

Board of Trustees

**Finance, Facilities & Technology Committee**

February 12, 2025 – 9:00 am to 12:00 pm  
Zoom Meeting – No Physical Location Available

The public is invited to view the meeting on YouTube. The link to the Board of Trustees YouTube page can be found the Board website: <https://www.maine.edu/board-of-trustees/>

**AGENDA**

- |                             |  |
|-----------------------------|--|
| 9:00am – 9:05am             | Call the meeting to order and Roll Call  |
| 9:05am – 9:15am<br>TAB 1    | FY2024 Annual Report on Gifts, Fundraising and Endowments  |
| 9:15am – 9:40am<br>TAB 2    | FY2024 Philanthropy Overview   |
| 9:40am – 9:50am<br>TAB 3    | Parking Garage Maintenance, USM  |
| 9:50am – 10:00am<br>TAB 4   | Exterior Russell Hall Renovations, USM   |
| 10:00am – 10:20am<br>TAB 5  | Osher School of Music, Steinway Piano Financing, Project and Reimbursement Resolution Authorization, USM |
| 10:20am – 10:35am<br>TAB 6  | Maine Graduate and Professional Center (“The Maine Center”) Building Renovations                         |
| 10:35am – 10:45am<br>TAB 7  | Chadbourne Hall Renovations, UM  |
| 10:45am – 10:55am<br>TAB 8  | Orchard Trails Apartments Lease, UM  |
| 10:55am – 11:05am<br>TAB 9  | Katz Recording Studio Renovation, UMA  |
| 11:05am – 11:25am<br>TAB 10 | IT Project Updates   |
| 11:25am – 11:30am<br>TAB 11 | Strategic Plan Update  |

11:30am – 12:00pm

**EXECUTIVE SESSION**

The Finance, Facilities, & Technology Committee will enter Executive Session under the provision of: 1 MRSA Section 405 6-A and 6-C

Action items within the Committee purview are noted in green.

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.*

University of Maine System  
Board of Trustees

**AGENDA ITEM SUMMARY**

**NAME OF ITEM:** FY2024 Annual Report on Gifts, Fund Raising and Endowments

**CAMPUS PRESENTER(S):** Darla Reynolds

**INITIATED BY:** Roger J. Katz, Chair

**BOARD INFORMATION:** X

**BOARD ACTION:**

**BOARD POLICY:**

Section 700 Financial Affairs

**UNIFIED ACCREDITATION CONNECTION:**

N/A

**UMS STRATEGIC PLAN CONNECTION:**

Commitment 1 –serving the state of Maine, its constituents, and its economy.

Research Action 1 – establish and invest in system-wide infrastructure to grow the research and development enterprise.

Goal 1.2 – grow funding from philanthropic sponsors.

Commitment 2 – advance a financially sustainable and effective academic and infrastructure portfolio.

Financial Action 2 – developing and implementing a comprehensive direct admissions plan.

Goal 2.1 – delineate financial aid strategy.

**BACKGROUND:**

The University of Maine System (UMS) Annual Report on Gifts, Fund Raising and Endowments for the year ended June 30, 2024 is enclosed. This report presents:

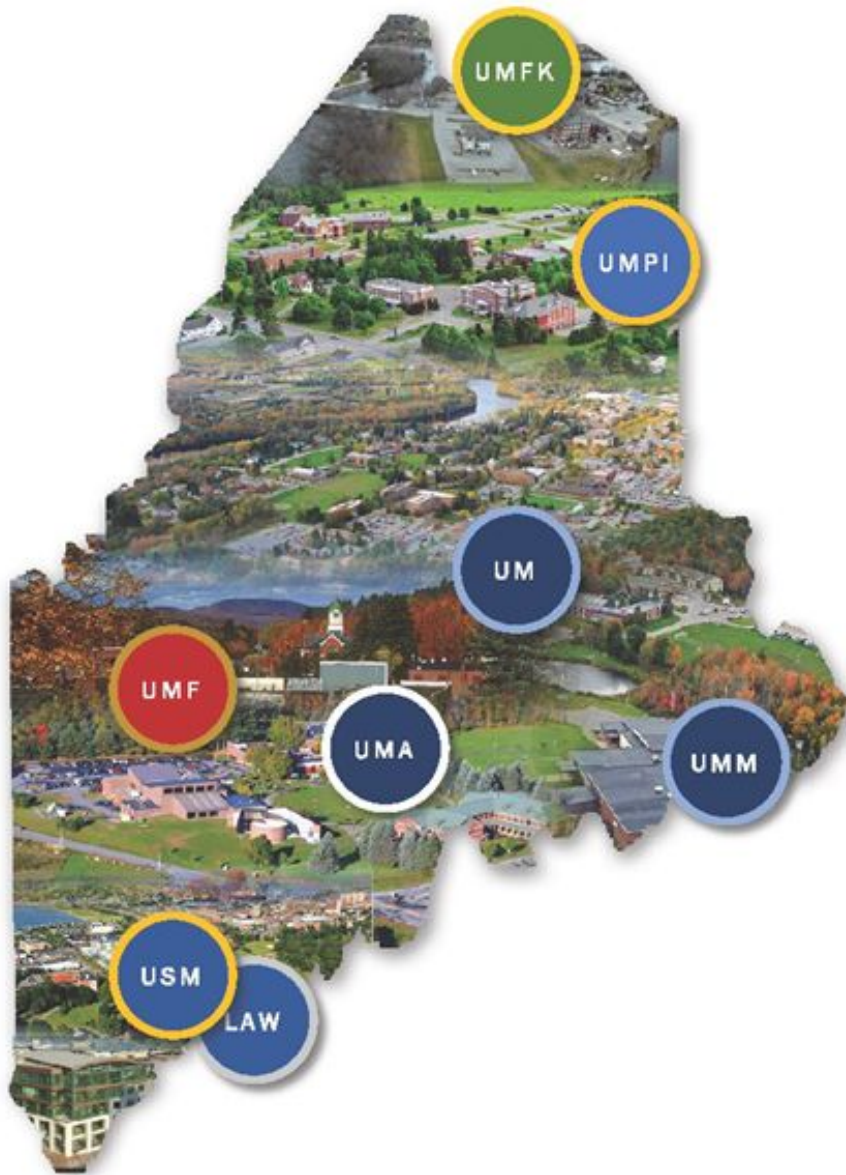
- Total gifts received by donor type, restriction type, purpose, and campus.
- A 5-year comparison of UMS gift balances (endowment market value, non-endowed gift balances, and pledges outstanding) as of June 30<sup>th</sup>.
- Gifts received and endowment balances for the UMS’ affiliated fund raising organizations.
- The financial status of open capital campaigns.

Darla Reynolds, Director of Accounting, will give a few brief comments and be available to address any questions the Committee members may have regarding the report’s contents.

All gifts received fulfill the policy requirements of the Board of Trustees and the UMS follows the intent of its donors. The UMS expresses its deep gratitude to all donors for their gifts, donations and bequests.

Attachment

[FY24 Annual Report on Gifts, Fundraising, & Endowments.V2](#)



# UNIVERSITY OF MAINE SYSTEM

## ANNUAL REPORT ON GIFTS, FUNDRAISING AND ENDOWMENTS

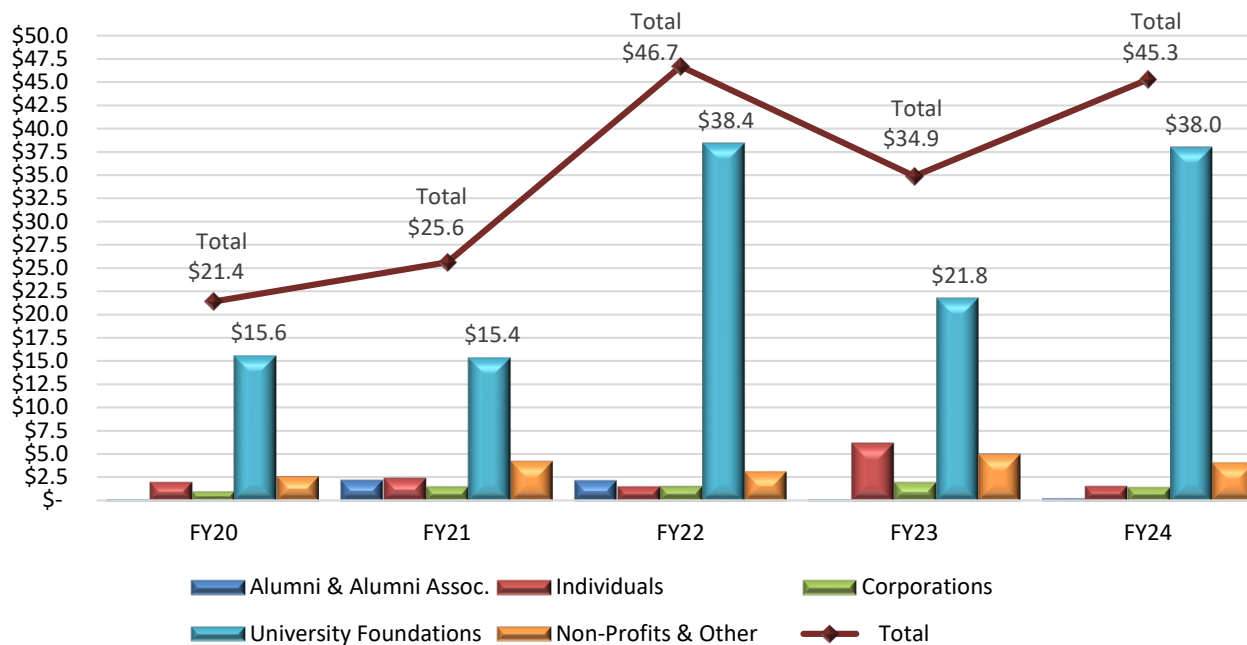
Year Ended June 30, 2024



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



# UMS Gifts Received\* by Donor Type (\$ in millions)



The UMS receives gifts through two methods:

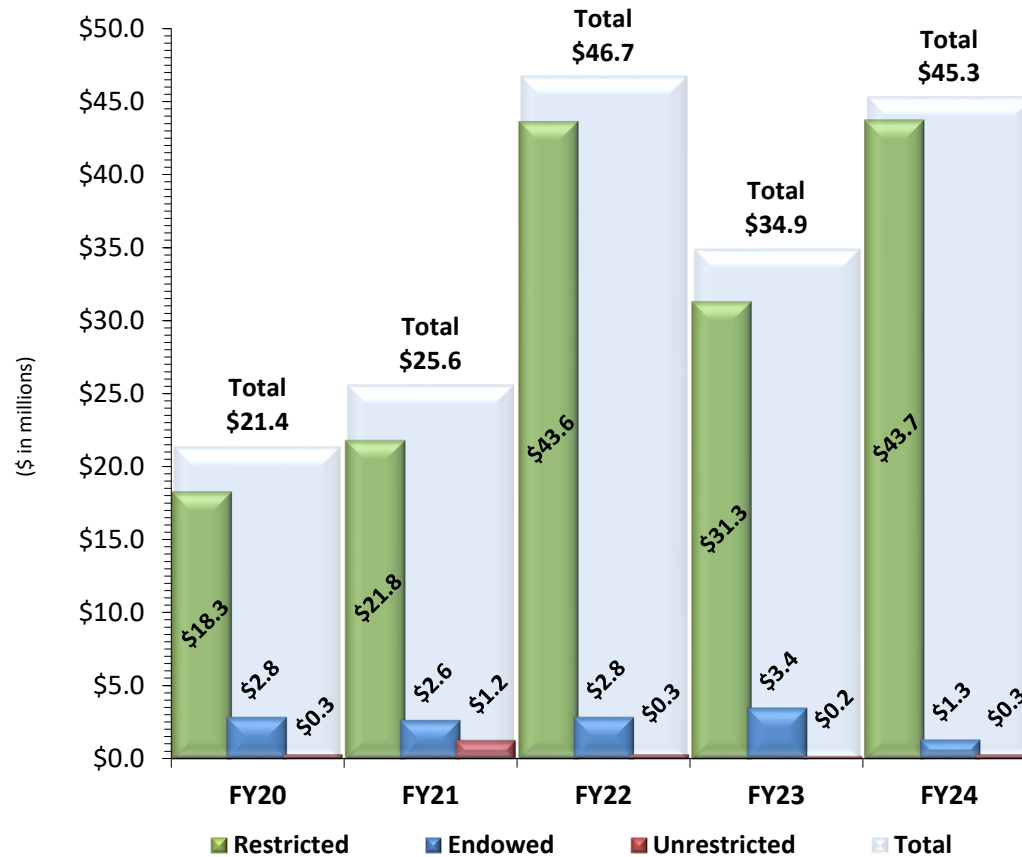
1. Direct donations from alumni, individuals, corporations, and non-profits
2. Endowment distributions and non-endowed gifts from its affiliated fund raising organizations, the largest of which are the university foundations (see page 10 for FY23 and FY24 gifts that the affiliates received)

\*UMS gifts reported herein include cash, checks and negotiable securities, and pledge payments. Gifts-in-kind and pledges receivable are not included in these totals except in the gift balances reported on slides 7 and 8.



