January 5, 2016

TO: Members of the Finance/Facilities/Technology Committee

FR: Tracy M. Bigney, Clerk of the Board

RE: January 11, 2016 Finance/Facilities/Technology Committee Meeting

The Finance/Facilities/Technology Committee will meet from **1:00 pm to 4:00 pm on Monday, January 11, 2016.** In addition to the Rudman Board Room at the System Office in Bangor, the following Polycom locations will also be available:

UM – Room 112, Alumni Hall
UMA – Room 125, Robinson Hall
UMF – Computer Commons, Room 006
UMFK – Alumni Conference Room
USM – Rooms 419/427 Wishcamper Center, Portland
Ellsworth Center, Room 2
Conference Call: 1-800-605-5167 code: 743544#

The meeting materials will be posted to the Diligent Board Portal as well as the Board of Trustees website (http://www.maine.edu/about-the-system/board-of-trustees/meeting-agendas/finance-facilities-committee/). If you have questions about the meeting arrangements or accessing the meeting materials please call me at 973-3234.

If you have any questions or desire additional information about the agenda items, please call Vendean Vafiades at 245-4075 or Ryan Low at 581-1541.

cc: James Page, Chancellor
    Presidents
    Vendean Vafiades
    Ryan Low
    David Stevens
    Dick Thompson
    Tracy Elliott
    Chip Gavin
    Miriam White
Finance/Facilities/Technology Committee Meeting - Agenda

Board of Trustees

Finance/Facilities & Technology Committee

January 11, 2016
1:00 pm – 4:00 pm
Rudman Board Room, 3rd Floor, Bangor

AGENDA

1:00 pm – 3:00 pm   Facilities Items

TAB 1 – Footprint Reduction Request, UM
TAB 2 – Cooperative Extension Diagnostic & Research Lab Update and Facility Acquisition Request, UM
TAB 3 – Lease Authorization, UMA
TAB 4 – Annual Facilities Report by Sightlines
TAB 5 – Advanced Structures and Composites Center Project, Including Harold Alfond Foundation Gift and Laboratory Naming, UM
TAB 6 – Capital Project Status Report
TAB 7 – Annual Report on Real Estate and Lease Activity
TAB 8 – Energy Solution Solicitation and Potential Power Purchase Agreement, UM, UMPI, UMS
TAB 11 – Creation of New Major Unit at USM: International Early College High School

3:00 pm – 3:30 pm   Information Technology Items

TAB 9 – Information Technology Work Plan

3:30 pm – 4:00 pm   Finance Items

TAB 10 – Establishment of the Russell S. Bodwell University Distinguished Professorship, UM

Items for Committee decisions and recommendations are noted in red.

Note: Times are estimated based upon the anticipated length for presentation 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 Committee.
AGENDA ITEM SUMMARY

1. NAME OF ITEM: Footprint Reduction Request, UM
2. INITIATED BY: Norman L. Fournier, Chair
3. BOARD INFORMATION: BOARD ACTION: X
4. BACKGROUND:

The University of Maine requests authorization pursuant to Board of Trustee Policy 802 and the associated real property delegation of authority matrix to sell or lease a facility at 101 College Avenue and to enter into additional lease agreements for the site.

The University is in negotiations with previous building owners, Sigma Chi Corporation, for a potential purchase of the facility and lease of the site. The University may also pursue sale or lease arrangements with other potentially interested fraternities or sororities.

The building is currently occupied by the University of Maine Development Office. Those employees are transitioning to the University of Maine Foundation and will be relocated to other spaces, yet to be identified, on the UM campus.

The building is approximately 12,370 gross square feet. The appraised value of the building as of December, 2015 is $510,000.

The University at this time does not intend to pursue sale or lease opportunities other than those described here.

5. TEXT OF THE PROPOSED RESOLUTION

That the Finance, Facilities and Technology Committee forward this item to the Consent Agenda at the January 24-25, 2016 Board of Trustees meeting for approval of the following resolution:

That the Board of Trustees authorizes the sale, lease or other transfer of the facility located at 101 College Avenue and the necessary associated real estate agreements, including a potential long-term ground lease, subject to review and approval of the final terms and conditions by the University of Maine System Treasurer and General Counsel.

1/05/2016
AGENDA ITEM SUMMARY

1. NAME OF ITEM: Cooperative Extension Diagnostic & Research Lab Update and Facility Acquisition Request, UM

2. INITIATED BY: Norman L. Fournier, Chair

3. BOARD INFORMATION: BOARD ACTION: X

4. BACKGROUND:

The University of Maine requests approval pursuant to Board of Trustee policy 701 and 801 to update the previous approval for the development the Cooperative Extension Diagnostic & Research Lab (currently tracked as project #5100387).

The project was approved by Trustees in July of 2015 to expend up to $9 million for the construction of a new facility (see attachment 2.1). This updated request would authorize: a. the purchase and renovation an existing structure; b. an increase in the size of the project of up to a total of 22,000 square feet; and c. authorization to enter associated leases at the new facility of sufficient duration or value that require Trustee approval.

The $9 million funding already authorized for the project remains unchanged. The funding sources include: $8 million from State of Maine General Obligation Bond funding (voter approved in November of 2014) plus $250,000 each from the University of Maine System and UMaine Cooperative Extension as match, and $500,000 for laboratory equipment in grant funds from the Maine Technology Institute.

The amended request is based in part on additional design work that has occurred since approval was granted by Trustees in July 2015 which showed the facility needs of project were greater than the authorized size and potentially greater than the authorized cost. At the end of the schematic design phase, the fully project was approximately 22,000 square feet and the cost was estimated at almost twice the available budget.

The building committee and design and construction team worked diligently to reduce the estimated costs but the outcome was that the building footprint was diminished to the point of hindering the University’s ability to deliver the services initially described. Certain important critical features would need to be sacrificed including the location of offices within the building to house the researchers and staff, meeting space, and teaching/observation space for students of animal and biological studies.

This amended request is prompted in part by the availability for purchase of a building located at 17 Godfrey Drive in Orono, Maine. It is approximately 28,000 square feet and is adequate to house the Cooperative Extension Diagnostic and Research Center, as well as other related and unrelated occupants.
During the process of evaluating the reduction in building size and functionality, the University became aware of this commercial laboratory for sale located at 17 Godfrey Drive in Orono. The building is approximately 28,000 square feet, sits on a land parcel of approximately 6 Acres and was built about fifteen years ago. The building contains both laboratory and office spaces and is located in the Maine Tech Industrial Park among similar uses.

The University has taken initial steps to evaluate the facility and the feasibility of locating its project at this site in lieu of constructing a new building. That preliminary evaluation found the structure to be in very good condition, meeting or exceeding the program needs. The project team seeks authorization to purchase the building and renovate the laboratories, which will gain significant program benefits within the existing approved $9 million budget. Upon completion of the proposed project, while not new, the building renovation age would be effectively reset to zero or close to zero, and the expected Net Asset Value would be at least 80 percent.

Approximately 3,500 square feet of space in the facility currently is leased to another party with a remaining duration of four years and with additional 5-year renewal options. The occupant is an office of the National Oceanic and Atmospheric Administration which would not be a conflict with the proposed space. The University’s intent would be to maintain this lease were it the owner of the facility.

In addition to the plant, animal and insect laboratories of the Center the University potentially would locate the future so-called FISH Lab in this building. The University has identified approximately 3,000 square feet of space available for this purpose. This laboratory requires laboratory space similar to the ones being constructed for the Center and has a good synergy, including staff with shared appointments. The FISH Lab was a project funded by MTI/MTAF grant and approved by the BOT in 2011. The project was removed from the capital project list in 2014 when the University determined that it was unable to build the necessary space with the funding awarded, and at that time the grant award was returned to MTI. This project is currently under consideration once again through the Marine Bond request and will continue to be a campus priority until funding is successful. This current request is identifying this possibility but does not include an actual request to restore the FISH lab project at this time.

The building’s location also affords the laboratory improved access for its customers through its adjacency to I-95.

In addition to the various Trustee policies cited above, increases in facility space also now are presented to Trustees for consideration per the Administrative Review in Facilities Management. The final report, approved in concept by the Board of Trustees in March, 2015, asked the University to adopt processes such that any project which would result in any net increase in the University of Maine System’s footprint, including new leases or renewals, would be considered by the Finance, Facilities and Technology Committee of the Board of Trustees or the full Board of Trustees before being authorized. The request involves a net increase of approximately 16,000 square feet of building space on this campus in addition to the originally approved 12,000 for the Research Center.
UM reports it has identified off-setting space reductions already accomplished within its facility portfolio to ensure this proposed property acquisition will not result in a net increase in space. Increased Maintenance and Utility costs are expected to be approximately $126,000 annually and will be covered centrally. Operating costs will be covered by Cooperative Extension operating budget and service revenue.

Preliminary consultations with bond counsel have indicated the proposed approach is workable.

The revised schedule anticipated in this agenda sheet would include completing design during the winter and spring of 2016 followed by construction in summer and fall of 2016 with completion by early 2017. This schedule is dependent on the ability to execute the purchase and re-start design in early 2016.

5. TEXT OF PROPOSED RESOLUTION:

That the Finance, Facilities and Technology Committee forward this item to the Consent Agenda at the January 25, 2016 Board of Trustees meeting for approval of the following resolution:

The Board of Trustees approves the University to purchase a building for the purpose of creating the Cooperative Extension Diagnostic & Research Lab (currently tracked as project #5100387); to renovate that structure for the same purpose at a size up to 22,000 square feet for the project itself; to enter leases of greater than 5 years and of more than $100,000 in connection with any building purchase for the project; with the final terms and conditions of all such real estate transactions subject to review and approval of the University of Maine System Treasurer and General Counsel. Costs for the purchase and renovation shall not exceed $9 million.
AGENDA ITEM SUMMARY

1. NAME OF ITEM: Cooperative Extension Diagnostic and Research Center, UM

2. INITIATED BY: James H. Page, Chancellor

3. BOARD INFORMATION: BOARD ACTION: X

4. BACKGROUND:

The University of Maine requests approval to expend up to $9 million to build the Cooperative Extension Diagnostic and Research Center. The funding sources include: $8 million from State of Maine General Obligation Bond funding (voter approved in November of 2014) plus $250,000 each from the University of Maine System and UMaine Cooperative Extension as match, and $500,000 for laboratory equipment in grant funds from the Maine Technology Institute.

This request is pursuant to Board policy 701 which requires projects with a total cost of more than $500,000 to be considered by the Board of Trustees or its Finance, Facilities and Technology Committee. In this case, the request is to approve and to forward this matter to the consent agenda of the Board of Trustees.

Additionally, increases in facility space now are presented to the Committee for consideration per the Administrative Review in Facilities Management. The final report, approved by the Board of Trustees in March, 2015, asked the University to adopt processes such that any project which would result in any net increase in the University of Maine System’s footprint, including new leases or renewals, would be considered by the Finance, Facilities and Technology Committee of the Board of Trustees or the full Board of Trustees before being authorized. The request involves an increase of approximately 12,000 square feet of building space on this campus. Maintenance and Utility costs are expected to be approximately $93,000 annually and will be covered centrally. Operating costs will be covered by Cooperative Extension operating budget and service revenue.

As part of Maine’s land-grant university, the mission of the University of Maine Cooperative Extension includes providing service to Maine businesses, farms, governments, and communities by developing research-based solutions to agricultural and economic challenges. The Cooperative Extension Diagnostic and Research Center will be a new, efficiently designed facility to improve delivery of the services currently offered. Given the importance of this facility to the citizens of Maine, the University continues to look for additional funding opportunities to enable the facility to provide the best, most comprehensive service. Future changes in scope are possible contingent on such funding.
The project includes the construction of a research and diagnostic laboratory for study of animal, plant and insect disease. The labs will provide a variety of diagnostic services including necropsy, microbiology, virology, pathology and special research support. The facility specifically will house Cooperative Extension’s Tick Identification Laboratory which will be the only lab in Maine able to test for disease-causing agents transmitted by ticks. The multi-use building will include biological laboratories, bio-containment laboratories, necropsy suite, teaching facilities, offices and public spaces. The facility will be located on existing University of Maine property served by University Park Road and existing infrastructure and will be apart from but proximate to the primary campus.

The proposed schedule for the project is to complete design during the fall and early winter of 2015 followed by construction from winter 2015/2016 to completion before the end of 2016.

The Finance, Facilities and Technology Committee approved this recommendation to be forwarded to the Consent Agenda for Board of Trustees approval at the July 20, 2015 Board meeting.

5. TEXT OF PROPOSED RESOLUTION:

That the Board of Trustees approve the recommendation of the Finance, Facilities and Technology Committee to authorize the expenditure of up to $9,000,000 from State Bond, the Maine Technology Institute, and University funds to construct the Cooperative Extension Diagnostic and Research Center.
Site Location in relationship with The University of Maine campus:

Aerial view of property boundary:

17 Godfrey Drive
View of south side:

View of West side:

17 Godfrey Drive
Existing Interior lab space:

Lobby:

17 Godfrey Drive
AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Lease Authorization, UMA

2. **INITIATED BY:** Norman L. Fournier, Chair

3. **BOARD INFORMATION:**

   **BOARD ACTION:** X

4. **BACKGROUND:**

   The University of Maine at Augusta is requesting authorization pursuant to Trustee Policy 801 to lease space in the River Valley Technical Center on Lowell Street in Rumford to be occupied by the University College at Rumford/Mexico Center.

   The proposed lease would result in a reduction of more than 40 percent in the size of the footprint of this center. The proposal calls for a smaller location of improved quality and at preferred location for approximately the same as current costs, exclusive of up to $220,000 in estimated one-time relocation and renovation costs. Details follow.

   The lease would be effective starting approximately August 1, 2016, at an annual rent of $25,000 for a five-year term, with the option to renew for two subsequent five-year terms. The rent for subsequent renewal terms would be negotiated at the time of the renewal. The cost and duration are sufficient to require Trustee consideration.

   University College at Rumford/Mexico currently rents a 7,400-square-foot two-story former convent at 13 Brown Street in Mexico for approximately $25,200 annually. It recently was sold by the Catholic Church to the local Apostolic Church.

   The University has limited use of the second floor and the basement of the current facility due to disability access requirements. The interior of the building is perceived to be unwelcoming and dated for the University’s purposes. It does not make the desired first-impression on prospective or current students, the general public and others visiting the site. The building is not in a highly visible location (it is behind the Apostolic Church). Directional signage is poor. The Center is difficult for new students or visitors who are unfamiliar with the region to locate.

   The Rumford/Mexico area is an economically challenged region. Access to post-secondary education is an important resource. Last year, 460 students accessed services through the Rumford/Mexico Center. University College intends to continue serving the region.

   UMA has been committed to reducing the size and improving the environment of its off-campus centers whenever possible. UMA recently completed the relocation of the Centers in Bath-Brunswick and Saco, reduced the size of the Center in S. Paris, and negotiated a significant reduction in the annual rent for the University College Center in Ellsworth.
The University has been seeking an alternative location for the Rumford/Mexico Center for several years and recently located the currently proposed site which it believes would be advantageous to the mission of the center and those it seeks to serve.

The proposed location is in a former mill building in Rumford that is being revitalized as the River Valley Technical Center. It is located off Lowell Street. The new location will be more convenient for students and is within walking distance to many of the town’s services and shops. The building currently houses a public dental clinic and other businesses on the first floor.

The proposed lease would be a form of modified gross lease at a rate of $6.25 per square foot. Under the terms of the proposed lease the University will additionally be responsible for the cost of electricity and proportionate heating costs. The landlord will be responsible for such things as building maintenance, snow removal, providing adequate parking, water and sewer services, and trash removal services.

The University space would be on the second floor of the location. The facility will be renovated by the building owner to meet the University’s academic and administrative needs. When completed the renovated space will meet all access requirements for individuals with disabilities. UMA is prepared to invest up to $220,000 to relocate, including renovation costs, technology improvements, moving and other one-time costs to be funded from University College reserves. The landlord will pay for other renovations to the common area of the second floor building.

