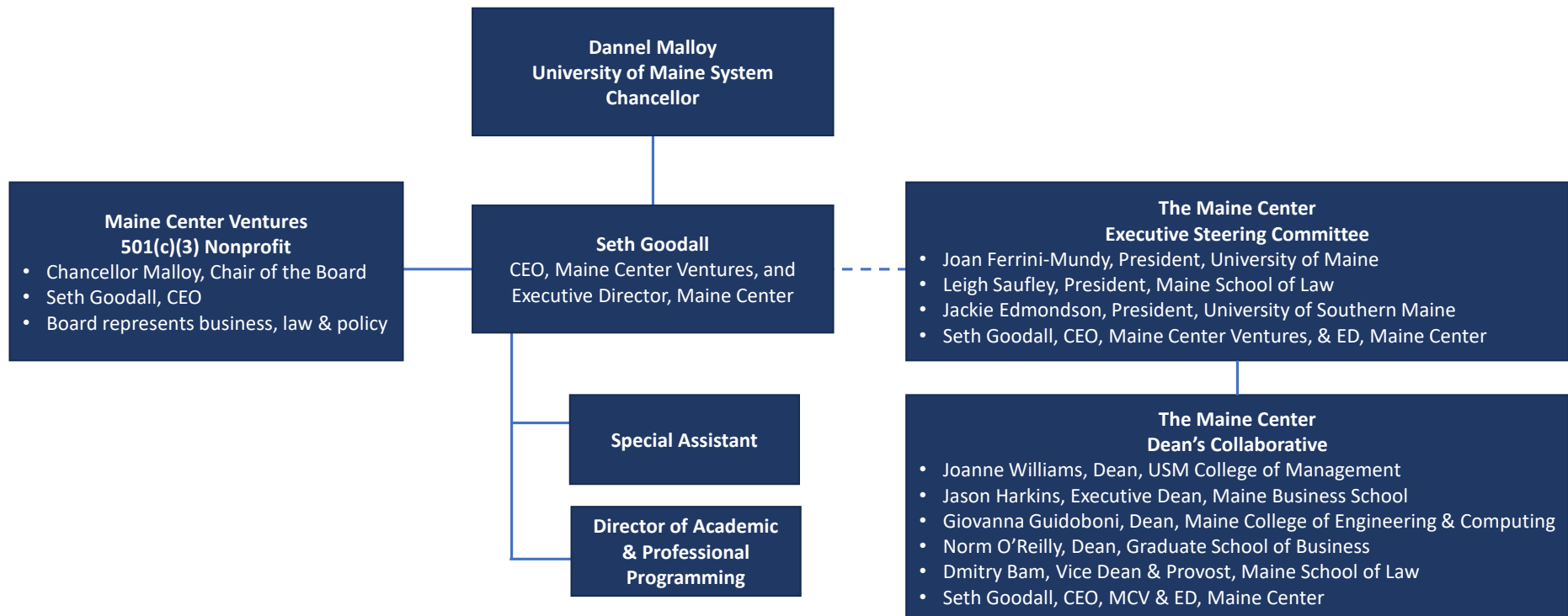
## \$55M Harold Alfond Foundation Investment as part of UMS TRANSFORMS.

Establish the Maine Center Building \$40 Million	Build Faculty Expertise \$5 Million	Launch Scholarships & Bridges to Career \$5 Million	Establish Programmatic & Reputational Gravitas \$5 Million
<b>Core Graduate Degrees &amp; Programs</b> <ul style="list-style-type: none"> <li>Business (<i>MaineMBA</i>)</li> <li>Law (<i>Maine Law</i>)</li> <li>Policy (<i>Muskie</i>)</li> <li>Engineering &amp; Computing (<i>MCEC</i>)</li> </ul>	<b>Professors</b> <ul style="list-style-type: none"> <li>1-2 in each of Business, Law &amp; Policy focused on interdisciplinary education</li> </ul>	<b>Alfond Ambassadors</b> <ul style="list-style-type: none"> <li>Focus on business minded students</li> <li>Tuition + Books + Living expenses</li> <li>Leadership programming</li> <li>Biz, Law, Policy &amp; Engineering</li> </ul>	<b>Build Interdisciplinary Education</b> <ul style="list-style-type: none"> <li>Biz, Law, Policy &amp; Engineering, including concentrations in MBA, MS in Engineering Management and MLS &amp; Certificates in Law</li> </ul>
<b>Create a Signature Building</b> <ul style="list-style-type: none"> <li>Interdisciplinary education hub</li> <li>Entrepreneurial resource center</li> <li>Incubator/Accelerator for small biz</li> <li>Convening space</li> </ul>	<b>Professors of Practice / Executives In Residence</b> <ul style="list-style-type: none"> <li>1-2 in each of Business, Law &amp; Policy focused on interdisciplinary education</li> </ul>	<b>Position Students for Career Success</b> <ul style="list-style-type: none"> <li>Development of national-quality career coaching programs</li> <li>Externships &amp; Internships</li> <li>Industry &amp; government partnerships engaging students</li> </ul>	<b>Engage Leaders</b> <ul style="list-style-type: none"> <li>Convene leaders to address Maine's defining challenges</li> <li>Host scholars, executives &amp; national leaders to establish the Maine Center as a leading voice</li> </ul>
<b>Convene &amp; Foster Collaboration</b> <ul style="list-style-type: none"> <li>Expand dialogue &amp; partnerships with industry/entrepreneurs to address Maine's workforce &amp; economic needs</li> </ul>	<b>Responsiveness to Industry</b> <ul style="list-style-type: none"> <li>Interdisciplinary courses</li> <li>Professional Development &amp; Executive Education</li> <li>Industry collaborations, projects, research &amp; development</li> </ul>	<b>Build Diversity</b> <ul style="list-style-type: none"> <li>Ensure diversity critical for preparation of tomorrow's leaders</li> <li>Provide tools to ensure a range of backgrounds can participate</li> </ul>	<b>Leading Media Voice</b> <ul style="list-style-type: none"> <li>Leading voice on media channels</li> <li>Consistent narrative and recognition as educational and industry partner</li> </ul>

Track achievements and promote accomplishments to enhance enrollment, reputation and funding opportunities.



## Focused on Collaboration and Leveraging Expertise.





## Building Upon a Solid Foundation. By the Numbers and Spotlights.

### The Maine Center Building

- Opened 300 Fore Street in January 2023
- Occupied 7 Custom House in October 2023

### Graduate School of Business – The MaineMBA

- 369<sup>1</sup> MBA students & 13 Concentrations
- MaineMBA Academy
- 3.1X Salary Impact on GDP<sup>2</sup>



### The University of Maine School of Law

- 266<sup>1</sup> JD students
- Certificates & Institutes (e.g. Compliance, Privacy)
- 3.1X Salary Impact on GDP<sup>2</sup>



### Muskie School of Public Service

- Strong Brand & Demonstrated Success
- MPPM & MPH
- 2.6X Salary Impact on GDP<sup>2</sup>



- *Leadership Development*
- *Enhanced Professional Networks*
- *Peer-Learning Network*
- *Strong Reviews*

### Alfond Ambassadors Program

- *Leadership Development*: Focus on Business leadership
- *Scholarships*: Tuition + books + living
- *Student Cohort*: 12 students from Business, Law & Policy
- *Year Long Program*: Off-site retreats + monthly engagements
- *Building Professional Networks*
- *Summer Internships*



1. Fall 2023 Data. Graduate School of Business data includes graduate students (340) and those enrolled in certificates (29).  
 2. Salary Impact determined in consultation with Center for Workforce Research and Information, Maine Department of Economic and Community Development (DECD) and the Maine Center for Business and Economic Research at the Muskie School of Public Service.

## 2024 Focus Areas.

4.1

1 Accelerate Faculty Expertise & Programming	2 Build Brand Awareness	3 Strengthen Industry & Community Partnerships	4 Develop 7 Custom House
<p><b>Additional Faculty</b></p> <ul style="list-style-type: none"> <li>Professors or Professors-of-Practice/Executives-in-Residence in Business, Law and Policy</li> </ul> <p><b>New Interdisciplinary Education</b></p> <ul style="list-style-type: none"> <li>Master of Legal Studies</li> <li>Business Law Clinic</li> <li>Executive Education</li> </ul> <p><b>Enhance Alford Ambassadors</b></p> <ul style="list-style-type: none"> <li>Graduate Students from Business, Law, Policy &amp; Engineering</li> <li>Leadership development</li> </ul> <p><b>Industry &amp; Professional Programs</b></p> <ul style="list-style-type: none"> <li>Engineering (i.e., AI)</li> <li>Business (i.e., Maine Brand)</li> <li>Entrepreneurism</li> <li>Host Prominent Speakers</li> </ul>	<p><b>Activate Dynamic Website</b></p> <ul style="list-style-type: none"> <li>Hub of information &amp; events</li> </ul> <p><b>Implement Brand Guidelines &amp; Consistent Usage by Internal Partners</b></p> <p><b>Establish Social Media Presence</b></p> <ul style="list-style-type: none"> <li>LinkedIn, Facebook &amp; Instagram</li> <li>Targeted paid social</li> </ul> <p><b>Earned Media</b></p> <ul style="list-style-type: none"> <li>Public speaking</li> <li>Press releases, OP-EDs, etc.</li> <li>Featured news articles and videos</li> </ul> <p><b>Brand The Maine Center Building</b></p> <p><b>Build a Stronger Internal Brand</b></p> <ul style="list-style-type: none"> <li>“Roadshows” highlighting The Center</li> <li>Create connectivity identify synergies across UMS</li> </ul>	<p><b>Coordinated Industry Outreach</b></p> <ul style="list-style-type: none"> <li>Establish The Center as a “go-to” partner responsive to Industry needs</li> </ul> <p><b>Partner on Workforce &amp; Career Development Programming</b></p> <ul style="list-style-type: none"> <li>Specialized and/or credential earning</li> </ul> <p><b>Sponsor and Deliver UMS Expertise to Partners, Events and Conferences</b></p> <p><b>Host Partners at The Maine Center</b></p> <p><b>Leverage UMS Strengths to Establish Leadership in the Marketplace</b></p> <ul style="list-style-type: none"> <li>Interdisciplinary Education (Business, Law &amp; Policy)</li> <li>Engineering &amp; Computing focus</li> <li>RI University &amp; Research</li> </ul>	<p><b>Accelerate Building Development</b></p> <ul style="list-style-type: none"> <li>Implemented Project Team and finalizing three-phase strategy</li> <li>Move in tenants for revenue generation</li> </ul> <p><b>Hub of Innovation &amp; Resources Aligned with Interdisciplinary Education</b></p> <ul style="list-style-type: none"> <li>Entrepreneurship</li> <li>Resource Center</li> <li>Research</li> <li>Convening</li> </ul> <p><b>Establish “One” Maine Center Building</b></p> <ul style="list-style-type: none"> <li>Contract for building study and design</li> </ul>

Success Depends on Consistent Communication & Collaboration – Internally & Externally



University of Maine System  
Board of Trustees

**AGENDA ITEM SUMMARY**

5

**NAME OF ITEM:** Approval of Collective Bargaining Agreement, PATFA

**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 Maine Part-Time Faculty Association (PATFA), representing employees who are members of the part-time faculty bargaining unit. The Board will be briefed on the terms of the Agreement at the meeting.

**TEXT OF PROPOSED RESOLUTION:**

That the Board of Trustees authorizes the Chancellor to execute the collective bargaining agreement with The Maine Part-Time Faculty Association upon notice that the agreement has been ratified.

01/29/24

University of Maine System  
Board of Trustees

**AGENDA ITEM SUMMARY**

**NAME OF ITEM:** Approval of Collective Bargaining Agreement, Teamsters' Union Local #340

**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 Teamsters' Union Local #340, representing employees who are members of the Service and Maintenance Unit. The Board will be briefed on the terms of the Agreement at the meeting.

**TEXT OF PROPOSED RESOLUTION:**

That the Board of Trustees authorizes the Chancellor to execute the collective bargaining agreement with Teamsters' Union Local #340 upon notice that the agreement has been ratified.

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University of Maine System  
Board of Trustees

**AGENDA ITEM SUMMARY**

**NAME OF ITEM:** Vice Chancellor for Research and Innovation Update

**INITIATED BY:** Dannel P. Malloy, Chancellor

**BOARD INFORMATION:** X

**BOARD ACTION:**

**BOARD POLICY:**

**UNIFIED ACCREDITATION CONNECTION:**

The *Research Actions* articulated in the [University of Maine System Strategic Plan 2023-2028](#)

Specifically, Research 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.

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.

**BACKGROUND:**

University of Maine System Vice Chancellor for Research and Innovation Dr. Joan Ferrini-Mundy along with several UMS faculty and students will provide the Board of Trustees with an update on Research Learning Experiences (RLEs). RLEs are introductory courses across a wide range of disciplines that are designed to engage students in research and scholarly endeavors at the earliest points of their college careers and is one of the three Student Success and Retention initiatives of the Harold Alfond Foundation funded UMS TRANSFORMS grant.

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 provide 2 updates at the January 28/29, 2024, Board of Trustees meeting.

- 1) Investment Update - Flash Reports
- 2) FY25 Budget Timeline

Attachments:

Managed Investment Pool Flash Reports

Pension Fund Flash Reports

Operating Fund Flash Reports

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University of Maine System  
Board of Trustees

## **AGENDA ITEM SUMMARY**

**NAME OF ITEM:** FY2024 Proposed Operating Budget Revisions

**INITIATED BY:** Dannel P. Malloy, Chancellor

**BOARD INFORMATION:**

**BOARD ACTION:** X

**BOARD POLICY:**

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

**UNIFIED ACCREDITATION CONNECTION:**

N/A

**BACKGROUND:**

The FY2024 budgets have been revised by the universities and shown below.

Vice Chancellor for Finance and Administration & Treasurer Ryan Low, along with the universities, will briefly present the FY2024 proposed operating budget revisions for UMF, USM, and LAW which have resolved budget gaps created primarily from tuition revenue projections below the original budget. Revised budgets for all other universities were presented and approved at the November Board of Trustees meeting.

### **OPERATING BUDGETS**

	<b>ORIGINAL</b>	<b>1st REVISION</b>	<b>2nd REVISION</b>
<b>UMF</b>	-	(754,141)	-
<b>USM</b>	-	(1,000,000)	-
<b>LAW</b>	(1,331,181)	(217,409)	-
<b>TOTAL</b>	\$ (1,331,181)	\$ (1,971,550)	\$ -

**TEXT OF PROPOSED RESOLUTION:**

That the Board of Trustees approves the FY2024 proposed operating budget revisions.

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University of Maine System  
Board of Trustees

**AGENDA ITEM SUMMARY**

**NAME OF ITEM:** Houlton Higher Education Center transfer of ownership, UMPI

**CAMPUS PRESENTER(S):** President Rice and Betsy Sawhill Espe

**INITIATED BY:** Dannel P. Malloy, Chancellor

**BOARD INFORMATION:**

**BOARD ACTION:** X

**BOARD POLICY:**

701 – Budgets, Operating and Capital

802 – Disposition or University as Lessor of Real Property

**UNIFIED ACCREDITATION CONNECTION:**

Unified Accreditation requires all the separate universities in the University of Maine System be functioning as efficiently and economically as possible. Building that financially sound model requires the University of Maine at Presque Isle define holdings/facilities, which are not part of our primary mission, where their total cost is not something the University or the System can afford to continue.

**UMS STRATEGIC PLAN CONNECTION:**

The new UMS Strategic Plan focuses on 8 separate areas of obligation, for all Universities in the System, ranging from being student-centric to sustainability to equity, diversity and inclusion, followed by a demand for bold decision-making and leveraging unified accreditation. However, addressing our aging facilities while also meeting the demand for collaboration and innovation are our recommendation of future use of the Houlton Higher Education Center.

**BACKGROUND:**

**a. Summary of the request**

The University of Maine System in concert with the University of Maine at Presque Isle has reviewed and evaluated the full cost for keeping a satellite location, 50 miles from the main campus, functioning with significant loss of student involvement in the past 5 years. UMPI is asking to hand this facility over to a local (Houlton) partner or sell it to a party who expresses an interest in owning it and who will continue to be a positive influence for the City of Houlton, for UMS and its University members.

UMPI will require a ‘carve out’ in the transfer. That carve out will address two needs:

1. A requirement to support the telecommunications equipment owned by the System and the State which supports communication in all Northern Maine and Eastern Maine and which is housed at the Houlton Higher Education Center.

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2. To support the continuing need for housing UMPI offices for our educational work associated with the Houlton area and to support our current partner offices with access to shared classroom use.

The Finance, Facilities and Technology Committee approved this recommendation to be forwarded to the January 28/29, 2024 Board of Trustees meeting, for approval of the following resolution:

**TEXT OF PROPOSED RESOLUTION:**

That the Board of Trustees approves the recommendation of the Finance, Facilities, & Technology Committee and authorizes the University of Maine System, acting through the University of Maine at Presque Isle, to transfer or sell the Houlton Higher Education Center to a third party with a 5 year carve out for office space, shared teaching space and with a permanent carve out for technology located in the building. All final terms and conditions of the transfer or sale agreement are 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:** Skyway Hall (STR), UMPI

**CAMPUS PRESENTER(S):** President Rice & Betsy Sawhill Espe

**INITIATED BY:** Dannel P. Malloy, Chancellor

**BOARD INFORMATION:**

**BOARD ACTION:** X

**BOARD POLICY:**

701 – Budgets, Operating and Capital

802 – Disposition or University as Lessor of Real Property

**UNIFIED ACCREDITATION CONNECTION:**

Unified Accreditation requires all the separate universities in the University of Maine System be functioning as efficiently and economically as possible. Building that financially sound model requires the University of Maine at Presque Isle define holdings/facilities, which are not part of our primary mission, where their total cost is not something the University or the System can afford to continue.

**UMS STRATEGIC PLAN CONNECTION:**

The new UMS Strategic Plan focuses on 8 separate areas of obligation, for all Universities in the System, ranging from being student-centric to sustainability to equity, diversity and inclusion, followed by a demand for bold decision-making and leveraging unified accreditation. However, addressing our aging facilities while also meeting the demand for collaboration and innovation are our recommendation of Skyway Hall.

**BACKGROUND:**

**a. Summary of the request**

The University of Maine System in concert with the University of Maine at Presque Isle, has reviewed and evaluated the full cost for continuing ownership of this location. Skyway Complex is 5 miles from the main campus. We no longer house students in this location (we have moved all students in residence to the Main Campus).

We have at least one interested third party who has already expressed a desire in purchasing the property at the fair market value. The University of Maine at Presque Isle has not advertised the availability of this complex for purchase or other approved ownership transition yet but will do so if the Board approves of the sale.

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The Finance, Facilities and Technology Committee approved this recommendation to be forwarded to the January 28/29, 2024 Board of Trustees meeting, for approval of the following resolution:

**TEXT OF PROPOSED RESOLUTION:**

That the Board of Trustees approves the recommendation of the Finance, Facilities, & Technology Committee and authorizes the University of Maine System, acting through the University of Maine at Presque Isle, to sell the Skyway Complex with a minimum sale price at Fair Market Value. All final terms and conditions of the sale agreement are 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:** ASCC Temporary Office Trailer Lease, UM

**CAMPUS PRESENTER(S):** Joan Ferrini-Mundy, President and Vice Chancellor for Research & Innovation; Kelly Sparks, Vice President for Finance and Administration & Chief Business Officer

**INITIATED BY:** Dannel P. Malloy, Chancellor

**BOARD INFORMATION:**

**BOARD ACTION: X**

**BOARD POLICY:**

801 – Acquisition of Real Property

**UNIFIED ACCREDITATION CONNECTION:**

The mobile office trailer provides temporary location for staff and students until the Green Engineering and Materials (GEM) factory of the future is completed in 2026 and is supporting the facility's research and learning objectives. GEM is a world-class research and educational facility that will provide access to academic programs across the UMaine System through immersive research learning experiences and leverage unique regional assets of UMS campuses to enable richer educational programs and workforce training opportunities."

**UMS STRATEGIC PLAN CONNECTION:**

ASCC researchers and support staff are actively seeking new external funding and research opportunities in direct alignment with Research 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) under Commitment 1 (Advancing the state of Maine through teaching, research, and service).

**BACKGROUND:**

**a. Summary of the request**

The University of Maine System acting through the University of Maine (UM) requests authorization to extend the lease of a temporary office trailer to house Advanced Structures and Composites Center (ASCC) supporting offshore wind and communications programs. The prior lease was for approximately two years and approximately \$88,000. Terms of the new lease are for twenty-six months commencing October 31, 2023, to December 31, 2025, for total cost across terms of \$112,183.82. Upon completion of GEM in 2026, the staff located in the temporary office trailer will be relocated to the GEM and the ASCC.

This request is pursuant to Board Policy 801 - Acquisition of Real Property, which requires leases with a total value of \$100,000 or more or a term of 5 years or more to be considered by the Board of Trustees or its Finance, Facilities and Technology Committee.

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**b. Overall requested budget and funding source(s):**

The annual lease is funded by ASCC's operating budget.

**c. Is the project included or reflected in the Master Plan, Long Term capital plan or 1-year capital plan most recently approved by Trustees?**

Yes, this temporary office trailer is a supporting project to the approved GEM project.

**d. Detailed explanation of rationale for project and metrics for success of the project (ROI or other)**

The rationale of the project is to provide much needed temporary office space for staff of the ASCC that will be relocated upon the completion of the GEM Factory of the Future in 2026.

**e. Explanation of the scope and substance of the project as needed to supplement (a) through (d) above. Note: scope includes an explanation of community impact, how the project ties to the University's mission, etc.****f. Changes, if any, in net square footage or ongoing operating costs resulting from the project****g. Alternatives that were considered to meet the need being addressed by this project**

Alternatives explored were on-campus locations, off-campus locations, fully remote and hybrid remote working arrangements. Since COVID-19, ASCC has implemented fully remote and hybrid remote positions to the maximum extent possible. ASCC has secured some space on campus but has recently filled that space. Additional space requests have been submitted informally but are pending a campus-wide space study. Off-campus space has been secured at the UpStart Center in Orono. We have met all available alternatives but still require space for these staff members until GEM is completed.

**h. Project Timeline for: 1. Start 2. Occupancy and 3. Completion**

This is a current lease that will be extended through December 31, 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.**

N/A

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

N/A

The Finance, Facilities and Technology Committee approved this item to be forwarded to the January 28/29, 2024 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, authorizes the University of Maine System acting through the University of Maine to extend a lease for a WillScot temporary office trailer for a total cost of \$112,183.82 and to expire December 31, 2025. All final terms and conditions of the lease will be 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:** ASCC Temporary Space at UpStart Center, UM

**CAMPUS PRESENTER(S):** Joan Ferrini-Mundy, President and Vice Chancellor for Research & Innovation; Kelly Sparks, Vice President for Finance and Administration & Chief Business Officer

**INITIATED BY:** Dannel P. Malloy, Chancellor

**BOARD INFORMATION:**

**BOARD ACTION: X**

**BOARD POLICY:**

801 – Acquisition of Real Property

**UNIFIED ACCREDITATION CONNECTION:**

The UpStart Center houses temporary laboratories and accompanying space for staff and students until the Green Engineering and Materials (GEM) Factory of the Future is completed in 2026. It is supporting the facility's research and learning objectives through sustainable material trials and scale-up, prior to using these materials in the large 3D printers located at UMaine. GEM is a world-class research and educational facility that will provide access to academic programs across the UMaine System through immersive research learning experiences and leverage unique regional assets of UMS campuses to enable richer educational programs and workforce training opportunities.

**UMS STRATEGIC PLAN CONNECTION:**

*Advancing the state of Maine through teaching, research, and service* – ASCC research programs located at UpStart have generated significant local and national impact through student research opportunities and industry collaborations.

*Strengthening our System through financial sustainability and effective academic and infrastructure portfolio management* – the UpStart Center provides temporary off-campus laboratory space that is 82% funded by external research projects, reducing the infrastructure burden on campus.

**BACKGROUND:**

**a. Summary of the request**

The University of Maine System acting through the University of Maine (UM) requests authorization to extend the lease of office and laboratory space for research activities at 20 Godfrey Drive, Orono, ME. The existing lease expires February 1<sup>st</sup>, 2024, with no available renewals. The terms of the new lease are for twelve months for a total of \$101,640 annually with the option to renew it for an additional twelve months and lease payment to be negotiated for a total of twenty-four months and approximately \$203,280.

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Through this extension, ASCC UpStart will downsize their previous space from eleven offices to six offices by moving several staff back to campus and consolidate the remaining six offices and two laboratories to execute two large research programs: (1) The Hub & Spoke Sustainable Materials & Manufacturing Alliance for Renewable Technologies (SM<sup>2</sup>ART) program and (2) the Natick Program Soldier Systems Center program. These programs require dedicated lab space that is unavailable on campus, and the projects have invested sponsor funding to make these spaces dedicated labs. The Natick Program will move back to campus when the Secure Textiles Lab at ASCC is occupiable (2024/2025), and the SM<sup>2</sup>ART program will move back when the GEM Factory of the Future is completed in 2026.

This request is pursuant to Board Policy 801 – Acquisition of Real Property, which requires lease with a total value of \$100,000 or more or a term of 5 years or more to be considered by the Board of Trustees or its Finance, Facilities, and Technology Committee.

**b. Overall requested budget and funding source(s):**

The annual lease will be funded by Oak Ridge National Lab through the SM<sup>2</sup>ART Project (46%), Natick Soldier Systems Center through their project (36%) and the ASCC operating account (18%), based on allowable costs.

**c. Is the project included or reflected in the Master Plan, Long Term capital plan or 1-year capital plan most recently approved by Trustees?**

N/A

**d. Detailed explanation of rationale for project and metrics for success of the project (ROI or other)**

N/A

**e. Explanation of the scope and substance of the project as needed to supplement (a) through (d) above. Note: scope includes an explanation of community impact, how the project ties to the University's mission, etc.**

The Hub & Spoke Sustainable Materials & Manufacturing Alliance for Renewable Technologies (SM<sup>2</sup>ART) is driving US manufacturing to a more sustainable future. By placing CNF into bio-based plastics, strong, sustainable, and cost-effective feedstocks for use in large-scale 3D printers and other manufacturing processes are developed. Researchers are working with industry to apply knowledge of large-scale 3D printing and advanced manufacturing processes with sustainable feedstocks to improve competitiveness and sustainability. The UpStart Center space is used for material trials and scale-up, prior to using these materials on the larger 3D printers based at ASCC.

The Natick Soldier Systems Center has funded improvements at the UpStart to meet security requirements for the laboratories associated with their projects. This research is primary focused on developing textile materials that can change color or other properties in response

to external stimuli. This space is critical until the Secure Textiles Lab is completed at the ASCC in late 2024/early 2025.

These two programs have financially supported 50+ undergraduate and graduate students and include many faculties and departments across UMaine, including chemistry and engineering departments and other research centers.

UpStart is a coalition of entrepreneur-support programs and organizations in the greater Bangor region that fuels a community of export, growth, and innovation-driven startups by connecting entrepreneurs to resources, customers, and each other. The lease space provides a business incubator with flex space for offices and manufacturing.

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

N/A

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

Alternatives explored were on-campus locations, off-campus locations, fully remote and hybrid remote working arrangements. Since the COVID-19 pandemic, ASCC has implemented fully remote and hybrid remote positions to the maximum extent possible. Laboratory space is critical for these two programs and this work cannot be done remotely. ASCC has secured some space on campus but has filled that space and still has a significant space deficit. Additional space requests have been submitted but are pending a campus-wide space study. All available alternatives have been met but this lease extension is critical to continue this research until GEM is completed.

**h. Project Timeline for: 1. Start 2. Occupancy and 3. Completion**

This space is occupied and will continue to be occupied for 12-24 months.

**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.**

N/A

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

N/A

The Finance, Facilities and Technology Committee approved this item to be forwarded to the January 28/29, 2024 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 extend a lease with Bangor Target Area Development Corporation to lease six offices and two laboratories at 20 Godfrey Drive, Orono ME for one year for a total of

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\$101,640.00 set to expire February 1, 2025, with the option to renew for an additional twelve months. All final terms and conditions of the lease will be subject to review by the University of Maine System Treasurer and General Counsel.

University of Maine System  
Board of Trustees

**AGENDA ITEM SUMMARY**

**NAME OF ITEM:** Bear Brook Watershed Lease, UM

**CAMPUS PRESENTER(S):** Joan Ferrini-Mundy, President and Vice Chancellor for Research & Innovation; Kelly Sparks, Vice President for Finance and Administration & Chief Business Officer

**INITIATED BY:** Dannel P. Malloy, Chancellor

**BOARD INFORMATION:**

**BOARD ACTION:** X

**BOARD POLICY:**

801 – Acquisition of Real Property

**UNIFIED ACCREDITATION CONNECTION:**

This longstanding research plot is available to users from all campuses and incorporates a historical time-series dataset that can be used to track environmental changes.

**UMS STRATEGIC PLAN CONNECTION:**

The Bear Brook Watershed lease is in direct alignment with Research 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) under Commitment 1 (Advancing the state of Maine through teaching, research, and service).

**BACKGROUND:**

The Bear Brook Watershed in Maine (BBWM) research program is centered on two small first-order adjacent forested stream watersheds in eastern Maine. The research was begun in the mid-1980s as part of the national agenda of research to determine the effects of acid deposition on surface waters and their related watersheds. Since then, the BBWM program of research has grown to encompass an array of scientific objectives that include acid deposition, climate change and carbon sequestration, nitrogen saturation, base cation depletion, and studies of the evolution of watershed biogeochemistry under prolonged experimental acidification. The primary principal investigators for this research are faculty at the University of Maine, with strong collaborations with the USDA Forest Service and the US Geological Survey. However, many other scientists and students from other institutions have and continue to work at BBWM.

**a. Summary of the request**

The University of Maine System acting through the University of Maine (UM) requests authorization to extend a lease with Ursa Major LLC c/o American Forest Management for a non-exclusive forty (40) foot wide right of easement from the centerline of existing gravel road located in T28 MD, Hancock County, Maine and Beddington and T29 MD, Washington County, Maine. This right of way is for the purposes of ingress and egress to the Bear Brook

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Watershed and not for public use. The prior lease expired August 31, 2022. The new lease will start retroactively on September 1, 2022, and expire December 31, 2027.