# UMS Gifts Received by Restriction Type

(\$ in millions)



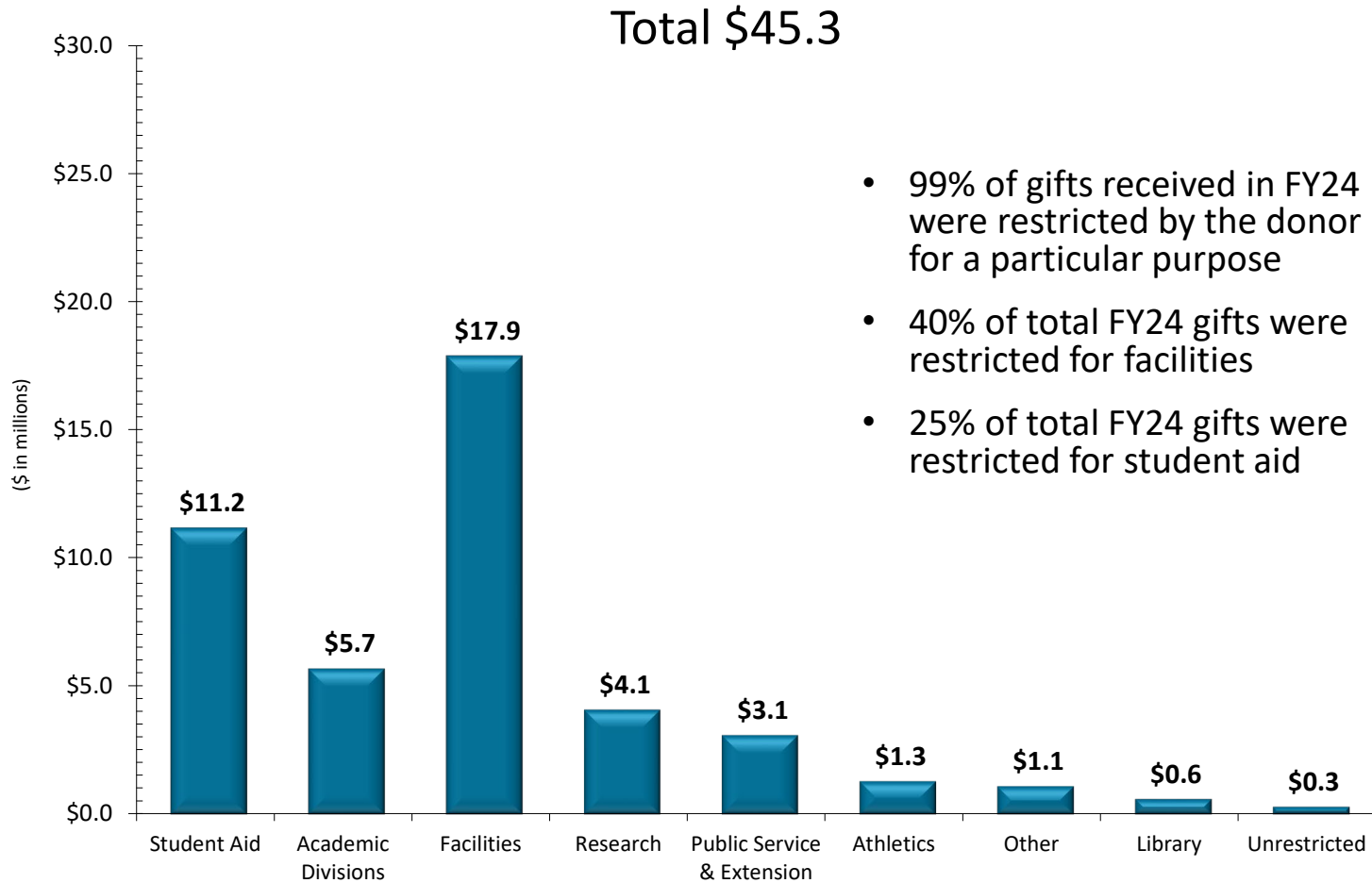
The \$10.4 million increase in total gifts from FY23 to FY24 is primarily attributable to an increase in restricted gifts received for construction of the University of Southern Maine’s Center for the Arts.





# UMS FY24 Gifts Received by Purpose

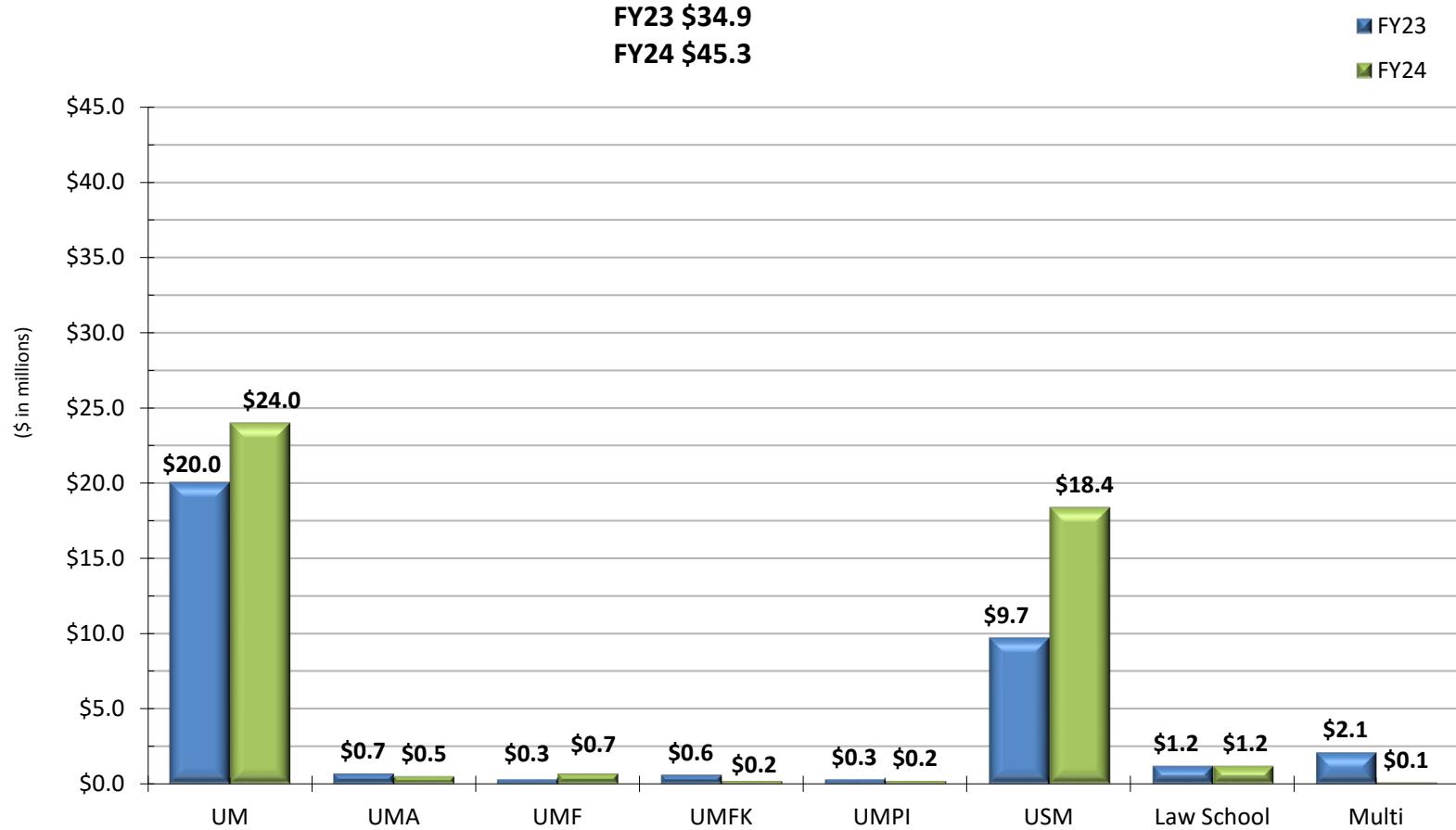
(\$ in millions)





# UMS Gifts Received by Campus

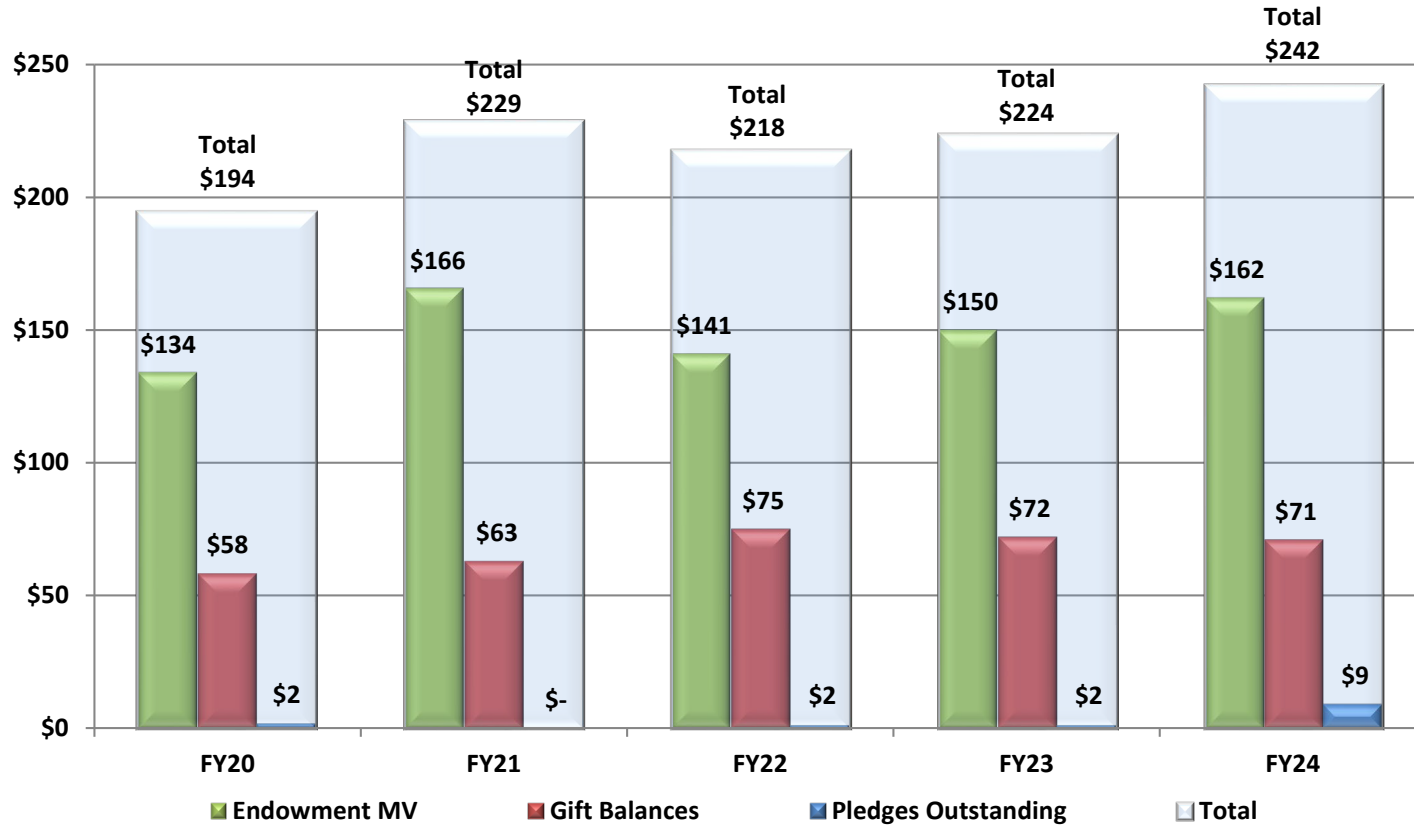
(\$ in millions)