5. TEXT OF THE PROPOSED RESOLUTION

That the Finance, Facilities and Technology Committee forward this item to the Consent Agenda at the January 24-25, 2016 Board of Trustees meeting for approval of the following resolution:

That the University of Maine System Board of Trustees authorizes the University of Maine at Augusta to enter a lease for up to 4,000 square feet in the River Valley Technical Center in Rumford, Maine, with a total term of up to 15 years including discretionary extensions and an initial 5-year base rent cost of up to $125,000 with all final terms and conditions subject to review and approval of the University of Maine System Treasurer and General Counsel.
AGENDA ITEM SUMMARY

1. NAME OF ITEM: Annual Facilities Report by Sightlines, UMS

2. INITIATED BY: Norman L. Fournier, Chair

3. BOARD INFORMATION: X BOARD ACTION:

4. BACKGROUND:

Sightlines will present its annual Return on Physical Asset (ROPA+) report to the Committee at its January meeting.

The Sightlines data show a challenging situation in which the renovation age, density and various other metrics of the University’s facility portfolio is lagging its competitors and a worsened situation year-over-year. Last year’s hints of a slowing of those trends have not been borne out at this time and the longer-term trends are continuing.

The amount of University space that has reached the 50+ renovation age category reached 40 percent in FY15, and is forecast to reach 53 percent of all University space by 2020. The net asset value of the overall portfolio has fallen to approximately 56 percent. Density stands at approximately 300 users per 100,000 gross square feet of space, compared with Sightlines’ public higher education average density of more than 450 users per 100,000 gross square feet. UMS density has been as high as 350 users as recently as 2007, but has fallen since that time. The Sightlines total asset reinvestment need for the University of Maine System now exceeds an estimated $1 billion for the first time.

In the medium and longer term, implementing the 3-tiered planning process approved by Trustees as called for in the Facilities Management Administrative Review and identifying substantial multi-year resources will likely be crucial to arresting and reversing these trends. Sightlines also will be presenting an updated forecast about the level of needed investment.

Also included in the report this year is a section dedicated to the key performance indicators adopted in 2015 by Trustees. This is part of the implementation of the Administrative Review recommendations. A majority of the indicators are included in this report. The other indicators are in progress with Sightlines or other data sources.

The report will be provided for the meeting. A final version is expected to be shared with the full Board of Trustees at its meeting in March following review and discussion with the Committee and other University stakeholder groups in January and February.
Who Partners with Sightlines?

Robust membership includes colleges, universities, consortiums and state systems

Sightlines is proud to announce that:
- 450 colleges and universities are Sightlines clients including over 325 ROPA members.
- 93% of ROPA members renewed in 2014
- We have clients in 42 states, the District of Columbia and four Canadian provinces
- More than 100 new institutions became Sightlines members since 2013

Serving the Nation’s Leading Institutions:
- 70% of the Top 20 Colleges*
- 75% of the Top 20 Universities*
- 34 Flagship State Universities
- 13 of the 14 Big 10 Institutions
- 9 of the 12 Ivy Plus Institutions
- 8 of 13 Selective Liberal Arts Colleges

* U.S. News Rankings

Sightlines advises state systems in:
- Alaska
- California
- Connecticut
- Hawaii
- Maine
- Massachusetts
- Minnesota
- Mississippi
- Missouri
- Nebraska
- New Hampshire
- New Jersey
- Pennsylvania
- Texas
- West Virginia
A Vocabulary for Measurement

The Return on Physical Assets – ROPA\textsuperscript{SM}

- **Annual Stewardship**: The annual investment needed to ensure buildings will properly perform and reach their useful life. "Keep-Up Costs"

- **Asset Reinvestment**: The accumulation of repair and modernization needs and the definition of resource capacity to correct them. "Catch-Up Costs"

- **Operational Effectiveness**: The effectiveness of the facilities operating budget, staffing, supervision, and energy management.

- **Service**: The measure of service process, the maintenance quality of space and systems, and the customers opinion of service delivery.

- **Asset Value Change**: The measure of service process, the maintenance quality of space and systems, and the customers opinion of service delivery.

- **Operations Success**: The measure of service process, the maintenance quality of space and systems, and the customers opinion of service delivery.
A Vocabulary for Measurement

The Return on Physical Assets – ROPA℠

Operating Budget
Planned Maintenance
State Funding
University Revenue
Campus Capital Accounts
Bonds, Grants, Gifts
Facilities Operating Budget
Staffing and Supervision
Energy Cost and Consumption
Work Order Process Analysis
Campus Inspection
Customer Satisfaction Survey

Annual Stewardship
State Funding
University Revenue
Campus Capital Accounts
Bonds, Grants, Gifts
Facilities Operating Budget
Staffing and Supervision
Energy Cost and Consumption
Work Order Process Analysis
Campus Inspection
Customer Satisfaction Survey

“Keep-Up Costs”
“Catch-Up Costs”

Asset Reinvestment
Operational Effectiveness
Service

Asset Value Change
Operations Success

4
The Sightlines Paradigm

A framework for integrated planning

- SPACE
  Release the hidden value in balance sheets

- CAPITAL $
  Multiyear plans that align to mission and risk

- OPERATIONS
  Improve effectiveness and lower facilities overhead impact
Peer System Comparisons

State System Comparisons
- Connecticut State University System
- Massachusetts State Universities
- Mississippi Institutions of Higher Learning
- Oregon University System
- Pennsylvania State System of Higher Education
- University of Alaska System
- University of Missouri System

Comparative Considerations
Size, technical complexity, region, geographic location, and setting are all factors included in the selection of peer institutions.
Total GSF Over Time

Campus GSF has increased minimally from the beginning of the analysis

*GSF captured in the analysis is all space that Facilities is responsible for from a maintenance, capital, and energy standpoint*
Maine System Density Continues to Decline

System over 100 users per 100k GSF less than public Higher Ed. average in FY15

Density: Measures number of users per 100,000 GSF

Users include all student, faculty, and staff FTEs

Measures campus building usage on a daily basis

*UMS Key Performance Indicator
Decreasing Primarily from Student & Staff FTEs

Density: Measures number of users per 100,000 GSF.

Users include all student, faculty, and staff FTEs.

Measures campus building usage on a daily basis.
Post-War Buildings are on Average 52 Years Old

Funding sources should be allocated based on age of the buildings

<table>
<thead>
<tr>
<th>Pre-War</th>
<th>Post-War</th>
<th>Modern</th>
<th>Complex</th>
</tr>
</thead>
<tbody>
<tr>
<td>Built before 1951</td>
<td>Built from 1951 to 1975</td>
<td>Built from 1976 to 1990</td>
<td>Built in 1991 and newer</td>
</tr>
<tr>
<td>Durable construction</td>
<td>Lower-quality construction</td>
<td>Quick-flash construction</td>
<td>Technically complex spaces</td>
</tr>
<tr>
<td>Older but typically lasts longer</td>
<td>Already needing more repairs and renovations</td>
<td>Low-quality building components</td>
<td>Higher-quality, more expensive to maintain &amp; repair</td>
</tr>
</tbody>
</table>

23% 42% 9% 26%

% of Constructed Space

Sightlines Database - Construction Age

Maine System
Space Over 50 is Growing

Consistent distribution of high risk space over the years

Campus Age Distribution Over Time

- **Maine System 2006**
  - Under 10: 19%
  - 10 to 25: 27%
  - 25 to 50: 43%
  - Over 50: 11%

- **Maine System 2010**
  - Under 10: 21%
  - 10 to 25: 13%
  - 25 to 50: 35%
  - Over 50: 22%

- **Maine System 2015**
  - Under 10: 12%
  - 10 to 25: 21%
  - 25 to 50: 26%
  - Over 50: 40%

**Notes:**
- Space Over 50 is Growing
- Consistent distribution of high risk space over the years
Space Over 50 is Growing

Consistent distribution of high risk space over the years

Campus Age Distribution Over Time

Maine System 2006: 43% Under 10, 11% 10 to 25, 19% 25 to 50, 12% Over 50

Maine System 2010: 35% Under 10, 13% 10 to 25, 21% 25 to 50, 12% Over 50

Maine System 2015: 26% Under 10, 22% 10 to 25, 21% 25 to 50, 12% Over 50

High Risk
All Campuses Facing High Risk Profile

UMaine has the largest majority of space over 50 in the system
**UMA: Demolition Case Study**

The effect demolitions and removals from inventory has effected age

### Campus Age by Category

<table>
<thead>
<tr>
<th>Year Removed</th>
<th>Building</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>Augusta Hall</td>
</tr>
<tr>
<td>2011</td>
<td>Campus Center East/West</td>
</tr>
<tr>
<td>2011</td>
<td>Caribou Hall</td>
</tr>
<tr>
<td>2012</td>
<td>Mailroom</td>
</tr>
<tr>
<td>2013</td>
<td>Katahdin Hall</td>
</tr>
<tr>
<td>2013</td>
<td>Maintenance Shop</td>
</tr>
<tr>
<td>2013</td>
<td>Schoodic Hall</td>
</tr>
</tbody>
</table>

Through demolitions or removals from inventory, UMA has been able to reduce it’s “high risk” space by 10% and it’s space over 50 by 8%
UM and USM are Main Drivers of Increase

Both campuses saw the largest increase in space over 50 in FY15
UMS Peak Construction is Turning 50

- **Pre-War**: Built before 1951
  - Durable construction
  - Older but typically lasts longer

- **Post-War**: Built from 1951 to 1975
  - Lower-quality construction
  - Already needing more repairs and renovations

- **Modern**: Built from 1976 to 1990
  - Quick-flash construction
  - Low-quality building components

- **Complex**: Built in 1991 and newer
  - Technically complex spaces
  - Higher-quality, more expensive to maintain & repair

% of Constructed Space

<table>
<thead>
<tr>
<th>Pre-War</th>
<th>Post-War</th>
<th>Modern</th>
<th>Complex</th>
</tr>
</thead>
<tbody>
<tr>
<td>23%</td>
<td>42%</td>
<td>9%</td>
<td>26%</td>
</tr>
</tbody>
</table>

Finance/Facilities/Technology Committee Meeting - Annual Facilities Report by Sightlines
By 2020 53% of Space Will Be Over 50 Years Old

Plan now for major life cycle replacements in these buildings

Maine System Percent of Space Over 50

Public School Average

FY06 27% FY07 27% FY08 27% FY09 28% FY10 31% FY11 33% FY12 34% FY13 38% FY14 37% FY15 40% FY20 53%
Over 50 Analysis
Over 50 Template Distributed to Every Institution

Sample taken from the utilization templates across the system

Utilization template distributed to, and completed by, each institution in the system.

<table>
<thead>
<tr>
<th>Building Name</th>
<th>GSF</th>
<th>Program Use</th>
<th>Historical Registry Listing</th>
<th>Utilization Rate</th>
<th>Condition</th>
<th>Value to Program</th>
<th>Value to Institution's Mission</th>
</tr>
</thead>
<tbody>
<tr>
<td>Calvin Hall-Aux</td>
<td>12,677</td>
<td>Residence Hall</td>
<td>Yes</td>
<td>1: High</td>
<td>1: Excellent Condition</td>
<td>1: Valuable</td>
<td>1: Supports Institution's Mission</td>
</tr>
<tr>
<td>Stoddard Hall</td>
<td>56,159</td>
<td>Residence Hall</td>
<td>No</td>
<td>1: High</td>
<td>1: Excellent Condition</td>
<td>1: Valuable</td>
<td>1: Supports Institution's Mission</td>
</tr>
<tr>
<td>Eastport Hall</td>
<td>19,600</td>
<td>Academic</td>
<td>No</td>
<td>1: High</td>
<td>1: Excellent Condition</td>
<td>1: Valuable</td>
<td>1: Supports Institution's Mission</td>
</tr>
<tr>
<td>Mentor Library</td>
<td>17,662</td>
<td>Academic</td>
<td>No</td>
<td>1: High</td>
<td>1: Excellent Condition</td>
<td>1: Valuable</td>
<td>1: Supports Institution's Mission</td>
</tr>
<tr>
<td>Lewiston Hall</td>
<td>26,631</td>
<td>Acad/Admin</td>
<td>No</td>
<td>2: Moderate</td>
<td>1: Excellent Condition</td>
<td>1: Valuable</td>
<td>1: Supports Institution's Mission</td>
</tr>
<tr>
<td>Main St-246, Admissions-Art Gallery</td>
<td>8,471</td>
<td>Academic</td>
<td>No</td>
<td>3: Low</td>
<td>1: Excellent Condition</td>
<td>1: Valuable</td>
<td>1: Supports Institution's Mission</td>
</tr>
</tbody>
</table>

The following slides will dig deeper into some of the buildings on this list.
## Total Maine System Findings

Comparing condition with utilization across the system

### Building vs. Utilization

<table>
<thead>
<tr>
<th>Condition of Buildings</th>
<th>Utilization Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poor to Fair</td>
<td>2,276,832</td>
</tr>
<tr>
<td>Condition of Buildings</td>
<td></td>
</tr>
<tr>
<td>High</td>
<td>406,714</td>
</tr>
<tr>
<td>Low</td>
<td>46,518</td>
</tr>
<tr>
<td>Good to Excellent</td>
<td>277,205</td>
</tr>
</tbody>
</table>
Candidates for Potential Renovation

Comparing condition with utilization across the system

Building vs. Utilization

*includes 921K of Historic GSF

2,276,832
UM – Fogler Library
USM – Robie-Andrews Hall
UMPI – Emerson Hall

406,714

277,205

46,518

Utilization Rate

Poor to Fair
Condition of Buildings
Good to Excellent
Potential Candidates for Removal

Comparing condition with utilization across the system

Building vs. Utilization

*includes 921K of Historic GSF
Low Utilization and Poor Condition Space

Removing historical buildings and storage structures from the equation

<table>
<thead>
<tr>
<th>Total Over 50 with Poor Condition/Low Utilization</th>
<th>Sum of GSF</th>
</tr>
</thead>
<tbody>
<tr>
<td>The University of Maine</td>
<td>261,355</td>
</tr>
<tr>
<td>University of Maine at Augusta</td>
<td>26,042</td>
</tr>
<tr>
<td>University of Maine at Farmington</td>
<td>60,965</td>
</tr>
<tr>
<td>University of Maine at Fort Kent</td>
<td>29,872</td>
</tr>
<tr>
<td>University of Maine at Machias</td>
<td>5,000</td>
</tr>
<tr>
<td>University of Maine at Presque Isle</td>
<td>793</td>
</tr>
<tr>
<td>University of Southern Maine</td>
<td>22,687</td>
</tr>
<tr>
<td>Total</td>
<td>406,714</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total Less Historic Buildings</th>
<th>Sum of GSF</th>
</tr>
</thead>
<tbody>
<tr>
<td>The University of Maine</td>
<td>68,087</td>
</tr>
<tr>
<td>University of Maine at Augusta</td>
<td>26,042</td>
</tr>
<tr>
<td>University of Maine at Farmington</td>
<td>60,965</td>
</tr>
<tr>
<td>University of Maine at Fort Kent</td>
<td>29,872</td>
</tr>
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<td>5,000</td>
</tr>
<tr>
<td>University of Maine at Presque Isle</td>
<td>793</td>
</tr>
<tr>
<td>University of Southern Maine</td>
<td>12,159</td>
</tr>
<tr>
<td>Total</td>
<td>202,918</td>
</tr>
</tbody>
</table>
## Low Utilization and Poor Condition Space

*Removing historical buildings and storage structures from the equation*

### Total Less Historic Buildings

<table>
<thead>
<tr>
<th>Institution</th>
<th>Sum of GSF</th>
</tr>
</thead>
<tbody>
<tr>
<td>The University of Maine</td>
<td>68,087</td>
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<td>793</td>
</tr>
<tr>
<td>University of Southern Maine</td>
<td>12,159</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>202,918</strong></td>
</tr>
</tbody>
</table>

### Total Less Historic Buildings and Storage

<table>
<thead>
<tr>
<th>Institution</th>
<th>Sum of GSF</th>
</tr>
</thead>
<tbody>
<tr>
<td>The University of Maine</td>
<td>51,113</td>
</tr>
<tr>
<td>University of Maine at Augusta</td>
<td>24,042</td>
</tr>
<tr>
<td>University of Maine at Farmington</td>
<td>60,965</td>
</tr>
<tr>
<td>University of Maine at Fort Kent</td>
<td>15,964</td>
</tr>
<tr>
<td>University of Maine at Machias</td>
<td>5,000</td>
</tr>
<tr>
<td>University of Maine at Presque Isle</td>
<td>409</td>
</tr>
<tr>
<td>University of Southern Maine</td>
<td>12,159</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>169,152</strong></td>
</tr>
</tbody>
</table>

