March 12, 2018

TO: Members of the Finance/Facilities/Technology Committee

FR: Ellen Doughty, Interim Clerk of the Board

RE: March 23, 2018 Finance/Facilities/Technology Committee Meeting

The Finance/Facilities/Technology Committee will meet from 9:30 am to 4:30 pm on March 23, 2018. The meeting will be located in Room 1 of the Wells Conference Center at the University of Maine in Orono. Parking will be in the Dunn Hall lot next to the Wells Conference Center (see campus map).

Lunch will be provided. 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 581-5840. If you have any questions or desire additional information about the agenda items, please call Ryan Low at 581-1541.

cc: James Page, Chancellor
Trustees who are not members for the FFT Committee
Presidents
Robert Neely
Ryan Low
David Demers
Tracy Elliott
Chip Gavin
Miriam White
Board of Trustees

Finance, Facilities & Technology Committee
March 23, 2018, 9:30 am to 4:30 pm
Room 1 Wells Conference Center, Orono

AGENDA

9:30 am TAB 1 – Overview of FY2019 Proposed Operating Budget – First Reading

9:45 am Governance Budget & University Services
10:00 am TAB 2 – UMA
10:45 am TAB 3 – UMFK
11:30 am TAB 4 – UMPI

12:15 pm LUNCH BREAK

12:45 pm TAB 5 – USM
1:45 pm TAB 6 – UMF
2:30 pm TAB 7 – UM
3:30 pm TAB 8 – UMM

4:15 pm Closing Discussion

Attachments
FY2019 Proposed Operating Budget - First Reading

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.
2015-16 Campus Map

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

Permits MUST be displayed on interior mirror.

Signs governing lots take precedence over all maps and permits.

Visitor Parking
Visitors need permits. Visitor Permits allow parking in metered spaces, any BLACK lot and they are available free from:
- Visitor Center in Buchanan (F-5)
- McCord Services in Mem. Union (D-3)
- Bear Necessities in Alfond (A-5)
Parking Office: 207-581-4047

Winter Parking Ban
Blue & Black lots, as well as visitor lots, are closed to parking from midnight to 6:00 am.

Overnight Parking Permits are available from UMaine Police and the Visitor Center.

Parking will be in the Dunn Lot

Welcome! to the University of Maine, Orono
Please respect that UMaine is a walking campus
Pedestrians have right-of-way at all times

Please email Cartography by Purple Lizard Maps (ike@purplelizard.com)

East Campus Map

Emergency
Information
Public Bus Stop
Ambulance
Emergency Phone

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

Welcome! to the University of Maine, Orono
Please respect that UMaine is a walking campus
Pedestrians have right-of-way at all times
Directions to UM Campus

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

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

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

1. NAME OF ITEM: FY2019 Proposed Operating Budget – First Reading
2. INITIATED BY: Karl Turner, Chair
3. BOARD INFORMATION: X BOARD ACTION:
4. BACKGROUND:

Vice Chancellor Ryan Low, will present the FY2019 Proposed Operating Budget for the University of Maine System.

This is the first reading of the FY2019 Proposed Operating Budget and does not require a vote of the Committee at this time. The second reading and vote of the Committee will occur at the next committee meeting prior to a request for approval by the Board of Trustees at the May 20-21, 2018 meeting.

Attachment:
FY2019 Proposed Operating Budget – First Reading

3/15/18
FY19 Budget
First Read

March 23, 2018
Finance, Facilities & Technology Committee Meeting
Agenda

• Strategic Priorities
  — BOT Priorities & Major UMA Initiatives
  — Enrollment & Marketing Update

• Financial Review
  — Financial Summary
  — Enrollment Projections
  — Tuition and Fees
  — Cause of Change Analysis on Expenses
  — Capital Expenditures
  — Reserves

• Questions and Answers
# UMA Strategic Plan Update

**Crosswalk: BOT Priorities & Major UMA Initiatives**

<table>
<thead>
<tr>
<th>UMA Initiatives</th>
<th>Enrollment</th>
<th>Student Success</th>
<th>Fiscal Position</th>
<th>R &amp; ED</th>
<th>Academic Programs</th>
<th>Work Force Engagement</th>
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<td>✓</td>
<td>✓</td>
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<td>Cyberspace Master Plan</td>
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<td>✓</td>
<td>✓</td>
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<td>Student Success (Title III Grant)</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<td>✓</td>
<td>✓</td>
<td>✓</td>
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<td>✓</td>
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<tr>
<td>Strategic Marketing</td>
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<td>Civic Engagement</td>
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<td>✓</td>
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<td>✓</td>
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</tbody>
</table>
Enrollment Management & Marketing

- Recruitment/Admissions
- Marketing & Communications
- Retention/Student Success
- Image/Perception
Investments in Enrollment Management

People:
• VP Enrollment Management & Marketing
• Dean of Admissions
• Director of Enrollment Marketing
• Manager of Digital Communications
• Student Success staff in Advising

Tools:
• Target X Customer Relationship Management
• Signal Vine Text Messaging
• Rapid Insight Analytics
• EAB Campus & Guide
Strategic Enrollment Plan

- Initially written in 2016
- Updated in January 2018 (2018-2022)
- Three Key Goals:
  1) Recruitment & Growth
  2) Student Success vis-à-vis Retention & Graduation
  3) Image/Perception and Quality
- Enrollment Planning & Implementation Council (EPIC) as Governing Body
Recruitment EXPANSION

**Territory Management**

- Targeted Populations Assigned to Dedicated Recruiters
- +37% HS Visits; +64% Community College Visits; +56% University College Visits; +56% Adult Ed Center Visits

**Interacting with Prospects and Applicants Digitally**

- Tours and Appointments Scheduled Online

**Pine Tree State Pledge / Scholarships Promotion**

- 1,938 Prospects for 2018 To Date; (1,923 Total For All Of 2017)
Dear Ariel,

We're excited to have you join us for our 1 pm Campus Tour - Augusta on Jan 26, 2018 at 1:00PM EST.

We will meet in the lobby of the Randall Student Center. Parking is free and a campus map can be accessed here.

For additional information as well as details about all your personal events calendar here. I look forward to seeing you!

Sincerely,

Carmen, UMA Admissions Ambassador
umaadm@maine.edu
207-621-3466 x 3466

University of Maine at Augusta
44 University Drive
Augusta, ME 04330

Pell Eligible

The Pine Tree State Pledge is available for students who are eligible for Federal Pell Grant.

What is Federal Pell Grant? Federal Pell Grant is a federally funded program that offers money to students who demonstrate financial need to assist them in paying for college. According to the Department of Education, nearly 7.6 million students received Federal Pell Grant totaling over $36 billion in awards.

Who is eligible? Federal Pell Grants are awarded to undergraduate students who have not earned a bachelor's or professional degree. Unlike a loan, a Federal Pell Grant does not have to be repaid. All UMA students are eligible for Federal Pell Grant.

How much money will you get? For the 2017-18 award year the maximum Federal Pell Grant award is $5,920. The amount you receive will depend on:

• Financial Need
• Cost of Attendance
• Full-Time or Part-Time Enrollment Status
• Plans to Attend for a Full Academic Year or Less

Where do you apply? To apply for Federal Student Aid, you need to complete the FAFSA form. Our FAFSA form is quick and free. It also gives you the most substantial source of financial aid to help for college. You can fill out the form now. You don’t need to have applied for admission to UMA yet, as you are considering us by using our school code 006769.

For more information about the Pine Tree State Pledge contact the Admissions Office at 1-207-621-3465 or Carmen Adams at 1-207-621-3466 x 3466.

We can’t wait to meet you!

University of Maine at Augusta
Applicant/Admitted Student CULTIVATION

- **Common App** Added to Support Pine Tree State Pledge (+184)
- Frequent Applicant Outreach & Faster Turnaround
- Scholarships Awarded at Time Of Admission
- Pine Tree Pledge Included in Acceptance Packet
  - 18 PTSP recipients in Spring 2018 – 15 transfers, 3 first-year
- Fall ‘18 FY Apps + 15%; Transfer Apps + 5% to date
Retention Initiatives

Onboarding & Orientation
• Proactive “Deep” Transfer Evaluation
• Online New Student Orientation Program
• First Year Experience

Increased Intervention and Support
• Class Steward Program
• Early Alert, Mobile texting
• Career Development
• Peer Education Program
• Program Liaisons (faculty support from Advising & Learning Success staff)
Image and Perception

Enrollment Marketing Plan

Three Phases – Message, Reach, Frequency

– Phase 1: Feb /Mar 2018 – filling a “dark” period of advertising
– Phase 2: Apr, May, Jun 2018 – combined UMA/UC marketing
– Phase 3: FY 2019 plan – integrated, robust marketing and promotion

• Multi-Channel Strategy
  – Radio, TV, Print, Digital streaming, Social Media, In-Person
  – Using metrics to track success and campaign performance

University College Re-Integration Is Key Component
“We are all enrollment managers.”
FINANCIAL REVIEW
# Financial Summary

## Funds 00 E&G and 03 AUX ($000's)

<table>
<thead>
<tr>
<th></th>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
<th>Incr/(Decr)</th>
</tr>
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<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuition and Fees</td>
<td>23,384</td>
<td>23,098</td>
<td>20,924</td>
<td>22,458</td>
<td>21,318</td>
<td>(1,140) -5.1%</td>
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<tr>
<td>Tuition Waivers/Scholarships</td>
<td>(2,271)</td>
<td>(2,868)</td>
<td>(2,692)</td>
<td>(3,150)</td>
<td>(3,182)</td>
<td>(32) 1.0%</td>
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<tr>
<td>Net Student Charges</td>
<td>21,112</td>
<td>20,230</td>
<td>18,233</td>
<td>19,308</td>
<td>18,136</td>
<td>(1,172) -6.1%</td>
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<td>State Appropriation</td>
<td>13,991</td>
<td>15,418</td>
<td>16,803</td>
<td>17,194</td>
<td>17,415</td>
<td>221 1.3%</td>
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<tr>
<td>Auxiliary &amp; Other Income</td>
<td>1,911</td>
<td>1,891</td>
<td>1,875</td>
<td>1,802</td>
<td>1,635</td>
<td>(167) -9.3%</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>37,015</td>
<td>37,539</td>
<td>36,911</td>
<td>38,304</td>
<td>37,186</td>
<td>(1,118) -2.9%</td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel</td>
<td>26,203</td>
<td>24,887</td>
<td>24,878</td>
<td>26,476</td>
<td>26,912</td>
<td>435 1.6%</td>
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<tr>
<td>Fuel &amp; Electric</td>
<td>842</td>
<td>715</td>
<td>616</td>
<td>827</td>
<td>733</td>
<td>(94) -11.4%</td>
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<td>Supplies &amp; Services</td>
<td>2,502</td>
<td>2,463</td>
<td>2,615</td>
<td>2,631</td>
<td>2,477</td>
<td>(154) -5.8%</td>
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<td>Shared Services</td>
<td>1,461</td>
<td>3,784</td>
<td>4,476</td>
<td>4,646</td>
<td>4,840</td>
<td>195 4.2%</td>
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<td>Depreciation</td>
<td>1,429</td>
<td>1,494</td>
<td>1,571</td>
<td>1,638</td>
<td>1,748</td>
<td>110 6.7%</td>
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<tr>
<td>Maintenance &amp; Alterations</td>
<td>526</td>
<td>478</td>
<td>455</td>
<td>468</td>
<td>484</td>
<td>16 3.4%</td>
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<tr>
<td>Travel</td>
<td>250</td>
<td>359</td>
<td>358</td>
<td>271</td>
<td>310</td>
<td>39 14.5%</td>
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<tr>
<td>All Other</td>
<td>2,744</td>
<td>2,313</td>
<td>2,362</td>
<td>2,710</td>
<td>3,137</td>
<td>427 15.8%</td>
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<tr>
<td><strong>Total Expense</strong></td>
<td>35,957</td>
<td>36,494</td>
<td>37,330</td>
<td>39,666</td>
<td>40,641</td>
<td>975 2.5%</td>
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<tr>
<td><strong>Operating Incr./(Decr.)</strong></td>
<td>1,058</td>
<td>1,044</td>
<td>(419)</td>
<td>(1,363)</td>
<td>(3,455)</td>
<td>(2,092) -153.5%</td>
</tr>
<tr>
<td><strong>Cash Flow</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Operating Incr./(Decr.)</td>
<td>1,058</td>
<td>1,044</td>
<td>(419)</td>
<td>(1,363)</td>
<td>(3,455)</td>
<td>(2,092) -153.5%</td>
</tr>
<tr>
<td>Plus Depreciation</td>
<td>1,429</td>
<td>1,494</td>
<td>1,571</td>
<td>1,638</td>
<td>1,748</td>
<td>110 6.7%</td>
</tr>
<tr>
<td>Less Capital Expenditures</td>
<td>(1,383)</td>
<td>(981)</td>
<td>(747)</td>
<td>(992)</td>
<td>(980)</td>
<td>12 -1.2%</td>
</tr>
<tr>
<td>Less Debt Service</td>
<td>(297)</td>
<td>(226)</td>
<td>(288)</td>
<td>(320)</td>
<td>(339)</td>
<td>(19) 6.0%</td>
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<tr>
<td><strong>Net Change Before Reserve Xfr</strong></td>
<td>807</td>
<td>1,331</td>
<td>117</td>
<td>(1,037)</td>
<td>(3,026)</td>
<td>(1,989) -191.9%</td>
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<tr>
<td>Depreciation Funding %</td>
<td>118%</td>
<td>81%</td>
<td>66%</td>
<td>80%</td>
<td>75%</td>
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</table>
Enrollment Projection

(Includes Early College)
## Tuition and Mandatory Fees
### Rate Change Summary

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<tr>
<th>FY18 Rates</th>
<th>FY19 Increase</th>
<th>FY19 Rates</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tuition</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>In-state</td>
<td>228</td>
<td>5</td>
<td>233</td>
</tr>
<tr>
<td>Non Resident Web</td>
<td>285</td>
<td></td>
<td>291</td>
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<tr>
<td>Out-of-State Non-web</td>
<td>551</td>
<td></td>
<td>564</td>
</tr>
<tr>
<td>International Non-web</td>
<td>551</td>
<td></td>
<td>564</td>
</tr>
<tr>
<td>NEBHE non-web</td>
<td>365</td>
<td></td>
<td>373</td>
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<tr>
<td>Canadian non-web</td>
<td>365</td>
<td></td>
<td>373</td>
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<tr>
<td><strong>Fees</strong></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Aug, Ban, Web Unified</td>
<td>30</td>
<td>1</td>
<td>31</td>
</tr>
<tr>
<td>Dist Unified</td>
<td>13</td>
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<tr>
<td>Distance Tech Fee</td>
<td>6</td>
<td></td>
<td>6</td>
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<tr>
<td>Dist &amp; Aug, Ban/RE Distance</td>
<td>12</td>
<td></td>
<td>12</td>
</tr>
<tr>
<td>Web Online Fees</td>
<td>12</td>
<td></td>
<td>12</td>
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</tbody>
</table>

**Memo:**
- Instate + Unified: 258 → 264 (2.3%)

### Notes
- UMA's in-state rate is tied to the UMS pricing group of: UMM, UMK, UMPI, UMA
- UMA has historically set this rate to 125% of the in-state rate, but is up to UMA's discretion
- NEBHE and Canadian are currently set at 160% of in-state, a universal UMS assumption
- International and Out of State Tuition and mandatory fees can be set to UMA's discretion
## Enrollment Projection

### Sensitivity Analysis

<table>
<thead>
<tr>
<th>FY2019 Credit Hour Growth</th>
<th>FY2019 Credit Hour Growth%</th>
<th>FY2019 Credit Hours</th>
<th>Tuition &amp; Mandatory Fees 20,766,013</th>
<th>Credit Hour Change From</th>
<th>Revenue Change From</th>
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<tbody>
<tr>
<td>(4,434)</td>
<td>-6.1%</td>
<td>67,683</td>
<td>18,949,479</td>
<td>(6,500)</td>
<td>(1,816,534)</td>
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<tr>
<td>(3,934)</td>
<td>-5.5%</td>
<td>68,183</td>
<td>19,088,938</td>
<td>(6,000)</td>
<td>(1,677,075)</td>
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<tr>
<td>(3,434)</td>
<td>-4.8%</td>
<td>68,683</td>
<td>19,228,944</td>
<td>(5,500)</td>
<td>(1,537,069)</td>
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<tr>
<td>(2,934)</td>
<td>-4.1%</td>
<td>69,183</td>
<td>19,368,404</td>
<td>(5,000)</td>
<td>(1,397,609)</td>
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<td>(2,434)</td>
<td>-3.4%</td>
<td>69,683</td>
<td>19,508,410</td>
<td>(4,500)</td>
<td>(1,257,603)</td>
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<tr>
<td>(1,934)</td>
<td>-2.7%</td>
<td>70,183</td>
<td>19,647,872</td>
<td>(4,000)</td>
<td>(1,118,141)</td>
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<td>(1,434)</td>
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<td>70,683</td>
<td>19,787,879</td>
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<td>(978,134)</td>
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<tr>
<td>(934)</td>
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<td>71,183</td>
<td>19,927,613</td>
<td>(3,000)</td>
<td>(838,400)</td>
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<tr>
<td>(434)</td>
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<td>71,683</td>
<td>20,067,622</td>
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<td>(698,391)</td>
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<td>66</td>
<td>0.1%</td>
<td>72,183</td>
<td>20,207,081</td>
<td>(2,000)</td>
<td>(558,932)</td>
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<td>566</td>
<td>0.8%</td>
<td>72,683</td>
<td>20,346,815</td>
<td>(1,500)</td>
<td>(419,198)</td>
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<td>1,066</td>
<td>1.5%</td>
<td>73,183</td>
<td>20,486,548</td>
<td>(1,000)</td>
<td>(279,465)</td>
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<td>1,566</td>
<td>2.2%</td>
<td>73,683</td>
<td>20,626,280</td>
<td>(500)</td>
<td>(139,733)</td>
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<th>FY2019 Budget 2,066 2.9%</th>
<th>74,183 20,766,013</th>
<th>-</th>
<th>-</th>
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<tr>
<td>2,566</td>
<td>3.6%</td>
<td>74,683 20,905,747</td>
<td>500</td>
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<tr>
<td>3,066</td>
<td>4.3%</td>
<td>75,183 21,045,755</td>
<td>1,000</td>
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<td>3,566</td>
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<td>75,683 21,185,213</td>
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<tr>
<td>4,066</td>
<td>5.6%</td>
<td>76,183 21,325,223</td>
<td>2,000</td>
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<tr>
<td>4,566</td>
<td>6.3%</td>
<td>76,683 21,464,680</td>
<td>2,500</td>
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<tr>
<td>5,066</td>
<td>7.0%</td>
<td>77,183 21,604,415</td>
<td>3,000</td>
</tr>
<tr>
<td>5,566</td>
<td>7.7%</td>
<td>77,683 21,744,146</td>
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</table>
Expenses

Cause of Change Analysis ($000’s)

Funds 00 E&G and 03 AUX

Finance/Facilities/Technology Committee Meeting - UMA

Total Expense Growth $975 or 2.5%
# Capital Expenditures

## ALTERNATIVE FY19 SCENARIOS

<table>
<thead>
<tr>
<th>Project Description</th>
<th>FY2019 Project</th>
<th>Scenario #1</th>
<th>Scenario #2</th>
<th>Combined Scenarios</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>List</td>
<td>Space</td>
<td>Reconfig</td>
<td>#1 &amp; #2</td>
</tr>
<tr>
<td>Walks, Driveway &amp; Signage (Bangor Campus)</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
</tr>
<tr>
<td>Augusta Entrance Sign (Incr funding from $35K to $55K)</td>
<td>20,000</td>
<td>20,000</td>
<td>20,000</td>
<td>20,000</td>
</tr>
<tr>
<td>Class Equipment Upgrades (New Furniture)</td>
<td>75,000</td>
<td>75,000</td>
<td>75,000</td>
<td>75,000</td>
</tr>
<tr>
<td>Roof Replacement - Fine Arts Building</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
</tr>
<tr>
<td>Audio Visual Equipment - RSC Fireplace and 218</td>
<td>40,000</td>
<td>40,000</td>
<td>40,000</td>
<td>40,000</td>
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<tr>
<td>Repurpose Bookstore Space (Virtual Bookstore Scenario)</td>
<td>-</td>
<td>400,000</td>
<td>-</td>
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<tr>
<td>Katz Library Carpentry</td>
<td>60,000</td>
<td>60,000</td>
<td>60,000</td>
<td>60,000</td>
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<tr>
<td>Katz Library Reconfiguration (Learning Commons Scenario)</td>
<td>-</td>
<td>340,000</td>
<td>-</td>
<td>340,000</td>
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<tr>
<td>Entrance to Fine Arts Building</td>
<td>25,000</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Robinson Hall - Replace Exterior Doors</td>
<td>60,000</td>
<td>60,000</td>
<td>60,000</td>
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</tr>
<tr>
<td>Fitness Center Sewer Line</td>
<td>65,000</td>
<td>65,000</td>
<td>65,000</td>
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<tr>
<td>Replace Brick Veneer Art Building</td>
<td>25,000</td>
<td>25,000</td>
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<td>LED Lighting Replacement</td>
<td>45,000</td>
<td>45,000</td>
<td>45,000</td>
<td>45,000</td>
</tr>
<tr>
<td>Fitness Center Gymnasium Floor - Refinish</td>
<td>20,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Replace Fitness Center Bleachers</td>
<td>100,000</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Upgrade Interior of Recording Studio</td>
<td>35,000</td>
<td>35,000</td>
<td>35,000</td>
<td>35,000</td>
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<tr>
<td>Update Video Conference Room Equipment</td>
<td>35,000</td>
<td>35,000</td>
<td>35,000</td>
<td>35,000</td>
</tr>
<tr>
<td>Ceiling Replacement Katz Classrooms &amp; Hallway Downstairs</td>
<td>10,000</td>
<td>10,000</td>
<td>10,000</td>
<td>10,000</td>
</tr>
<tr>
<td>Remove or Resurface Tennis Courts/Remove Paddle Tennis</td>
<td>50,000</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>865,000</strong></td>
<td><strong>1,030,000</strong></td>
<td><strong>1,010,000</strong></td>
<td><strong>1,410,000</strong></td>
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<tr>
<td>Contingency</td>
<td>78,640</td>
<td>78,640</td>
<td>78,640</td>
<td>78,640</td>
</tr>
<tr>
<td><strong>Less: Use of Reserves for Capital Projects</strong></td>
<td></td>
<td>(165,000)</td>
<td>(145,000)</td>
<td>(545,000)</td>
</tr>
<tr>
<td><strong>Total Including Contingency</strong></td>
<td><strong>943,640</strong></td>
<td><strong>943,640</strong></td>
<td><strong>943,640</strong></td>
<td><strong>943,640</strong></td>
</tr>
</tbody>
</table>

### Notes

1. Katz Library Reconfig in FY2019 Budget Scenarios assumes no bond funding. This project is also listed below as a bond funded project.

## BOND FUNDED PROJECTS (ASSUMES $75M UMS BOND)

**In priority order from high to low**

<table>
<thead>
<tr>
<th>Projects Utilizing Potential Bond Funding</th>
<th>FY19</th>
<th>FY20</th>
<th>FY21</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fire Alarm System Updates - Augusta</td>
<td>400,000</td>
<td>400,000</td>
<td></td>
<td>800,000</td>
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<tr>
<td>Fire Alarm System Updates - Bangor</td>
<td>330,000</td>
<td>330,000</td>
<td></td>
<td>660,000</td>
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<tr>
<td>Handley Hall HVAC Updates</td>
<td>450,000</td>
<td>450,000</td>
<td></td>
<td>900,000</td>
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<tr>
<td>Katz Library Renovations</td>
<td>400,000</td>
<td></td>
<td></td>
<td>400,000</td>
</tr>
<tr>
<td>New Campus Welcome Center - Augusta</td>
<td></td>
<td></td>
<td>1,577,127</td>
<td>1,577,127</td>
</tr>
<tr>
<td>Randall Student Center Renovations</td>
<td></td>
<td>500,000</td>
<td></td>
<td>500,000</td>
</tr>
<tr>
<td>Bangor Hall Renovations/Campus Welcome Center</td>
<td>500,000</td>
<td></td>
<td></td>
<td>500,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2,080,000</strong></td>
<td><strong>1,577,127</strong></td>
<td><strong>500,000</strong></td>
<td><strong>4,157,127</strong></td>
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</table>
## Reserves

### Reserve Analysis as of 2/28/2018 ($000's)

<table>
<thead>
<tr>
<th></th>
<th>FY2015</th>
<th>FY2016</th>
<th>FY2017</th>
<th>FY2018 PROJ</th>
<th>FY2019 BUD</th>
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</thead>
<tbody>
<tr>
<td><strong>E&amp;G Reserve Balance Projection</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Beginning of Year Reserve Balance</td>
<td>10,530</td>
<td>8,195</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less Reserve Drawdown (Strategic Initiatives &amp; Other)</td>
<td>(35)</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Projected Modified Cash Flow Surplus/ (Deficit)</td>
<td>(2,300)</td>
<td>(3,026)</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>End of Year Reserve Balance</td>
<td>8,195</td>
<td>5,169</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Other Key Reserves

- **Capital Reserve Balance**
  - FY2015: 2,106
  - FY2016: 2,106

- **University College Reserve Balance**
  - FY2015: 47
  - FY2016: 47

### Memo: Minimum Reserve Balance Calculation

**Adjusted E&G Expense**

<table>
<thead>
<tr>
<th></th>
<th>FY2015</th>
<th>FY2016</th>
<th>FY2017</th>
<th>FY2018 PROJ</th>
<th>FY2019 BUD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expenses and Transfers</td>
<td>34,560</td>
<td>35,197</td>
<td>37,364</td>
<td>38,658</td>
<td>40,641</td>
</tr>
<tr>
<td>Less Depreciation Expense</td>
<td>(1,410)</td>
<td>(1,477)</td>
<td>(1,571)</td>
<td>(1,638)</td>
<td>(1,748)</td>
</tr>
<tr>
<td>Plus Debt Service Principal</td>
<td>288</td>
<td>217</td>
<td>314</td>
<td>346</td>
<td>339</td>
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<tr>
<td>Adjusted Expenses</td>
<td>33,438</td>
<td>33,936</td>
<td>36,106</td>
<td>37,366</td>
<td>39,232</td>
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</table>

**Reserve Status**

<table>
<thead>
<tr>
<th></th>
<th>FY2015</th>
<th>FY2016</th>
<th>FY2017</th>
<th>FY2018 PROJ</th>
<th>FY2019 BUD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Projected EOY Reserve Balance</td>
<td>9,405</td>
<td>10,687</td>
<td>10,530</td>
<td>8,195</td>
<td>5,169</td>
</tr>
<tr>
<td>Percentage of Expenses Covered</td>
<td>28.1%</td>
<td>31.5%</td>
<td>29.2%</td>
<td>21.9%</td>
<td>13.2%</td>
</tr>
<tr>
<td>Minimum Reserve Balance (18% of Adj. Exp.)</td>
<td>6,019</td>
<td>6,109</td>
<td>6,499</td>
<td>6,726</td>
<td>7,062</td>
</tr>
<tr>
<td>EOY Reserve Balance O/(U) Minimum</td>
<td>3,386</td>
<td>4,578</td>
<td>4,031</td>
<td>1,469</td>
<td>(1,893)</td>
</tr>
</tbody>
</table>
QUESTIONS?
APPENDIX
Strategic Priorities

• **Additional Information**
  — Increase Enrollment
  — Improve Student Success & Completion
  — Enhance Fiscal Positioning
  — Support Maine through Research & Economic Development
  — Relevant Academic Programming
  — University Workforce Engagement
Increase Enrollment

Key Strategies

• Recruit New Leadership for Enrollment Management, Marketing & Communications
  – VP Enrollment Management & Marketing
  – Executive Director of Planning & Communications
  – Dean of Admissions
  – Director of Enrollment Marketing
  – Manager of Digital Communications

• Leverage Existing Resources
  – Integrate Enrollment and Advising services
  – Re-integrate University College into UMA
  – Engage New Ventures Maine to administer UMA civic engagement/outreach
Increase Enrollment (cont.)