# UMS Gift Balances as of June 30th

(\$ in millions)

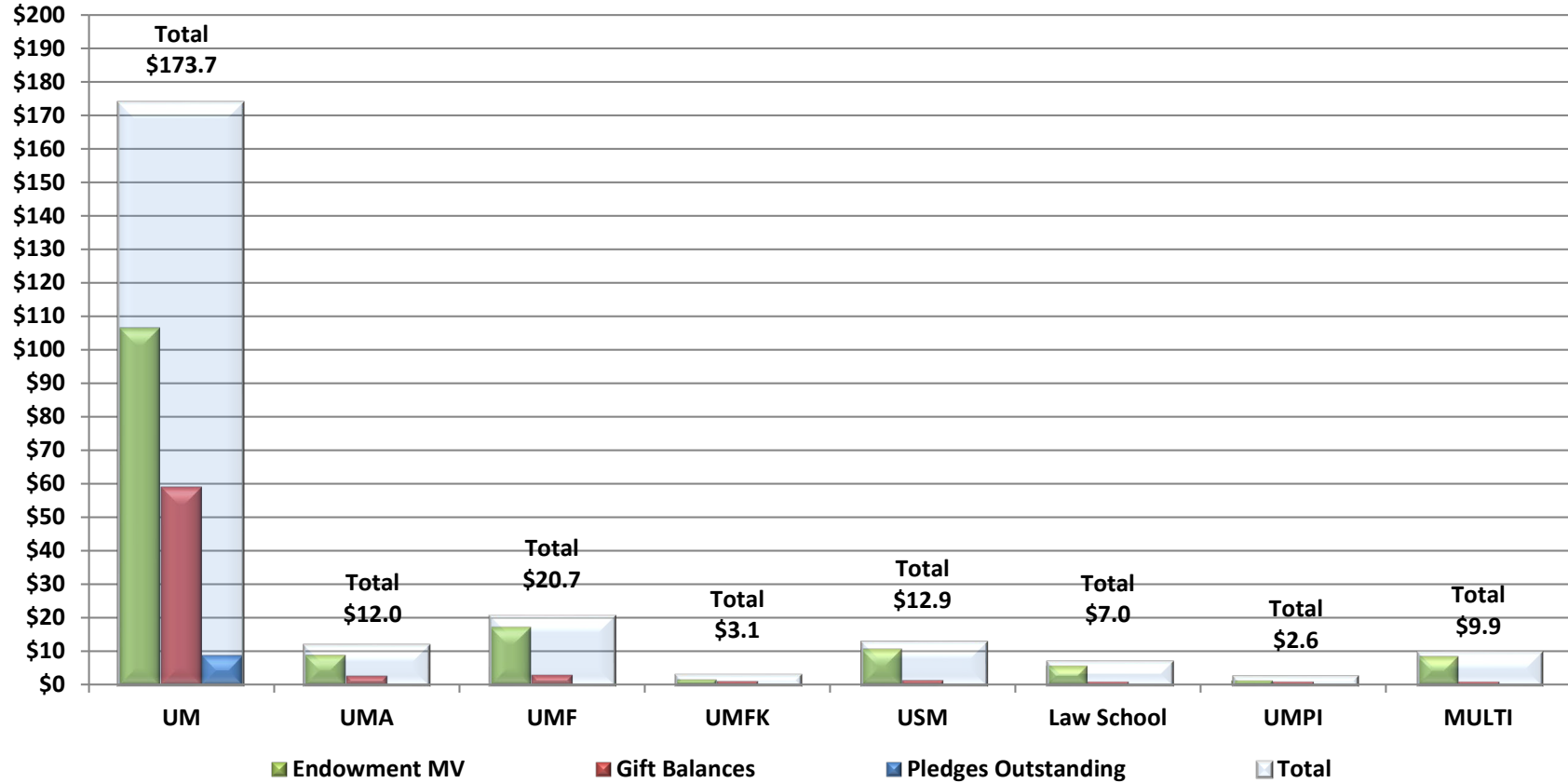




# UMS Gift Balances by Campus as of June 30, 2024

(\$ in millions)

**Total \$241.9**





# Part II: UMS Affiliated Fund Raising Organizations



# Gifts Received by UMS Affiliated Organizations

(\$ in thousands)

	FY23	FY24
<b>UM Affiliates</b>		
UM Alumni Association	\$ 215	\$ 199
UM Foundation	19,868	40,668
UM Pulp & Paper Foundation	520	1,504
Tanglewood 4-H Camp & Learning Center	57	26
Maine 4-H Foundation	938	385
<b>UMFK Affiliates</b>		
UMFK Alumni Association	-	-
UMFK Foundation	137	281
John L. Martin Scholarship Fund	-	-
<b>UMM Alumni Association</b>		
	-	-
<b>Foundation of the University at Presque Isle</b>		
	182	111
<b>Law School Foundation</b>		
	1,142	1,334
<b>USM Affiliates</b>		
USM Foundation	5,454	5,111
Osher Map Library Foundation	1	6,393
Associates of the Osher Map Library	1	-
<b>UMS Affiliates</b>		
Maine Center Ventures	339	-

57% of FY23 gifts and 46% of FY24 gifts were from Alumni

6% of FY23 gifts and 7% of FY24 gifts were from Alumni

<b>Total Gifts Received by Affiliated Organizations</b>	<b>\$ 28,854</b>	<b>\$ 56,012</b>
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## Endowment Market Values for UMS Affiliated Organizations (\$ in millions)

	FY23	FY24
<b><i>UM Affiliates</i></b>		
UM Foundation <sup>a</sup>	\$ 308.1	\$ 371.1
UM Pulp & Paper Foundation	22.8	25.0
Tanglewood 4-H Camp & Learning Center	0.4	0.5
Maine 4-H Foundation	4.1	4.6
<b><i>UMFK Affiliates</i></b>		
UMFK Foundation <sup>b</sup> *	3.3	3.9
John L. Martin Scholarship Fund*	0.1	0.1
<b><i>Foundation of the University at Presque Isle</i></b>	7.1	7.8
<b><i>Law School Foundation</i></b> *	5.1	5.6
<b><i>USM Affiliates</i></b>		
USM Foundation*	30.5	34.1
Osher Map Library Foundation	8.1	15.5
Associates of the Osher Map Library	3.6	4.1
<b>Total Endowment Market Value for Affiliated Organizations</b>	<b>\$ 393.2</b>	<b>\$ 472.3</b>

<sup>a</sup> UM Foundation totals include UM Alumni Association endowments.

<sup>b</sup> UMFk Foundation totals include UMFk Alumni Association endowments.

\* Endowment included in the UMS Managed Investment Pool as of June 30, 2024.



# Part III: Capital Campaigns





## Status of Capital Campaigns as of June 30, 2024

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### UM Comprehensive Campaign

UM is currently in the planning stage of their next capital campaign. Once the campaign goals are established, they will be presented to the Board of Trustees for approval. Since the June 30, 2020 end date of the last capital campaign, UM and its affiliates have raised \$215.7 million of which \$26.4 million is in the form of outstanding pledges.

### USM Campaign

USM does not yet have a new capital campaign; however, they are actively raising funds for construction projects such as USM's Center for the Arts.

University of Maine System  
Board of Trustees

**AGENDA ITEM SUMMARY**

**NAME OF ITEM:** FY2024 Philanthropy Overview

**INITIATED BY:** Roger J. Katz, Chair

**BOARD INFORMATION:** X

**BOARD ACTION:**

**BOARD POLICY:**

Section 700 Financial Affairs

**UNIFIED ACCREDITATION CONNECTION:**

**BACKGROUND:**

Jeffrey N. Mills, Ph.D., President/CEO of the University of Maine Foundation and Corey Hascall, President/CEO of the University of Southern Maine Foundation will provide a brief presentation regarding FY2024 philanthropy.

Attachment

UMaine USM Presentation



# Philanthropy Overview

FFT Meeting  
February 2025



# The University of Southern Maine Foundation

- Established in 1996, staffed in 2017
- An independent 501(c)(3) organization
- Inclusive of the alumni association
- Located in Portland
- Leadership Transition in FY25



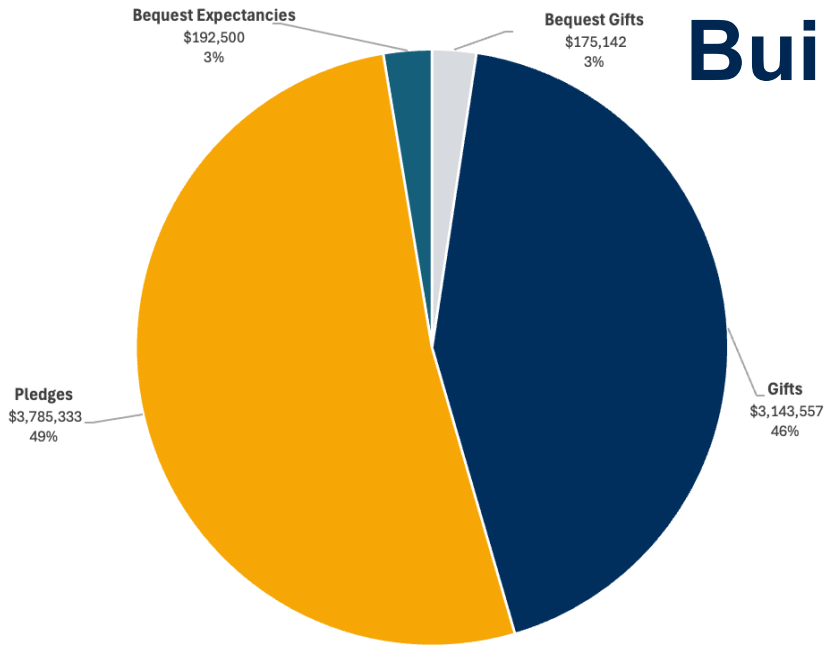
**Corey Hascall '99, President and CEO**

# Bridging Campaigns

The USM Foundation wrapped the Great University Campaign on June 30, 2023. The next campaign may start as early as July 1, 2027. How are we using this time between campaigns?

- **Cleanup from the last campaign:** Follow through on our commitments (*ie, Crewe Center for the Arts, RMI Chair*)
- **Increased run rate is our goal:** Our base fundraising gets higher year over year
- **Pipeline building** will be a key focus: Cultivating alumni & non-alums who fit the profile of our best donors
- **Leverage opportunities:** Smaller, winnable philanthropic initiatives that generate new donor momentum. (*Promise Challenge gift, Esports Arena, Steinway Piano certification*)
- **Process & program building will be essential:** USMF Toolkit, annual giving, planned giving, program visioning, etc. Where is the big donor energy?