If this space was to be removed from the Maine System building inventory, the % of space over 50 would be reduced by 1.5%
Operations Success
UMS Spending Less Than Peers in Daily Service

Utilities are main driver of operating actuals increase in FY15

Maine System Facilities Operating Actuals

Daily Service Planned Maintenance Utilities

*UMS Key Performance Indictor
UMS Invests Less in PM as % of Budget

Best practices for PM is 10-12% of the operating budget

*UMS Key Performance Indictor
Maintenance Operations

Maintenance Staffing

Maintenance Supervision

Public Higher Ed Average

Public Higher Ed Average

*UMS Key Performance Indictor
Custodial Operations

Custodial Staffing

Custodial Supervision

Public Higher Ed Average

*UMS Key Performance Indicator
Grounds Operations

Grounds Staffing

Grounds Supervision

Public Higher Ed Average

*UMS Key Performance Indictor
Consumption Follows Degree Day Trends

however in FY15, consumption increases with a warmer winter

*Degree days noted are based on the Orono, Maine location

**Fossil Fuels contain all heating fuel sources, including alternative sources (ie. biomass, wood chips, etc.)
UMFK Case Study: Fossil Fuel Costing

With wood pellet furnace, UMFK avoided $200K of Fossil Fuel expenditures

$0 $5 $10 $15 $20 $25 $30

2014 2015

$/MMBTU

UMFK - Fossil Fuel Unit Cost

34%

Cost Avoidance of $200K

$0 $100,000 $200,000 $300,000 $400,000 $500,000 $600,000 $700,000

2015 Costs w/o Fuel Switch

2015 Fossil Actuals

UMFK - Fossil Fuel Total Cost

*All numbers are in FY15 Dollars

**Fossil Fuels contain all heating fuel sources, including alternative sources (ie biomass, wood chips, etc.)
Expectations for the IWMS

*With stronger work order system implementation, scores will increase*

Service Process Index

- Performance Measurement
- Scheduling Process
- Centralization of Request
- Work Request Capabilities
- Organizational Structure
Expectations for the IWMS
Asset Value Change
Maine System Has Seen Waves of Investment

Smaller focus in new space in the recent years

Examples of Non-Facilities work include: Study/Design fees, IT work, and demolition costs. These are necessary capital costs for Facilities Operations but do not add value/enhance existing buildings.
Larger Focus on Existing Spending In Recent Years

Significant projects spent across the entirety of the system

FY06-FY10

- 50% Existing Space Investment
- 45% New Space Investment
- 6% Non-Facilities

FY11-FY15

- 69% Existing Space Investment
- 13% New Space Investment
- 18% Non-Facilities

FY15

- 65% Existing Space Investment
- 19% New Space Investment
- 16% Non-Facilities

Significant Projects in FY15:

- UM – AEWC Wind and Wave Addition
- USM – Portland CHP Upgrade
- UMFK – Biomass Heating Plant

Examples of Non-Facilities work include: Study/Design fees, IT work, and demolition costs. These are necessary capital costs for Facilities Operations but do not add value/enhance existing buildings.
New Space Funding Impacts Limited % of GSF

% of New Space
- Existing Space: 95%
- New Space: 5%

% of Capital Investment
- Existing Space: 61%
- New Space: 39%
Maine System Unable to Achieve Peer Levels

Project selection is comparable to peer breakout

Total Project Spending into Existing Space

Maine System FY06-15
- Building Envelope: 10%
- Building Systems: 11%
- Infrastructure: 29%
- Space Renewal: 33%
- Safety/Code: 17%

Peer Systems FY06-15
- Building Envelope: 9%
- Building Systems: 14%
- Infrastructure: 30%
- Space Renewal: 29%
- Safety/Code: 18%

*UMS Key Performance Indicator
Shift in Investment in Recent Years

Envelope and mechanical investments offer a greater ROI

2006-2010 Historical Project Investment
- Envelope/Mechanical: 54%
- Space/Program: 46%

2011-2015 Historical Project Investment
- Envelope/Mechanical: 41%
- Space/Program: 59%
Defining an Annual Investment Target

Annual Funding Target: $34.8M

- **3% Replacement Value**: $70.3M
- **Life Cycle Need**: $56.5M
- **Annual Investment Target**: $34.8M

Functional obsolescence drives investment prior to life cycles & discounts the annual investment target.
Maine System Has Been Unable to Achieve Target

An increase in backlog is a direct result of not reaching target

Total Capital Investment vs. Funding Target

- Increasing Net Asset Value
- Lowering Risk Profile
- Increasing Backlog & Risk
- Target Need
- Life Cycle Need

$15M
Maine System’s NAV Decreasing in FY15

Peers have remained stable since the beginning of the analysis

Investment Strategy

“Keep Up” Stage: Primarily new or recently renovated buildings with sporadic building repair & life cycle needs

Balanced Profile Stage: Buildings are beginning to show their age and may require more significant investment and renovation on a case-by-case basis

“Catch Up” Stage: Buildings require more significant repairs; major building components are in jeopardy of complete failure; large-scale capital infusions or renovations are inevitable

Transitional/Gut Renovation/Demo Stage: Major buildings components are in jeopardy of failure. Reliability issues are widespread throughout the building.

**Net Asset Value =** Replacement Value – Backlog

Replacement Value

*UMS Key Performance Indicator*
Machias Lowest of the Maine System

Most of the Maine System falls in the “Catch-Up” stage

Investment Strategy

“Keep Up” Stage: Primarily new or recently renovated buildings with sporadic building repair & life cycle needs

Balanced Profile Stage: Buildings are beginning to show their age and may require more significant investment and renovation on a case-by-case basis

“Catch Up” Stage: Buildings require more significant repairs; major building components are in jeopardy of complete failure; large-scale capital infusions or renovations are inevitable

Transitional/Gut Renovation/Demo Stage: Major buildings components are in jeopardy of failure. Reliability issues are widespread throughout the building.

Net Asset Value = Replacement Value – Backlog

Replacement Value
Planning for the Future
ROPA+ Prediction Overview

Regionalized costs based on comprehensive database of building systems

6 Subsystems

Roof
Envelope
HVAC Systems
Electrical
Plumbing
Interiors

96% of Building Costs
UMS Total 10 Year Need is $1B ($114/GSF)

- Total 10 year renewal need is $190M.
- Modernization and Infrastructure need is $541M.
- Sightlines recommends a 10 year capital strategy to address the total need.
- This represents the life cycle needs coming due between 2016-2025.
- Current Need Today (Highest Risk)
Aligning Capital Funding Sources With Need

- **Modernization and Infrastructure Needs**
  - Estimated using a combination of the Sightlines’ database and BPS analyses.

- **Combination of Funds**

- **“Keep-Up” Funds**
  - Life Cycle Needs coming due between 2016-2025

- **“Catch-Up” Funds**
  - Deferred Maintenance
  - The subsystem has already failed
  - The subsystem is functioning with substantial degradation of efficiency or performing at increased cost
HVAC and Exteriors Make Up Majority of Current Need

Distribution of Current Need by System

- HVAC: 27%
- Interiors: 22%
- Building Exteriors: 14%
- Electrical: 10%
- Plumbing: 3%
- Modernization and Infrastructure: 3%
- Renewal Need: 21%

Asset Reinvestment Need in Dollars (in Millions):
- $517
- $192
- $308

Finance/Facilities/Technology Committee Meeting - Annual Facilities Report by Sightlines
Immediate Need Driven by Large Institutions

**Prediction**

- Modernization and Infrastructure: $517 million
- Renewal Need: $192 million
- Current Need: $308 million

**Current Need by Institution**

- UM: $0
- USM: $160 million
- UMF: $10 million
- UMM: $25 million
- UMPI: $20 million
- UMFK: $15 million
- UMA: $5 million

---

Finance/Facilities/Technology Committee Meeting - Annual Facilities Report by Sightlines
Over 50% of Total Need Falls in Low NAV Buildings

- **High NAV**: 80%+
- **Mid NAV**: 60-80%
- **Low NAV**: <60%
Distribution of Need Greater Than GSF Percentage

- Low NAV Statistics:
  - 179 Buildings Total
  - 66 Buildings built during the Post-War Phase

- Utilization and Low NAV:
  - 37 Buildings have low utilization and low NAV
  - $20M in Need through Prediction

- “Hot Topic Buildings”:
  - Stone House – USM
  - Dow Hall – UMA
  - Alumni Theater – UMF
  - Acadia House - UMFK

10 Year Need

Modernization and Infrastructure: $517
Renewal Need: $192
Current Need: $308

Dollars in Millions

- Low NAV
- Mid NAV
- High NAV

Distribution of Need

- 10%
- 33%
- 57%

Distribution of GSF

- 24%
- 34%
- 42%
Over 50% of Historical Investment in Durable Projects

Stronger investment in envelope work needed in future years

2006-2015 Historical Project Investment

Distribution of Maine System Need by System

$199M Invested

$500M of Need

Does not include modernization and infrastructure investments or costs.
Predictive Investment Model: $1,017 M in Need
Predictive Investment Model: $500M in Need

Asset Reinvestment Need

Dollars in Millions

10 Year Capital Forecast

By Removing Infrastructure and Modernization need the problem becomes smaller
Predictive Investment Model: $241M High Risk Need

By focusing on the riskiest need the problem becomes smaller.

$24.1M needed each year to address all high risk.

$35M needed each year to address all high and medium risk.
Concluding Comments

The old approach of defining needs in a way that makes the DM problem bigger and then requesting money will not work.

Problem is too big to address in total – must break it down in size and priority

Opportunities exist to…

Lower Demands - Space Management
Make the Problem “Smaller” – Use Building Portfolio Management
Sustain Impact of Finite Funding - Create Multi Year Plans
Mitigate Risk - Target Capital to Reliability, Safety/Code, and Critical Asset Preservation Issues

- Use building portfolios
- Invest over time
- Reallocate savings
Questions & Discussion
Appendix: UMS Key Performance Indicators
## Using Sightlines Data to Monitor UMS KPIs

1. **Density: Number of users**
   - Current UMS measure: 297
   - Interim Goal: 332
   - Peer/Industry standard: 460
   - Long-term System goal: 413

2. **NAV: Net Asset Value**
   - Current UMS measure: 59%
   - Interim Goal: 63.5%
   - Peer/Industry standard: 75%
   - Long-term System goal: 70%

3. **Capital Expenditures on Existing Space, % GIR**
   - Current UMS measure: 1.88-2.34%
   - Peer/Industry standard: <1.5%
   - Periodic reporting recommended.

4. **Annual Facilities Operating Expenses; Maintenance, Custodial, Grounds, & Paid Utilities % GIR**
   - Current UMS measure: 9.67%
   - At this time, there are no commonly accepted standards in this area. UMS will continue to track, report, & internally benchmark their progress.

5. **Total Cost of Ownership (TCO)**
   - UMS should formally consider lifetime cost of a facility and other KPIs in planning and decision making, not only one-time construction costs.

6. **Energy Cost, per GSF**
   - Current UMS measure: $1.72
   - Peer/Industry standard: $1.98
   - Periodic reporting recommended.

7. **Annual Facilities Operating Expenses; Maintenance, Custodial, Grounds, & Paid Utilities % CRP**
   - Current UMS measure: 2.89-3.60%
   - Peer/Industry standard: TBD
   - Periodic reporting recommended.

8. **Annual Facilities Operating Expenses; Maintenance, Custodial, Grounds, & Paid Utilities, % Annual Expenditures**
   - Current UMS measure: 6.70
   - Peer/Industry standard: 6.13
   - Establishment of specific goals to be revisited in FY17.

9. **Preventive Maintenance; Demand Maintenance, % Annual Expenditures**
   - Current UMS measure: 3%
   - Peer/Industry standard: in evaluation
   - Establishment of specific goals to be revisited in FY17.

10. **Coverage: FTE (Maintenance, Custodial, Grounds); per GSF**
    - Continue to monitor GSF:FTE ratios.
    - Strive to meet or exceed APPA/Sightlines benchmarks, i.e.: Custodial target zone: 29,213 – 37,000 GSF:FTE

11. **Energy Cost, per Million BTUs**
    - Current UMS measure: $17.73
    - Peer/Industry standard: $19.00
    - Periodic reporting recommended.

12. **Energy BTUs, per GSF**
    - Current UMS measure: 97,015
    - Peer/Industry standard: 121,131
    - Continue to meet/exceed peer/industry standards, strive to improve existing UMS performance, & establish specific goal for FY16.
AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Advanced Structures and Composites Center Project, Including Harold Alfond Foundation Gift and Laboratory Naming, UM

2. **INITIATED BY:** Norman L. Fournier, Chair

3. **BOARD INFORMATION:** X **BOARD ACTION:**

4. **BACKGROUND:**

   The University of Maine has received a generous award of $3.9 million from the Harold Alfond Foundation in connection with the Advanced Structures and Composites Center (ASCC) expansion project (#5100316).

   The ASCC project was approved by Trustees in November 2012 and updated in 2014 and then again in 2015. It remains as most recently approved by Trustees at $8.9 million. The Alfond donation has not yet altered the ASCC project itself. That amount will not be exceeded unless increased in accordance with Board policy.

   The Alfond award, although given in connection with ASCC project, is expected to be used primarily for non-capital items that would not require a new capital project or the alteration of an existing capital project.

   The following equipment and operational items are anticipated:
   
<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lab equipment</td>
<td>$1,500,000</td>
</tr>
<tr>
<td>Hiring of three senior scientists</td>
<td>$1,650,000</td>
</tr>
<tr>
<td>Funding 45 student scholarships</td>
<td>$750,000</td>
</tr>
<tr>
<td>Total</td>
<td>$3,900,000</td>
</tr>
</tbody>
</table>

   The lab equipment portion of the project does have capital implications and will be brought before Trustees in the future, likely as a request to update the ASCC project. Again, the other anticipated uses of the award would not alter the capital facility project.

   As a result of this generous donation, the University acting through President Susan Hunter and pursuant to Board Policy 803 has established the Harold Alfond W2 Ocean Engineering Laboratory and Advanced Manufacturing Laboratory at the Advanced Structures and Composites Center. Board Policy 803 reserves to Trustees the naming of overall physical facilities, including major additions and renovated structures, but defers to Presidents regarding other areas and objects such as individual rooms within buildings; outside areas such as gardens or athletic fields; or physical objects such as fixtures and equipment. The University’s intention is to act within the President’s discretion in accordance with that policy. The laboratory is located within the latest addition to the building.

1/05/2016
ITEM SUMMARY

1. NAME OF ITEM: Capital Project Status Report

2. INITIATED BY: Norman L. Fournier, Chair

3. BOARD INFORMATION: X

4. BOARD ACTION:

   background:

   Attached is the Capital Project Status Report for the January 11, 2016 meeting of the Finance, Facilities, and Technology Committee. The report reflects a total of 23 projects, a decrease of three projects from the last report.

   Four projects have been removed since the last report due to completion. They are: Aubert STEM Classroom Renovation, UM (5100357), Wells Commons Dish Room Renovation, UM (5100358), Estabrooke 3rd & 4th Floor Renovation, UM (5100379) and Merrill Hall Heating Boiler Replacement, UMF (2100039).

   One project has been added since the last report: Demolition of Kimball Hall, UMM (4100031).

   Three projects are complete and will be removed from the next report. They are: Boardman Hall STEM Laboratory Renovation (5100361) and Little Hall STEM Classroom Renovation (5100387) both of UMaine; and Renewable District Biomass Heating Plant, UMFK (3100026).

   The data in this report is effective as of November 30, 2015. Other updates are as noted on the list.