Key Strategies

• **Enhance Recruitment**
  – Implement territory management
  – Create on-campus recruitment events
  – Add an Admissions Counselor (UMS Enrollment Grant)
  – Heighten recruitment: feeder high schools, College Board Search, community colleges, & adult education centers
  – Expand Early College
  – Foundations program partnership with Umaine
  – Explore opportunities: Lewiston Auburn College; Dexter K-16; Skowhegan K-16

• **Utilize Technology**
  – Apply web analytics, search engine optimization, geo-targeting
  – Leverage Target X to create multi-channel communications with prospective students
  – Create a social media strategy
Increase Enrollment (cont.)

Key Strategies

• Strategic Marketing
  – Develop a comprehensive strategic marketing plan
  – Promote the Pine Tree State Pledge
  – Deliver scholarship awards at time of acceptance
  – Provide Early College scholarships to EC students who matriculate
  – Build on new brand and new website
  – Maximize market segment opportunities: historic commitment to military and veterans; TechHire Maine (Project> Login); Maine Adult Promise grant proposal in partnership with USM
Improve Student Success & Completion
Focus on Key Retention Points

- **Onboarding**
  - Prior Learning Assessment & Completion Planning
  - 1st Registration Orientation

- **Connection**
  - First Year Experience
  - Wish List Events
  - Electronic Nudges

- **Support**
  - Class Steward
  - Individual Advising
  - Progress Tracking & Outreach

- **Professional Transition**
  - Internships
  - Job Search Skills
  - Badging
  - Graduate School
Improve Student Success & Completion (cont.)

Key Strategies

• Align with Academic Programs
  – Implement Student Success Plans – academic program specific structured interventions scheduled to occur throughout the student life cycle
  – Employ Academic Program Guides – professional staff liaisons assigned to assist faculty with design and implementation of interventions
  – Establish program specific success markers and conduct outreach campaigns to students who miss marker(s)

• Improve First to Second Year Persistence Rates
  
  Resources
  – Enhance online and on-site orientation programs and expand to Early College students
  – Explore faculty-driven academic program specific FYE initiatives
Improve Student Success & Completion (cont.)

Key Strategies

• Raise Course Completion Rates
  – Refine embedded class steward program
  – Implement EAB Campus early warning system

• Increase Student Engagement Opportunities
  – Develop a Cyberspace Master Plan to create virtual pathways to student services
  – Implement EAB Guide, a student-centered mobile App, to generate positive behavioral “nudges” and appointment scheduling
  – Expand state-wide internship opportunities working with New Ventures Maine, the Maine State Chamber and others
Enhance Fiscal Positioning

Key Strategies

• Undertake multi-year turnaround effort, while managing reserves

• Provide sufficient “runway” for new enrollment and marketing strategies to take effect

• Monitor expenses and allocate/leverage resources to highest impact opportunities
Support Maine through Research & Economic Development

Key Strategies

- Pursue academic programs and partnerships that support workforce development, for example UMA partnership with Maine Math & Science Alliance to provide K-12 teachers with a Computer Science Methods course (NSF Grant)
- Partner with business and industry through TechHire (Project> Login) to offer IT certificates and boot camps
- Expand experiential learning opportunities for students through service learning, internships and civic engagement
Relevant Academic Programming

Key Strategies

- Pilot Academic Programs of the Future to align and enrich the learning experience for distance and on-site students through pedagogical design, technological platform, structured interventions, and assessment of learning outcomes

- Pursue external accreditations: Architecture, Mental Health and Human Services, and Aviation

- Innovate academic programs: Data Science/Analytics, Cybersecurity, Online Music, Early College
University Workforce Engagement

Key Strategies

• Engage faculty and staff in re-grounding in the Mission and Strategic Plan

• Develop a comprehensive communications strategy to generate community

• Hold regular forums for open discussion to engage students, faculty and staff in a culture of shared governance and continuous improvement

• Create faculty/staff orientation program that follows new employees through first year

• Engage adjunct faculty more fully in the coordination of academic programs
• Acknowledge Demographic Challenges
• Build on a Proven Brand
• Student Interest
• Meeting Local and State Needs
• State, System and BOT priorities
Priority Outcome: Increase Enrollment

**In-State**
- Collaborative admissions tour
- Promise Tuition Guarantee

**Out of State**
- West Coast Admissions Recruiter
- International Recruiting Agent

**Enrollment Management**
- Shared Director of Enrollment Management
- Integrated Campus Enrollment Management Committee
- Changes in Marketing and Campus Visits
• After 6 continuous years of growth, what went wrong?
• Response to findings
• Next steps to ensure continued stable enrollments
Priority Outcome: Improve Student Success

FYE Early-warning Promise
Res Life focus groups, RA training
Class scheduling re-aligned
Dean of Students
Advising coordinated
High-Touch Student Engagement
Student Affairs Office revised
Priority Outcome: Support Maine Industry

Health Sciences and Professional Programs

Nursing
- Expand accelerated BSN
- BSN cohort – UMPI
- Strong RN to BSN

Forestry
- Irving Professorship
- Forestry/Business

Behavioral Sciences

Business, Criminal Justice

Jobs for Maine Grads, VISTA
Outcome: Relevant Academic Programming

Health Sciences with Professional Programs

Why students enroll in college . . .

Our planned investments:
Investing in Nursing
Professor of Forestry expanded from phased to full-time
New Assistant Professor of Chemistry
Academic Affairs Curricular Changes
UMFK/UMPI Collaboration and Academic Partnerships

- Collaboration Committee
- Joint BOV Committee
- Community Public Relations
- Shared Dir of Enrollment Management
- Shared Dir of Financial Aid

Academic Partnerships
Education, Nursing, Others

Ahead of the Curve
Investing in Nursing

FY19 INVESTMENTS IN NURSING - $188,060

- Nursing Clinical Supervisor: $50,000
- Supplement existing faculty: $61,360
- Equipment/collaboration costs: $76,700
Outcome: Workforce Engagement

- Full-time HR Business Partner
- Administrative Support
- On-boarding/Orientation for new employees

Trainings
- Enhanced focus on training and professional development
- SDI/UMS Academy

Human Resources

Town Hall meetings
- Town Hall forum to discuss topics of interest to faculty/staff
- Feedback/Concerns
- Open discussion

Ahead of the Curve
Priority Outcome: Fiscal & Strategic Positioning

- Prior success in lowering Expenses per FTE
- Ahead of the Curve in maximizing Student FTE to Employee FTE ratio
- Re-establishing basis for recruiting and retaining students as we build our academic offerings into Health Sciences with Professional Programs
- Addressing auxiliary deficit
- Investing >$220K per year in capital projects in effort to maintain NAV until bonding or appropriation adjustment provides relief
The cost of educating an FTE is significantly lower at UMFK than any other campus in the system.

Source: UMS Dashboard
Ahead of the Curve
Student FTE to Employee FTE Ratio
Source of raw data: Form SS12: UMS Student & Employee FTE
FY19: ADDING VALUE thru:
  repairs/aesthetics
  programs/management
  nontraditional options

FY20:  -increase rates by 5%
  -increase headcount by at least 1.5%

FY21-23: Continue effort to find optimal mix between increased rates and increased headcounts, bringing rates into line with other campuses while minimizing loss of headcount to competing housing options.
**Unrestricted E&G**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Student Charges Revenue</td>
<td>7,692,644</td>
</tr>
<tr>
<td>State Appropriation</td>
<td>6,871,862</td>
</tr>
<tr>
<td>Other Revenues</td>
<td>259,382</td>
</tr>
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<td>Total Revenue</td>
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</table>

<table>
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</thead>
<tbody>
<tr>
<td>Personnel Expense</td>
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<tr>
<td>Other Expenses &amp; Transfers</td>
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<td>Total Operating Exp &amp; Transfers</td>
<td>14,770,485</td>
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<table>
<thead>
<tr>
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<th>Amount</th>
</tr>
</thead>
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<tr>
<td>Operating Increase</td>
<td>53,403</td>
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<tr>
<td>Add back depreciation</td>
<td>724,561</td>
</tr>
<tr>
<td>Capital Expenditures</td>
<td>-220,000</td>
</tr>
<tr>
<td>Debt Service Principal</td>
<td>-345,488</td>
</tr>
<tr>
<td>Net Change in Cash &amp; Reserves</td>
<td>212,476</td>
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</table>

**Auxiliary**

<table>
<thead>
<tr>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>Net Student Charges Revenue</td>
<td>1,403,200</td>
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<tr>
<td>State Appropriation</td>
<td>6,871,862</td>
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<tr>
<td>Other Revenues</td>
<td>106,900</td>
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<td>Total Revenue</td>
<td>1,510,100</td>
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<table>
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<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>Personnel Expense</td>
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<tr>
<td>Other Expenses &amp; Transfers</td>
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<tr>
<td>Total Operating Exp &amp; Transfers</td>
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</table>

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>Operating Increase</td>
<td>-212,386</td>
</tr>
<tr>
<td>Add back depreciation</td>
<td>216,543</td>
</tr>
<tr>
<td>Capital Expenditures</td>
<td>-210,000</td>
</tr>
<tr>
<td>Debt Service Principal</td>
<td>-555,488</td>
</tr>
<tr>
<td>Net Change in Cash &amp; Reserves</td>
<td>-205,843</td>
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<table>
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<tbody>
<tr>
<td>Operating Increase</td>
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<td>Add back depreciation</td>
<td>941,104</td>
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<td>Capital Expenditures</td>
<td>-220,000</td>
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<tr>
<td>Debt Service Principal</td>
<td>-555,488</td>
</tr>
<tr>
<td>Net Change in Cash &amp; Reserves</td>
<td>6,633</td>
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</tbody>
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### Rates and Appropriation/Shared Services

<table>
<thead>
<tr>
<th>Proposed</th>
<th>FY18</th>
<th>FY19</th>
<th>increase</th>
<th>%</th>
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</thead>
<tbody>
<tr>
<td>in-state tuition</td>
<td>228</td>
<td>233</td>
<td>5</td>
<td>2.2%</td>
</tr>
<tr>
<td>OOS tuition</td>
<td>365</td>
<td>373</td>
<td>8</td>
<td>2.2%</td>
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<tr>
<td>unified fee</td>
<td>30</td>
<td>30</td>
<td>0</td>
<td>0.0%</td>
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<tr>
<td>room</td>
<td>4,250</td>
<td>4,250</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td>board</td>
<td>3,660</td>
<td>3,870</td>
<td>210</td>
<td>5.7%*</td>
</tr>
</tbody>
</table>

- Increase in appropriation: 358,516
- Increase in shared services: -220,663
- Net impact of appropriation/ss: 137,853

* In response to student feedback, we consolidated the number of meal plan offerings, for student convenience chose to retain the plan with higher flex dollars in each category, and adjusted the pricing in each category to obtain a better balance between student-cost-per-meal and our net revenue per plan.
# Net Student Charges Revenue

<table>
<thead>
<tr>
<th>Description</th>
<th>FY18 BUDGET</th>
<th>FY19 BUDGET</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition &amp; Fee Revenue</td>
<td>8,737,323</td>
<td>9,381,658</td>
<td>644,335</td>
</tr>
<tr>
<td>Dining &amp; Residence Revenue</td>
<td>1,609,420</td>
<td>1,463,200</td>
<td>-146,220</td>
</tr>
<tr>
<td>Tuition Waivers/Scholarships</td>
<td>-1,590,916</td>
<td>-1,749,014</td>
<td>-158,098</td>
</tr>
<tr>
<td>Net Student Charges Revenue</td>
<td>8,755,827</td>
<td>9,095,844</td>
<td>340,017*</td>
</tr>
</tbody>
</table>

* Effect of tuition increase (FY18 CH x rate increases) 153,834

Amount of increase in net student charges revenue as a result of other than rate increases (i.e. either new students or change in student mix) 186,183
Why are we confident about these goals?

Past success, despite the odds

Investments

Goals and accomplishments in collaboration and partnerships

Campus-wide focus on recruitment, retention and communication strategies

Emphasis on students and their futures

A plan that links admissions, marketing, academic affairs, athletics and the entire campus

Thank you!
Outline

• Overview
• Focusing on the Priority Outcomes
  1. Increase Enrollment
     • Comprehensive Enrollment Management Plan
  2. Improve Student Success
     • Specific retention goals & strategies
     • Finish in Four initiative
  3. Support Maine Industry
     • Workforce needs
     • Signature Academic Programs
  4. Enhance Fiscal & Strategic Positioning
     • Credit hour forecasts, tuition & rate adjustments
     • Revenue and expense adjustments
     • Comprehensive proposed FY2019 budget
THE WAY IT SHOULD BE

Total Enrollment Fall 2017
1,408 students

28 States + DC

Out-of-State
8%

Male
36%
Female
58%
unknown 6%

International
3%

Maine Resident
89%

50% full time

63% Pell eligible

87% receiving financial aid

University of Maine at Presque Isle
North of Ordinary
UMPI Competency Based Online Degree Completion Program for Adult Learners

Bachelor of Art in Business Administration—Management & Leadership

UPDATE & STUDENT DEMOGRAPHICS

3 Bachelor of Business Administration concentrations:
   Accounting
   Management & Leadership
   Project Management

95 Currently Enrolled Students

Competency Completion Time:
   2 Week Minimum
   1 Month Average

47% applied for financial aid

65% inquired about Prior Learning Assessment (PLA) process

www.umpi.edu/cbebba

Participants should be 54 or older, have the equivalent of a high school diploma, and some prior college credit and work experience.
Focusing on the Priority Outcomes

1. Increase Enrollment
   • Comprehensive Enrollment Management Plan –
     • Submitted November 2017 with 3 year projections
   • “The Way It Should Be” Marketing Campaign
   • Recruitment – Five Goals with specific sub-strategies
     1. 10% new student increase annually from FY19-FY21
     2. Increase number of campus visits by 10%
     3. Rewrite merit criteria to reflect proficiency-based transcripts
     4. Develop recruitment plans for new initiatives: CBE BBA (3)/HTY, Nursing/MLT (UMFK) & Ag Science (UM-Coop/NMCC) Collaboratives, Athletics & Out of State Students
     5. Maintain Dual Enrollment at 20% of total credit hours
Fall 2018 Undergraduate Enrollment Funnel

New Student Enrollment
(as of March 8, 2018)

Confirmed
(as of March 8, 2018)
Enrollment Trends & Projections

Total Enrollment Projections 2018

<table>
<thead>
<tr>
<th>Market Segment</th>
<th>Fall 2018 Headcount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Traditional</td>
<td>818</td>
</tr>
<tr>
<td>CBE</td>
<td>148</td>
</tr>
<tr>
<td>Dual Credit</td>
<td>515</td>
</tr>
<tr>
<td>Totals</td>
<td>1,481</td>
</tr>
</tbody>
</table>

The Way It Should Be

University of Maine at Presque Isle
North of Ordinary
Focusing on the Priority Outcomes

2. Improve Student Success
   • Student Success integral component of Enrollment Management Plan
   • **Retention – Increase student persistence by 1% per year from FY19-FY21**
     • Implement “Finish in 4” campaign
     • Pilot comprehensive career readiness program
     • Increase student engagement
     • Improve on-boarding for new students
     • Comprehensive student outreach and intervention program
     • Enhance academic support services
We’ve undertaken a new initiative focused on timely degree completion that saves our students time and money, and eliminates barriers in getting to their chosen career field.

- Academic Maps
- Custom advising experience
- Early Warning System
- Tutoring Center
- EAB SSC starting Fall 2018!
Ways we’re ensuring student success

**Campus to Career**
Helps students articulate the value of their degrees, improve post-college outcomes, and be career ready upon graduation. Launch Campus to Career Steering Committee.

**Research opportunities**
All science majors engage in extensive bench science research or field research.

**Internships**
All of our academic programs have internship opportunities built in.
Focusing on the Priority Outcomes

3. Support Maine Industry
   • Launch Agricultural Science Degree – Fall 2018
     • Teaching and Research Greenhouse
     • Research opportunities for local growers, FFA, etc.
   • Nursing Shortage
     • Develop collaborative program with UMFK and NMCC

Secondary Outcomes
1. Relevant Academic Programming
2. University Workforce Engagement
Signature Academic Programs

• Agricultural Sciences
  • Partnership with University of Maine Cooperative Extension and NMCC
• PBL Teacher Education:
  • The first accredited teacher education program in the state to receive recognition for its fully-integrated proficiency-based learning methodologies
• Business Administration and new CBE BBA
• Criminal Justice
• Biology/Pre-Med
• Physical Therapist Assistant and Athletic Training
• Medical Laboratory Technology (2 year program)
4. Enhance Fiscal and Strategic Positioning of UMS & UMPI

• FY19 budget balanced without the use of reserves or outside assistance
• Targeted enrollment growth
  • Marketing campaign – “The Way It Should Be”
  • Out-of-State Recruitment
  • Athletics Recruitment
• New revenue-generating opportunities
• UMFK Collaboration Growth
  • Shared Financial Aid Director
  • Shared Enrollment Manager
  • Academic Program Collaboration

THE WAY IT SHOULD BE

University of Maine at
 PRESQUE ISLE
 North of Ordinary
Credit Hour Projections

Total Credit Hours

In-State

Out-of-State

FY14-FY17 – Actuals FY18-FY19 - Projections

CBE - 4,176
### Tuition & Rate Adjustments

<table>
<thead>
<tr>
<th>Rate Type</th>
<th>Current</th>
<th>Proposed</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>In-state</td>
<td>$228</td>
<td>$233</td>
<td>$5</td>
</tr>
<tr>
<td>Out-of-State</td>
<td>$365</td>
<td>$373</td>
<td>$8</td>
</tr>
<tr>
<td>NEBHE</td>
<td>$365</td>
<td>$373</td>
<td>$8</td>
</tr>
<tr>
<td>Unified Fee</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Regular</td>
<td>$25</td>
<td>$25</td>
<td>$0</td>
</tr>
<tr>
<td>Outreach</td>
<td>$20</td>
<td>$20</td>
<td>$0</td>
</tr>
<tr>
<td>Room*</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Double Room</td>
<td>$4,708</td>
<td>$4,850</td>
<td>$142</td>
</tr>
<tr>
<td>Board*</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14 Meal Plan</td>
<td>$3,556</td>
<td>$3,556</td>
<td>$0</td>
</tr>
</tbody>
</table>

- In-sync with Unified Budget Tier
- Out-of-State and NEBHE rate remain linked
### Revenue Adjustments

<table>
<thead>
<tr>
<th>E&amp;G</th>
<th>$ Increase</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition</td>
<td>$640,513</td>
<td>9.9%</td>
</tr>
<tr>
<td>CBE</td>
<td>$630,248</td>
<td>958.5%</td>
</tr>
<tr>
<td>Other Sales/Services</td>
<td>$220,022</td>
<td>48.5%</td>
</tr>
<tr>
<td>Fees</td>
<td>($29,145)</td>
<td>-7.9%</td>
</tr>
<tr>
<td>State Appropriation</td>
<td>($436,208)</td>
<td>-5.5%</td>
</tr>
<tr>
<td>Waivers</td>
<td>($372,732)</td>
<td>26.5%</td>
</tr>
<tr>
<td><strong>Total E&amp;G Revenue</strong></td>
<td><strong>$652,698</strong></td>
<td><strong>4.5%</strong></td>
</tr>
</tbody>
</table>

- **Tuition Increase**
  - $232,873 from In-State
  - $407,640 from Out-of-State

- **Appropriation**
  - $500K reduction of one-time FY18 Admin. Savings to UMPI

<table>
<thead>
<tr>
<th>Auxiliary</th>
<th>$ Increase</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Room</td>
<td>$60,108</td>
<td>4.5%</td>
</tr>
<tr>
<td>Board</td>
<td>($29,936)</td>
<td>-3.3%</td>
</tr>
<tr>
<td>Other Sales/Services</td>
<td>($35,625)</td>
<td>-24.3%</td>
</tr>
<tr>
<td>Waivers</td>
<td>($11,600)</td>
<td>5.4%</td>
</tr>
<tr>
<td><strong>Total Aux. Revenue</strong></td>
<td><strong>($17,053)</strong></td>
<td><strong>-0.8%</strong></td>
</tr>
</tbody>
</table>

- Board revenue down due to adjustment to the anticipated number of diners on meal plans
## Expense Adjustments

<table>
<thead>
<tr>
<th>E&amp;G</th>
<th>$ Increase</th>
<th>%</th>
</tr>
</thead>
</table>
| Compensation | $317,831   | 3.2% | ![Up](https://via.placeholder.com/15)
| Shared Services | $152,650 | 7.9% | ![Up](https://via.placeholder.com/15)
| Depreciation | $41,740    | 5.0% | ![Up](https://via.placeholder.com/15)
| Travel       | $34,257    | 10.3%| ![Up](https://via.placeholder.com/15)
| Other Expense | $76,263  | 7.4% | ![Up](https://via.placeholder.com/15)
| Fuel/Electricity | $325    | 0.1% | ![Up](https://via.placeholder.com/15)
| Supplies/Services | ($6,266)| -0.7%| ![Down](https://via.placeholder.com/15)
| **Total E&G Expense** | **$616,800** | **4.0%** | ![Up](https://via.placeholder.com/15)

- Compensation
  - Includes 2% ATB increase

<table>
<thead>
<tr>
<th>Auxiliary</th>
<th>$ Increase</th>
<th>%</th>
</tr>
</thead>
</table>
| Supplies/Services | $121,697  | 16.7% | ![Up](https://via.placeholder.com/15)
| Depreciation    | $2,740     | 4.7% | ![Up](https://via.placeholder.com/15)
| Travel          | $1,525     | 406.7% | ![Up](https://via.placeholder.com/15)
| Other Expense   | ($4,553)   | -1.1% | ![Down](https://via.placeholder.com/15)
| Compensation    | ($11,326)  | -5.2% | ![Down](https://via.placeholder.com/15)
| Fuel/Electricity | ($70,000)| -17.4%| ![Down](https://via.placeholder.com/15)
| **Total Aux. Expense** | **$40,083** | **2.2%** | ![Up](https://via.placeholder.com/15)

- Supplies/Services increase a result of an increase in the dining service expense
- Compensation reduced due to position backfill at lower salary level
**E&G**

- Tuition & Fees: $8,779,897
- Waivers: ($1,778,532)
- State Appropriation: $7,500,556
- Other Sales/Serv: $673,722

**Revenue**

- $15,175,643
- $273,066

**Expense**

- $15,448,709
- $1,105,177
- Capital Expense: $246,142

**Balanced:** $0

**E&G Depreciation:** $877,030

**Auxiliary**

- Room: $865,064
- Board: $1,405,902
- Waivers: ($227,600)
- Other Sales/Serv: $111,075

**Revenue**

- $273,066
- $2,154,441

**Expense**

- $1,873,688
- $423,590
- Capital Expenses: $69,100

**Balanced:** $0

**Aux. Depreciation:** $61,413

---

**THE WAY IT SHOULD BE**

*University of Maine at Presque Isle*

North of Ordinary
### Comprehensive UMPI Bottom Line

<table>
<thead>
<tr>
<th></th>
<th>FY2017 Actuals</th>
<th>FY2018 Budget</th>
<th>FY2019 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Educational &amp; General</td>
<td>($1,482,955)</td>
<td>($264,515)</td>
<td>($273,066)</td>
</tr>
<tr>
<td>Auxiliary</td>
<td>($220,625)</td>
<td>$264,515</td>
<td>$273,066</td>
</tr>
<tr>
<td><strong>Net Result</strong></td>
<td>($1,703,580)</td>
<td>$-</td>
<td>$-</td>
</tr>
</tbody>
</table>

- Budget is balanced using planned surpluses in the Auxiliary area
- Will continue to strive during year and in future years to have both E&G and Auxiliary balance individually
Financial Trend
UNIVERSITY OF SOUTHERN MAINE
FY 19 Budget Review
March 23, 2018

Glenn Cummings, President
Nancy Davis Griffin, Vice President for Enrollment Management and Student Affairs
Ainsley Wallace, Vice President for Corporate Engagement
Jeannine Uzzi, Provost
Buster Neel, Chief Business Officer
Building Futures, Strengthening Maine

- Increase Enrollment
- Improve Student Success and Completion
- Enhance the Fiscal Positioning of the UMS
- Support Maine Through Research and Economic Development
- Relevant Academic Programming
- University Workforce Engagement
USM 9 Goals: 2015 - 2020
Support BOT Priority Outcomes

1. USM will be known for excellence in real world experience as a central/key part of its academic program.
2. 80% of our students will state that at least one individual (staff or faculty) knows them well, supports them, and believes in them.
3. 72% of first-year, full time students will return to USM for their second year (retention).
4. 10% of our alumni will give to USM annually.
5. The USM Foundation will raise $50 million in scholarships, infrastructure and investments for our students.
6. USM headcount enrollment will reach 10,000.
7. USM will be designated as a “Great Place to Work.”
8. 80% of our alumni will recommend USM to others.
9. USM will establish a sustainable financial model by attaining industry standards attributable to a financially healthy institution.
Enrollment Management and Student Affairs

Nancy Davis Griffin
INCREASE ENROLLMENT

IMPROVE STUDENT SUCCESS
AND COMPLETION
UNIVERSITY OF SOUTHERN MAINE

STUDENT FOCUSED EVERY DAY

• Respect and Care
• Integrity
• Equity
• Responsiveness
## Overall Enrollment at USM (Undergraduate, Graduate & Law)

<table>
<thead>
<tr>
<th>Session/Year</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2017</td>
<td>Up 3.1% (census data)</td>
</tr>
<tr>
<td>Spring 2018</td>
<td>Currently up 3.15% (census data)</td>
</tr>
<tr>
<td>Fall 2018</td>
<td>Projected to be up 1%</td>
</tr>
<tr>
<td>Spring 2019</td>
<td>Projected to be up 1%</td>
</tr>
</tbody>
</table>
FY19 USM Enrollment Projections

- Decrease in international student enrollments
- Decrease in new student out-of-state enrollments
- Decrease in transfer student enrollments
- Even enrollment in graduate programs
- Increase in new first-year student in-state enrollments
- Increase in residential students
- Increase in the number of full-time enrollment
- Increase in Early College (non-degree) enrollment
### How does USM define Enrollment success?