# Building Momentum



## Our Impact FY2024

Gifts	\$3,143,557
Pledges	\$3,785,333
Bequest Gifts	\$175,142
Bequest Expectancies	\$192,500
<b>Total FY24</b>	<b>\$7,296,532</b>

## Our Progress FY2025

- Raised \$6M thru the Promise Challenge in three months
- Completed \$3M in fundraising for the MEMIC Endowed Chair in Risk Management & Insurance
- Surpassed our \$9M annual fundraising goal in six months

# Looking Ahead

## Pre-Campaign Timeline

**Now – launch:** Build pipeline, vision for the future, ID priorities, gauge donor energy

**Summer 2026:** Campaign priority setting with President/Cabinet

**Fall 2026:** Feasibility Study

**Winter 2027:** Campaign Design Committee seated

**Spring/Summer 2027:** Recruit Campaign Leadership Committee

**June 2027:** USMF Board vote to undertake campaign

**July 1, 2027:** Launch Year 1 year campaign (quiet phase)

**Summer 2027:** Develop Case for Support

## Ten-Year Goal

Increase Endowment Funds by  
**\$100 million endowment by 2034.**





Jeffery N. Mills, Ph.D., President/CEO

- Established in 1934
- An independent 501(c)(3)
- Two locations: Orono and Portland
- Record-breaking fundraising FY24



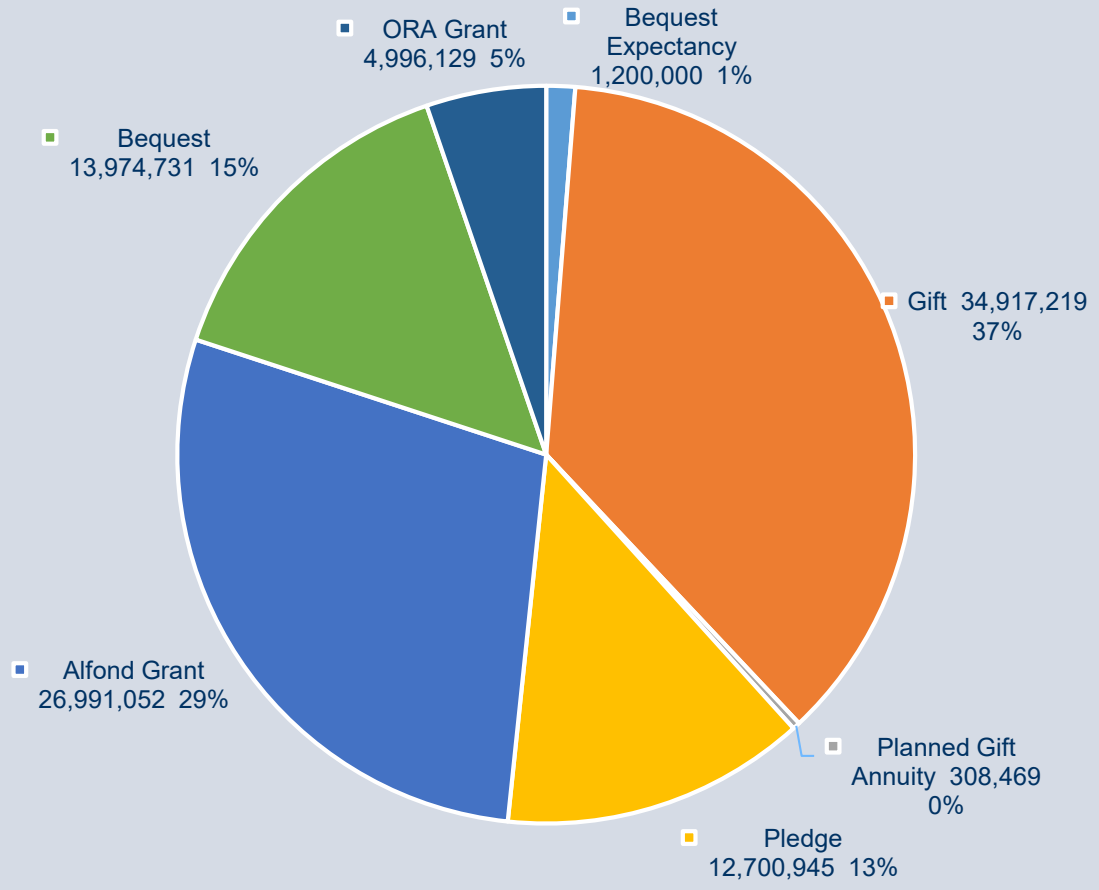
UNIVERSITY of MAINE  
FOUNDATION



# FY24 Gifts by Type

Bequest Expectancy	1,200,000
Gift	34,917,219
Planned Gift Annuity	308,469
Pledge	12,700,945
Alfond Grant	26,991,052
Bequest	13,974,731
ORA Grant	4,996,129

**Total Gifts:**  
**\$95,488,545**

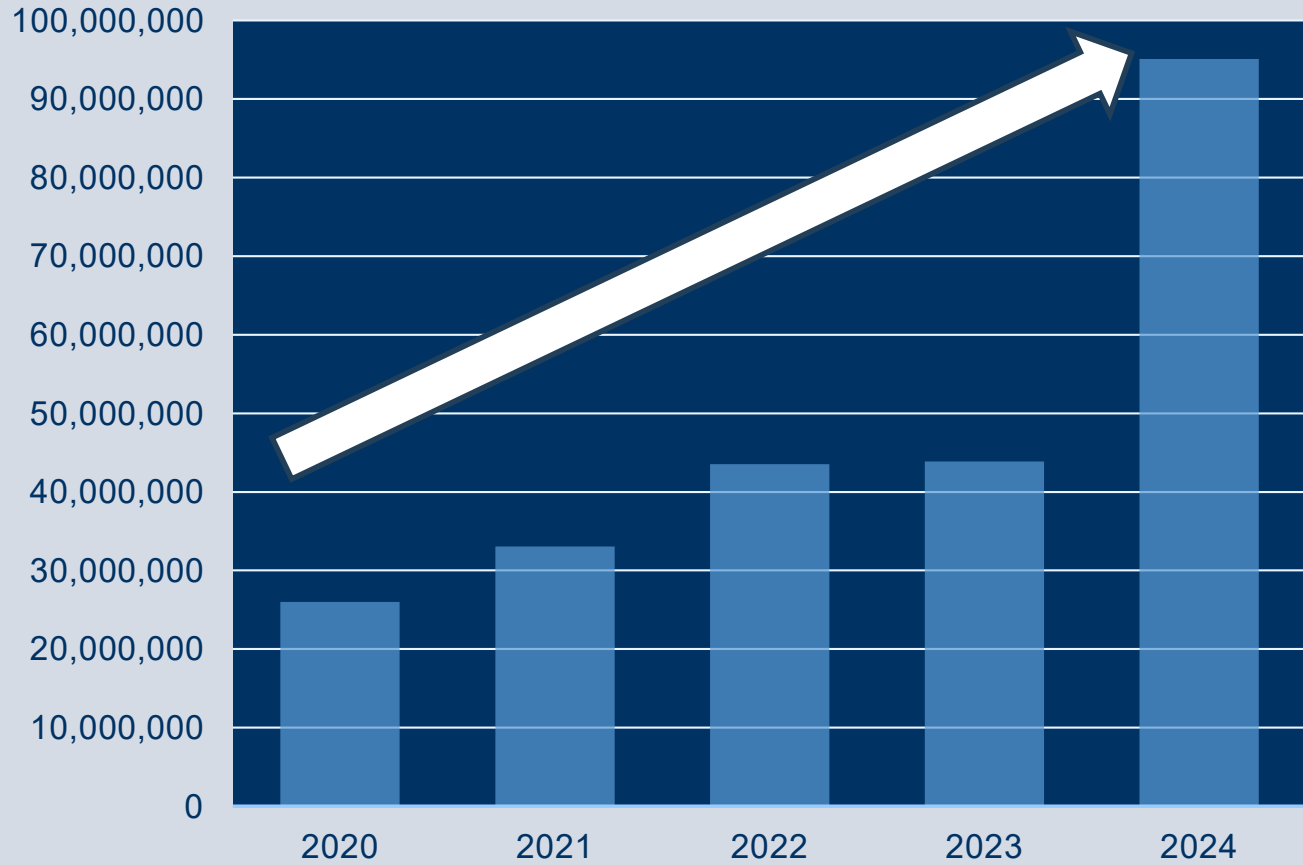


# 5-Year Giving Trend

FY24

Largest Academic Gift from Individual \$15M

Largest Athletic Gift from Individual \$15M



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# Thank you

UNIVERSITY *of* MAINE  
FOUNDATION

University of Maine System  
Board of Trustees

**AGENDA ITEM SUMMARY**

**NAME OF ITEM:** Parking Garage Maintenance, USM

**CAMPUS PRESENTER(S):** Dr. Jacqueline Edmondson, President; Justin Swift, Chief Business Officer and Vice President for Finance and Administration

**INITIATED BY:** Roger J. Katz, Chair

**BOARD INFORMATION:**

**BOARD ACTION:** X

**BOARD POLICY:**

701 – Budgets, Operating & Capital

**UNIFIED ACCREDITATION CONNECTION:**

N/A

**UMS STRATEGIC PLAN CONNECTION:**

Commitment 1 –serving the state of Maine, its constituents, and its economy.

Commitment 2 – Action 1 Develop a system-wide capital plan needs in relation to other infrastructure needs.

Goal 1.1 Address system-wide physical plant needs in relation to other infrastructure needs.

**BACKGROUND:**

**a. Summary of the request**

The University of Maine System acting through the University of Southern Maine (USM) requests authorization to expend up to Eight Hundred Fifty Thousand (\$850,000) for repairs to the Parking Garage attached to the Abromson Center located on the Portland campus at the University of Southern Maine.

This request is pursuant to Board of Trustees Policy 701 which requires projects with a total cost of more than \$500,000 to be considered by the Board of Trustees or its Finance, Facilities and Technology Committee. In this case, the authorization is within the purview of the committee.

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

The University is asking for authorization of up to Eight Hundred Fifty Thousand (\$850,000) for repair to the Parking Garage located on the Portland campus of the University of Southern Maine. The funding for this project will be from E&G funds.

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

This project is on the capital plan.

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

The University completed a Condition Assessment Report by Walker Associates in 2024, and the

2/4/25

report provided a phased capital improvement plan. This request will address the first phase of the multi-phase plan.

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

The report estimated the required cost and detailed the deferred maintenance to maintain the parking garage long-term. The first phase focuses on repairs to the top deck and would provide a focus on waterproofing and structural repairs to the floor. The work on the top deck was chosen first because it provides the best efficiency to limit further damage to the lower floors from weather.

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

No change to square footage or operating costs.

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

The funding for this project will be from E&G funds.

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

The University has been making repairs as necessary from the operational budget. This option is not ideal as there are not sufficient funds or time to fully address the water infiltration issues and damages to the joints in the concrete. This method leads to additional issues and deferred maintenance accumulating over time in other areas of the garage from weather and use. Repairing the top deck will slow the degradation of the lower floors and reduce weather infiltration.

The garage is crucial to the flow of traffic and parking on the Portland Campus and without the garage, we would not have the parking spaces needed for the campus.

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

The projected timeline for the Parking Garage Maintenance project would start in the Spring of 2025 after classes end and would be completed by the start of the Fall semester. In discussion with the Parking department, the reduction in parking during the summer months is not a concern and there is ample parking on campus for summer events being held in Portland.

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

The University would look to address the other phases of the Walker Associate report through the capital plan and bring this back to the Finance, Facilities, and Technology Committee and/or Board of Trustees when required. The timing of that will depend on available funding.

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

This parking garage is critical to the everyday operations of the Portland Campus. The Parking Garage Maintenance Project ensures this critical asset is safe and performs as designed for years to come.

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**TEXT OF PROPOSED RESOLUTION:**

That the Board of Trustees acting through the Finance, Facilities and Technology Committee, authorizes the University of Maine System, acting through the University of Southern Maine, to expend up to Eight Hundred Fifty Thousand (\$850,000) for repairs to the Parking Garage attached to the Abromson Center located on the Portland campus.

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University of Maine System  
Board of Trustees

**AGENDA ITEM SUMMARY**

**NAME OF ITEM:** Exterior Russell Hall Renovations, USM

**CAMPUS PRESENTER(S):** Dr. Jacqueline Edmondson, President; Justin Swift, Chief Business Officer and Vice President for Finance and Administration

**INITIATED BY:** Roger J. Katz, Chair

**BOARD INFORMATION:**

**BOARD ACTION:** X

**BOARD POLICY:**

701 – Budgets, Operating & Capital

**UNIFIED ACCREDITATION CONNECTION:**

N/A

**UMS STRATEGIC PLAN CONNECTION:**

Commitment 1 –serving the state of Maine, its constituents, and its economy.

Action 3 – statewide leader in degree completion, credentialing, and certification.

Goal 3.1 – deliver degree completion, credentialing, and certification programs that achieve national recognition.

Commitment 2 – Action 1 Develop a system-wide capital plan needs in relation to other infrastructure needs.

Goal 1.1 Address system-wide physical plant needs in relation to other infrastructure needs.

**BACKGROUND:**

**a. Summary of the request**

The University of Maine System acting through the University of Southern Maine (USM) requests authorization to expend up to Nine Hundred Seventy-Five Thousand (\$975,000) for exterior renovations to the envelope of Russell Hall located on the Gorham campus.

This request is pursuant to Board of Trustees Policy 701 which requires projects with a total cost of more than \$500,000 to be considered by the Board of Trustees or its Finance, Facilities and Technology Committee. In this case, the authorization is within the purview of the committee.

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

The University is requesting authorization of up to Nine Hundred Seventy-Five Thousand (\$975,000) for exterior renovation to the envelope of Russell Hall located on the Gorham campus. This work will include repairs to the roof and repainting of the brick exterior. The funding for this project will be from E&G funds.

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

This project is on the capital plan.

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

The University completed an envelope study performed by Gale Associates in 2021. The report detailed required repairs to the building including brick masonry, windows, and the roof.

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

Recommendations below from a Gale Associates Envelop Study 2021.