1/5/2015
Finance/Facilities/Technology Committee Meeting - Capital Project Status Report

Current number and approved cost of active major capital facility projects

Total approved funding by source for active major capital facility projects

1/5/2016
## Capital Project Status Report

**Board Approved Projects**

January 2016 - Finance, Facilities and Technology Committee

With Grand Totals and % of Current Approved Estimates

<table>
<thead>
<tr>
<th>Campus, Project Name (Project ID)</th>
<th>Funding Source(s) &amp; each source's share of expenditures to date</th>
<th>Status</th>
<th>Original Estimated Completion</th>
<th>Current Est. Completion</th>
<th>Original Approved Estimate</th>
<th>Current Approved Estimate</th>
<th>% Expended of Current Approved Estimate</th>
<th>Prior Actions, Information &amp; Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>UM</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Advanced Structures and Composites Center Expansion (5100316)</strong></td>
<td>Grants (91%), 2010 State Energy Bond (9%)</td>
<td>Construction complete</td>
<td>2014</td>
<td>2016</td>
<td>$6,400,000</td>
<td>$8,900,000</td>
<td>78%</td>
<td>Board Approved $6.4M in November, 2012. Board approved $1.6M in March 2014. Board approved increase of $871,000 in March 2015.</td>
</tr>
<tr>
<td>*<strong>Boardman Hall STEM Laboratory Renovation (5100361)</strong></td>
<td>2013 State Bond (100%)</td>
<td>Complete</td>
<td>2015</td>
<td>2015</td>
<td>$610,000</td>
<td>$610,000</td>
<td>80%</td>
<td>Finance/Facilities/Technology Committee approved $610K in September 2014.</td>
</tr>
<tr>
<td>*<strong>Little Hall STEM Classroom Renovation (5100362)</strong></td>
<td>2013 State Bond (100%)</td>
<td>Construction complete</td>
<td>2015</td>
<td>2015</td>
<td>$1,740,000</td>
<td>$1,740,000</td>
<td>79%</td>
<td>BOT approved $1.74M in September, 2014.</td>
</tr>
<tr>
<td>Cooperative Extension Diagnostic &amp; Research Lab (5100387)</td>
<td>2014 State Bond (100%) Campus Funds (0%)</td>
<td>Design in Progress</td>
<td>2016</td>
<td>2016</td>
<td>$9,000,000</td>
<td>$9,000,000</td>
<td>3%</td>
<td>BOT approved $9M in July, 2015.</td>
</tr>
<tr>
<td>UMA</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lewiston Hall Renovation (1100528)</td>
<td>E&amp;G Funds (100%)</td>
<td>Design in Progress</td>
<td>2015</td>
<td>2016</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
<td>2%</td>
<td>BOT approved $1M in September, 2015. Note that an additional $1M was authorized for this project as part of the 16 Central Street relocation and is being tracked for clarity as part of the 16 Central Street line of this report.</td>
</tr>
<tr>
<td>UMF</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Science Labs Renovations (Preble &amp; Ricker (2100065, 2100068)</td>
<td>2013 Lab &amp; Class State Bond (100%)</td>
<td>Construction in Progress</td>
<td>2014</td>
<td>2016</td>
<td>$1,377,000</td>
<td>$1,377,000</td>
<td>64%</td>
<td>Board approved $1.377M in July 2014.</td>
</tr>
<tr>
<td>Central Heating Plant (2100066)</td>
<td>Revenue Bond (97%) Campus Funds E&amp;G (3%)</td>
<td>Construction in Progress</td>
<td>2014</td>
<td>2017</td>
<td>$11,000,000</td>
<td>$11,000,000</td>
<td>66%</td>
<td>Board approved $11M in July 2014. Board approved change of Energy Type in January 2015.</td>
</tr>
<tr>
<td>UMFK</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Renewable District Biomass Heating Plant (3100026)</strong></td>
<td>Federal Grant (47%), Federal Loan (46%), Campus Funds: E&amp;G Funds (7%)</td>
<td>Substantially Complete</td>
<td>2013</td>
<td>2016</td>
<td>$3,000,724</td>
<td>$5,600,000</td>
<td>99%</td>
<td>Board approved $3M in May 2012; Change in project cost to $5.5M approved by Board in September, 2013 and estimated completion updated to 2015. Change in project cost to $5.6M (1.8% change) approved by Chancellor in November 2015 per Trustee policy 701.</td>
</tr>
<tr>
<td><strong>Forestry Geographic Info Sys Tech Labs/Nursing Lab Renov/Teleconf Ctr Upgrades (3100029 3100030 3100031)</strong></td>
<td>2013 Lab &amp; Class State Bond (100%)</td>
<td>Construction in Progress</td>
<td>2014</td>
<td>2016</td>
<td>$1,200,000</td>
<td>$1,200,000</td>
<td>96%</td>
<td>Board approved $1.2M in May 2014.</td>
</tr>
<tr>
<td>UMM</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Powers Hall Exterior and Masonry (4100026)</strong></td>
<td>2013 Lab &amp; Class State Bond (40%), Campus Funds: E&amp;G Funds (60%)</td>
<td>Substantially Complete</td>
<td>2014</td>
<td>2016</td>
<td>$680,000</td>
<td>$1,508,221</td>
<td>101%</td>
<td>Finance &amp; Facilities Committee Approved $680K in January, 2014. Board approved increase to $1,508,221 in May 2014.</td>
</tr>
<tr>
<td><strong>Science Building Laboratory Upgrades (4100027)</strong></td>
<td>2013 Lab &amp; Class State Bond (98%) E&amp;G Funds (2%)</td>
<td>Substantially Complete</td>
<td>2014</td>
<td>2016</td>
<td>$600,000</td>
<td>$600,000</td>
<td>98%</td>
<td>Finance &amp; Facilities Committee Approved $600K in January, 2014.</td>
</tr>
<tr>
<td><strong>Compressed Natural Gas Heating Conversion (4100028)</strong></td>
<td>Revenue Bonds (100%)</td>
<td>Construction in Progress</td>
<td>2014</td>
<td>2016</td>
<td>$1,800,000</td>
<td>$1,800,000</td>
<td>38%</td>
<td>Board approved $1.8M in July 2014.</td>
</tr>
</tbody>
</table>
## Finance/Facilities/Technology Committee Meeting - Capital Project Status Report

<table>
<thead>
<tr>
<th>Campus, Project Name (Project ID)</th>
<th>Funding Source(s) &amp; each source's share of expenditures to date</th>
<th>Status</th>
<th>Original Estimated Completion</th>
<th>Current Est. Completion</th>
<th>Original Approved Estimate</th>
<th>Current Approved Estimate</th>
<th>% Expended of Current Approved Estimate</th>
<th>Prior Actions, Information &amp; Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>UMM</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><em>Kimball Hall Demolition (4100031)</em></td>
<td>E&amp;G Funds (100%)</td>
<td>Design in Progress</td>
<td>2015</td>
<td>2017</td>
<td>$950,000</td>
<td>$950,000</td>
<td>0%</td>
<td>BOT approval of $950K in November 2015.</td>
</tr>
<tr>
<td><strong>UMPI</strong></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td><strong>Folsom/Pullen Science Classroom &amp; Laboratory Upgrades (7100009)</strong></td>
<td>2013 Lab &amp; Class State Bond (100%)</td>
<td>Complete</td>
<td>2015</td>
<td>2016</td>
<td>$1,200,000</td>
<td>$1,200,000</td>
<td>73%</td>
<td>Board approved $1.2M in March 2014.</td>
</tr>
<tr>
<td><strong>USM</strong></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td><strong>Central Heat Plant Replacement - Portland (6100195)</strong></td>
<td>Campus E&amp;G Funds (100%)</td>
<td>Construction Substantially Complete</td>
<td>2015</td>
<td>2016</td>
<td>$3,000,000</td>
<td>$3,000,000</td>
<td>90%</td>
<td>Board approved $3M in September, 2014. Board approved change of Funding Source in January 2015.</td>
</tr>
<tr>
<td><strong>Bio-Science Chemistry Lab (6100250)</strong></td>
<td>2013 Lab &amp; Class State Bond (100%)</td>
<td>Construction in Progress</td>
<td>2015</td>
<td>2016</td>
<td>$1,250,000</td>
<td>$1,250,000</td>
<td>7%</td>
<td>BOT approved transfer of $1.25M in July, 2015 from Payson-Smith Lab Renov (6100236).</td>
</tr>
<tr>
<td><strong>Hailey Hall Lab Renovation (6100237)</strong></td>
<td>2013 Lab &amp; Class State Bond (100%)</td>
<td>Construction Substantially Complete</td>
<td>2014</td>
<td>2016</td>
<td>$1,250,000</td>
<td>$1,250,000</td>
<td>73%</td>
<td>Board approved $1.25M in May 2014.</td>
</tr>
<tr>
<td><strong>LAC Nursing Lab Renovation (6100238)</strong></td>
<td>2013 Lab &amp; Class State Bond (100%)</td>
<td>Construction Substantially Complete</td>
<td>2014</td>
<td>2016</td>
<td>$600,000</td>
<td>$600,000</td>
<td>93%</td>
<td>Board approved $600K in May, 2014.</td>
</tr>
<tr>
<td><strong>Science Building Lab Upgrade (6100240)</strong></td>
<td>2013 Lab &amp; Class State Bond (100%)</td>
<td>Construction in Progress</td>
<td>2014</td>
<td>2018</td>
<td>$700,000</td>
<td>$700,000</td>
<td>66%</td>
<td>Board approved $700K in May, 2014.</td>
</tr>
<tr>
<td><strong>Improvements to existing space for the relocation of personnel from perimeter &amp; lower density facilities (6100246)</strong></td>
<td>Campus E&amp;G Funds (100%)</td>
<td>Construction in Progress</td>
<td>2014</td>
<td>2017</td>
<td>$1,500,000</td>
<td>$1,500,000</td>
<td>23%</td>
<td>Board approved $1.5M in March 2015.</td>
</tr>
<tr>
<td><strong>Gorham Softball Field Improvements (6200181)</strong></td>
<td>Campus E&amp;G Funds (100%)</td>
<td>Construction in Progress</td>
<td>2015</td>
<td>2017</td>
<td>$1,500,000</td>
<td>$1,500,000</td>
<td>16%</td>
<td>BOT approved $1.5M in July, 2015.</td>
</tr>
<tr>
<td><strong>Wireless Infrastructure Upgrade (6100255 256 257 258 259 260)</strong></td>
<td>Campus E&amp;G Funds (100%)</td>
<td>Construction in Progress</td>
<td>2015</td>
<td>2016</td>
<td>$1,900,000</td>
<td>$1,900,000</td>
<td>1%</td>
<td>BOT approved $1.5M in September, 2015. Information corrected to reflect that BOT approved $1.9M in September, 2015.</td>
</tr>
<tr>
<td><strong>UMS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Improvements to existing space for relocation of personnel from 16 Central Street (8100022 8100023 8100025 8200055)</strong></td>
<td>Campus E&amp;G Funds (100%)</td>
<td>Design and Construction in Progress</td>
<td>2016</td>
<td>2016</td>
<td>$1,000,000</td>
<td>$2,000,000</td>
<td>5%</td>
<td>Board approved $1M in March, 2015. BOT approved an additional $1M in September, 2015. That additional funding is being tracked in this line for clarity but is being invested in project 1100528.</td>
</tr>
</tbody>
</table>

Explanatory Notes:
* Project is new as of this report.
** Details of this project include updates since the last report.
*** This project has been completed since the last report and is not expected to appear on the next report.
ITEM SUMMARY

1. NAME OF ITEM: FY2015 Annual Report on Real Estate & Lease Activity
2. INITIATED BY: Norman L. Fournier, Chair
3. BOARD INFORMATION: X
4. BOARD ACTION:

BACKGROUND:

Board Policies 801 and 802 governing property acquisitions and disposal require an annual information report on acquisitions and dispositions of real property to be prepared for the Board of Trustees. This summary and the associated attachment comprise the report for FY2015.

Real Estate Transactions:

No real property was acquired during FY2015 for any of the seven University of Maine campuses or the University of Maine System overall. No real property sales were concluded during the period, although a variety of such transactions are in progress or were authorized to commence.

Lease Transactions:

As a Lessor (i.e. the University is the landlord) the University is engaged in agreements covering uses such as research, early education and childcare centers, banking services, and cell tower locations.

Compared with the prior year, the University’s total revenue increased by approximately 3 percent for the period to an updated new total of approximately $380,000. The increase is largely attributable to leases for space for TIAA-CREF in Orono and for the University of Maine Foundation in Falmouth. Both of those leases are associated with the University of Maine.

As a Lessee (i.e. the University is the tenant) the University is engaged in agreements that include uses such as office space, academic and research locations, University College centers, athletic fields, radio tower space, parking facilities, and utility purposes.

Compared with the prior year, the University’s costs were reduced by approximately 14 percent to a new total of approximately $1.37 million.

In addition to the normal ebb and flow of lease costs, this year’s decline in annualized costs is explained largely by significant decreases for leases associated with UMA and USM.
UMA lease costs are down by approximately $100,000 largely due to cost reduction efforts associated with University College locations. For example, relocations with new leases for the centers in Saco and Bath/Brunswick reduced costs by approximately $38,000 and $61,000 respectively. USM experienced a reduction for the period of nearly $150,000 driven largely by a relocation with a new lease for space in Augusta related to the Muskie School.
EXECUTIVE SUMMARY
REAL ESTATE AND LEASE ACTIVITY

REAL ESTATE ACQUIRED FROM JULY 1, 2014 to JUNE 30, 2015

<table>
<thead>
<tr>
<th>Acquired</th>
<th>Acreage</th>
<th>Sq Ft</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOTALS</td>
<td>0</td>
<td>0.0</td>
<td>$0</td>
</tr>
</tbody>
</table>

REAL ESTATE SOLD FROM JULY 1, 2014 to JUNE 30, 2015

<table>
<thead>
<tr>
<th>Sold</th>
<th>Acreage</th>
<th>Sq Ft</th>
<th>Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOTALS</td>
<td>0</td>
<td>0.0</td>
<td>$0</td>
</tr>
</tbody>
</table>

LEASED FROM OTHERS (UMS is LESSEE)

<table>
<thead>
<tr>
<th>Leases</th>
<th>Acreage</th>
<th>Square Feet</th>
<th>Annual Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>UMA</td>
<td>10</td>
<td>9</td>
<td>75,858</td>
</tr>
<tr>
<td>UMF</td>
<td>4</td>
<td>48.3</td>
<td>6,009</td>
</tr>
<tr>
<td>UMFK</td>
<td>1</td>
<td>1</td>
<td>1,411</td>
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<tr>
<td>UM</td>
<td>26</td>
<td>3,017.0</td>
<td>70,948</td>
</tr>
<tr>
<td>UMM</td>
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</tr>
<tr>
<td>UMPI</td>
<td>0</td>
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<td>0</td>
</tr>
<tr>
<td>USM</td>
<td>7</td>
<td>1.0</td>
<td>48,297</td>
</tr>
<tr>
<td>UMS</td>
<td>1</td>
<td>1</td>
<td>657</td>
</tr>
<tr>
<td>TOTALS</td>
<td>49</td>
<td>3,066.3</td>
<td>197,171</td>
</tr>
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</table>

LEASED TO OTHERS (UMS is LESSOR)

<table>
<thead>
<tr>
<th>Leases</th>
<th>Acreage</th>
<th>Square Feet</th>
<th>Annual Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>UMA</td>
<td>5</td>
<td>0.0</td>
<td>10,276</td>
</tr>
<tr>
<td>UMF</td>
<td>2</td>
<td>19.0</td>
<td>6,009</td>
</tr>
<tr>
<td>UMFK</td>
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<td>0.0</td>
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<tr>
<td>UM</td>
<td>29</td>
<td>61.7</td>
<td>20,836</td>
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<tr>
<td>UMM</td>
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<td>2,479</td>
</tr>
<tr>
<td>UMPI</td>
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<td>0.0</td>
<td>4,695</td>
</tr>
<tr>
<td>USM</td>
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<td>11,897</td>
</tr>
<tr>
<td>UMS</td>
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<td>0.0</td>
<td>6</td>
</tr>
<tr>
<td>TOTALS</td>
<td>59</td>
<td>80.7</td>
<td>56,198</td>
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</table>
AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Energy Solution Solicitation and Potential Power Purchase Agreement, UM, UMPI, UMS

2. **INITIATED BY:** Norman L. Fournier, Chair

3. **BOARD INFORMATION:** X

4. **BOARD ACTION:**

**BACKGROUND:**

The Office of Strategic Procurement, the University of Maine, and the University of Maine at Presque Isle are collaborating on a public solicitation for competitive energy supply proposals.