This request is pursuant to Board Policy 801 - Acquisition of Real Property, which requires leases with a total value of \$100,000 or more or a term of 5 years or more to be considered by the Board of Trustees or its Finance, Facilities and Technology Committee. The proposed duration of this lease is 5 years. The rent is \$400 per year for the five years with a total cost across terms of \$2,000. In this case, the requirement is regarding the duration of the lease and approval is within the purview of the Committee.

**b. Overall requested budget and funding source(s):**

The annual lease is funded through research grants through the School of Earth and Climate Sciences within the College of Earth, Life, and Health Sciences.

**c. Is the project included or reflected in the Master Plan, Long Term capital plan or 1-year capital plan most recently approved by Trustees?**

N/A

**d. Detailed explanation of rationale for project and metrics for success of the project (ROI or other)**

N/A

**e. Explanation of the scope and substance of the project as needed to supplement (a) through (d) above. Note: scope includes an explanation of community impact, how the project ties to the University's mission, etc.**

N/A

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

There will be no changes in net square footage or operating costs resulting from this lease.

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

N/A

**h. Project Timeline for: 1. Start 2. Occupancy and 3. Completion**

This lease is ongoing with continued various research projects.

**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.**

N/A

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

The Bear Brook Watershed in Maine (BBWM) is in its third decade of research on the response of these northern forested ecosystems to a changing chemical and physical climate. The emphasis of research has been, and continues to be, on decadal scale responses to whole

ecosystem acidification, nitrogen enrichment, and climatic drivers as evident in events ranging from instantaneous episodic responses in ecosystem processes to decadal scale trends.

Scientific questions have emphasized:

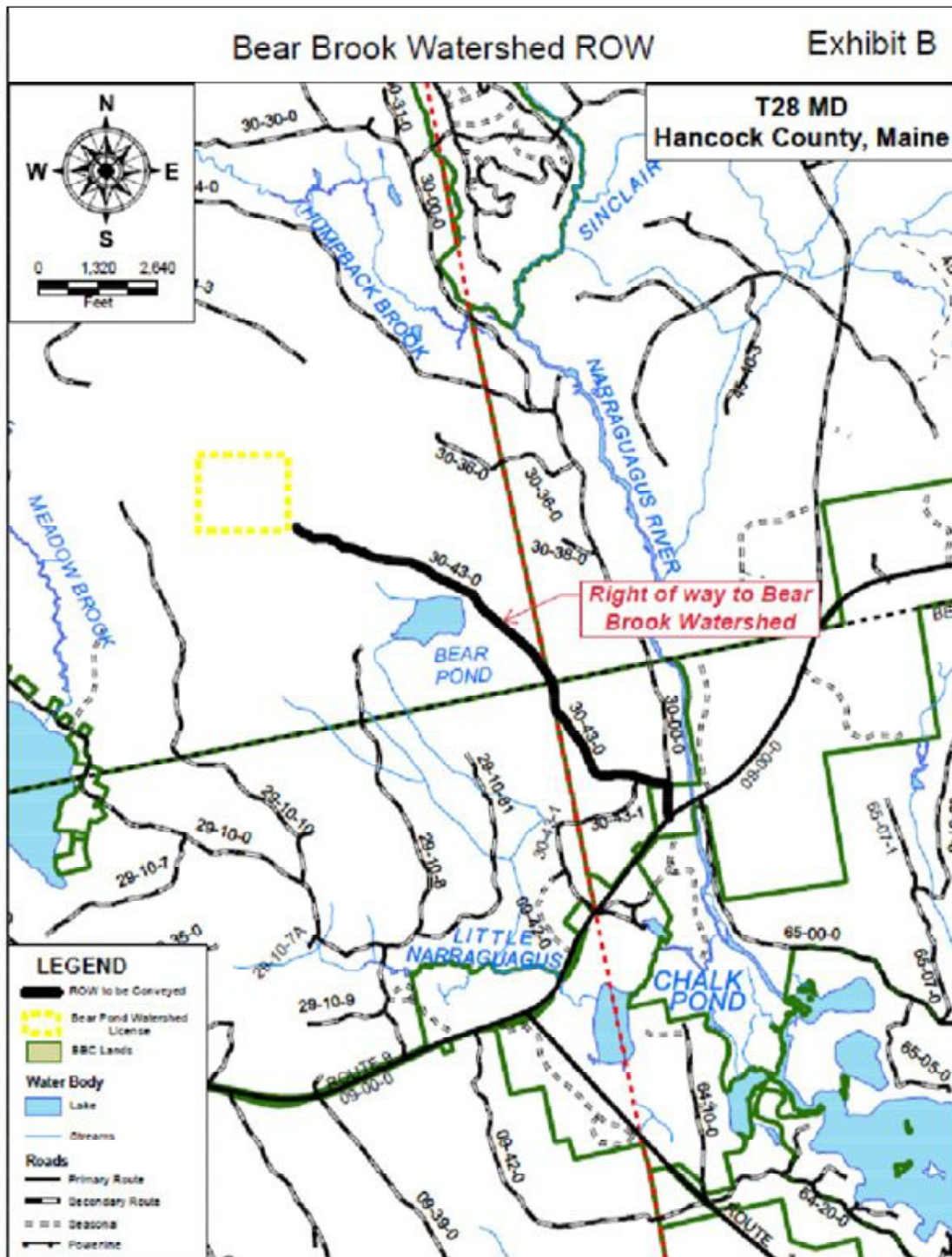
- Alterations to nitrogen dynamics throughout the ecosystem from bioindicators of change to terrestrial and aquatic biogeochemistry,
- Base cation decline, particularly emphasizing calcium, to these drivers of change,
- Factors governing carbon cycling and its alteration in these reference and nitrogen-enriched watersheds,
- Phosphorus controls on nitrogen cycling in terrestrial and aquatic ecosystems,
- Ecosystem response to decreasing ambient and sustained elevated treatment sulfate deposition,
- Alterations to forest growth and the importance of tree species in ecosystem response.

Several major initiatives are currently underway focusing on understanding nitrogen dynamics over the decadal-scale arc of ambient and experimental conditions, including the importance of an altered ecological stoichiometry between carbon, nitrogen, and phosphorus. This includes the use of stable isotope techniques and studies of soil and dissolved organic carbon composition and behavior.

The Finance, Facilities and Technology Committee approved this item to be forwarded to the January 28/29, 2024 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 extend a lease with Ursa Major LLC c/o American Forest Management for the right of way to access Bear Brook Watershed for five years through December 31, 2027. All final terms and conditions of the lease will be subject to review and approval by the University of Maine System Treasurer and General Counsel.



University of Maine System  
Board of Trustees

**AGENDA ITEM SUMMARY**

**NAME OF ITEM:** University of Maine Energy Center (UMEC) - Additional Design, UM

**CAMPUS PRESENTER(S):** Joan Ferrini-Mundy, President and Vice Chancellor for Research & Innovation; Kelly Sparks, Vice President for Finance and Administration & Chief Business Officer; Dan Dixon, Director of Sustainability

**INITIATED BY:** Dannel P. Malloy, Chancellor

**BOARD INFORMATION:**

**BOARD ACTION: X**

**BOARD POLICY:**

701 – Budgets-Operating & Capital

**UNIFIED ACCREDITATION CONNECTION:**

UMEC will allow the university to reduce our dependence on fossil fuels enabling the University of Maine System to achieve our carbon commitment goals. UMEC is a cornerstone of the UMaine Climate Action Plan and the overall UMS goal to eliminate fossil GHG emissions consistent with State of Maine goals.

**UMS STRATEGIC PLAN CONNECTION:**

UMEC will replace our obsolete steam plant, an enabling project of Commitment 2 - Effective Infrastructure Portfolio Actions, Goal 1.1: Address system-wide physical plant needs in relation to other infrastructure needs (e.g., residence hall improvement). This project replaces critical infrastructure that is beyond its useful life.

**BACKGROUND:**

The University of Maine (UM) seeks to replace the existing central steam plant with a modern UMaine Energy Center (UMEC). UMEC will be located to the south of the existing central plant on College Ave. As a once-in-a generation renewal project, UMEC is a critical energy infrastructure initiative that replaces the existing auxiliary plant systems that are beyond the end of their useful lives. Three of the four existing central steam plant boilers used to provide steam to approximately 90% of the Orono campus buildings are 57 to 65 years old. The fourth boiler is 12 years old. Of the four boilers, two can produce the steam required to meet campus demand while a third is kept on hot standby for backup as needed.

Engineering design for the UMEC Project was approved by the Board in March of 2019 with approval to spend up to \$5.7 million. As a result of significant energy and climate change bills in 2019 and the onset of COVID-19 in 2020, the project development was delayed. In May of 2021, the University of Maine and Honeywell entered the Phase 2A design phase to investigate and evaluate multiple project scopes and to select the optimum project for further

design. That phase was completed in March of 2022 and a design-build agreement was negotiated (and finalized in July of 2022) that took the chosen UMEC project scope to a 50% design. Additional design work, which will take approximately a year, is needed to produce construction documents so that the design-builder can solicit competitive bids from which it can offer the university a firm fixed price to construct UMEC. Given the volatility of construction costs, additional design work will better inform project costs.

The university would then seek approval from the Board to enter into a firm-fixed price design-build agreement to construct the UMEC facility.

**a. Summary of the request**

The University of Maine System acting through the University of Maine (UM) requests authorization to increase spending from \$5.7 million to \$8.7 million to complete the full design of the UMEC facility to arrive at a firm fixed price from Honeywell. Honeywell and the University anticipate this final phase of design to take approximately one year to complete, at which time the University will bring to the Board a request for authorization with a firm fixed price to construct the UMEC facility.

This request is pursuant to Board Policy 701, which requires projects with a total cost of more than \$500,000 and any increases to those projects, be considered by the Board of Trustees or its Finance, Facilities & Technology (FFT) Committee. In this case the request is within the Committee's authority.

**b. Overall requested budget and funding source(s):**

The additional \$3 million will be funded through short-term bond funding that will be rolled into the long-term funding for the construction of UMEC.

**c. Is the project included or reflected in the Master Plan, Long Term capital plan or 1-year capital plan most recently approved by Trustees?**

UMEC is listed in the long-term capital plan and the 1-year capital plan most recently approved by the Trustees.

**d. Detailed explanation of rationale for project and metrics for success of the project (ROI or other)**

UMEC is a critical infrastructure facility that is required to provide steam 24/7 to approximately 90% of the UM Orono campus, dormitories, dining halls, classrooms, and research buildings. Additionally, UMEC will meet the university's energy needs in a more reliable, renewable, and economical way than the existing facility. Renovation of the existing steam plant facility is not practical either logistically or financially.

**e. Explanation of the scope and substance of the project as needed to supplement (a) through (d) above. Note: scope includes an explanation of community impact, how the project ties to the University's mission, etc.**

Please see attached presentation.

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

Yes, the net square footage of the UMEC facility will be provided when the university seeks full approval for the project in approximately one year.

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

The university considered multiple options including a woody biomass system, relocating the UMEC to the east side of campus, and a renovation to the existing central steam plant facility. These options were determined to be less cost effective and/or did not meet UM and UMS GHG emissions reduction goals.

**h. Project Timeline for: 1. Start 2. Occupancy and 3. Completion**

This project started in 2016. The university anticipates construction to start mid-2025 or early 2026 and will take approximately two years to complete with an additional 6 months to a year of commissioning.

**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.**

The university will seek full approval of construction of the project upon completion of design and firm fixed pricing once both are provided by Honeywell. The university anticipates that this will happen in approximately one year from this board meeting.

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

Please see attached presentation.

The Finance, Facilities and Technology Committee approved this item to be forwarded to the January 28/29, 2024 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 increase the authorized spending of \$5.7 million up to \$8.7 million for the complete full design of the UMEC facility to obtain a firm fixed pricing for construction of the UMEC facility.

Attachment

[UMEC Additional Design Prior Approval](#)



## AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Energy Project Phase II Approval Request, UM
2. **INITIATED BY:** James H. Page, Chancellor
3. **BOARD INFORMATION:** **BOARD ACTION:** X
4. **OUTCOME:** **BOARD POLICY:**  
 Improve Student Success and Completion 701 – Budgets-Operating & Capital  
 Enhance Fiscal Positioning
5. **BACKGROUND:**  
 This is an update regarding the proposed energy center project at the University of Maine and request by the University of Maine System acting through the University of Maine to proceed to the next phase of the project in which the University will have financial risk for the first time.  
  
 In order to continue the project, UM is requesting to expend as much as \$5.7 million in connection with the costs of its own experts and diligence as well as the cost of the contractual obligations to the private partner in the project. Of that total, \$4.2 million could be due to Honeywell for design services and the remaining \$1.5 million is the anticipated cost for various experts to support the University's own diligence.  
  
 The project concept as currently envisioned ultimately would see a new energy plant constructed at UM including a 6 megawatt combined heat and power plant fueled by sustainably harvested wood energy and a 6 megawatt direct current solar photovoltaic system to provide, distribute, and manage steam and electricity. For context, the Calpine power station in Westbrook is 552 megawatts and a publicly claimed capacity to power 500,000 homes. In addition to achieving carbon reductions and fiscal benefits, the project would replace critical steam and electrical infrastructure that has reached or exceeded its useful life.  
  
 Honeywell asserts that its proposal will provide the University with approximately \$111 million of cumulative savings (in excess of \$50 million of savings on a relative net present value basis) over a thirty-year analysis period compared to a Base Case.  
  
 This request to continue with project diligence and planning is pursuant to prior commitments made to Trustees when the initiative was first presented in January 2016 as well as pursuant to Board of Trustee Policy 701. Typically, the University determines and designs the best solution for a given situation and then seeks construction bids. However, this project was pursued initially as a power purchase agreement in which the University defined the thermal and electrical energy challenge and then opened the doors through a public, competitive process to the private sector to propose solutions. As stated in 2016: "In this case, the solution or solutions will emerge from the competitive process rather than be determined by the University ahead of time...to ensure transparency and notice, the University is alerting Trustees now of this plan and approach."

15.1

The University subsequently published a solicitation in February 2016. An initially selected partner withdrew from the project in February 2018 and the University then awarded the right to negotiate to the ultimately selected and current partner: Honeywell International Inc.

The information provided to Trustees in 2016 further stated: “Should this initiative result in capital improvements, leases or other matters requiring Trustee consideration – under Policies 701, 801 or 802, for example – those matters would return to the Trustees in the future and prior to the execution of any binding agreements.”

That point has now arrived. Honeywell has proposed a major project with an estimated capital investment cost of \$123 million +/- 30%. The project as preliminarily conceived involves replacement of core infrastructure at or beyond its anticipated lifecycle, new biomass and solar energy production facilities, environmental advantages, cost containment, price stability, increased reliability, and a greater focus on local energy and investments.

All preliminary design and project development discussions indicate the project would be advantageous to the University. As summarized by Competitive Energy Services, a 3<sup>rd</sup> party energy firm advising the University on the project:

*“CES reviewed Phase 1 materials for Honeywell’s proposed UMaine Energy Center (UMEC). CES finds that the UMEC would reduce overall energy efficiency compared to current conditions. The efficiency reduction is offset by: (1) lower fuel costs (2) reduced greenhouse gas emissions and (3) infrastructure upgrades. Subject to issues detailed in our memo dated 11/13/2018, and to the understanding that Phase 2 will refine the project design, CES believes it reasonable to proceed to Phase 2. It is not possible to quantify fiscal savings in Phase 1; CES expects that information required to estimate savings will be developed in Phase 2.”*

In general, the now-concluded Phase I of this project has involved the negotiations between the parties to preliminarily define the project and estimate its benefits. Honeywell, which has been working on the project for more than a year, has borne the risk of Phase I. Phase II, the currently proposed phase, is the design work needed to firm up the project scope and financials. The conclusion of Phase II will result in a firm fixed price and agreements to be brought to the Board for consideration and approval to commence Phase III of the project, which is the final design, construction and start of service.

The Finance, Facilities and Technology Committee approved this item at its March 6, 2019 Finance, Facilities and Technology Committee Meeting. The item, pursuant to Trustee policy, requires the approval of the full Board of Trustees and has been placed on the Consent Agenda for Board of Trustee approval at the March 24-25, 2019 Board meeting in compliance with Trustee policy.

## **6. TEXT OF PROPOSED RESOLUTION:**

That the Board of Trustees, following the vote of approval for this item by the Finance, Facilities and Technology Committee, authorizes the University of Maine System acting through the University of Maine to pursue the University of Maine Energy Center project and to enter agreements under which as much \$5.7 million could be expended from University funds identified by the Chief Business Officer and Treasurer, subject to review by the Vice Chancellor for Finance and Administration and Treasurer and University Counsel.



University of Maine System  
Board of Trustees

**AGENDA ITEM SUMMARY**

**NAME OF ITEM:** Energy Savings Lighting Project, UM

**CAMPUS PRESENTER(S):** Joan Ferrini-Mundy, President; Kelly Sparks, Vice President for Finance and Administration & Chief Business Officer

**INITIATED BY:** Dannel P. Malloy, Chancellor

**BOARD INFORMATION:**

**BOARD ACTION:** X

**BOARD POLICY:**

701 – Budgets, Operating & Capital

712 – Debt Policy

**UNIFIED ACCREDITATION CONNECTION:**

As the primary hub of research activity for Maine's public universities, the University of Maine campus in Orono provides learning, research, and scholarship opportunities for faculty, students, and staff across the University of Maine System. The state of our infrastructure and the energy consumption of lighting across campus buildings and grounds play a significant impact on our ability to provide these opportunities in a cost-effective and environmentally sustainable manner. Modern LED lighting fixtures will improve the environmental quality of our indoor spaces, conserve energy, and reduce related expenditures on facilities important to the UMS mission.

**UMS STRATEGIC PLAN CONNECTION:**

UMS Strategic Plan Commitment 2, Action 3 states that "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." Specifically, this project works towards addressing aging facilities through the lens of efficiency and modernization through energy-efficient and modern light fixtures.

This project also aims to satisfy Goal 3.3 of the UMS Strategic Plan, which is to "identify reductions in energy consumption, including strategic management of underused or unused buildings and offices during periods of peak energy consumption (winter and summer)." With an estimated reduction of approximately 1.3 million kWh per year, we expect a significant reduction in energy consumption and a corresponding cost reduction, depending on the market and contract rates for energy.

This aligns with UMaine's carbon reduction strategy. UMaine is a signatory of the Carbon Commitment, which is focused on reducing Greenhouse Gas emissions and achieving carbon neutrality as soon as possible. By signing The Carbon Commitment, UMaine agreed to develop a Climate Action Plan to achieve carbon neutrality. This involves conducting a Greenhouse Gas

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emissions inventory and implementing steps to reduce greenhouse gas emissions.

## **BACKGROUND:**

### **a. Summary of the request**

The University of Maine System, acting through the University of Maine, requests authorization to spend up to \$2.3 million to pursue an energy savings performance contract (“ESPC”) to save energy, reduce costs, reduce carbon emissions, and improve the indoor environmental quality of campus space.

This request is pursuant to Board policy 701, which requires Board approval for projects with a value of \$500,000 or greater. Also, Board Policy 712 applies as it states that UMS “will consider off-balance sheet financing (e.g., public/private partnerships) when it is desirable to work with a third party, for risk sharing, and for leasing.”

### **b. Overall requested budget and funding source(s):**

The budget of \$2.3 million includes replacing nearly 6,000 lights with energy-saving LED lights in approximately 60 campus buildings. The number of lights to be replaced may vary, up or down, based on this requested budget and the energy efficiency rebates available at the time the ESCO contract is signed.

The project will use 3<sup>rd</sup> party financing, which will be repaid primarily through the reduction in use and demand charges of electricity.

### **c. Is the project included or reflected in the Master Plan, Long Term capital plan or 1-year capital plan most recently approved by Trustees?**

This project is identified in the 1-year capital plan most recently approved by the Trustees.

### **d. Detailed explanation of rationale for project and metrics for success of the project (ROI or other)**

The project is expected to reduce energy use by approximately 1.3 million kWh per year. At current market rates, which would be an estimated annual savings of more than \$350,000. The actual savings will depend not only on the actual avoided energy consumption but also on changes in the market and contract rates for energy.

### **e. Explanation of the scope and substance of the project as needed to supplement (a) through (d) above. Note: scope includes an explanation of community impact, how the project ties to the University’s mission, etc.**

UMaine has been working with Honeywell to pursue demand-side opportunities within the campus grounds and building infrastructure that promise many expected benefits, including: improving the indoor environmental quality of the learning environment, conserving energy and increasing efficiencies, reducing the university's environmental impact, reducing energy and utility costs, and renewal of critical utility infrastructure throughout the campus and within campus buildings that are essential to fulfillment of the university's mission.

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

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This project will not change any net square footage. The university anticipates reduced operating costs from the installation of modern LED light fixtures.

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

The alternatives assessed included a study done by Honeywell of “demand side” lighting opportunities across the campus. We are suggesting projects to move forward that both reduce energy consumption and have a return on investment.

**h. Project Timeline for: 1. Start 2. Occupancy and 3. Completion**

Upon Board approval, the university will seek to execute financing and contracts for the work with Honeywell. The work could commence in the spring of 2024 and is expected to last approximately 12 months in duration.

**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.**

The university does not anticipate any further consideration or action needed by the Board or its committees.

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

N/A

The Finance, Facilities and Technology Committee approved this item to be forwarded to the January 28/29, 2024 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 spend up to \$2.3 million to pursue an energy savings performance contract (“ESPC”) to save energy, reduce costs, reduce carbon emissions, and improve the indoor environmental quality of campus space. Final terms and conditions of the financing to be approved by the Vice Chancellor for Finance & Administration and Treasurer.

University of Maine System  
Board of Trustees

**AGENDA ITEM SUMMARY**

**NAME OF ITEM:** Purchase Authorization Request, Sigma Alpha Epsilon Fraternity House, UM

**CAMPUS PRESENTER(S):** Joan Ferrini-Mundy, President and Vice Chancellor for Research & Innovation; Kelly Sparks, Vice President for Finance and Administration & Chief Business Officer

**INITIATED BY:** Dannel P. Malloy, Chancellor

**BOARD INFORMATION:**

**BOARD ACTION:** X

**BOARD POLICY:**

801 – Acquisition of Real Property

**UNIFIED ACCREDITATION CONNECTION:**

The purchase and removal of the SAE building will ultimately enable the construction of the future replacement of the University of Maine steam plant or University of Maine Energy Center (UMEC). UMEC will allow the university to reduce our dependence on fossil fuels enabling the University of Maine System to achieve our carbon commitment goals.

**UMS STRATEGIC PLAN CONNECTION:**

The removal of the SAE will reduce short term operational expenditures on maintenance and operations and energy consumption in alignment with Commitment 2: Financial Sustainability Actions. More importantly, this is an enabling project of Commitment 2 - Effective Infrastructure Portfolio Actions, Goal 1.1: Address system-wide physical plant needs in relation to other infrastructure needs (e.g., residence hall improvement). We will reduce our footprint, modernize our aging steam plant facilities, and improve net asset value.

**BACKGROUND:**

**a. Summary of the request**

The University of Maine System acting through the University of Maine (UM) requests authorization to expend up to \$300,000 for the purchase of the Sigma Alpha Epsilon (SAE) Fraternity House owned by the Minerva Corporation located at 117 College Avenue, Orono Maine. The SAE Fraternity House is located on university owned property leased by Minerva Corporation, the lease expired May 31, 2023. This property is needed for the future construction of the UMEC project. The University of Maine and Minerva Corporation have come to an agreement for a purchase price of \$300,000.

This request is pursuant to Board Policy 801 – Acquisition of Real Property with a cost exceeding \$50,000 must be approved by the Board of Trustees prior to transfer of title.

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**b. Overall requested budget and funding source(s):**

The one-time funding for the purchase of the SAE house of \$300,000 will come from the 2022 University Revenue Bond.

**c. Is the project included or reflected in the Master Plan, Long Term capital plan or 1-year capital plan most recently approved by Trustees?**

Yes, this is an enabling project for the UMEC project.

**d. Detailed explanation of rationale for project and metrics for success of the project (ROI or other)**

UMEC's future location will be partially on the SAE building site.

**e. Explanation of the scope and substance of the project as needed to supplement (a) through (d) above. Note: scope includes an explanation of community impact, how the project ties to the University's mission, etc.**

N/A

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

None. Once the university has completed the title transfer of the SAE House to the university the facility will be demolished to make room for the future UMEC project.

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

Alternative locations were considered for the construction of the UMEC facility however after analyzing the other alternative locations the cost to locate UMEC away from the Central Heating Plant would result in significant project cost increase to the project.

**h. Project Timeline for: 1. Start 2. Occupancy and 3. Completion**

The university anticipates purchase of the SAE House to be completed during the winter months and the removal of the SAE House to commence spring or summer of 2024.

**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.**

N/A

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

The purchase price of \$300,000 is based on the appraised value of the building that was conducted by a third-party appraiser that estimated the value of the SAE House at \$300,000. The university and Minerva Corporation have an agreed purchase and sale agreement pending approval of the Board of Trustees. UMS General Counsel actively assisted the university throughout the notification, negotiation, and contracting of the purchase and sale agreement with the Minerva Corporation.

SAE is no longer an active fraternity at UM having been dismissed through the student

conduct process in 2018. Since 2018 Minerva Corporation has, with UM permission, sublet the house to other active UM fraternities except for during the pandemic. With the termination of the ground lease the SAE House was closed and all windows and doors boarded up by late summer 2023.

The Finance, Facilities and Technology Committee approved this item to be forwarded to the January 28/29, 2024 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 spend up to \$300,000 for the purchase of the SAE House owned by the Minerva Corporation located on university property at 117 College Avenue, Orono Maine.

University of Maine System  
Board of Trustees

**AGENDA ITEM SUMMARY**

**NAME OF ITEM:** Shawn Walsh Center and Alford Arena Renovations and Additions –  
UMS TRANSFORMS Athletics Project, UM

**CAMPUS PRESENTER(S):** Joan Ferrini-Mundy, President and Vice Chancellor for Research & Innovation; Kelly Sparks, Vice President for Finance and Administration & Chief Business Officer; Jude Killy, Director of Athletics

**INITIATED BY:** Dannel P. Malloy, Chancellor

**BOARD INFORMATION:**

**BOARD ACTION: X**

**BOARD POLICY:**

701 – Budgets, Operating & Capital

712 – Debt Policy

**UNIFIED ACCREDITATION CONNECTION:**

University of Maine athletics is actively engaging with our partner universities across the state to offer access to the new athletic facilities. University of Maine Augusta will host basketball games in the current Memorial Gym. Club Lacrosse teams will use the new Lacrosse fields. UM will proactively seek UMS-wide use of the renovated Shawn Walsh Center and Alford Arena.

**UMS STRATEGIC PLAN CONNECTION:**

Improvement of the University of Maine’s athletics buildings and fields will improve access to recreational activities and serve communities across Maine in support of the University of Maine System Commitment 1 - 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. Two primary examples include the future planned use of the new track and field complex for Maine Special Olympics and the indoor practice field for local sports organizations.

Additionally, the investment in our D1 athletics facilities is in direct support of Commitment 2 - Effective Infrastructure Portfolio Actions, Goal 1.1: Address system-wide physical plant needs in relation to other infrastructure needs (e.g., residence hall improvement). We will modernize our aging facilities and improve net asset value. New athletic facilities will support recruitment and retention of student athletes and spectators.

**BACKGROUND:**

**a. Summary of the request**

The University of Maine System, acting through the University of Maine, requests authorization to spend up to \$46 million for renovations and construction of two additions to

the Shawn Walsh Center and Alfond Arena as part of UMS TRANSFORMS and included in the UM Athletics 10-year Master Plan.

This request is pursuant to board policy 701 which requires board approval for projects with a value of \$500,000 or greater. Also, board policy 712 applies regarding the potential need for short-term borrowing of funds to complete the project.

**b. Overall requested budget and funding source(s):**

Funding for this work will be from the Harold Alfond Foundation (HAF) grant and matching gift contributions. The Harold Alfond Foundation has made a \$90 million commitment to the University of Maine for major upgrades to the athletics facilities and the university is expected to match these funds with \$20 million in gifts. HAF \$90 million will be distributed over 10 years starting in 2022. Short term or interim borrowing will be required to meet the short-term capital construction cash flow needs.

**c. Is the project included or reflected in the Master Plan, Long Term capital plan or 1-year capital plan most recently approved by Trustees?**

The project is part of the Athletics 10-year Master Plan which is reflected in the University's Master Plan and 1-year capital plan most recently approved by the Trustees.

**d. Detailed explanation of rationale for project and metrics for success of the project (ROI or other)**

As mentioned in previous requests the mission of the University of Maine's intercollegiate athletics program is to provide equitable intercollegiate athletic opportunities, and academic support for hundreds of university students. The renovations and construction will transform Maine's only Division I athletics program while improving athlete safety and advancing gender equity. This project is to upgrade and make modifications to an existing and outdated facility to reduce deferred maintenance, modernize prominent athletic facilities, positively affect student athlete recruitment and retention, and improve fan experience within the facility.

**e. Explanation of the scope and substance of the project as needed to supplement (a) through (d) above. Note: scope includes an explanation of community impact, how the project ties to the University's mission, etc.**

The scope of the project includes the renovation of approximately 21,000 square feet of existing space and the addition of approximately 18,000 square feet of new space. Renovations include all the spaces within the Shawn Walsh Center and additions to the east northeast of Shawn Walsh Center. The new and renovated main floor will include an expanded main entrance and lobby leading to men's and women's hockey offices to each side of the lobby, new student athlete lounges for both teams, a new film room to be utilized by both teams, and a new Dexter Lounge. The scope of the lower level of Shawn Walsh Center includes new men's and women's hockey locker rooms, weight room, sports medicine, visitor/community locker rooms, officials' locker rooms, laundry rooms, and equipment room. The addition to the south east corner of the Alfond Arena will create a new main entrance for fans to flow into the arena. Beyond the new lobby, there will be expanded



concessions, upgrades to the existing bathrooms, a new team store, and exterior upgrades to the Alfond Arena.