<table>
<thead>
<tr>
<th>Measurement</th>
<th>USM Goal</th>
<th>Current Data</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Retention</strong></td>
<td>72% by 2020</td>
<td>Fall 2015 61% Fall 2016 67%</td>
</tr>
<tr>
<td><strong>Progress-to-Degree Completion</strong></td>
<td>6 year graduation rate of 38% by 2024</td>
<td>2012 Cohort 6 year graduation rate of 33.8%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2012 Cohort, 6 year graduate rate for first-year, full-time students graduation rate of 20%</td>
</tr>
<tr>
<td><strong>Healthy Finances</strong></td>
<td>Sustainable financial model built on stable projected enrollment</td>
<td>• 2 years of meeting/exceeding budget</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Stable enrollments</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Growth in reserves</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Increase in alumni giving</td>
</tr>
<tr>
<td><strong>Enrollment that meets Maine workforce demands</strong></td>
<td>Increase enrollment in Nursing, Engineering, Computer Science</td>
<td>Fall 2017 Enrollment Numbers:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• BS, Nursing = 441</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Engineering = 231</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Computer Science = 160</td>
</tr>
</tbody>
</table>
University of Southern Maine

Institutional Merit Aid Projected Commitment

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Projected Commitment</td>
<td>$1,290,000</td>
<td>$1,994,000</td>
<td>$2,911,250</td>
<td>$6,802,750</td>
<td>$9,511,250</td>
<td>$12,652,826</td>
<td>$13,440,036</td>
</tr>
</tbody>
</table>
Corporate and Workforce Engagement

Ainsley Wallace
SUPPORT MAINE THROUGH RESEARCH AND ECONOMIC DEVELOPMENT

RELEVANT ACADEMIC PROGRAMMING

UNIVERSITY WORKFORCE ENGAGEMENT
Workforce Development & Corporate Engagement

USM’s Unique Contribution to Workforce Development

Employer Engagement

Career & Employment Hub

Alumni Engagement

Increased Enrollment & Philanthropy
Establishing the Career & Employment Hub:
Shaping USM graduates who become employees of choice

- Career Advising with at-risk cohorts of students: 2017-18 focus on undeclared majors
- Signature programs for upperclassmen:
  - Career Takeoff Series with HR professionals and younger alumni
  - Professional Development Retreat & Adulting Reception
  - Hussey Leadership Summit
- Increasing USM placement in summer internship program
- Establishing data benchmarks on career development
- Partnering with faculty on alumni panels, career-focused curricula
- Streamlining internships and creating menu of exploration experiences
Developing exemplar employer relationships: creating shared value and a talent pipeline

Goal for next year: 10-15 exemplars

<table>
<thead>
<tr>
<th>Year</th>
<th>Interns</th>
<th>Alums</th>
<th>Sponsorship/Philanthropy</th>
<th>Corp Partners</th>
<th>Employee Ed.</th>
<th>Academic Connection</th>
<th>Board Service</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>2016</td>
<td></td>
<td></td>
<td>$7,500</td>
<td></td>
<td></td>
<td></td>
<td>USMF</td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>6</td>
<td>X</td>
<td>13,900</td>
<td>X</td>
<td>Promoted tuition reimbursement</td>
<td>Recruiting w/ Nursing</td>
<td>USMF</td>
<td>Job Shadow LEAN</td>
</tr>
</tbody>
</table>
More than 75% of USM’s 52,000+ alumni stay in Maine.

Leveraging the power of USM’s robust alumni network

• Launched Admissions Volunteer Network
• Launched Community/Career Network: more than 200 strong!
• USM Works for ME: creating alumni communities in the workplace
• Affinity Groups: USM Women in Leadership, Veterans
• Chamber partnerships
• Doubled alumni giving
Academic Affairs

Jeannine Diddle Uzzi
System Collaborations

M.Ed. IT:
USM, UM, UMF

Cyber-Security:
USM, UMA, UMFK

MBA:
UM/USM

GIS:
USM, UMS, MGI

Risk Management & Insurance:
USM, UMPI

USM/LAC, UMA

Masters in Criminology,
Masters in Athletic Training
Community College Collaborations

USM-SMCC Transfer Success Coordinator;
USM and all MCCs Connected Pathways;
USM and SMCC, YCCC, CMCC Portland ConnectED community of practice and student group;
USM and SMCC Math Partnership;
USM and SMCC ESL Collaboration;
USM and CMCC Diversity Initiatives;
USM and SMCC Honors Collaboration;
USM and SMCC, CMCC, KVCC Nursing Job Shadow at Martin’s Point;
USM and SMCC Thinking Matters Conference;
USM and SMCC Tourism & Hospitality Collaboration,
And more!

Articulation:

62 Active Agreements
6 CCs articulate with USM:
CMCC
EMCC
KVCC
SMCC
WCCC
YCCC

9 more agreements are anticipated for completion by May 2018

USM’s first articulation with NMCC is expected by December 2018 in Allied Health and EMS
International Collaborations

Reimagined Confucius Institute

Iceland

Arctic Symposium

Norway

Student opportunities on six continents
Academic Affairs KPIs and Benchmarks

- Departmental Performance Indicators
- Department Level Survey
- Academic Snapshot
- Blue eXplorance Electronic Course Evaluations
Retention, Advising & Completion

First Time Students:
- 90 Minute Intake Appointments
- Career Counseling

Review and analysis of Math readiness curriculum

Dual Advising Model, Advising Learning Outcomes

Learning Assistants Program

Supporting better teaching through development

Transfer Oversight of Academic Advising to Provost’s Office

Address and Reward Advising Excellence in Tenure, Promotion, and Post-Tenure Review
Economic Development Initiatives

- $24 Million Research Portfolio
- Graduate and Professional Center, MCV
- Engineering Initiatives
- Iceland/North Atlantic
- China, Confucius Institute
- Food Studies
- Tourism and Hospitality
- Center for Entrepreneurship and ICE Program
- Economic Prosperity Plan
Finance and Administration

Buster Neel
ENHANCE THE FISCAL POSITIONING OF THE UMS
USM has made great strides in its effort to stabilize its financial position

- Strategic investments made in FY18
- Establishment of criteria for student success and growth for academic programs
- Establishment of a Position Review Team
- Establishment of a President’s Budget Advisory Committee
- A greater emphasis on revenue generation is in place
- Increased support and involvement from the USM Foundation, USM Board of Visitors, USM Alumni Association, faculty and staff giving, Corporate Partners
### UNIVERSITY OF SOUTHERN MAINE

#### E&G Reserve Account

<table>
<thead>
<tr>
<th>Date</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>6/30/15</td>
<td>4,453,169</td>
</tr>
<tr>
<td>6/30/16</td>
<td>5,821,252</td>
</tr>
<tr>
<td>6/30/17</td>
<td>7,387,983</td>
</tr>
<tr>
<td>1/24/18</td>
<td>7,496,129</td>
</tr>
</tbody>
</table>
UNIVERSITY OF SOUTHERN MAINE

Auxiliary Reserves

<table>
<thead>
<tr>
<th>Date</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>6/30/15</td>
<td>(289,437)</td>
</tr>
<tr>
<td>6/30/16</td>
<td>(735,683)</td>
</tr>
<tr>
<td>6/30/17</td>
<td>(455,627)</td>
</tr>
<tr>
<td>1/24/18</td>
<td>(277,905)</td>
</tr>
</tbody>
</table>
### UNIVERSITY OF SOUTHERN MAINE

#### Capital Planning Reserve

<table>
<thead>
<tr>
<th>Date</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>6/30/15</td>
<td>2,061,596</td>
</tr>
<tr>
<td>6/30/16</td>
<td>3,011,596</td>
</tr>
<tr>
<td>6/30/17</td>
<td>1,911,596</td>
</tr>
<tr>
<td>1/24/18</td>
<td>2,158,909</td>
</tr>
</tbody>
</table>
Overall USM’s five core ratios have improved over the past few years, still working to reach national standards.

<table>
<thead>
<tr>
<th></th>
<th>USM</th>
<th>GOAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary Reserve</td>
<td>0.24</td>
<td>0.40</td>
</tr>
<tr>
<td>Net Operating Revenues</td>
<td>0.28</td>
<td>2.00</td>
</tr>
<tr>
<td>Return on Net Position</td>
<td>2.14</td>
<td>6.00</td>
</tr>
<tr>
<td>Viability</td>
<td>0.74</td>
<td>1.25</td>
</tr>
<tr>
<td>Composite</td>
<td>1.50</td>
<td>3.0</td>
</tr>
</tbody>
</table>
# DEPRECIATION

<table>
<thead>
<tr>
<th></th>
<th>FY18</th>
<th>FY19</th>
</tr>
</thead>
<tbody>
<tr>
<td>E &amp; G Funded</td>
<td>63%</td>
<td>54%</td>
</tr>
<tr>
<td>Auxiliary Funded</td>
<td>154%</td>
<td>150%</td>
</tr>
<tr>
<td>Overall</td>
<td>76%</td>
<td>68%</td>
</tr>
</tbody>
</table>
## NET ASSET VALUE

<table>
<thead>
<tr>
<th></th>
<th>FY16</th>
<th>FY17</th>
</tr>
</thead>
<tbody>
<tr>
<td>54%</td>
<td>54%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>CURRENT</td>
<td>PROPOSED</td>
</tr>
<tr>
<td>-------------------------</td>
<td>---------</td>
<td>----------</td>
</tr>
<tr>
<td><strong>UNDERGRADUATE</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>In State</td>
<td>262</td>
<td>271</td>
</tr>
<tr>
<td>Out of State</td>
<td>689</td>
<td>713</td>
</tr>
<tr>
<td>NEHBE</td>
<td>419</td>
<td>434</td>
</tr>
<tr>
<td>Canadian</td>
<td>419</td>
<td>434</td>
</tr>
<tr>
<td>E-Tuition</td>
<td>327</td>
<td>338</td>
</tr>
<tr>
<td><strong>GRADUATE</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>In State</td>
<td>393</td>
<td>407</td>
</tr>
<tr>
<td>Out of State</td>
<td>1063</td>
<td>1100</td>
</tr>
<tr>
<td>NEHBE</td>
<td>629</td>
<td>651</td>
</tr>
<tr>
<td>Canadian</td>
<td>629</td>
<td>651</td>
</tr>
<tr>
<td>E-Tuition</td>
<td>475</td>
<td>491</td>
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<tr>
<td><strong>UNIFIED FEE</strong></td>
<td>29</td>
<td>30</td>
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## WORKFORCE MANAGEMENT E&G

<table>
<thead>
<tr>
<th>Increase and New Positions</th>
<th>Reductions and Eliminations</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty</td>
<td>Non-Faculty</td>
<td></td>
</tr>
<tr>
<td>3.00</td>
<td>1.50</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Faculty</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Non-Faculty</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>4.50</td>
</tr>
</tbody>
</table>
University of Southern Maine
Recommended Room & Board Rates

<table>
<thead>
<tr>
<th>2018/19 Recommended Rates</th>
<th>2018/19 Recommended Increase/Decrease</th>
</tr>
</thead>
<tbody>
<tr>
<td>Room</td>
<td>Board</td>
</tr>
<tr>
<td>$5,000</td>
<td>$4,450</td>
</tr>
</tbody>
</table>
## HOUSING OCCUPANCY

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2017</td>
<td>106%</td>
</tr>
<tr>
<td>Fall 2018</td>
<td>108%</td>
</tr>
</tbody>
</table>
### UNIVERSITY OF SOUTHERN MAINE
FY 19 PROPOSED BUDGET
UNRESTRICTED E&G (without Law School)

<table>
<thead>
<tr>
<th>Revenue</th>
<th>FY18 Base</th>
<th>FY19 Base</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition/Fees</td>
<td>68,021,127</td>
<td>70,180,235</td>
<td>2,159,108</td>
</tr>
<tr>
<td>Waivers/Scholarships</td>
<td>(15,473,697)</td>
<td>(15,987,974)</td>
<td>(514,277)</td>
</tr>
<tr>
<td>State Appropriation</td>
<td>47,783,008</td>
<td>47,719,740</td>
<td>(63,268)</td>
</tr>
<tr>
<td>Other</td>
<td>8,189,449</td>
<td>7,241,293</td>
<td>(948,156)</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>108,519,887</strong></td>
<td><strong>109,153,294</strong></td>
<td><strong>633,407</strong></td>
</tr>
<tr>
<td>Operational Savings/Other Available</td>
<td>3,215,228</td>
<td>0</td>
<td>(3,215,228)</td>
</tr>
<tr>
<td><strong>Total Operational Savings/Other Available</strong></td>
<td><strong>111,735,115</strong></td>
<td><strong>109,153,294</strong></td>
<td><strong>(2,581,821)</strong></td>
</tr>
<tr>
<td>Expenses</td>
<td>111,597,636</td>
<td>109,153,294</td>
<td>(2,444,342)</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>137,479</strong></td>
<td>0</td>
<td>(137,479)</td>
</tr>
</tbody>
</table>
UNIVERSITY OF SOUTHERN MAINE
FY 19 PROPOSED INVESTMENTS

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Institutional Aid</td>
<td>$ 500,000</td>
</tr>
<tr>
<td>Instruction</td>
<td>$ 600,000</td>
</tr>
<tr>
<td>Library</td>
<td>$ 80,000</td>
</tr>
<tr>
<td>Laboratory/Innovation Support</td>
<td>$ 122,000</td>
</tr>
<tr>
<td>Learning Assistance</td>
<td>$ 40,000</td>
</tr>
<tr>
<td>Nursing Equity</td>
<td>$ 45,000</td>
</tr>
<tr>
<td>Human Resources ADA Support</td>
<td>$ 25,000</td>
</tr>
<tr>
<td>Athletics</td>
<td>$ 50,000</td>
</tr>
<tr>
<td>Osher Map Library</td>
<td>$ 50,000</td>
</tr>
<tr>
<td>Foundation Support</td>
<td>$ 100,000</td>
</tr>
</tbody>
</table>
Maine Law
## Maine Law FY19 Proposed Budget

<table>
<thead>
<tr>
<th></th>
<th>FY18 Projected</th>
<th>FY19 Base</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuition/Fees Net</td>
<td>4,986,781</td>
<td>4,468,080</td>
<td>(518,701)</td>
</tr>
<tr>
<td>USM Support</td>
<td>856,808</td>
<td>856,808</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>5,843,589</td>
<td>5,324,888</td>
<td>(518,701)</td>
</tr>
<tr>
<td>Operational Savings/Other</td>
<td>825,960</td>
<td>693,446</td>
<td>(132,514)</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>6,669,549</td>
<td>6,018,334</td>
<td>(651,215)</td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td>6,807,028</td>
<td>6,518,334</td>
<td>(288,694)</td>
</tr>
<tr>
<td><strong>Total Budget</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(137,479)</td>
<td>(500,000)</td>
<td>(362,521)</td>
</tr>
</tbody>
</table>
FY19 Budget Presentation

University of Maine at Farmington

Presentation to the UMS Board of Trustees Finance, Facilities & Technology Committee

March 23, 2018
FY19 Strategic Themes

• Retention, including first-year and sophomore experience and place investments

• Out-of-state recruitment, early college, and grad programming

• Selectivity and fit

• “Professionalized” liberal arts and skills modules

• Enhanced Jan/May/June/Summer offerings, including online

• Prudently increased tuition, fees, room & board rates

• Identity as an “exceptional value”: high academic quality, strong outcomes, affordable price
and BoT Priority Outcomes

1. Increased Enrollment
2. Student Success & Completion
3. Financial Stability
4. Research & Economic Development
5. Relevant Academic Programming
6. Workforce (Employee) Engagement
UMF’s Mission Model

Quality and Relevance of:
• Student Experience
• Academic Programs/Support
• Campus Facilities
• Recruitment

Student Success
• Persistence
• Degree Completion
• Post-Graduate Outcomes
• Debt Levels

Drivers

Outcomes
• Campus Morale
• Financial Health
• Fundraising Success
• Accolades & Rankings
UMF Predicted Enrollment based on External Factors, 2018-2023
Undergrad Enrollment Stable After Years of Decline;
Grad Enrollment Increasing
First-time, Full-time Undergraduate Retention Rates

100%

89% 90% 90% 91% 86% 89% 92%

75% 75% 74% 72% 77% 78%

60% 66% 66% 61% 63% 68% 69%

N = 422 N = 438 N = 410 N = 447 N = 435 N = 437

Fall 2012 Fall 2013 Fall 2014 Fall 2015 Fall 2016 Fall 2017 Fall 2018

Actual Goal
2012-2015
Stop the Bleeding
• Make cuts
• Defer maintenance
• Offer retirement incentives
• Reorganize for savings

2015-2017
Pressing Change
• Implement policies, plans, structures to continue momentum
• Improve facilities, grounds, services
• Position for success; differentiate campus

2018-2020
Continuous Improvement
• Solidify gains
• Restore reserves
• Invest strategically
• Expand portfolios

2021-Virtuous Cycle
• Achieve financial sustainability
• Expand reserves
• Invest continually
• Seize opportunity

2012-2015
Stop the Bleeding
• Make cuts
• Defer maintenance
• Offer retirement incentives
• Reorganize for savings

2015-2017
Pressing Change
• Implement policies, plans, structures to continue momentum
• Improve facilities, grounds, services
• Position for success; differentiate campus

2018-2020
Continuous Improvement
• Solidify gains
• Restore reserves
• Invest strategically
• Expand portfolios
Evidence of Support for... Strategic Enrollment

* Increase recruitment targets to 603 new students (548 fall, 55 spring)

* Increase out-of-state in entering class from 17% to 18%; deploy out-of-state recruiter for full year

* Increase in Grad credit hours by 20%

* Increase in Early College credit hours to 800 (from 270)

* Maintain 1st to 2nd year return rates at FY18 levels (.75 in-state; .77 out-of-state)

* Enforce “first-years live on campus” policy
Evidence of Support for...Student Success

* Add Mental Health Counselor

* Bolster Financial Aid ($500,000)

* Invest in First-Semester/-Year Experience; add June term to increase to 32 c.h. per year

* Invest in Experiential Learning/Fusion Space

* Deploy Ferro College Completion grants ($200,000 for emergency aid)

* Bolster WiFi Reliability in Classrooms & Offices

* Add Drop-In Advising option

* Increase minimum wage
Evidence of Support for...Financial Stability

* Make modest increases in tuition, fees, room & board

* Invest in fundraising: Director of Advancement; Grantwriter or Gifts Officer

* Enforce “Milestone” spending constraints

* Execute recommendations of Retention Action Teams

* Adjust selected faculty lines to bolster first-year experience and relieve Part-time/Overload budget
Evidence of Support for... Economic Development

* Add World Language Education major to meet state need

* Expand Graduate Education for Math Coaching, Special Ed, potentially others

* Invest in internships, service learning, undergraduate research

* Participate in 1+3 Engineering program with UM/USM to meet state need

* Expand 3+2 programs with USM for counseling, social work, and 3+3 for law

* Improve shared university-community facilities
Evidence of Support for…Academic Relevance

• Tailor Summer Programming, incl. online and nature-based education
• Add programs in Aging Studies, World Language Ed; minors in Editing & Publishing, Business Communications
• Improve “College to Career” pathways
• Augment Arts & Sciences administration

Evidence of Support for…Workforce Engagement

• Implement “Great Colleges to Work For” improvements (new employee onboarding, annual performance review, communications)
• Support Community Connections
• Continue recognition programs and campus events to build morale
Evidence of Support for... Collaborations

- Expand UMF’s Peer-to-Peer Financial Advising to all UMS campuses
- Share Master’s of Instructional Technology, 1+3 Engineering with UM/USM
- Share Spatial Technologies degree; lead K-12 programming
- Continue Master’s in Ed Leadership for UMPI cohort
- Activate smart classroom to enable Distance Ed Actuarial courses
- Deepen High School Early College relations
- Pursue 3+3 with Maine Law
FY19 Budget Givens & Assumptions

Enrollment

- 548 new entrants, F18; 55 in Sp19
- 18% out-of-state (108/603)
  of which, 32% New England tuition
- Undergrad credit hours flat
- Early College c.h. up from 270 to 800
- Grad c.h. up from 2,250 to 2,700 (20%)

Tuition & Fees (requests)

- 2.3% increase in-state
- New England rate at 160% of in-state rate
- 4.0% increase out-of-state

State Appropriation

- $12.37 million, up 0.6% over FY18

Expenses

- Compensation up 2.3%; 53.4% benefits
- Shared Services up 10% over FY18
- Operational generally up 0-2.3%
- Scholarships up 2.3%
- Depreciation deposit at 50% +4%
Investments

- Experiential Learning
- Advancement
- Marketing
- Summer Programming
- Graduate Expansion
- Signature & Emerging Strengths
- Wi-Fi Reliability Upgrades
- Facilities and Grounds
## Summary of Tuition and Fee Requests

<table>
<thead>
<tr>
<th>Item</th>
<th>Current</th>
<th>Proposed</th>
<th>$ Change</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition – In-state</td>
<td>$268</td>
<td>$274</td>
<td>$6</td>
<td>2.2%</td>
</tr>
<tr>
<td></td>
<td>$8,576 annual</td>
<td>$8,768 annual</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuition – Out-of-state</td>
<td>$567</td>
<td>$590</td>
<td>$23</td>
<td>4.1%</td>
</tr>
<tr>
<td>Tuition -- NEBHE (160% of In-state)</td>
<td>$429</td>
<td>$439</td>
<td>$10</td>
<td>2.3%</td>
</tr>
<tr>
<td>Tuition – Grad</td>
<td>$389</td>
<td>$398</td>
<td>$9</td>
<td>2.3%</td>
</tr>
<tr>
<td>Unified Fee</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>&lt;=6 ch</td>
<td>$172</td>
<td>$176</td>
<td>$4</td>
<td>2.3%</td>
</tr>
<tr>
<td>7-11 ch</td>
<td>$342</td>
<td>$350</td>
<td>$8</td>
<td>2.3%</td>
</tr>
<tr>
<td>&gt;=12 ch</td>
<td>$672</td>
<td>$688</td>
<td>$16</td>
<td>2.3%</td>
</tr>
</tbody>
</table>
## Summary of Room and Board Requests

<table>
<thead>
<tr>
<th>Item</th>
<th>Current</th>
<th>Proposed</th>
<th>$ Change</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Room (varies; rates for double shown)</td>
<td>$5,038</td>
<td>$5,280</td>
<td>$242</td>
<td>4.9%</td>
</tr>
<tr>
<td>Board (varies; rates for all-meal plan shown)</td>
<td>$4,296</td>
<td>$4,446</td>
<td>$150</td>
<td>3.5%</td>
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</tbody>
</table>
Residence Hall Occupancy

<table>
<thead>
<tr>
<th>Year</th>
<th>Residents</th>
<th>Capacity</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY14</td>
<td>858</td>
<td>1,101</td>
</tr>
<tr>
<td>FY15</td>
<td>835</td>
<td>989</td>
</tr>
<tr>
<td>FY16</td>
<td>889</td>
<td>1,009</td>
</tr>
<tr>
<td>FY17</td>
<td>886</td>
<td>1,020</td>
</tr>
<tr>
<td>FY18</td>
<td>895</td>
<td>1,030</td>
</tr>
<tr>
<td>FY19</td>
<td>914</td>
<td>1,030</td>
</tr>
</tbody>
</table>

Budgeted
## Summary of FTE Position Changes

<table>
<thead>
<tr>
<th>Action</th>
<th>Category</th>
<th>E&amp;G</th>
<th>Auxiliary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gain</td>
<td>Faculty</td>
<td>1.5</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2 English Instructors (.5 each); Geology (.5)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Salary &amp; Hourly</td>
<td>2.4</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Mental Health Counselor; .8 AA Testing; .6 AA External Affairs</td>
<td></td>
</tr>
<tr>
<td>Loss</td>
<td>Faculty</td>
<td>(-2.0)</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Rehab; English</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Salary &amp; Hourly</td>
<td>(-2.5)</td>
<td>(-1.0)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Testing Coordinator; VP Student Services; Assoc Dir of Facilities (0.5); Book Manager (0.5)</td>
<td></td>
</tr>
<tr>
<td>Net Change</td>
<td></td>
<td>(-.6)</td>
<td>(-1.0)</td>
</tr>
<tr>
<td></td>
<td><strong>Total Change:</strong></td>
<td><strong>(-1.60)</strong></td>
<td></td>
</tr>
</tbody>
</table>
# Summary of FY19 Budget: E&G

- **Revenues**
  - Tuition & Fee Revenue: 20,764,144 -> 21,333,280, $569,136, 2.7%
  - Dining & Residence Revenue: --- --- --- ---
  - Tuition Waivers/Scholarships: (3,488,511) -> (4,141,336), (652,825), 18.7%
  - Net Student Charges Revenue: 17,275,633 -> 17,191,944, (83,689), -0.5%
  - State Appropriation: 12,296,865 -> 12,365,939, 69,074, 0.6%
  - Indirect Cost Recovery: 200,000 -> 200,000, ---, 0.0%
  - Sales/Services/Auxiliary: --- --- --- ---
  - Investment Income/Gifts: 654,310 -> 700,310, 46,000, 7.0%

  **Total Revenue:** 30,426,808 -> 30,458,193, 31,385, 0.1%

- **Expenses**
  - Personnel: 23,687,237 -> 24,033,555, 346,318, 1.5%
  - Fuel & Electricity: 629,360 -> 689,470, 60,110, 9.6%
  - Supplies & Services: 1,586,322 -> 1,195,344, (390,978), -24.6%
  - Shared Services: 3,337,924 -> 3,671,846, 333,922, 10.0%
  - Travel: 562,259 -> 521,330, (40,929), -7.3%
  - Memberships, Contributions & Sponsorships: 94,665 -> 94,059, (606), -0.6%
  - Maintenance & Alterations: 34,522 -> 50,981, 16,459, 47.7%
  - Interest: 213,952 -> 197,746, (16,206), -7.6%
  - Depreciation: 1,827,065 -> 1,835,415, 8,350, 0.5%
  - Other Expenses & Transfers: (891,879) -> (1,221,318), (329,439), 36.9%

  **Total Operating Expenses & Transfers:** 31,081,427 -> 31,068,428, (12,999), 0.0%

- **Operating Increase (Decrease):** (654,619) -> (610,235), 44,384, -6.8%

- **Modified Cash Flow**
  - Operating Increase (Decrease): (654,619) -> (610,235), 44,384, -6.8%
  - Plus Depreciation: 1,827,065 -> 1,835,415, 8,350, 0.5%
  - Less Capital Expenditures: --- --- --- ---
  - Less Capital Reserve Funding: (850,230) -> (884,239), (34,009), -4.0%
  - Less Debt Service Principal: (322,216) -> (340,941), (18,725), 5.8%

- **Net Change Before Other Adjustments & Transfers:** --- --- --- ---
  - Transfer from/to Administrative Savings Rsv: --- --- --- ---
  - Transfer from/to Budget Stabilization: --- --- --- ---
  - **Net Change Subtotal:** --- --- --- ---
  - Other Strategic Transfers from/to Reserves: --- --- --- ---

- **Net Change in Cash & Reserve Transfers:** $ --- $ --- $
### Summary of FY19 Budget: Auxiliary

#### Revenues

<table>
<thead>
<tr>
<th></th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>$ CHANGE</th>
<th>% CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition &amp; Fee Revenue</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Dining &amp; Residence Revenue</td>
<td>8,998,503</td>
<td>9,037,262</td>
<td>38,759</td>
<td>0.4%</td>
</tr>
<tr>
<td>Tuition Waivers/Scholarships</td>
<td>(260,000)</td>
<td>(343,237)</td>
<td>(83,237)</td>
<td>32.0%</td>
</tr>
<tr>
<td>Net Student Charges Revenue</td>
<td>8,738,503</td>
<td>8,694,025</td>
<td>(44,478)</td>
<td>-0.5%</td>
</tr>
<tr>
<td>State Appropriation</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Indirect Cost Recovery</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Investment Income/Gifts</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Sales/Services/Auxiliary</td>
<td>266,155</td>
<td>278,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>9,004,658</td>
<td>8,972,025</td>
<td>(32,633)</td>
<td>-0.4%</td>
</tr>
</tbody>
</table>

#### Expenses

<table>
<thead>
<tr>
<th></th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>$ CHANGE</th>
<th>% CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>1,706,802</td>
<td>1,557,651</td>
<td>(149,151)</td>
<td>-8.7%</td>
</tr>
<tr>
<td>Fuel &amp; Electricity</td>
<td>465,540</td>
<td>581,341</td>
<td>115,801</td>
<td>24.9%</td>
</tr>
<tr>
<td>Supplies &amp; Services</td>
<td>3,168,472</td>
<td>3,186,685</td>
<td>18,213</td>
<td>0.6%</td>
</tr>
<tr>
<td>Shared Services</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Travel</td>
<td>12,125</td>
<td>4,275</td>
<td>(7,850)</td>
<td>-64.7%</td>
</tr>
<tr>
<td>Memberships, Contributions &amp; Sponsorships</td>
<td>5,595</td>
<td>3,975</td>
<td>(1,620)</td>
<td>-29.0%</td>
</tr>
<tr>
<td>Maintenance &amp; Alterations</td>
<td>57,587</td>
<td>47,457</td>
<td>(10,130)</td>
<td>-17.6%</td>
</tr>
<tr>
<td>Interest</td>
<td>448,810</td>
<td>416,531</td>
<td>(32,279)</td>
<td>-7.2%</td>
</tr>
<tr>
<td>Depreciation</td>
<td>461,347</td>
<td>588,187</td>
<td>126,840</td>
<td>27.5%</td>
</tr>
<tr>
<td>Other Expenses &amp; Transfers</td>
<td>2,076,809</td>
<td>2,262,520</td>
<td>185,711</td>
<td>8.9%</td>
</tr>
<tr>
<td><strong>Total Operating Expenses &amp; Transfers</strong></td>
<td>8,403,087</td>
<td>8,648,622</td>
<td>245,535</td>
<td>2.9%</td>
</tr>
</tbody>
</table>