A power purchase agreement or other alternative contracting arrangements, rather than typical capital construction solicitations or contracts, are possible as part of this initiative.

This initiative is similar to a previous public, competitive solicitation first presented to Trustees in October 2012 and which has since resulted in significant energy projects being implemented at UMM, UMF and UMA. One of those projects is completed and two are in construction. All are expected to save costs and reduce emissions over the life of the projects.

Like the prior effort, this current effort looks to the marketplace to propose solutions to the University’s energy needs. Rather than specifying a solution itself, the University is defining the issue or the goal and asking the marketplace to respond with potential solutions.

In this case, the goals include increasing the efficiency of energy consumption and meeting the University’s energy consumption needs with power that is reliable, lower-cost and lower-emission than the sources currently being used by the University. Another possible outcome is the avoidance of upfront investment by the University. The solicitation seeks to include thermal and electrical energy.

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.

Typically, such matters would come before Trustees for approval before a solicitation occurs rather than afterward. That is true when the University has determined the intended solution and seeks approval to carry it out. In this case, the solution or solutions will emerge from the competitive process rather than be determined by the University ahead of time, so the University cannot seek authorization in the typical manner. To ensure transparency and notice, the University is alerting trustees now of this plan and approach.
The marketplace for solar energy, biomass, heat pumps, and other potential energy sources remains robust and the University can represent a sufficiently large consumer to attract the interest of the marketplace even with solutions unique to the University.

The current initiative will particularly explore opportunities associated with UMPI and UM, and potentially benefiting all campuses. The core emphasis is on supply to UM in order to leverage the Orono campus energy spend (in excess of $9 million per year) to identify viable supply solutions and prospective vendors that may provide multi-institutional benefit, including but not limited to UMPI.
AGENDA ITEM SUMMARY

1. NAME OF ITEM: Information Technology Work Plan

2. INITIATED BY: Norman L. Fournier, Chair

3. BOARD INFORMATION: X BOARD ACTION:

4. BACKGROUND:

   The Chief Information Officer will present the proposed work plan to fund, develop and implement priority recommendations from the State of Information Technology Report 2015. The Board authorized the Chief Financial Officer, CIO and Chief Administrative Officer to develop a work plan and funding strategies to prioritize and implement the recommendations in that report.

   This Work Plan includes a timeline and prioritization to fund the recommendations and complete work in FY 2019. The plan also provides an alternative to phase the projects in a manner that limits the fiscal impact on campuses in FY 17 and 18.

01/05/16
US:IT

Proposed Work Plan
Finance, Facilities & Technology Committee
January 2015

US:IT has continued its analysis of the recommendations contained in the State of IT:2015 Report accepted by the Board of Trustees in November of 2015. This work plan sets out the priorities and timeline for implementation resulting in an enhanced IT infrastructure, delivery system and technical assistance that will improve the services to all University System constituencies and support key goals of One University.

Each initiative contains a high level proposal, action steps, project timeline, and anticipated expense by fiscal year. The Wireless, Classroom and MaineStreet projects will require high engagement of faculty, staff and students, during a detailed design phase.

Many components within these recommendations will overlap. The recommendations will be implemented as described below and each will be managed as individual projects led by sponsors as follows:

- IT Labor Market Study and Technology Support – Cindy Mitchell
- Wireless Technology Initiative – Jeff Letourneau
- Classrooms for the Future – Lauren Dubois
- MaineStreet Modifications – John Grover

A Steering Committee will be developed to coordinate planning, access to spaces, scheduling and resourcing to create the least possible disruption to the Universities.

The final graph summarizes the total anticipated expense to be funded over several years. There will be natural evaluation points to analyze the completed work and to make adjustments as necessary.

**IT Labor Market Study**

- Proposal – Complete a detailed analysis of positions, salaries and benefits for Information Technology positions within US:IT. The findings will assist in establishing compensation and benefits competitive in the Maine market and adjust inequities in existing staffing.

An RFP process is underway to establish a consultant for this purpose. The Chief Human Resources Officer reports it will take a significant amount of time to study all IT positions, once the consultant is engaged. She suggests that HR assist with existing internal and external resources to evaluate the 19 new positions recommended and other high risk positions within US:IT.
OUTCOMES:

- Up to date job descriptions with knowledge, skills, abilities and qualification requirements established
- Detailed analysis of salaries compared to market standards to improve competitiveness in recruiting.

**New Technology Support**

- *Proposal - Develop positions for nineteen (19) new technology professionals and direct support staff to address the existing challenges to complete projects, manage enterprise systems, support campus training and assistance needs in the classroom, and address the network communications infrastructure.*

Existing US:IT divisions will prioritize need and recruit for new positions and hire new staff over the next 18 months. This deliberate strategy, to phase in staff over time, will contain FY 16 and FY 17 costs while addressing direct support and engineering needs early on. Hiring key staff now will provide increased capacity for direct response to faculty and student support requests and to classroom needs.

Position descriptions will be evaluated at Human Resources and market analysis will be performed on those positions prior to posting for recruitment. The result will improve the quality of candidates and ensure recruitment and retention success.

OUTCOMES:

- 9 Direct support center and technical staff hired by May 2016
  - 4 within direct support team
  - 1 system administrator
  - 1 data base analyst
  - 1 senior classroom technology specialist
  - 2 Network engineer/communication specialist
- 4 Direct support center and technical staff hired by January 1, 2017
- 8 Direct support center, project manager and technical staff hired by July 1, 2017

**Wireless Technology Connectivity Initiative**

- *Proposal - Wireless Technology Connectivity Initiative to upgrade wireless service and associated cabling and equipment at all campuses to bring wireless capacity to gigabit speeds to support learning and living spaces.*

US:IT proposes a nearly complete replacement of the antiquated communications cable plant at all campuses of the University of Maine System.
Modern wired and wireless network electronics will be installed at approximately 35 University locations across the state.

**Year 1 - Plan / Design**

The first year will focus on inventorying, planning, designing and other startup efforts. Work will be coordinated with the Classrooms of the Future initiative to ensure the network infrastructure they will need is in place in a building prior to classrooms being upgraded.

During this first year a reconfiguration of the wireless services must be done in order to provide a more secure (encrypted) wireless transport, support for greater ease of access for inter-institutional faculty and researchers across the country (EduROAM), and to ease the on-boarding of various non-traditional client devices that are becoming more common as the Internet-of-Things (IoT) reaches UMS (sensors, control systems, appliances, location/tracking tags, etc...). Once complete, new access points will be installed in areas with existing CAT-6 cabling.

**Projected Costs:**

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Long term capital costs (wiring)</td>
<td>$3,000,000</td>
</tr>
<tr>
<td>Short term capital costs (electronics)</td>
<td>$2,500,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$5,500,000</strong></td>
</tr>
</tbody>
</table>

**Deliverables:**

- **Contracts**
  - Conduct competitive bidding process for cabling plant design and installation services

- **Inventory of current state for all buildings**
  - Identify CAT-5e and older copper cabling
  - Identify where single-mode fiber does not exist to buildings and between intra-building BDFs and IDFs

- **Communications cable plant Design/Engineering**
  - Identify cabling pathways and locations for network distribution rooms with stakeholders (Facilities (FM) building occupants)
  - Identify hazardous materials to mitigate or work around (asbestos)
  - Identify broken or full outside conduits to be repaired or augmented

- **Wireless AP Deployment (buildings already having CAT-6 cabling)**
  - RF surveys for each building
  - Install any additional cabling needed for APs
  - Install network switches and wireless APs

- **Service redesign/augmentation**
  - EduROAM
  - Device onboarding
  - Guest Access
Year 2 - Build Out

In year two work will begin in earnest for buildings that need significant (re)construction in order to install a new communications cable plant. Work will include the establishment of new, or the enhancement of existing, network distribution rooms, installation of conduits, cable trays, raceway and other physical infrastructure to support the new cable plant. Classroom buildings as well as buildings that tend to attract large gatherings of students (libraries, student unions) will be given higher priority.

Projected Costs:

<table>
<thead>
<tr>
<th>Long term capital costs (wiring)</th>
<th>$7,000,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Short term capital costs (electronics)</td>
<td>$4,000,000</td>
</tr>
<tr>
<td>Total</td>
<td>$11,000,000</td>
</tr>
</tbody>
</table>

Deliverables:

- Communications cable plant Design/Engineering
  - Identify cabling pathways and locations for network distribution rooms with stakeholders (FM, building occupants)
  - Identify hazardous materials to mitigate or work around (asbestos)
  - Identify broken or full outside conduits to be repaired or augmented
- Communication Cable Plant Installation
  - Initiate work orders with FM
  - Initiate work orders with Contractors
  - Install new communications cabling
- Wireless AP Deployment
  - Install network switches
  - Have cabling contractors install wireless APs

Year 3 - Build Out

In year three the installation of new communications cable plants will be completed. Administrative and other non-academic spaces are included in this phase. Work will include the construction of new, or the enhancement of existing, network distribution rooms, installation of
conduits, cable trays, raceway and other physical infrastructure to support the new cable plant. Access point installations will be finished, completing the project.

**Projected Costs:**

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Long term capital costs (wiring)</td>
<td>$6,050,000</td>
</tr>
<tr>
<td>Short term capital costs (electronics)</td>
<td>$2,243,945</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$8,293,945</strong></td>
</tr>
</tbody>
</table>

**Deliverables:**

- Communications cable plant Design/Engineering
  - Identify cabling pathways and locations for network distribution rooms with stakeholders (FM, building occupants)
  - Identify hazardous materials to mitigate or work around (asbestos)
  - Identify broken or full outside conduits to be repaired or augmented
- Communication Cable Plant Installation
  - Initiate work orders with FM
  - Initiate work orders with Contractors
  - Install new communications cabling
- Wireless AP Deployment
  - Install network switches
  - Have cabling contractors install wireless APs

**Dependencies:**

- FM capacity / coordination
- Classroom of the Future Initiative
- Access to classrooms and residence hall living spaces

**Classrooms for the Future**

- **Proposal - Upgrade Classrooms for the Future** - This initiative upgrades 350+ classrooms across all campuses with modern, high definition and smart technologies to create high efficiency teaching and learning environments. Uniform devices and systems will be installed with training and documentation to provide reliable operation by faculty and students. The classrooms will be designed using direct input from faculty with the intent to support multiple modalities, integrated programs and unified online program delivery.

**Planning Process:**

**Year One**

US:IT staff have completed assessment of all publicly scheduled classrooms. The findings of the classroom assessment will be presented
to campuses and US:IT will coordinate discussions with campus stakeholders: faculty, students, facilities, room scheduling, instructional designers from each campus and University College - Innovation in Teaching and Learning, Center for Technology Enhanced Learning, US:IT relationship managers and academic leaders in order to coordinate classroom upgrades with campus priorities.

The survey completed by many of the campus faculty has given the Classroom Technology team a general understanding of what faculty expect. The climate on every campus is different. The work will be defined in coordination with stakeholders on each campus. We are preparing a process for feedback and expect to conduct discussion and planning sessions during Spring semester to begin upgrades by June.

Classroom Standards
During the Spring 2016 semester, the Classroom Technology team will develop classroom standards. Working with instructional design professionals and faculty to improve the culture around classroom technology and the classroom experience. Standards will be developed with each of the campus stakeholders that include flexibility for unique needs, active learning spaces, large lecture halls and challenging spaces. Standardizing classroom technology in UMS classrooms will provide ease of use and support for faculty and students and create ease of movement between classrooms and ultimately between campuses.

Procurement Process
US:IT plans to work with Strategic Procurement to obtain proposals through existing Master Agreements and seek additional vendor bids to allow work on multiple campuses simultaneously. Their workload will be coordinated to ensure expectations can be met.

Coordinating with Infrastructure Wiring Upgrades
Coordinating the classroom upgrades with the infrastructure wiring upgrades will be crucial, as the rooms will require upgraded wiring and wireless infrastructure. Room renovations on multiple campuses will occur, coordinating wireless upgrades with classroom upgrades. As the infrastructure team rolls out its project plan and schedule, the classroom team can provide a standard room layout so basic standard use wiring can be completed and ready for use in all rooms as completed. The Infrastructure team (NetworkMaine) and the Classroom Technology team have begun meeting and planning to develop this process and NetworkMaine is part of the core planning group.

Additional Staffing and Management of the Project
The project plan includes hiring three full time Classroom Technology Specialists and a project manager as temporary staff to manage the
project. The hiring of the three Classroom Technology Specialists is critical to the success of the project, including immediate improvements where possible and to manage the simultaneous work at multiple locations. The goal is to have staff in place and trained for each summer construction season. The Classroom Technology Specialists will help to develop the classroom technology standards that will be implemented and used for all future installations. They will provide the on-site/on-the-ground project management for installations on the campuses. The new staff will be focused on installations, and training of campus Media Services staff and users.

Work Schedule
Most work will be completed during summer and breaks using external vendors and US:IT staff. Mid-May through mid-August is the summer timeframe and end of December through possibly the second week of January is the winter break timeframe. October and Spring breaks are shorter and can accommodate smaller upgrades. There will be difficulty in completing several projects on a single campus simultaneously due to scheduling conflicts, accommodating room shutdowns, and stress load on remaining classrooms. During Year One, the plan is to complete several pilot classrooms designed with input from campus stakeholders. These pilot classrooms will conform to proposed classroom standards, be used to test design concepts and introduce faculty to the new classrooms.

Initial Upgrades
Several campuses have rooms needing minor upgrades. These basic upgrades are a way to develop and train new staff on procedures such as replacement of aging projectors, clean up of equipment and systems with cable replacement and professional wiring. These are small changes that can be completed relatively quickly working with the local campus media services staff. Documentation will be posted in all classrooms to ensure proper use of the equipment currently provided. The plan includes the installation of controllers in rooms that will enable immediate remote assistance from the unified helpdesk and media services staff.

Documentation and Training
As rooms are upgraded, both documentation and training are essential and will be coordinated with the campus stakeholders. The Classroom Technology team will have a dedicated staff member coordinate with the campuses to produce documentation and ensure it is placed in every room. This dedicated staff member will also coordinate the development and implementation of training and cross-training on campuses.

Years 2 through 5
The plan calls for engaging stakeholders throughout the project, especially after the initial installations. Annual work plans will be developed with
campus leaders and the other stakeholders to coordinate and minimize disruption. These plans will be developed with the same expectations as year one, anticipating a consistent number of projects complete each year.

**Estimate of work per year:**

**First year** would be the planning phase and high priority replacement phase--installations will cover approximately 10% of project's planned classrooms.

<table>
<thead>
<tr>
<th></th>
<th>Long term capital costs - infrastructure life span of 15 or more years (cabling, mounts, amplification, podiums/racks)</th>
<th>$1,560,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Short term capital costs - electronics - life span of 5 or less years (computers, projectors, smart boards)</td>
<td>$1,035,000</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>$2,595,000</strong></td>
</tr>
</tbody>
</table>

**Second year**—installations increase—covering 20-25% of the projects planned classrooms --including the pilot of active learning spaces. Total to date 35%

<table>
<thead>
<tr>
<th></th>
<th>Long term capital costs - infrastructure life span of 15 or more years (cabling, mounts, amplification, podiums/racks)</th>
<th>$2,600,000</th>
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</thead>
<tbody>
<tr>
<td>Short term capital costs - consumables - life span of 5 or less years (electronics, computers, projectors, smart boards)</td>
<td>$1,725,000</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>$4,325,000</strong></td>
</tr>
</tbody>
</table>

**Third year**—installations continue with modifications necessary for active learning spaces—Total class room completion at year three will reach 60%

<table>
<thead>
<tr>
<th></th>
<th>Long term capital costs - infrastructure life span of 15 or more years (cabling, mounts, amplification, podiums/racks)</th>
<th>$2,600,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Short term capital costs - consumables - life span of 5 or less years (electronics, computers, projectors, smart boards)</td>
<td>$1,725,000</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>$4,325,000</strong></td>
</tr>
</tbody>
</table>

**Fourth year**—installations continue with modifications necessary for active learning spaces—Total class room completion at year four will reach approximately 85%
Long term capital costs - infrastructure life span of 15 or more years (cabling, mounts, amplification, podiums/racks) | $2,600,000
---|---
Short term capital costs - consumables - life span of 5 or less years (electronics, computers, projectors, smart boards) | $1,725,000
Total | $4,325,000

**Fifth year**-- installations continue with modifications necessary for active learning spaces—All planned classrooms will be completed. Estimated number 350+

| Long term capital costs - infrastructure life span of 15 or more years (cabling, mounts, amplification, podiums/racks) | $900,000
---|---
| Short term capital costs - consumables - life span of 5 or less years (electronics, computers, projectors, smart boards) | $744,500
Total | $1,644,500

By the end of year five, a core group of stakeholders with the Classroom Technology team will have worked closely together developing a plan to maintain and upgrade classroom technology sustainable for the future.