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

The project includes approximately 18,000 square feet of additional space. In addition to an estimated incremental operating cost of \$5/gsf of \$90,000 total, the University of Maine will set aside a reserve for building maintenance and renewal. Incremental costs will be funded through additional concession, merchandise, and ticket sales. The new facilities will provide an expanded footprint for concessions and merchandise sales as well as additional visibility. In FY24, UM has seen an increase in hockey ticket sales of \$200,000 year to date. The improved fan experience enabled by the new facilities will support expanded sales revenue.

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

Multiple remodel scenarios were evaluated in addition to the construction of a new hockey facility as part of the future multipurpose arena. However, due to the high cost per square foot of construction of an ice hockey arena, the importance of fan and alumni experience, and our objective to achieve gender equity for athletes, the renovation was selected as the optimal solution.

**h. Project Timeline for: 1. Start 2. Occupancy and 3. Completion**

Design of the renovations and additions are currently in the final phase with anticipated completion end of January 2024. With approval, mobilization will start late March 2024 with site work, excavation and foundations starting in the spring of 2024. The men's and women's hockey teams will continue to practice and play games during the fall/winter 2024/2025 season while construction is ongoing. Coaches and staff will be relocated temporarily during the fall/winter 2024/2025 season. Substantial completion of the project is anticipated fall of 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.**

The university does not anticipate the need for further consideration for this project.

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

At the September 11/12, 2022, BOT meeting the Board approved the University of Maine System, acting through the University of Maine to expend an additional \$26 million for a total of \$40 million to construction and make improvements to the phase 1 priority projects and to continue design work under the Athletics 10-year Master Plan. The renovations and additions to the Shawn Walsh and Alfond Arena are included in the Athletics 10-year Master Plan and design for this project is included in the approved design work.

The estimated cost of the project of \$46 million is based on recent third-party estimates completed at the end of schematic design, design development, and 50% construction documents. The university anticipates receiving a Guaranteed Maximum Price (GMP) from the PC Construction, the Construction Manager at Risk (CMaR) late April to early March of 2024.

The design team consists of WBRC, Crawford, and 49 Degrees. The CMaR for this project is PC Construction.

The Finance, Facilities and Technology Committee approved this item to be forwarded to the January 28/29, 2024 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 expend up to \$46 million for the design, renovations, and construction of additions to the Shawn Walsh Center and Alford Arena as part of the UMS TRANSFORMS project and included in the Athletics 10-year Master Plan.

Attachment

[Shawn Walsh Prior Approval](#)

University of Maine System  
Board of Trustees

**AGENDA ITEM SUMMARY**

**NAME OF ITEM:** Priority 1 Athletic Field Improvements Increase, UM Athletics 10-year Master Plan funded by Harold Alfond Foundation

**INITIATED BY:** Dannel P. Malloy, Chancellor

**BOARD INFORMATION:**

**BOARD ACTION:** X

**BOARD POLICY:** 701 – Budgets, Operating & Capital

**UNIFIED ACCREDITATION CONNECTION:** N/A

**BACKGROUND:**

**a. Summary of the request**

The University of Maine System, acting through the University of Maine, requests to increase the authorization for the completion of priority 1 athletic field improvements by an additional \$26 million, and to expand the scope to include start of phase 2 improvements, and continued planning and design of the overall Athletics 10-Year Master Plan, funded primarily by the Harold Alfond Foundation. The Board of Trustees approved \$14 million in January 2022 for priority 1 athletic field improvements; thus, this additional request would bring the total approval to expend up to \$40 million. This request is pursuant to Board Policy 701, which requires projects with a total cost of more than \$500,000 and any increases to those projects, be considered by the Board of Trustees or its Finance, Facilities & Technology (FFT) Committee. In this case the Committee's recommendation will be forwarded to the Full Board for consideration.

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

Funding for this work will be from the Harold Alfond Foundation (HAF) grant and matching contributions. The Harold Alfond Foundation (HAF) has made a \$90 million commitment to the University of Maine for major upgrades to the athletic facilities and the University is expected to match these funds with \$20 million. As agreed in the HAF Grant, the University of Maine plans to use interim funding (either internal borrowing, internal resources, and/or short-term debt) of up to \$21 million as determined by the Vice Chancellor of Finance and Administration while waiting for sufficient HAF grant funds to be received to fund this portion of the work.

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

The Athletics Master Plan is identified within the University's 10-year rolling master plan, Long Term capital plan, and 1-year capital plan approved by the Trustees.

**d. More detailed explanation of rationale for project and metrics for success of the project:**

The mission of the University of Maine's Intercollegiate Athletics program is to provide equitable intercollegiate athletic opportunities, and academic support for hundreds of university students. The renovations and construction will transform Maine's only Division 1 athletics program while improving athlete safety and advancing gender equity.

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

**Phase 1 projects in progress: softball field \$12 million**

Presently under construction is the renovation of the softball venue and new construction of a softball pavilion. The renovation includes a new playing surface, new spectator seating, support facilities, lighting, and other related utilities for this venue. The new batting pavilion will include an indoor temperature-controlled batting and pitching facility located next to the softball field.

**Remaining Phase 1 Priority athletic field improvements: estimated cost \$21 million**

Presently the women's soccer team is playing their games on the baseball field. The construction of a soccer facility will include playing surface, creation of spectator seating, support facilities, lighting, and other related utilities for this venue. Design work has been completed.

The scope of improvements to the field hockey venue during this phase will include a new playing surface, creation of spectator seating, support facilities, lighting, and other related utilities for this venue. Design work has been completed.

These two projects were designed during the initial Phase 1 design process however, as reported previously, the bids for all three of these projects came in significantly over the estimated budget creating the need for this adjusted budget.

**Phase 2 Projects: estimated \$7 million**

The scope of improvements to the Alford Arena venue during this phase will include a new center-hung video scoreboard, multiple new video displays, video ribbon displays, and new lighting. This phase will also include design for additional phase 2 projects and finalization of the Athletics Master Plan.

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

Operating costs for these venues will be borne by University Athletics

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

Funding for this work will be from the Harold Alford Foundation (HAF) grant and matching contributions. The Harold Alford Foundation (HAF) has made a \$90 million commitment to the University of Maine for major upgrades to the athletic facilities and the University is expected to match these funds with \$20 million. The HAF \$90 million will be distributed over 10 years starting in 2022. Of the \$90 million, \$33 million (36.6%) is distributed over the first 5 years and the remaining \$57 million (63.3%) over the last 5 years.

As agreed in the elements of the HAF Grant regarding the System's commitment to accelerate the implementation of the Project and the System's commitment to use, seek and

deploy a combination of external fundraising, reserves, financing, borrowing, and other transfers to meet Project costs, the University of Maine plans to use interim funding (either internal borrowing, internal resources, and/or short-term debt) of up to \$21 million while waiting for sufficient HAF grant funds to be received to fund this portion of the work. Based on project cost inflation, waiting to do the projects until 2031, when the final contribution of the \$110 million arrives, would have a greater negative impact on the total number of projects the University will be able to accomplish when compared to borrowing.

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

The projects are part of the overall campus Athletics 10-year Master Plan.

**i. Timeline for start, occupancy, and completion:**

Remaining phase 1 priority athletic field improvements anticipate construction to start in the fall of 2022 with completion in August 2023, before the start of the 2023 fall sport seasons. Alford Arena lighting and scoreboard upgrades and continued design for the completion of the Athletics Master Plan and multiple projects within the master plan will commence in the fall of 2022.

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.**

Additional authorization for costs and additional space as related to the Athletic 10-year Master Plan projects funded with the Harold Alford Foundation grant funding and matching contributions will be presented as the design, funding and scheduling are formalized.

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

The University of Maine Athletics priority 1 projects original estimates were based on pre-COVID, and pre-inflation cost estimates. In the spring of 2022, the University received two (2) bids for the soccer venue resulting in approximately \$11.5 million total project costs. The University received no bids for the field hockey venue. The University received one (1) bid for softball venue resulting in approximately \$11.6 million total project costs. This resulted in Priority 1 Projects (soccer, field hockey, and softball) exceeding the original amount of \$14 million approved by the Board at the January 24, 2022, meeting. The approved \$14 million of the \$110 million total has been designated primarily to the improvements/reconstruction of the softball venue, construction of a new softball batting pavilion, utilities upgrades, and ongoing Athletics master planning. Construction is underway on the softball field improvements and new softball batting pavilion.

Soccer and field hockey projects are planned to be completed prior to the start of the fall 2023 season. Of the additional \$26 million, the University will utilize approximately \$19 million to complete priority 1 projects and approximately \$7 million for Alford Arena lights and scoreboard upgrades, start design of phase 2 projects, and complete the University of Maine Athletics Master Plan.

The Finance, Facilities and Technology Committee approved this item to be forwarded to the September 11-12, 2022 Board of Trustees meeting, for approval of the following resolution:

**TEXT OF PROPOSED RESOLUTION:**

That the Board of Trustees accepts the recommendation of the Finance, Facilities and Technology Committee, and authorizes the University of Maine System, acting through the University of Maine to expend an additional \$26,000,000 for a total of \$40,000,000 to construct and make improvements to the phase 1 priority projects and to continue design work under the Athletics 10-year Master Plan, with all final terms and conditions subject to review and approval of the University of Maine System Treasurer and General Counsel. Additionally, the Board of Trustees approves issuance of an internal University of Maine System loan to the University of Maine for up to \$21,000,000, as determined by the Treasurer for the purposes of funding the above noted projects which total \$40,000,000.

Attachment:

[UM Athletics 10-year Master Plan: Request for Increase, Phases I and II – Background Materials](#)

9/1/2022

University of Maine System  
Board of Trustees

**AGENDA ITEM SUMMARY**

**NAME OF ITEM:** Multiple Congressionally Directed Spending (CDS) and Maine Jobs and Recovery Plan (MJRP) Capital Projects, UM

**CAMPUS PRESENTER(S):** Joan Ferrini-Mundy, President and Vice Chancellor for Research & Innovation; Kelly Sparks, Vice President for Finance and Administration & Chief Business Officer

**INITIATED BY:** Dannel P. Malloy, Chancellor

**BOARD INFORMATION:**

**BOARD ACTION:** X

**BOARD POLICY:**

Section 701 Operating & Capital Budgets

**UNIFIED ACCREDITATION CONNECTION:**

The multiple CDS and MJRP projects support multi-university teaching and research collaboration across the system. A new PFAS research center will provide access to system research and testing facilities and promote both recruitment and retention of undergraduate and graduate students, to the benefit of the entire University of Maine System. Specifically, undergraduate and graduate students engaged in coursework and research associated with nursing, forestry, and agriculture will have access to expanded facilities in Aroostook, Penobscot, and Washington Counties.

**UMS STRATEGIC PLAN CONNECTION:**

These projects, directly aligned to UMS Strategic Plan Commitment 1, will support the advancement of the state of Maine through teaching (Teaching Actions, Action 2; Goal 1.1), enhanced research facilities through external government funding (Research Actions, Action 1, Goal 1.2), and service (Service Actions, Action 1, Goal 2.1). Additionally, they will strengthen our System through financial sustainability and effective infrastructure portfolio management (Effective Infrastructure Portfolio Actions, Action 1, Goal 1.1) by reducing energy consumption (Financial Sustainability Actions, Action 3, Goal 3.3) and reducing deferred maintenance.

**BACKGROUND:**

**a. Summary of the request**

The University of Maine System acting through the University of Maine (UMaine) requests authorization to spend up to \$14,875,000 for the construction of new facilities as well as renovations of existing facilities resulting from projects awarded through the Congressionally Directed Spending (CDS) and/or State of Maine recovery & Jobs Plan (MJRP). Funding for these projects will be primarily funded from multiple congressional earmarks and/or MJRP.

1/18/24

UMaine PFAS Research Center

This \$5,000,000 project is funded by the National Institutes of Standards and Technologies (NIST). The unprecedented occurrence of PFAS in local farmlands drew attention to a primary public health concern and is poised to have a significant economic impact on the state. More recently, the detection of PFAS in public water sources, private wells, soil, game meat, fish, agricultural products, and maple syrup extends the boundaries of this issue and adds new stakeholders to the complex PFAS problem. PFAS is the short name of a large class of harmful, fluorinated synthetic organic chemicals recently found at high environmental levels. PFAS are also known as “forever chemicals” because they do not break down in the environment or via conventional engineering strategies. Their persistence in the environment, pervasive occurrence, ability to bioaccumulate, and growing recognition of their toxicity created an overwhelming need for mitigation strategies, advanced research, cutting-edge policy-making, and public communication. Amidst this nationwide environmental crisis, Maine has been at the forefront of the PFAS debate since these chemicals were detected in local farmlands, a legacy of applying PFAS-laden wastewater biosolids (sludge) to agricultural lands and forests since the 1980s.

One critical bottleneck of PFAS research is access to analytical services to identify and quantify FAS compounds at environmentally relevant concentrations in complex matrices. Currently, a limited number of labs are capable of this type of analysis, and even fewer can provide analysis of more complex matrixes. Due to increased demand, the processing time and cost can be prohibitive for applied and fundamental research. Creating a PFAS analytical laboratory on the UMaine campus would serve the monitoring needs of the state while advancing the University of Maine's leadership in PFAS research.

The goals of the project consist of the following.

- Designing and creating a state-of-the-art PFAS Analytical and Detection Center in a building at the University of Maine in Orono, Maine. The Center will include a laboratory, space for analysis and office and meeting space for laboratory staff, researchers, and student workers. ~ \$3,000,000
- Purchase instrumentation and equipment for the Analytical and Detection Center to provide UMaine researchers with PFAS analysis and quantification. ~ \$2,000,000
- Renovations/upgrades to the existing building for both PFAS and current building occupants as needed to support this project, funding from HAF MCEC. ~\$2,000,000

UM Nursing Skills Lab as part of Improving Access to care and Patient Outcomes Across Maine

Renovations will take place on the first and second floors of Dunn Hall. Two new simulation spaces will be designed on the second floor that promote evidence-based instruction and increase IT capacity to improve nursing simulation fidelity. Additionally, simulation rooms will have external glass walls that permit tours for prospective students and families that allow for access and visual inspection of simulation “in action.” A new nursing skills lab will be created in the basement of Dunn Hall, along with a simulation debriefing space. All the

central and shared common spaces on the first and second floors of Dunn Hall will be updated with new and expanded study space and equipment, paint, and flooring. Updated IT and additional sinks for hand hygiene will be installed in current laboratory spaces where it doesn't exist.

#### *Aroostook Farm Phenotyping Laboratory*

The potato industry is important to Aroostook County and Maine. In 2022, Maine farm potato sales were \$232 million. This production helps support potato processing plants, equipment supplies companies, machine shops, and help preserve open land. The Maine Potato Board notes that in 2022, "The total impact of the potato industry on Maine's economy is \$540 million in sales, 6,100 jobs, over \$230 million in personal income, and over \$32 million in state and local taxes."

The funds for this project will help modernize the existing facilities at the UMaine Aroostook Farm, which at over 100 years old, is showing some age. With this Earmark/Congressional Directed Spending proposal supported by Senators Collins and King, a building will be renovated and will include modern sorting equipment, a laboratory, and new and expanded storage capacity. This project will enable faster, more precise, modern, and comprehensive data collection, which is an essential part of cultivar development. The importance of this lab was highlighted by President Ferrini-Mundy in her address to the U.S. House Ag Subcommittee earlier this year.

The project allows access to a state-of-the art breeding facility that will help create skilled workers for jobs with premium pay. Finally, the facility has the potential to support public education, job training, and research infrastructure for the benefit of the public and educational, government (state and federal) and private sector partners. Access to a state-of-the art breeding facility creates skilled workers for jobs with premium pay. Finally, the facility has the potential to support public education, job training, and research infrastructure for the benefit of the public and educational, government (state and federal) and private sector partners. The project includes the following:

- Major renovation of the current Potato Storage Research building.
- Installation of a modern sorting and data collection line for collecting data from variety development trials.
- Laboratory upgrades to improve speed and precision of new variety selection.

#### *UMaine Wild Blueberry Production for Changing Markets and Climate*

This project, funded through an Earmark/Congressional Directed Spending proposal supported by Senators Collins and King, will develop research infrastructure at Blueberry Hill Farm in Washington County. It will fund innovative research and extension efforts focused on developing and improving harvesting and processing technologies, as well as



irrigation and horticultural approaches for Maine's wild blueberry industry. The project includes the following:

- The construction of a new climate-controlled building aimed at researching innovative fresh-pack and value-added practices and technologies focused on the growing segment of the wild blueberry industry here in Maine. The new building will be built upon the footprint of a recently demolished structure. It will house a new fresh-pack line and walk-in cold storage for research and extension purposes to benefit wild blueberry growers. This facility will also offer training and research opportunities for graduate and undergraduate projects.
- Renovations and updates of the electrical infrastructure in an existing storage barn and pesticide storage facility to accommodate new harvesting equipment and to ensure the safe mixing of pesticides for research trials.
- A new well and pump will be developed to support research and extension efforts for new irrigation technologies and practices. This research is intended to assist wild blueberry growers in Maine in preparing for predicted future droughts. Additionally, the project includes the installation of underground irrigation piping to distribute water throughout the 30-acre research farm.

This request is pursuant to Board Policy 701, which requires projects with a total cost of more than \$500,000 and any increases to those projects, be considered by the Board of Trustees or its Finance, Facilities & Technology (FFT) Committee. In this case the request is within the Committee's authority.

**b. Overall requested budget and funding source(s):**

UMaine PFAS Research Center - \$7 million

\$5 million is from CDS and \$2 million from MCEC HAF funding. Project includes \$5 million for renovations within Jenness Hall to construct a new PFAS laboratory and addressing a portion of the buildings deferred maintenance. Additionally, \$2 million of the total project and funding from the CDS is for equipment.

UMaine Nursing Skills Lab \$2 million as part of Improving Access to Care and Patient Outcomes Across Maine

Renovations of existing space within Dunn Hall to create additional simulation lab and teaching space. Project funding is part of the \$4.5 million of UMS Nursing CDS education facilities and equipment – Improving access to care and patient outcomes across Maine. Project includes \$1.3 million for renovations and building improvements within Dunn Hall and \$700k for equipment within the Nursing teaching labs.

Aroostook Farm Phenotyping Laboratory \$2.875 million MJRP

Renovations of existing space within the university owned Maine Potato Board Building to construct a potato phenotyping laboratory to support potato research. Project budget includes \$2.1 million for renovations and \$775k for equipment.

UMaine Wild Blueberry Production for Changing Markets and Climate \$3 million CDS

Construction of a new facility to house blueberry packing research, renovation to existing equipment storage facilities, and upgrades to blueberry field irrigation systems at the university's blueberry farm located in Jonesboro, Maine. Project budget includes \$2.135 million for construction, renovations, and site improvements and \$865k for equipment.

- c. Is the project included or reflected in the Master Plan, Long Term capital plan or 1-year capital plan most recently approved by Trustees?**

These projects are included in the 1-year capital plan most recently approved by the Trustees.

- d. Detailed explanation of rationale for project and metrics for success of the project (ROI or other)**

These projects will enhance student engagement, education, and research across the university's Orono campus as well as satellite farms with the aim of creating new space for UMaine Wild Blueberry Production for Changing Markets and Climates as well as renovation existing space upgrades/updates for the engagement for students, faculty, staff, and researchers.

- e. Explanation of the scope and substance of the project as needed to supplement (a) through (d) above. Note: scope includes an explanation of community impact, how the project ties to the University's mission, etc.**

N/A

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

The UMaine Wild Blueberry Production for Changing Markets and Climates project is estimated to add approximately 1,100 square feet. Additional operating costs are estimated to be approximately \$8,600 annually over the next five years. Savings from the recently demolished farmhouse at Blueberry Farm will offset a portion of these operating costs. Renovation of the existing space to create the phenotyping lab at Aroostook Farm will increase energy consumption with new equipment.

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

N/A

- h. Project Timeline for: 1. Start 2. Occupancy and 3. Completion**

Design for all four projects is underway. Construction/renovations are anticipated to start spring of 2024, occupancy by fall of 2024, and full completion of all projects by summer of 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.**

N/A

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

1/18/24

The Aroostook Farm Phenotyping laboratory is a result of the Aroostook Farm Research and Education Center modernization presented to the Finance, Facilities, & Technology Committee March 10, 2022, as part of the University of Maine Rolling Capital Master Plan Update. UMaine PFAS Research Center, Improving Access to Care and Patient Outcomes Across Maine, and UMaine Wild Blueberry Production for Changing Markets and Climates was presented at the March 1, 2023, FFT meeting as part of the FY2023 Congressionally Directed Spending Planned Capital Projects. All projects were included in the university's FY24 Capital Plan presented at the June 2023 FFT meeting.

The Finance, Facilities and Technology Committee approved this item to be forwarded to the January 28/29, 2024 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 (UM) to expend up to \$14,875,000 for the construction of new facilities and renovations of existing facilities of which up to \$7,000,000 for UMaine PFAS Research Center, up to \$2,000,000 for Nursing Skills Lab as part of Improving Access to Care and Patient Outcomes Across Maine, up to \$2,875,000 for the Aroostook Farm Phenotyping Laboratory, and up to \$3,000,000 for the Wild Blueberry Production for Changing Markets and Climates projects.

University of Maine System  
Board of Trustees

**AGENDA ITEM SUMMARY**

**NAME OF ITEM:** New Academic Program Proposal: UMA B.A. in Music Technology

**INITIATED BY:** Dannel P. Malloy, Chancellor

**BOARD INFORMATION:**

**BOARD ACTION:** X

**BOARD POLICY:**

305.1 Program Approval, Review & Elimination Procedures

**UNIFIED ACCREDITATION CONNECTION:**

As emphasized in the 2023-28 University of Maine System Strategic Plan, unified accreditation is "the mechanism through which our universities and law school are able to maximize resources and capitalize on opportunities for growth and collaboration."

The Academic and Student Affairs Committee of the Board ensures that every effort is made to operationalize unified accreditation in its review of proposed academic programs.

The Vice Chancellor for Academic and Student Affairs has actively explored multi-university collaboration(s) for this proposed academic program with the system-wide Chief Academic Officers Council. The proposed program

☐ represents a multi-university collaboration in the following way(s):

☐ may represent a future multi-university collaboration under the following condition(s) and in the following way(s):

X does not represent a multi-university collaboration for the following reason(s):

As the program proposal indicates, UMA is the only UMS university physically equipped with the recording facility space and associated technology needed to deliver a program of this kind. Notwithstanding, the program enjoys the full support of every other university in the System, including the School of Computing and Information Science at the University of Maine, which houses the Bachelor of Arts in New Media, as well as the University of Maine at Farmington's Division of the Arts. UMF's Arts and Humanities Division voted unanimously in support of UMA's development of the B.A. in Music Technology.

UMA Music Technology students will have access to three UMF Music courses, and UMaine will offer its upper-level New Media coursework to those students as well.

If the proposed academic program fulfills/advances one or more actions or goals in the UMS Strategic Plan, please indicate by name which action(s) and/or goal(s) that is, and how the proposed program will fulfill or advance it/them:

This proposal meets and advances the goal articulated in the Strategic Plan's Commitment 2 (Effective Academic Portfolio Actions section), Action 1:

*Develop innovative programs and curricula responsive to changing economic and workforce needs, data-driven projections of growth areas, and technological innovation.*

#### **BACKGROUND:**

The University of Maine at Augusta proposes a Bachelor of Arts in Music Technology. This proposed program will complement the University's existing offerings in music, giving students a pathway toward careers in music-focused occupational therapy and related education and arts-oriented fields.

That the Academic and Student Affairs Committee forwards this item to the Consent Agenda at the January 28-29, 2024, Board of Trustees meeting for approval of the following resolution:

#### **TEXT OF PROPOSED RESOLUTION:**

That the Board of Trustees accepts the recommendation of the Academic and Student Affairs Committee and approves the Bachelor of Arts in Music Technology at the University of Maine at Augusta.

Attachment

[B.A. in Music Technology Approval](#)



UMS Academic and Student Affairs  
Estabrooke Hall  
Orono, Maine 04469  
207-973-3211  
www.maine.edu

Date: December 21, 2023

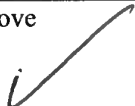
To: Dannel Malloy, Chancellor  
University of Maine System (UMS)

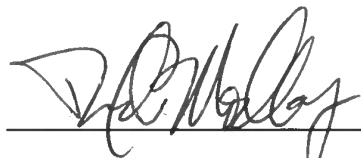
From: Jeffrey St John, VCASA ))

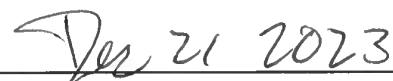
Regarding: New Academic Program Proposal: UMA B.A. in Music Technology

Please find the attached new program proposal from the University of Maine at Augusta for a B.A. in Music Technology. The attached material includes documentation of university-level support, including approval from President Jenifer Cushman and Provost Joseph Szakas, as well as the full program proposal.

The proposed new program was reviewed and recommended by the Chief Academic Officer's Council (CAOC) on December 21, 2023. I also recommend this new program for your approval.

I approve 	I do not approve for the reasons listed below	Additional information needed for decision	Action

  
Chancellor Dannel Malloy

  
Date

21.1

### Maine's Public Universities

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 Maine School of Law • University of Southern Maine





## OFFICE OF THE PRESIDENT

207.621.3041 office | 207.621.3393 fax

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www.uma.edu | 1.877.UMA.1234

### MEMORANDUM

**TO:** Jeffrey St. John  
Vice Chancellor of Academic Affairs

**FROM:** Jenifer Cushman, President

**DATE:** December 20, 2023

**SUBJECT:** Bachelor of Arts in Music Technology

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Please accept this memo as my full support and approval of the Bachelor of Arts in Music Technology. We are excited about offering a music degree via distance modalities for students, especially veterans and international students, toward an emerging sector in our economy. The program proposal was submitted for CAOC review on December 18<sup>th</sup> by Provost Joseph Szakas' office. Provost Szakas also fully supports this program proposal.

Please let me know if you need additional information.

Best,

A handwritten signature in black ink, appearing to be 'Jenifer Cushman'.

Jenifer Cushman, President

A handwritten signature in black ink, appearing to be 'Joseph Szakas'.

Joseph Szakas, Provost







**Program Proposal  
Bachelor of Arts in Music Technology**

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**I. Full Program Title:**

Bachelor of Arts in Music Technology

**II. Program Objectives**

**a. Narrative Description of Program Rationale**

The University of Maine at Augusta (UMA) is seeking approval for a Bachelor of Arts in Music Technology to begin in the Fall of 2024. We have the checksheet and four-year degree plan in place, students could also begin in the Bachelor of Music in Contemporary and Popular Music program and transfer to the new degree program if they are interested.

UMA's music program is well-suited to this new degree. We currently include music technology courses in our B.M. degree as today's Contemporary and Popular music is reliant on music technology. UMA is the only campus in the University of Maine System with a full recording facility including a control room, live room, two sound booths, tech room, sonic arts studio and mac lab. UMA will be the only University in the System with a B.A. in Music Technology. Moreover, the UMA B.A. in Music Technology will be the only Music Technology degree available in Maine. Husson University offers a B.S. in Audio Recording, which is entirely technology driven. They do not offer courses in musicianship. Our degree is musician focused as we will require music theory, piano, ear training, and music history courses as well as applied lessons and ensembles. As with our B.M. degree, the B.A. in Music Technology will be available completely online with options for live and low-residency.

**b. General Program Goals**

1. Gain a basic understanding of the nature of professional work in their major field. Examples are: organizational structures and working patterns; artistic, intellectual, economic, technological, and political contexts; and development potential.
2. Acquisition of skills necessary to assist in the development and advancement of the careers of students, normally including basic competency development in communication, presentation, business, and leadership, all with particular regard to professional practices in their major field.
3. Develop teaching skills, particularly as related to their major area of study.
4. Continue to develop improvisational skills whether as an aspect of composition, musicianship, or performance studies.
5. Experience a broad range of repertory through attendance at events such as recitals, concerts, opera and music theater productions, and other types of performances.
6. Develop an awareness of copyright, licensing, and permission requirements as they relate to access to and use of musical works.
7. Explore areas of individual interest related to music in general or to the major. Examples are music bibliography, notations, aesthetics, acoustics, performance practices, specialized topics in history, musicology, ethnomusicology, analysis, and technology.
8. Explore multidisciplinary issues that include music.
9. Practice synthesis of a broad range of musical knowledge and skills, particularly through independent study that involves a minimum of faculty guidance, where the emphasis is on evaluation at completion.

**c. Specific student outcomes**

Outcomes are aligned with the National Association of Schools of Music (NASM) to which we are applying for accreditation.