#### Operating Increase (Decrease)

<table>
<thead>
<tr>
<th></th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>$ CHANGE</th>
<th>% CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Increase (Decrease)</td>
<td>601,571</td>
<td>323,403</td>
<td>(278,168)</td>
<td>-46.2%</td>
</tr>
<tr>
<td>Plus Depreciation</td>
<td>461,347</td>
<td>588,187</td>
<td>126,840</td>
<td>27.5%</td>
</tr>
<tr>
<td>Less Capital Expenditures</td>
<td>(244,700)</td>
<td>(139,700)</td>
<td>105,000</td>
<td>-42.9%</td>
</tr>
<tr>
<td>Less Capital Reserve Funding</td>
<td>(142,469)</td>
<td>(118,290)</td>
<td>24,179</td>
<td>-17.0%</td>
</tr>
<tr>
<td>Less Debt Service Principal</td>
<td>(627,914)</td>
<td>(653,600)</td>
<td>(25,686)</td>
<td>4.1%</td>
</tr>
<tr>
<td>Net Change Before Other Adjustments &amp;</td>
<td>47,835</td>
<td>---</td>
<td>(47,835)</td>
<td></td>
</tr>
<tr>
<td>Transfer from/(to) Administrative Savings Rsvr</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td></td>
</tr>
<tr>
<td>Transfer from/(to) Budget Stabilization</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td></td>
</tr>
<tr>
<td>Net Change Subtotal</td>
<td>47,835</td>
<td>---</td>
<td>(47,835)</td>
<td></td>
</tr>
<tr>
<td>Other Strategic Transfers from/(to) Reserves</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td></td>
</tr>
<tr>
<td>Net Change in Cash &amp; Reserve Transfers</td>
<td>47,835</td>
<td>---</td>
<td>(47,835)</td>
<td></td>
</tr>
</tbody>
</table>
### Summary of FY19 Budget: Combined E&G and Auxiliary

<table>
<thead>
<tr>
<th></th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuition &amp; Fee Revenue</td>
<td>20,764,144</td>
<td>21,333,280</td>
<td>569,136 2.7%</td>
</tr>
<tr>
<td>Dining &amp; Residence Revenue</td>
<td>8,998,503</td>
<td>9,037,262</td>
<td>38,759 0.4%</td>
</tr>
<tr>
<td>Tuition Waivers/Scholarships</td>
<td>(3,748,511)</td>
<td>(4,484,573)</td>
<td>(736,062) 19.6%</td>
</tr>
<tr>
<td>Net Student Charges Revenue</td>
<td>26,014,136</td>
<td>25,885,969</td>
<td>(128,167) -0.5%</td>
</tr>
<tr>
<td>State Appropriation</td>
<td>12,296,865</td>
<td>12,365,939</td>
<td>69,074 0.6%</td>
</tr>
<tr>
<td></td>
<td>200,000</td>
<td>200,000</td>
<td>--- ---</td>
</tr>
<tr>
<td>Investment Income/Gifts</td>
<td>--- ---</td>
<td>--- ---</td>
<td>--- ---</td>
</tr>
<tr>
<td>Sales/Services/Auxiliary</td>
<td>920,465</td>
<td>978,310</td>
<td>57,845 6.3%</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>39,431,466</td>
<td>39,430,218</td>
<td>(1,248) 0.0%</td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel</td>
<td>25,394,039</td>
<td>25,591,206</td>
<td>197,167 0.8%</td>
</tr>
<tr>
<td>Fuel &amp; Electricity</td>
<td>1,094,900</td>
<td>1,270,811</td>
<td>175,911 16.1%</td>
</tr>
<tr>
<td>Supplies &amp; Services</td>
<td>4,754,794</td>
<td>4,382,029</td>
<td>(372,765) -7.8%</td>
</tr>
<tr>
<td>Shared Services</td>
<td>3,337,924</td>
<td>3,671,846</td>
<td>333,922 10.0%</td>
</tr>
<tr>
<td>Travel</td>
<td>574,384</td>
<td>525,605</td>
<td>(48,779) -8.5%</td>
</tr>
<tr>
<td>Memberships, Contributions &amp; Sponsorships</td>
<td>100,260</td>
<td>98,034</td>
<td>(2,226) -2.2%</td>
</tr>
<tr>
<td>Maintenance &amp; Alterations</td>
<td>92,109</td>
<td>98,438</td>
<td>6,329 6.9%</td>
</tr>
<tr>
<td>Interest</td>
<td>662,762</td>
<td>614,277</td>
<td>(48,485) -7.3%</td>
</tr>
<tr>
<td>Depreciation</td>
<td>2,288,412</td>
<td>2,423,602</td>
<td>135,190 5.9%</td>
</tr>
<tr>
<td>Other Expenses &amp; Transfers</td>
<td>1,184,930</td>
<td>1,041,202</td>
<td>(143,728) -12.1%</td>
</tr>
<tr>
<td><strong>Total Operating Expenses &amp; Transfers</strong></td>
<td>39,484,514</td>
<td>39,717,050</td>
<td>232,536 0.6%</td>
</tr>
<tr>
<td><strong>Operating Increase (Decrease)</strong></td>
<td>(53,048)</td>
<td>(286,832)</td>
<td>(233,784) 440.7%</td>
</tr>
<tr>
<td><strong>Modified Cash Flow</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Increase (Decrease)</td>
<td>(53,048)</td>
<td>(286,832)</td>
<td>(233,784) 440.7%</td>
</tr>
<tr>
<td>Plus Depreciation</td>
<td>2,288,412</td>
<td>2,423,602</td>
<td>135,190 5.9%</td>
</tr>
<tr>
<td>Less Capital Expenditures</td>
<td>(244,700)</td>
<td>(139,700)</td>
<td>105,000 -42.9%</td>
</tr>
<tr>
<td>Less Capital Reserve Funding</td>
<td>(992,699)</td>
<td>(1,002,529)</td>
<td>(9,830) 1.0%</td>
</tr>
<tr>
<td>Less Debt Service Principal</td>
<td>(950,130)</td>
<td>(994,541)</td>
<td>(44,411) 4.7%</td>
</tr>
<tr>
<td><strong>Net Change Before Other Adjustments &amp; Transfers</strong></td>
<td>47,835</td>
<td>---</td>
<td>(47,835)</td>
</tr>
<tr>
<td>Transfer from/(to) Administrative Savings Rsrv</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Transfer from/(to) Budget Stabilization</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td><strong>Net Change Subtotal</strong></td>
<td>47,835</td>
<td>---</td>
<td>(47,835)</td>
</tr>
<tr>
<td>Other Strategic Transfers from/(to) Reserves</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td><strong>Net Change in Cash &amp; Reserve Transfers</strong></td>
<td>47,835</td>
<td>---</td>
<td>(47,835)</td>
</tr>
</tbody>
</table>
Summary of **FY 19 Bottom Lines** as of March 23, 2018

<table>
<thead>
<tr>
<th>Combined E&amp;G &amp; Aux</th>
<th>FY18</th>
<th>FY19</th>
</tr>
</thead>
<tbody>
<tr>
<td>E&amp;G Net Inc (Dec) before Transfers</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Aux Net Inc (Dec) before Transfers</td>
<td>$47,835</td>
<td>$0</td>
</tr>
<tr>
<td>UMF FY19 Projected Bottom Line</td>
<td>$47,835</td>
<td>$0</td>
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</table>
### Summary of FY19 Depreciation Funding

<table>
<thead>
<tr>
<th>Depreciation</th>
<th>E&amp;G</th>
<th>Auxiliary</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY19 Value</td>
<td>$1,835,415</td>
<td>$588,187</td>
</tr>
<tr>
<td>FY19 Funded</td>
<td>1,225,180</td>
<td>911,590</td>
</tr>
<tr>
<td>Capital Reserve Funding</td>
<td>884,239</td>
<td>118,290</td>
</tr>
<tr>
<td>Debt Service Principal</td>
<td>340,941</td>
<td>653,600</td>
</tr>
<tr>
<td>Capital Expenditures</td>
<td>-</td>
<td>139,700</td>
</tr>
<tr>
<td>Share of Value Funded</td>
<td>67%</td>
<td>155%</td>
</tr>
</tbody>
</table>

**Combined Value:** $2,423,602  
**Combined Funded:** $2,136,770  
**Combined Share of Value Funded:** 88%
Questions and Discussion
Building Futures, Strengthening Maine

**Board of Trustees Priority Outcomes**
*Our Focus for the Next 5 Years*

1. Increase Enrollment
2. Improve Student Success & Completion
3. Enhance the Fiscal Positioning of UMS
4. Support Maine Through Research & Economic Development

**Secondary Outcomes**
- Relevant Academic Programming
- Workforce Engagement

**Additional Considerations**
- Collaborations
- Out-of-State recruitment strategies
- What is “enrollment success” at your campus?
1. Increase Enrollment

 BOT Priority Outcome

In-State 103,163
Out-of-State 22,509
Total 125,672

In-State 82,045
Out-of-State 47,475
Total 129,520

3.1% Increase
110.9% Increase
20.5% Decrease

10-yr Undergraduate Credit Hour Comparison


Undergraduate Credit Hours

Total 125,672
In-State 103,163
Out-of-State 22,509

Total 129,520
In-State 82,045
Out-of-State 47,475

3.1% Increase
20.5% Decrease
110.9% Increase
### 10-yr Graduate Credit Hour Comparison

<table>
<thead>
<tr>
<th>Year</th>
<th>In-State</th>
<th>Out-of-State</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>8,545</td>
<td>2,635</td>
<td>11,180</td>
</tr>
<tr>
<td>2017</td>
<td>6,477</td>
<td>3,290</td>
<td>9,767</td>
</tr>
</tbody>
</table>

#### Changes
- **12.6% Decrease** from 2008 to 2017
- **24.2% Decrease** from 2008 to 2017
- **24.9% Increase** from 2012 to 2017

### Credit Hour Enrollment – FY18-22

<table>
<thead>
<tr>
<th>Year</th>
<th>Undergraduate</th>
<th>Graduate</th>
<th>Total Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY18</td>
<td>167,118</td>
<td>15,448</td>
<td>279,780</td>
</tr>
<tr>
<td>FY18</td>
<td>166,038</td>
<td>15,331</td>
<td>283,210</td>
</tr>
<tr>
<td>FY19</td>
<td>160,354</td>
<td>15,768</td>
<td>283,571</td>
</tr>
<tr>
<td>FY20</td>
<td>155,583</td>
<td>15,997</td>
<td>289,824</td>
</tr>
<tr>
<td>FY21</td>
<td>154,267</td>
<td>16,226</td>
<td>293,506</td>
</tr>
<tr>
<td>FY22</td>
<td>154,189</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- **In-State**
- **Out-State**
New England Land Grants

Increase in Out-of-State Undergraduate Degree-Seeking Students

<table>
<thead>
<tr>
<th>Ratio of In-State/Out-of-State Students</th>
<th>Fall 2017</th>
<th>UVM</th>
<th>UNH</th>
<th>URI</th>
<th>UM</th>
<th>UMASS</th>
<th>UCONN</th>
</tr>
</thead>
<tbody>
<tr>
<td>In-State</td>
<td>27%</td>
<td>46%</td>
<td>53%</td>
<td>64%</td>
<td>77%</td>
<td>72%</td>
<td></td>
</tr>
<tr>
<td>Out-of-State</td>
<td>73%</td>
<td>54%</td>
<td>47%</td>
<td>36%</td>
<td>23%</td>
<td>28%</td>
<td></td>
</tr>
</tbody>
</table>

Increase of 19% points over 8 years

Fall 2017
First-year Class Profile
51% In-State
49% Out-of-State

High School Graduate Trends

20-year Projections from School Year 2011-2012 through 2031-2032

Source: Western Interstate Commission for Higher Education (WICHE)
1. Increase Enrollment

Projected High School Graduate Decline 2016-2032 (-16%)

Enrollment: Strategic Growth

Shaping UMaine’s Student Body

- Accept students who are prepared to succeed
- Enhance access through partnerships
Enrollment: Strategic Growth

How are we doing this?

- Phase out remediation programs
- Manage admission to high-demand programs
- Aggressively pursue top Maine students
- Increase support for outstanding students
- Improve overall student success

Phase out remediation programs

- Eliminated Onward Program—2016
- Eliminated Foundations—2017

Impact

- Mean First Year SAT up 4 points
  - 2016 = 1147
  - 2017 = 1151
- First Year 25th percentile up 10 points
  - 2016 = 1050
  - 2017 = 1060

Next Steps

- Direct students who meet criteria for Foundations to University of Maine at Augusta and University of Maine at Machias
- Establish criteria for these students to earn automatic admission to UMaine
Manage admission to high-demand programs

- High demand programs, e.g., Engineering, Nursing
  - Elevate acceptance criteria
  - Create waiting lists
  - Enforce confirmation dates

Next Steps
Add additional high demand programs, e.g., Business

Aggressively Pursue Top Maine Students

- Maine Top Scholars Program
  - Top 20 Maine students accepted
  - Full scholarship (100% tuition & fees)
  - Matched to faculty research mentor
  - $500 per year for research expenses

- Implemented with Fall 2017 First-Year Class
  - 38 Maine Top Scholars

Next Steps
High school junior Maine Science Fair winners
Featured in Vision for Tomorrow campaign
2. Improve Student Success & Completion

BOT Priority Outcome

Increase support for outstanding students

- Created an Office of Major Scholarships, Fall 2017
  - Major Scholarships Coordinator
  - Office in Library
  - Hub for information
  - Mentoring students
  - Workshops for students and faculty
  - Application support

Next Steps

Expand experiential learning opportunities e.g., Center for Undergraduate Research (CUGR), Flagship Internship Program, Engaged Blackbear
Improve overall student success

- Improve four-year graduation rate
  - Think 30
  - Impact: 10% increase in students who earn 30+ credit hours in first year
- Invest in student advising
- Totally Online Winter Term
  - >1,000 students enrolled in Winter 2018

Next Steps
- Improve success rate in gateway courses
- Use smart technology
- Create strategic early college initiatives

Retention & Graduation Rates—in context

<table>
<thead>
<tr>
<th>Cohorts</th>
<th>Fall 2015</th>
<th>Fall 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>retention</td>
<td>4-year graduation</td>
</tr>
<tr>
<td>UMaine</td>
<td>76%</td>
<td>36%</td>
</tr>
<tr>
<td>Hanover peer institutions (n = 8)*</td>
<td>81%</td>
<td>39%</td>
</tr>
<tr>
<td>New England land grant universities (n = 5)</td>
<td>88%</td>
<td>62%</td>
</tr>
</tbody>
</table>

Data source: IPEDS

From IPEDS Data Center
* University of Wyoming, North Dakota State University, South Dakota State University, Montana State University (Bozeman), University of Idaho, and University of Rhode Island, University of New Hampshire, and University of Vermont. These peer institutions were identified as part of the University of Maine System Peer Identification Initiative.
3. Enhance the Fiscal Positioning of UMS
3. Enhance the Fiscal Positioning of UMS

Net Revenue from Tuition & Fees

<table>
<thead>
<tr>
<th>FY</th>
<th>UMS</th>
<th>UMaine</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY08</td>
<td>$162,650</td>
<td>$179,783</td>
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<tr>
<td>FY09</td>
<td>$179,783</td>
<td>$183,498</td>
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<tr>
<td>FY10</td>
<td>$183,498</td>
<td>$185,992</td>
</tr>
<tr>
<td>FY11</td>
<td>$185,992</td>
<td>$190,921</td>
</tr>
<tr>
<td>FY12</td>
<td>$190,921</td>
<td>$192,785</td>
</tr>
<tr>
<td>FY13</td>
<td>$192,785</td>
<td>$187,158</td>
</tr>
<tr>
<td>FY14</td>
<td>$187,158</td>
<td>$183,267</td>
</tr>
<tr>
<td>FY15</td>
<td>$183,267</td>
<td>$179,954</td>
</tr>
<tr>
<td>FY16</td>
<td>$179,954</td>
<td>$187,719</td>
</tr>
</tbody>
</table>

Source: Taken from “Consolidating” financial statements on google drive-prepared by UMS staff

FY19 Budget Levers

- In-State & Out-of-State Increase
- Mandated Waivers
- Increase in Unpaid Student Accounts
- Unified Fee Increase

State Appropriation

- Salary & Wage Negotiated Increases/Benefits

Operational Increases

- Facility Insurances
- University Shared Services (Net of One-time Off-sets)
- Increase in Capital Funding (4% + of prior year)

Tuition & Fees

- Enrollment Adjustments
- Scholarship Increases (Including Flagship Match, Need Based, Athletics, etc.)

Investments

- Academic Investments
- Enrollment Efforts (incl. Financial Aid Office)
- Research, Innovation & Economic Development
  - Student Affairs
  - Athletics Title IX
  - Library Acquisitions
  - Graduate Teaching Asst. Stipend Increase
  - Facilities/Capital Investments/Utilities
### Enhance the Fiscal Positioning of UMS

#### Tuition & Fees
- **Non-Discretionary**
  - **Tuition & Fees**
    - In-State & Out-of-State Increase (2.3%) $3,471,029
    - Mandated Waivers (326,191)
    - Increase in Unpaid Student Accounts (100,000)
    - Unified Fee Increase 400,000
  - **New State Appropriation** (394,645)
  - **Non-Discretionary Incremental Revenue $3,050,193**

- **Strategic**
  - **Tuition & Fees**
    - Enrollmen Adjustments $9,166,681
    - Scholarship Increases Including Flagship Match, Need Based, Maine Match, Athletics, etc. (5,040,000)
  - **Strategic Incremental Revenue $4,126,681**

#### Academic Investments ($1,091,435)
- Salary & Wage Negotiated Increases/ Benefits ($4,129,500)
- Facility Insurances 6,576
- Shared Services (Net of One-Time Off-Sets) (253,047)
- Increase in Capital Funding (4% of prior yr) (231,464)

#### Total Incremental Non-Discretionary Expense ($4,637,435)

#### Strategic Expense Levers
- Academic Investments ($1,091,435)
- Enrollment Efforts (incl. Financial Aid Office) (252,467)
- Research, Innovation & Economic Improvement (320,537)
- Student Affairs (100,000)
- Athletics Title IX (250,000)
- Library Acquisitions (200,000)
- Graduate Teaching Asst. Stipends (100,000)
- Facilities/Capital Investments/Utilities (225,000)

#### Total Incremental Strategic Expense ($2,539,439)
Enhance the Fiscal Positioning of UMS

**Levers**

**NON-DISCRETIONARY**
- Net Incremental Revenue: $3,050,193
- Total Incremental Expense: ($4,637,435)
- Non-Discretionary Parameters Gap: ($1,587,242)

**STRATEGIC**
- Revenue Increases/(Decreases): $4,126,681
- Total Incremental Strategic Expense: ($2,539,439)
- Strategic Surplus: $1,587,242

**Total Non-Discretionary and Strategic Campus Gap:** $0

---

**6-Year Net Revenue/Expense Gap History**

<table>
<thead>
<tr>
<th>Year</th>
<th>Gap</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>$3,000,000</td>
</tr>
<tr>
<td>2015</td>
<td>$9,670,093</td>
</tr>
<tr>
<td>2016</td>
<td>$3,965,995</td>
</tr>
<tr>
<td>2017</td>
<td>$8,500,000</td>
</tr>
<tr>
<td>2018</td>
<td>($760,585)</td>
</tr>
<tr>
<td>2019</td>
<td>$0</td>
</tr>
</tbody>
</table>

*Net gap figures include mandated costs and investments in strategic priority areas.*
4. Support Maine through Research & Economic Development

BOT Priority Outcome
### Support Maine through Research & Economic Development

#### Private Sector Partnerships

<table>
<thead>
<tr>
<th></th>
<th>FY12</th>
<th>FY17</th>
<th>Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Partners</td>
<td>180</td>
<td>389</td>
<td>117%</td>
</tr>
</tbody>
</table>

#### Private Sector Projects

<table>
<thead>
<tr>
<th></th>
<th>FY12</th>
<th>FY17</th>
<th>Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Projects</td>
<td>305</td>
<td>557</td>
<td>83%</td>
</tr>
</tbody>
</table>

#### Industry Project Revenue

<table>
<thead>
<tr>
<th></th>
<th>FY12</th>
<th>FY17</th>
<th>Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value of Projects</td>
<td>$3.5M</td>
<td>$4.9M</td>
<td>40%</td>
</tr>
</tbody>
</table>

#### Licensing Revenue

<table>
<thead>
<tr>
<th></th>
<th>FY13</th>
<th>FY17</th>
<th>FY18</th>
<th>Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Licensing Revenue</td>
<td>$121K</td>
<td>$186K</td>
<td>&gt;$400K</td>
<td>115%</td>
</tr>
</tbody>
</table>

### Statewide Business Incubation and Spin-Offs

- 5 Incubators
  - Center for Cooperative Aquaculture Research
  - Darling Marine Center
  - Foster Center for Student Innovation
  - Union River Center for Innovation
  - UpStart Center for Entrepreneurship

- 25 Companies
4. Support Maine through Research & Economic Development

Commercialization Working Group

- Innovation and Economic Development Council
- University of Maine Research & Development Foundation
- Research Reinvestment Fund – to accelerate commercialization
- Technology Transfer Acceleration Support/Training
- Revamp the processes for industry engagement
- Revamp IP policies
- Commercialization Summit – January 9, 2018
Higher Education, Research and Development (HERD) and UMaine Research Awards

**HERD Expenditures**

**Research Awards***

*/ Includes Research and Other Sponsored Activities*

**Number of Awards:** 406 428 436 415 453 329 364 369 325 354

**轴标题**

**轴标签**

**图例**

4. Support Maine through Research & Economic Development

New Initiatives Supporting Research

- **Coordinated Operating Research Entities – CORE**
  Optimizing access to major research resources in a modernizing research university

- **Creation of the Office of Research Development**
  Growth of sponsored research through comprehensive programs and services

- **Reorganization of ORSP into Office of Research Administration and Office of Research Compliance**
  Enhancing pre- and post-award and compliance services

- **Interdisciplinary Undergraduate Research Collaboratives - IURC**
  Growing high-impact undergraduate experiential learning programs

- **Maine Impact Week**
  Showcasing the impact of Maine’s Research University on Maine and beyond
### Proposed FY19 Budget: E&G

<table>
<thead>
<tr>
<th>Revenue</th>
<th>FY18 Current</th>
<th>FY19 Proposed</th>
<th>$ Change</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition &amp; Fees</td>
<td>158,866,957</td>
<td>172,126,005</td>
<td>13,259,048</td>
<td>8.3%</td>
</tr>
<tr>
<td>Less: Waivers/Scholarships</td>
<td>(49,190,434)</td>
<td>(54,516,538)</td>
<td>(5,326,054)</td>
<td>10.8%</td>
</tr>
<tr>
<td>Appropriation</td>
<td>83,654,217</td>
<td>83,459,572</td>
<td>(194,645)</td>
<td>-0.5%</td>
</tr>
<tr>
<td>Sales/Services/Other</td>
<td>24,045,931</td>
<td>25,317,116</td>
<td>1,271,185</td>
<td>5.3%</td>
</tr>
<tr>
<td><strong>Total E&amp;G Revenue</strong></td>
<td>217,586,621</td>
<td>226,386,155</td>
<td>8,799,534</td>
<td>4.0%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expense</th>
<th>FY18 Current</th>
<th>FY19 Proposed</th>
<th>$ Change</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Expense</td>
<td>139,463,060</td>
<td>145,789,516</td>
<td>6,326,456</td>
<td>4.5%</td>
</tr>
<tr>
<td>Fuel/Electricity</td>
<td>9,997,111</td>
<td>10,139,804</td>
<td>142,693</td>
<td>1.4%</td>
</tr>
<tr>
<td>Supplies/Services</td>
<td>15,100,807</td>
<td>16,474,228</td>
<td>1,373,421</td>
<td>9.1%</td>
</tr>
<tr>
<td>Shared Services</td>
<td>18,255,579</td>
<td>18,747,182</td>
<td>491,603</td>
<td>2.7%</td>
</tr>
<tr>
<td>Travel</td>
<td>2,576,762</td>
<td>2,810,175</td>
<td>233,413</td>
<td>9.1%</td>
</tr>
<tr>
<td>Maintenance &amp; Alterations</td>
<td>4,500,067</td>
<td>4,542,256</td>
<td>42,189</td>
<td>0.9%</td>
</tr>
<tr>
<td>Depreciation</td>
<td>14,177,562</td>
<td>13,788,287</td>
<td>(389,275)</td>
<td>-2.7%</td>
</tr>
<tr>
<td>Other Expense</td>
<td>21,906,630</td>
<td>21,617,013</td>
<td>(289,617)</td>
<td>-1.3%</td>
</tr>
<tr>
<td><strong>Total E&amp;G Expense</strong></td>
<td>225,977,578</td>
<td>233,908,461</td>
<td>7,930,883</td>
<td>3.5%</td>
</tr>
</tbody>
</table>

| Operating Increase (Decrease) | (8,390,957) | (7,522,306)   | 868,651    | -10.4%   |

| Modified Cash Flow:           |             |               |            |          |
| Add back Depreciation         | 14,177,562  | 13,788,287    | (389,275)  | -2.7%    |
| Less Capital Expenditures     | (4,380,108) | (5,186,064)   | (805,956)  | 18.4%    |
| Less Debt Service             | (1,406,497) | (1,079,917)   | (326,580)  | -23.2%   |
| **Net Change**                | $ 0         | $ 0           | $ 0        |          |

### Proposed FY19 Budget: Auxiliary

<table>
<thead>
<tr>
<th>Revenue</th>
<th>FY18 Current</th>
<th>FY19 Proposed</th>
<th>$ Change</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dining &amp; Residence</td>
<td>39,159,100</td>
<td>39,188,740</td>
<td>29,640</td>
<td>0.1%</td>
</tr>
<tr>
<td>Less: Waivers/Scholarships</td>
<td>(1,179,602)</td>
<td>(1,212,967)</td>
<td>(33,365)</td>
<td>2.8%</td>
</tr>
<tr>
<td>Sales/Services/Other</td>
<td>12,319,502</td>
<td>13,204,381</td>
<td>884,879</td>
<td>7.2%</td>
</tr>
<tr>
<td><strong>Total Auxiliary Revenue</strong></td>
<td>50,299,000</td>
<td>51,180,154</td>
<td>881,154</td>
<td>1.8%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expense</th>
<th>FY18 Current</th>
<th>FY19 Proposed</th>
<th>$ Change</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Expense</td>
<td>17,178,830</td>
<td>17,581,341</td>
<td>402,511</td>
<td>2.3%</td>
</tr>
<tr>
<td>Fuel/Electricity</td>
<td>3,685,274</td>
<td>3,731,834</td>
<td>46,560</td>
<td>1.3%</td>
</tr>
<tr>
<td>Supplies/Services</td>
<td>13,401,543</td>
<td>13,204,351</td>
<td>(197,192)</td>
<td>-1.5%</td>
</tr>
<tr>
<td>Travel</td>
<td>104,268</td>
<td>102,455</td>
<td>(1,813)</td>
<td>-1.7%</td>
</tr>
<tr>
<td>Maintenance &amp; Alterations</td>
<td>3,053,403</td>
<td>3,225,576</td>
<td>172,173</td>
<td>5.6%</td>
</tr>
<tr>
<td>Depreciation</td>
<td>3,387,324</td>
<td>3,999,166</td>
<td>611,842</td>
<td>18.1%</td>
</tr>
<tr>
<td>Other Expense</td>
<td>7,297,775</td>
<td>7,384,637</td>
<td>86,862</td>
<td>1.2%</td>
</tr>
<tr>
<td><strong>Total Auxiliary Expense</strong></td>
<td>48,108,417</td>
<td>49,229,360</td>
<td>1,120,943</td>
<td>2.3%</td>
</tr>
</tbody>
</table>

| Operating Increase (Decrease) | (8,390,957) | (7,522,306)   | 868,651    | -10.4%   |

| Modified Cash Flow:           |             |               |            |          |
| Add back Depreciation         | 14,177,562  | 13,788,287    | (389,275)  | -2.7%    |
| Less Capital Expenditures     | (4,380,108) | (5,186,064)   | (805,956)  | 18.4%    |
| Less Debt Service             | (1,406,497) | (1,079,917)   | (326,580)  | -23.2%   |
| **Net Change**                | $ 0         | $ 0           | $ 0        |          |
### Comprehensive FY19 Budget: E&G and Auxiliary