**MaineStreet improvements**

- *Proposal – Upgrade and modernize MaineStreet to support One University concept, including program integration goals, unified online learning, student services, Human Resources initiatives and the unified budget plan. This necessary modernization requires consulting assistance and engagement of administrative leaders, Program Integration Initiative members and others to evaluate business processes and to develop a new design for data collection and management.*

US:IT proposes initiatives in 3 general areas to address both current issues and to prepare for the future as the University of Maine System adopts and to align with the One University vision. The work under these initiatives will be simultaneously planned and executed by the Enterprise Computing and Application Services team using consultants and contracted services to complete the work. Initiatives are defined below to define the outcome and structure the engagement of stakeholders.

Year one – Planning, stakeholder engagement, licensing of product, procurement of consulting and contracted services, begin implementation.

Year two – Development completed on each initiative, testing, training, implementation and project closeout. Total duration 18 to 24 months.
**Initiative 1 - MaineStreet Mobile**
Creating a facile and attractive mobile interface for students and faculty will improve the experience for students and faculty alike.

US:IT will actively solicit student input from beginning to end of the project through focus groups and other means to gather requirements and review the prototypes as developed. In this way we can be assured the product will be meaningful to our students and a welcomed improvement.

**Projected Costs**

| Requirements gathering and design services | $190,000 |
| Infrastructure (3 years)                  | $80,000  |
| Software development services             | $200,000 |
| Project Management services               | $85,000  |
| Licensing                                 | $150,000 |
| **Total**                                 | **$705,000** |

**Timeline**
- Begin: Spring 2016
- Deliverable: Summer or Fall 2017

**Dependencies:**
- System administrator personnel in Recommendation 3 will be needed to implement and support the mobile application infrastructure servers.

**Initiative 2 - Streamlined course registration**
The MaineStreet delivered user interface causes students difficulty in registering for courses and particularly registering for a course from another campus and applying it to their major. We will create “stand beside” software that uses MaineStreet data and business process functions but provides an enhanced, modern and easily maintained student experience.

As with Initiative 1, student input throughout the process of developing the software is paramount and will be actively sought.

**Projected Costs:**

| Requirements and design services | $90,000 |
| Project Management services      | $60,000 |
| Software development services    | $100,000 |
| **Total**                        | **$250,000** |
Timeline:
- Begin: Spring 2016
- Deliverable: Spring 2017

Dependencies:
- None

Initiative 3 - User experience improvements for faculty
MaineStreet provides challenges for faculty performing their job. Through focus groups and other methods of gathering and prioritizing changes that will be beneficial to faculty, we will redesign the user interface and improve workflow and business process for faculty.

Projected Costs:

<table>
<thead>
<tr>
<th>Service</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Requirements and design services</td>
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<tr>
<td>Software development</td>
<td>$80,000</td>
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<tr>
<td>Project management</td>
<td>$70,000</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>$250,000</strong></td>
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</tbody>
</table>

Timeline:
- Begin: Fall 2016
- Deliverable: Fall 2017

Dependencies:
- The Software Developer in Recommendation 3 is needed in year 2 for the implementation and support of the redesigned MaineStreet

Initiative 4 - Adapting MaineStreet to One University
MaineStreet was designed and configured to support discrete campus business processes. As One University emerges, new business processes will be designed and engineered to reprogram and reconfigure MaineStreet to meet those needs and support those business processes. The changes to business process will come from the business office leaders. This initiative will begin the process reengineering and the dependent redesign as guided by seasoned consultants. Note that the scope of this section is dependent on the scope of the business changes as One University emerges and could exceed what is budgeted here.

Projected Costs:

<table>
<thead>
<tr>
<th>Service</th>
<th>Cost</th>
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</thead>
<tbody>
<tr>
<td>Business Process Redesign services</td>
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<tr>
<td>Software design services</td>
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<tr>
<td>Security redesign services</td>
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<tr>
<td>Project Management services</td>
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<td><strong>Total</strong></td>
<td><strong>$795,000</strong></td>
</tr>
</tbody>
</table>
Timeline:
Begin: Early 2016
Deliverable: Late 2017

Dependencies:
The Software Developer in Recommendation 3 is needed in year 2 for the implementation and support of the redesigned MaineStreet.

Investments

The investment to implement the recommendations on Wireless, Classrooms and Maine Street totals $44,208,000. The following chart represents the estimates by project to fully fund and implement the recommendations.

<table>
<thead>
<tr>
<th></th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
<th>FY20</th>
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<td>OPERATIONAL STAFF</td>
<td>$200,000</td>
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<td>HR CONSULTING</td>
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<td>One time</td>
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<td>WIRELESS</td>
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<td>SHORT TERM INVESTMENT</td>
<td>$2,500,000</td>
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<td>$2,243,945</td>
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<td>$8,743,945</td>
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<td>CLASSROOMS</td>
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<tr>
<td>LONG TERM INVESTMENT</td>
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<td>$10,260,000</td>
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<tr>
<td>SHORT TERM INVESTMENT</td>
<td>$1,035,000</td>
<td>$1,725,000</td>
<td>$1,725,000</td>
<td>$1,725,000</td>
<td>$744,500</td>
<td>$6,954,500</td>
</tr>
<tr>
<td>MAINESTREET MODIFICATIONS</td>
<td>$100,000</td>
<td>$1,100,000</td>
<td>$800,000</td>
<td></td>
<td></td>
<td>$2,000,000</td>
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<tr>
<td>TOTAL FY EXPENSES</td>
<td>$3,895,000</td>
<td>$9,925,000</td>
<td>$16,125,000</td>
<td>$12,618,945</td>
<td>$1,644,500</td>
<td>$44,208,445</td>
</tr>
</tbody>
</table>
AGENDA ITEM SUMMARY

1. NAME OF ITEM: Establishment of the Russell S. Bodwell University Distinguished Professorship, UM

2. INITIATED BY: Norman L. Fournier, Chair

3. BOARD INFORMATION: BOARD ACTION: X

4. BACKGROUND:

The Russell S. Bodwell University Distinguished Professorship is presented for approval. This professorship is supported by a University of Maine Foundation endowment of $73,764 and an anticipated gift of property which would be sold and the proceeds added to the endowment at a later date. The total of the current endowment and the anticipated proceeds from the sale of property are expected to exceed the minimum level of $250,000 required by Board of Trustees policy for a named professorship.

Recognizing that, as the gift currently stands, the Russell S. Bodwell Professorship is an exception to Board of Trustees Policy Section 711 on Named Chairs and Professorships, this exception requires Board of Trustees approval for the named professorship as it is not currently endowed at the minimum level of $250,000.

This gift enables the College of Engineering to recruit and retain outstanding teachers and scholars in civil and environmental engineering. The income from the endowment shall be used to supplement the base salary of the person holding the professorship. A portion of the income may be allocated to provide equipment, technical and clerical assistance, travel and other auxiliary support. The holder of the Bodwell Professorship shall have an outstanding teaching and scholarly record in the area of civil and environmental engineering.

An ad hoc committee shall be appointed by the Dean to advise him/her in the selection of the holder of the Bodwell Professorship. Nominations for the Professorship shall be recommended to the President of the University for final approval. The appointment shall be for a term of five years. The fund shall be administered by the Dean of the College of Engineering in consultation with the Chair of the Department.

5. TEXT OF PROPOSED RESOLUTION:

That the Finance, Facilities and Technology Committee forward this item to the Consent Agenda at the January 24-25, 2016 Board of Trustees meeting for approval of the following resolution:

That the Board of Trustees approve the establishment of the Russell S. Bodwell University Distinguished Professorship, UM

01/05/2016
November 25, 2015

Dr. James Page, Chancellor
University of Maine System
16 Central Street
Bangor, ME 04401

Dear Chancellor Page:

I respectfully request that the University of Maine System approve establishment of the Russell S. Bodwell University Distinguished Professorship.

**Purpose:** This endowed professorship will enable the University of Maine to supplement the base salary of the person holding the Professorship.

**Funding:** Russell S. Bodwell funded a $73,764.27 endowment held at the University of Maine Foundation to fund a position known as the Russell S. Bodwell University Distinguished Professorship.

**Criteria:** The holder of the Bodwell Professorship shall have an outstanding teaching and scholarly record in the area of civil or environmental engineering.

**Procedures for Appointment:** An ad hoc committee shall be appointed by the Dean to advise the Dean in the selection of the holder of the Bodwell Professorship. Nominations for the Professorship shall be recommended to the President of the University to be forwarded for approval by the Chancellor. Appointments shall be for a term of five years. Reappointment shall be subject to recommendation of the Dean after a review of performance by an ad hoc committee.

Thank you for consideration of the *Russell S. Bodwell University Distinguished Professorship.*

Sincerely,

Susan J. Hunter, Ph.D.
President

cc: Dana Humphrey, Dean, College of Engineering
    Holly Hatch, University of Maine Foundation
RUSSELL S. BODWELL UNIVERSITY DISTINGUISHED PROFESSORSHIP

The Russell S. Bodwell University Distinguished Professorship was established in the University of Maine Foundation in 2015 with gifts from Russell S. Bodwell, a member of the Class of 1944 and Barbara H. Bodwell, a member of the Class of 1945.

The principal shall be endowed and only the income from the fund shall be used to supplement the base salary of the person holding the Professorship. In addition, a portion of the income may be allocated to provide equipment, technical and clerical assistance, travel and other auxiliary support. The donors intend for the fund to be permanently endowed so that the principal will not be invaded under any circumstances for awards from the fund.

The purpose of the Professorship is to enable the University of Maine to recruit and retain outstanding teachers and scholars in civil and environmental engineering. The holder of the Bodwell Professorship shall have an outstanding teaching and scholarly record in the area of civil or environmental engineering. An ad hoc committee shall be appointed by the Dean to advise the Dean in the selection of the holder of the Bodwell Professorship.

Nominations for the Professorship shall be recommended to the President of the University to be forwarded for approval by the Chancellor. Appointments shall be for a term of five years. Reappointment shall be subject to recommendation of the Dean after a review of performance by an ad hoc committee.

Should it ever become impossible or impractical to carry out the purposes of this fund as described above, an alternative purpose which best fits the donors' intent and wishes shall be designated by the Board of Directors of the University of Maine Foundation in its sole discretion after consultation with the President of the University of Maine.

The fund shall be administered by the Dean of the College of Engineering or its successor in consultation with the chair of the department.

Susan J. Hunter, Ph.D., President, University of Maine

7 Nov 2015

Date
AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Creation of New Major Unit at USM: International Early College High School

2. **INITIATED BY:** Norman L. Fournier, Chair

3. **BOARD INFORMATION:**

4. **BOARD ACTION:**

**BACKGROUND:**

In accordance with the Board of Trustees policy 3.09, the University of Southern Maine seeks approval for a new major unit that would function as a two-year high school. The new major unit would grant a high school diploma to international high school students who are recruited to attend the program and successfully complete the requisite course of study. The proposal went before the Academic and Student Affairs Committee in November, and their resolution included the factors below.

USM has complied with the resolution and will present materials and information to the Academic and Student Affairs Committee in January, for approval and recommendation to the full Board of Trustees.

The Board Resolution regarding the proposal for the new major unit, passed on November 17, 2015, listed four contingent factors:

- Approval from NEASC-Commission on Independent Schools,
- Consultation with the Maine Department of Education,
- Approval from Immigration and Customs Enforcement allowing USM to issue visas for International Early College students, and
- The development of an integrated risk management plan specific to this new major unit and the population it serves, to include insurance coverages and other items identified within the proposal.

The University of Southern Maine received approval from NEASC-Commission in Independent Schools for the International Early College at USM initiatives on November 17, 2015.

Additionally, the institution has consulted with the Maine Department of Education on a number of issues ranging from fingerprinting to curriculum design and have used the consultation to inform decision regarding the operation of the International Early College program.
The University of Southern Maine cannot apply for the Immigration and Customs Enforcement (ICE) approval until it receives approval from the Board of Trustees for the new major unit and approval to grant the high school diploma. Once approved by the Board, the institution will immediately submit for ICE approval as all other necessary materials for the applications are already on file.

The institution has worked with System Risk Management, Labor Relations, and University Counsel to identify and develop the working plan to mitigate risk associated with this new major unit and the population it serves. Specifics of this can be found within the proposal.
University of Southern Maine – Initiative Overview and Summary Update

Proposal for New Major Unit: International Early College at USM
Initially Proposed: November, 2015
Board Action: Resolution including contingent factors passed on November 16, 2015
Current Status: Responding to Board Resolution
Next Steps: Action item and motion to approve on Academic and Student Affairs Committee January Agenda

The University of Southern Maine seeks Board of Trustee’s approval to create a new major unit that would function similarly to a high school and have Board authority to grant a “USM International Early College” high school diploma upon completion of the requisite course of study.

USM will offer a unique program - a two-year educational experience where high achieving and language-ready international high school students mainstream into USM’s 100- and 200-level courses to complete their high school diploma. The strategy is modeled on the early college program already available to Maine high school students, with the recognition that the international high school students will take a defined course of study in either STEM or the Liberal Arts that will result in their high school diploma. While these international high school students will earn college credit, they will not be matriculated as university students. The program is tentatively named “International Early College at USM.”

The initiative requires, and has received, NEASC-Commission on Independent School (CIS) approval. USM applied for CIS accreditation in September, 2015 and was accredited in November, 2015. A copy of the notification is appended to the full proposal. The CIS accreditation is accepted by the Maine Board of Education as meeting the requirements of Maine Statute 20-A § 2901: Requirement for basic school approval. The University has consulted with the Maine Department of Education on numerous matters ranging from accreditation to certification to curriculum. USM has incorporated the Department of Education recommendations into the full new major unit proposal.

The initiative also requires significant risk planning and mitigation. To that end, the institution has worked with System Risk Management, Labor Relations, and University Counsel to understand the risks and work towards mitigation. UMS Risk Management consulted with the Systems insurance carriers regarding the proposed new major unit. A memo was forwarded to USM outlining areas of risk to be reviewed and that would need policy and procedures to meet the insurance mitigation requirements. A copy of the memo is appended to the full proposal. The institution reviewed the concerns and began work on developing actions to address the issues.
Of primary concern, as detailed by the UMS Risk Management memo, is accusations and allegations of sexual abuse and molestation. The element required to mitigate the risk is a sexual abuse and molestation policy which includes employee selection procedures, employee training procedures, post-incident training and procedures, and building life safety.

USM’s Title IX compliance is certainly helpful and informative in relation to the issue, but it is not enough. The institution has initiated conversations with Labor Relations and University Counsel about background checks for existing employees and new employee and working with the collective bargaining units. Also discussed were the two major vendors – dining services and bus transportation – who may have direct contact with this student population. The contracts are being reviewed for background screening requirements.

The institution is also using the Maine School Management Association guidelines for the training and post-incident response and training procedures. This is an important opportunity to provide risk mitigation training across the University, not just to those who will work with the international high school students. Recognizing and minimizing events and situations that might lead to a claim of abuse is important for every member of the community. The University has researched vendors who can provide this training, and the proposed operating budget has been revised to include these mandatory trainings.

With these risk concerns and mitigation efforts, there will be required reporting from the International Early College Head of School to the Dean, Provost, and President detailing the ongoing facilitation of training, discussions, and summation of any incidents with the accompanying investigation and resolution.