1. Students will demonstrate knowledge of music theory at the equivalency of 1st year college theory.

Residuals (ob, trpt, cb) 2014  
Three Episodes in Frozen Time (cb solo) 2013-2014  
Leaves for improvising ensemble or soloist 2013  
POP! for clarinet solo 2013  
Implexa Meatus for bass clarinet, violoncello, and contrabass 2012  
Frost Triptych for clarinet trio 2012  
Breath Cycles for trumpet solo 2011  
Five Miniatures for Violoncello Solo 2011  
Metal Work for prepared contrabass 2011  
Exercise on a Breeze for contrabass solo 2009  
Labyrinthine Trilogy for sextet 2008-2009  
Piecemaker I for solo contrabass 2007  
Two Pianos 2006  
Sisyphus Leaves The Subway for piano solo 2005  
Walking In Circles With One Shoe On for piano solo 2005  
Three Legged Race for piano solo 2005  
The Minutes Between Night and Day for solo guitar 2005  
Contra for contrabass and contrabassoon 2004  
For The Wild Forests for string quartet, contrabass, percussion 2004  
Enso for contrabass 2003  
Incantation – Canon – Purification (Cycle for Imbolc) for contrabass 2003  
Flying With Owl (Meditation on a Childhood Friend) for contrabass 2003  
Retreat Cry of the Warrior Poe for contrabass 2003  
Sonata for Contrabass and Piano 2002  
A Coney Island of the Mind for 4 voices and mixed ensemble 2001  
Music For An Empty House for piano 2000  
Fanfare and Harvest Dance for string quartet 2000  
Two Songs on Poems by William Carlos Williams for voice piano 2000  
Keep Your Eyes On The Ball for prepared piano 2000  
Fog, Reflections on a Mountain Lake for flute, guitar, 'cello 1999  
Chain Reactions for piano 1999  
Movements In Color, part II for mixed ensemble 1999  
A Cage Went In Search Of A Bird for horn and contrabass 1999  
Cigarette Swan Song for soprano, contrabass, props 1998  
The Descent of Pan for wind ensemble 1997

References •

Mark McCafferty, Department Chair, Liberal Studies, Kennebec Valley Community College (207) 453-3638  
mmccafferty@kvcc.me.edu •  
Jinwook Park, Orchestra Director, Colby College (207) 859-5670 jpark@colby.edu •  
George Lopez, Beckwith Artist In Residence, Bowdoin College (603) 315-7952 glopez@bowdoin.edu

Joshua DeScherer  
34 Hawthorne St. Brunswick, ME 04011  
jdescherer@hotmail.com (207) 837-8269

#### Curriculum Vitae

Education PhD, Music Composition, University at Buffalo 2004 – 2010 Degree awarded February, 2010  
Dissertation: Labyrinthine Trilogy for sextet, performed 4/28/2009 by Tufts University New Music Ensemble. Dissertation defense completed, 10/20/2009 Dissertation Committee: Cort Lippe, Jeff Stadelman, James Currie, Martha Hyde  
MA, Composition, Tufts University 1999 – 2001 Degree awarded, June 2001 Thesis: A Coney Island of the Mind for 4 voices and ensemble Thesis Committee: John McDonald, James John, Janet Schmalfeldt  
BA, Music, Colby College 1995 – 1999 Degree awarded, June 1999

#### Teaching Experience

Kennebec Valley Community College, Fairfield, Maine 2013-present •  
MUS 101: Music Appreciation • MUS 117: History of Rock and Roll  
University of Maine at Augusta, Augusta, Maine 2019 • Independent Studies in Electronic Dance Music Production  
University of Southern Maine, Gorham, Maine 2014-2015 • MUT 201: Music Theory and Aural Skills 4 •  
Temporary faculty: sabbatical replacement  
University of Maine at Augusta, Augusta, Maine 2013 (spring) • MUS 204: Intermediate Music Theory II •  
MUS 214: Musicianship Lab • Coach of "Sonic Explorations" experimental music ensemble • Temporary faculty: sabbatical replacement  
Portland Conservatory of Music, Portland, Maine 2009-2013 •  
Director of Academic Studies • Instructor for Music Theory, Aural Skills, Contrabass, and Composition  
University of New England, Biddeford, Maine 2009-2010 •  
Applied Music Faculty, upright and electric bass Bennington College, Bennington, Vermont 2002-2004 •  
Aural Skills • Music Literacy I and II • Counterpoint (teaching assistant) • Monteverdi's L'Orfeo

#### Performance Experience

Colby College Symphony Orchestra, Waterville, Maine 2013-present • Double Bass section leader, 2021-present  
Bowdoin College Orchestra 2017-present • Double Bass section coach  
Mark Tipton Quartet (jazz) 2012-2013 Les Sorciers Perdus (contemporary music) 2012-2013  
Fuego De La Mente (Latin) 2009-2012 The Open Music Ensemble (contemporary music) 2005-2009

#### Additional Activities

Frontiers of Music 2011-2014 • Organizer of bimonthly concert series devoted to contemporary music written and performed by Maine and New England artists.

#### List of Compositions

Three Rituals for Counteracting Contrapuntal Confusion for 4 pianos 2020  
Artifact for guitar, contrabass and glockenspiel 2015  
Sanctuaries for contrabass and glockenspiel 2015  
A Dance, A Chase, All Fall Down for guitar, contrabass, and percussion 2015  
Coffeecup Cloudscape for contrabass and cello 2014  
Two Duets for Trumpet and Contrabass 2014

Tools, Logic Pro X, Ableton, Analog Tape, etc...

Lead Audio Visual Technician 2021 - Present

Science and Industry Museum, Encore (Manchester, UK & Portland, Oregon)

- In charge of all audio visual technical operations related to various corporate, conference, and government events within a Grade 1 listed institution.
- Successful operation of venue specific equipment including various outboard gear, monitoring systems, visual playback systems, audio playback systems, live streaming and broadcast, lights, displays, analog and digital boards, computer systems and integration.
- Avolite Titan PC Suite, Open Broadcaster Software, Dante, Blackmagic Design, Roland V-1HD, Behringer X32 Producer, Allen & Heath SQ, etc ...

#### NOTEABLE STUDIO AND LIVE SOUND ACCOLADES

Recording (R), Mixing (M), Mastering (MA)

- Johnny Franco (R), Nicholas Franchise (R, M), Jordan Hull (R, M, MA), Ethan Samuel Brown (R), Matt Michael (R, M), Nine:Forty:PM (R), Honeydui (M), Another Afternoon (R, M), Zach Harmon (R), Ryan Truax (R), Thomas Hatsis (R, M), Fely (R), Cairoglyphs (R, M, MA), Blanketflower (R, M, MA)...

Live Sound (FOH/ BOH)

- MSSV (Mike Watt of The Minutemen, The Stooges; Stephen Hodges of Tom Waits), Steve Wickham (The Waterboys), Apollo Junction, BBC Introducing Live, Willy Mason, Michael Hurley, Freak Slug, Young Knives, Strawberry Guy, After All Festival, NHS 2022 Health Heroes Awards...

#### RECORDING INDUSTRY - INTERNSHIP/ ASSISTANT/ STUDIED UNDER

- David Tolan of Hope Mill Recording in Manchester, UK (Johnny Marr, Tears for Fears, Primal Scream, Patti Smith)
- Justin Phelps of The Hallowed Halls in Portland, Oregon (Cake, Dead Kennedys, The Mars Volta, Amanda Palmer)
- Eddie Prado of EDP Music in Nashville, Tennessee

#### CERTIFICATIONS

Dante Level 3 Certification 2021

Audinate (Manchester, United Kingdom)

CompTIA A+ Certification - Information Technology 2021

CompTIA Live Online Training (Portland, Oregon)

Introduction to Computer Programming - HTML, CSS, & JavaScript 2020

Epicodus (Portland, Oregon)

Avid Pro Tools User Certified 2020

ProMedia Training (remote)

#### OTHER EXPERIENCES & SKILLS

Recording Engineer, Designer, & Booker 2018, 2019

Bathrobe Records (Portland, Oregon)

Recording Technology Student 2017, 2018

Portland Community College (Portland, Oregon)

Live Sound Engineer 2015, 2016

Mad Donnas (Nashville, Tennessee)

Neuroscience Lab Technician 2015, 2016

Vanderbilt University (Nashville, Tennessee)

Sleep and Neuroimaging Research Assistant 2013

University of California, Berkeley

Schizophrenia Lab Research Assistant 2012

University of California, San Francisco

your name and product, etc...

Audio & Music Production Guest Lecturer 2021

The Manchester College (United Kingdom)

- Provided a guest lecture, in addition to a question and answer session, on topics related to audio and music production for high school and college level students in the Greater Manchester area.
- Guest lecture title "Music Creation in the Recording Studio".
- Students aged 15 - 20 enrolled in Music Technology, Music Production, and Live Sound diploma level courses.
- Delivered a live, interactive demo on critical active listening and remixing of Marvin Gaye's "What's Going On?" on the school's Audient console.
- Topics covered: critical and active listening, audio stems and tracks, recording mixing mastering stages, effects and processing, track isolation and comparison, professional recording listening skills, production techniques by ear, tone contrasts and compliments, arrangements, instrumentation, melody and rhythm, individual vs whole mix elements, the importance of layering and contrast in music production, etc...

Teaching in Higher Education - Developmental Workshop Series 2022

University of Salford (Manchester, United Kingdom)

- Completed a series of developmental and preparatory workshops for faculty teaching in higher education at the University of Salford.
- Workshop Lecture and Practical Titles: Learning and Teaching in Higher Education, Theories of Learning and Teaching in Higher Education, Large and Small Group Teaching, Technology Enhanced Learning, Inclusive Teaching, and Learner Engagement.
- Developed a practical understanding of the contemporary teaching nuances within higher educational systems as well as modern teaching philosophies and approaches.

Guitar Instructor 2019 - 2021

Kennedy Violins (Portland, Oregon)

- Established and evaluated curriculum highlighting musicianship, performance, theory, and ear training.
- Instructed small group and individual lessons with a wide age range of students, from ages 7 to over 60, in online, in-person, and hybrid environments.

#### STUDIO AND LIVE SOUND WORK EXPERIENCE

Live Sound Engineer 2017 - Present

Various Companies and Venues (Nashville, Tennessee - Portland, Oregon - Manchester, UK)

- In charge of all technical operations related to 100 - 500 person sized event and live music venues.
- Front of house, back of house, and venue technician representative experience.
- Successful operation of venue specific equipment including various outboard gear, monitoring systems, audio playback systems, lights, displays, analog and digital boards, computer systems and integration.
- Behringer X32 Producer, Allen & Heath SQ, Yamaha QL, Soundcraft VI, Mackie ProFX22v3, etc...

House Engineer at a Commercial Recording Studio 2018 - 2021

BVG Studios (Portland, Oregon)

- Primary engineer for all recording, mixing, and mastering services.
- Point of contact for all issues related to troubleshooting and management of recording related aspects of the business including studio design, maintenance, scheduling, and accounting.
- Assisted new and freelance engineers with their first sessions familiarizing and teaching them the unique technical aspects of the space.
- Small team management of assistants and interns.

Owner & Director 2016 - Present

Jordan Recording (Portland, Oregon)

- Freelance engineer working in various recording studios as well as providing small batch productions within a home studio.
- Handle all operations including but not limited to recording, mixing, mastering, marketing, client relationship management, and general small business management.
- Sound Workshop 30 Series Analog Console, Neve Genesys Black G32, Midas Venice U24, Pro

## Jordan Hargreaves

jhargreaves231@gmail.com

<https://www.linkedin.com/in/jordan-hargreaves-64764366/>

[www.jordanrecording.com](http://www.jordanrecording.com)

### PROFILE

Professional Audio Engineer with a demonstrated history of studio and live sound work. Strong educational focus with a Master's of Science in Audio Production from the University of Salford. Over ten years of music and audio industry experience. Over three years experience as the House Engineer at a commercial recording studio. Over four years of teaching experience. Recording industry and live sound experience in Nashville, Tennessee, Manchester, United Kingdom, and Portland, Oregon. Looking for a continued higher education teaching career in audio production, recording technology, live sound, and music technology.

### EDUCATION

University of Salford Manchester, UK

Master's of Science, Audio Production Graduated 2022

- Analog Electronics, Audio Production, Audio Post Production, Audio Theory, Emerging Cultures and Digital Trends, Recording Studio Design, Research Methods, Sound Synthesis, Spatial Audio
- Graduated with Honors, Highest Distinction
- Global Gold Academic Excellence Scholarship
- Master's Thesis "New Music Instrument Design: Assessment of a Sensor-Based Spatial Audio and Visual System".
- Programming Languages: Max MSP, Reaktor, Arduino (C++), CSS, HTML, & Javascript
- Solid State Logic AWS 948, Avid S6, Audient ASP 8024, Toft ATB32, Digidesign C24, Dolby Atmos, Pro Tools Ultimate

University of California, Berkeley Berkeley, CA

Bachelor of Arts, Psychology with Music Minor Graduated 2013

- Graduated with Honors, Highest Distinction - 3.94 GPA
- Musicianship, Music Theory, Music Cognition, Jazz, Javanese Gamelan, Music of Beethoven, Music of the Civil Rights Era

### TEACHING EXPERIENCE

Sound & Recording Technology Instructor 2022 - Present

Northwest Academy (Portland, Oregon)

- Provide teaching and course instruction on music production, arrangement, music technology, and recording technology as interim teacher.
- Students aged 16 - 18 enrolled in an independent, arts-focused high school.
- Establish syllabus, curriculum, course material and evaluation that highlight key aspects of sound and recording production.
- Mentor and facilitate senior capstone projects that often include advanced recording and live performance aspects.

Audio & Music Production Guest Lecturer 2022

Spirit Studios (United Kingdom)

- Provided a guest lecture, in addition to a question and answer session, on topics related to audio and music production for college and university level students in the Greater Manchester area.
- Guest lecture title "Keep The Doors Open: Running A Modern, Successful Studio and Freelance Audio Career".
- Students aged 16 - 25 enrolled in Live Audio Engineering, Music Production, and Entrepreneurial Audio Production bachelor degree level courses.
- Delivered a live, interactive demo on advanced production techniques in relation to studio time and space management/ availability.
- Topics covered: internships, gaining experience and knowledge, knowing your worth, knowing your rate, how to find bands, how to find your studio, studio psychology and wow factor, niches, importance of experimentation in production technique development, compression when tracking, diverse incomes and types of work, client relationships, valuing



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**COMMITTEE SERVICE, OTHER ACADEMIC CONFERENCES AND SEMINARS**

(continued)

- July 2007: Brevard Conference on Music Entrepreneurship, Brevard, NC.
- March 2006: Analog Tape Machine Alignment Seminar, ATR Services, York, PA.
- January 2006: International Association for Jazz Education Convention, New York City.
- October 2005: Audio Engineering Society Convention, New York City.
- 2005: Member, Faculty Development Workshops Committee: Shenandoah University.
- 2005: Nominee for Technology Committee: Shenandoah University.
- 2004: Nominee for Faculty Member of the Year, South Plains College
- 2000 - 2003 : WebCT Internet Coordinator for the Fine Arts Department, South Plains College.
- January - April 2001 Member, Program Review and Planning Committee, South Plains College.
- January - April 2001 Member, SACS Internal Evaluation Committee, SPC.
- July 2000 : National Association of Music Merchants Annual Summer Convention, Nashville, Tennessee.
- January 1999 : NAMM Attendee, Los Angeles, California.
- January 1998 : NAMM Attendee, Los Angeles, California.
- July 1998 : Guest Panelist, The Governor of West Virginia's Task Force on Hate Crimes. Shepherdstown, WV.

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## SEMINARS

- 2022 Recipient of the Presidential Innovation Award, Frederick Community College.
- 2021-present) Curriculum Committee, Frederick Community College
- 2015-17: General Administration Committee, Bloomsburg University.
- 2015-17: Library Advisory Committee, Bloomsburg University.
- 2015-17: College of Liberal Arts Student Enhancement Committee, Bloomsburg University.
- February 2014: Presenter, 2014 Joint Regional Conference of the College Music Society Southern Chapter and Mid-Atlantic Chapter and the Association of Technology in Music Instruction, Knoxville, TN.

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## COMMITTEE SERVICE, OTHER ACADEMIC CONFERENCES AND SEMINARS

(continued)

- October 2013: Presenter, College Music Society Technology Workshop, Boston, MA
- May 2013 - present: Member, Liberal Arts Curriculum Committee, Bloomsburg University.
- August 2012: Presenter, IUP's Technology Day, Indiana, PA.
- May - July 2013: Chairperson, Music Education Position Search Committee, Bloomsburg University.
- Spring 2013: Member, Convocation Committee, Bloomsburg University.
- Spring 2013: Member, Tenure-track Music Education Position Search Committee, Bloomsburg University
- January 2013: Presenter, Indiana University of Pennsylvania Technology Day, Indiana, PA.
- November 2012: Presenter, Laurel Highlands Communications Conference, Indiana, PA.
- October 2012: Presenter, The Academic Forum, Santa Fe, NM.
- October 2012: Member, Tenure Track Piano Position Search Committee, Bloomsburg University.
- September 2012 - present: Member, Recruitment Committee, Music Department, Bloomsburg University.
- September 2012: Member, Curriculum Committee, Music Department, Bloomsburg University.
- August 2012, presenter, Indiana University of Pennsylvania Technology Day, Indiana, PA.
- January 2012: Member, One-Year Temporary Piano Position Search Committee, Bloomsburg University.
- January 2012: Member, Tenure Track Guitar Position Search Committee, Bloomsburg University.
- January 2012: Presenter, Indiana University of Pennsylvania Technology Day, Indiana, PA.
- May 2011: Member, One-Year Temporary Full-Time Guitar Position Search Committee, Bloomsburg University.
- January 2011: Chairperson, One-Year Temporary Full-Time Piano Position Search Committee, Bloomsburg University.
- October 2010 - October 2012: Library Advisory Committee, Bloomsburg University.
- October 2010 - October 2012: Kehr Union Governing Board, Bloomsburg University.
- October 2009: Audio Engineering Society Convention, New York City.
- August 2009 - present: COLA (College of Liberal Arts) Technology Committee, Bloomsburg University.
- August 2009 - present: Member, Curriculum Committee, Bloomsburg University Department of Music. (Chairperson, 2010-2011)
- August 2008: Chair, ECSU Music Department Committee on Public Relations and Web Presence.
- August 2008: Member, ECSU Music Department Recruitment and Retention Committee.
- August 2008: Member, ECSU Music Department Assessments and Testing Committee.

- Recording Engineer, John Fadial, violinist.
- Recording Engineer, West Virginia University. Engineering credit on all WVU Marching Band releases, all WVU Symphony of Steel releases, all WVU Percussion ensemble and Percussion '90 releases.

#### **CURRENT TEACHING INTERESTS AND SKILLS**

- Practical Recording Engineering and Instruction utilizing current equipment including recording consoles by SSL, Amek, Avid / Digidesign, Sony, MCI, API, Yamaha, Soundcraft, Neve, Harrison, Crest, and Mackie.
- The Ethics and Psychology of Recording; The Causes and Effects of Paradigm Shifts in Recording Technology.
- The Recording Studio as a Musical Instrument.
- Live Sound Engineering, in the capacities of lead sound engineer and assistant sound engineer.
- Audio and MIDI recording and performance techniques utilizing Macintosh computers, MIDI sequencing software by MOTU, Ableton, Opcode, Propellerhead, Digidesign, and others.
- Performance techniques utilizing Electronic Instruments including the PPG Wave 2.3, PPG PRK-FD Processor Keyboard, PPG Waveterm B, Korg Nano Series, AKAI MPK49, Alesis DMPPro, Novation Launchpad, Moog Micro Moog, Novation Nova, Korg Wavestation A/D, Digitech JamMan, Korg MS2000R, MalletKat, Korg Poly-61, Roland DDR-30, Roland D-550, Roland JV-1080, Roland SPD-S, Yamaha DX-100, Tama TS-series Drum synthesizers, Akai S-series samplers, Yamaha SY-series synthesizers, Emu Proteus 1, Alesis DM5, various other Yamaha and Roland sound modules.
- Marimba performance and pedagogy.
- Timpani performance and pedagogy.
- Snare drum and drum set performance and pedagogy.

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#### **CURRENT TEACHING INTERESTS AND SKILLS**

(continued)

- Rock ensemble direction, performance, and pedagogy.
- Jazz ensemble direction, performance, and pedagogy.
- Percussion ensemble direction, performance, and pedagogy.
- Apple Macintosh troubleshooting and repair.
- Web design, graphic design.
- Knowledge of Mac OS X, most audio programs on Mac OS X.

#### **PROFESSIONAL MEMBERSHIPS / ENDORSEMENTS**

- Member, PCA (2018 - present)
- Member, IASPM (2018 - present)
- Artist Endorser, Precision Drums, Inc., Pleasant Valley, New York (2004 - present)
- Member, Audio Engineering Society
- Member, The Recording Academy (formerly National Association of Recording Arts and Sciences)
- Member, Music and Entertainment Industry Educator's Association (MEIEA)
- Member, Percussive Arts Society
- Member, College Music Society
- Member, Association for Technology in Music Instruction

#### **COMPUTER SKILLS**

- SYSTEMS: Macintosh OS X, Macintosh Classic (1.0 to 9.2.2), Windows XP, Windows Vista, Windows 7, Windows 10, Fedora (several distributions), Linux (several distributions).
- APPLICATIONS: MS Office 365, Outlook, Frontpage, Rapidweaver, Pro Tools 8-12 HD, Digital Performer v. 5-10, Ableton Live 10, Reason 4-11, Peak, Bias, SFX, Photoshop, Illustrator, ImageReady, VMWare Fusion, Sony Vegas, Pro Show Gold, Pixelmator, Blackboard 8-9.1, Artemis, WebCT, Firefox, Safari, Chrome, Camino, Internet Explorer, Netscape, Angel, Moodle 2.

#### **COMMITTEE SERVICE, OTHER ACADEMIC CONFERENCES AND**

- Recording Engineer, Youth America LIVE.
  - Recording Engineer, Sonic Flood et al.
  - Lessons with Ricky Showalter, bassist, Liquid Soul.
  - Web Designer, SPC Sound Technology Department and [www.rickyshowalter.com](http://www.rickyshowalter.com)
- Campbell !12

#### SELECTED PROFESSIONAL CREDITS, PAPERS, APPEARANCES, and PRESENTATIONS

(continued)

2001

- Percussionist, Klifnotes.
- Percussionist, Anna Jones Band.
- Mix / Edit Engineer, Texas Tech University CD.
- Lessons, Ricky Showalter, bassist, Liquid Soul.

2000

- Live Sound Engineer, Texas Roots Music Festival, Electric Ear Productions.
- Stage Percussionist, 25th Anniversary South Plains College Gala, including performances with Heath Wright of Ricochet.
- Recording Engineer and Percussionist, Album release CD and online: Miz Ayn and the Transient Lovers.

1999

- Percussionist, Cactus Theater.
- Percussionist, Johnny and the Rockets; John Hartin, director.
- Timpanist, Suor Angelica, Orpheus Theater.
- Editing / Mastering Engineer, Liganore High School Marching Band.

1998

- Session Percussionist, Limon Dance Company.
- Faculty Recitalist, Grand Opening Recital for Cafe Union Square.
- Percussionist and Director, Oneonta Jazz Quartet.
- Composer and Performer, Carry the Tiger to the Mountain, world premiere, Contemporary American Theater Festival.
- Technical Sound Director, Contemporary American Theater Festival.
- Recording Engineer, Rene Prins, oboe : The Vocal Oboe : Centaur Records, CRC 2369 DDD.

1997

- Recording Engineer, Miltenberger Jazz Quintet : Jazz Perspectives; Blues and Steel Drums, Scotwood Music, JM 3000 - 3.
  - Recording Engineer, John Beall : On Chestnut Ridge : Appalachian Chamber Music, Cambria Master Recordings, CD - 1104 DDD.
  - Recording Engineer, A Golden Celebration, 1946 - 1996; Independent Release
- Campbell !13

#### SELECTED PROFESSIONAL CREDITS, PAPERS, APPEARANCES, and PRESENTATIONS

(continued)

1996

- Assistant Sound Engineer, Tommy, Grease.
- Sound Crew Member, Travis Tritt, Tim McGraw, Faith Hill, Brooks and Dunn.
- Live Sound Engineer, "Peter Pan", West Virginia Public Theater.
- Recording Engineer, 1996-7 WVU Marching Band Greatest Hits of the Season.
- Sound Design and Digital Editing, Kim Bears, Artistic Director, Philidanco Dance Company, WVU Ballet Ensemble, WVU Mountain Jazz Dance Theater.
- Sound Designer, "The Nose" and "Tough Choices." Contemporary American Theater Festival.

1991 - 1995

- Sound Designer, "Maggie's Riff" and "Voor Dire." Contemporary American Theater Festival.
- Drumline Instructor / Writer, Shepherd College, Shepherdstown, WV.
- Adjunct Faculty, Applied Percussion and Percussion Pedagogy, Shepherd College, Shepherdstown, WV.

GtrOblq (720217800018). Available at <http://cdbaby.com/cd/gtrobqlq>.

- Percussionist, "A Night of Experimental Tunings," with Michael Vick, fretless guitarist. Elizabeth City State University, Elizabeth City, North Carolina.
- Recording Engineer, demo project for Najee (Grammy award-winning saxophonist), Elizabeth City, NC.
- Sound Designer and Composer, Contemporary American Theater Festival, Shepherdstown, WV. Designed and composed music for "The Overwhelming" and "Pig Farm."
- Cultural Tunings and Microtones Workshop with Michael "Atonal" Vick, Furman University.
- Solo Project "Feel," released July 16, 2008. Distributed through CD Baby and SP&G Entertainment.
- Percussionist, "Secret Agent," Thurmont, MD.

2007

- Percussionist, Visual Artist, Der Lime IV, Levelland, TX.
- Percussionist, "Secret Agent," Thurmont, MD.
- Percussionist, "High Valley Acoustics," Greenville, SC.
- Solo Project and Live Collaborations with Michael "Atonal" Vick.

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## SELECTED PROFESSIONAL CREDITS, PAPERS, APPEARANCES, and PRESENTATIONS

(continued)

2006

- Sound Designer, CATF Commissioned "Jazzland," by Keith Glover, Contemporary American Theater Festival, Shepherdstown, WV.
- Sound Designer, "Augusta," by Richard Dresser, Contemporary American Theater Festival, Shepherdstown, WV.
- Percussionist, JUNK, Hagerstown, MD.
- Percussionist, "Urinetown! The Musical," Maryland Ensemble Theater, Frederick, MD.
- Percussionist, "Anything Goes," Charles Town Opera House. Charles Town, WV.
- Owner / Webmaster : [www.electroacousticdrummer.com](http://www.electroacousticdrummer.com)

2005

- Percussionist / Video Designer, Der Lime III.
- Percussionist, Apollo Civic Theatre, Domin Knapp.
- Percussionist, Jazz For Juniors program, Orchard View Elementary School.
- Recording Engineer, Shenandoah Brass Quintet CD for the benefit of Hurricane Katrina Victims.
- Recording Engineer, Shenandoah Conservatory Jazz Ensemble.
- Recording Engineer, Vivid Hallucination album project.
- Editing Engineer, Jen Gursky, Miss Lynchburg.
- Sound Designer, "The Underpants" by Steve Martin, Maryland Ensemble Theater.
- Percussionist, "Baby," Charles Town Opera House.

2004

- Percussionist, "The Wild Party" by Andrew Lipa. Maryland Ensemble Theater,
- Mix Engineer, JOEFEST 2004: Joe Bonamassa, guitarist. Phil Cornell, producer.
- Founding Member and Performer, Der Lime, an audio-video performance troupe.
- Collaboration with Matteo Prezioso: independent British filmmaker: So What Films.

2003

- Drummer / Percussionist, "Darren Welch Group," Lubbock, TX.
- Master Class, Zoro the Drummer.
- Online Collaboration, Georg Bailey via Rocket Network.
- Recording Engineer, Brett Jones Project, featuring the works of Robert E. Kreutz.
- Proposal Coordinator and Principal Author of "Anchored Instruction and its Application to Computer Aided Learning Techniques."

2002

- Percussionist on Mel Bay videos "Funk Guitar," "Blues Rhythm Guitar," and "Blues Solo Guitar."
- Percussionist, Johnny Hiland, October 2002.

- Presenter and Co-Author, "The Effect of Different Audio Channels on Student Retention of Information." Laurel Highlands Communications Conference, Indiana, PA, November 2012.
  - Presenter and Co-Author, "What Do I Remember? How Differing Audio Channels and Preferences Affect Student Retention of Information." The Academic Forum, Santa Fe, NM, October 2012.
  - Presenter, "The Power of Podcasting," Indiana University of Pennsylvania Technology Day, Indiana PA, August 2012.
  - Presenter, "The Power of Podcasting," Indiana University of Pennsylvania Technology Day, Indiana PA, January 2012.
  - Presenter, "Electro-Acoustic Percussion Improvisation," 6th Annual PASSHE Research Symposium, Harrisburg, PA.
  - Peer Reviewer, Kendall/Hunt Publishing Company, "Jazz: History and Overview, 2nd Edition": Gordon Vernick and Geoffrey Haydon, authors.
- 2011
- TV Appearance, Interview and Performance with Michael Vick. WUGA: Atlanta, GA.
  - Clinician, "Integrating Electronic Percussion Into Your Setup," Greenville Guitar Academy, Greenville, SC.
  - Solo Project "Pathology" released October 2011. Distributed through CD Baby, SoundCloud, BandCamp and TuneCore.
  - Sound Designer / Composer / Collaborator with Diana Lehr, visual artist, for her upcoming video release slated for January 2012.
  - Session Drummer, Dale Webster's forthcoming release for Sweet as a Peach Music (BMI, ASCAP).
  - Beta Tester, Reason Essentials, Propellerhead Software, Sweden.
  - Beta-Tester, Reason Limited, Propellerhead Software, Sweden.
  - Video Crew / Composer, "The Johnstown Incline - A Video History," IUP-TV: Indiana, PA.
  - Video Crew, "Don't Do Meth PSA," IUP-TV, Indiana, PA.
  - Sound Designer and Consultant, "Putnam County Spelling Bee," Bloomsburg University.
- Campbell 110

## SELECTED PROFESSIONAL CREDITS, PAPERS, APPEARANCES, and PRESENTATIONS

(continued)

2010

- Sound Designer, Anon(ymous), Bloomsburg University Players, Ingrid DeSanctis, director.
- Percussionist / Composer, Video Collaboration with Diana Lehr, visual artist.
- Beta-Tester, Reason 5 and Record 1.5 Audio Recording Software, Propellerhead Software, Sweden
- Solo Project "Translation," released August 2010. Distributed through CD Baby, Abstract Logix, TuneCore, Nimbit, and SoundCloud.
- Percussionist / Presenter, "A Night of Experimental Tunings," with Michael Vick, fretless guitarist. Bloomsburg University, Bloomsburg, PA.
- Percussionist, "The Strings Of Saturn," with Michael Vick, fretless guitar and, Matt Olson, saxophones. Furman University, Greenville, SC.

2009

- Solo Project "Splinter," released December 2009. Distributed through CD Baby.
- Beta-Tester, Record Audio Recording Software, Propellerhead Software, Sweden
- Peer Reviewer, Oxford University Press, "Take Note: An Introduction to Music through Listening."