#### Revenue:

<table>
<thead>
<tr>
<th>Description</th>
<th>FY18 Current</th>
<th>FY19 Proposed</th>
<th>$ Change</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition &amp; Fees</td>
<td>$158,866,957</td>
<td>$172,126,005</td>
<td>13,259,048</td>
<td>8.3%</td>
</tr>
<tr>
<td>Dining &amp; Residence</td>
<td>$39,159,100</td>
<td>$39,188,740</td>
<td>29,640</td>
<td>0.1%</td>
</tr>
<tr>
<td>Less: Waivers/Scholarships</td>
<td>(50,360,086)</td>
<td>(55,729,505)</td>
<td>(5,369,419)</td>
<td>10.7%</td>
</tr>
<tr>
<td>Appropriation</td>
<td>83,854,217</td>
<td>83,459,572</td>
<td>(394,645)</td>
<td>-0.5%</td>
</tr>
<tr>
<td>Sales/Services/Other</td>
<td>36,365,433</td>
<td>38,021,497</td>
<td>2,656,064</td>
<td>5.9%</td>
</tr>
<tr>
<td><strong>Total E&amp;G and AUX Revenue</strong></td>
<td>207,885,621</td>
<td>217,565,309</td>
<td>9,680,688</td>
<td>3.6%</td>
</tr>
</tbody>
</table>

#### Expense:

<table>
<thead>
<tr>
<th>Description</th>
<th>FY18 Current</th>
<th>FY19 Proposed</th>
<th>$ Change</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Expense</td>
<td>156,641,890</td>
<td>163,370,857</td>
<td>6,728,967</td>
<td>4.3%</td>
</tr>
<tr>
<td>Fuel/Electricity</td>
<td>13,682,385</td>
<td>13,871,638</td>
<td>189,253</td>
<td>1.4%</td>
</tr>
<tr>
<td>Supplies/Services</td>
<td>28,502,350</td>
<td>29,678,579</td>
<td>1,176,229</td>
<td>4.1%</td>
</tr>
<tr>
<td>Shared Services</td>
<td>18,255,579</td>
<td>18,747,182</td>
<td>491,603</td>
<td>2.7%</td>
</tr>
<tr>
<td>Travel</td>
<td>2,681,030</td>
<td>2,912,630</td>
<td>231,600</td>
<td>8.6%</td>
</tr>
<tr>
<td>Maintenance &amp; Alterations</td>
<td>7,564,886</td>
<td>7,797,456</td>
<td>232,567</td>
<td>2.8%</td>
</tr>
<tr>
<td>Depreciation</td>
<td>17,564,886</td>
<td>17,797,456</td>
<td>232,567</td>
<td>1.3%</td>
</tr>
<tr>
<td>Other Expense</td>
<td>29,204,405</td>
<td>29,001,650</td>
<td>(202,755)</td>
<td>-0.7%</td>
</tr>
<tr>
<td><strong>Total E&amp;G and AUX Expense</strong></td>
<td>274,085,995</td>
<td>283,137,821</td>
<td>9,051,826</td>
<td>3.3%</td>
</tr>
</tbody>
</table>

#### Operating Increase (Decrease)

- (6,200,374)  \(\rightarrow\)  (5,571,512)  =  628,862  \(\rightarrow\) -10.1%

#### Modified Cash Flow:

<table>
<thead>
<tr>
<th>Description</th>
<th>FY18 Current</th>
<th>FY19 Proposed</th>
<th>$ Change</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Add back Depreciation</td>
<td>17,564,886</td>
<td>17,787,453</td>
<td>222,567</td>
<td>1.3%</td>
</tr>
<tr>
<td>Less Capital Expenditures</td>
<td>(6,068,260)</td>
<td>(7,164,811)</td>
<td>(1,096,551)</td>
<td>18.1%</td>
</tr>
<tr>
<td>Less Capital Reserve Funding</td>
<td>(1,354,055)</td>
<td>(1,368,313)</td>
<td>(14,258)</td>
<td>1.1%</td>
</tr>
<tr>
<td>Less Debt Service</td>
<td>(3,942,197)</td>
<td>(3,682,817)</td>
<td>259,380</td>
<td>-6.6%</td>
</tr>
<tr>
<td><strong>Net Change</strong></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0%</td>
</tr>
</tbody>
</table>

### Tuition and Room & Board Rates

#### Tuition – per Credit Hour

<table>
<thead>
<tr>
<th>Description</th>
<th>FY18 Current</th>
<th>FY19 Proposed</th>
<th>$ Increase</th>
<th>% Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>In-State Undergraduate</td>
<td>$286</td>
<td>$293</td>
<td>$7</td>
<td>2.4%</td>
</tr>
<tr>
<td>In-State Graduate</td>
<td>$429</td>
<td>$439</td>
<td>$10</td>
<td>2.3%</td>
</tr>
<tr>
<td>Out-of-State Undergrad</td>
<td>$932</td>
<td>$953</td>
<td>$21</td>
<td>2.3%</td>
</tr>
<tr>
<td>Out-of-State Graduate</td>
<td>$1,397</td>
<td>$1,430</td>
<td>$33</td>
<td>2.4%</td>
</tr>
<tr>
<td>NEBHE/Canadian Undergraduate</td>
<td>$458</td>
<td>$469</td>
<td>$11</td>
<td>2.4%</td>
</tr>
<tr>
<td>Graduate</td>
<td>$686</td>
<td>$702</td>
<td>$16</td>
<td>2.3%</td>
</tr>
</tbody>
</table>

#### Room & Board Rates*

<table>
<thead>
<tr>
<th>Description</th>
<th>FY18 Current</th>
<th>FY19 Proposed</th>
<th>$ Increase</th>
<th>% Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Room</td>
<td>$5,270</td>
<td>$5,396</td>
<td>$126</td>
<td>2.4%</td>
</tr>
<tr>
<td>Board</td>
<td>4,875</td>
<td>5,022</td>
<td>147</td>
<td>3.0%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$10,145</td>
<td>$10,418</td>
<td>$273</td>
<td>2.7%</td>
</tr>
</tbody>
</table>

*Board rates shown are based on the meal plan with the greatest projected number of diners. Room rates are based on double occupancy. Several other meal plans and room rates are available.
Mandatory Fees

<table>
<thead>
<tr>
<th></th>
<th>FY18 Current</th>
<th>FY19 Proposed</th>
<th>$ Increase</th>
<th>% Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Student Activity Fee*</td>
<td>$80</td>
<td>$90</td>
<td>10</td>
<td>12.5%</td>
</tr>
<tr>
<td>1 or More Credit Hours</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Undergraduate Student Activity Fee*</td>
<td>$106</td>
<td>$106</td>
<td>0</td>
<td>-</td>
</tr>
<tr>
<td>6 or More Credit Hours</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Communication Fee*</td>
<td>$30</td>
<td>$30</td>
<td>0</td>
<td>-</td>
</tr>
<tr>
<td>6 or More Credit Hours</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recreation Center Fee</td>
<td>$162</td>
<td>$170</td>
<td>8</td>
<td>4.9%</td>
</tr>
<tr>
<td>0 to 5 Credit Hours</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6 or More Credit Hours</td>
<td>$270</td>
<td>$284</td>
<td>14</td>
<td>5.2%</td>
</tr>
<tr>
<td>Unified Fee</td>
<td>$256</td>
<td>$262</td>
<td>6</td>
<td>2.3%</td>
</tr>
<tr>
<td>0 to 5 Credit Hours</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6 to 11 Credit Hours</td>
<td>$782</td>
<td>$800</td>
<td>18</td>
<td>2.3%</td>
</tr>
<tr>
<td>12 to 15 Credit Hours</td>
<td>$1,916</td>
<td>$1,960</td>
<td>44</td>
<td>2.3%</td>
</tr>
<tr>
<td>16 or More Credit Hours</td>
<td>$1,966</td>
<td>$2,012</td>
<td>46</td>
<td>2.3%</td>
</tr>
</tbody>
</table>

*Student voted fee

Residence Hall Occupancy

<table>
<thead>
<tr>
<th></th>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capacity</td>
<td>3,484</td>
<td>3,580</td>
<td>3,575</td>
<td>3,612</td>
<td>3,608</td>
</tr>
<tr>
<td>Residents</td>
<td>3,340</td>
<td>3,389</td>
<td>3,364</td>
<td>3,451</td>
<td>3,409</td>
</tr>
</tbody>
</table>

Occupancy:

- FY15: 96%
- FY16: 94%
- FY17: 94%
- FY18: 96%
- FY19: 94%
## FY18 E&G and Auxiliary Depreciation Calculations

### E&G Depreciation Expense

<table>
<thead>
<tr>
<th>FY18</th>
<th>FY19 Proposed</th>
</tr>
</thead>
<tbody>
<tr>
<td>14,177,562</td>
<td>13,788,287</td>
</tr>
</tbody>
</table>

- **Less Capital Equipment & Transfers to Plant & Reserve:**
  - FY18: 4,380,108
  - FY19: 5,186,064
  - **% Change:** 18.4%

- **Less Debt Service Principal Charges (Incl. Memorial Gym):**
  - FY18: 1,406,497
  - FY19: 1,079,917
  - **% Change:** -23.2%

**Funded E&G Depreciation:**

- FY18: (5,786,605)
- FY19: (6,265,981)

**Funded E&G Depreciation %:**

- FY18: 40.8%
- FY19: 45.4%

### Auxiliary Depreciation Expense

<table>
<thead>
<tr>
<th>FY18</th>
<th>FY19 Proposed</th>
</tr>
</thead>
<tbody>
<tr>
<td>3,387,324</td>
<td>3,999,166</td>
</tr>
</tbody>
</table>

- **Less Capital Equipment & Transfers to Plant & Reserve:**
  - FY18: 3,042,207
  - FY19: 3,347,060
  - **% Change:** 10.0%

- **Less Debt Service Principal Charges:**
  - FY18: 2,535,700
  - FY19: 2,602,900
  - **% Change:** 2.7%

**Funded Auxiliary Depreciation:**

- FY18: (5,577,907)
- FY19: (5,949,960)

**Funded Auxiliary Depreciation %:**

- FY18: 164.7%
- FY19: 148.8%

**Combined Funded E&G and Auxiliary %:**

- FY18: 64.7%
- FY19: 68.7%

## E&G Reserves

### FY17 Year-End Balance

<table>
<thead>
<tr>
<th>FY18 and Beyond Commitments</th>
<th>FY18 Projected Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY17 Campus Carry-Forward</td>
<td>($19,804,319)</td>
</tr>
<tr>
<td>Energy Reserve/Sustainability</td>
<td>(1,160,639)</td>
</tr>
<tr>
<td>Priorities (UVAC Ambulance, etc.)</td>
<td>0</td>
</tr>
<tr>
<td>Marine Bond Match</td>
<td>1,811,187</td>
</tr>
<tr>
<td>Committed Capital Projects</td>
<td>(2,500,000)</td>
</tr>
<tr>
<td>Proposed Capital Projects</td>
<td>(1,300,000)</td>
</tr>
<tr>
<td><strong>Total E&amp;G Reserves:</strong></td>
<td>$35,059,172</td>
</tr>
</tbody>
</table>

### FY18 and Beyond Commitments

<table>
<thead>
<tr>
<th>FY18 Projected Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>$1,811,187</td>
</tr>
</tbody>
</table>

### FY18 Projected Balance

<table>
<thead>
<tr>
<th>FY18 Projected Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>$15,254,853</td>
</tr>
</tbody>
</table>
## Auxiliary Reserves

<table>
<thead>
<tr>
<th>FY17 Year-End Balance</th>
<th>FY18 and Beyond Commitments</th>
<th>Commitment Amount</th>
<th>FY18 Projected Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reserve for Residence Operating $6,294,107</td>
<td>WiFi upgrades, bathroom renovations, parcel room upgrades</td>
<td>($2,000,000)</td>
<td>$4,294,107</td>
</tr>
<tr>
<td>Reserve for Dining Services 4,951,369</td>
<td>Wells Commons generator</td>
<td>(500,000)</td>
<td>4,401,369</td>
</tr>
<tr>
<td>Reserve for Bookstore 599,946</td>
<td>Equipment replacement pool</td>
<td>599,946</td>
<td></td>
</tr>
<tr>
<td>Reserve University Press 88,258</td>
<td>Equipment replacement pool</td>
<td>88,258</td>
<td></td>
</tr>
<tr>
<td>Reserve for Motor Pool 18,708</td>
<td>Vehicle replacement pool</td>
<td>18,708</td>
<td></td>
</tr>
<tr>
<td>Reserve for Aircraft (805)</td>
<td></td>
<td>(805)</td>
<td></td>
</tr>
<tr>
<td>Reserve Forestry Motor Pool 20,520</td>
<td>Vehicle replacement pool</td>
<td>20,520</td>
<td></td>
</tr>
<tr>
<td>Reserve for Memorial Union 121,199</td>
<td>Lounge/Room Furniture upgrades</td>
<td>121,199</td>
<td></td>
</tr>
<tr>
<td>Reserve for Recreation Center 1,484,076</td>
<td>Equipment replacement</td>
<td>1,484,076</td>
<td></td>
</tr>
<tr>
<td><strong>Sub-total Auxiliary Reserves:</strong> $13,577,378</td>
<td></td>
<td></td>
<td>$11,027,378</td>
</tr>
<tr>
<td>AUX Capital Planning Reserves 4,927,593</td>
<td>Additional projects</td>
<td>(500,000)</td>
<td>4,427,593</td>
</tr>
<tr>
<td><strong>Total Auxiliary Reserves:</strong> $18,504,971</td>
<td></td>
<td></td>
<td>($3,050,000) $15,454,971</td>
</tr>
</tbody>
</table>

Function as Fully Costed Independent Business Enterprises

---

**FY2019 Preliminary Budget Review**

*with UMS Leadership*
Building Futures, Strengthening Maine

Board of Trustees Priority Outcomes
Our Focus for the Next 5 Years

1. Increase Enrollment
2. Improve Student Success & Completion
3. Enhance the Fiscal Positioning of UMS
4. Support Maine Through Research & Economic Development

Secondary Outcomes
- Relevant Academic Programming
- Workforce Engagement

Additional Considerations
- Collaborations
- Out-of-State recruitment strategies
- What is “enrollment success” at your campus?
1. Increase Enrollment Strategies
- Lower Out-of-State Tuition
- Start Downeast Promise Program
- Focus on Adult Population
- Continue Family Futures Downeast

2. Improve Student Success & Completion
- Foundation Students – Collaboration
- Academic Supports
  - MELMAC Grant
  - Davis Foundation Grant
- Retention and Graduation

3. Enhance the Fiscal Positioning of UMS
- Partnership with the University of Maine
  - Admissions
  - Business and Finance
  - Financial Aid
  - Human Resources
  - Student Life
- Finding Efficiencies

4. Support Maine through Research & Economic Development
- Regional Service
  - GIS partnership with regional towns
  - Kelp research with Passamaquoddy tribes
  - Downeast Institute
  - Workforce Readiness

Lower Out-of-State Tuition
- From $616/ct to $475/ct, for new and continuing OOS students

Start Downeast Promise Program
- Pell eligible, FT, FY, Maine residents

Focus on Adult Population
- Veterans, BCS completion program, distance options, recruitment strategies, NORM

Continue Family Futures Downeast
- Nationally recognized two-generation anti-poverty program: reduce barriers, provide supports, now recruiting third cohort (90% retention, 70% Dean’s list)
2. Improve Student Success & Completion

**Foundation Students – Collaboration**
- Accept and support UMaine Foundations students

**Academic Supports**
- MELMAC Grant ($25,000 for peer tutoring and communications efforts)
- Davis Foundation Grant ($200,000 to expand Bridge Program and Supplemental Instruction into non-STEM areas)

**Retention and Graduation**
- EAB work group
- Athletics tutoring and group study initiatives
- Math and composition curriculum revisions

---

3. Enhance the Fiscal Positioning of UMS

**Partnership with the University of Maine**
- Admissions
- Business and Finance
- Financial Aid
- Human Resources
- Student Life

**Finding Efficiencies through Collaborations**
- Transfer MOUs and MOCs with WCCC and EMCC
- Program agreements with UMA, UMPI, and UMFK
- UMS collaborative graduate programs (in development)
Regional Service

GIS partnerships with regional towns
- Mapping projects for shore land zoning, digitizing tax parcels, public land development, and land trusts

Kelp research with Passamaquoddy tribes
- MEIF funded research for kelp farming and processing

Downeast Institute
- Mariculture research and education

Workforce Readiness
- Axiom Education and Training Center
- Machias Career Center

Net Revenue from Tuition & Fees

Source: Taken from "Consolidating" financial statements on google drive-prepared by UMS staff
5-yr Credit Hour Comparison

<table>
<thead>
<tr>
<th>Year</th>
<th>Fall 2013 Credit Hours</th>
<th>Fall 2017 Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>8,131</td>
<td>6,785</td>
</tr>
<tr>
<td>In-State</td>
<td>6,548</td>
<td>5,740</td>
</tr>
<tr>
<td>Out-of-State</td>
<td>1,583</td>
<td>1,045</td>
</tr>
</tbody>
</table>

16.6% Decrease
12.3% Decrease
33.9% Decrease

High School Graduate Trends

20-year Projections from School Year 2011-2012 through 2031-2032

- West: 4.7%
- Midwest: 12.1%
- Northeast: 12.2%
- United States Total: 4.5%

Source: Western Interstate Commission for Higher Education (WICHE)
Projected High School Graduate Decline 2016-2032 (-16%)

Fall Semester Stats

<table>
<thead>
<tr>
<th></th>
<th>Fall 2017 Credit Hours</th>
<th>FY2019 Fall 2018 Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Budgeted   Actual</td>
<td>Projected</td>
</tr>
<tr>
<td>In-State</td>
<td>5,888   5,740   5,888</td>
<td></td>
</tr>
<tr>
<td>Out-of-State</td>
<td>1,155   809   1,155</td>
<td></td>
</tr>
<tr>
<td>NEBHE/Canadian</td>
<td>341   236   341</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>7,384   6,785   7,384</td>
<td></td>
</tr>
</tbody>
</table>

First-Year Students

<table>
<thead>
<tr>
<th></th>
<th>Fall 2016</th>
<th>Fall 2017</th>
<th>Fall 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applications</td>
<td>304</td>
<td>221</td>
<td>294</td>
</tr>
<tr>
<td>Resident</td>
<td>304</td>
<td>221</td>
<td>294</td>
</tr>
<tr>
<td>Non-Resident</td>
<td>231</td>
<td>157</td>
<td>184</td>
</tr>
<tr>
<td>Total</td>
<td>535</td>
<td>378</td>
<td>478</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Fall 2016</th>
<th>Fall 2017</th>
<th>Fall 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Admissions</td>
<td>282</td>
<td>185</td>
<td>245</td>
</tr>
<tr>
<td>Resident</td>
<td>282</td>
<td>185</td>
<td>245</td>
</tr>
<tr>
<td>Non-Resident</td>
<td>193</td>
<td>103</td>
<td>135</td>
</tr>
<tr>
<td>Total</td>
<td>475</td>
<td>288</td>
<td>380</td>
</tr>
</tbody>
</table>
## FY19 Budget Levers

### Non-Discretionary

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>In-State &amp; Out-of-State Increase (2.3%)</td>
<td>$66,412</td>
</tr>
<tr>
<td>Unified Fee Increase (2.3%)</td>
<td>7,500</td>
</tr>
<tr>
<td><strong>Total Non-Discretionary Revenue</strong></td>
<td>$21,728</td>
</tr>
</tbody>
</table>

### Strategic

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enrollment Adjustments</td>
<td>($312,857)</td>
</tr>
<tr>
<td>Maintain credit hour projections but decrease out-of-state tuition by nearly 23%</td>
<td></td>
</tr>
<tr>
<td><strong>Total Strategic Revenue</strong></td>
<td>($312,857)</td>
</tr>
</tbody>
</table>

### Compensation

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary &amp; Wage Negotiated Increases/Benefits</td>
<td>($117,429)</td>
</tr>
<tr>
<td>Facility Insurances</td>
<td>7,718</td>
</tr>
<tr>
<td>University Shared Services (net of one-time off-sets)</td>
<td>($186)</td>
</tr>
<tr>
<td>Increase Capital Funding (@4% plus of prior year)</td>
<td>($6,000)</td>
</tr>
<tr>
<td><strong>Total Non-Discretionary Expense</strong></td>
<td>($115,897)</td>
</tr>
</tbody>
</table>

### Total Non-Discretionary

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Net Non-Discretionary</strong></td>
<td>($94,169)</td>
</tr>
</tbody>
</table>

### Total Strategic

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Strategic Expense Adjustments</strong></td>
<td>($180,000)</td>
</tr>
</tbody>
</table>

### Net of OBF Adjustment

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Net Strategic</strong></td>
<td>($492,857)</td>
</tr>
</tbody>
</table>

### Gap ($587,026)

## Actions taken to Mitigate Gap

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Aid (adjust for Out-of-State tuition reduction)</td>
<td>300,000</td>
</tr>
<tr>
<td>Reduction in positions to reallocate to projected gap</td>
<td>190,485</td>
</tr>
<tr>
<td>Reduction in student wages</td>
<td>24,100</td>
</tr>
<tr>
<td>Adjust Shared Services budget (incorrect in FY2018)</td>
<td>72,441</td>
</tr>
<tr>
<td><strong>Gap ($587,026)</strong></td>
<td>$587,026</td>
</tr>
</tbody>
</table>
### Proposed FY19 Budget: E&G

<table>
<thead>
<tr>
<th></th>
<th>Current</th>
<th>Proposed</th>
<th>$ Change</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuition &amp; Fees</td>
<td>4,839,337</td>
<td>4,621,822</td>
<td>(217,515)</td>
<td>-4.5%</td>
</tr>
<tr>
<td>Less: Waivers/Scholarships</td>
<td>(1,468,193)</td>
<td>(1,168,193)</td>
<td>300,000</td>
<td>-20.4%</td>
</tr>
<tr>
<td>Appropriation</td>
<td>5,252,559</td>
<td>5,200,375</td>
<td>(52,184)</td>
<td>-1.0%</td>
</tr>
<tr>
<td>Sales/Services/Other</td>
<td>311,780</td>
<td>358,667</td>
<td>46,887</td>
<td>15.0%</td>
</tr>
<tr>
<td><strong>Total E&amp;G Revenue</strong></td>
<td>8,935,483</td>
<td>9,012,671</td>
<td>77,188</td>
<td>0.9%</td>
</tr>
<tr>
<td><strong>Expense:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel Expense</td>
<td>5,801,316</td>
<td>5,713,591</td>
<td>(87,725)</td>
<td>-1.5%</td>
</tr>
<tr>
<td>Fuel/Electricity</td>
<td>341,000</td>
<td>364,200</td>
<td>23,200</td>
<td>6.8%</td>
</tr>
<tr>
<td>Supplies/Services</td>
<td>586,710</td>
<td>639,229</td>
<td>52,519</td>
<td>9.0%</td>
</tr>
<tr>
<td>Shared Services</td>
<td>1,242,149</td>
<td>1,182,440</td>
<td>(59,709)</td>
<td>-4.8%</td>
</tr>
<tr>
<td>Travel</td>
<td>225,875</td>
<td>245,642</td>
<td>19,767</td>
<td>8.8%</td>
</tr>
<tr>
<td>Maintenance &amp; Alterations</td>
<td>113,628</td>
<td>142,804</td>
<td>29,176</td>
<td>25.7%</td>
</tr>
<tr>
<td>Depreciation</td>
<td>519,679</td>
<td>493,173</td>
<td>(26,506)</td>
<td>-5.1%</td>
</tr>
<tr>
<td>Other Expense</td>
<td>518,953</td>
<td>612,593</td>
<td>93,640</td>
<td>18.0%</td>
</tr>
<tr>
<td><strong>Total E&amp;G Expense</strong></td>
<td>9,349,310</td>
<td>9,393,672</td>
<td>44,362</td>
<td>0.5%</td>
</tr>
<tr>
<td>Operating Increase (Decrease)</td>
<td>(413,827)</td>
<td>(381,001)</td>
<td>32,826</td>
<td>-7.9%</td>
</tr>
<tr>
<td>Modified Cash Flow:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Add back Depreciation</td>
<td>519,679</td>
<td>493,173</td>
<td>(26,506)</td>
<td>-5.1%</td>
</tr>
<tr>
<td>Less Capital Expenditures</td>
<td>0</td>
<td>(6,500)</td>
<td>(6,500)</td>
<td>-</td>
</tr>
<tr>
<td>Less Debt Service</td>
<td>(105,852)</td>
<td>(105,872)</td>
<td>180</td>
<td>-0.2%</td>
</tr>
<tr>
<td><strong>Net Change:</strong></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>
## Proposed FY19 Budget: Auxiliary

<table>
<thead>
<tr>
<th></th>
<th>FY18 Current</th>
<th>FY19 Proposed</th>
<th>$ Change</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dining &amp; Residence</td>
<td>1,871,238</td>
<td>1,718,766</td>
<td>(152,472)</td>
<td>-8.1%</td>
</tr>
<tr>
<td>Less: Waivers/Scholarships</td>
<td>(102,000)</td>
<td>(62,440)</td>
<td>39,560</td>
<td>-38.8%</td>
</tr>
<tr>
<td>Sales/Services/Other</td>
<td>80,219</td>
<td>47,500</td>
<td>(32,719)</td>
<td>-40.5%</td>
</tr>
<tr>
<td><strong>Total Auxiliary Revenue</strong></td>
<td>1,949,457</td>
<td>1,703,826</td>
<td>(145,631)</td>
<td>-7.9%</td>
</tr>
<tr>
<td><strong>Expense:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel Expense</td>
<td>263,942</td>
<td>240,635</td>
<td>(23,307)</td>
<td>-8.8%</td>
</tr>
<tr>
<td>Fuel/Electricity</td>
<td>227,000</td>
<td>203,656</td>
<td>(23,344)</td>
<td>-10.3%</td>
</tr>
<tr>
<td>Supplies/Services</td>
<td>818,942</td>
<td>770,335</td>
<td>(48,607)</td>
<td>-5.9%</td>
</tr>
<tr>
<td>Travel</td>
<td>2,100</td>
<td>700</td>
<td>(1,400)</td>
<td>-66.7%</td>
</tr>
<tr>
<td>Maintenance &amp; Alterations</td>
<td>124,500</td>
<td>98,475</td>
<td>(26,025)</td>
<td>-20.9%</td>
</tr>
<tr>
<td>Depreciation</td>
<td>200,831</td>
<td>255,919</td>
<td>55,088</td>
<td>27.4%</td>
</tr>
<tr>
<td>Other Expense</td>
<td>196,669</td>
<td>172,952</td>
<td>(23,717)</td>
<td>-12.9%</td>
</tr>
<tr>
<td><strong>Total Auxiliary Expense</strong></td>
<td>1,835,984</td>
<td>1,742,672</td>
<td>(93,312)</td>
<td>-5.1%</td>
</tr>
<tr>
<td><strong>Operating Increase (Decrease)</strong></td>
<td>$13,473</td>
<td>($38,846)</td>
<td>($52,319)</td>
<td>-388.3%</td>
</tr>
</tbody>
</table>