**SUMMARY OF RECOMMENDATIONS****Brick Masonry**

1. Remove and replace cracked/spalled brick masonry units.
2. Repoint deteriorated mortar joints.
3. Rebuild deteriorated/displaced/bulging sections of brick masonry.
4. Repair or replace spalled stone.
5. Clean areas of efflorescence and/or atmospheric staining.
6. Scrape, prime, and paint rusted lintels.

**Windows**

1. Replace cracked glass.
2. Scrape, prime, and paint steel windows.
3. Install metal-spring weatherstripping and glazing putty.
4. Install perimeter sealant and repair failed existing perimeter sealant.

**Roof**

1. Replace existing roof system at Roof Areas 3A and 4A.
2. Install new through-wall flashing at brick masonry rising walls.
3. Install new sealant at reglet flashing at Roof Areas 2A, 2B, and 2C.
4. Install new roof access ladders to Roof Area 4A and Roof Area 2C.
5. Install roof membrane patches at exposed waterproofing at Roof Area 2B.
6. Scrape, prime, and paint roof access door.

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

No change to square footage or operating costs.

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

The funding for this project will be from E&G funds.

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

Russell Hall is a nationally registered historic building and is used daily by the theatre department. It includes the prop shop, ready rooms, practice rooms, faculty offices and theatre performance space. There is no other space on campus that would meet the needs of the department without renovating the space which would cost far more than the renovations outlined in this AIS.

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

The projected timeline for the exterior renovation of Russell Hall would start in the Spring of 2025 after classes end and would be completed in the Fall 2025 near the start of the semester.

2/4/25



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

N/A – Full authorization is being requested to spend up to \$975,000.

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

This building is used by every student in the theatre department and by repairing the exterior envelope of the building it will improve the energy efficiency of the building and make for a better learning environment inside of Russell Hall.

**TEXT OF PROPOSED RESOLUTION:**

That the Board of Trustees acting through the Finance, Facilities and Technology Committee, authorizes the University of Maine System, acting through the University of Southern Maine to spend up to Nine Hundred Seventy-Five Thousand (\$975,000) for exterior repairs to the envelope of Russell Hall located on the Gorham campus.

University of Maine System  
Board of Trustees

**AGENDA ITEM SUMMARY**

**NAME OF ITEM:** Osher School of Music, Steinway Piano Financing, Project and Reimbursement Resolution Authorization, USM

**CAMPUS PRESENTER(S):** Dr. Jacqueline Edmonson, President; Justin Swift, Chief Business Officer and Tracy Elliott, Vice President for Finance and Administration

**INITIATED BY:** Roger J. Katz, Chair

**BOARD INFORMATION:**

**BOARD ACTION: X**

**BOARD POLICY:**

701 – Budgets, Operating & Capital

**UNIFIED ACCREDITATION CONNECTION:**

N/A

**UMS STRATEGIC PLAN CONNECTION:**

Commitment 1 –serving the state of Maine, its constituents, and its economy.

Action 3 – statewide leader in degree completion, credentialing, and certification.

Goal 3.1 – deliver degree completion, credentialing, and certification programs that achieve national recognition.

**BACKGROUND:**

**a. Summary of the request**

The University of Maine System acting through the University of Southern Maine (USM) requests authorization to finance up to Two Million, Eight Hundred Thousand dollars (\$2,800,000) in pianos and related costs procured for the Osher School of Music.

The Osher School of Music currently has 43 pianos with an average age of 51 years and all are assessed in either fair or poor condition. With the opening of the Crewe Center for the Arts in August, the time is right to replace these pianos. The Osher School of Music, which will reside within the Crewe Center for the Arts, is aspiring to become a designated All Steinway School. This designation will place the Osher School of Music within the top schools of music. This designation will also enable the Osher School of Music to be more competitive in recruiting students and faculty. A criterion to becoming a designated All Steinway School is at least 90% of the pianos must be Steinway. If the Osher School of Music becomes a designated All Steinway School this summer, it will be the 250<sup>th</sup> institution to do so. The approximate 28 pianos under this proposal include a concert grand piano for the performance hall, pianos for practice rooms, and electronic pianos for group lessons.

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

The University is requesting authorization to procure and finance up to two million, eight hundred thousand dollars (\$2,800,000) in pianos and related costs for the Osher School of Music. The UMS plans to finance such project costs using the BOT approved Master Equipment Lease/Purchase Agreement with Bank of America Public Capital Corp (BAPCC or Bank). Further, USM anticipates funding the annual debt service with philanthropy funding. In the event philanthropy funding falls short, USM is prepared to fund the difference with its E&G budget.

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

Although this project is not explicitly in USM's Master Plan, it is essential to elevating the Music program to a signature program, enhancing the competitiveness of the Osher School of Music, and strengthening recruitment.

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

With the current inventory of pianos being in fair to poor condition, the Osher School of Music is in a position where it must replace them to remain competitive and meet the expectations of today's music students and faculty. This situation also provides the opportunity for the Osher School of Music to pursue the All Steinway School status. This designation is expected to enable the Osher School of Music to be more competitive in recruiting students and elevates the reputation of the school.

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

This project will enable the Osher School of Music to address the aging piano inventory while enhancing the reputation and competitiveness of the School. The pianos benefit all students as voice and instrumental students also need pianos.

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

The Osher School of Music will increase its annual piano maintenance budget by \$40,000. This covers tuning and other preventative maintenance.

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

The project will be financed by a loan with debt service paid through philanthropy funding. In the event philanthropy funding falls short, USM is prepared to cover any shortfall with E&G funds.

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

Alternatives considered included keeping and moving the existing inventory. The moving costs from Corthell Hall on the Gorham campus to the Crewe Center for the Arts on the Portland campus would have exceeded the value of the pianos. Moving these pianos into the state-of-the-art Crewe Center for the Arts would have emphasized the poor condition of these pianos and diminished the perception of the investment the University put into this building and program.

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

If approved by the Board of Trustees during the March 2025 meeting, the order will be placed no later than April with delivery of the pianos in August. This aligns with the opening of the Crewe Center for the Arts and ensures the pianos will be available to students and faculty for the start of the fall semester.

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

N/A – Full authorization is being requested to spend and finance up to \$2,800,000.

**k. Official language to facilitate tax-exempt financing and reimbursement of Project expenditures.**

This resolution includes the official language to facilitate tax-exempt financing using the Master Equipment Lease/Purchase Agreement with Banc of America Public Capital Corp, as lessor, which the Board approved at its July 15, 2024, meeting. The Lease/Purchase Agreement allows for the acquisition, purchase, financing and leasing of various equipment pursuant to the negotiated contract terms with the Bank.

Further, the University of Maine System requests that the Board approve the Resolution for Reimbursement of Project Expenditures, which will allow the University to use subsequent financing proceeds to reimburse Project expenditures made prior to debt issuance.

**TEXT OF PROPOSED RESOLUTION:**

That the Finance, Facilities, and Technology Committee, approves the following resolution to be forwarded for Board of Trustee approval at the March 9-10, 2025, Board Meeting.

That the Board of Trustees accepts the recommendation of the Finance, Facilities, & Technology Committee and approves the Financing, Project and Reimbursement of Project Expenditures resolution to authorize the University of Maine System, acting through the University of Southern Maine, to fund pianos and related costs with a Project total up to \$2,800,000, using financing with a maximum principal amount of debt of up to \$2,800,000 and declares official intent for System reimbursement from the proceeds of tax-exempt obligations for certain capital expenditures funded by the System prior to the issuance of such tax-exempt obligations.

**Attachments:**

- [Reimb Resolution-Master Lease-USM Pianos](#)
- [Previously Approved AIS - Request for Proposal – Financing Services Award, July 15, 2024](#)

Reimbursement of Project Expenditures Detailed Resolution – USM Pianos

**RESOLUTION OF THE BOARD OF TRUSTEES OF THE UNIVERSITY OF MAINE SYSTEM, EXPRESSING THE SYSTEM’S INTENTION TO BE REIMBURSED FROM THE PROCEEDS OF TAX-EXEMPT OBLIGATIONS FOR CERTAIN CAPITAL EXPENDITURES TO BE PAID BY THE SYSTEM PRIOR TO THE ISSUANCE OF SUCH TAX-EXEMPT OBLIGATIONS.**

**WHEREAS**, the University of Maine System (the “University System”), expects to incur capital expenditures of up to **\$2,800,000** for the acquisition and installation of pianos at USM, as generally budgeted for in the operating or other appropriate budgets adopted by this Board of Trustees of the University System from time to time (collectively referred to herein as the “Project”); and

**WHEREAS**, funds for the Project will be provided on an interim basis from existing cash resources or temporary borrowings by the System (the “Temporary Advances”); and

**WHEREAS**, pursuant to the budgetary and financial policies and practices of the System, the Temporary Advances are not available to fund the Project on a long-term basis; and

**WHEREAS**, it is reasonably expected that the Project will be financed on a long-term basis with the proceeds of one or more issuances of tax-exempt obligations (each, “Tax-Exempt Obligations”) to be issued by the University System under applicable laws of the State of Maine; and

**WHEREAS**, this Resolution is being adopted **prior to or within 60 days after** the date of the payment of the capital expenditure to be reimbursed;

**NOW THEREFORE, BE IT RESOLVED** by the Board of Trustees of the System:

Section 1. Official Intent. The Board hereby declares official intent for the purposes of Section 1.150-2 of the Treasury Regulations, as follows: it is reasonably expected that (a) Temporary Advances for the Project will be reimbursed, in whole or in part, from the proceeds of the Tax-Exempt Obligations; (b) the aggregate principal amount of the Tax-Exempt Obligations will not exceed **\$2,800,000** for the Project; (c) such reimbursement from the proceeds of the applicable Tax-Exempt Obligations for all or any part of the Project **shall occur within 18 months** following the later of (i) the date the capital expenditure to be reimbursed was paid, or (ii) the date on which the related Project is placed in service, but **not later than three years** after the date of such capital expenditure for the related Project; and (d) the authorization and terms of the Tax-Exempt Obligations shall be subject and pursuant to subsequent action and approval by the Board, if such approval is required and has not already been obtained.

Section 2. Effective Date. This Resolution shall take effect immediately upon its adoption.

**DONE AND RESOLVED** by the Board of Trustees of the University of Maine System, this 10<sup>th</sup> day of March, 2025.

University of Maine System  
Board of Trustees  
**AGENDA ITEM SUMMARY**

**NAME OF ITEM:** Request for Proposal – Financing Services Award

**CAMPUS PRESENTER(S):** Tracy Elliott, VP for Finance and Controller

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

**BOARD INFORMATION:**

**BOARD ACTION:** X

**BOARD POLICY:**

701 – Budgets, Operating & Capital  
712 – Debt Policy

**UNIFIED ACCREDITATION CONNECTION:** Maximize Financial Resources

**BACKGROUND:**

The University of Maine System (UMS) recently completed a Request for Proposal (RFP) process for Financing Services. The goal of the competitive process was to ensure that the UMS continues to receive favorable terms and conditions for ongoing capital equipment financing and Energy Services Contracts (ESCOs) with a qualified financial firm. The RFP requested pre-negotiated terms and conditions including:

- A fixed basis point markup above a publicly available index with tax-exempt and taxable financing terms.
- Financing terms of 2 years up to 10 years for capital equipment and up to and including 20 years for ESCOs, not to exceed the useful life of the property.

Based on a careful review and scoring of the proposals, the UMS Sourcing Committee recommends re-awarding the financing agreement to the incumbent, Banc of America Public Capital Corp (a wholly owned subsidiary of Bank of America, National Association (the “Bank”) (“BAPCC”).

Once approved by the BOT, the UMS will work with the vendor to finalize the Master Equipment Lease/Purchase Agreement and any Terms and Conditions. Additionally, before completing individual financing schedules or agreements, management will seek BOT approvals, as required, for ESCOs and for capital equipment expenditures of \$500,000 or more consistent with BOT Policy Manual section 701 which addresses *Operating and Capital Budgets*.

As stated in its proposal, BAPCC’s Government Finance team is one of the tax-exempt industry’s largest financial solutions providers, with a nationwide presence in the municipal equipment financing realm. BAPCC structures, implements and distributes tax-exempt financing solutions to complement the current and long-term financial strategies of tax-exempt entities.

7/05/24

Further, BAPCC Energy Services is one of the nation's largest providers of tax-exempt, tax credit, and taxable lease purchase and direct placement financial solutions to public sector entities for energy efficiency and renewable energy projects. Their dedicated Energy Services team includes specialties in Transaction Management, Pricing, Contracts, and Legal and they are able to work with customers and ESCOs to model savings cash flows.