2008

- Digital Archivist, materials from the collection of Professor Phil Faini, including field recordings from his US Embassy-sponsored trips to Ghana, West Africa, in 1969 and 1971.
- Guest Artist, Percussion and Electronics, "GtrObq The Unraveling Begins," © 2008

- Percussionist: Chris Smaha Band
- Session Percussionist: Chris Smaha Band EP
- Initial drum / percussion tracking and production for "Avenue Bruise," with Pete Weiss at Verdant Studio, Athens, VT.
- Percussionist for Forté, Bloomsburg Fair, Bloomsburg, PA
- Solo Project "Avenue Bruise" released Fall 2015. Distributed through CD Baby, iTunes, SoundCloud, TuneCore and BandCamp.
- Continued collaborations (both face-to-face and online) with Michael 'Atonal' Vick, Pickens, SC.

2014

- Presenter, "To Block or Not to Block: A Case Study of Google, YouTube and 'The Innocence of Muslims,'" EGO Conference: Enacting Change in a Polarized World, Indiana University of Pennsylvania, Indiana, PA, March 2014.
- Presenter, "Using Ableton Live as a Generative Music Device in the Classroom," 2014 Joint Regional Conference of the College Music Society Southern Chapter and Mid-Atlantic Chapter and the Association of Technology in Music Instruction, Knoxville TN, February 2014.
- Electro-Music Conference and Festival 2014, Huguenot, NY: Invited Artist / Performer, September 2014.

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#### SELECTED PROFESSIONAL CREDITS, PAPERS, APPEARANCES, and PRESENTATIONS

(continued)

2013

- Presenter, "Live Looping in the Classroom," College Music Society pre-conference, Boston, MA, October 2013.
- Featured guest, Robert Marande's BU campus radio show, "The World Around You," 91.1 FM WBUQ.
- Electro-Music Conference and Festival 2013, Huguenot, NY: Invited Artist / Performer, September 2013.
- Collaboration with "Modes Ponens," Electro-Music Conference and Festival 2013, Huguenot, NY, September 2013.
- Collaboration with "Adventures in Sound," Electro-Music Conference and Festival 2013, Huguenot, NY, September 2013.
- Collaboration with "electro-music chamber orchestra," Electro-Music Conference and Festival 2013, Huguenot, NY, September 2013.
- Collaboration with "Atlas 5," Electro-Music Conference and Festival 2013, Huguenot, NY, September 2013.
- Collaboration with "brainstatik," Electro-Music Conference and Festival 2013, Huguenot, NY, September 2013.
- Initial drum / percussion tracking and production for "Gears," with Pete Weiss at Verdant Studio, Athens, VT.
- Paper accepted with revisions to Performance Improvement Quarterly. Paper title: "What Could Have Been Done? Circuit City: A Case Study of Management and Employee Performance Failure," August 2013.
- Continued collaborations (both face-to-face and online) with Michael 'Atonal' Vick, Pickens, SC.
- Presenter, "The Power of Podcasting," Indiana University of Pennsylvania Technology Day, Indiana PA, August 2013.
- Percussionist, "Bedbugs," Bloomsburg, PA.
- Presenter, "The Power of Podcasting," Indiana University of Pennsylvania Technology Day, Indiana PA, January 2013.

Campbell !9

#### SELECTED PROFESSIONAL CREDITS, PAPERS, APPEARANCES, and PRESENTATIONS

2012

- Solo Project "Versification" released Fall 2012. Distributed through CD Baby, iTunes, SoundCloud, TuneCore and BandCamp.

**SUBJECT MATTER EXPERT - DIGITAL AUDIO / AUDIO PRODUCTION - GRAND CANYON UNIVERSITY (2007)**

- Developed the lectures and course modules for Communications 450, Digital Audio and Production, both in traditional settings, blended and fully online environments.

**PUBLICATIONS**

Campbell, T. (2014). What could have been done? Circuit City: A case study of management and employee performance failure. *Performance Improvement*, 53(4), 16-23.

Campbell, T. (2014). iPads, iPods, and technology-enabled isolation: if we're so connected, why are we so alone? *International Journal of Music* 1(1), 14-19.

Campbell !6

**SELECTED PROFESSIONAL CREDITS, PAPERS, APPEARANCES, AND PRESENTATIONS**

2022

- Solo Project "Touch Sensitive" upcoming release Fall 2022. Will be distributed through CD Baby, iTunes, SoundCloud, TuneCore and BandCamp.
- Co-presenter, "Can You Feel the Spirit?" Springsteen, Personae, and Intimacy", Popular Culture Association South Annual Conference, New Orleans, LA, October 2022.
- Co-presenter, "I Think We're Alone Now: Musical Intimacy Amid a Pandemic", The International Association for the Study of Popular Music Annual Conference, May 2022.

2020

- Solo Project "Heroes and Strangers" released March 2018. Distributed through CD Baby, iTunes, SoundCloud, TuneCore and BandCamp.

2019

- Co-presenter, "Move the mic closer: The Role of the Recording Studio in Capturing Musical Intimacy", The International Association for the Study of Popular Music Annual Conference, March 2019.

2018

- Co-presenter, "Oh, Shit, Wrong Chord": The Anthology's Construction of Musical Intimacy", The Beatles' White Album International Symposium, Monmouth University, November 2018.
- Solo Project "Ripped from the Headlines!" released March 2018. Distributed through CD Baby, iTunes, SoundCloud, TuneCore and BandCamp.

2017

- Beta-tester: Evans Drumheads
- Beta-tester: Propellerhead Software: Reason 10, Reason 9.5
- Beta-tester: ProMark Drumsticks

Campbell !7

**SELECTED PROFESSIONAL CREDITS, PAPERS, APPEARANCES, and PRESENTATIONS**

(continued)

2016

- Peer Reviewer, Oxford University Press: *Discovering Music* by R. Larry Todd.
- Peer Reviewer, Oxford University Press: *Long Playing Records: A Rock Music History* by David Blake.
- Solo Project "Party Lines" released March 2016. Distributed through CD Baby, iTunes, SoundCloud, TuneCore and BandCamp.
- Recording and Mastering engineer: "Shades of Charon" EP (both for physical media and digital download).
- Percussionist: Shades of Charon Project
- Percussionist: Bedbugs
- Continued collaborations (both face-to-face and online) with Michael 'Atonal' Vick, Pickens, SC.

2015

- Beta-tester: Evans Drumheads
- Percussionist: Shades of Charon Project
- Percussionist: Bedbugs



relations and learner retention.

Campbell !4

RECORDING ENGINEER, WEST VIRGINIA UNIVERSITY  
(1995-1997)

- Secured equipment that enabled the WVU Recording Studio to keep pace with technological innovations.
- Recorded, edited and created media for up to 65 events a month.
- Provided CD editing and mastering services to students and faculty.
- Designed and taught the first class ever offered at WVU in recording technology.
- Supervised five work-study students.

#### ONLINE TEACHING AND RELATED WORK EXPERIENCE

ADJUNCT COMMUNICATIONS INSTRUCTOR, SHEPHERD UNIVERSITY  
(2018 - 2020)

- Courses taught include Communications and New Media and Radio Practicum.

HUB CITY RECORDING STUDIO, HAGERSTOWN, MD

(2017 - present)

- I am the owner, operator, and Chief Engineer at the studio.
- Client bookings have risen by 124% since July 2017.
- Releases from the studio have charted nationally.

ADJUNCT ONLINE INSTRUCTOR, ROWAN-CABARRUS COMMUNITY COLLEGE:

HISTORY OF ROCK MUSIC, HISTORY OF JAZZ MUSIC (2013- present)

- Courses taught include multiple sections of History of Rock Music, Music Appreciation and History of Jazz Music.

ADJUNCT ONLINE INSTRUCTOR, FLORIDA STATE COLLEGE AT

JACKSONVILLE: MUSIC APPRECIATION (2013- present)

- Courses taught include multiple sections of Music Appreciation and Music and the Humanities.

ADJUNCT ONLINE INSTRUCTOR, NORTHAMPTON COMMUNITY COLLEGE:

MUSIC APPRECIATION (2010- present)

- Courses taught include multiple sections of Music Appreciation.

SUBJECT MATTER EXPERT - DIGITAL AUDIO / AUDIO PRODUCTION - GRAND  
CANYON UNIVERSITY (2007)

- Developed the lectures and course modules for Communications 450, Digital Audio and Production, both in traditional settings and online environments.

eCAMPUS INSTRUCTOR, TROY UNIVERSITY, MUSIC (2007-2015)

- Designed and taught Music Appreciation via Blackboard 7-9.

ADJUNCT ONLINE INSTRUCTOR, SOUTH PIEDMONT COMMUNITY

COLLEGE (2007-present)

- Courses taught include multiple sections of Music Appreciation and Introduction to Communication.

Campbell !5

#### ONLINE TEACHING AND RELATED WORK EXPERIENCE

(continued)

INSTRUCTIONAL DEVELOPMENT CONSULTANT - FINE ARTS, FURMAN  
UNIVERSITY (2007 - 2008)

- Spearheaded the ordering, acquisition, and installation of a mobile live to 2-track recording system that represents a significant upgrade to the existing equipment.
- Provided professional-level leadership, collaborative support, and consultation to faculty for the development of innovative, engaging, and technology enhanced courses and instructional materials.
- Assisted in periodic assessment of needs of faculty in their designated academic division and develops and provided training to faculty, CTET (Center for Teaching and Learning) team members, students, and academic staff in new instructional technologies and active and innovative pedagogies.
- Maintained a focus on the technology support needs of faculty in the Fine Arts (audio, video, graphics, web, etc.), researched and shared knowledge of new software, hardware and instructional approaches that promoted the development of new and effective course curricula within the Fine Arts.

- Other responsibilities included managing the recording studio, recording departmental recitals and concerts, supervising student internships, student advising, studio budget management and curricular development.

ASSISTANT PROFESSOR OF MUSIC, SHENANDOAH CONSERVATORY  
(2005-2006)

- Teaching responsibilities included Tonmeister Seminar, Recording Practicum, MIDI Techniques, Electronic Music and Basic Electronics.
- Accelerated the curriculum revisions that culminated in the establishment of the Music Production and Recording Technology program at Shenandoah Conservatory.
- Designed and led field instruction in the MPRT program including AES attendance (2005), ATR Analog Seminar (2006), Recording Practicum, and Tonmeister Seminar.
- Provided academic advisement for all freshmen entering the MPRT curriculum.

Campbell !3

TEACHING EXPERIENCE

(continued)

ASSISTANT PROFESSOR OF SOUND TECHNOLOGY, SOUTH PLAINS COLLEGE  
(1999-2004)

- Teaching responsibilities included all classes in the studio recording track: Audio Recording I, Audio Recording II, Audio Recording III and Audio Recording IV and Advanced Production Techniques.
- Designed and presented a seminar for faculty entitled "Anchored Instruction and its Application to Computer-Aided Learning Techniques."
- Helped to identify qualified applicants and drove a 125% increase in student enrollment for the Sound Technology program from 1999 to 2004.
- Enhanced scholastic standards, which helped the Sound Technology program to remain competitive with areas colleges and universities.
- Fostered student-faculty relations through departmental lessons and individualized mixing lessons.
- Contributed to the successful reaffirmation of SACS Accreditation of South Plains College and established the weekly meeting for Sound Technology faculty training and development.

INSTRUCTOR OF PERCUSSION, SOUTH PLAINS COLLEGE  
(2001-2004)

- Designed and implemented a new curriculum and competency path for Percussion Study that was adopted by the Commercial Music Department.
- Maintained an applied studio of 18-20 students per semester.
- Championed advanced performance objectives designed to quickly and effectively improve student ability.
- Created and expanded career awareness opportunities for students interested in percussion.

ASSISTANT PROFESSOR OF MUSIC, STATE UNIVERSITY OF NEW YORK AT ONEONTA  
(1997-1999)

- Teaching responsibilities included all classes in the Music Industry Recording Arts track: Beginning, Intermediate, and Advanced Audio Arts Production; Music Literature (mass lecture), Rock Ensemble, Jazz Ensemble, Percussion Ensemble and MIDI and Electronic Music.
- Directed various ensembles including rock ensemble, jazz ensemble and percussion ensemble.
- Provided the leadership and vision that enabled the construction of a technologically sophisticated recording studio.
- Led the faculty in course design and revisions for the Recording Production aspect of the Music Industry program.
- Acquired instructional media to facilitate instruction in Recording Arts.
- Accompanied the Music Industry students to NAMM (National Association of Music Merchants), which provided the students with an opportunity to effectively network with industry professionals.
- Demonstrated expertise in classroom management, classroom technology, student

Campbell !1

## TODD A. CAMPBELL

20519 Bluebird Avenue, Hagerstown MD 21742 • (570) 380 4345 • tacampbel@gmail.com

### EDUCATION

INDIANA UNIVERSITY OF PENNSYLVANIA, INDIANA, PA

Ph.D., earned May 2015. Dissertation title: "The Effects of Audio and Video

Encoding on Information Acquisition Among Undergraduates."

Major: Communications Media and Instructional Technology

WEST VIRGINIA UNIVERSITY, MORGANTOWN, WV

M.M. earned August 1997

Major: Music

WEST VIRGINIA UNIVERSITY, MORGANTOWN, WV

B.A. earned August 1993

Major: Music and Interdepartmental Studies

OMEGA SCHOOL OF RECORDING ARTS AND SCIENCES, ROCKVILLE, MD

Certification in Beginning, Intermediate, and Advanced Recording Engineering  
(1987-89)

### TEACHING EXPERIENCE

ASSISTANT PROFESSOR OF MUSIC; PROGRAM MANAGER, AUDIO

TECHNOLOGY: FREDERICK COMMUNITY COLLEGE

(2020 - present)

- Teaching duties include Foundations of Audio Technology, MIDI & Electronic Music Production Techniques, Music Publishing, Licensing and Copyright, Audio Recording Techniques, Studio Recording Techniques, and Advanced Audio Production

- Program management duties include budget management, Perkins Loan application and supervision, student advising, equipment maintenance and repair, and curriculum supervision / development.

LECTURER, DEPARTMENT OF MUSIC: AUDIO PRODUCTION UNIVERSITY OF  
MARYLAND BALTIMORE COUNTY

(2017 - 2019)

- Teaching duties include Recording Techniques, Musicianship Lab and Recital Recording Preparation.

- Key concepts across all classes include signal flow, the development of accurate and rapid troubleshooting skills, industry-standard terminologies and communications protocols, digital and analog audio theory and practice, microphone design and construction, and situational microphone usage.

Campbell !2

### TEACHING EXPERIENCE

(continued)

ASSOCIATE PROFESSOR OF MUSIC: AUDIO RECORDING TECHNOLOGY,  
BLOOMSBURG UNIVERSITY

(2009 - 2017)

- Teaching duties included Audio Recording I: Basic Techniques, Audio Recording II: Tracking and Mix Methods, Audio Recording III: Production and Mastering Techniques, Audio Recording IV: Live Sound Reinforcement, Audio Recording V: Audio for Video and Film, MIDI and Electronic Music, Class Piano I, Music Industry Internship, Music Listening (mass lecture), Special Topics: AV Topics for Music Education majors, Music Education Computing and Technology and Applied Percussion Lessons: Drum-set and Recital Attendance.

- Additional responsibilities included student advising, internship placement, curricular development, committee service, budget management, and studio visioning / direction.

ASSISTANT PROFESSOR OF MUSIC AND RECORDING PROGRAM DIRECTOR,  
SOUND TECHNOLOGY, ELIZABETH CITY STATE UNIVERSITY

(2008 - 2009)

- Teaching duties included Digital Audio Production, Audio Engineering I, Intro to the Recording Studio, Studio Production Seminar, Music Technology I, and Introduction to Music Literature.

- • USITT

### **References**

**-Robert Etoll:** Executive Producer & Creative Director Q-FACTORY

Email: retoll@robertetoll.com

**-Patrick Downey:** Adj. Professor- University of Maine. President Spatial Cognitive Metronome LLC

Email: patrickdowney68@gmail.com

**-Helmuth Schaerf:** President LA CLIP Productions- Vienna Austria.

Email: clip@inode.at

**-Wayne Beach:** Chair Film Program Maine Media Workshops + College.

Email: wbeach@mainemedia.edu

#### Audio Engineering and Design Lecture at California State University-Fresno

- January - March 2007 :

Panel member for Programme Validation Master of Fine Arts in Theatre & Entertainment Arts (accreditation) for the Hong Kong Academy of Performing Arts, invited by the Hong Kong Council for Academic Accreditation + On-site visit Hong Kong Academy of Performing Arts.

#### **University and Community Service Activities**

##### **Musicians Institute**

AE Curriculum – New Courses Development

##### **Husson University**

Promotion Committee : AY 16-17, 17-18

Faculty Forum : AY13-14, 14-15, 15-16,16-17,17-18

Faculty Development Committee AY 13-14, 14-15,15-16 (Vice-Chair),16-17 (Chair) ,17-18

CIEE Member Academic Consortium AY14-15,15-16,16-17

International Task Force AY 12-13, 13-14

Promotion/MYC Task Force: AY 17-18

Faculty Forum Ad Hoc Committee qualitative descriptors for letter grades AY 15-16

##### **University of South Carolina**

Director of Thesis South Carolina Honors College AY 11-12

Undergraduate Recruiting and Scholarship Committee (Chair) AY 08-09 and 09-10. Faculty Senate AY 08-09, 09-10, 10-11,11-12

Courses and Curriculum Committee (Chair) AY 10-11, 11-12 Undergraduate Recruiting and Scholarship Committee AY 10-11.

Travel Committee and Undergraduate Recruiting and Scholarship Committee AY 07-08.

##### **University of Arizona**

Courses and Curriculum Committee AY 06-07

##### **Consulting**

- Sound System design consulting for Pacific Performance Project/East (2009-2011)
- Sound System design for churches in Santa Maria CA – First Methodist Episcopal Church, Unity Chapel of Light (2003-2006) and Tucson, AZ (2006)
- Sound Studio Design and Constructing sound studio for Gil Evers Productions in Moorea-Tahiti.(1998)

#### **Professional Associations, Affiliations, and Memberships**

- Audio Engineering Society (AES)
- Vereniging voor Podiumtechnologie (VPT) Holland
- Focal Press: Book Proposal reviewer

- • August – Sept. 2016: Maine Media College, Rockport ME , Lectures/Workshop Production Sound-Audio Post Production
- • February 2016: Presenting the paper 'Immersive 3D Audio in Sound Art and Design.' at The University of Kent in the United Kingdom at the Bridge Warden' College Music seminar Room I at The University of Kent – Medway Campus
- • Aug 2015: Panel member. Faculty Development Days – Husson University Interactions of faculty with media.
- • July-August 2015: International Academy of Film and Television-Antwerp Belgium Lectures Sound 101/Sound 202 - Presentation Sound Design for Film.
- • May 2015: Maine Media College, Lectures/Workshop Production Sound/ Music Theory
- • October 2014: AES Convention Los Angeles. Seminars and workshops.
- • June 2014: Maine Media College: Workshop -Foundations in sound in Filmmaking.
- • October 2013: Husson University: Seminar Sound Design for Installations
- • October 2013: AES Convention New York City. Seminars and workshops.
- • July 2013: AES Educational Conference – Nashville. Seminars and workshops.
- • March 2013: Workshops. Verdiepings programma geluid.

AUDIO SPECIALIZATION PROGRAM- AHK Amsterdam School for the Arts The Netherlands.  
Multichannel surround sound in sound design for installations/theatre performances/live sound technology. Sound design and amplification management for live events. Management and manipulation of audio signal flow, interconnected amplification hardware, stage monitoring, and real-time audio signal processing.

- • February 2012:

Presenting the papers 'The Psychological Basis of Auditory Aesthetics' and 'Creativity and Design' at The University of Kent in the United Kingdom both at their Canterbury and Medway campus. Sound Engineering and Design Lecture at the Bridge Warden' College Music seminar Room I at The University of Kent –Medway Campus.  
Audio Engineering seminar '*Performance: 20th and 21st Century*' University of Kent.  
Panel discussion on 'Geluidsontwerper in de 21 eeuw' De Tamboer Hoogetveen-The Netherlands.

- • June 2011:

Presenter 'Sound Design in the 21st Century' Prague Quadrennial 2011, Prague.

- • April 2010:

Protocols workshop at California State University-Fresno

- • April 2008:

Audio-Video-Editing.

**BFA (equivalency in USA)**

**MFA (equivalency in USA)**

1990-current: Various certificates in Europe and the US in following topics:

**Skills**

Certificates:

- Avid Protools HD12.8 Certification. ACI
- Avid S6L. ACI
- Avid Protools HD 11 MUSIC Certified Operator.
- Avid Protools HD 11POST Certified Operator.
- Avid Protools HD 10 MUSIC Certified Operator.
- Avid Protools HD 10 POST Certified Operator.
- Avid Protools ICON Certified Operator.
- Dante Level 1-2-3.
- Logic Pro X 10.7

Audio consoles:

- Solid State Logic, Neve, Digico, Midas, Trident, API, Euphonics, Avid, Soundcraft, Mackie, Sony, Tascam, DDA.
- Yamaha PM5D, DM 2000, 02R96, M7CL, LS9, CL3, CL5, Midas Pro3
- Avid S6L ( Certified ).

Audio DAW's, Networking and audio/video software:

- Avid Protools ( Certified Instructor), Avid Icon, D-Command, S6, S3, Logic Pro, Digital Performer, Pyramics, Ableton Live, Adobe Premiere, Audition.
- Ableton, Max-MSP/Pure Data, Arduino, Reason, Nuendo, Cubase, Sibelius, Finale, Final Cut Pro, Soundweb, Ethersound, Smaartlive,
- DANTE networking- MADI.

Software:

- Microsoft Office, Adobe Suite.

Languages:

- English, Dutch, French (Fluent and literate), Spanish, German (Basic)

**Service to the Profession- Professional Workshops, Lectures, Symposia**

- • August 2020: Maine Media College, Rockport ME, Lectures/Workshop Audio Post Production/Avid Pro Tools
- • July 2018: Maine Media College, Rockport ME, Lectures/Workshop Audio Post Production
- • August 2017: Maine Media College, Rockport ME, Lectures/Workshop Audio Post Production

Bakersfield CA, Winterthur Switzerland, Ronnie Scott's London, UK, McLaren Smile Charity London UK, Vienna Austria, Blue Note Jazz Club, Tokyo Japan, World Festival Vancouver, BC

- • Mixing stereo and 5.1 surround *Jose Feliciano Classical Mozart castrati arias*. (2015)
- • Recording and mix album *Les Paul Trio w/ Jose Feliciano* - The Iridium Jazz Club- NYC (2015)
- • Recording- *Seirenes featuring Anonymous 4- Christopher Tin* (2014)
- • ADR Recording – *Graceland Season 2 Eps. 201* (2014)
- • Sound design/Composer –*Hamlet*-dir. Roger DeLaurier (2014) -PCPA THEATER FEST, SANTA MARIA and SOLVANG, CA
- • Recording and mixing for BLU-Ray release – *Jose Feliciano – Live in Tel Aviv 2014*

and duet with *Dragana* release '*Don't Go Away*' – Studio Barba –Belgrade, Serbia.

- • FOH Mixer – *Sounds of the Supremes-Gracie Theatre*. Bangor ME (2013)
- • Recording, mixing, composing -'*Fancy Pants*' for Enlighten Records (2013).
- • Sound design/Composer and recording the '*3D Stage*' project for Cooperative Performance Milwaukee (2013).
- • Producer, audio engineer - RSM Management (1994-present)
- • Audio Post/Sound Mixer/ Sound Designer for the movie *Dreadful Sorry* (2012)
- • Sound design/Composer -*Hieronymus Bosch* dir. Nic Ularu (2012) LaMaMa E.T.C., NYC
- • Writing, composing, producing and multi channel sound design the new interactive immersive play

*Seven Stars in Paradise* (2009-2012)

- • Sound installation/design *Flight worldpremiere* dir Steve Pearson (2011) THE CONNELLY THEATRE, NYC. New York
- • Production Manager/ Deputy Technical Director/ '*Vlaamse Opera*' -The Flanders Opera- (2001-2004).
- • Production Manager Arts & Crafts Fairs US-Netherlands Pasadena – CA (1990-2019)

Education

- • Audio Engineering Society (US).
- • Music Composition (The Netherlands).
- • Solid State Logic (UK).
- • Avid Pro Tools - Certified Instructor.
- • Logic – Certified Instructor

1986: National Higher Institute for Theatre and Performing Arts in Brussels-Belgium.



- • Recording String Quartet featuring Kevin Kumar, Luanne Homzy, Meredith Crawford and Yoshika

Masuda at East-West Studios – Studio 3 Los Angeles (2021)

- • Mixing Rock Grooves 01, 03, 07,08,09 for Robert Etoll Productions/ Q- Factory (2021)

Q-Factory Studios Los Angeles

- • Mixing album *Manolo-Voice of the Gypsies*.(2019-2021) Los Angeles-Vienna/Austria
- • Augmented Reality – Dolby Atmos sound design + co-creator for ‘*A Method of Music Instruction*’ Patrick Downey (2018-2021)
- • Recording Jose Feliciano- Ulrich Ellison – LA Clip Studios, Vienna – Austria (2018)
- • FOH Mixer – Tenor Jan van Oosterwijk – Lier – Belgium (2018)
- • Technical Director – Jose Feliciano (2014-2018)-Summer Tour (2015) – St Augustine FL,

Bakersfield CA, Winterthur Switzerland, Ronnie Scott’s London,UK, McLaren Smile Charity London UK, Vienna Austria, Blue Note Jazz Club, Tokyo Japan , World Festival Vanvouver, BC

- • FOH Mixer – Production Manager - Technical Director - Private Performance for Christian Girondet in Beverly Hills, CA with Jose Feliciano, Ulrich Ellison and the Tribe, Mary Wilson and others September 30, 2017. (2017)
- • ADR, Foley, Re-recording , Surround Mix ‘*Ruby Booby*’ Independent film LA Clip Productions(2017-2020)
- • Recording, Mixing album ‘*Toda La Vida*’ Jelena Krstic (2017)
- • Recording, mixing, producing album ‘*Be Still My Soul*’ tenor Thad Zmistowski (2017)
- • Mixing single ‘*Streets of London*’ Klaus Pruenster-Jose Feliciano (2017)
- • FOH Mixer – Jose Feliciano Summer 2016- Leobersdorf -Austria, The Henley Festival, London-UK Mixing. (2016)
- • Recording voice-over and creating stems for Sprint commercial ‘*Feliz La Mitad*’ Jose Feliciano for Animal Music, Miami and LA Clip Prod. (2016)
- • Mixing: ‘*The Christmas Album*’ Jose Feliciano.(2016)
- • Mixing and recording: ‘*Latin Street Vol.1*’ by Jose Feliciano (2016)
- • Mixing: ‘*Djangoism*’ tribute album for Django Reinhardt by Jose Feliciano and Harri Stojka.(2016)
- • Audio Post/Sound Mixer/ Sound Designer: 2 commercials for N-Squared Media Solutions, Hampden ME. (2016)
- • Mixing: *Arno Raunig performs Mozart castrati arias*.(2016)
- • FOH Mixer– Jose Feliciano Summer 2015 Tour – St Augustine FL,

## **WALTER T. J. CLISSEN**

### **Curriculum Vitae**

#### **Employment History-Academic**

- 02/19-present: Faculty - Audio Engineering – Post Production – Live Sound Technology.  
Curriculum Course Writer. Online Instructor.  
Musician’s Institute Hollywood-CA.
- 02/21-present: Part-time Faculty SAE – Institute Brussels Belgium - Audio Engineering – Post Production – Live Sound Technology. Online Instructor.
- 10/18-02/19: Head of Audio Department- Coordinator  
SAE Institute-Brussels, Belgium.
- 08/12-08/18: Associate Professor Audio Engineering-Live Sound Technology-Audio Post Production. Chair Faculty Development Committee  
New England School of Communications @ Husson University, Maine.
- 08/07-07/12: Assistant Professor Sound Design.  
Director of Thesis South Carolina Honors College  
Chair Courses and Curriculum Committee.  
Department of Theatre and Dance/Media Arts.  
University of South Carolina, Columbia, SC.
- 01/07-Present: Specialist for Hong Kong Council for Accreditation of Academic & Vocational Qualifications.
- 08/06-06/07: Assistant Professor of Practice Music Technology.  
School of Theatre, Film and Television. College of Fine Arts Techn. University of Arizona-Tucson, AZ.
- 04/03-07/06: Associate Faculty-Resident Sound Director/ Engineer/ Designer Allan Hancock College- PCPA- Santa Maria/Solvang, CA.
- '00-Present: Various workshops and guest lectures. Fresno State University, CA; UCLA, CA; Prague Quadrennial; University of Kent, UK; De Tamboer, The Netherlands; Amsterdam School for the Arts, The Netherlands; IAFT

#### **Employment History-Professional**

*Selection highlights:* Full list available upon request.