With the abovementioned concerns at the fore, the University initiated the development of an integrated risk management plan specific to this new major unit and the population it serves. The System General Counsel is engaged and will review all arrangements for legal compliance and approve contractual relationships as necessary.
The University of Southern Maine seeks Board of Trustee’s approval to create a new major unit that would function similarly to a high school and have Board authority to grant a “USM International Early College” high school diploma upon completion of the requisite course of study.

Introduction

The University of Southern Maine is deeply aware of the enrollment crisis within the state and what the demographic analyses predict for the next ten years. There are numerous strategies to stabilize, then grow, enrollments and the University recognizes the importance of mission differentiation when evaluating the strategies. One strategy is the development of an integrated early college experience for international high school students that would result in a high school diploma.

USM consulted with Council on International Education Exchange (CIEE), a non-profit NGO based in Portland, ME, MaineAsia, and StudyMaine to determine if a two-year program that would result in a high school diploma would attract students to the University. In the early exploration phase the response was extremely positive, with an estimate of an initial cohort of 50 international high school students. Bolstered by this reception, the University moved forward with initial planning in order to seek the appropriate approvals.

The appeal for the international high school students is twofold: the educational opportunity and the competitive price point. For international high school students in their junior and senior year who are academically advanced, the ability to take post-secondary courses provides them with a perceived advantage as they seek to become engaged citizens in their respective countries. A U.S.-based education is valued in many different countries for the perspective that the students gain, the opportunities available to the students while abroad, and the student’s language proficiency that is strengthened through studies and extracurricular activities.

In targeting a yet untapped market that does not compete with other UMS campuses, USM seeks to differentiate and address the enrollment crisis in a way that furthers the Metropolitan University vision, broadens the classroom experience for all, and creates opportunities for matriculation and degree completion.

USM will offer a unique program - a two-year educational experience where high achieving and language-ready international high school students mainstream into USM’s 100- and 200-level courses to complete their high school diploma. The strategy is modeled on the early college program already available to Maine high school students, with the recognition that the international high school students will take a defined course of study in either STEM or the Liberal Arts that will result in their high school diploma. While these international high school
students will earn college credit, they will not be matriculated as university students. The program is tentatively named “International Early College at USM.”

USM is pursuing all necessary approvals and seeks to enroll students for fall 2016.

**Implementation/Operating**

This enrollment strategy is multifaceted and USM is continuously planning, reviewing, and evaluating best practices for a successful implementation. In addition to UMS Board approval, the initiative will require approval from NEASC-Commission on Independent Schools, consultation with the Maine Department of Education, and approval from Immigration and Customs Enforcement allowing USM to issue visas for International Early College students.

The major considerations for this initiative are addressed below.

**NEASC Commission on Independent School (CIS) and NEASC Commission on Higher Education (CIHE)**

USM submitted a tentative proposal for approval to NEASC-CIS for consideration. The proposal noted that USM does not yet have Board authorization for this new major unit, nor Board authority to grant high school diplomas, but that we are seeking Board approval. NEASC-CIS took up the proposal at the November, 2015 meeting and granted accreditation to the high school at that meeting. USM received notification on November 20, 2015, and received a framed copy of the accreditation certification at a luncheon ceremony at the NEASC Annual Meeting in December. A copy of the notification is appended to this proposal.

The accreditation puts the International Early College program on a standard review cycle: an annual report is due next September, followed by a special progress report and visit in fall 2017, after one full year of operation.

Additionally, USM reached out to NEASC-CIHE to determine any necessary actions. CIHE indicated that no actions are necessary at this point, but wants to be kept up to date on all developments. After the Board takes action, the UMS Board-approved proposal would be submitted to CIHE to determine if the University’s new major unit will trigger a Substantive Change Proposal per NEASC policies.

**Governance**

International Early College at USM will have a seven-member Advisory Board comprised of four USM faculty members, an alumnus/a, an educator from the community, and a fundraiser from the community. Of the four faculty members, at least one will be from the School of Education and Human Development and at least one will be from either of the two curricular pathways. Similar to other Advisory Boards at the University, it will make
recommendations to the Head of School/Program Director who reports to the Dean of the College of Arts, Humanities, and Social Sciences, the Provost and the President. Ultimately, the fiduciary responsibilities for Early College is the same as for USM itself - the University of Maine System (UMS) Board of Trustees.

The Advisory Board will be constituted by the University Provost and President after the UMS Board of Trustees has approved the International Early College at USM school proposal. The Advisory Board will be charged with drafting by-laws, governance, and board policies in accordance with private high school best practices and the University’s existing governance and policy structures. These documents will be reviewed by University Counsel and other appropriate staff members to ensure there is no conflict of authority with UMS structures or policies. It is proposed that the Founding Advisory Board have a staggered initial appointment with renewal consideration.

As noted, International Early College at USM will begin as a two-year program for international students who are academically and language eligible to complete USM 100- and 200-level courses. Upon successful completion of the program the students will receive their high school diploma, and are eligible to matriculate into the University to complete their undergraduate degree. The initial cohort is planned for 50 students, with enrollment growth over the next five years. In time, with the planning of the Advisory Board, International Early College will develop strategic plans for enrollment, curriculum, college advising, and an assessment of expanding International Early College into a four-year secondary school. A complete strategic plan based on the mission, governance, curriculum and NEASC-CIS standards, will be completed and approved for implementation by November, 2016.

The Head of School/Program Director will liaise with the Advisory Board and all appropriate USM units for the integrated functioning of International Early College at USM including but not limited to the academic programs, the Core curriculum, student academic support, student residential support, registration, and student accounts.

**Finance**

An extremely important consideration is the finances of this initiative. The University anticipates one-time, initial costs as well as year-over-year operating costs. These costs would be offset by the tuition revenue and room/board that the students would pay to the institution.

The Office of Finance and Administration has modeled a budget which reflects both costs, as well as revenue. The total price a student would pay for 2016-2017 academic year is $36,000 of which $10,012 would be tuition/fees and $9,400 would be room/board. The remaining revenue off-sets operational expenses attributable directly to this operating unit. Thus, the price reflects USM’s break-even budgeting. The tuition is based on a 12 SCH course load and includes
mandatory university fees. It does not include the admission fee, course fees, or any fees associated with extracurricular activities. The University does not expect to make USM scholarships available to the international high school students. This price point includes the amelioration of the initial costs over five years.

The budget model is as follows:

<table>
<thead>
<tr>
<th>Expenses</th>
<th>Recurring</th>
<th>One Time*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Room &amp; Board Expense</td>
<td>$470,000</td>
<td></td>
</tr>
<tr>
<td>Director Salary and Benefits ($75,000 Salary)</td>
<td>$115,500</td>
<td>$30,000</td>
</tr>
<tr>
<td>Administrative Specialist Salary and Benefits ($28,000 Salary)</td>
<td>$43,120</td>
<td></td>
</tr>
<tr>
<td>Faculty Stipends (Board x3)</td>
<td>$6,000</td>
<td></td>
</tr>
<tr>
<td>Hall Monitors (4) ($40,000 each plus benefits, 10 months)</td>
<td>$205,333</td>
<td></td>
</tr>
<tr>
<td>Space Conversion</td>
<td>$125,000</td>
<td></td>
</tr>
<tr>
<td>Recruiting Trips</td>
<td>$30,000</td>
<td></td>
</tr>
<tr>
<td>Marketing Materials</td>
<td>$2,500</td>
<td></td>
</tr>
<tr>
<td>Course Development</td>
<td>$5,000</td>
<td></td>
</tr>
<tr>
<td>Transportation</td>
<td>$15,000</td>
<td></td>
</tr>
<tr>
<td>Insurance</td>
<td>$-</td>
<td></td>
</tr>
<tr>
<td>Training, Other</td>
<td>$10,000</td>
<td></td>
</tr>
<tr>
<td>Office Equipment, Supplies</td>
<td>$15,000</td>
<td>$5,000</td>
</tr>
<tr>
<td>Anderson Hall - Empty Beds (25 @ $4,900 each)</td>
<td>$-</td>
<td>$122,500</td>
</tr>
<tr>
<td>Anderson Hall Meal Plans (25 @ $4,500 each)</td>
<td>$-</td>
<td>$112,500</td>
</tr>
<tr>
<td>Anderson Hall - Empty Beds (5 @ $4,900 each)</td>
<td>$24,500</td>
<td></td>
</tr>
<tr>
<td>Anderson Hall Meal Plans (5 @ $4,500 each)</td>
<td>$22,500</td>
<td></td>
</tr>
</tbody>
</table>

Sub Total Expenses                                            | $964,453  | $395,000  |

NEBHE Tuition and Fees                                        | $500,600  |           |

Student Support                                              | $(150,000) |           |
Agent Fees                                                   | $340,000  |           |
Amortization                                                 | $79,000   |           |
Contingency                                                  | $65,947   |           |
Total Expenses                                                | $1,800,000 |           |

Revenue                                                       | $36,000 per student per academic year | $1,800,000 |

*Amortize Over 5 years
**Staffing**

International Early College at USM will require additional staff dedicated to this initiative. The proposed staff are a Program Director and four House Managers, totaling five new USM employees. The budget provided above reflects these positions, and the anticipated wages and ancillary expenses associated with the positions.

The Program Director would report directly Dean of the College of Arts, Humanities, and Social Sciences, with secondary reporting to the Provost and President, and work with an Advisory Board to manage the strategic direction and daily operations of International Early College. As noted above, this position will work across all units of the University. The House Managers will reside in the residence hall with the international high school students who will be cohorted for their residential experience. Each of the House Managers will oversee a specific aspect of International Early College such as residential life, academic support, health and wellness, and culturalization. Together, these five staff members will be responsible for the well-being of the students and the success of the program.

Recruiting for these positions must take place in spring 2016 for anticipated start dates in July and August, 2016. The position descriptions and postings will reflect both current University practice and the anticipated needs of this specific student population. Because of the residential nature of these positions, the final candidates will undergo a background screening and criminal history check. Additionally, they will require specific training to meet the risk mitigation concerns detailed by Risk Management and UMS insurance carriers. These trainings, and background checks expenses are included in the proposed budget. Search committees will be comprised of members of the USM community as well as Advisory Board and other select community members with respective expertise. Final hiring decisions will rest with the University President and Provost.

**Recruiting/Marketing**

The international recruitment season for educational programs in the U.S. is typically fall into the early winter. Preliminary recruitment trips for a fall 2016 launch of International Early College at USM have taken place. USM will have representation on four major U.S. Trade Mission delegation trips to Japan, China, Vietnam, and Thailand in the 2015-2016 recruitment season. These delegations are organized by the U.S. Department of Commerce. USM is exploring the possibility of International Early College representation in other East Asian countries, such as Burma and Korea. As previously noted, the target enrollment for a fall 2016 launch is 50 students, though that number is not a cap. Preliminary recruitment efforts for USM programs, including introducing the idea of International Early College, have been and will continue to be supported internally by USM’s offices of Marketing, Public Relations, Admissions and International Programs.
Recruitment efforts will continue to be diverse and are supported primarily by partners who have a strong international presence. The institution has followed the UMS procurement policy and worked through the Request for Proposal (RFP) process to solicit bids from agents/agencies to partner in the recruiting effort. The criteria in the RFP detailed the credentials necessary for a partnership and the bid acceptance period closed on January 8, 2016. USM expects to begin contract negotiation with the selected bidder(s) within the next two weeks. The selected partner(s) must have a global and proven presence in supporting international student exchange and will be essential in informing prospective high school students of USM’s International Early College offerings. USM will be one of many options presented to students as they consider their choices for study in the United States. Any anticipated arrangement with the selected partner will be nonexclusive and may not involve the exchange or commitment of university or System funds, leaving USM free to explore other international recruitment opportunities.

Also supporting our recruitment efforts is StudyMaine. Through USM’s existing institutional relationship as a StudyMaine site, StudyMaine will present International Early College as an option for high school students overseas as they consider their educational options in Maine. StudyMaine is a program of the Maine International Trade Center (MITC), the group who has facilitated USM’s participation in the U.S. Department of Commerce delegation international visits. MITC is an important partner in promoting International Early College at USM – as well as promoting USM’s post-secondary academic offerings including 3+2 and 4+1 programs.

USM will also consider retaining an agent throughout the Asian region, and primarily in China, to promote all of USM’s academic programs. USM will seek a partner with proven recruitment experience and success in bringing Chinese high school students to Maine schools, and any potential relationship will be reviewed and approved internally as appropriate.

It is important to note that domestic recruitment for International Early College is not part of the initial recruitment plan. Rather, the focus is on recruiting international high school students. However, should a domestic student wish to apply, their application will be considered. As such, USM’s admission criteria and tuition rates would apply to domestic students seeking admission. Students of International Early College at USM will not be designated as dual enrolled; they are ineligible for USM scholarships.

**Admission**

International Early College at USM is premised on attracting a global student body to the University. In enrolling international high school students, the program will have sex, gender, racial, ethnic, and religious diversity; the recruitment and admission efforts also target socio-economic diversity. The University’s anti-discrimination stance will guide International Early College at USM.
The students must be language eligible predicated on the USM admission standards (currently a 79 TOEFL; 6.5 IELTS) and academically eligible predicated on the institution’s academic standards. The applicant review will be based on the student’s high school transcript to date, in accordance with USM criteria. It is critically important that the admitted students can succeed in completing the college-level coursework that is the curriculum for the program. International Early College will develop and provide services specifically for the international high school students, in addition to the support services that USM already provides to all enrolled students. The students will review and sign the student handbook which will outline the academic, residential, and university-life policies.

The RFP for a recruiting partner indicates an expectation that the partner will recruit students who meet the University’s criteria and present completed application portfolios for the institution to review. Admission decisions rest with the University. For International Early College at USM, the Advisory Board may also play a role in the recruitment and admission process.

As part of their separate fee paid to the partner, students who are admitted to International Early College at USM will be supported initially in their visa applications by that partner, and the partner will provide intensive orientation sessions for all new international students before the start of every academic semester. The partner and the University will coordinate timing of the travel of these students from the orientation to the USM Gorham campus for the University’s orientation and start of the academic year. It is expected that any recruiting entities with whom the University might partner would offer similar services to those described here.

**Visas**

USM will be the initiating institution of record for the international high school students’ F1 visa applications. Currently, the University is not authorized to issue visas for this program as it is has not yet been approved by the Board of Trustees. Once approval is secured, USM will update its SEVIS application to include the International Early College program. The response time varies from one to ten months; timing will be very important for USM to be federally recognized to issue visas for this new initiative.

**Residential**

USM has reviewed the literature regarding housing international students and have concluded that for the residential experience the high school students will be cohorted together. Supporting this decision is the age of the students and the recognition that they will require a different housing model and residential support structure. As such, the residence hall will be exclusive to the International Early College students.

Anderson Hall has been identified as the residence building for this program. Located in the heart of the Gorham Campus, it is next to the campus center and dining hall; down a hill from the
major academic buildings; and across the street from the athletic facilities/sports complex. It currently has an 80 bed capacity, and an existing apartment. A recent tour of the facility to determine its suitability for this initiative concluded that minimal renovations, to a room per floor, is all that is required to prepare the residence hall for the model which supports a younger student population. This anticipated expense is reflected in the budget. It is important to note that Anderson is currently used as a residential hall; there is no change of purpose or occupancy for the building.

The Program Director and House Managers will be responsible for all aspects of residential life within this hall, in accordance with USM training, policies, and procedures, which will be integrated with additional policies and procedures that are specific to this student population. Students who have challenges in the residential setting will be advised under the integrated policies; the remedies available to the International Early College students will be detailed in the policies. Additionally, International Early College students will sign an explicit code of conduct regarding violations of either the recruiting agency or institutional policies.

The institution is seeking a recruiting partner who has a strong local presence in Maine through its network. It is important that the international students have a local contacts from the agency to help resolve any issues, offer guidance on issues of homesickness, and to plan extra activities for the students, with students paying the costs.