**Key terms and features of the BAPCC proposal include:**

**Annual Funding Amount:** The line of credit will be in place for one year with annual extensions, if requested, subject to annual credit and annual index pricing review.

**Interest Rates:** BAPCC uses the Secured Overnight Financing Rate (SOFR) Swaps Index plus a spread determined by the taxable or non-taxable nature of the financing and the lease term. Interest rates are held for 15 business days unless UMS requests a rate lock.

**SOFR Defined:** SOFR is a benchmark interest rate that measures the cost of borrowing cash overnight using Treasury securities as collateral. It is calculated daily by collecting repo data, averaging it, and publishing the result on the next business day. SOFR is used by financial institutions to set interest rates for other businesses and borrowers.

**Rate Lock:** UMS may lock rates for up to 180 days. Pricing for rate locks are market sensitive and are available upon request.

**Maximum Funding:** \$10 million with increased funding amounts available, subject to BAPCC review and approval.

**Minimum Schedule Size:** Minimum Financing Schedule amount is \$200,000.

**Pre-payment for Capital Equipment:** Pre-payable in whole and **NOT** in part during the first half of the term of financing at 102% of the principal balance, and thereafter pre-payable at par.

**Pre-payment for Energy Transactions:** On any periodic rental payment date and following 30 days advance written notice, UMS has the option to prepay its obligations (in whole and **NOT** in part) upon payment of the then-applicable Purchase Price, which will be calculated as 102% of the outstanding principal balance.

**One-Time Optional Partial Prepayment:** From and after UMS's delivery to BAPCC of the Final Acceptance Certificate, in the event that UMS receives a grant under the Inflation Reduction Act of 2022 for the Equipment (the "IRA Grant"), on a Rental Payment Date specified in the Payment Schedule, upon not less than 30 days prior written notice, UMS may prepay a portion of the Lease/Purchase which shall include a prepayment premium of 1% on the amount of the IRA Grant.

The Finance, Facilities, and Technology Committee approved this item to be forwarded to the July 14-15, 2024 Board of Trustees meeting, for approval of the following resolution:

7/05/24

**TEXT OF PROPOSED RESOLUTION:**

That the Board of Trustees accepts the recommendation of the Finance, Facilities, and Technology Committee, and authorizes the University of Maine System to execute and deliver the Master Equipment Lease/Purchase Agreement with Banc of America Public Capital Corp, as lessor, and separate schedules for the acquisition, purchase, financing and leasing of certain equipment and ESCO agreements pursuant to the negotiated contract terms resulting from Request for Proposal #2024-062; authorizing the execution and delivery of other documents required in connection therewith; and authorizing all other actions necessary to the consummation of the transactions contemplated by this resolution.

5.2

Approved by BOT 7/15/2024



University of Maine System  
Board of Trustees

**AGENDA ITEM SUMMARY**

**NAME OF ITEM:** Maine Graduate and Professional Center (“The Maine Center”) Building Renovations

**CAMPUS PRESENTER(S):** Seth Goodall, CEO, Maine Center Ventures, and Executive Director, The Maine Center

**INITIATED BY:** Roger J. Katz, Chair

**BOARD INFORMATION:**

**BOARD ACTION:** X

**BOARD POLICY:** Board Policy 701, Operating and Capital

**UNIFIED ACCREDITATION CONNECTION:** The Maine Center is focused on supporting multiple universities and academic programs by creating a center that fosters collaboration among students, faculty, staff, and the community resulting in statewide impact.

**UMS STRATEGIC PLAN CONNECTION:**

The Maine Center building renovations connect directly with multiple components of the UMS Strategic Plan, including but not limited to:

- Commitment 1, Research Actions, Action 1: UMS will further establish and invest in system-wide infrastructure to grow the research and development enterprise at our universities
- Commitment 2, Effective Academic Portfolio Actions, Action 1: Develop innovative programs and curricula responsive to changing economic and workforce needs, data-driven projections of growth areas, and technological innovation.
- Commitment 5, Unified Accreditation Actions, Action 2: UMS will support the development of new multi-university academic programs.

**BACKGROUND:**

**a. Summary of the request**

The Maine Center is seeking approval to spend up to \$8,500,000 from existing UMS Capital Improvement Funds (CIF) provided by the Governor Mills and Maine Legislature, Congressionally Directed Spending (CDS) secured by U.S Senators Susan Collins and Angus King at the request of UMS awarded to UMS for the Maine Center, and \$250,000 from Maine Center Reserves.

The Maine Center expanded from 300 Fore Street into 7 Custom House Street at the end of 2023. Significant renovations are required at 7 Custom House Street and additional capital expenditures remain at 300 Fore Street and/or are required to connect the buildings. The requested funding is estimated to provide for renovations on two or more floors equaling approximately 20,000 square feet.

The Maine Center will require additional phases of renovations once more funding is secured through fundraising and/or other sources.

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

The requested approval amount of up to \$8,500,000 is from existing CIF (approximately \$6,000,000), CDS from the U.S. Small Business Administration (\$2,400,000) and Maine Center Reserves (approximately \$250,000).

**c. Is the project included or reflected in the Master Plan, Long Term capital plan or 1-year capital plan most recently approved by Trustees? If not, please explain why.**

Yes.

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

The primary rationale for this project is based on the \$55,000,000 commitment from the Harold Alfond Foundation (HAF) to the Maine Center as part of UMS TRANSFORMS. The HAF grant includes \$40,000,000 to purchase the buildings at 300 Fore Street and 7 Custom House Street, and \$15,000,000 for faculty, scholarship and programming. The HAF grant does not provide funds for capital improvements. Funding for improvements to “facilities and infrastructure” under the HAF grant are specifically the responsibility of UMS through a qualified “match” of at least \$30,000,000. To date, approximately \$20,500,000 has been raised and/or spent on “facilities and infrastructure”.

UMS is presently the Lessee under two triple net leases for two adjoining properties at 7 Custom House Street and 300 Fore Street. UMS has options to purchase both properties. UMS’ strategic vision is to create “one” Maine Center that connects both buildings and establishes the Maine Center as a place of collaboration across academic, innovation and industry communities within Maine’s largest metropolitan area.

The 7 Custom House Street renovations will help establish the Maine Center as a vibrant, entrepreneurial and innovation hub. Renovations will include the creation of classroom, office, meeting, event, and gathering spaces for UMS and its partners. The CDS funding will specifically fund improvements to a select floor for small business incubation, acceleration, venture studio, and other small business resources.

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

The scope and substance of the project tie to the UMS Strategic Plan and UMS TRANSFORMS as above mentioned, while also elevating UMS’ role in the innovation economy and responsiveness to the emerging needs of state and its workforce. This phase of the project will begin the process to expand the Maine Center into a world-class facility that hosts industry and community partners, provides entrepreneurial and workforce solutions, and advances R&D activity, especially from UMS’ flagship and R1 university – the University of Maine.

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

There are no net square footage changes. Increased operating costs resulting from renovated floors becoming available will be supported by additional revenue sources composing funding from UMS Strategic Funds, revenue from membership fees, and allocations from each university participating in the Maine Center programming, amongst other sources.

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

None.

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

The project is on track to begin schematic design immediately. Construction for the first phase is targeted to begin in Summer 2025 with an early 2026 occupancy. The schedule for additional phases to be completed within the approved budget are still being planned, with anticipated completion in 2027.

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

It is anticipated the Maine Center will return to FFT and BOT in near future for additional phases of construction, once more funding has been secured.

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

**Note: For items over \$5M, indicate when the item was originally presented as an information item.**

The Maine Center appeared at the BOT on September 16, 2024 and provided an information item on the Maine Center building and planned renovations. The information item was specifically noted on the record. The Maine Center also provided a general update to the BOT on January 13, 2025, which included a reference to the pending renovation project.

**TEXT OF PROPOSED RESOLUTION:**

That the Finance, Facilities and Technology Committee, approves the following resolution to be forwarded for Board of Trustee approval at the March 10th, 2025 Board Meeting.

That the Board of Trustees accepts the recommendation of the Facilities, Finance and Technology Committee, and authorizes the University of Maine System, acting through the Maine Center, to spend up to \$8,500,000 for renovations and capital improvements at the Maine Center in Portland, Maine.

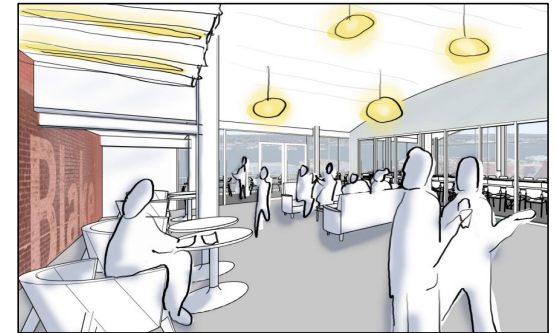
Attachment

[TAB 6.1 Overview of Maine Center Building Renovations for FFT & BOT 01222025](#)

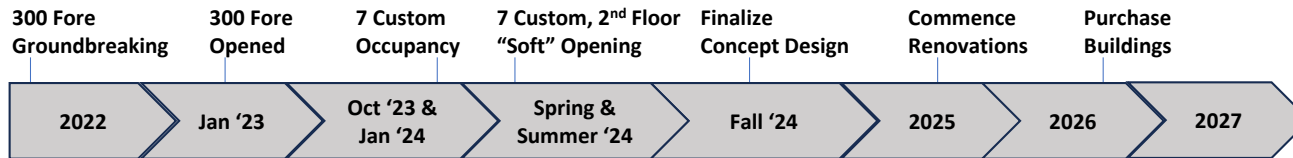
## Overview of the Maine Center Building Renovations

Creating “One” Signature Maine Center Building

300 Fore Street		7 Custom House Street*	
Square Footage	63,000	Square Footage	67,000
Floors	6	Floors	5
Renovation Cost	\$13.8M	Renovation Cost & Source	<ul style="list-style-type: none"> <li>• Cost is TBD*</li> <li>• Source: ~\$6M in Capital Investment Funds, \$2.4M Congressional Directed Spending, and fundraising</li> </ul>
Opened	January 2023	Opened	Rolling basis, beginning in spring 2024
Primary Focus	Delivery of graduate education and educational programming	Primary Focus	Innovation Hub <ul style="list-style-type: none"> <li>• Entrepreneurship, R&amp;D</li> <li>• Workforce &amp; Professional Development</li> </ul> Convening & Industry Partnerships Space
Purchase	\$17M in Fall 2026	Purchase	\$20M in Summer 2026



The Maine Center (Top) & new convening space within 7 Custom House Street (Bottom).



Onboard Architectural Firm

Occupy Renovated Spaces as Available

Connect Buildings & Focus on Exterior Improvements



\*Cost estimates will be finalized prior to each phase of construction.

6.1

University of Maine System  
Board of Trustees

**AGENDA ITEM SUMMARY**

**NAME OF ITEM:** Chadbourne Hall Renovations, UM

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

**INITIATED BY:** Roger J. Katz, Chair

**BOARD INFORMATION:**

**BOARD ACTION:** X

**BOARD POLICY:**

Section 701 – Operating & Capital Budgets

**UNIFIED ACCREDITATION CONNECTION:**

The Human Resources (HR) Department, located on the University of Maine campus, serves the University of Maine System and its campuses. The UMaine Peace Studies and Office of International Programs (OIP) serves the UMaine campus. The relocation of these offices to Chadbourne Hall reduces the footprint, energy costs, and overall operating costs on the University of Maine campus.

**UMS STRATEGIC PLAN CONNECTION:**

The renovations to Chadbourne Hall support Commitment Two: Effective Academic Portfolio Actions under Action 2: Achieve fiscal and energy efficiencies through physical space reduction; Goal 2.1: Continue to target disused and low-Net Asset Value buildings for removal.

**BACKGROUND:**

**a. Summary of the request**

The University of Maine System, acting through the University of Maine, requests authorization to spend up to \$600,000 for renovations of areas within Chadbourne Hall for the relocation of UMS Human Resources, UMaine Peace Studies, and Office of International Programs (OIP) as part of a space consolidation effort. This request is pursuant to Board Policy 701, which requires Board approval for projects valued at \$500,000 or greater.

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

The funding source for this project is from E&G.

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

This individual project is not included in the Master Plan, long-term capital plan, or 1-year capital plan; however, this project is part of a more considerable University-wide space consolidation effort to eventually reduce the University's overall footprint.