- • Sound Design – Cinderella – PCPA dir. Eric Stein ( 2022 )
- • Sound Design – Mix – Heaven’s Triumph ( Disneyland commercial ) for Rober Etoll Productions/Qfactory (2022)
- • Vice President Spatial Cognitive Metronome LLC (2022)
- • Recording and mixing ‘God Only Knows’ by Dominique at Q-Factory Studios Los Angeles( 2021)

**Delta Epsilon Iota (DEI)**

**COMPOSITION AND SONGWRITING**

- *Six Shifty Eyes* performed at Concordia College 2023
- *Upward* performed at the 2023 Music by Women Festival
- *Seven Stages* performed at the 2023 Music by Women Festival
- *Orbit* performed at Christopher Raymond's bassoon recital 2023
- *The Letter and the Envelope* commissioned by Miriam Brack Webber 2022
  - Premiered at Dr. Miriam Brack Webber's faculty recital, 2023
- Composer for animation series "Snoopy Cap" 2022
  - Episode 1 "An Awesome Dream"
  - Episode 2 "The Vision Switch"
- *Beyond Winter* commissioned by Jeremy Wohletz 2022
- Composer for "Countdown to Doomsday" Murder Mystery Game 2022
- *Hex's Bonfire* premiered by the Middle C Collective at the 2022 National Flute Association Convention
- *Our Natural Satellite, Drifting Away* premiered at the 2022 International Double Reed Society Conference
- *Our Natural Satellite, Drifting Away* commissioned by Cody Hunter 2022
- *The Peacock Suite* international premiere at the Opera Maya International Music Festival 2022
- Composer in Residence: Opera Maya International Music Festival 2022
- *Seven Stages* premiered at the 2021 International Double Reed Society Conference
- *Anthems of an Unnamed Explorer* commissioned by Evan Fields 2021
- *Six Shifty Eyes* performed at Griffith University of Queensland Conservatorium 2021
- *Six Shifty Eyes* performed at the Slippery Rock University 2021
- *Six Shifty Eyes* performed at Texas A&M University 2020
- *Seven Stages* commissioned and recorded by Dr. Sara Renner on her album "Oboe Unfolded" 2019
- *Katina* selected for the 2018 Wind Ensemble reading/recording session 2019
- *Advancing Monuments* performed by Ball State University New Music Ensemble 2017
- *Ultreia* performed by College of Saint Rose Symphony Orchestra 2015
  - Winner of The College of Saint Rose's 2015 Orchestral Composition Contest
- Spring Shout Songwriting Festival, Finalist songwriter and performer 2017 and 2018

**Director's Advisory Council, Ball State University 2019-2020**

**Ball State University Graduate Council 2018-2019**

**Ball State University Undergraduate Council 2018-2019**

**Oklahoma Youth Orchestras, Audition Adjudicator 2019-2020**

## **RECRUITING & ADMISSIONS EXPERIENCE**

**Graduate Assistant in Undergraduate Recruiting and Admissions, Ball State University 2015-2020**

- Informed prospective music students and their parents about programs, academics, and admission process
- Advised prospective students in choosing majors and minors based on their interests, skills, and goals
- Connected prospective students, college professors and advisors, as well as scheduled meetings, lessons, and classes for students to sit in on
- Presented and participated in on-campus and off-campus outreach events including Explore Ball State, Admitted Students Day, the Undecided Majors Fair, and the Indiana Music Teachers Conference
- Managed visits to the university, and organized student files throughout the application, audition, and enrollment periods
- Managed audition days with other administrative staff

**School Visits/Masterclasses 2021-23**

- Scheduled bi-weekly visits to high schools in North Dakota and surrounding regions
- Taught masterclasses, led sectionals, and performed solo and chamber works
- Taught free one-on-one lessons to prospective students

**North Dakota Music Educators Conference 2022-23**

## **ENTREPRENEURIAL EXPERIENCE**

**Reeding Rainbow Reeds 2018-present**

- Founder of the bassoon reed-making company focused on colorful, creative reed designs

## **SOCIAL MEDIA EXPERIENCE**

**VCSU Woodwinds Instagram 2021-2022**

- Founder of VCSU Woodwinds Instagram Page

**Ball State Bassoon Day Website 2017-2020**

- Facilitated and updated the Ball State Bassoon Day website
- Managed registration entries and information forms

**BSU PRISM Project 2018-2019**

- Moderated, monitored, and responded to posts on the Ball State University PRISM Project's Facebook page and Facebook group

## **PROFESSIONAL ASSOCIATIONS & MEMBERSHIPS**

**Society for Music Theory (SMT)**

**College Music Society (CMS)**

**International Double Reed Society (IDRS)**

**National Association for Music Education (NAfME)**

- Presented Lecture Recital “Journeys: Katherine Hoover’s Compositional Career and an Exploration of “Journey” for Bassoon & Piano”
- World Premiere of my composition “Seven Stages” for solo English Horn by Sara Renner  
**Meg Quigley Vivaldi Competition and Bassoon Symposium 2021**
- Composition and presentation on *Six Shifty Eyes*  
**College Music Society (CMS) Southern Conference 2021**
- Composition *Six Shifty Eyes* selected for performance  
**International Double Reed Society Conference 2020**
- Presented Lecture Recital “The Music of Gordon Jacob: Balancing Complex Composition with Listener Accessibility”  
**3-Minute Thesis Competition 2020**
- Finalist with Presentation “Gordon Jacob: Balancing Complex Composition with Listener Accessibility”  
**CODA Conference, Boston, MA 2019**
- Performed with the Ball State Symphony Orchestra  
**Indiana Music Educators Conference 2016-2020**
- Performed with the Ball State Symphony Orchestra and Ball State Wind Ensemble
- Recruited students from music ensembles for Ball State University’s School of Music  
**CBDNA Conference, Kansas City, MO 2017**
- Performed with the Ball State Wind Ensemble

## **GRANTS**

### **Infinite Sounds Music Fellowship 2022**

- Fellowship Awarded 2022
- Presentation and Educational Concert (ant. April 2023)

### **Aspire Grant 2017, 2018**

### **Ball State University School of Music Grant 2017**

## **SERVICE**

### **VCSU Faculty Senate 2022-present**

### **VCSU Music Student Advisor 2022-present**

### **Jewell Chapel Worship Band 2011-present**

### **Silverstein Works Synthetic Bassoon Reeds 2022-2023**

- Beta tester consultant

### **VCSU Music Faculty Hiring Committees 2021-present**

- Special Appointment Vocal Hire 2022
- Special Appointment Piano Hire 2022
- Special Appointment Percussion Hire 2021
- Special Appointment Vocal Hire 2021

### **NDHSAA EDC Festival, Woodwind Solos Adjudicator 2021-2022**

### **NDHSAA Region 2 Festival, Woodwind Solos Adjudicator 2022-2023**

### **NDHSAA Region 5 Festival, Woodwind Solos Adjudicator 2022-2023**

### **MTNA Collegiate Competition, Woodwind Solos Adjudicator 2021**

### **VCSU Gen Ed Council 2021-2022**

**The Orchestra Competition 2020**

- Competed in the 1<sup>st</sup> and 2<sup>nd</sup> rounds of the National Bassoon Meetup Orchestral Excerpts Competition

**College Light Opera Company 2019**

- Principal bassoon, 11- week festival, performed light opera and musical productions

**Bay View Festival 2018**

- 8- week festival, orchestral, chamber, and opera music, studied with Jill Marderness

**Renova Chamber Music Festival 2017**

- 2- week festival, chamber orchestra and woodwind quintet music, studied with Susan Nelson

**National Music Festival 2016**

- 2- week festival, orchestral and chamber music, studied with Jeff Keesecker of Florida State University

**Masterworks Festival 2016**

- 4- week festival, orchestral and chamber music, studied with Terry Ewell of Towson University and Todd Goranson of Messiah College

**PUBLICATIONS**

**The Double Reed (Journal of the International Double Reed Society) 2020**

- Peer-Reviewed Article “The Bassoon Music of Gordon Jacob: Balancing Complex Composition with Listener Accessibility in the Allegro Movement of the Concerto for Bassoon and Strings

**PRESENTATIONS**

**Concorida Double Reed Day 2023**

- Bassoon Guest Artist, performance during recital, reed class, and masterclass on mastering your music through looping

**Infinite Sounds Music Fellowship 2022**

- Presentation and Educational Concert (“Bassoonapalooza” ant. April 2023)

**Barnes County Music Festival 2022**

- Woodwind Masterclass Presentation on Long Tones

**Ball State Bassoon Day 2022**

- Guest Artist, Solo Music Masterclass

**Ball State Recital 2022**

- Guest performer on the Faculty Recital of Keith Sweger

**Ployhar Honor Band 2021-2022**

- Masterclasses on Musician’s Wellness, 2022
- Masterclass on Creativity, 2021

**International Double Reed Society 2022**

- Performance of “Na Mgbo” by Grace Oforka (World Premiere)
- Premiere of my piece “Our Natural Satellite, Drifting Away” for bassoon and piano by Cody Hunter (World Premiere)

**National Flute Association 2022**

- Performance of my piece “Hex’s Bonfire” (World Premiere)

**Bemidji State University 2021**

- Guest Artist, Solo and Chamber Music Masterclass
- Presentation “Plus One: A Journey into Creative Music”

**International Double Reed Society Conference 2021**

- Digital marketing techniques to build successful online marketing campaigns through digital channels

**Getting Started with EndNote 2019**

- Improving research skills with the citation manager “EndNote”

**Kanopy Streaming Video 2019**

- Workshop on the educational streaming video service “Kanopy”

**CREATIVE ENDEAVOR**

**ENSEMBLE PERFORMANCE EXPERIENCE**

**South Dakota Symphony Orchestra 2021-present**

- Sub bassoon and assistant principal bassoon

**Fargo-Moorhead Opera 2022-present**

- Sub principal bassoon

**Fargo Moorhead Symphony Orchestra 2021- present**

- Sub principal, 2<sup>nd</sup> bassoon, and contrabassoon

**Bemidji Symphony Orchestra 2022-present**

- Sub 2nd bassoon

**Arizona Opera 2021-2022**

- Sub 2nd bassoon, performed the entire 2022 run of Carmen

**Bismarck-Mandan Symphony Orchestra 2021-present**

- Sub bassoon, contrabassoon

**Greater Grand Forks Symphony Orchestra 2021-present**

- Sub bassoon, contrabassoon

**Kokomo Symphony Orchestra 2017-present**

- Sub principal, 2<sup>nd</sup> bassoon, and contrabassoon

**Fort Wayne Philharmonic 2020**

- Sub contrabassoon

**Muncie Symphony Orchestra 2017-2020**

- 2<sup>nd</sup> bassoon, contrabassoon

**Kokomo Park Band 2018-2019**

- 2<sup>nd</sup> bassoon

**Earlham College Orchestra 2015-2019**

- Sub principal and 2<sup>nd</sup> bassoon positions for the Earlham College music concerts

**Studio Recording Appearances 2018**

- Sutton Foster’s Album “Take Me to the World”, principal bassoon 2018

- Ball State University: Centennial Documentary, 2<sup>nd</sup> bassoon 2018

**East Central Indiana Chamber Orchestra (ECICO) 2017-2018**

- 2nd bassoon

**Marion Philharmonic Orchestra 2017**

- Sub contrabassoon

**MUSIC FESTIVALS**

**Opera Maya Festival 2017-2018, 2022**

- 2- week festival, orchestral, chamber, and opera music in Cancun, Mexico
- 2022 Composer in residence

**Muncie Symphony Orchestra 2017-2020**

- Demonstrated instruments for students ages Pre-K to adult through the “Together in Music” instrument petting zoo program

**Camden Central School District 2014-2016**

- District Sub, K-12, multidisciplinary

**Bethlehem Central School District 2014**

- Student taught music with cooperating teacher Genoveffa Vitale (grades 5-12)
- Taught and developed lesson modifications for students with individual needs

**Ravena-Coeymans-Selkirk School District 2014**

- Student taught music with cooperating teacher Scott Andrews (grades 9-12)

**NAfME (National Association for Music Education) 2011-2015**

- Elected Sophomore Representative for the College of Saint Rose Collegiate chapter
- Organized bulletin boards and led meetings, events, and fundraisers

**Music and Dance Teacher/Group Leader 2012**

- Tree House Daycare, taught children ages 4-12
- Developed a 4-month “music and expressions” curriculum

**TEACHING & EDUCATING WORKSHOPS AND CERTIFICATIONS**

**The Beautiful Mess: Masterclass in Composition and Creativity 2022**

**Interactive Elementary Classroom and SEL with EE Music Class 2022**

**Teaching Music with Soundtrap 2022**

**New York State Certified K-12: Music Education 2015-current**

- Dignity for All Students (DASA) workshop
- Child Abuse Recognition and Reporting workshop
- Violence Prevention and Training workshop
- Needs of Children with Autism workshop

**Facilitating Google Classroom 2020**

- Completed 5-hour course on facilitating Google Classroom and organizing teaching and learning materials

**Online Course Strategies 2019**

- Completed 8-week course on designing and facilitating an online college-level class
- Created course Canvas site and learned how to manage online materials

**Using Images in Your Projects 2019**

- Workshop on improving the visual impact of work with images and finding quality images while navigating copyright and citation

**Digital Audio Foundations 2019**

- Introduction to digital audio workstations (DAWs)

**Finale Workshop 2019**

- Introduction to the music notation software “Finale”

**Diversity, Inclusion, and Belonging 2019**

- Creating a culture that values uniqueness

**Online Marketing Foundations 2019**



- Also assisted with:
  - additional music technology courses and concert band
  - re-writing the theory/ aural skills curriculum
  - re-structuring curriculum to cut down on required program credits

#### **INSTEM Program Instructor 2023**

- Created Audio Production STEM project “They Shoot—They Score!: An Intro to Capturing Audio and Scoring Music” for week-long camp for Native American high school students in North Dakota.

#### **Indiana University Kokomo 2019**

- Taught 3-credit class “Music for the Listener” to class of approx. 15 undergraduate students
- Created syllabus, lesson plans, and all graded materials while facilitating use of the Canvas online platform

#### **Theory 1 Degree Internship 2018**

- Assisted in teaching, grading, and tutoring two classes of 20 first-year theory students at Ball State University
- Solo taught classes and substituted for other theory professors as needed

#### **Graduate Assistant, Woodwind Techniques and Bassoon Studio 2017-2020**

- Assisted in teaching classes of 18 music education majors at Ball State University
- Administered written and playing exams and determined final grades
- Taught individual bassoon lessons (in-person and online) as needed to undergraduate bassoon majors, minors, and music education students enrolled in Woodwind Techniques

#### **Reed-Making Class Degree Internship 2018**

- Led groups of 3-6 bassoon students in learning to make and adjust bassoon reeds (in-person and online)
- Created materials for developing reed-making independence in bassoon students
- Assisted students one-on-one with individual reed adjustments

### **OTHER TEACHING EXPERIENCE**

#### **Classroom Music Teacher, New Hartford Central School District 2020-2021**

- Taught general music and instrumental lessons to grades 1-6 (online and in-person)
- Created curriculum and revised often for COVID-19-related schedule changes
- Facilitated tools including Google Classroom, Zoom, Kami, Blackboard, School Tool, Ed-Puzzle

#### **Private Lessons Teacher 2014-present**

- Taught bassoon lessons (online and in-person) to students age 11-undergraduate college students
- Created studio contracts and facilitated communication with parents/guardians regarding student progress

#### **Ball State University PRISM Project 2018-2019**

- Organization that provides art experiences for students with exceptionalities
- Facilitated communication with parents and student directors
- Designed and managed merchandise for performers and students

**Lindsey Wiehl**

365 3rd Ave NW Apt 4, Valley City, ND 58072  
(315)886-3713•lindseylialotte@gmail.com

**EDUCATION**

**Doctor of Arts in Bassoon Performance**, May 2020

**Secondary in Music Theory and Composition**

Ball State University, Muncie, Indiana

Graduate Assistantships: Bassoon Studio and Bassoon Techniques, Undergraduate Music Recruiting and Admissions, PRISM Project

Dissertation Topic: The Bassoon Music of Gordon Jacob: An Analysis of the Concerto for Bassoon and Strings and the Partita for Solo Bassoon

GPA: 4.0 • Winner of the Outstanding Graduate Student Award, 2020

**Masters of Music in Bassoon Performance**, May 2017

Ball State University, Muncie, Indiana

Graduate Assistantships: Bassoon Studio and Bassoon Techniques, Undergraduate Music Recruiting and Admissions

Creative Project: Ciranda das sete notas: Making Informed Decisions on Performance

GPA: 3.814

**Bachelor of Science in Music Education**, May 2015

**Concentration in Instrumental Music: Bassoon, Spanish Minor**

The College of Saint Rose, Albany, New York

GPA: 3.78 Dean's List 2011-2015

**Professional Certificate in Advanced Music Production**, April 2021

Berklee College of Music Online

GPA: 3.94

**TEACHING**

**UNIVERSITY TEACHING EXPERIENCE**

**University of Maine at Augusta**

- Classes taught:
  - Introduction to EDM and Hip-Hop Music Production
  - Western Music History
  - Applied Woodwind Lessons and Woodwind Techniques

**Valley City State University, Assistant Professor of Music 2021-present**

- Classes taught:
  - VCSU woodwinds studio class and applied lessons (flute, oboe, clarinet, saxophone, bassoon)
  - Chamber woodwinds groups
  - Woodwind Methods
  - Progressive Music Education
  - Composition 1
  - Composition 2
  - Applied Composition Lessons
  - Electronic Music Production
  - Scoring and Arranging
  - Music Theory 3
  - Music Theory 4

Northwestern University, Master of Music in Piano Performance	1996
Westminster Choir College of Rider University	1994
Bachelor of Music in Piano Performance and Pedagogy, <i>magna cum laude</i>	

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## CONTINUING EDUCATION

Estill Voice Theory: Estill Master Trainer 2023  
Vocal Coaching with Christina Astrachan, Voice Faculty, USM and Bowdoin College  
Vocal Improvisation, Rhiannon, and Improvbox  
Piano Coaching with George Lopez, Bowdoin College  
African Drumming workshops with Annegret Baier, of Innana

- Solo vocalist with jazz quartet PUMA, singing jazz standards on Oct 15, 2018, at Lithgow Library, Augusta
- Solo piano concert UCC Waterville A fundraising concert series to benefit the Waterville Area Essentials Closet, May 19, 2018
- Solo piano concert at the UUCC of Augusta, Music Series/Fundraiser, Saturday, Jan. 13, 2018
- Soloist with Oratorio Choral, First Parish Church in Brunswick, St Mary's Episcopal Church, 2016-2018
- Joint Voice Recital with Andrea Graichen and John Adams, State Street Chapel Portland, May 2016
- Solo Voice Recital, accompanied by Renaissance and Baroque instruments, Cumston Hall May 2013

## ENSEMBLE PERFORMANCES

- Accompanist for Erin Chenard, soprano, Noonday concert series, Portland Dec. 5<sup>th</sup>, 2019
- Reprise Choral Ensemble, *soprano*, 2018-2019
- Choral Arts Society Camerata, *soprano*, 2005-2013
- Accompanist for area musicians including Susan Brownfield (Voice Faculty, Bates College), Bruce Fithian, (USM) and instrumental and students (UMA, Bates College and USM), 2010-present
- International Steel Drum Festival, played tenor with the Maine Pan Coalition, Trinidad 2015

## VOLUNTEER PERFORMANCES

Reprise Choral Ensemble, World AIDS Day benefits, Maine State Museum events, other charity/fundraising benefits

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## OTHER WORK and VOLUNTEER EXPERIENCE

Maine Family Planning, Augusta, Maine	
<i>Teen Pregnancy Prevention Coordinator and Outreach Educator</i> 2005-2007	2010-2016
Healthy Androscoggin, <i>Health Promotion Coordinator</i> , Lewiston, ME	2007- 2010
US Peace Corps Morocco, <i>Health/Sanitation Educator</i> , Tiznit Province	2000-2002
Dog Walker, one day a week, Kennebec Valley Humane Society	2016-present

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## EDUCATION

University of Maine, Ph.D.	2023
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**CHRISTINE LETCHER Ph.D**  
University of Maine at Augusta  
46 UNIVERSITY DR. AUGUSTA ME 04330  
Office: 207-621-3205 christine.letcher@maine.edu

## TEACHING EXPERIENCE

- |   |              |
|---|--------------|
| University of Maine at Augusta, <i>Assistant Professor of Music</i> | 2022-Present |
| <i>Lecturer in Music</i>  | 2020-2022    |
| <i>Adjunct Music Faculty</i> , Augusta, ME                          | 2017-2019    |
- Instructor: Music Theory Levels 1-4, Music of the 20<sup>th</sup> and 21<sup>st</sup> Centuries, Senior Seminar
  - Instructor of Applied lessons in Classical and Jazz Piano and Classical, Jazz, Popular Voice,
  - Director of *Vintage Steel*, UMA's Community Steel Drum ensemble
  - Accompanist for Senior Recitals, Recital Lab, and other concerts
- |   |               |
|---|---------------|
| CODA Chorus, Music Director   | 2022-present  |
| Winthrop Congregational Church, <i>Music Director</i> , Choir Director and Organist   | 2019-2020     |
| Snow Pond Community Music School, teacher of piano, voice, steel drums  | 2014-2018     |
| Private Piano and Voice Teacher   | 1994- present |
| Westminster Conservatory of Music, <i>Artist Faculty</i> Piano Department, Princeton, NJ  | 1995-1999     |
| Westminster Choir College, <i>Saturday Seminar Clinician</i> , Continuing Education Department, Professional Development Certificate Program, Princeton, NJ | 1998          |
- Taught seminars on Women in Music

## SOLO PERFORMANCES

- St. Mary's Schola, an early music ensemble in the Portland area. *Member and soprano soloist* since 2008. Three concert series each year. All 2020 concerts postponed due to COVID-19.
- Soprano soloist for a Monteverdi Concert, St. Andrews Church in Newcastle, March 15<sup>th</sup> 2020—cancelled due to COVID-19.
- Senior College Concert Series, Solo concert, piano, voice, and jazz band, 2/23/2020
- Soprano soloist for a Monteverdi Concert as part of the Baroque Festival at the Portland Conservatory of Music, Portland Oct 25<sup>th</sup>, 2019
- Solo piano concert with Andrea Graichen, Mezzo-Soprano, UUCC Church in Augusta, June 7, 2019
- Solo piano concert with Andrea Graichen, Mezzo-Soprano, St Mary's Episcopal Church in Falmouth, May 17, 2019

New Horizons International Music Association (2019-Present)

American Association of Concert Bands (2019-Present)

International Trombone Association (1990-Present)

U.S. Figure Skating Association (2006-Present)

American Kennel Association (1985-Present)

Maine Organic Farmers and Growers Association (2013-2018)

## **Volunteer Organization Memberships**

North Atlantic Figure Skating Association (2006-Present)

NAFSC Safe Sport Committee Chair (2019-2020)

*King and I*  
*Jekyll & Hyde*  
*Kiss Me, Kate*  
*La Cage au Folles*  
*Mame*  
*Man of La Mancha*  
*Music Man*  
*Mystery of Edwin Drood*  
*No, No Nanette*  
*Oklahoma!*  
*Oliver*  
*Pajama Game*  
*Ragtime*  
*Singin' in the Rain*  
*Sweeney Todd*  
*Sweet Charity*  
*West Side Story*  
*The Wiz*  
*The Wizard of Oz*  
*Wonderful Town*

## Technology

**Operating Systems:** Mac and PC operating systems

**Learning Management Software:** Brightspace, Blackboard, Moodle, Microsoft Teams, Google Classroom

**Professional Software:** Microsoft Word, PowerPoint, Excel

**Research Analysis Software:** Advanced statistics training in Microsoft Excel for Mathematics; IBM SPSS statistical analysis software for the social sciences; NVivo software for qualitative research

**Professional Music Software:** Finale Music Notation; GarageBand; SmartMusic; Tomplay

## Professional Organization Memberships

National Association for Music Education (2001-Present)

Maine Music Educators Association (2001-Present)

Tom Pierson Band, Zanzibar & Grill, NY; Bass trombone (1993)

Illinois Jacquet Band, Village Vanguard, NY, Bass trombone (1993)

## Touring Musician

Kit McClure Band Tour of Japan, Lead trombone, bass trombone (1992-1995)

The Robert Palmer Band, “Addicted to Love” International Tour (1994-1995)

The Rita Moreno Show, Bass trombone (1993)

Carol Channing in Concert, Bass trombone (1992)

U.S. Tours of *Cabaret*, *Hello, Dolly!*, and *Sweeney Todd*, Bass trombone, assistant conductor (1981-1983)

## Musical Theatre

Little Theatre of Maine: South Pacific, Something’s Afoot, Rapunzel, Singing in the Rain (1999-2005)

Maine State Music Theatre: Forum, Anything Goes, Ragtime, La Cage au Folles (1998-2004)

National Road Touring Co., Broadway Substitute, assistant conductor and dinner theatres:

*42nd Street*

*Annie*

*Annie Get Your Gun* *Anything Goes*

*Babes in Arms*

*Brigadoon*

*Cabaret*

*A Chorus Line*

*Damn Yankees*

*Fiddler on the Roof* *Follies*

*Forum*

*Girl Crazy*

*Guys and Dolls*

*Gypsy*

*Hello, Dolly!*

*How to Succeed in Business*

*I Do! I Do!*



## Performance Musician for Jazz, Rock, Pop

Phil Rich Big Band, Portland, ME (2018-present)

Pat Michaud Big Band (2002-present)

The Fogcutters Big Band, Portland, ME (2009-2017)

Maine performances for Barry Manilow, Clem DeRosa, The Manhattan Transfer, Joan Rivers, Marvin Stamm (2000-2015)

Al Cory Big Band, Waterville, ME (1997-2012)

Red Light Revue, Bass trombone, Portland, ME (1997-1998)

United Women's Orchestra, Köln, Germany (1997)

Kit McClure Big Band, New York, Lead trombone, bass trombone, assistant conductor (1996-1998)

Recorded the CD "Burning"

Jazz festivals:

Ottawa, Ontario

Hartford, CT

Newark, NJ

Stamford, CT

South Street Seaport, NY

World Financial Center, NY

Seneca Falls, NY Franklin, TN

Reading, PA

Venues in NYC and throughout the U.S, Europe, and Japan

Presidential Inaugural Ball, Washington, DC (1993 and 1997)

Democratic National Convention, Atlanta, GA; New York, NY (1989-1993)

The Diva Jazz Orchestra, Radio City Music Hall, New York, Bass trombone, with Maurice Hines (1995)

Recorded the video, "Diva, No Man's Band" (1994)

**Maine Summer Youth Music**, Middle School Camp, Orono, (2005-2008)

- Trombone instruction
- Improvisation classes

**Performance Musician for Orchestra, Opera, Ballet**

Bangor Symphony Orchestra, Bass trombone (2002-present)

Portland Symphony Orchestra, Substitute tenor and bass trombone (1997-present)

Colby College Orchestra, Bass trombone (1997-present)

Bates College Orchestra, Wind Ensemble, bass trombone, euphonium (1997-present)

Bowdoin Summer Festival, Bass trombone (1998-present)

Maine Music Society, Bass trombone (1998-present)

Maine State Ballet Orchestra, Trombone (1998-present)

Portland Ballet Orchestra, Bass trombone (1998-present)

Centre Symphony, New York, Bass trombone, (1993-1996)

New England Symphonic Ensemble, Boston, Bass trombone (1993-1996)

Staten Island Ballet, New York, Bass trombone (1995)

Bronx Opera Company, New York, Bass trombone, contra-bass trombone (1993-1995)

Bronx Chamber Orchestra, New York, Bass trombone (1995)

Mannes College Symphony, New York, Bass trombone (1994-1995)

92nd St. Y Symphonic Workshop, New York, Principal trombone (1989-1994)

Brooklyn Heights Symphony, New York, Principal trombone (1990-1993)

Goldman Band, New York, Substitute euphonium (1988 – 1996)

Seuffert Band, New York, Euphonium (1987-1996)

Liederkrantz Opera, New York, Bass trombone (1987-1990)

**Camden Hills Regional High School**

**Low Brass Instructor (2003-2006)**

**Monmouth Schools, Grades 5-12**

**Band and Orchestra Director (2003-2004)**

**Richmond Schools, Grades 5-12**

**Director of Bands and General Music (2001-2003)**

## Conducting for Festivals and Opera

Assistant Conductor of Brass for All-State Band and Orchestra (2013-2020)

Conductor, Maine Music Educators Association District V High School Honors Orchestra (2008)

Conductor, Waldoboro Opera, Beowulf (2006)

## Invited Lectures

“Jane Austen and Music” (2022). Jane Austen Society of Maine

“Music Education for Figure Skaters” (2020). Online lecture for the United States Figure Skating Association.

“Maine composers during the time of the French Revolution as well as traditional French-Acadian songs from the mid to late 1700’s” (2018 and 2019). Bastille Day Celebration in Castine, Maine

“Music of the United States: A History of Music Through the Lens of the Brass Quartet from Pre-revolutionary War, Early American Psalmody, Broadside Ballads through the First New England School of Music” (2018). Sponsored by the Bangor Symphony Orchestra at the Criterion Theatre, Bar Harbor Maine.

“The Film Scores of John Williams” (2009). University of Maine at Augusta Senior College Golden Circle.

“Middle School Trombone Students – Keep Them Interested, Keep Them Moving”. (2008). Maine Music Educators Association in service conference and All-State Festival.

“Toshiko Akiyoshi” (2008). Colby College: Edith Jones Project, pre-concert lecture.

## Music Camp Instruction

Understanding Music  
Music of the United States  
Western Music History  
Ensembles  
Instrumental Conducting  
Brass Class  
Applied Trombone

**University Service**

- Member of the Curriculum Committee
- Member of Hiring Committees for two Technology Support Positions
- Member of the Commencement Committee

**Bowdoin College, Brunswick, ME (2002-present)**

**Trombone Choir Conductor**

**Major Accomplishments:**

- Conduct trombone choir.
- Teach trombone, bass trombone, and euphonium.

**Instructor of Trombone, Euphonium and Chamber Music (2002-2016)**

- Coached two brass quintets, trombone choir, and woodwind quintet.
- Taught applied trombone and euphonium.

**University of Maine at Farmington (2005-2013)**

**Band Director and Assistant Professor**

- Oversee all aspects of music directing the UMF Concert Band.
- Manage equipment.
- Order music.
- Prepare program notes.
- Conduct all rehearsals and performances.
- Teach applied trombone and euphonium.

**Mt. Ararat High School, Topsham, ME**

**German Teacher (2006-2009)**

**Bates College, Lewiston, Maine**

**Instructor of Trombone & Euphonium (2000-2008)**

- Improved diversity of music program. As of March 1, 2021, 50% of online music majors are African American, Asian, Latino, or Native American.
- Developed flexible course scheduling so that programs serve non-traditional and traditional students.
- Consolidated and streamlined the Performance, Sonic Arts, and Music Education concentrations into a single checklist, simplifying the student experience and the advising process.