University Life

The International Early College students will have access to most USM student programming and events such as lecturers, concerts, performances, gallery talks, intermural sports, and clubs. However, the students will not be able to participate in NCAA intercollegiate athletics, or any intermural contact sport. Likewise, there will be numerous other restrictions placed on these students predicated on their age, and immigration status. For example, students will not be permitted to drive while they are in the U.S., regardless of whether they have a license. Likewise, there may be restrictions on social media –materials the student publishes on social media that violates policy are grounds for student dismissal. The policies for the International Early College at USM developed by the institution will be explicit and will be reviewed by Risk Management and University Counsel prior to implementation.

Academic Program

International Early College at USM provides the last two years of high school to international high school students. The students take credit-bearing first- and second-year college courses in one of two pathways: STEM or Liberal Arts.
The curriculum plan is as follows:

<table>
<thead>
<tr>
<th>Four courses per semester</th>
<th>Required Common Classes (from the USM Core)</th>
<th>Recommended Electives</th>
<th>Track 1 (example)</th>
<th>Track 2 (example)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Year 1</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Semester 1</strong></td>
<td>EYE (first year seminar), 3 cr</td>
<td>POS 101, 104, 120</td>
<td>Focus on an academic discipline in the STEM fields.</td>
<td>Focus on an academic discipline in the Liberal Arts fields.</td>
</tr>
<tr>
<td></td>
<td>Quantitative Reasoning, 3 cr</td>
<td>PSY 101</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>College Writing, 3 cr</td>
<td>SOC 100</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>ARH 110</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>ECO 100, 101, 102, 104, 106</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Year 1</strong></td>
<td>Science Exploration, 3 cr</td>
<td>ENG 140 or 145</td>
<td>Focus on an academic discipline in the STEM fields.</td>
<td>Focus on an academic discipline in the Liberal Arts fields.</td>
</tr>
<tr>
<td><strong>Semester 2</strong></td>
<td>Lab Science, 4 cr</td>
<td>HTY 121</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>MAT 120</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>MUS 100</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>POS 261 or 262</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Year 2</strong></td>
<td>Cultural Interpretation, 3 cr</td>
<td>ARH 111 or 112</td>
<td>Focus on an academic discipline in the STEM fields.</td>
<td>Focus on an academic discipline in the Liberal Arts fields.</td>
</tr>
<tr>
<td><strong>Semester 1</strong></td>
<td>Creative Expression, 3 cr</td>
<td>HTY 122</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>PHI 100-112</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>WGS 101</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>ECO 103, 120, 220</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Math and/or lab science</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Year 2</strong></td>
<td>Socio-cultural Analysis, 3 cr</td>
<td>PHI 205</td>
<td>Focus on an academic discipline in the STEM fields.</td>
<td>Focus on an academic discipline in the Liberal Arts fields.</td>
</tr>
<tr>
<td><strong>Semester 2</strong></td>
<td>EISRC (ethical inquiry seminar), 3 cr</td>
<td>HTY 123</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Math and/or lab science</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Currently the curriculum includes quantitative reasoning, English, American Culture and Society, Cultural Interpretation, Fundamentals of Science & Lab, Intro to Design and Design Theory, and courses in the respective pathways. Academic opportunities that are available to USM college students are available to the International Early College students including labs, performances, and research.

The curriculum is designed based on USM’s nationally recognized Core Curriculum and electives in the pathways, with opportunities for specialization, after consultation with the International Early College curriculum House Manager. Students will be mainstreamed into courses with traditional and non-traditional students, all working from the same syllabus and towards the same learning outcomes. After successful completion of the program the students will earn their high school diploma and have two years of earned, transferable college credit.

**Academic Student Support**

Academic support services for International Early College will be available twofold: programs that are specifically for the international high school students and support services available to all USM students. Additionally, USM’s English Learner support curriculum will have modules expressly for the International Early College students and available in cohort formats.

The technology resources at USM are available for all students. International Early College students will have access to the USM libraries, including all research and databases, Learning Commons, computer labs, wifi, and classroom equipment as the curriculum suggests.

**Health**

International Early College students will purchase insurance which meets all federal and state compliance regulations for international students in the U.S. on a visa. Their health and mental wellness care will be provided by the local health services facilities, not by the University. The House Managers will establish exacting protocols (based on ones already in existence at other independent high schools) for when an international high school student requires health or medical care.

**Risk and Contingencies**

The System Risk Management office reviewed the planned operations of International Early College at USM to determine appropriate insurance coverages and risk-related policies, which will have to be factored in to the budget and operations for the school. Risk Management provided information on December 9, 2015 (appended) to the University in order for the institution to review and develop plans for mitigation. USM provided an initial response on December 21, 2015 (appended) and continues to work with System-level Risk Management,
Labor Relations, and University Counsel on the issue of risk and contingencies. With the Board of Trustee’s approval of the International Early College proposal, full policies will be developed by mid-summer and will be reviewed by Risk Management and University Counsel.

Specifically, there are four areas of emphasis which need to be addressed, with police brutality listed as another potential source of a claim:

- Sexual Abuse and Molestation Policy
  - Employee Selection Procedures
  - Employee Training Procedures
  - Post-Incident Training and Procedures
  - Building Life Safety
- Fire Safety
- Transportation Injuries
- Student Discrimination

USM’s response speaks most specifically to the concern regarding sexual abuse and molestation policy. Needless to say this issue is of paramount importance to the institution and the System. The policy will be drafted in conjunction with University Counsel, Risk Management, and Labor Relations. To date, USM has worked with these entities on the issue of employment selection procedures and the issue of background checks for individuals already employed by the institution. A plan was drafted to identify the roles and determine the type of contact they would have with the international high school students. Those roles will be tiered, and the backgrounds checks will be phased in according to the tier. This phased, tiered approach allows coordination with Labor Relations and the various collective bargaining units. It is recognized that background checks on certain identified tiered roles would be annual, at a minimum.

Additionally, the institution has identified the major vendors (bus transportation and dining services) on the USM Gorham campus whose employees may have contact with the international high school students. The University is reviewing those contracts regarding risk mitigation and the insurance those vendors are carrying.

The institution, in conjunction with Risk Management, has identified training for individuals who may have direct contact with the international high school students. There is also a recognition that this training might be expanded to all faculty at the institution. This training, focused on faculty and staff, is to recognize and mitigate situations which could lead to an accusation/allegation of sexual molestation or assault. It is different from the training that is already, and will continue to be, provided to faculty and staff as mandatory Title IX reporters, and the requirements of Title IX investigations into any such claims. As noted in the section on finance, the annual operating budget includes funds for training.
The post-incident training and procedures will draw on best practices described by independent schools who house minors, and the Maine School Management Association guidelines and standards. The importance of continual training, recognition of situations, mitigation, and conducting facilitated discussions and providing ongoing assurances to the students cannot be overstated. An initial reviews of policies from schools around the New England region has begun and will inform USM’s post-incident processes.

Likewise, Building Life Safety procedures, as it relates to the issue of sexual abuse and molestation, will be similar to those already in place for the University students, and reviewed each semester by USM’s campus police. Fire safety is already built into the facility, and the fire drills and procedures will echo those established by USM’s police and Environmental Health and Safety. Anderson Hall currently is occupied and operating as a residence hall. The facility currently has a net asset value of 29 percent and renovation age of 50+ years. It is among the many facilities which USM intends to review and in which USM may potentially invest in the future.

Transportation injuries are also listed as a concern for risk mitigation, and USM follows the System policies regarding transportation. Additionally, as noted above, students will not be allowed to drive. Transportation will be provided either by the contracted bus service or by other contracted service (with the drivers screened as a contract prerequisite).

The last noted concern is student discrimination. The International Early College at USM program will adhere to the institution’s non-discrimination policies. Specific procedures will be established for this student population for filing a complaint, due process, and the appeal process. These procedures will closely follow the established institution procedures.

With these risk concerns and mitigation efforts, there will be required reporting from the International Early College Head of School to the Dean, Provost, and President detailing the ongoing facilitation of training, discussions, and summation of any incidents with the accompanying investigation and resolution.

With the abovementioned concerns at the fore, the University initiated the development of an integrated risk management plan specific to this new major unit and the population it serves. The System General Counsel is engaged and will review all arrangements for legal compliance and approve contractual relationships as necessary.

Additionally, the proposed initiative likely will involve yet-to-be determined contractual relationships and will have fiscal impacts for the University and those parties with whom the University collaborates. Any such agreements and relationships will adhere
to Board policies and University practices, including those regarding competitive procurement. No contracts or agreements are yet signed with any of the parties in this document or with others who may be involved but are as yet unidentified. Securing such agreements is part of the work that remains ahead.

**Conclusion**

The University of Southern Maine, recognizing the opportunity to increase diversity on the campuses, broaden global perspectives, and create a revenue channel for the University that does not compete with the other UMS entities, seeks UMS Board approval to create a new major unit within the University which would function like a high school and would grant high school diplomas to students upon completion of the requisite course of study. The unit “International Early College at USM” would be the diploma-granting body, under the auspice of USM and the authority of the USM Board of Trustees.
November 17, 2015

Dr. Glenn Cummings
Head of School
Early College at University of Southern Maine
PO Box 9300
96 Falmouth Street
Portland, ME 04103

Dear Dr. Cummings:

The Commission on Independent Schools met on November 9-10, 2015, and reviewed your application for NEASC accreditation of Early College at University of Southern Maine and my report on my conversations with you and your staff. The Commission commends you for your clear and concise application and for the comprehensive planning to bring the full resources of the University to support this exciting endeavor.

In accordance with its Policy for Extending Accreditation Across Commissions, the Commission on Independent Schools is pleased to grant accreditation to Early College at University of Southern Maine, effective November 10, 2015. We look forward to working with you as the school develops and evolves in its early years.

Your next obligation will be the Annual Report in the fall of 2016, followed by a Special Progress Report and staff visit in the fall of 2017, after one full year of operation. The Commission will determine a schedule for further reporting at that time with a full accreditation review no later than 2021 to coincide with the reaccreditation of the University of Southern Maine.

Soon you will receive information from NEASC regarding your invitation to our Annual Meeting in December where you will be presented with a framed copy of your Certificate of Accreditation. On behalf of the Commission and the Association, I extend congratulations to you and your staff. We look forward to a long and mutually beneficial relationship.

Sincerely,

William M. Bennett
Director of the Commission

WMB:co
cc: Erica Mazzeo, Curriculum Director, Falmouth School Department
The System Risk Management office is engaged in ensuring all known risk management matters are reasonably addressed in connection with International High School/Early College initiative at USM.

A. Risk Management is reviewing the planned operations of International Early College at USM to determine appropriate insurance coverages and risk related policies, which will be factored in to the budget and operations for the school.

B. System General Counsel is engaged and will review all arrangements for legal compliance and approve contractual relationships as necessary.

C. The University will develop an integrated risk management plan specific to this new major unit and the population it serves.

D. This plan can be associated with four major risk control initiatives within a formalized, written, risk management and sexual abuse and molestation policy: Employee Selection Procedures; Employee Training Procedures; Post-Incident Training and Procedures, and Building Life Safety.

Further, UMS Risk Management notified the insurance carriers of the International High School/Early College initiative in November of 2015. There have been limited questions from the carriers. As UMS approaches the expiration date of the policy, the insurers are sure to request evidence of the controls necessary to prevent major claims that can and do occur in K-12 schools. The Risk Manager at UMS has experience with K-12 schools as he served as the Risk Manager for over 70 such school districts in Texas. Major potential claims in this class of educational facility are sexual abuse and molestation claims, fire safety, police brutality claims, transportation injuries and student discrimination.

Employee selection is one of the most important aspects of a K-12 risk management program. Ensuring that the University adequately screens individuals working directly with minor children is an absolute necessity to reduce the likelihood of claims of sexual abuse and molestation events. Ensuring that all individuals in direct contact with these students have received appropriate background screens, as well as sexual predator background screens, is paramount to initially reduce the likelihood of incidents. Additionally, conducting these proper checks ensures that the University has conducted due-diligence above and beyond legal requirements, which is a leading indicator in reduction of gross-negligence claims. This would include vendors. Outside of abuse and molestation, ensuring transportation organizations are relatively safe, and screen their drivers is necessary. Without due-diligence, UMS should expect claims expenses to be severe and expensive.

Once employees with direct contact with minors are on-board, UMS has a responsibility to train employees on how to prevent abuse and fraudulent claims of abuse. Rules and regulations, such as an employee never being alone unsupervised with a single student are necessary and must be enforced to ensure the ultimate reduction of claims and severity of claims when and if they occur. Additionally, the legal responsibility of educators to report and investigate abuse are necessary training topics to meet due diligence standards. Ultimately, a yearly refresher course
should be considered for all staff in direct contact with students is necessary on abuse, abuse prevention, abuse reporting, and ultimately, abuse investigations.

One of the most important factors in risk control for K-12 schools is post-incident investigation. Established guidelines for abuse investigation is necessary, and must be top-down driven from senior management at USM and UMS. Dedicated procedures, and the involvement of law enforcement is necessary. The Maine School Management Association maintains minimum standards for the investigation and documentation of abuse.

Risk Management can support the provision of training topics above, but is currently researching and working with the USM Chief Business Officer to identify and fiscally define needed resources to provide this type of training. The procurement and ultimate cost of the training will need to be incorporated in the yearly International High School/Early College budget.

Lastly, ensuring that the dormitory for student housing has appropriate access controls and is in compliance with the applicable fire and other code issues is necessary. Continued investigation and general FM support is necessary to meet the Risk Management needs and is a requirement for this program.

Meeting these requirements establishes best practices for K-12 institutions. These identified risk management controls for the High School are necessary and demand resources, yet, the challenges identified herein are not beyond resolution with proper planning and investment.
Risk Management Policy Outline
International Early College Initiative

The University of Southern Maine (University) has consulted with System Risk Management and is working with its campus Regulatory Compliance Administrator to ensure that identified risks are addressed in connection with the International Early College initiative at USM.

A. Risk Management is reviewing the planned operations of International Early College at USM to determine appropriate insurance coverages and risk related policies, which will be factored in to the budget and operations for the school.
B. System General Counsel is engaged and will review all arrangements for legal compliance and approve contractual relationships as necessary.
C. The University will develop an integrated risk management plan specific to this new major unit and the population it serves.
D. This plan will encompass four major risk control initiatives within a formalized, written, risk management and sexual abuse and molestation policy: Employee Selection Procedures; Employee Training Procedures; Post-Incident Training and Procedures, and Building Life Safety.

Employment Process and Background Checks
As outlined in the Staffing Section of the initial proposal to the Board of Trustees, USM has a procedure for the employee selection process. The University of Maine System (UMS) currently requires background checks of all employees consistent with the employees’ responsibilities, duties and constituencies. Within the International Early College initiative, these background checks will be conducted at the initial time of hire and annually thereafter. The background check will include a search of the State and National Sex Offender Registry. The individuals that this policy will affect are those working directly with the students such as, appropriate faculty and staff, School Director, dormitory staff and vendors who provide various services for students. School Director and dormitory staff will be subject to, and their employment will be contingent upon, the annual background checks. The Administration will partner with faculty who have international students in their courses on the issue of background checks. Furthermore, the University will work within its existing collective bargaining contracts when addressing the issue of background checks with all other staff.

Policies, Procedures and Training
The University will also develop policies specific to the International Early College initiative, its students, and employees. To that end, the institution has drafted a scope of work and plans to hire a temporary project manager who will establish policies and procedures as identified in the original proposal and Board of Trustees response. These include but are not limited to sexual abuse prevention and fraudulent claim of abuse prevention.

The University prides itself in being Title IX compliant consistent with Federal Law and University policy. In addition to being Title IX compliant, the University recognizes the need to have continuous training relevant to an environment which caters to high school age students.
Currently, all University of Maine System personnel are considered Mandatory Reporters for reporting suspicion of sexual abuse. As part of the International Early College initiative policy, specific investigation protocols will be outlined, including dedicated procedures, and the involvement of law enforcement as necessary. The University will use as a guide, the Maine School Management Association standards, for the investigation and documentation of abuse.

Training will be conducted annually for the faculty and staff. The USM Chief Business Officer has identified the resources to provide the necessary training and the cost has been incorporated in the annual International Early College budget.

**Building Life Safety**

Regarding the student housing, appropriate renovations to meet access controls and code requirements are being addressed and are part of the start-up budget costs.