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

2/4/2025

Renovations to the daylight basement and 1<sup>st</sup> floor of Chadbourne and relocation of several departments/programs. The project scope includes:

- Abatement of hazardous materials, including floor mastic, pipe wrap, and ceiling tiles.
- Convert the storage area to a shared workspace for 4 to 6 staff members.
- Renovations to rooms 008, 010, 012, 014, 016, 020, and 022 include new flooring, paint, drop ceilings, and lighting.
- Painting of offices on the 1<sup>st</sup> floor.
- Addition of air ventilation and HVAC in the basement for occupancy.
- Installation of fire doors where necessary.
- Replacement of fire alarm panel for the entire building.

Departments relocated before renovations include Peace Studies from the basement of Chadbourne to Merrill Hall and the relocation of a UMS ITS employee from a basement office to a second floor office. Departments relocated to Chadbourne include UMS Human Resources from Corbett Hall to make space available for relocation of Social Studies and the Office of International Programs from the third floor of Stoddard Hall to be converted into residential housing.

The project budget impact increase due to the fire alarm panel replacement and other life safety systems was not fully identified before the AIS sheets submission timeline for the December 2024 FFT meeting.

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

The relocation of Human Resources from Corbett Hall to Chadbourne is part of campus space reorganization and will result in the University being able to relocate the Social Work program from the south side of campus to the north side, where the faculty and students can collaborate with the Nursing Program. Students of the Social Work program felt that they were not part of the University because the program's location is on the far south side of the campus, away from other programs and student services.

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

This project does not add net square footage or ongoing operating costs. This project resulted in 11 more residential rooms being added to the housing stock and is part of a larger plan to create physical space synergies across the campus.

The work is considered deferred maintenance thus the \$600,000 will reduce the approximately \$12.7 million of Chadbourne Hall's deferred maintenance identified by Gordian's FY23 report.

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

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

2/4/2025

The project was initiated in the summer of 2024; OIP occupied their areas in August 2024, and Human Resources occupied them in late November 2024. The project is nearing completion, and punch list items are being addressed.

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

N/A

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

N/A

**TEXT OF PROPOSED RESOLUTION:**

The Board of Trustees acting through the Finance, Facilities, and Technology Committee authorizes the University of Maine System, acting through the University of Maine, to spend up to \$600,000 for renovations within Chadbourne Hall.

University of Maine System  
Board of Trustees

**AGENDA ITEM SUMMARY**

**NAME OF ITEM:** Orchard Trails Apartments Lease, UM

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

**INITIATED BY:** Roger J. Katz, Chair

**BOARD INFORMATION:**

**BOARD ACTION:** X

**BOARD POLICY:**

801 – Acquisition of Real Property

**UNIFIED ACCREDITATION CONNECTION:**

N/A

**UMS STRATEGIC PLAN CONNECTION:**

This initiative aligns with the UMS Strategic Plan by supporting student success and enrollment growth. The lease agreement with Orchard Trails Apartments provides additional student housing to accommodate increasing demand, ensuring that students have access to comfortable and desirable living spaces in proximity to the campus proper. This effort contributes to student retention and well-being, a core focus of the strategic plan.

**BACKGROUND:**

**a. Summary of the request**

The University of Maine System (UMS), acting through the University of Maine (UMaine), seeks authorization to enter into a lease agreement with Orchard Trails Apartments, 4 Empire Drive, Orono, ME 04473, to meet the needs for additional housing for students in FY26. In accordance with Board Policy 801, Board approval is required for any lease exceeding \$100,000 and/or a term longer than five years.

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

The students staying at Orchard Trails will pay a housing rental fee as if they are staying on campus. Per our projections, roughly \$405,000 would be received from rental fees, leaving approximately a \$5,000 variance paid from UMaine Housing Operational Budget 5900102.

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

N/A

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

In fall FY25, we housed 3553 students on campus. To accommodate housing demand, we  
2/4/2025



assigned students to triples, lounges, Hotel Ursa, and temporary offsite housing. We anticipate continued high demand for on-campus housing in FY26. We anticipate exceeding the FY25 demand and estimate a need for 3580 beds in FY26. To reduce the number of students in triples and offer more comfortable, desirable, and accessible housing options, we approached Orchard Trails Apartments to lease dedicated student apartments. The annual lease cost provided is \$410,000 for ten, 4-bedroom student apartments with a lease term of one-year lease.

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

Students assigned to off-campus university housing will be upper-class or graduate students in good standing, requesting their own kitchen, and seeking apartment-style living. Students will be offered housing at the same cost as on-campus housing rates.

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

The project will not increase or decrease the University’s square footage.

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

No viable alternatives were identified.

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

Upon approval, the University of Maine System will enter into a lease contract with Orchard Trails Apartments and North Beacon Capital, LLC. The Orchard Trails Apartments are requiring a commitment by February 7<sup>th</sup>, 2025 and we provided a formal letter of intent to secure the space.

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

The University does not anticipate further consideration or action from the Board of Trustees.

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

N/A

**TEXT OF PROPOSED RESOLUTION:**

That the Board of Trustees acting through the Finance, Facilities, and Technology Committee, authorizes the University of Maine, acting through the University of Maine, to enter into a lease agreement for ten, 4-bedroom student apartments with Orchard Trails Apartments for \$410,000 in FY26.

2/4/2025

University of Maine System  
Board of Trustees

**AGENDA ITEM SUMMARY**

**NAME OF ITEM:** Katz Recording Studio Renovation

**CAMPUS PRESENTER(S):** Jen Cushman, President; Aili Robinson, Chief Business Officer; Joe Szakas, Vice President of Academic Affairs/Provost

**INITIATED BY:** Roger J. Katz, Chair

**BOARD INFORMATION:**

**BOARD ACTION:** X

**BOARD POLICY:**

BOT Policy 701 Operating & Capital Budgets

**UNIFIED ACCREDITATION CONNECTION:**

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

**UMS STRATEGIC PLAN CONNECTION:**

Goal 3.2: Identify efficiencies in infrastructure, including optimizing the upkeep and use of primary classroom and lecture spaces, meeting and conference rooms, artistic/performance spaces, and public gathering spaces. – This proposal will update a current recording studio to optimize the space that has become obsolete due to outdated technology.

Goal 2.1: Assess the relationship between academic quality, career preparedness opportunities within the degree program (or the overall student experience), and degree completion. – The recording studio prepares students from across the county for jobs in the Music Technology career field.

**BACKGROUND:**

**a. Summary of the request**

UMA is requesting permission to spend up to \$600,000 to renovate the current recording studio.

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

UMA will use E&G funding in FY25 to cover the initial design phase (\$75,000) and E&G funding in FY26 to cover the construction phase (\$525,000). This includes approximately \$60,000 for equipment/technology in the renovated space.

**c. Is the project included or reflected in the Master Plan, Long Term capital plan or 1-year capital plan most recently approved by Trustees? If not, please explain why.**

This project is listed on the 1-year capital plan.

2/4/25

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

The UMA Recording Studio is a unique facility within the University of Maine System (UMS), featuring a control room, live room, sound booths, tech room, sonic arts studio, and a Mac lab. With the launch of the new Bachelor of Arts in Music Technology in the fall of 2024, significant renovations are needed to bring the studio up to industry standards. These renovations include installing state-of-the-art speakers and a new mixing board, ensuring ADA compliance, and upgrading the sound damping in the walls and ceiling to meet the National Association of Schools of Music (NASM) accreditation requirements.

Success will be measured by the ongoing use of the renovated studio for the new Music Technology degree program, as well as by the number of students who complete the program and enter the recording industry. The facility will serve as a critical resource for both UMA students and the broader community, providing educational opportunities and hands-on training in music production.

Student success will be measured by degree completion in the BA in Music Technology program, student satisfaction with the recording studio, and the integration of the studio into the curriculum. Hands-on experience with industry-standard equipment will be a key factor in preparing students for future careers.

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

The UMA Recording Studio serves as an educational resource for students preparing for careers in Maine's recording industry while also supporting local schools and community organizations. By fostering partnerships and providing access to advanced recording technology, the studio contributes to workforce development and Maine's creative economy. Success will be measured through graduate job placements, community engagement, and collaborations with local arts organizations.

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

This project will enhance an existing recording studio and will not increase the square footage or ongoing operating costs.

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

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

Design is anticipated to be completed by Spring 2025 with construction expected to begin in the summer of 2025. Anticipated completion and occupancy is before the end of 2025.

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

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

**Note:** For items over \$5M, indicate when the item was originally presented as an information item.

**TEXT OF PROPOSED RESOLUTION:**

2/4/25

That the Board of Trustees acting through the Finance, Facilities and Technology Committee authorizes the University of Maine System, acting through the University of Maine at Augusta to spend up to \$600,000 to renovate the Katz Recording Studio using E&G funding.

University of Maine System  
Board of Trustees

**AGENDA ITEM SUMMARY**

**NAME OF ITEM:** IT Project Updates

**INITIATED BY:** Roger J. Katz, Chair

**BOARD INFORMATION:** X

**BOARD ACTION:**

**BOARD POLICY:**

N/A

**UNIFIED ACCREDITATION CONNECTION:**

N/A

**BACKGROUND:**

Dr. Robert Placido, Chief Information Officer, provides this overview of ongoing Information Technology initiatives. The IT department is actively managing these essential projects, each contributing to the enhancement of our technological infrastructure and operational efficiencies, aligning with the University's mission to foster educational excellence through technology, collaboration, and service.

**Multi Factor Authentication (MFA) System Expansion**

The MFA System Expansion is divided into two parts; Adoption & Integration. The adoption of the expanded Multi Factor Authentication (MFA) system was implemented on January 1, 2025. A dashboard providing detailed statistics about the MFA adoption is available [here](#) (Access Required).

As of January 15, 2025, the adoption rate for the expanded MFA system among faculty and staff stands at 80% total, with 95% of full-time faculty/staff and 51% of part-time faculty/staff enrolled respectively. Multi-Factor Authentication (MFA) implementation will be expanded to additional systems, prioritizing those containing restricted data, including systems such as ImageNow, for GLBA compliance. Secondary priority systems include those containing internal and confidential data. These MFA implementations support both cybersecurity insurance requirements and data protection goals.

**Network Infrastructure Modernization**

After serving the University of Maine System community for more than 20 years, the tempest wireless network was decommissioned on January 1, 2025. Despite being the most utilized network due to its user-friendly nature, accounting for 43.5% of campus traffic, tempest's open architecture with public IPs and unencrypted traffic posed increasing security risks and performance challenges

The networking team executed a strategic transition plan that balanced security requirements with user needs. Key to this success was the early deployment of MaineEDU-Open, a new secure network designed specifically for residential IoT devices, coupled with a comprehensive communication campaign targeting different user segments. The university now maintains a modern, layered network infrastructure featuring eduroam for secure authentication, specialized

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networks for IoT devices (medev and MaineEDU-Open), and a filtered guest network (MaineEDU-Guest).

### **Boomi Implementation**

Having established both test and production environments, the Enterprise Services team has successfully completed a comprehensive 40-hour hands-on training program with several team members having earned a Boomi Associate Developer Certification.

The team is actively working on replacement integrations for Oracle Cloud Recruiting and Jaggaer (MaineStreet Marketplace). In addition to these replacement integrations, the Boomi team is working with our developers on detailed implementation approaches for additional priority integrations. Initial core system integrations are targeted for completion in Spring 2025.

### **HighPoint Course Auditor (Simulation Mode)**

Campus reports were completed November 2024. Data analysis is ongoing, with internal and external campus engagement meetings beginning January 13, 2025 and ending February 2025. Next phase: developing campus-specific data cleanup training with additional assistance offered by HighPoint. The system-wide data cleanup associated with this effort is projected to be completed by spring, with UMF's 4-3 credit DRPs continuing into the summer. Back-office Course Auditor implementation is not included in current project scope and requires future planning.

### **Unified Course Search**

UMS:IT reconvened with HighPoint on January 16, 2025, this time including campus registrars for their first review of the project's design and engineering specifications. During this meeting, the registrars provided feedback on functionality improvements and student usability features, which HighPoint will incorporate into their engineering development process. The design review and engineering feedback phase will conclude in February, followed by further development and prototyping in March and April. The project is targeted for completion in Spring 2025.

### **Maine Law: Separate Business Unit**

Maine Law's separation into a distinct MaineStreet business unit continues to progress. A planning meeting between Maine Law leadership and the Associate CIO for Enterprise Services is scheduled for January 22, 2025. This session will review critical business processes, both current and future, required to advance the technical implementation plan.