#### **Faculty Hiring and Mentorship**

- Interview, hire, and mentor qualified adjunct faculty for new and existing courses.
- Provide teaching strategies to faculty teaching online.
- Conduct teaching reviews.
- Help solve student/faculty disagreements.
- Implemented a Faculty Recital Series of Concerts to showcase program to campus and community members.

#### **Face-to-Face and Online Teaching**

- Developed fully online degree program, and minimal low-residency alternatives for degree program.
- Create new online courses and maintain or improve components of existing courses.

#### **Local and State Outreach**

- Actively recruit music students by attending district-level music workshops and festivals and by visiting high schools and meeting with guidance counselors.
- Coordinate hosting the Kennebec Valley Youth Orchestra and Junior Orchestra, and the Pineland Suzuki School in the Fine Arts building.
- Co-developed Concert Week streaming videos in response to the pandemic restrictions on in-person gatherings
- Schedule and promote all concerts and masterclasses to campus and community members.

#### **Departmental Service as Department Coordinator**

- Coordinate audition and admission of students to B.M. programs.
- Manage curricula for B.M. and A.S. programs.
- Manage music program budget.
- Direct and maintain Associate of Science in Contemporary and Popular Music (A.S.) and Bachelor of Music in Contemporary and Popular Music (B.M.) programs.
- Schedule all music courses, all concerts, and all masterclasses.
- Promote concerts and masterclasses.
- Advise students in the Music Education program and first-year students.
- Teach face-to-face and online courses in music education, history, conducting, and performance:

**APPENDIX B**  
**BA Music Technology**  
**Vitae of Full-time and Part-time Faculty**

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**ANITA-ANN JEROSCH, Ph.D.**

University of Maine at Augusta  
46 University Drive  
Augusta, Maine 04330  
Office: 207-621-3179 e-mail: anitaann.jerosch@maine.edu

## Education

**Ph.D. University of Maine**, Interdisciplinary Studies: Music and Education (2021)

**Dissertation:** An Examination of Community Band Members' Ratings of Skills, Traits, and Behaviors of Community Band Conductors.

**Committee:** Drs. Mary Ellin Logue (Co-Advisor), Philip Edelman (Co-Advisor), Richard Nelson, Laura Artesani, and Dan Barrett

**M.M. University of Maine**, Music Performance, Bass Trombone (2003)

**B.M. University of Maine at Augusta**, Music Performance, Bass Trombone (2001)

Honors: Cum Laude

## Teaching Certification

**Professional Teaching Certification**, Music: K-12

State of Maine (2002-present)

## Academic and Conducting Appointments

**University of Maine at Augusta** (2008-present)

**Associate Professor of Music**

**Coordinator**, Department of Contemporary and Popular Music

### Major Accomplishments

#### Program Growth & Improvements

- Doubled growth of music program from 2016 Internal Review to the 2022 External Review.
- Led development and growth of online B.M. degree program.
- Program growth has led to offering multiple sections of music courses that were previously offered every other year.

MUS 345 Applied Lessons 2 CR

MTK 420 The Role of Audio in Extended Reality 3 CR

MUS 435W Senior Seminar: Contemporary Music, 1945 to the Present 3 CR

MUS 447 Applied Lessons 2 CR

MUS 448 Senior Concert or Portfolio 2 CR

**Complete 12 credit hours from the following upper-level electives (12):**

Any MUS, MUH, MTK, or NMD (UMaine) upper-level electives

**General Education Requirements: (31 Credit Hours)**

CIS 1XX 3 CR

COM 1XX 3CR

ENG 101 College Writing 3 CR

MAT 1XX 3 CR

Complete any lab science 4 CR

Complete any two Humanities electives 6 CR

**Complete one of the following courses (3):**

ENG 102W English Literature 3 CR

ENG 317W Professional Writing 3 CR

**Complete two of the following Social Science electives (6):**

ANT 1xx any 100-level Anthropology course

ECO 1xx any 100-level Economics course

ECO 201 Macroeconomics 3 CR

ECO 202 Microeconomics 3 CR

JUS 1xx any 100-level Justice Studies course

POS 1xx any 100-level Political Science course

PSY 1xx any 100-level Psychology course

SOC 1xx any 100-level Sociology course

SSC 1xx any 100-level Social Science course

**General Electives (6 Credit Hours):**

Complete 6 general elective credits, enough to reach 121 total credits.

**APPENDIX A****Bachelor of Arts in Music Technology**

Bachelor of Arts in Music Technology  
 Minimum 121 Credit Hours  
 Writing Intensive Course  
 Minimum Cumulative G.P.A.: 2.00

30 Credit Hours of Residency Courses  
 9 Credits of Upper-Level Major Residency  
 Courses Minimum G.P.A. in the Major: 2.00

**Program Major Requirements (84 Credit Hours):**

Bachelor's Degree Audition/Interview/Portfolio

Complete three credits of any MTK, MUH, or MUS 1XX or 2XX 3 CR

MUH 1XX complete any 100-level MUH course 3 CR

MUS 101 Music Theory Blended: Contemporary and Traditional I 3 CR

MUS 111 Aural Skills I 1CR

MUS 181 Piano Lab I 1 CR

MUS 102 Music Theory Blended: Contemporary and Traditional II 3 CR

MUS 112 Aural Skills II 1CR

MTK 103 Transducers and Processors 3 CR

MUS 141 Applied Music: Major Instrument, Voice or Composition 2 CR - complete four semesters for 8 CR

MTK 100 Audio Recording I 3 CR

MTK 101 Audio Recording II 3 CR

MTK 220 Intro. to Electronic Dance Music (EDM) and Hip-Hop 3 CR

MTK 210 Ear Training for Audio Engineers I 1 CR

MUS 211 Ear Training for Audio Engineers II 1 CR

MTK 230 Audio Electronics: Concepts, Circuits and Control 3 CR

MTK 231 Audio Electronics: Electronic Prototyping Platforms 3 CR

MTK 200 Audio Editing Lab 1 CR

MUS 270 Music Business 3 CR

MUS 271 Music Notation Software 3 CR

**Students must successfully complete 9 credits of General Education requirements prior to junior year.**

MTK 300 Audio Mixing Lab 1 CR

MTK 301 Audio Mastering 3 CR

MTK 320 Intro to Visual Programming for Music 3 CR

MTK 330 Basics of Synthesis 3 CR



minimum the external review team interviewing the program's students, faculty, college Dean, and the Provost.

7. The external review team confers, and prepares an outline that the consultant(s) will use in preparing a written evaluation of the program under review. The consultant(s) submits within two weeks the written evaluation to the other members of the external review team for their review and comment. They are to respond with any concerns to the consultant within one week. The consultant then has a week to make any final edits.
8. The consultant(s) submits the final edit of the external review to the Dean. The Dean immediately forwards copies to the program coordinator and the Provost.
9. Within four weeks, the program prepares a written response to the consultants' evaluation and forwards copies of the response to the college dean and the Provost.
10. Within two weeks following the faculty's response to the external review, the Dean will convene a meeting with the faculty to develop a work plan to address any needed/desired changes that have evolved from the review process.
11. Once the work plan is completed, it will be presented to the provost and Senate's Academic Planning and Priorities Committee (as appropriate).
12. The Provost writes a program evaluation in consultation with the Dean based upon the self-study, external review, faculty response to the external review and the work plan developed by the faculty and Dean.

semester are subject to student evaluations. In addition, all programs periodically prepare a program review, which is then reviewed by external experts.

The purpose of program review is to gain new perspectives and improve the quality of academic programs. The review provides information, analysis, and evaluation that will help the University identify program strengths, suggest areas for improvement, and make recommendations and commendations. External program review requirements are aligned with NEASC and UMS program review expectations as well as to the goals within UMA's Strategic Plans. Per University of Maine System policies, initial review of the new graduate program will occur after 2 years, with results reported to the Vice Chancellor for Academic Affairs. Subsequent reviews take place every 5 years. The music program is also in the process of applying for National Association of Schools of Music accreditation, which will have a thorough review process for the initial review and subsequent reviews every five years.

**UMA Program Review Procedures:**

1. The program forwards their completed internal self-study report to the Dean of the college and the Provost. This report is supported by an archive of primary data.
2. Program faculty, consulting with their college dean, prepare for the provost both a schedule and a list of two – four external professionals, which includes faculty from other universities and colleges in and out of Maine, as potential consultants to lead the external review team and prepare the team's report.
3. The Provost in consultation with the Dean selects one or two consultants from this list for the review. As of November 12, UMA will commit to each program review \$1,000. The Provost will pay \$500 and the college and program will commit to the balance. This is a minimum commitment and can be negotiated between the Dean and Provost.
4. The consultant(s) will be part of an external review team. Each team will consist of at least three members. Program faculty will nominate to their dean at least two other members (from two of the different options that follow) of the review team from: practicing professionals in a related field; employers of alumni who graduated from the program in the past three years; recent graduates (not employed by the consultant) who are working in a related field, or; secondary (with a rationale) and post-secondary educators in the field.
5. The Dean contacts the consultant(s) and the other members of the team, and makes arrangements for a 1-day site visit. The Dean sends the completed self-study to the consultant(s) and other members of the team.
6. A one-day site visit takes place, hosted by the Dean with oversight for the program under review. The college office will ensure that logistical issues are addressed as well as the needs of the reviewer(s). The day will include at

<b>Projected Credit Hours</b>	1,000	1,900	2,710	3,439	4,095
<i>Assume 20 Music credits per student</i>					

Projected Tuition Rates	252.00	260.00	268.00	276.00	284.00
<b>Projected Tuition Revenue</b>	<b>252,000</b>	<b>494,000</b>	<b>726,280</b>	<b>949,164</b>	<b>1,163,008</b>

**Projected Expenses**

Adjunct Faculty (6 credits each)

Lecturer I	6,570	6,767	6,970	7,179	7,395
Lecturer I	6,570	6,767	6,970	7,179	7,395
Lecturer II	7,812	8,046	8,288	8,536	8,792
Assistant Professor of Music	28,061	28,903	29,770	30,663	31,583
<i>1/2 salary attributed to B.M. in Contemporary &amp; Popular Music</i>					
Total Benefits (PT - 8.2%; FT - 51%)	16,029	16,510	17,005	17,516	18,041
<b>Total Compensation</b>	<b>65,042</b>	<b>66,993</b>	<b>69,003</b>	<b>71,074</b>	<b>73,206</b>
Software	5,000	5,000	5,000	5,000	5,000
Supplies & Materials	800	800	800	800	800
<b>Projected Expenses</b>	<b>70,842</b>	<b>72,793</b>	<b>74,803</b>	<b>76,874</b>	<b>79,006</b>

The projected expenses are anticipated additional expenses. Expenses may rise with software and hardware prices. As enrollment increases, we will need to expand adjunct and full-time faculty.

**VII. Program assessment and evaluation****a. Student Outcomes**

Student outcomes are aligned with each of our courses and are assessed and evaluated within each course by testing, presentations, oral reviews, concerts, recitals, and group projects. The music program also implements comprehensive student outcomes twice during the students' career at UMA in the form of juries. Students undergo a Junior Jury or Portfolio Review and a Senior Jury or Portfolio Review, which is also a capstone. In these juries, students are presenting recitals of performance on their major instrument, or portfolios of compositions, audio recording, music technology, or music education. The students are presenting this material to a panel of UMA instructors. They cannot move on to the next level of courses unless the jury is passed.

**b. Program Reviews**

All UMA programs are required to submit an annual report to the respective Vice President of Academic Affairs, including course offerings, enrollments, number of matriculated students, and number of graduates. All courses offered each

Lindsey Wiehl, D.A.  
Assistant Professor of Music

UMA Part time Music Faculty

Noah Cole, BM, Manager of the UMA Recording Studio  
and Adjunct Instructor of Music

Walter Clissen, MFA

Joshua DeScherer, DMA

Todd Campbell, DMA

Jordan Hargreaves, MM

**i. Vita of faculty**

Vitae of full-time faculty and music technology part-time faculty can be found in Appendix B.

**ii. Specific effect on faculty assignments**

There will be no need for adjustment of Full-time faculty assignments because there are core courses in both the B.M. in Contemporary and Popular Music and the B.A. in Music Technology which are the same. Part-time faculty were hired specifically for the music technology degree. These faculty can also teach the music and music technology courses in the B.M. in Contemporary and Popular Music.

**VI. Total Financial Consideration**

<b>B.A. Music Technology</b>					
<b>Anticipated Budget</b>					
<b>9/24/2023</b>					
<b><u>Headcount</u></b>	<b><u>FY24</u></b>	<b><u>FY25</u></b>	<b><u>FY26</u></b>	<b><u>FY27</u></b>	<b><u>FY28</u></b>
Year 1	50	50	50	50	50
Year 2	-	45	45	45	45
Year 3	-	-	41	41	41
Year 4	-	-	-	36	36
Year 5	-	-	-	-	33
<b>Total Headcount</b>	50	95	136	172	205
<i>Assume 10% attrition</i>					

MTK 301 Audio Mastering (3cr)  
MTK 320 An Introduction to Visual Programming for Music (3cr)  
MTK 330 Basis of Synthesis (3cr)  
MTK 400 Interactive Game Audio (3cr)  
MTK 420 The Role of Audio in Extended Reality (3cr)

**c. Experiential learning opportunities**

MUS 495 Internship in Music Business provides field experience for students who wish to intern in a recording studio, either on the UMA campus or where they live. They can also intern in the field of live sound.

**d. Impact of program on existing programs**

The Bachelor of Music in Contemporary and Popular Music courses will see an increase in course registrations due to the Music Technology students sharing the same music theory and composition courses and taking upper-level MUS courses as electives.

**e. Online and hybrid delivery**

UMA is known for its distance mission. The music program has adopted that mission and has pledged access to students across the state of Maine, the United States, and globally. UMA delivers its music programming through distance modalities with a combination of asynchronous online, synchronous online (Zoom), videoconference, ITV, and hybrids of any the above. We do not offer face-to-face courses on campus without a distance component. Students can come to a campus or center for a face-to-face experience, but the course is live-streamed and/or recorded for delayed viewing.

**f. Micro-credentials**

The UMA B.M. in Music Technology has a Certificate in Music Technology.

**g. Music Technology students will have the opportunity to receive Avid Pro-Tools Certification after the successful completion of MTK 100 Audio Recording I (3CR) and MTK 101 Audio Recording II (3CR) and successfully pass the Pro-Tools exam.**

**h. Music Technology students will have the opportunity to receive Avid Sibelius Certification after the successful completion of MUS 271 Music Notation Software and the accompanying Sibelius exam.**

**V. Program resources**

UMA Full time Music Faculty

Anita Jerosch, Ph.D.

Associate Professor of Music and Department Coordinator

Christine Letcher, Ph.D.

Assistant Professor of Music

Occupation table for QCEW Employees from Lighcast (analyst.lightcast.io) accessed October 2023, including number of jobs by year, change between recent years and percent change over time.

Description	2021 Jobs	2022 Jobs	2021-22 Change	2021-22 % Change
Audio and Video Technicians	51,699	55,556	3,857	+7%
Sound engineer Technicians	11,538	13,358	1,820	+16%
Broadcast Technicians	26,056	33,708	7,652	+29%
Media and Communications Equipment Worker	198,913	225,105	26,192	+13%
Musicians, Singers and related Workers	37,513	44,740	7,227	+19%

**b. Educational, economic and/or social needs**

- Relevant and innovative academic programming
- Addressing the Maine teacher shortage, particularly in Music Education
- Educating music educators in 21st century practices in Contemporary and Popular Music including Music Technology
- Integrating STEM in Arts Education
- Collaboration with UMA's College of Business and Professional Studies in the areas of CIS and research

**IV. Program Overview**

**a. Required and elective courses**

See appendix A for UMA checksheet

**b. Development of new courses**

Twelve new courses totaling 28 credits were approved by the Curriculum Committee and added to the B.A. in Music Technology Checksheet.

MTK 103 Transducers and Processors (3cr)

MTK 200 Audio Editing Lab (1cr)

MTK 210 Ear Training for Audio Engineers I (1cr)

MTK 211 Ear Training for Audio Engineers II (1cr)

MTK 230 Audio Electronics: Concepts, Circuits and Control (3cr)

MTK 231 Audio Electronics: Electronic Prototyping Platforms (3cr)

MTK 300 Audio Mixing Lab (1cr)

2. Students will demonstrate critical listening skills, particularly as it applies to audio engineering.
3. Students will demonstrate knowledge of music notation, score reading, and music notation software.
4. Students will demonstrate knowledge of audio engineering software and applications.
5. Students will demonstrate knowledge of audio electronics.
6. Students will demonstrate knowledge of the audio recording process.
7. Students will demonstrate knowledge of the music industry and business.
8. Students will demonstrate knowledge of music history and how it applies to contemporary and popular music.
9. Students will demonstrate skills in music creation.
10. Students will demonstrate skills in critiquing music performance.

### **III. Evidence of Program Need**

#### **a. Market analysis/c. indicators of workforce demand**

The following are data collected from the Bureau of Labor Statistics:  
(<https://www.bls.gov/ooh/healthcare/occupational-therapy-assistants-and-aides.htm>)

- Occupational Therapists, which includes Music Therapists is a field with an expected 25% labor growth.
- Physical Therapists, which includes Music Therapists, has an expected 26% labor growth.
- Broadcast and Sound Engineers 10% growth.

The greater Boston, MA area is becoming a world leader in music technology with some of the best music technology companies such as Bose, Yobe, Eversound, iZotope, Native Voice, RadioPublic, POW Audio, AVID, and ROCKI. The greater Portland, ME area is becoming a regional leader in music technology with companies such as MedRhythms, Acadia Studio, Flying Sound, The Studio Portland, and multiple Grammy winning Gateway Mastering Studios, among others.



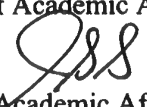
OFFICE OF THE VICE PRESIDENT  
FOR ACADEMIC AFFAIRS & PROVOST

207.621.3360 office | 207.621.3293 fax

46 University Drive, Augusta, Maine 04330-9488  
www.uma.edu | 1.877.UMA.1234

MEMORANDUM

**TO:** Jeffrey St. John  
Vice Chancellor of Academic Affairs

**FROM:** Joseph Szakas   
Vice President of Academic Affairs/Provost

**DATE:** December 18, 2023

**SUBJECT:** Program Proposal (Steps 2 & 3): Bachelor of Arts in Music Technology

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The University of Maine at Augusta (UMA) is seeking approval of a program proposal for a Bachelor of Arts degree in Music Technology to begin in the Fall of 2024.

**Rationale:**

UMA's Music Program is well-suited to this new degree. We currently offer music technology courses in our BM degree as today's Contemporary and Popular Music is reliant on music technology. UMA is the only campus in the University of Maine System with a full recording facility including a control room, live room, two sound booths, tech room, sonic arts studio and mac lab. UMA will be the only University in the System with a B.A. in Music Technology. In addition, the UMA B.A. in Music Technology will be the only Music Technology degree available in Maine. Husson University offers a B.S. in Audio Recording, which is entirely technology driven. They do not offer courses in musicianship. Our degree is musician focused as we will require music theory, piano, ear training, and music history courses as well as applied lessons and ensembles. As with our B.M. degree, the B.A. in Music Technology will be available completely online with options for live and low-residency.

APL X-P.1 "Academic Program Approval," Step 2: Development of Program Proposal, states that upon approval of an ITP from the VCASA office, a Program Proposal will be prepared and evaluated through the university's normal curricular process(es). After completion of the program proposal, the university-level evaluation is initiated by the distribution of the proposal to the university's normal curricular process.

UMA's Intent to Plan for a BA in Music Technology was reviewed by the Chief Academic Officers in July 2022 and approved by the Vice Chancellor of Academic Affairs on September 2,



2022. The BA in Music Technology has received full review and approval by the appropriate campus stakeholders including the Music Department Coordinator, Dean of the College of Arts and Sciences, UMA Curriculum Committee, UMA Faculty Senate, myself and the President. In addition, UMA's BA Music Technology program has received support from the University of Maine's School of Computing and Information Science (SCIS), and the University of Maine at Farmington's Music faculty.

APL X-P.1 "Academic Program Approval," Step 3: University of Maine System (UMS) Evaluation states, after campus approval of the new program proposal, the University of Maine System (UMS) review is initiated by submission of the proposal by the University President (or designee) to the Vice Chancellor for Academic and Student Affairs (VCASA), who will acknowledge receipt of the document and distribute the proposal electronically to the members of the CAOC. The CAOC will review and discuss the proposed program at the first available CAOC meeting.

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

University of Maine System  
Board of Trustees

**AGENDA ITEM SUMMARY**

**NAME OF ITEM:** Annual Awarding of Academic Degrees

**INITIATED BY:** Dannel P. Malloy, Chancellor

**BOARD INFORMATION:**

**BOARD ACTION:** X

**BOARD POLICY:**

303: Academic Degrees

**UNIFIED ACCREDITATION CONNECTION:**

None

**BACKGROUND:**

In accordance with Board of Trustees Policy 303, the Board approves the awarding of academic degrees.

That the Academic and Student Affairs Committee approved the following resolution to be forwarded to the Consent Agenda for Board of Trustee approval at the January 28-29, 2024 Board meeting.

**TEXT OF PROPOSED RESOLUTION**

That the Board of Trustees of the University of Maine System authorize the awarding of degrees during Commencement ceremonies for the 2023-2024 academic year to those students fully recommended by the appropriate faculties and the presidents of the respective institutions of the University of Maine System.

University of Maine System  
Board of Trustees

**AGENDA ITEM SUMMARY**

**NAME OF ITEM:** Capital Center Space Renovation, UMA

**CAMPUS PRESENTER(S):** President Jenifer Cushman

**INITIATED BY:** Dannel P. Malloy, Chancellor

**BOARD INFORMATION:**

**BOARD ACTION:** X

**BOARD POLICY:**

701 – Budgets, Operating & Capital

**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.

**UMS STRATEGIC PLAN CONNECTION:**

This request relates to the UMS Strategic Plan through Commitment 1 (serving the state of Maine, its constituents, and its economy) and Teaching Action 2 (expansion of access to course offerings).

**BACKGROUND:**

**a. Summary of the request**

The University of Maine System acting through the University of Maine at Augusta requests authorization to spend up to \$6.3 million for the renovation of the recently leased Capital Center. Funding for this project is derived from federal funds dedicated to this development.

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

The total budget is \$6.3 million, with the project being divided into two phases. Phase I is \$1.8 million and federal funds are on hand. Phase II is \$4.5 million and is contingent

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upon the receipt of additional federal funding which is currently under consideration at the federal level. The request is pursuant to Board Policy 701 – Budgets, Operating & Capital, which requires projects with a total cost of more than \$500,000 to be considered by the Board of Trustees or its Finance, Facilities & Technology Committee. In this case the Committee recommendation will be forwarded to the Board of Trustees Consent Agenda at the January 28-29, 2024, Board 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.

The two phases will renovate the 20,130 square feet of space and may include demolition; plumbing; fire protection; HVAC; electrical; framing; doors and door hardware; interior finishes; mechanical systems; audio/visual components; and equipment.

**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**

At its April 26, 2023, meeting, the Finance, Facilities & Technology Committee approved the lease of 20,130 square feet of space at "The Marketplace" in Augusta. This lease was subsequently approved by the Board of Trustees at its May 21-22, 2023, meeting. UMA's FY24 operating budget was developed with these additional operating expenses included.

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

The Phase I budget of \$1.8 million is covered by UMA's portion of the "Improving Access to Care and Patient Outcomes across Maine" federal earmark. The Phase II budget of \$4.5 million is contingent upon the receipt of additional federal earmarked funding.

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

None

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

Early planning is underway, and occupancy for Phase I is expected no later than fall semester 2024. Occupancy for Phase II is contingent upon funding, and it is hoped it will occur prior to the end of calendar year 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 recommendation to be forwarded to the Consent Agenda for Board of Trustee approval at the January 28/29, 2024 Board meeting.

**TEXT OF PROPOSED RESOLUTION:**

That the Board of Trustees approves the recommendation of the Finance, Facilities & Technology Committee and authorizes the University of Maine System acting through the University of Maine at Augusta to expend up to \$6.3 million to renovate and equip 20,130 square feet at the UMA Capital Center, contingent upon sufficient federal funding.

University of Maine System  
Board of Trustees

**AGENDA ITEM SUMMARY**

**NAME OF ITEM:** Lease Authorization Request, Augusta Civic Center, Augusta, Maine,  
UMA

**CAMPUS PRESENTER(S):** President Jenifer Cushman

**INITIATED BY:** Dannel P. Malloy, Chancellor

**BOARD INFORMATION:**

**BOARD ACTION:** X

**BOARD POLICY:**

801-Acquisition of Real Property

**UNIFIED ACCREDITATION CONNECTION:**

Provides immediate space requirements for the UMA Nursing program and space for future program expansion.

**UMS STRATEGIC PLAN CONNECTION:**

This request relates to the UMS Strategic Plan through Commitment 1 (serving the state of Maine, its constituents, and its economy), Teaching Action 2 (expansion of access to course offerings), and Service Action 1 (initiatives that serve Mainers and their communities).

**BACKGROUND:**

**a. Summary of the request**

The University of Maine System acting through the University of Maine at Augusta requests authorization to extend the lease of 16,400 square feet from the Augusta Civic Center, 76 Community Drive, Augusta, 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 an initial term of three years with two one-year extensions. The initial annual cost is \$109,227.36. Subsequent renewals will incorporate percentage increases in the consumer price index not to exceed 4%. The total maximum cost over the duration of the lease is estimated to be approximately \$602,000.

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

This space has been utilized by UMA for numerous years to house its Nursing program and its Augusta Fitness Center. Nursing will continue its occupancy until such time that it relocates to the Capital Center location. The Fitness Center will remain in its current

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location. The vacated space will provide opportunities for expansion of other programs and much needed swing space during remodeling projects. Continuance of this lease also represents the ongoing partnership between UMA and the City of Augusta.

**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**

None

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

Estimated annual expenses are currently included in UMA's FY24 E&G operating budget, and future budgets will be adjusted accordingly.

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

The existing space is being leased to UMA at a rate that is below market value. It would be very difficult if not impossible to find comparable space at this cost, and no other space would be adjacent to the UMA Augusta campus.

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

Expected extension to begin January 1, 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.**

None

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

The continuance of this lease meets the immediate need for space for the UMA Nursing program and the long-term need for space to house the UMA Fitness Center, as well as the long-term need for expansion and swing space. Maintaining the positive relationship and partnership with the City of Augusta is critical to the future 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 January 28/29, 2024 Board meeting.

**TEXT OF PROPOSED RESOLUTION:**

That the Board of Trustees approves the recommendation of the Finance, Facilities & Technology Committee and authorizes the University of Maine System acting through the University of Maine at Augusta to extend the lease of 16,400 square feet with the Augusta Civic Center, with an initial period of three years with the possibility of two one-year extensions at a total cost not to exceed \$602,000; with all final terms and conditions subject to review and approval of 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:** Disposal of Real Property - Bangor Campus, UMA

**CAMPUS PRESENTER(S):** President Jenifer Cushman

**INITIATED BY:** Dannel P. Malloy, Chancellor

**BOARD INFORMATION:**

**BOARD ACTION:** X

**BOARD POLICY:**

802 – Disposition or University as Lessor of Real Property

**UNIFIED ACCREDITATION CONNECTION:**

n/a

**UMS STRATEGIC PLAN CONNECTION:**

This request relates to the UMS Strategic Plan through Commitment 1 (serving the state of Maine, its constituents, and its economy), Service Action 1 (initiatives that serve Mainers and their communities), and Effective Infrastructure Portfolio Action 2 (achieve efficiencies through space reduction).

**BACKGROUND:**

**a. Summary of the request**

The University of Maine System acting through the University of Maine at Augusta requests authorization to sell four acres of real property located on the UMA Bangor campus.

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

The request is pursuant to Board of Trustees Policy 802 – Disposition or Lessor of Real Property, which requires Board of Trustees approval if the value of the real property is greater than \$100,000; and Administrative Practice Letter II-F – Sale or Lease of Real Property to Third Parties, which normally requires a competitive bid process. UMA requests a waiver of the bid process and requests approval to sell four acres of its Bangor campus to the Bangor Housing Authority/Bangor Housing Development Corporation at the appraised value of \$160,000. This independent appraisal was conducted under the direction of UMS and UMA. The request is for the Committee's recommendation to be forwarded to the Consent Agenda for the Board of Trustees January 28-29, 2024, meeting. The \$160,000 of proceeds will go toward security enhancement of the Bangor campus.

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

This parcel of land is undeveloped and has never been utilized by UMA. The parcel is surrounded on three sides by land already owned by the Bangor Housing Authority (BHA), on which BHA will be constructing much needed affordable senior housing. BHA approached UMA about the purchase of these four acres which would provide even

1/18/2024



more affordable senior housing and a more effective layout of the development. UMA has no short-term or long-term plans for this parcel. Given that utilization of this parcel is quite limited for any other third party as there would be no access to the property, UMA requests that a competitive bid process not be required.

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

Immediately adjacent to the UMA Bangor campus is a settlement of unhoused individuals. Safety concerns for UMA students, faculty, and staff have arisen. Security steps have been taken, and UMA wishes to enhance those measures. The sale of this property and the subsequent development will provide an additional buffer for the Bangor campus and improve the safety of the campus.

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

None

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

BHA has cash on hand for the purchase of the real property, so no financing on the part of the University of Maine System/University of Maine at Augusta is required.

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

No other parcels of the Bangor campus meet the needs of the BHA development.

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

Development of the real property is expected to begin shortly after closing of the sale.

**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.**

None

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

UMA hope to expedite this sale and to move quickly on additional safety/security measures for the Bangor campus.

The Finance, Facilities and Technology Committee approved this recommendation to be forwarded to the Consent Agenda for Board of Trustee approval at the January 28/29, 2024 Board meeting.

**TEXT OF PROPOSED RESOLUTION:**

That the Board of Trustees approves the recommendation of the Finance, Facilities & Technology Committee and authorizes the University of Maine System acting through the University of Maine at Augusta to waive competitive bidding and to sell four acres of the UMA Bangor campus to the Bangor Housing Authority/Bangor Housing Development Corporation at the appraised value of \$160,000; with all final terms and conditions subject to review and approval of University of Maine System Treasurer and General Counsel.