### Modified Cash Flow:

<p>| | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Add back Depreciation</td>
<td>200,831</td>
<td>255,919</td>
<td>55,088</td>
<td>27.4%</td>
</tr>
<tr>
<td>Less Capital Expenditures</td>
<td>(18,981)</td>
<td>0</td>
<td>18,981</td>
<td>-100.0%</td>
</tr>
<tr>
<td>Less Capital Reserve Funding</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>-</td>
</tr>
<tr>
<td>Less Debt Service</td>
<td>(195,323)</td>
<td>(217,073)</td>
<td>(21,750)</td>
<td>11.1%</td>
</tr>
<tr>
<td><strong>Net Change:</strong></td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>0%</td>
</tr>
</tbody>
</table>

## Comprehensive FY19 Budget: E&G and Auxiliary

<table>
<thead>
<tr>
<th></th>
<th>FY18 Current</th>
<th>FY19 Proposed</th>
<th>$ Change</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuition &amp; Fees</td>
<td>$4,839,337</td>
<td>$4,621,822</td>
<td>(217,515)</td>
<td>-4.5%</td>
</tr>
<tr>
<td>Dining &amp; Residence</td>
<td>$1,871,238</td>
<td>$1,718,766</td>
<td>(152,472)</td>
<td>-8.1%</td>
</tr>
<tr>
<td>Less: Waivers/Scholarships</td>
<td>(1,570,193)</td>
<td>(1,230,633)</td>
<td>339,560</td>
<td>-21.6%</td>
</tr>
<tr>
<td>Appropriation</td>
<td>5,252,559</td>
<td>5,200,375</td>
<td>(52,184)</td>
<td>-1.0%</td>
</tr>
<tr>
<td>Sales/Services/Other</td>
<td>391,999</td>
<td>426,167</td>
<td>34,172</td>
<td>8.7%</td>
</tr>
<tr>
<td><strong>Total E&amp;G and AUX Revenue</strong></td>
<td>10,784,940</td>
<td>10,716,497</td>
<td>(68,443)</td>
<td>-0.6%</td>
</tr>
<tr>
<td><strong>Expense:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel Expense</td>
<td>6,065,258</td>
<td>5,954,226</td>
<td>(111,032)</td>
<td>-1.8%</td>
</tr>
<tr>
<td>Fuel/Electricity</td>
<td>568,000</td>
<td>567,856</td>
<td>(144)</td>
<td>0.0%</td>
</tr>
<tr>
<td>Supplies/Services</td>
<td>1,405,652</td>
<td>1,409,564</td>
<td>3,912</td>
<td>0.3%</td>
</tr>
<tr>
<td>Shared Services</td>
<td>1,242,149</td>
<td>1,182,440</td>
<td>(59,709)</td>
<td>-4.8%</td>
</tr>
<tr>
<td>Travel</td>
<td>227,975</td>
<td>246,342</td>
<td>18,367</td>
<td>8.1%</td>
</tr>
<tr>
<td>Maintenance &amp; Alterations</td>
<td>238,128</td>
<td>241,279</td>
<td>3,151</td>
<td>1.3%</td>
</tr>
<tr>
<td>Depreciation</td>
<td>720,510</td>
<td>749,092</td>
<td>28,582</td>
<td>4.0%</td>
</tr>
<tr>
<td>Other Expense</td>
<td>717,622</td>
<td>785,545</td>
<td>67,923</td>
<td>9.5%</td>
</tr>
<tr>
<td><strong>Total E&amp;G and AUX Expense</strong></td>
<td>11,185,294</td>
<td>11,183,344</td>
<td>(1,950)</td>
<td>-0.0%</td>
</tr>
<tr>
<td><strong>Operating Increase (Decrease)</strong></td>
<td>($400,354)</td>
<td>($419,847)</td>
<td>($19,493)</td>
<td>4.9%</td>
</tr>
</tbody>
</table>

### Modified Cash Flow:

<p>| | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Add back Depreciation</td>
<td>720,510</td>
<td>749,092</td>
<td>28,582</td>
<td>4.0%</td>
</tr>
<tr>
<td>Less Capital Expenditures</td>
<td>(18,981)</td>
<td>(6,500)</td>
<td>12,481</td>
<td>-65.8%</td>
</tr>
<tr>
<td>Less Capital Reserve Funding</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>-</td>
</tr>
<tr>
<td>Less Debt Service</td>
<td>(301,175)</td>
<td>(322,745)</td>
<td>(21,570)</td>
<td>7.2%</td>
</tr>
<tr>
<td><strong>Net Change:</strong></td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>0%</td>
</tr>
</tbody>
</table>
## Tuition and Room & Board Rates

<table>
<thead>
<tr>
<th></th>
<th>FY18 Current</th>
<th>FY19 Proposed</th>
<th>$ Increase</th>
<th>% Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>In-State</td>
<td>$228</td>
<td>$233</td>
<td>$5</td>
<td>2.2%</td>
</tr>
<tr>
<td>Out of State</td>
<td>$616</td>
<td>$475</td>
<td>(141)</td>
<td>-22.9%</td>
</tr>
<tr>
<td>NEBHE</td>
<td>$365</td>
<td>$373</td>
<td>$8</td>
<td>2.2%</td>
</tr>
<tr>
<td>Canadian</td>
<td>$372</td>
<td>$373</td>
<td>$1</td>
<td>0.3%</td>
</tr>
</tbody>
</table>

### Room & Board Rates*

<table>
<thead>
<tr>
<th></th>
<th>FY18 Current</th>
<th>FY19 Proposed</th>
<th>$ Increase</th>
<th>% Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Room</td>
<td>$4,326</td>
<td>$4,460</td>
<td>$134</td>
<td>3.1%</td>
</tr>
<tr>
<td>Board</td>
<td>$4,160</td>
<td>$4,335</td>
<td>$175</td>
<td>4.2%</td>
</tr>
<tr>
<td>Total</td>
<td>$8,486</td>
<td>$8,795</td>
<td>$309</td>
<td>3.6%</td>
</tr>
</tbody>
</table>

*Board rates shown are based on the meal plan with the greatest projected number of diners. Room rates are based on double occupancy. Several other meal plans and room rates are available.

## Mandatory Fees

<table>
<thead>
<tr>
<th></th>
<th>FY18 Current</th>
<th>FY19 Proposed</th>
<th>$ Increase</th>
<th>% Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Activity Fee*</td>
<td>Per Credit Hour, up to 11</td>
<td>$11</td>
<td>$11</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>12 or more Credit Hours</td>
<td>$240</td>
<td>$240</td>
<td>0</td>
</tr>
<tr>
<td>Unified Fee</td>
<td>Flat Fee + Per Credit Hour</td>
<td>$596</td>
<td>$610</td>
<td>14</td>
</tr>
</tbody>
</table>

*Student voted fee
### Residence Hall Occupancy

<table>
<thead>
<tr>
<th>Year</th>
<th>Actual Occupancy</th>
<th>Budgeted Capacity</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY15</td>
<td>63%</td>
<td>275</td>
</tr>
<tr>
<td>FY16</td>
<td>76%</td>
<td>275</td>
</tr>
<tr>
<td>FY17</td>
<td>83%</td>
<td>275</td>
</tr>
<tr>
<td>FY18</td>
<td>64%</td>
<td>273</td>
</tr>
<tr>
<td>FY19</td>
<td>70%</td>
<td>273</td>
</tr>
</tbody>
</table>

### FY18 E&G and Auxiliary Depreciation Calculations

#### E&G Depreciation Expense

<table>
<thead>
<tr>
<th></th>
<th>FY18 Current</th>
<th>FY19 Proposed</th>
<th>% Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>E&amp;G Depreciation</td>
<td>519,679</td>
<td>493,173</td>
<td>-5.1%</td>
</tr>
<tr>
<td>Less Capital</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>(6,500)</td>
<td></td>
</tr>
<tr>
<td>Equipment &amp; Transfers</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less Debt Service</td>
<td>(105,852)</td>
<td>(105,672)</td>
<td>-0.2%</td>
</tr>
<tr>
<td>Principal Charges</td>
<td>(105,852)</td>
<td>(105,672)</td>
<td>-0.2%</td>
</tr>
<tr>
<td>Funded E&amp;G Depreciation</td>
<td>(105,852)</td>
<td>(112,172)</td>
<td>6.0%</td>
</tr>
<tr>
<td>Funded E&amp;G Depreciation %</td>
<td>20.4%</td>
<td>22.7%</td>
<td></td>
</tr>
</tbody>
</table>

#### Auxiliary Depreciation Expense

<table>
<thead>
<tr>
<th></th>
<th>FY18 Current</th>
<th>FY19 Proposed</th>
<th>% Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Auxiliary Depreciation</td>
<td>200,831</td>
<td>255,919</td>
<td>27.4%</td>
</tr>
<tr>
<td>Less Capital</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(18,981)</td>
<td>0</td>
<td>-100.0%</td>
</tr>
<tr>
<td>Equipment &amp; Transfers</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less Debt Service</td>
<td>(105,323)</td>
<td>(217,073)</td>
<td>11.1%</td>
</tr>
<tr>
<td>Principal Charges</td>
<td>(105,323)</td>
<td>(217,073)</td>
<td>11.1%</td>
</tr>
<tr>
<td>Funded Auxiliary Depreciation</td>
<td>(214,304)</td>
<td>(217,073)</td>
<td>-1.3%</td>
</tr>
<tr>
<td>Funded Auxiliary Depreciation %</td>
<td>106.7%</td>
<td>84.8%</td>
<td></td>
</tr>
</tbody>
</table>

Combined Funded E&G and Auxiliary %: 44.4%
### E&G Reserves

<table>
<thead>
<tr>
<th>Name</th>
<th>FY17 Year-End Balance</th>
<th>FY18 and Beyond Commitments</th>
<th>Commitment Amount</th>
<th>FY18 Projected Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reserve E&amp;G</td>
<td>750,768</td>
<td>May be used to mitigate any year-end issues.</td>
<td>750,768</td>
<td></td>
</tr>
<tr>
<td>Reserve E&amp;G Maintenance</td>
<td>191,645</td>
<td></td>
<td>191,645</td>
<td></td>
</tr>
<tr>
<td>Reserve Departmental Equipment</td>
<td>112,972</td>
<td></td>
<td>112,972</td>
<td></td>
</tr>
<tr>
<td>Reserve for Canoe Race</td>
<td>3,814</td>
<td></td>
<td>3,814</td>
<td></td>
</tr>
</tbody>
</table>

**Sub-total E&G Reserves:** 1,059,199

<table>
<thead>
<tr>
<th>Name</th>
<th>FY18 Projected Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>E&amp;G Capital Planning Reserve</td>
<td>(556,000)</td>
</tr>
</tbody>
</table>

**Total E&G Reserves:** 1,849,069 (556,000) 1,293,069

### Auxiliary Reserves

<table>
<thead>
<tr>
<th>Name</th>
<th>FY17 Year-End Balance</th>
<th>FY18 and Beyond Commitments</th>
<th>Commitment Amount</th>
<th>FY18 Projected Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reserve for Dining/Residence Operations</td>
<td>(710,222)</td>
<td></td>
<td>(710,222)</td>
<td></td>
</tr>
<tr>
<td>Reserve for Bookstore</td>
<td>(9,575)</td>
<td></td>
<td>(9,575)</td>
<td></td>
</tr>
<tr>
<td>Reserve for Motor Pool</td>
<td>49,450</td>
<td></td>
<td>49,450</td>
<td></td>
</tr>
</tbody>
</table>

**Total Auxiliary Reserves:** (670,347)

**Total E&G and Auxiliaries:** 1,178,723 622,723
FY2019
PROPOSED OPERATING BUDGET
First Reading
March 23, 2018
<table>
<thead>
<tr>
<th>Page</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>3-4</td>
<td>Budget Overview</td>
</tr>
<tr>
<td>5</td>
<td>Budget Stabilization Fund</td>
</tr>
<tr>
<td>6</td>
<td>Enrollment</td>
</tr>
<tr>
<td>7</td>
<td>Residence Hall Occupancy</td>
</tr>
<tr>
<td>8</td>
<td>FY19 Recommended In-State Tuition Rates</td>
</tr>
<tr>
<td>9</td>
<td>In-State Undergraduate Average Costs</td>
</tr>
<tr>
<td>10</td>
<td>Funding Depreciation</td>
</tr>
<tr>
<td>11</td>
<td>Aging Infrastructure</td>
</tr>
<tr>
<td>12</td>
<td>MEIF</td>
</tr>
<tr>
<td>13</td>
<td>Compensation &amp; Benefits</td>
</tr>
<tr>
<td>14</td>
<td>FY19 Budget Position Changes</td>
</tr>
<tr>
<td>15-17</td>
<td>FY19 Proposed Budget</td>
</tr>
<tr>
<td>18</td>
<td>Appendix</td>
</tr>
</tbody>
</table>

Table of Contents

Finance/Facilities/Technology Committee Meeting - Attachments
• **Budget focus on Board of Trustees priority & secondary outcomes**

• **Enrollment Increase**
  – Early College projected credit hour increase of 1.5%
  – UMPI estimates 4,200 credit hours in the new CBE program
  – UM’s budget reflects a 0.3% enrollment increase with continued growth in out of state enrollments

• **In-state, undergraduate tuition & Unified Fee increase at CPI at most campuses – 2.3%**

• **Utilization of reserve funds**
  – 2 campuses are using campus reserves to balance in FY19
  – University Services is utilizing reserves to reduce cost allocation to campuses

• **FY19 appropriation is budget flat per State’s FY2018-2019 biennial budget.**
<table>
<thead>
<tr>
<th></th>
<th>E&amp;G</th>
<th>Auxiliary</th>
<th>Total</th>
<th>Campus Reserves</th>
<th>Administrative Savings</th>
<th>Budget Stabilization</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>UMaine</td>
<td>$ 0</td>
<td>$ 0</td>
<td>$ 0</td>
<td>$ 0</td>
<td>$ 0</td>
<td>$ 0</td>
<td>$ 0</td>
</tr>
<tr>
<td>UMA</td>
<td>(2,939,084)</td>
<td>(86,929)</td>
<td>(3,026,013)</td>
<td>3,026,013</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>UMF</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>UMFK</td>
<td>212,476</td>
<td>(205,843)</td>
<td>6,633</td>
<td>-</td>
<td></td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>UMM</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>UMPI</td>
<td>(273,066)</td>
<td>273,066</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>USM (Excl. Law)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Maine Law</td>
<td>(1,193,446)</td>
<td>-</td>
<td>(1,193,446)</td>
<td>693,446*</td>
<td></td>
<td>-</td>
<td>(500,000)</td>
</tr>
<tr>
<td>Governance</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0</td>
</tr>
<tr>
<td>Univ. Svs</td>
<td>(525,433)</td>
<td>-</td>
<td>(525,433)</td>
<td>525,433</td>
<td>-</td>
<td>-</td>
<td>0</td>
</tr>
<tr>
<td>**Total</td>
<td>$(4,718,553)</td>
<td>$(19,706)</td>
<td>$(4,738,259)</td>
<td>$ 4,244,892</td>
<td>$ 0</td>
<td>$ 0</td>
<td>$(493,367)</td>
</tr>
</tbody>
</table>

*Maine Law reserves have been exhausted – reflects USM reserve transfer
**Does not include $3.3 million in administrative savings set aside for strategic investment
• The Budget Stabilization Fund was created to enable the UMS to smooth the financial impact of adverse markets, economic conditions, and address other financial challenges.

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

• The treasurer will only authorize all or a portion of the transfer needed to offset a net unrestricted operating loss for each institution at the close of FY18 and FY19.

<table>
<thead>
<tr>
<th>Utilization</th>
<th>FY18</th>
<th>FY19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Law School</td>
<td>(275,320)</td>
<td></td>
</tr>
<tr>
<td>Investment gain/loss</td>
<td>TBD</td>
<td>-</td>
</tr>
<tr>
<td>Subtotal</td>
<td>$(275,320)</td>
<td>$ 0</td>
</tr>
</tbody>
</table>

| Projected Balance    | $ 11,177,518 |

| Balance 7/1/17       | $ 11,452,838 |

Projected
Major factors impacting enrollment:

- FY19 credit hours are up 2.8% over FY18 actual credit hours.
- FY19 out-of-state budgeted represent 23% of the total credit hours.
• UMS FY19 Occupancy Rate is 94% and ranges from 104% at USM to 70% at UMM.

• Residence Hall occupancy has increased slightly at 5 of the 6 campuses with residential operations.
### FY19 Recommended In-State Tuition Rates

<table>
<thead>
<tr>
<th>Undergraduate</th>
<th>FY18 Rate/CH</th>
<th>FY19 Proposed Rate/CH</th>
<th>FY 19 Proposed Increases</th>
</tr>
</thead>
<tbody>
<tr>
<td>UMaine</td>
<td>$286</td>
<td>$293</td>
<td>$7</td>
</tr>
<tr>
<td>UMA</td>
<td>$228</td>
<td>$233</td>
<td>$5</td>
</tr>
<tr>
<td>UMF</td>
<td>$268</td>
<td>$274</td>
<td>$6</td>
</tr>
<tr>
<td>UMFK</td>
<td>$228</td>
<td>$233</td>
<td>$5</td>
</tr>
<tr>
<td>UMM</td>
<td>$228</td>
<td>$233</td>
<td>$5</td>
</tr>
<tr>
<td>UMPI</td>
<td>$228</td>
<td>$233</td>
<td>$5</td>
</tr>
<tr>
<td>USM</td>
<td>$262</td>
<td>$271</td>
<td>$9</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Graduate</th>
<th>FY18 Rate/CH</th>
<th>FY19 Proposed Rate/CH</th>
<th>FY 19 Proposed Increases</th>
</tr>
</thead>
<tbody>
<tr>
<td>UMaine</td>
<td>$429</td>
<td>$439</td>
<td>$10</td>
</tr>
<tr>
<td>UMF</td>
<td>$389</td>
<td>$398</td>
<td>$9</td>
</tr>
<tr>
<td>USM</td>
<td>$393</td>
<td>$407</td>
<td>$14</td>
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</table>

<table>
<thead>
<tr>
<th>Law</th>
<th>FY18 Rate/CH</th>
<th>FY19 Proposed Rate/CH</th>
<th>FY 19 Proposed Increases</th>
</tr>
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<tbody>
<tr>
<td>Law</td>
<td>$743</td>
<td>$743</td>
<td>$0</td>
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</table>

- In-state, undergraduate tuition increase based on CPI (2.3%).
- Additional tuition increases at USM due to partial implementation of the new Unified Budget Pricing Structure.
• Unified Fee increasing at 5 campuses; no increase at UMFK & UMPI.

• Room rates increasing at 4 campuses; Board rate increasing at 5 campuses.

• Average annual increase is less than $500 for in-state, undergraduate students residing on campus.
• Depreciation expense increased by $1.0M - from $36.1M in FY18 to $37.1M in FY19.

• E&G and Auxiliary budgeted capital investment = $17.8M; an increase of $1.7M (10%).

• Funding through Debt Service has decreased by $1.3M; Capital Investments increased by $1.7M over FY18.

• 73% of the total depreciation expense is funded in the FY19 budget – down 1% from the FY18 budget.
Aging Infrastructure

By 2022 54% 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

*FY22 is calculated as campus is today, with no changes to the space profile

Chart source: Sightlines
### MEIF

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

### Finance/Facilities/Technology Committee Meeting - Attachments

<table>
<thead>
<tr>
<th>Discipline</th>
<th>UMaine</th>
<th>USM</th>
<th>UMM</th>
<th>SCI</th>
<th>Total</th>
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<tbody>
<tr>
<td>Biotechnology</td>
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<td>1,458,714</td>
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<tr>
<td>Aquaculture &amp; Marine</td>
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<td>3,662,952</td>
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<td>Composite Materials</td>
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<td>Environmental</td>
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<td>294,817</td>
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<td>1,632,986</td>
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<td>Forestry &amp; Agriculture</td>
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<td>833,700</td>
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<td>Information Technology</td>
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<tr>
<td>Precision Manufacturing</td>
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<td>Cross Sector</td>
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<td>586,234</td>
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<td>1,503,098</td>
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<tr>
<td>Small Campus Initiative</td>
<td></td>
<td></td>
<td></td>
<td>520,500</td>
<td>520,500</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>13,289,194</strong></td>
<td><strong>3,290,306</strong></td>
<td><strong>250,000</strong></td>
<td><strong>520,500</strong></td>
<td><strong>17,350,000</strong></td>
</tr>
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</table>

### Finance/Facilities/Technology Committee Meeting - Attachments

- **Small Campus Initiative (SCI):**
  - **$250,000** (1%)
  - **$520,500** (3%)
  - A competitive award program for UMA, UMF, UMFK, UMM, UMPI, and the Maine Maritime Academy.
Compensation & Benefits

The Employee Benefit Reserve had $9.9 million at the end of FY17. It is recommended that reserve levels for self-insured health benefit programs equal 3 to 6 months of benefit costs. For the UMS, this would be between $17 - $34 million.

E&G Budget

Compensation & Benefits continues to be the single largest cost driver representing 72% of the E&G budget or 66% of the overall unrestricted operating budget.

The FY19 internal benefit is increasing to 53.4% - up from 53% in FY18.
# FY19 Budget Position Changes

<table>
<thead>
<tr>
<th></th>
<th>Faculty Increases/ New Positions</th>
<th>Faculty Reductions/ Eliminations</th>
<th>Salaried Increases/ New Positions</th>
<th>Salaried Reductions/ Eliminations</th>
<th>Hourly Increases/ New Positions</th>
<th>Hourly Reductions/ Eliminations</th>
<th>Total</th>
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<tr>
<td>UMaine</td>
<td>5.0</td>
<td>-</td>
<td>5.0</td>
<td>-</td>
<td>4.8</td>
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<td>14.8</td>
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<tr>
<td>UMA</td>
<td>-</td>
<td>-</td>
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<td>-</td>
<td>-</td>
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<tr>
<td>UMF</td>
<td>1.5</td>
<td>(2.0)</td>
<td>1.0</td>
<td>(3.0)</td>
<td>1.4</td>
<td>(0.5)</td>
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<tr>
<td>UMFK</td>
<td>2.0</td>
<td>(1.0)</td>
<td>7.0</td>
<td>(1.5)</td>
<td>-</td>
<td>-</td>
<td>6.5</td>
</tr>
<tr>
<td>UMM</td>
<td>-</td>
<td>(1.0)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(1.5)</td>
</tr>
<tr>
<td>UMPI</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>USM</td>
<td>3.0</td>
<td>-</td>
<td>1.5</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>4.5</td>
</tr>
<tr>
<td>Gov.</td>
<td>-</td>
<td>-</td>
<td>2.5</td>
<td>(2.0)</td>
<td>-</td>
<td>-</td>
<td>0.5</td>
</tr>
<tr>
<td>Univ Svs</td>
<td>-</td>
<td>-</td>
<td>1.0</td>
<td>(2.0)</td>
<td>2.0</td>
<td>-</td>
<td>1.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>11.5</strong></td>
<td><strong>(4.0)</strong></td>
<td><strong>18.0</strong></td>
<td><strong>(8.5)</strong></td>
<td><strong>8.2</strong></td>
<td><strong>(1.0)</strong></td>
<td><strong>24.2</strong></td>
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## FY19 Proposed Budget: E&G

<table>
<thead>
<tr>
<th></th>
<th>FY18 Base</th>
<th>FY19 Proposed</th>
<th>$ Change</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuition &amp; Fee Revenue</td>
<td>$297,511,943</td>
<td>$314,108,681</td>
<td>$16,596,738</td>
<td>5.6%</td>
</tr>
<tr>
<td>Tuition Waivers/Scholarships</td>
<td>(76,997,718)</td>
<td>(84,363,644)</td>
<td>(7,365,926)</td>
<td>9.6%</td>
</tr>
<tr>
<td>State Appropriation</td>
<td>188,920,534</td>
<td>188,920,534</td>
<td>-</td>
<td>0.0%</td>
</tr>
<tr>
<td>Sales/Services/Other</td>
<td>39,425,367</td>
<td>40,406,456</td>
<td>981,089</td>
<td>2.5%</td>
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<tr>
<td><strong>Total Revenue</strong></td>
<td>448,860,126</td>
<td>459,072,027</td>
<td>10,211,901</td>
<td>2.3%</td>
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<tr>
<td><strong>Expense:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel Expense</td>
<td>334,727,511</td>
<td>342,144,227</td>
<td>7,416,716</td>
<td>2.2%</td>
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<tr>
<td>Fuel &amp; Electricity</td>
<td>15,361,545</td>
<td>15,497,893</td>
<td>136,348</td>
<td>0.9%</td>
</tr>
<tr>
<td>Supplies &amp; Services</td>
<td>30,117,279</td>
<td>31,072,802</td>
<td>955,523</td>
<td>3.2%</td>
</tr>
<tr>
<td>Travel</td>
<td>6,012,720</td>
<td>6,268,354</td>
<td>255,634</td>
<td>4.3%</td>
</tr>
<tr>
<td>Memberships, Contributions &amp; Sponsorships</td>
<td>1,591,501</td>
<td>1,572,009</td>
<td>(19,492)</td>
<td>-1.2%</td>
</tr>
<tr>
<td>Maintenance &amp; Alterations</td>
<td>10,856,132</td>
<td>11,747,248</td>
<td>891,116</td>
<td>8.2%</td>
</tr>
<tr>
<td>Interest Expense</td>
<td>1,929,130</td>
<td>1,725,624</td>
<td>(203,506)</td>
<td>-10.5%</td>
</tr>
<tr>
<td>Depreciation</td>
<td>30,728,899</td>
<td>30,787,221</td>
<td>58,322</td>
<td>0.2%</td>
</tr>
<tr>
<td>Other Expenses &amp; Transfers</td>
<td>32,418,251</td>
<td>32,418,670</td>
<td>419</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Total Operating Expenses &amp; Transfers</strong></td>
<td>463,742,968</td>
<td>473,234,048</td>
<td>9,491,080</td>
<td>2.0%</td>
</tr>
<tr>
<td>Operating Increase (Decrease)</td>
<td>$ (14,882,842)</td>
<td>$ (14,162,022)</td>
<td>$ 720,820</td>
<td>-4.8%</td>
</tr>
<tr>
<td><strong>Modified Cash Flow:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Add back Depreciation</td>
<td>30,728,899</td>
<td>30,787,221</td>
<td>58,322</td>
<td>0.2%</td>
</tr>
<tr>
<td>Less Capital Expenditures</td>
<td>(8,522,691)</td>
<td>(8,818,415)</td>
<td>(295,724)</td>
<td>3.5%</td>
</tr>
<tr>
<td>Less Capital Reserve Funding</td>
<td>(3,917,547)</td>
<td>(5,298,183)</td>
<td>(1,380,636)</td>
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<tr>
<td>Less Debt Service Principal</td>
<td>(5,405,171)</td>
<td>(3,925,414)</td>
<td>1,479,757</td>
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<tr>
<td><strong>Net Change Before Other Adj &amp; Transfers</strong></td>
<td>(1,999,352)</td>
<td>(1,416,813)</td>
<td>582,539</td>
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<tr>
<td>Transfer from/(to) Admin Savings Rsrv</td>
<td>(3,301,740)</td>
<td>(3,301,740)</td>
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<tr>
<td>Transfer from/(to) Budget Stabilization</td>
<td>275,320</td>
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<td>(275,320)</td>
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<tr>
<td><strong>Net Change Subtotal</strong></td>
<td>(5,025,772)</td>
<td>(4,718,553)</td>
<td>307,219</td>
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<tr>
<td>Other Strategic Transfers from/(to) Reserves</td>
<td>5,265,875</td>
<td>4,157,963</td>
<td>(1,107,912)</td>
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<tr>
<td><strong>Net Change in Cash &amp; Reserve Transfers</strong></td>
<td>$ 240,103</td>
<td>$(560,590)</td>
<td>$(800,693)</td>
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FY19 Proposed Budget: Auxiliary