### **Raptor Enhancements**

The Raptor Enhancements project is on track for February 2025 delivery. Progress on three key enhancements is as follows: ACE/Credly document type implementation is complete and validated; export script for campus-specific transcript association is near completion, with testing planned for late January 2025; dashboard display and data integration updates will follow the export script testing.

### **eRez Life**

The eRezLife Implementation project is on track. Campus vendor training is complete, and the phased rollout continues as planned. IT is coordinating with residence teams on training, data migration, and systems integration. Next milestone: Go-live at UMA and UMFK on January 15, 2025, with no current risks identified. Final phases will focus on student financials integration and testing. Legacy Mercury system retirement is planned for 2025.

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### **Parchment Transcripts & Diploma**

The University of Maine System has received confirmation from the National Student Clearinghouse (NSC) regarding their March 7, 2025 service deactivation. This planned deactivation is the final step needed to implement Parchment Transcript and Diploma services across UMS campuses in early March. The technical implementation work for Parchment was completed in December 2024. NSC will provide detailed transition instructions on February 21, 2025, two weeks before the deactivation date, ensuring a coordinated switchover to the new Parchment service.

### **UMS IT Communications Project**

The "UMS IT Communications" project is focused on assessing existing technologies and communication strategies to enhance IT communication and better engage end users. Current efforts include evaluating the effectiveness of existing communication methods, benchmarking against higher education best practices, and developing refreshed messaging approaches. A key milestone in this phase is the introduction of the newly styled communication featuring the Zoom AI Companion, which exemplifies the project's commitment to delivering clear and engaging IT updates. This work directly supports the University of Maine System's 2023–2028 strategic goals of enhancing employee effectiveness and fostering effective organizational communication. By prioritizing these foundational improvements, the project will position IT to better meet user needs.

University of Maine System  
Board of Trustees

**AGENDA ITEM SUMMARY**

**NAME OF ITEM:** Strategic Plan Tracking Update

**CAMPUS PRESENTER(S):** Vice Chancellor Low & Gretchen Catlin, Chief Facilities and General Services Officer

**INITIATED BY:** Roger J. Katz, Chair

**BOARD INFORMATION:** X

**BOARD ACTION:**

**BOARD POLICY:**

700

**UNIFIED ACCREDITATION CONNECTION:**

**UMS STRATEGIC PLAN CONNECTION:**

**BACKGROUND:**

Vice Chancellor Low and Gretchen Catlin, Chief Facilities and General Services Officer, will provide the Finance, Facilities, and Technology Committee with an update on the Strategic Plan Tracking process.

Attachment

[Strategic Plan Tracking for FFT for workplan GC Updates](#)



Finance Facilities and Technology Committee - SP Tracking

	B	C	D	E	F	G	H	I
1	<b>Strategic Plan - Tracking FFT initiatives</b>							
2								
3		<b>Commitment</b>	<b>Action / Goal</b>		<b>Responsible</b>	<b>FFT Update - October 30, 2024</b>	<b>FFT Update - December 18, 2024</b>	<b>FFT Update - February 12, 2025</b>
4								
5								
6		<b>Commitment 2: The University of Maine System will advance a financially sustainable and effective academic and infrastructure portfolio at every university and our law school supported through innovative programming and strategic collaborations.</b>						
7								
8			FS 1	Financial Sustainability Action 1: In order to position our System for the future, each university and the law school will propose a balanced budget for each fiscal year and will conclude that year in balance without reliance on central support.		The FY26 Budget is in the early stages of development. Final budget instructions will go out to campuses in the next few days. Campuses are already working on those plans, although we still need to provide critical information related to appropriations, bargaining impacts and other areas related to Shared Services. Budget instructions will note each University and the Law School will submit a balanced budget.	Draft FY26 Budget instructions specifically note that each University and the Law School will present a balanced budget to the System as part of their annual budget submission. Instructions go out to campuses later this week.	Institutions have finalized initial drafts of FY26 budgets. Budget presentations will be held on March 19, 2025 starting at 9am and available online at the Board's YouTube site. A work session is scheduled for April 16, 2025 beginning at 9am and the FY26 budget is expected to be presented in its final version to Trustees on May 19, 2025
9					RL			
10			FS 1.1	Financial Sustainability Goal 1.1: Budgets will be tied to realistically achievable enrollment targets derived from historical enrollment trends and a data-driven assessment of demographic conditions.		The FY26 Budget is in the early stages of development. Final budget instructions will go out to campuses in the next few days. Campuses are already working on those plans, although we still need to provide critical information related to appropriations, bargaining impacts and other areas related to Shared Services. Budget instructions will note enrollment calculations will be provided by System IR and any adjustments need to be explained and approved as part of the budget process.	Enrollment calculations are developed by the System IR Office, based on historical enrollment trends and a data driven assessment.	
11					RL			
12			FS 1.2	Financial Sustainability Goal 1.2: Mid-year budget revisions will be tied to achievable cost reductions, and will not include mid-cycle upward revisions of enrollment estimates unless clearly justified by available enrollment data.		The FY26 Budget is in the early stages of development. Final budget instructions will go out to campuses in the next few days. Campuses are already working on those plans, although we still need to provide critical information related to appropriations, bargaining impacts and other areas related to Shared Services. Budget instructions will note mid-year budget adjustments needed to bring budgets back into balance submitted next month will be based on expenditure reductions. Any adjustments that include additional revenue, including positive enrolment increases, must be approved by Trustees.	For the first time in nearly a decade, the UMS had no mid-year budget revisions. Institutions submitted a revised budget forecast to Trustees in November and will provide updates 2 more times over the remaining fiscal year.	
13					RL			
14			FS 3	Financial Sustainability Action 3: UMS will partner with the universities and law school to identify and implement by spring 2024 new operational efficiencies leading to cost reductions for each institution in the System. (w/ ASA)			The Capital Plan emphasizes funding strategies such as leveraging revenue bonds, fundraising, and federal grants while reducing reliance on TBD funding. The prioritization of high-impact, large-scale projects over smaller ones and the focus on reducing deferred maintenance demonstrate operational efficiency improvements.	
15					GC			
15			FS 3.2	Financial Sustainability Goal 3.2: Identify efficiencies in infrastructure, including optimizing the upkeep and use of primary classroom and lecture spaces, meeting and conference rooms, artistic/performance spaces, and public gathering spaces.			Investments target academic facilities with Net Asset Values (NAV) below 30%, reflecting optimization of space and infrastructure. Additionally, several renovations aim to modernize classrooms, lecture halls, and public spaces to maximize usage and reduce operational costs	

Finance Facilities and Technology Committee - SP Tracking

	B	C	D	E	F	G	H	I
16			FS 3.3	Financial Sustainability Goal 3.3: Identify reductions in energy consumption, including strategic management of underused or unused buildings and offices during periods of peak energy consumption (winter and summer).		The University of Maine System (UMS) continues to see substantial benefits from its participation in the Net Energy Billing (NEB) program and strategic management of Renewable Energy Certificates (RECs). In Q2 2024, UMS saved \$885,834 and generated 9,077,911 kWh of renewable energy through partnerships across Maine. With the newly approved systemwide Carbon Commitment, UMS has consolidated campus efforts into a unified approach to carbon neutrality, enhancing collaboration and REC management. Since joining the NEB program, UMS has achieved \$7.6 million in total savings and produced 70.51 million kWh of renewable energy, reinforcing its leadership in sustainability and aiming for net-zero emissions by 2040.		The University of Maine System (UMS) continues to advance its commitment to financial sustainability and energy efficiency through strategic energy procurement, participation in the Net Energy Billing (NEB) program, and optimized management of Renewable Energy Certificates (RECs). In Q3 2024, UMS achieved \$681,314 in savings through NEB and has now realized over \$8.27 million in cumulative savings since joining the program. Additionally, since 2021, UMS has generated \$1.5 million in net revenue from RECs to support sustainability initiatives.  While electricity costs are projected to increase in FY26 due to CMP rate increases, natural gas expenses are expected to decrease from \$9.62 million in FY25 to \$9.05 million in FY26. This reduction in natural gas spending will help offset the rising electricity costs. UMS also employs a multi-faceted procurement strategy that includes hedging strategies to manage electricity and natural gas costs effectively while mitigating the impacts of market volatility.
17					GC			
18			EIP 1	Effective Infrastructure Portfolio Action 1: Develop a system-wide capital plan and priorities for capital investment by May 2024.		The FY26 5-Year Capital Plan will be presented at the December Finance, Facilities, and Technology (FFT) Committee meeting. To guide our capital investment decisions, we have established criteria to ensure projects are strategically selected based on their impact on net asset value, density, utilization, and property risks.		
19					GC		Reference capital plan overview.	
20			EIP 1.1	Effective Infrastructure Portfolio Goal 1.1: Address system-wide physical plant needs in relation to other infrastructure needs (e.g. residence hall improvement).			The Capital Plan includes a mix of deferred maintenance projects, system-wide renovations, and upgrades in residence halls, such as the proposed Robie-Andrews Residential Hall revitalization. These projects focus on addressing critical physical plant needs.	
21			EIP 1.2	Effective Infrastructure Portfolio Goal 1.2: Assess the utility and return on investment of our instructional sites and centers across the state by June 2024.		Earlier this year, with the assistance of several System offices and countless hours of support from the individual institutions – largely UM and UMA – UMS completed its first comprehensive study of all of its off-site locations and centers. The report was presented to the Finance, Facilities, and Technology Committee on June 26th. Additional sessions to present further details and present an opportunity for deeper discussions will take place at the Committee's October 25 (UM) and December 18 (UMA) discussions.		Each quarter, UMS Facilities Management collaborates with representatives from every university within the University of Maine System (UMS) to review and strategize around real estate and lease activities. This structured, strategic approach ensures effective management of UMS's real estate assets, aligning with the system's mission and financial sustainability. Key areas of focus for these meetings include: acquisitions, dispositions, and updates to the Offsite Location Reports. The latests quarterly meetings are taking place between January and February.
22			EIP 2	Effective Infrastructure Portfolio Action 2: Achieve fiscal and energy efficiencies through physical space reduction.			<b>Refer to the University of Maine System GSF Report</b>  <b>Space Reduction Initiatives:</b> - The Capital Plan targets low-Net Asset Value (NAV) buildings for removal, such as Dickey-Wood on the Gorham campus and the former Law School Building on the Portland campus, aligning with the strategy to reduce underutilized space. A portfolio	
					GC	See FFT handout		

Finance Facilities and Technology Committee - SP Tracking

	B	C	D	E	F	G	H	I
23			EIP 2.1	Effective Infrastructure Portfolio Goal 2.1: Continue to target disused and low-Net Asset Value buildings for removal.	GC	See FFT handout	approach to managing infrastructure is emphasized, with a focus on strategically reducing space inventory to improve overall space utilization and operational efficiency <b>Energy Efficiencies:</b> - Large-scale Energy Service Company (ESCO) projects are highlighted, including UMPI's \$14M ESCO project and energy-efficient upgrades to HVAC systems and building envelopes. These projects aim to lower energy consumption and reduce deferred maintenance costs. - Investments in sustainable design and energy-efficient facilities, such as the phased façade replacement at Bailey Hall, contribute to achieving fiscal and energy savings.	
24			EIP 2.2	Effective Infrastructure Portfolio Goal 2.2: Identify multi-use/multi-purpose functionality for new buildings and heavily renovated buildings.	GC		Renovations of facilities like 7 Custom House aim to develop multi-purpose spaces, supporting the creation of innovation hubs. Similarly, the shift toward flexible and technologically advanced academic and research spaces facilitates multi-functional use	
25								
26		Commitment 3: The University of Maine System will be a destination for public higher education and a respected, engaging, and rewarding place to work.						
27								
28			PTW 1.1	Place To Work Goal 1.1: Invest in additional resources to support student mental health.	RL		Update to follow at FFT meeting	A group of chief student affairs officers from every UMS university and other relevant groups met and after reviewing mental health and behavioral trends
29			PTW 1.2	Place To Work Goal 1.2: Invest in additional resources to support employee mental health.	RL		Update to follow at FFT meeting	across institutions, the group identified two key action areas: selecting a systemwide telehealth vendor and enhancing faculty and staff onboarding and professional development related to mental health. In December 2024, key stakeholders attended vendor presentations, and in January 2025, a vendor was selected. The next focus will be implementing onboarding and professional development resources.
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