University of Maine System  
Board of Trustees

**AGENDA ITEM SUMMARY**

**NAME OF ITEM:** Establishment of the **Agnes Ann Walsh '41 Chair, UM**

**CAMPUS PRESENTER(S):** Joan Ferrini-Mundy, President and John Volin, Executive Vice President for Academic Affairs and Provost

**INITIATED BY:** Dannel P. Malloy, Chancellor

**BOARD INFORMATION:**

**BOARD ACTION:** X

**BOARD POLICY:**

711 Named Chairs and Professorships

**UNIFIED ACCREDITATION CONNECTION:** Students and faculty from any UMS campus will be welcome to participate in programming, special events, educational experiences, and travel supported by the Walsh Chair. In particular, where Walsh Chair resources are expected to reduce the fees students pay for travel study courses, students from other UMS campuses will be able to take these courses at the same reduced fees.

**UMS STRATEGIC PLAN CONNECTION:** The Walsh Chair will support a variety of student-oriented events and activities related to language and culture, with the aim of ensuring that students who benefit from Walsh Chair programming appreciate diverse perspectives in a global context. It aligns especially well with the first two guiding principles of the UMS Strategic Plan: “1. Be student-centric in teaching, learning, service, and research; and 2. Express values of sustainability, quality, affordability, and justice, diversity, equity, and inclusion.” Further, the Walsh Chair’s focus on intercultural experience exemplifies the ideals of the UMS Vision Statement as stated in the Strategic Plan: “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.”

**BACKGROUND:**

The Agnes Ann Walsh '41 Chair is presented to the Board for approval. This chair was created in the University of Maine Foundation in 2022 and will meet the minimum endowment value of \$1,000,000.00 needed to establish a professorship within the University of Maine by the end of December 2023. The Agnes Ann Walsh '41 Chair is presented now, supported with a University of Maine Foundation endowment valuing \$1,044,415.18 as of August 31, 2023.

The purpose of this chair is to improve excellence in educational opportunities at the University of Maine and retain a current, outstanding faculty member in the Department of Modern Languages at the discretion of the Dean of the College of Liberal Arts and Sciences. The annual distributions from the endowment shall be used to supplement the annual salary of the individual. The balance of the income may also be allocated by the holder to provide or support equipment, technical and clerical assistance, outreach and recruitment activities, programming, special events, educational experiences, travel, and other auxiliary support related to the teaching, research, and service mission of the department. The holder of the Agnes Ann Walsh

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'41 Chair shall have an outstanding teaching and scholarly record in an area of modern languages and classics, with a preference for romance languages.

The Agnes Ann Walsh '41 Chair will ordinarily be a tenured faculty member in the department. An ad hoc committee shall be formed and charged with review of applications for the Agnes Ann Walsh '41 Chair, and the committee's recommendation shall be reviewed and approved, according to the University of Maine's standard policies and practices for such committees.

Nominations for the Chair shall be recommended to the Provost and then forwarded to the President of the University of Maine. Appointments shall be for a term of five years and may be renewed according to the standard policies and practices of the University of Maine. The fund shall be administered by the Dean of the College of Liberal Arts and Sciences in consultation with the Provost.

The Finance, Facilities and Technology Committee approved this recommendation to be forwarded to the Consent Agenda for Board of Trustee approval at the January 28/29, 2024 Board meeting.

**TEXT OF PROPOSED RESOLUTION:**

That the Board of Trustees approves the recommendation of the Finance, Facilities and Technology Committee and authorizes the establishment of the Agnes Ann Walsh '41 Chair.

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

University of Maine System  
Board of Trustees

## **AGENDA ITEM SUMMARY**

**NAME OF ITEM:** Hotel Ursa (adaptive reuse of Coburn and Holmes Halls) – Public-Private Partnership Authorization Increase, UM

**CAMPUS PRESENTER(S):** Joan Ferrini-Mundy, President and Vice Chancellor for Research & Innovation; Kelly Sparks, Vice President for Finance and Administration & Chief Business Officer

**INITIATED BY:** Dannel P. Malloy, Chancellor

**BOARD INFORMATION:**

**BOARD ACTION:** X

**BOARD POLICY:**

701 – Budgets, Operating & Capital

**UNIFIED ACCREDITATION CONNECTION:**

The adaptive reuse of two historic buildings on the UM campus into a boutique hotel will enable systemwide access to facilities and programs at the University of Maine. The new hotel public private partnership serves as a model for how university buildings and amenities can be leveraged for use by the Tourism, Hospitality, and Outdoor Recreation (THOR) economies. The new partnership will be leveraged to support education and training pathways for students across the system guiding them towards opportunities in THOR careers.

**UMS STRATEGIC PLAN CONNECTION:**

This project is in direct support of Commitment 2 - Effective Infrastructure Portfolio Actions, Goal 1.1: Address system-wide physical plant needs in relation to other infrastructure needs (e.g., residence hall improvement). We will modernize our aging facilities and improve net asset value.

**BACKGROUND:**

**a. Summary of the request**

The University of Maine System, acting through the University of Maine, requests to increase the authorization for Hotel Ursa (adaptive reuse of Coburn and Holmes Halls) – Public-Private Partnership Authorization of \$3,000,000 for a total expenditure of up to \$3,500,000. This request for additional funding is due to increased costs associated with the building, utilities upgrades, and parking lot construction. These increases are attributed to the project not realizing tax credits, inflation, labor, material shortages, cost escalation in the construction market, and unforeseen costs.

This request is pursuant to Board Policy 701, which requires projects with a total cost of more than \$500,000 and any increases to those projects, be considered by the Board of Trustees or its Finance, Facilities & Technology (FFT) Committee. The request is that the

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FFT Committee forward the authorization to the Consent Agenda at the January 28/29, 2024, Board meeting.

**b. Overall requested budget and funding source(s):**

The current request is for authorization for an additional \$500,000 to come from UMaine's auxiliary reserves. In March of 2022, the Board of Trustees increased the authorized expenditure up to \$3,000,000 for the adaptive reuse of Coburn and Holmes Halls with \$2,000,000 in funding to come from auxiliary reserves and \$1,000,000 from UMaine's annual capital budget. The university and the developer of this public private partnership did not realize New Markets Tax Credits, developer concessions, or potential fundraising capital intended to reduce the overall E&G investment in this project.

**c. Is the project included or reflected in the Master Plan, Long Term capital plan or 1-year capital plan most recently approved by Trustees?**

Yes, this plan is included in the Master Plan and 1-year capital plan.

**d. Detailed explanation of rationale for project and metrics for success of the project (ROI or other)**

No changes from prior Board authorization.

**e. Explanation of the scope and substance of the project as needed to supplement (a) through (d) above. Note: scope includes an explanation of community impact, how the project ties to the University's mission, etc.**

No changes from prior Board authorization.

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

No changes from prior Board authorization.

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

No changes from prior Board authorization.

**h. Project Timeline for: 1. Start 2. Occupancy and 3. Completion**

No changes from prior Board authorization.

**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.**

N/A

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

N/A

The Finance, Facilities and Technology Committee approved this recommendation to be forwarded to the Consent Agenda for Board of Trustee approval at the January 28/29, 2024 Board meeting.

**TEXT OF PROPOSED RESOLUTION:**

That the Board of Trustees accepts the recommendation of the Finance Facilities and Technology Committee and authorizes the University of Maine System, acting through the University of Maine to expend an additional \$500,000 for a total of \$3,500,000 to cover additional unforeseen costs related to the public private partnership of the 99-year ground lease and Definitive Agreement with Radnor Property Group, LLC for the building redevelopment of Coburn Hall and Holmes Hall, and an addition to Holmes Hall. The additional funds will come from annual campus E&G capital budget expenditures.

1/18/24

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:

Undergraduate Student Representative

Alec Brooks, UMPI – Appointed for a 2-year term – January 2024 to January 2026

Graduate Student Representative

**TEXT OF PROPOSED RESOLUTION:**

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

5/12/2023



## University of Maine System Managed Investment Pool

November 30, 2023

**TOTAL PLAN PERFORMANCE**

	Allocation			Performance (%)							
	Market Value (\$)	% of Portfolio	Policy (%)	1 Mo (%)	FYTD (%)	YTD (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)
<b>MIP Composite</b>	<b>361,777,815</b>	<b>100.0</b>	<b>100.0</b>	<b>6.3</b>	<b>1.0</b>	<b>9.9</b>	<b>7.7</b>	<b>3.1</b>	<b>5.9</b>	<b>6.0</b>	<b>4.8</b>
Allocation Index				6.6	1.9	11.2	8.6	4.2	6.8	6.9	5.6
Policy Index				6.7	1.9	11.2	8.7	3.9	6.7	7.0	5.7
<b>Total Domestic Large Cap</b>	<b>92,521,528</b>	<b>25.6</b>	<b>25.0</b>	<b>9.5</b>	<b>3.6</b>	<b>21.2</b>	<b>14.2</b>	<b>9.8</b>	<b>12.5</b>	<b>13.0</b>	<b>11.8</b>
S&P 500 Index				9.1	3.3	20.8	13.8	9.8	12.5	13.0	11.8
SSgA Fossil Fuel Free S&P 500 Index	92,521,528	25.6	25.0	9.5	3.5	-	-	-	-	-	-
S&P 500 Fossil Fuel Free Index				9.5	3.5	-	-	-	-	-	-
<b>Total Domestic Small/Mid Cap</b>	<b>17,285,098</b>	<b>4.8</b>	<b>5.0</b>	<b>8.8</b>	<b>-2.6</b>	<b>6.1</b>	<b>0.5</b>	<b>7.8</b>	<b>9.5</b>	<b>9.8</b>	<b>8.5</b>
Russell 2500 Index				9.0	-2.5	6.1	-0.3	3.3	6.9	7.7	7.5
Westfield Capital	8,462,673	2.3	2.5	9.5	-6.5	5.8	0.9	0.5	8.7	10.7	8.6
Russell 2500 Growth Index				8.9	-5.6	7.0	0.6	-3.4	6.6	8.7	7.9
DFA	8,822,425	2.4	2.5	8.1	1.2	6.9	0.6	15.1	9.3	7.8	7.6
Russell 2000 Value Index				9.0	-0.5	2.0	-4.7	6.5	4.7	4.9	5.7
<b>Global Equity</b>	<b>35,124,005</b>	<b>9.7</b>	<b>10.0</b>	<b>8.6</b>	<b>-1.7</b>	<b>14.9</b>	<b>12.0</b>	<b>4.8</b>	<b>-</b>	<b>-</b>	<b>-</b>
MSCI World Index (Net)				9.4	2.5	18.0	13.0	7.0	-	-	-
Walter Scott Global Equity	35,124,005	9.7	10.0	8.6	-1.7	14.9	12.0	4.8	-	-	-
MSCI World Index (Net)				9.4	2.5	18.0	13.0	7.0	-	-	-
<b>Total International Equity (including emerging markets)</b>	<b>66,511,236</b>	<b>18.4</b>	<b>19.0</b>	<b>8.7</b>	<b>0.2</b>	<b>10.3</b>	<b>9.7</b>	<b>-2.1</b>	<b>2.6</b>	<b>3.7</b>	<b>1.9</b>
MSCI AC World ex USA (Net)				9.0	0.6	10.1	9.3	1.7	5.1	6.0	3.4
Silchester International Value Equity	18,492,626	5.1	5.0	7.4	2.8	13.5	16.3	-	-	-	-
MSCI EAFE (Net)				9.3	0.5	12.3	12.4	-	-	-	-
JO Hambro	16,497,109	4.6	5.0	11.0	-0.8	13.0	12.0	-4.5	-	-	-
MSCI EAFE (Net)				9.3	0.5	12.3	12.4	3.8	-	-	-
Axiom International Small Cap Equity	7,285,703	2.0	2.0	10.2	-1.5	4.6	3.3	-	-	-	-
MSCI EAFE Small Cap (Net)				10.1	0.0	5.5	6.6	-	-	-	-



## University of Maine System Managed Investment Pool

November 30, 2023

**TOTAL PLAN PERFORMANCE**

	Allocation			Performance (%)							
	Market Value (\$)	% of Portfolio	Policy (%)	1 Mo (%)	FYTD (%)	YTD (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)
<b>Emerging Markets Equity</b>	<b>24,235,799</b>	<b>6.7</b>	<b>7.0</b>	<b>7.8</b>	<b>-0.5</b>	<b>8.6</b>	<b>5.9</b>	<b>-0.8</b>	<b>5.0</b>	<b>4.6</b>	<b>2.0</b>
Emerging Markets Equity Custom Benchmark				8.8	4.1	12.1	10.7	1.7	5.6	6.8	3.7
Aberdeen Emerging Mkts	17,127,379	4.7	5.0	6.9	-2.1	3.0	0.0	-7.5	1.8	3.2	1.3
MSCI Emerging Markets (Net)				8.0	0.8	5.7	4.2	-4.0	2.3	4.4	2.1
Mondrian EM Small Cap	7,108,420	2.0	2.0	10.1	3.0	19.7	17.4	7.4	8.7	6.2	-
MSCI Emerging Markets Small Cap				9.6	7.4	18.7	17.4	7.6	8.6	7.6	-
<b>Total Fixed Income</b>	<b>93,536,269</b>	<b>25.9</b>	<b>26.5</b>	<b>3.1</b>	<b>1.0</b>	<b>4.2</b>	<b>4.0</b>	<b>-0.8</b>	<b>2.3</b>	<b>2.4</b>	<b>2.5</b>
Blmbg. U.S. Aggregate Index				4.5	-0.4	1.6	1.2	-4.5	0.7	0.8	1.4
Commonfund	23,199,392	6.4	6.5	4.3	-0.8	1.8	1.5	-4.2	0.7	1.1	1.6
Blmbg. U.S. Aggregate Index				4.5	-0.4	1.6	1.2	-4.5	0.7	0.8	1.4
Fidelity Intermediate Treasury Bond Index (FUAMX)	18,106,492	5.0	5.0	3.8	-0.8	-	-	-	-	-	-
Blmbg. U.S. Treasury Index				3.5	-0.9	-	-	-	-	-	-
Vanguard Inflation-Protected Securities	17,473,040	4.8	5.0	2.6	-0.7	1.2	-0.1	-1.6	2.6	2.0	-
Blmbg. U.S. TIPS				2.7	-0.7	1.2	0.1	-1.5	2.7	2.1	-
Blackrock Strategic Income Opportunities	17,371,281	4.8	5.0	2.9	2.1	4.3	4.4	0.3	2.9	-	-
Libor 3 month Index				0.5	2.4	4.9	5.3	2.6	2.2	-	-
Bain Capital Senior Loan Fund	17,386,064	4.8	5.0	1.2	4.7	12.0	12.1	5.4	5.0	-	-
Credit Suisse Leveraged Loan Index				1.2	4.6	11.3	11.7	5.5	4.7	-	-
<b>Total GAA</b>	<b>26,080,834</b>	<b>7.2</b>	<b>7.5</b>	<b>4.5</b>	<b>0.8</b>	<b>-0.7</b>	<b>-0.6</b>	<b>0.0</b>	<b>2.2</b>	<b>2.6</b>	<b>1.9</b>
40% Bloomberg Agg/30% MSCI ACWI/30% ICE BoA 91-day T-Bills*				4.7	1.3	7.0	5.7	0.7	4.2	5.2	4.2
Newton Global Real Return	26,080,834	7.2	7.5	4.5	0.8	-0.7	-0.6	0.2	3.8	3.6	-
40% Bloomberg Agg/30% MSCI ACWI/30% ICE BoA 91-day T-Bills				4.7	1.3	7.0	5.7	0.7	3.8	3.9	-
<b>Total Hedge Funds</b>	<b>26,391,722</b>	<b>7.3</b>	<b>7.0</b>	<b>0.4</b>	<b>0.9</b>	<b>3.4</b>	<b>5.6</b>	<b>3.6</b>	<b>7.8</b>	<b>5.9</b>	<b>4.2</b>
HFRI Fund of Funds Composite Index				2.6	2.0	4.4	4.7	2.9	4.4	4.0	3.2
Lighthouse	26,391,722	7.3	7.0	0.4	0.9	3.4	5.6	3.6	7.8	6.3	-
Credit Suisse Long/Short Equity				3.7	3.7	10.0	10.2	5.4	5.8	5.8	-



## University of Maine System Managed Investment Pool

November 30, 2023

**TOTAL PLAN PERFORMANCE**

	Allocation			Performance (%)							
	Market Value (\$)	% of Portfolio	Policy (%)	1 Mo (%)	FYTD (%)	YTD (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)
<b>Private Equity</b>	<b>959,211</b>	<b>0.3</b>	<b>0.0</b>	<b>0.0</b>	<b>-2.8</b>	<b>-5.3</b>	<b>-6.5</b>	<b>6.3</b>	<b>2.8</b>	<b>7.5</b>	<b>-</b>
Landmark Equity Partners XV	959,211	0.3	0.0	0.0	-2.8	-5.3	-6.5	6.3	2.8	7.5	-
CJA US All PE (1 Qtr Lag)				0.0	2.8	6.8	7.4	21.4	15.4	16.0	-
<b>Total Cash</b>	<b>3,367,911</b>	<b>0.9</b>	<b>0.0</b>								
Distribution Account	3,367,911	0.9	0.0	0.4	1.6	4.2	4.4	1.8	1.5	1.4	1.0
90 Day U.S. Treasury Bill				0.4	2.2	4.5	4.9	2.0	1.8	1.7	1.2

## Notes:

Fiscal YTD begins 7/1

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



# DISCLAIMERS & DISCLOSURES

Past performance is no guarantee of future results.

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

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

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

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

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

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

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





## University of Maine System Operating Fund

November 30, 2023

**TOTAL FUND PERFORMANCE**

	Allocation			Performance (%)							
	Market Value (\$)	% of Portfolio	Policy(%)	1 Mo (%)	FYTD (%)	YTD (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)
<b>Operating Funds Composite</b>	<b>259,351,168</b>	<b>100.0</b>	<b>100.0</b>	<b>2.4</b>	<b>2.3</b>	<b>5.6</b>	<b>5.6</b>	<b>1.9</b>	<b>3.6</b>	<b>3.3</b>	<b>2.7</b>
<i>Allocation Index</i>				2.4	2.4	6.4	6.2	1.8	3.2	3.0	2.6
<b>Liquidity Pool Composite</b>	<b>68,909,357</b>	<b>26.6</b>	<b>30.0</b>	<b>0.4</b>	<b>1.8</b>	<b>3.7</b>	<b>4.0</b>	<b>1.8</b>	<b>1.7</b>	<b>1.6</b>	<b>1.2</b>
State Pool	41,020,498	15.8		0.4	1.7	3.1	3.3	1.6	1.7	1.6	1.2
BOA General Fund	3,280,953	1.3		0.2	0.8	1.7	1.8	1.0	0.9	0.7	0.5
Federated Gov't Obligations	12,020,614	4.6		0.6	2.5	5.5	5.9	2.4	2.0	1.7	-
JP Morgan US Gov't Money Market Fund	12,587,292	4.9		0.4	2.2	4.9	5.2	2.2	1.8	1.6	-
<i>90 Day U.S. Treasury Bill</i>				0.4	2.2	4.5	4.9	2.0	1.8	1.7	-
<b>Income Pool Composite</b>	<b>124,078,298</b>	<b>47.8</b>	<b>47.5</b>	<b>2.0</b>	<b>2.2</b>	<b>4.7</b>	<b>5.0</b>	<b>-0.1</b>	<b>2.1</b>	<b>1.9</b>	<b>1.8</b>
Income Research + Management	70,455,636	27.2	26.0	1.2	2.3	3.9	4.3	0.1	2.0	1.7	1.5
<i>Blmbg. 1-3 Year Gov/Credit index</i>				1.2	2.2	3.4	3.6	-0.3	1.4	1.3	1.1
BlackRock Strategic Income Opportunities	18,421,811	7.1	7.0	2.9	2.1	4.2	4.1	0.2	2.9	2.8	-
<i>Libor 3 month Index</i>				0.5	2.4	4.9	5.3	2.6	2.2	2.1	-
Baird Aggregate Bond Fund - BAGIX	20,087,534	7.7	7.5	4.6	-0.2	2.2	2.2	-	-	-	-
<i>Blmbg. U.S. Aggregate Index</i>				4.5	-0.4	1.6	1.2	-	-	-	-
Bain Senior Floating Rate Fund	15,113,316	5.8	7.0	1.2	4.7	12.0	12.1	-	-	-	-
<i>Credit Suisse Leveraged Loan Index</i>				1.2	4.6	11.3	11.7	-	-	-	-
<b>Total Return Pool Composite</b>	<b>66,363,513</b>	<b>25.6</b>	<b>22.5</b>	<b>5.5</b>	<b>1.9</b>	<b>8.8</b>	<b>7.8</b>	<b>4.7</b>	<b>7.6</b>	<b>7.1</b>	<b>5.4</b>
Lighthouse	13,022,353	5.0	5.0	0.4	0.9	3.4	5.6	3.6	7.8	6.3	-
<i>Credit Suisse Long/Short Equity</i>				3.7	3.7	10.0	10.2	5.4	5.8	5.8	-
Newton Global Real Return	14,038,058	5.4	4.0	4.5	0.8	-0.7	-0.7	0.1	3.7	3.5	-
<i>40% Bloomberg Agg/30% MSCI ACWI/30% ICE BoA 91-day T-Bills</i>				4.7	1.3	7.0	5.7	0.7	3.8	3.9	-
PIMCO All Asset	10,351,947	4.0	4.0	4.8	0.2	4.2	2.5	3.5	5.1	5.2	3.9
<i>PIMCO All Asset Index III</i>				4.3	1.0	4.2	3.1	0.1	3.6	3.5	2.6
Silchester International Value Equity	8,898,073	3.4	3.3	7.4	2.7	13.4	16.2	-	-	-	-
<i>MSCI EAFE (Net)</i>				9.3	0.5	12.3	12.4	-	-	-	-
SSgA Fossil Fuel Free S&P 500 Index	20,053,082	7.7	6.2	9.5	3.5	-	-	-	-	-	-
<i>S&amp;P 500 Fossil Fuel Free Index</i>				9.5	3.5	-	-	-	-	-	-

University of Maine System Operating Fund

November 30, 2023

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

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

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







## University of Maine System Pension Plan

November 30, 2023

**TOTAL FUND PERFORMANCE**

	Allocation			Performance (%)							
	Market Value (\$)	% of Portfolio	Policy (%)	1 Mo (%)	FYTD (%)	YTD (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)
<b>Pension Composite</b>	<b>18,360,484</b>	<b>100.0</b>	<b>100.0</b>	<b>4.9</b>	<b>-0.3</b>	<b>6.0</b>	<b>4.9</b>	<b>1.6</b>	<b>5.1</b>	<b>4.9</b>	<b>4.1</b>
Allocation Index				5.1	1.4	7.8	5.6	2.8	5.3	5.4	4.8
Policy Index				5.3	1.5	7.8	5.7	2.7	5.4	5.5	4.9
<b>Total Global Equity</b>	<b>5,730,462</b>	<b>31.2</b>	<b>30.0</b>	<b>8.8</b>	<b>-1.0</b>	<b>16.1</b>	<b>13.3</b>	<b>5.3</b>	-	-	-
MSCI World Index (Net)				9.4	2.5	18.0	13.0	7.0	-	-	-
Walter Scott Global Equity Fund	5,730,462	31.2	30.0	8.8	-1.0	16.1	13.3	5.3	-	-	-
MSCI World Index (Net)				9.4	2.5	18.0	13.0	7.0	-	-	-
<b>Emerging Markets Equity</b>	<b>678,801</b>	<b>3.7</b>	<b>3.0</b>	<b>10.1</b>	<b>3.0</b>	<b>19.8</b>	<b>17.4</b>	<b>7.4</b>	<b>8.7</b>	<b>6.2</b>	<b>3.0</b>
Emerging Markets Equity Benchmark				9.6	7.4	18.7	17.4	7.6	8.7	9.0	5.2
Mondrian EM Small Cap	678,801	3.7	3.0	10.1	3.0	19.8	17.4	7.4	8.7	6.2	-
MSCI Emerging Markets Small Cap				9.6	7.4	18.7	17.4	7.6	8.6	7.6	-
<b>Total Fixed Income</b>	<b>7,736,818</b>	<b>42.1</b>	<b>48.0</b>	<b>3.8</b>	<b>0.6</b>	<b>3.4</b>	<b>3.3</b>	<b>-2.3</b>	<b>1.7</b>	<b>1.7</b>	<b>1.9</b>
Blmbg. U.S. Aggregate Index				4.5	-0.4	1.6	1.2	-4.5	0.7	0.8	1.4
Baird Aggregate Bond Fund - BAGIX	4,539,620	24.7	25.0	4.6	-0.2	2.2	2.2	-	-	-	-
Blmbg. U.S. Aggregate Index				4.5	-0.4	1.6	1.2	-	-	-	-
Fidelity Intermediate Treasury Bond Index (FUAMX)	830,793	4.5	5.0	3.8	-0.8	-	-	-	-	-	-
Blmbg. U.S. Treasury Index				3.5	-0.9	-	-	-	-	-	-
Vanguard Inflation-Protected Securities	411,668	2.2	8.0	2.6	-0.7	1.2	-0.1	-1.6	2.6	-	-
Blmbg. U.S. TIPS				2.7	-0.7	1.2	0.1	-1.5	2.7	-	-
BlackRock Strategic Income Opportunities	947,245	5.2	5.0	2.9	2.1	4.2	4.4	0.3	2.9	-	-
Libor 3 month Index				0.5	2.4	4.9	5.3	2.6	2.2	-	-
Bain Capital Senior Loan Fund	1,007,491	5.5	5.0	1.2	4.7	12.0	12.1	5.4	5.0	-	-
Credit Suisse Leveraged Loan Index				1.2	4.6	11.3	11.7	5.5	4.7	-	-
<b>Total GAA</b>	<b>1,437,154</b>	<b>7.8</b>	<b>8.0</b>	<b>4.5</b>	<b>0.8</b>	<b>-0.7</b>	<b>-0.6</b>	<b>0.2</b>	<b>3.9</b>	<b>3.7</b>	<b>2.7</b>
40% Bloomberg Agg/30% MSCI ACWI/30% ICE BoA 91-day T-Bills*				4.7	1.3	7.0	5.7	0.7	4.2	5.2	4.2
Newton Global Real Return	1,437,154	7.8	8.0	4.5	0.8	-0.7	-0.6	0.2	3.8	3.6	-
40% Bloomberg Agg/30% MSCI ACWI/30% ICE BoA 91-day T-Bills				4.7	1.3	7.0	5.7	0.7	3.8	3.9	-



## University of Maine System Pension Plan

November 30, 2023

**TOTAL FUND PERFORMANCE**

	Allocation			Performance (%)							
	Market Value (\$)	% of Portfolio	Policy (%)	1 Mo (%)	FYTD (%)	YTD (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)
<b>Total Alternative Investments</b>	<b>719,040</b>	<b>3.9</b>	<b>5.0</b>	<b>0.4</b>	<b>0.9</b>	<b>3.4</b>	<b>5.6</b>	<b>3.6</b>	<b>7.8</b>	<b>5.9</b>	<b>4.5</b>
HFRI Fund of Funds Composite Index				2.6	2.0	4.4	4.7	2.9	4.4	4.0	3.2
Lighthouse	719,040	3.9	5.0	0.4	0.9	3.4	5.6	3.6	7.8	6.3	-
Credit Suisse Long/Short Equity				3.7	3.7	10.0	10.2	5.4	5.8	5.8	-
<b>Total Real Assets</b>	<b>1,519,936</b>	<b>8.3</b>	<b>3.0</b>								
Principal	1,519,936	8.3	3.0	-1.2	-4.4	-9.3	-11.9	5.2	4.3	5.4	7.3
NCREIF ODCE				0.0	-1.9	-7.6	-12.1	7.1	5.7	6.4	8.2
<b>Total Cash</b>	<b>538,272</b>	<b>2.9</b>	<b>3.0</b>								
Distribution Account	538,272	2.9	3.0	0.4	1.6	3.6	4.1	1.5	1.3	1.3	0.9
90 Day U.S. Treasury Bill				0.4	2.2	4.5	4.9	2.0	1.8	1.7	1.2

## Notes:

Fiscal YTD begins 7/1

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



## DISCLAIMERS & DISCLOSURES

Past performance is no guarantee of future results.

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

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

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

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

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

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





University of Maine System  
Board of Trustees

## **AGENDA ITEM SUMMARY**

**NAME OF ITEM:** FY2023 Sole-Source Procurement Report

**CAMPUS PRESENTER(S):**

**INITIATED BY:** Roger J. Katz, Chair

**BOARD INFORMATION: X**

**BOARD ACTION:**

**BOARD POLICY:**

Section 700 Financial Affairs

**UNIFIED ACCREDITATION CONNECTION:**

**UMS STRATEGIC PLAN CONNECTION:**

**BACKGROUND:**

While competitive procurement is the University of Maine System standard, there are legitimate reasons allowed by State law and corresponding university policy for waiving the competitive process in unique, well-defined and documented circumstances. Pursuant to State law, UMS and all other quasi-independent state entities must report annually by Feb. 1 to the Maine Legislature any procurements exceeding \$10,000 for which the competitive process was waived, as well as all contributions greater than \$1,000. As part of a continued commitment to public accountability and transparency, in 2019 the System improved the process by which it compiles this report to include a brief description of each purchase as well as review of the report by UMS Trustees before submission to the Legislature.

In FY23, the total value of reportable System procurements for which the competitive process was waived was \$30.7 million, a 7.6% increase from the previous year. More than one-half (\$17.2 million) was a result of a vendor being named specifically in a grant award, typically from a federal agency. About one-third (\$10.2 million) of the total waiver value in FY23 reflects true sole source purchases and many of those purchases were funded by external grants and contracts.

The meeting agenda does not include a presentation of this report; however, Gretchen Catlin and Samantha Warren will be available to address any questions Committee members may have regarding the report's contents.

12/21/2023