<table>
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<tr>
<th></th>
<th>FY18 Base</th>
<th>FY19 Proposed</th>
<th>$ Change</th>
<th>% Change</th>
</tr>
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<tbody>
<tr>
<td><strong>Revenue:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuition &amp; Fee Revenue</td>
<td>$1,240,000</td>
<td>$1,227,714</td>
<td>$(12,286)</td>
<td>-1.0%</td>
</tr>
<tr>
<td>Dining &amp; Residence Revenue</td>
<td>64,255,855</td>
<td>64,722,671</td>
<td>466,816</td>
<td>0.7%</td>
</tr>
<tr>
<td>Tuition Waivers/Scholarships</td>
<td>(2,130,802)</td>
<td>(2,252,044)</td>
<td>(121,242)</td>
<td>5.7%</td>
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<tr>
<td>Sales/Services/Other</td>
<td>16,678,940</td>
<td>17,267,807</td>
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<tr>
<td><strong>Total Revenue</strong></td>
<td>80,043,993</td>
<td>80,966,148</td>
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<tr>
<td><strong>Expense:</strong></td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td>Personnel Expense</td>
<td>22,098,429</td>
<td>22,431,259</td>
<td>332,830</td>
<td>1.5%</td>
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<tr>
<td>Fuel &amp; Electricity</td>
<td>5,997,437</td>
<td>5,078,537</td>
<td>(918,900)</td>
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<tr>
<td>Supplies &amp; Services</td>
<td>24,820,399</td>
<td>24,728,302</td>
<td>(92,097)</td>
<td>-0.4%</td>
</tr>
<tr>
<td>Travel</td>
<td>129,418</td>
<td>128,380</td>
<td>(1,038)</td>
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<td>Memberships, Contributions &amp; Sponsorships</td>
<td>27,695</td>
<td>20,772</td>
<td>(6,923)</td>
<td>-25.0%</td>
</tr>
<tr>
<td>Maintenance &amp; Alterations</td>
<td>4,200,126</td>
<td>3,902,565</td>
<td>(297,561)</td>
<td>-7.1%</td>
</tr>
<tr>
<td>Interest Expense</td>
<td>3,941,796</td>
<td>3,696,059</td>
<td>(245,737)</td>
<td>-6.2%</td>
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<tr>
<td>Depreciation</td>
<td>5,400,401</td>
<td>6,255,906</td>
<td>855,505</td>
<td>15.8%</td>
</tr>
<tr>
<td>Other Expenses &amp; Transfers</td>
<td>9,853,651</td>
<td>11,954,753</td>
<td>2,101,102</td>
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<tr>
<td><strong>Total Operating Expenses &amp; Transfers</strong></td>
<td>76,469,352</td>
<td>78,196,533</td>
<td>1,727,181</td>
<td>2.3%</td>
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<tr>
<td><strong>Operating Increase (Decrease)</strong></td>
<td>$3,574,641</td>
<td>$2,769,615</td>
<td>$(805,026)</td>
<td>-22.5%</td>
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</table>

**Modified Cash Flow:**

<table>
<thead>
<tr>
<th></th>
<th>FY18 Base</th>
<th>FY19 Proposed</th>
<th>$ Change</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Add back Depreciation</td>
<td>5,400,401</td>
<td>6,255,906</td>
<td>855,505</td>
<td>15.8%</td>
</tr>
<tr>
<td>Less Capital Expenditures</td>
<td>(2,106,730)</td>
<td>(2,168,447)</td>
<td>(61,717)</td>
<td>2.9%</td>
</tr>
<tr>
<td>Less Capital Reserve Funding</td>
<td>(1,496,524)</td>
<td>(1,505,703)</td>
<td>(9,179)</td>
<td>0.6%</td>
</tr>
<tr>
<td>Less Debt Service Principal</td>
<td>(5,182,163)</td>
<td>(5,371,077)</td>
<td>(188,914)</td>
<td>3.6%</td>
</tr>
<tr>
<td><strong>Net Change Before Other Adj &amp; Transfers</strong></td>
<td><strong>189,625</strong></td>
<td><strong>(19,706)</strong></td>
<td><strong>(209,331)</strong></td>
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<tr>
<td>Other Strategic Transfers from/(to) Reserves</td>
<td>45,961</td>
<td>86,929</td>
<td>40,968</td>
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<td><strong>Net Change in Cash &amp; Reserve Transfers</strong></td>
<td>$235,586</td>
<td>$67,223</td>
<td>$(168,363)</td>
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## FY19 Proposed Budget: E&G and Auxiliary

### Revenue:

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<tr>
<th>Source</th>
<th>FY18 Base</th>
<th>FY19 Proposed</th>
<th>Change</th>
<th>% Change</th>
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<tbody>
<tr>
<td>Tuition &amp; Fee Revenue</td>
<td>$ 298,751,943</td>
<td>$ 315,336,395</td>
<td>$ 16,584,452</td>
<td>5.6%</td>
</tr>
<tr>
<td>Dining &amp; Residence Revenue</td>
<td>64,255,855</td>
<td>64,722,671</td>
<td>466,816</td>
<td>0.7%</td>
</tr>
<tr>
<td>Tuition Waivers/Scholarships</td>
<td>(79,128,520)</td>
<td>(86,615,688)</td>
<td>(7,487,168)</td>
<td>9.5%</td>
</tr>
<tr>
<td>State Appropriation</td>
<td>188,920,534</td>
<td>188,920,534</td>
<td>-</td>
<td>0.0%</td>
</tr>
<tr>
<td>Sales/Services/Auxiliary</td>
<td>56,104,307</td>
<td>57,674,263</td>
<td>1,569,956</td>
<td>2.8%</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>$ 528,904,119</td>
<td>$ 540,038,175</td>
<td>$ 11,134,056</td>
<td>2.1%</td>
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</tbody>
</table>

### Expense:

<table>
<thead>
<tr>
<th>Category</th>
<th>FY18 Base</th>
<th>FY19 Proposed</th>
<th>Change</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Expense</td>
<td>356,825,940</td>
<td>364,575,486</td>
<td>7,749,546</td>
<td>2.2%</td>
</tr>
<tr>
<td>Fuel &amp; Electricity</td>
<td>21,358,982</td>
<td>20,576,430</td>
<td>(782,552)</td>
<td>-3.7%</td>
</tr>
<tr>
<td>Supplies &amp; Services</td>
<td>54,937,678</td>
<td>55,801,104</td>
<td>863,426</td>
<td>1.6%</td>
</tr>
<tr>
<td>Travel</td>
<td>6,142,138</td>
<td>6,396,734</td>
<td>254,596</td>
<td>4.1%</td>
</tr>
<tr>
<td>Memberships, Contributions &amp; Sponsorships</td>
<td>1,619,196</td>
<td>1,592,781</td>
<td>(26,415)</td>
<td>-1.6%</td>
</tr>
<tr>
<td>Maintenance &amp; Alterations</td>
<td>15,056,258</td>
<td>15,649,813</td>
<td>593,555</td>
<td>3.9%</td>
</tr>
<tr>
<td>Interest Expense</td>
<td>5,870,926</td>
<td>5,421,683</td>
<td>(449,243)</td>
<td>-7.7%</td>
</tr>
<tr>
<td>Depreciation</td>
<td>36,129,300</td>
<td>37,043,127</td>
<td>913,827</td>
<td>2.5%</td>
</tr>
<tr>
<td>Other Expenses &amp; Transfers</td>
<td>42,271,902</td>
<td>44,373,423</td>
<td>2,101,521</td>
<td>5.0%</td>
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<tr>
<td><strong>Total Operating Expenses &amp; Transfers</strong></td>
<td>$ 540,212,320</td>
<td>$ 551,430,581</td>
<td>$ 11,218,261</td>
<td>2.1%</td>
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</tbody>
</table>

### Operating Increase (Decrease)

<table>
<thead>
<tr>
<th>Description</th>
<th>FY18 Base</th>
<th>FY19 Proposed</th>
<th>Change</th>
<th>% Change</th>
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<tbody>
<tr>
<td>Add back Depreciation</td>
<td>36,129,300</td>
<td>37,043,127</td>
<td>913,827</td>
<td>2.5%</td>
</tr>
<tr>
<td>Less Capital Expenditures</td>
<td>(10,629,421)</td>
<td>(10,986,862)</td>
<td>(357,441)</td>
<td>3.4%</td>
</tr>
<tr>
<td>Less Capital Reserve Funding</td>
<td>(5,414,071)</td>
<td>(6,803,886)</td>
<td>(1,389,815)</td>
<td>25.7%</td>
</tr>
<tr>
<td>Less Debt Service Principal</td>
<td>(10,587,334)</td>
<td>(9,296,491)</td>
<td>1,290,843</td>
<td>-12.2%</td>
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<tr>
<td><strong>Net Change Before Other Adj &amp; Transfers</strong></td>
<td>(1,809,727)</td>
<td>(1,436,519)</td>
<td>373,208</td>
<td></td>
</tr>
<tr>
<td>Transfer from/(to) Admin Savings Rsrv</td>
<td>(3,301,740)</td>
<td>(3,301,740)</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Transfer from/(to) Budget Stabilization</td>
<td>275,320</td>
<td>-</td>
<td>(275,320)</td>
<td></td>
</tr>
<tr>
<td><strong>Net Change Subtotal</strong></td>
<td>(4,836,147)</td>
<td>(4,738,259)</td>
<td>97,888</td>
<td></td>
</tr>
<tr>
<td>Other Strategic Transfers from/(to) Reserves</td>
<td>5,311,836</td>
<td>4,244,892</td>
<td>(1,066,944)</td>
<td></td>
</tr>
<tr>
<td><strong>Net Change in Cash &amp; Reserve Transfers</strong></td>
<td>$ 475,689</td>
<td>$ (493,367)</td>
<td>$ (969,056)</td>
<td></td>
</tr>
</tbody>
</table>
Appendix

• Detailed Information by Campus for:
  — FY19 Operating Budgets
  — FY19 Enrollment & Residence Hall Occupancy
  — FY19 Student Cost Report
### TOTAL
**FY19 PROPOSED BUDGET**

#### Unrestricted E&G

<table>
<thead>
<tr>
<th></th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
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<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuition &amp; Fee Revenue</td>
<td>$297,511,943</td>
<td>$314,108,681</td>
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<tr>
<td>Dining &amp; Residence Revenue</td>
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<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Tuition Waivers/Scholarships</td>
<td>(76,997,718)</td>
<td>(84,363,644)</td>
<td>(7,365,926)</td>
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<tr>
<td>Net Student Charges Revenue</td>
<td>220,514,225</td>
<td>229,745,037</td>
<td>9,230,812</td>
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<td>State Appropriation</td>
<td>188,920,534</td>
<td>188,920,534</td>
<td>-</td>
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<tr>
<td>Indirect Cost Recovery</td>
<td>12,110,006</td>
<td>12,487,162</td>
<td>377,156</td>
</tr>
<tr>
<td>Investment Income/Gifts</td>
<td>4,852,207</td>
<td>5,470,158</td>
<td>617,951</td>
</tr>
<tr>
<td>Sales/Services/Auxiliary</td>
<td>22,463,154</td>
<td>22,449,136</td>
<td>(14,018)</td>
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<tr>
<td><strong>Total Revenue</strong></td>
<td>448,860,126</td>
<td>459,072,027</td>
<td>10,211,901</td>
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<tr>
<td><strong>Expenses</strong></td>
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<td>Personnel</td>
<td>334,727,511</td>
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<td>Supplies &amp; Services</td>
<td>30,319,468</td>
<td>31,310,124</td>
<td>990,656</td>
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<tr>
<td>Shared Services</td>
<td>(202,189)</td>
<td>(237,322)</td>
<td>(35,133)</td>
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<td>Travel</td>
<td>6,012,720</td>
<td>6,268,354</td>
<td>255,634</td>
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<tr>
<td>Memberships, Contributions &amp; Sponsorships</td>
<td>1,591,501</td>
<td>1,572,009</td>
<td>(19,492)</td>
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<tr>
<td>Maintenance &amp; Alterations</td>
<td>10,856,132</td>
<td>11,747,248</td>
<td>891,116</td>
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<tr>
<td>Interest</td>
<td>1,929,130</td>
<td>1,725,624</td>
<td>(203,506)</td>
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<tr>
<td>Depreciation</td>
<td>30,728,999</td>
<td>30,787,221</td>
<td>58,322</td>
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<tr>
<td>Other Expenses &amp; Transfers</td>
<td>32,418,251</td>
<td>32,418,670</td>
<td>419</td>
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<td><strong>Total Operating Expenses &amp; Transfers</strong></td>
<td>463,742,968</td>
<td>473,234,048</td>
<td>9,491,080</td>
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<tr>
<td><strong>Operating Increase (Decrease)</strong></td>
<td>$(14,882,842)</td>
<td>$(14,162,022)</td>
<td>$720,820</td>
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#### Modified Cash Flow

<table>
<thead>
<tr>
<th></th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Increase (Decrease)</td>
<td>$(14,882,842)</td>
<td>$(14,162,022)</td>
<td>$720,820</td>
</tr>
<tr>
<td>Plus Depreciation</td>
<td>30,728,899</td>
<td>30,787,221</td>
<td>58,322</td>
</tr>
<tr>
<td>Less Capital Expenditures</td>
<td>(8,522,691)</td>
<td>(8,818,415)</td>
<td>(295,724)</td>
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<td>Less Capital Reserve Funding</td>
<td>(3,917,547)</td>
<td>(5,298,183)</td>
<td>(1,380,636)</td>
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<td>Less Debt Service Principal</td>
<td>(5,405,171)</td>
<td>(3,925,414)</td>
<td>1,479,757</td>
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<td><strong>Net Change Before Other Adjustments &amp; Transfers</strong></td>
<td>$(1,999,352)</td>
<td>$(1,416,813)</td>
<td>582,539</td>
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<tr>
<td>Transfer from/(to) Administrative Savings Rsv</td>
<td>(3,301,740)</td>
<td>(3,301,740)</td>
<td>-</td>
</tr>
<tr>
<td>Transfer from/(to) Budget Stabilization</td>
<td>275,320</td>
<td>-</td>
<td>(275,320)</td>
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<tr>
<td><strong>Net Change Subtotal</strong></td>
<td>$(5,025,772)</td>
<td>$(4,718,553)</td>
<td>307,219</td>
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<td>Other Strategic Transfers from/(to) Reserves</td>
<td>5,265,875</td>
<td>4,157,963</td>
<td>(1,107,912)</td>
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<tr>
<td><strong>Net Change in Cash &amp; Reserve Transfers</strong></td>
<td>$240,103</td>
<td>$(560,590)</td>
<td>$(800,693)</td>
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<tr>
<td>Revenues</td>
<td>FY18 BASE</td>
<td>FY19 BASE</td>
<td>CHANGE</td>
</tr>
<tr>
<td>----------</td>
<td>----------</td>
<td>----------</td>
<td>---------</td>
</tr>
<tr>
<td>Tuition &amp; Fee Revenue</td>
<td>$1,240,000</td>
<td>$1,227,714</td>
<td>$-(12,286)</td>
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<td>Dining &amp; Residence Revenue</td>
<td>64,255,855</td>
<td>64,722,671</td>
<td>466,816</td>
</tr>
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<td>Tuition Waivers/Scholarships</td>
<td>(2,130,802)</td>
<td>(2,252,044)</td>
<td>(121,242)</td>
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<td>Net Student Charges Revenue</td>
<td>63,365,053</td>
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<td>333,288</td>
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<td>State Appropriation</td>
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<tr>
<td>Indirect Cost Recovery</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Investment Income/Gifts</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Sales/Services/Auxiliary</td>
<td>16,678,940</td>
<td>17,267,807</td>
<td>588,867</td>
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<td><strong>Total Revenue</strong></td>
<td>80,043,993</td>
<td>80,666,148</td>
<td>922,155</td>
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<table>
<thead>
<tr>
<th>Expenses</th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>22,098,429</td>
<td>22,431,259</td>
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<td>Fuel &amp; Electricity</td>
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<td>Supplies &amp; Services</td>
<td>24,820,399</td>
<td>24,728,302</td>
<td>(92,097)</td>
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<td>Shared Services</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Travel</td>
<td>129,418</td>
<td>128,380</td>
<td>(1,038)</td>
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<td>Memberships, Contributions &amp; Sponsorships</td>
<td>27,695</td>
<td>20,772</td>
<td>(6,923)</td>
</tr>
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<td>Maintenance &amp; Alterations</td>
<td>4,200,126</td>
<td>3,902,565</td>
<td>(297,561)</td>
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<td>Interest</td>
<td>3,941,796</td>
<td>3,696,059</td>
<td>(245,737)</td>
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<td>Depreciation</td>
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<td>6,255,906</td>
<td>855,505</td>
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<tr>
<td>Other Expenses &amp; Transfers</td>
<td>9,853,651</td>
<td>11,954,753</td>
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<tr>
<td><strong>Total Operating Expenses &amp; Transfers</strong></td>
<td>76,469,352</td>
<td>78,196,533</td>
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<tr>
<td><strong>Operating Increase (Decrease)</strong></td>
<td>$3,574,641</td>
<td>$2,769,615</td>
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<table>
<thead>
<tr>
<th>Modified Cash Flow</th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
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<tbody>
<tr>
<td>Operating Increase (Decrease)</td>
<td>$3,574,641</td>
<td>$2,769,615</td>
<td>$(805,026)</td>
</tr>
<tr>
<td>Plus Depreciation</td>
<td>5,400,401</td>
<td>6,255,906</td>
<td>855,505</td>
</tr>
<tr>
<td>Less Capital Expenditures</td>
<td>(2,106,730)</td>
<td>(2,168,447)</td>
<td>(61,717)</td>
</tr>
<tr>
<td>Less Capital Reserve Funding</td>
<td>(1,496,524)</td>
<td>(1,505,703)</td>
<td>(9,179)</td>
</tr>
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<td>Less Debt Service Principal</td>
<td>(5,182,163)</td>
<td>(5,371,077)</td>
<td>(188,914)</td>
</tr>
<tr>
<td><strong>Net Change Before Other Adjustments &amp; Transfers</strong></td>
<td>189,625</td>
<td>(19,706)</td>
<td>(209,331)</td>
</tr>
<tr>
<td>Transfer from/(to) Administrative Savings Rsrv</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Transfer from/(to) Budget Stabilization</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Net Change Subtotal</strong></td>
<td>189,625</td>
<td>(19,706)</td>
<td>(209,331)</td>
</tr>
<tr>
<td>Other Strategic Transfers from/(to) Reserves</td>
<td>45,961</td>
<td>86,929</td>
<td>40,968</td>
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<tr>
<td><strong>Net Change in Cash &amp; Reserve Transfers</strong></td>
<td>$235,586</td>
<td>$67,223</td>
<td>$(168,363)</td>
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</table>
## TOTAL

### FY19 PROPOSED BUDGET

Unrestricted E&G and Auxiliary

<table>
<thead>
<tr>
<th>Revenues</th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition &amp; Fee Revenue</td>
<td>$298,751,943</td>
<td>$315,336,395</td>
<td>$16,584,452</td>
</tr>
<tr>
<td>Dining &amp; Residence Revenue</td>
<td>64,255,855</td>
<td>64,722,671</td>
<td>466,816</td>
</tr>
<tr>
<td>Tuition Waivers/Scholarships</td>
<td>(79,128,520)</td>
<td>(86,615,688)</td>
<td>(7,487,168)</td>
</tr>
<tr>
<td>Net Student Charges Revenue</td>
<td>283,879,278</td>
<td>293,443,378</td>
<td>9,564,100</td>
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<tr>
<td>State Appropriation</td>
<td>188,920,534</td>
<td>188,920,534</td>
<td>-</td>
</tr>
<tr>
<td>Indirect Cost Recovery</td>
<td>12,110,006</td>
<td>12,487,162</td>
<td>377,156</td>
</tr>
<tr>
<td>Investment Income/Gifts</td>
<td>4,852,207</td>
<td>5,470,158</td>
<td>617,951</td>
</tr>
<tr>
<td>Sales/Services/Auxiliary</td>
<td>39,142,094</td>
<td>39,716,943</td>
<td>574,849</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>528,904,119</td>
<td>540,038,175</td>
<td>11,134,056</td>
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<table>
<thead>
<tr>
<th>Expenses</th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
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</thead>
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<tr>
<td>Personnel</td>
<td>356,825,940</td>
<td>364,575,486</td>
<td>7,749,546</td>
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<tr>
<td>Fuel &amp; Electricity</td>
<td>21,358,982</td>
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<td>Supplies &amp; Services</td>
<td>55,139,867</td>
<td>56,038,426</td>
<td>898,559</td>
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<tr>
<td>Shared Services</td>
<td>(202,189)</td>
<td>(237,322)</td>
<td>(35,133)</td>
</tr>
<tr>
<td>Travel</td>
<td>6,142,138</td>
<td>6,396,734</td>
<td>254,596</td>
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<td>Memberships, Contributions &amp; Sponsorships</td>
<td>1,619,196</td>
<td>1,592,781</td>
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<tr>
<td>Maintenance &amp; Alterations</td>
<td>15,056,258</td>
<td>15,649,813</td>
<td>593,555</td>
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<tr>
<td>Interest</td>
<td>5,870,926</td>
<td>5,421,683</td>
<td>(449,243)</td>
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<tr>
<td>Depreciation</td>
<td>36,129,300</td>
<td>37,043,127</td>
<td>913,827</td>
</tr>
<tr>
<td>Other Expenses &amp; Transfers</td>
<td>42,271,902</td>
<td>44,373,423</td>
<td>2,101,521</td>
</tr>
<tr>
<td><strong>Total Operating Expenses &amp; Transfers</strong></td>
<td>540,212,320</td>
<td>551,430,581</td>
<td>11,218,261</td>
</tr>
<tr>
<td><strong>Operating Increase (Decrease)</strong></td>
<td>$(11,308,201)</td>
<td>$(11,392,407)</td>
<td>$(84,206)</td>
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</table>

<table>
<thead>
<tr>
<th>Modified Cash Flow</th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
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<tbody>
<tr>
<td>Operating Increase (Decrease)</td>
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<td>$(84,206)</td>
</tr>
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<td>37,043,127</td>
<td>913,827</td>
</tr>
<tr>
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<td>(10,629,421)</td>
<td>(10,986,862)</td>
<td>(357,441)</td>
</tr>
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<td>Less Capital Reserve Funding</td>
<td>(5,414,071)</td>
<td>(6,803,886)</td>
<td>(1,389,815)</td>
</tr>
<tr>
<td>Less Debt Service Principal</td>
<td>(10,587,334)</td>
<td>(9,296,491)</td>
<td>1,290,843</td>
</tr>
<tr>
<td><strong>Net Change Before Other Adjustments &amp; Transfers</strong></td>
<td>$(1,809,727)</td>
<td>$(1,436,519)</td>
<td>373,208</td>
</tr>
<tr>
<td>Transfer from/(to) Administrative Savings Rsrv</td>
<td>(3,301,740)</td>
<td>(3,301,740)</td>
<td>-</td>
</tr>
<tr>
<td>Transfer from/(to) Budget Stabilization</td>
<td>275,320</td>
<td>-</td>
<td>(275,320)</td>
</tr>
<tr>
<td><strong>Net Change Subtotal</strong></td>
<td>$(4,836,147)</td>
<td>$(4,738,259)</td>
<td>97,888</td>
</tr>
<tr>
<td>Other Strategic Transfers from/(to) Reserves</td>
<td>5,311,836</td>
<td>4,244,892</td>
<td>(1,066,944)</td>
</tr>
<tr>
<td><strong>Net Change in Cash &amp; Reserve Transfers</strong></td>
<td>$475,689</td>
<td>$(493,367)</td>
<td>$(969,056)</td>
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# Governance
## FY19 PROPOSED BUDGET
### Unrestricted E&G

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<tr>
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<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
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<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuition &amp; Fee Revenue</td>
<td>$4,288,136</td>
<td>$4,585,436</td>
<td>$297,300</td>
</tr>
<tr>
<td>Dining &amp; Residence Revenue</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Tuition Waivers/Scholarships</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Net Student Charges Revenue</td>
<td>-</td>
<td>-</td>
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</tr>
<tr>
<td>State Appropriation</td>
<td>4,288,136</td>
<td>4,585,436</td>
<td>297,300</td>
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<tr>
<td>Indirect Cost Recovery</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Investment Income/Gifts</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Sales/Services/Auxiliary</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>4,288,136</td>
<td>4,585,436</td>
<td>297,300</td>
</tr>
</tbody>
</table>

| **Expenses**            |           |           |        |
| Personnel               | 4,253,393 | 4,099,188 | (154,205) | -3.6% |
| Fuel & Electricity      | 3,200     | 3,200     | -      | 0.0% |
| Supplies & Services     | 81,710    | 79,725    | (1,985) | -2.4% |
| Shared Services         | 594,738   | 661,995   | 67,257 | 11.3% |
| Travel                  | 126,250   | 128,049   | 1,799  | 1.4% |
| Memberships, Contributions & Sponsorships | 22,025 | 22,255 | 230 | 1.0% |
| Maintenance & Alterations | 2,000 | 2,000 | - | 0.0% |
| Interest                | -         | -         | -      | -    |
| Depreciation            | -         | -         | -      | -    |
| Other Expenses & Transfers | (99,766)| (410,976)| (311,210)| 311.9% |
| **Total Operating Expenses & Transfers** | 4,983,550 | 4,585,436 | (398,114) | -8.0% |
| **Operating Increase (Decrease)** | $ (695,414) | $ - | $ 695,414 | -100.0% |

| **Modified Cash Flow**  |           |           |        |
| Operating Increase (Decrease) | $ (695,414) | $ - | $ 695,414 | -100.0% |
| Add Back Depreciation    | -         | -         | -      | -    |
| Less Capital Expenditures| -         | -         | -      | -    |
| Less Capital Reserve Funding | -     | -        | -      | -    |
| Less Debt Service Principal | -     | -        | -      | -    |
| **Net Change Before Other Adjustments & Transfers** | (695,414) | - | 695,414 |
| Transfer from/(to) Administrative Savings Rsrv | - | - | - |
| Transfer from/(to) Budget Stabilization | - | - | - |
| **Net Change Subtotal**  | (695,414) | - | 695,414 |
| Other Strategic Transfers from/(to) Reserves | 757,499 | - | (757,499) |
| **Net Change in Cash & Reserve Transfers** | $ 62,085 | $ - | $ (62,085) |
## FY19 PROPOSED BUDGET

### Unrestricted E&G

#### Revenues

<table>
<thead>
<tr>
<th></th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition &amp; Fee Revenue</td>
<td>$ -</td>
<td>$ -</td>
<td>-</td>
</tr>
<tr>
<td>Dining &amp; Residence Revenue</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Tuition Waivers/Scholarships</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Net Student Charges Revenue</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>State Appropriation</td>
<td>3,801,740</td>
<td>3,801,740</td>
<td>0.0%</td>
</tr>
<tr>
<td>Indirect Cost Recovery</td>
<td>7,500</td>
<td>7,500</td>
<td>0.0%</td>
</tr>
<tr>
<td>Investment Income/Gifts</td>
<td>3,859,317</td>
<td>4,430,220</td>
<td>14.8%</td>
</tr>
<tr>
<td>Sales/Services/Auxiliary</td>
<td>808,900</td>
<td>676,904</td>
<td>-16.3%</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>8,477,457</td>
<td>8,916,364</td>
<td>5.2%</td>
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</tbody>
</table>

#### Expenses

<table>
<thead>
<tr>
<th></th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>34,306,374</td>
<td>34,710,180</td>
<td>1.2%</td>
</tr>
<tr>
<td>Fuel &amp; Electricity</td>
<td>10,860</td>
<td>10,910</td>
<td>0.5%</td>
</tr>
<tr>
<td>Supplies &amp; Services</td>
<td>3,749,787</td>
<td>4,012,099</td>
<td>7.0%</td>
</tr>
<tr>
<td>Shared Services</td>
<td>(44,220,841)</td>
<td>(45,558,917)</td>
<td>3.0%</td>
</tr>
<tr>
<td>Travel</td>
<td>387,436</td>
<td>399,067</td>
<td>3.0%</td>
</tr>
<tr>
<td>Memberships, Contributions &amp; Sponsorships</td>
<td>450,960</td>
<td>390,301</td>
<td>-13.5%</td>
</tr>
<tr>
<td>Maintenance &amp; Alterations</td>
<td>3,368,722</td>
<td>4,109,687</td>
<td>22.0%</td>
</tr>
<tr>
<td>Interest</td>
<td>30,200</td>
<td>35,702</td>
<td>18.2%</td>
</tr>
<tr>
<td>Depreciation</td>
<td>4,856,617</td>
<td>4,835,520</td>
<td>-0.4%</td>
</tr>
<tr>
<td>Other Expenses &amp; Transfers</td>
<td>2,325,687</td>
<td>3,189,625</td>
<td>37.1%</td>
</tr>
<tr>
<td><strong>Total Operating Expenses &amp; Transfers</strong></td>
<td>5,265,802</td>
<td>6,134,174</td>
<td>16.5%</td>
</tr>
</tbody>
</table>

#### Operating Increase (Decrease)

<table>
<thead>
<tr>
<th></th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Increase (Decrease)</td>
<td>$ 3,211,655</td>
<td>$ 2,782,190</td>
<td>$(429,465)</td>
</tr>
</tbody>
</table>

#### Modified Cash Flow

<table>
<thead>
<tr>
<th></th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Increase (Decrease)</td>
<td>$ 3,211,655</td>
<td>$ 2,782,190</td>
<td>$(429,465)</td>
</tr>
<tr>
<td>Add Back Depreciation</td>
<td>4,856,617</td>
<td>4,835,520</td>
<td>(21,097)</td>
</tr>
<tr>
<td>Less Capital Expenditures</td>
<td>(1,033,300)</td>
<td>(442,300)</td>
<td>591,000</td>
</tr>
<tr>
<td>Less Capital Reserve Funding</td>
<td>(3,067,317)</td>
<td>(4,393,220)</td>
<td>(1,325,903)</td>
</tr>
<tr>
<td>Less Debt Service Principal</td>
<td>(755,000)</td>
<td>(5,883)</td>
<td>749,117</td>
</tr>
<tr>
<td><strong>Net Change Before Other Adjustments &amp; Transfers</strong></td>
<td>3,212,655</td>
<td>2,776,307</td>
<td>(436,348)</td>
</tr>
<tr>
<td>Transfer from/(to) Administrative Savings Rsrv</td>
<td>(3,301,740)</td>
<td>(3,301,740)</td>
<td>-</td>
</tr>
<tr>
<td>Transfer from/(to) Budget Stabilization</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Net Change Subtotal</strong></td>
<td>(89,085)</td>
<td>(525,433)</td>
<td>(436,348)</td>
</tr>
<tr>
<td>Other Strategic Transfers from/(to) Reserves</td>
<td>27,000</td>
<td>525,433</td>
<td>498,433</td>
</tr>
<tr>
<td><strong>Net Change in Cash &amp; Reserve Transfers</strong></td>
<td>$ (62,085)</td>
<td>$ -</td>
<td>$ 62,085</td>
</tr>
</tbody>
</table>
### Revenues

<table>
<thead>
<tr>
<th></th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition &amp; Fee Revenue</td>
<td>$158,866,957</td>
<td>$172,126,005</td>
<td>$13,259,048</td>
</tr>
<tr>
<td>Tuition Waivers</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Tuition Scholarships</td>
<td>(49,180,484)</td>
<td>(54,516,538)</td>
<td>(5,336,054)</td>
</tr>
<tr>
<td>Net Student Charges</td>
<td>109,686,473</td>
<td>117,609,467</td>
<td>7,922,994</td>
</tr>
<tr>
<td>State Appropriation</td>
<td>83,854,217</td>
<td>83,459,572</td>
<td>(394,645)</td>
</tr>
<tr>
<td>Indirect Cost Recovery</td>
<td>8,371,276</td>
<td>8,371,276</td>
<td>0</td>
</tr>
<tr>
<td>Investment Income/Gifts</td>
<td>912,890</td>
<td>919,938</td>
<td>7,048</td>
</tr>
<tr>
<td>Sales/Services/Auxiliary</td>
<td>14,761,765</td>
<td>16,025,902</td>
<td>1,264,137</td>
</tr>
<tr>
<td>Total Revenue</td>
<td>217,586,621</td>
<td>226,386,155</td>
<td>8,799,534</td>
</tr>
</tbody>
</table>

### Expenses

<table>
<thead>
<tr>
<th></th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>139,454,485</td>
<td>145,789,516</td>
<td>6,335,031</td>
</tr>
<tr>
<td>Fuel &amp; Electricity</td>
<td>9,997,111</td>
<td>10,139,804</td>
<td>142,693</td>
</tr>
<tr>
<td>Supplies &amp; Services</td>
<td>15,100,807</td>
<td>16,474,228</td>
<td>1,373,421</td>
</tr>
<tr>
<td>Shared Services</td>
<td>18,255,579</td>
<td>18,747,182</td>
<td>491,603</td>
</tr>
<tr>
<td>Travel</td>
<td>2,576,762</td>
<td>2,810,175</td>
<td>233,413</td>
</tr>
<tr>
<td>Memberships, Contrib.</td>
<td>419,136</td>
<td>421,099</td>
<td>1,963</td>
</tr>
<tr>
<td>Maintenance &amp; Alter.</td>
<td>4,500,067</td>
<td>4,542,526</td>
<td>42,189</td>
</tr>
<tr>
<td>Interest</td>
<td>667,341</td>
<td>587,460</td>
<td>(79,881)</td>
</tr>
<tr>
<td>Depreciation</td>
<td>14,177,562</td>
<td>13,788,287</td>
<td>(389,275)</td>
</tr>
<tr>
<td>Total Expenses &amp; Transfers</td>
<td>20,828,728</td>
<td>20,608,454</td>
<td>(220,274)</td>
</tr>
<tr>
<td>Total Operating Expenses &amp; Transfers</td>
<td>225,977,578</td>
<td>233,908,461</td>
<td>7,930,883</td>
</tr>
</tbody>
</table>

### Operating Increase (Decrease)

<table>
<thead>
<tr>
<th></th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$ (8,390,957)</td>
<td>$(7,522,306)</td>
<td>$ 868,651</td>
</tr>
</tbody>
</table>

### Modified Cash Flow

<table>
<thead>
<tr>
<th></th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Increase (Decrease)</td>
<td>$ (8,390,957)</td>
<td>$(7,522,306)</td>
<td>$ 868,651</td>
</tr>
<tr>
<td>Plus Depreciation</td>
<td>14,177,562</td>
<td>13,788,287</td>
<td>(389,275)</td>
</tr>
<tr>
<td>Less Capital Expenditures</td>
<td>(4,380,108)</td>
<td>(5,186,064)</td>
<td>(805,956)</td>
</tr>
<tr>
<td>Less Capital Reserve Funding</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Less Debt Service Principal</td>
<td>(1,406,497)</td>
<td>(1,079,917)</td>
<td>326,580</td>
</tr>
<tr>
<td>Net Change Before Other Adjustments &amp; Transfers</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Transfer from/(to) Administrative Savings Rsrv</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Transfer from/(to) Budget Stabilization</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Net Change Subtotal</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other Strategic Transfers from/(to) Reserves</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Net Change in Cash &amp; Reserve Transfers</td>
<td>$ 0</td>
<td>$ 0</td>
<td>-</td>
</tr>
</tbody>
</table>
### University of Maine
**FY19 PROPOSED BUDGET**

**Unrestricted Auxiliary**

<table>
<thead>
<tr>
<th>Revenues</th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition &amp; Fee Revenue</td>
<td>$39,159,100</td>
<td>$39,188,740</td>
<td>0.1%</td>
</tr>
<tr>
<td>Dining &amp; Residence Revenue</td>
<td>$37,979,498</td>
<td>$37,975,773</td>
<td>0.1%</td>
</tr>
</tbody>
</table>
| Tuition Waivers/Scholarships | - | - | -%
| Net Student Charges Revenue | - | - | -%
| State Appropriation | - | - | -%
| Indirect Cost Recovery | - | - | -%
| Investment Income/Gifts | - | - | -%
| Sales/Services/Auxiliary | $12,319,502 | $13,204,381 | 18.1% |
| Total Revenue | $50,299,000 | $51,180,154 | 1.8% |

<table>
<thead>
<tr>
<th>Expenses</th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>$17,178,830</td>
<td>$17,581,341</td>
<td>2.3%</td>
</tr>
<tr>
<td>Fuel &amp; Electricity</td>
<td>$3,685,274</td>
<td>$3,731,834</td>
<td>1.3%</td>
</tr>
<tr>
<td>Supplies &amp; Services</td>
<td>$13,401,543</td>
<td>$13,204,351</td>
<td>-1.5%</td>
</tr>
</tbody>
</table>
| Shared Services | - | - | -%
| Travel | $104,268 | $102,455 | -1.7% |
| Memberships, Contributions & Sponsorships | $20,000 | $12,061 | -39.7% |
| Maintenance & Alterations | $3,053,403 | $3,225,576 | 5.6% |
| Interest | $2,000,586 | $1,876,652 | -6.2% |
| Depreciation | $3,387,324 | $3,999,166 | 18.1% |
| Other Expenses & Transfers | $5,277,189 | $5,495,924 | 4.1% |
| Total Operating Expenses & Transfers | $48,108,417 | $49,229,360 | 2.3% |
| Operating Increase (Decrease) | $2,190,583 | $1,950,794 | -10.9% |

<table>
<thead>
<tr>
<th>Modified Cash Flow</th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Increase (Decrease)</td>
<td>$2,190,583</td>
<td>$1,950,794</td>
<td>$239,789</td>
</tr>
<tr>
<td>Plus Depreciation</td>
<td>$3,387,324</td>
<td>$3,999,166</td>
<td>18.1%</td>
</tr>
<tr>
<td>Less Capital Expenditures</td>
<td>$(1,688,152)</td>
<td>$(1,978,747)</td>
<td>17.2%</td>
</tr>
<tr>
<td>Less Capital Reserve Funding</td>
<td>$(1,354,055)</td>
<td>$(1,368,313)</td>
<td>1.1%</td>
</tr>
<tr>
<td>Less Debt Service Principal</td>
<td>$(2,535,700)</td>
<td>$(2,602,900)</td>
<td>2.7%</td>
</tr>
<tr>
<td>Net Change Before Other Adjustments &amp; Transfers</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Transfer from/(to) Administrative Savings Rsrv</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Transfer from/(to) Budget Stabilization</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Net Change Subtotal</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other Strategic Transfers from/(to) Reserves</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Net Change in Cash &amp; Reserve Transfers</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
</tbody>
</table>
## University of Maine
### FY19 PROPOSED BUDGET
#### Unrestricted E&G and Auxiliary

### Revenues

<table>
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<tr>
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<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
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<td>Tuition &amp; Fee Revenue</td>
<td>$158,866,957</td>
<td>$172,126,005</td>
<td>$13,259,048</td>
</tr>
<tr>
<td>Dining &amp; Residence Revenue</td>
<td>39,159,100</td>
<td>39,188,740</td>
<td>29,640</td>
</tr>
<tr>
<td>Tuition Waivers/Scholarships</td>
<td>(50,360,086)</td>
<td>(55,729,505)</td>
<td>(5,369,419)</td>
</tr>
<tr>
<td>Net Student Charges Revenue</td>
<td>147,665,971</td>
<td>155,585,240</td>
<td>7,919,269</td>
</tr>
<tr>
<td>State Appropriation</td>
<td>83,854,217</td>
<td>83,459,572</td>
<td>(394,645)</td>
</tr>
<tr>
<td>Indirect Cost Recovery</td>
<td>8,371,276</td>
<td>8,371,276</td>
<td>-</td>
</tr>
<tr>
<td>Investment Income/Gifts</td>
<td>912,890</td>
<td>919,938</td>
<td>7,048</td>
</tr>
<tr>
<td>Sales/Services/Auxiliary</td>
<td>27,081,267</td>
<td>29,230,283</td>
<td>2,149,016</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>267,885,621</td>
<td>277,566,309</td>
<td>9,680,688</td>
</tr>
</tbody>
</table>

### Expenses

<table>
<thead>
<tr>
<th></th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>156,633,315</td>
<td>163,370,857</td>
<td>6,737,542</td>
</tr>
<tr>
<td>Fuel &amp; Electricity</td>
<td>13,682,385</td>
<td>13,871,638</td>
<td>189,253</td>
</tr>
<tr>
<td>Supplies &amp; Services</td>
<td>28,502,350</td>
<td>29,678,579</td>
<td>1,176,229</td>
</tr>
<tr>
<td>Shared Services</td>
<td>18,255,579</td>
<td>18,747,182</td>
<td>491,603</td>
</tr>
<tr>
<td>Travel</td>
<td>2,681,030</td>
<td>2,912,630</td>
<td>231,600</td>
</tr>
<tr>
<td>Memberships, Contributions &amp; Sponsorships</td>
<td>439,136</td>
<td>433,160</td>
<td>(5,976)</td>
</tr>
<tr>
<td>Maintenance &amp; Alterations</td>
<td>7,553,470</td>
<td>7,767,832</td>
<td>214,362</td>
</tr>
<tr>
<td>Interest</td>
<td>2,667,927</td>
<td>2,464,112</td>
<td>(203,815)</td>
</tr>
<tr>
<td>Depreciation</td>
<td>17,564,886</td>
<td>17,787,453</td>
<td>222,567</td>
</tr>
<tr>
<td>Other Expenses &amp; Transfers</td>
<td>26,105,917</td>
<td>26,104,378</td>
<td>(1,539)</td>
</tr>
<tr>
<td><strong>Total Operating Expenses &amp; Transfers</strong></td>
<td>274,085,995</td>
<td>283,137,821</td>
<td>9,051,826</td>
</tr>
</tbody>
</table>

### Operating Increase (Decrease)

<table>
<thead>
<tr>
<th></th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>$ (6,200,374)</td>
<td>$ (5,571,512)</td>
<td>$ 628,862</td>
<td>-10.1%</td>
</tr>
</tbody>
</table>

### Modified Cash Flow

<table>
<thead>
<tr>
<th></th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Increase (Decrease)</td>
<td>$ (6,200,374)</td>
<td>$ (5,571,512)</td>
<td>$ 628,862</td>
</tr>
<tr>
<td>Plus Depreciation</td>
<td>17,564,886</td>
<td>17,787,453</td>
<td>222,567</td>
</tr>
<tr>
<td>Less Capital Expenditures</td>
<td>(6,068,260)</td>
<td>(7,164,811)</td>
<td>(1,096,551)</td>
</tr>
<tr>
<td>Less Capital Reserve Funding</td>
<td>(1,354,055)</td>
<td>(1,368,313)</td>
<td>(14,258)</td>
</tr>
<tr>
<td>Less Debt Service Principal</td>
<td>(3,942,197)</td>
<td>(3,682,817)</td>
<td>259,380</td>
</tr>
<tr>
<td><strong>Net Change Before Other Adjustments &amp; Transfers</strong></td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transfer from/(to) Administrative Savings Rsrv</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Transfer from/(to) Budget Stabilization</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Net Change Subtotal</strong></td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other Strategic Transfers from/(to) Reserves</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Net Change in Cash &amp; Reserve Transfers</strong></td>
<td>$</td>
<td>$</td>
<td>$</td>
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211
## University of Maine at Augusta
### FY19 PROPOSED BUDGET
#### Unrestricted E&G

### Revenues

<table>
<thead>
<tr>
<th></th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition &amp; Fee Revenue</td>
<td>$22,457,993</td>
<td>$21,317,704</td>
<td>($1,140,289)</td>
</tr>
<tr>
<td>Dining &amp; Residence Revenue</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Tuition Waivers/Scholarships</td>
<td>(3,150,117)</td>
<td>(3,182,057)</td>
<td>(31,940)</td>
</tr>
<tr>
<td>Net Student Charges Revenue</td>
<td>19,307,876</td>
<td>18,135,647</td>
<td>(1,172,229)</td>
</tr>
<tr>
<td>State Appropriation</td>
<td>17,193,899</td>
<td>17,415,314</td>
<td>221,415</td>
</tr>
<tr>
<td>Indirect Cost Recovery</td>
<td>175,000</td>
<td>160,886</td>
<td>(14,114)</td>
</tr>
<tr>
<td>Investment Income/Gifts</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Sales/Services/Auxiliary</td>
<td>435,750</td>
<td>380,456</td>
<td>(55,294)</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>37,112,525</td>
<td>36,092,303</td>
<td>($1,020,222)</td>
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### Expenses

<table>
<thead>
<tr>
<th></th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
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</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>26,196,976</td>
<td>26,628,310</td>
<td>431,334</td>
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<td>Fuel &amp; Electricity</td>
<td>825,793</td>
<td>731,723</td>
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<td>Supplies &amp; Services</td>
<td>1,821,257</td>
<td>1,726,782</td>
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<td>Shared Services</td>
<td>4,645,524</td>
<td>4,840,186</td>
<td>194,662</td>
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<tr>
<td>Travel</td>
<td>270,407</td>
<td>309,323</td>
<td>38,916</td>
</tr>
<tr>
<td>Memberships, Contributions &amp; Sponsorships</td>
<td>81,259</td>
<td>80,316</td>
<td>(943)</td>
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<tr>
<td>Maintenance &amp; Alterations</td>
<td>464,219</td>
<td>474,493</td>
<td>10,274</td>
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<tr>
<td>Interest</td>
<td>37,508</td>
<td>30,221</td>
<td>(7,287)</td>
</tr>
<tr>
<td>Depreciation</td>
<td>1,608,500</td>
<td>1,730,680</td>
<td>122,180</td>
</tr>
<tr>
<td>Other Expenses &amp; Transfers</td>
<td>2,458,436</td>
<td>2,901,337</td>
<td>442,901</td>
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<tr>
<td><strong>Total Operating Expenses &amp; Transfers</strong></td>
<td>38,409,879</td>
<td>39,453,371</td>
<td>1,043,492</td>
</tr>
<tr>
<td>Operating Increase (Decrease)</td>
<td>$1,297,354</td>
<td>$3,361,069</td>
<td>($2,063,715)</td>
</tr>
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</table>

### Modified Cash Flow

<table>
<thead>
<tr>
<th></th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Increase (Decrease)</td>
<td>$1,297,354</td>
<td>($3,361,069)</td>
<td>($2,063,715)</td>
</tr>
<tr>
<td>Plus Depreciation</td>
<td>1,608,500</td>
<td>1,730,680</td>
<td>122,180</td>
</tr>
<tr>
<td>Less Capital Expenditures</td>
<td>(992,227)</td>
<td>(980,319)</td>
<td>11,908</td>
</tr>
<tr>
<td>Less Capital Reserve Funding</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Less Debt Service Principal</td>
<td>(309,747)</td>
<td>(328,376)</td>
<td>(18,629)</td>
</tr>
<tr>
<td><strong>Net Change Before Other Adjustments &amp; Transfers</strong></td>
<td>(990,828)</td>
<td>(2,939,084)</td>
<td>(1,948,256)</td>
</tr>
<tr>
<td>Transfer from/(to) Administrative Savings Rsrv</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Transfer from/(to) Budget Stabilization</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Net Change Subtotal</strong></td>
<td>(990,828)</td>
<td>(2,939,084)</td>
<td>(1,948,256)</td>
</tr>
<tr>
<td>Other Strategic Transfers from/(to) Reserves</td>
<td>990,828</td>
<td>2,939,084</td>
<td>1,948,256</td>
</tr>
<tr>
<td><strong>Net Change in Cash &amp; Reserve Transfers</strong></td>
<td>$</td>
<td>$0</td>
<td>$0</td>
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### University of Maine at Augusta

**FY19 PROPOSED BUDGET**

**Unrestricted Auxiliary**

#### Revenues

<table>
<thead>
<tr>
<th></th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition &amp; Fee Revenue</td>
<td>$</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Dining &amp; Residence Revenue</td>
<td>-</td>
<td>7,637</td>
<td>7,637</td>
</tr>
<tr>
<td>Tuition Waivers/Scholarships</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Net Student Charges Revenue</td>
<td>-</td>
<td>7,637</td>
<td>7,637</td>
</tr>
<tr>
<td>State Appropriation</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Indirect Cost Recovery</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Investment Income/Gifts</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Sales/Services/Auxiliary</td>
<td>1,191,000</td>
<td>1,086,000</td>
<td>(105,000)</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>1,191,000</td>
<td>1,093,637</td>
<td>(97,363)</td>
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</tbody>
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#### Expenses

<table>
<thead>
<tr>
<th></th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>285,444</td>
<td>283,552</td>
<td>(1,892)</td>
</tr>
<tr>
<td>Fuel &amp; Electricity</td>
<td>1,000</td>
<td>1,000</td>
<td>-</td>
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<tr>
<td>Supplies &amp; Services</td>
<td>810,400</td>
<td>750,450</td>
<td>(59,950)</td>
</tr>
<tr>
<td>Shared Services</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Travel</td>
<td>450</td>
<td>450</td>
<td>-</td>
</tr>
<tr>
<td>Memberships, Contributions &amp; Sponsorships</td>
<td>900</td>
<td>900</td>
<td>-</td>
</tr>
<tr>
<td>Maintenance &amp; Alterations</td>
<td>3,500</td>
<td>9,137</td>
<td>5,637</td>
</tr>
<tr>
<td>Interest</td>
<td>1,882</td>
<td>1,468</td>
<td>(414)</td>
</tr>
<tr>
<td>Depreciation</td>
<td>29,670</td>
<td>17,662</td>
<td>(12,008)</td>
</tr>
<tr>
<td>Other Expenses &amp; Transfers</td>
<td>123,040</td>
<td>122,705</td>
<td>(335)</td>
</tr>
<tr>
<td><strong>Total Operating Expenses &amp; Transfers</strong></td>
<td>1,256,286</td>
<td>1,187,324</td>
<td>(68,962)</td>
</tr>
<tr>
<td><strong>Operating Increase (Decrease)</strong></td>
<td>$ (65,286)</td>
<td>$ (93,687)</td>
<td>$ (28,401)</td>
</tr>
</tbody>
</table>

#### Modified Cash Flow

<table>
<thead>
<tr>
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<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
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<tbody>
<tr>
<td>Operating Increase (Decrease)</td>
<td>$ (65,286)</td>
<td>$ (93,687)</td>
<td>$ (28,401)</td>
</tr>
<tr>
<td>Plus Depreciation</td>
<td>29,670</td>
<td>17,662</td>
<td>(12,008)</td>
</tr>
<tr>
<td>Less Capital Expenditures</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Less Capital Reserve Funding</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Less Debt Service Principal</td>
<td>(10,345)</td>
<td>(10,904)</td>
<td>(559)</td>
</tr>
<tr>
<td><strong>Net Change Before Other Adjustments &amp; Transfers</strong></td>
<td>(45,961)</td>
<td>(86,929)</td>
<td>(40,968)</td>
</tr>
<tr>
<td>Transfer from/(to) Administrative Savings Rsrv</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Transfer from/(to) Budget Stabilization</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Net Change Subtotal</strong></td>
<td>(45,961)</td>
<td>(86,929)</td>
<td>(40,968)</td>
</tr>
<tr>
<td>Other Strategic Transfers from/(to) Reserves</td>
<td>45,961</td>
<td>86,929</td>
<td>40,968</td>
</tr>
<tr>
<td><strong>Net Change in Cash &amp; Reserve Transfers</strong></td>
<td>$</td>
<td>-</td>
<td>$</td>
</tr>
</tbody>
</table>

Finance/Facilities/Technology Committee Meeting - Attachments

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## University of Maine at Augusta

### FY19 PROPOSED BUDGET

#### Unrestricted E&G and Auxiliary

### Revenues

<table>
<thead>
<tr>
<th></th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition &amp; Fee Revenue</td>
<td>$22,457,993</td>
<td>$21,317,704</td>
<td>($1,140,289)</td>
</tr>
<tr>
<td>Dining &amp; Residence Revenue</td>
<td>-</td>
<td>7,637</td>
<td>7,637</td>
</tr>
<tr>
<td>Tuition Waivers/Scholarships</td>
<td>(3,150,117)</td>
<td>(3,182,057)</td>
<td>(31,940)</td>
</tr>
<tr>
<td></td>
<td>19,307,876</td>
<td>18,415,314</td>
<td>(1,164,592)</td>
</tr>
<tr>
<td>State Appropriation</td>
<td>17,193,899</td>
<td>17,415,314</td>
<td>221,415</td>
</tr>
<tr>
<td>Indirect Cost Recovery</td>
<td>175,000</td>
<td>160,868</td>
<td>(14,114)</td>
</tr>
<tr>
<td>Investment Income/Gifts</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Sales/Services/Auxiliary</td>
<td>1,626,750</td>
<td>1,466,456</td>
<td>(160,294)</td>
</tr>
<tr>
<td>Total Revenue</td>
<td>38,303,525</td>
<td>37,185,940</td>
<td>(1,117,585)</td>
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### Expenses

<table>
<thead>
<tr>
<th></th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>26,482,420</td>
<td>26,911,862</td>
<td>429,442</td>
</tr>
<tr>
<td>Fuel &amp; Electricity</td>
<td>826,793</td>
<td>732,723</td>
<td>(94,070)</td>
</tr>
<tr>
<td>Supplies &amp; Services</td>
<td>2,631,657</td>
<td>2,477,232</td>
<td>(154,425)</td>
</tr>
<tr>
<td>Shared Services</td>
<td>4,645,524</td>
<td>4,840,186</td>
<td>194,662</td>
</tr>
<tr>
<td>Travel</td>
<td>270,857</td>
<td>309,773</td>
<td>38,916</td>
</tr>
<tr>
<td>Maintenance &amp; Alterations</td>
<td>467,719</td>
<td>483,630</td>
<td>15,911</td>
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<tr>
<td>Interest</td>
<td>39,390</td>
<td>31,689</td>
<td>(7,701)</td>
</tr>
<tr>
<td>Depreciation</td>
<td>1,638,170</td>
<td>1,748,342</td>
<td>110,172</td>
</tr>
<tr>
<td>Other Expenses &amp; Transfers</td>
<td>2,581,476</td>
<td>3,024,042</td>
<td>442,566</td>
</tr>
<tr>
<td>Total Operating Expenses &amp; Transfers</td>
<td>39,666,165</td>
<td>40,640,695</td>
<td>974,530</td>
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</table>

### Operating Increase (Decrease)

<table>
<thead>
<tr>
<th></th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>($1,362,640)</td>
<td>($3,454,756)</td>
<td>($2,092,116)</td>
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### Modified Cash Flow

<table>
<thead>
<tr>
<th></th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Increase (Decrease)</td>
<td>($1,362,640)</td>
<td>($3,454,756)</td>
<td>($2,092,116)</td>
</tr>
<tr>
<td>Plus Depreciation</td>
<td>1,638,170</td>
<td>1,748,342</td>
<td>110,172</td>
</tr>
<tr>
<td>Less Capital Expenditures</td>
<td>(992,227)</td>
<td>(980,319)</td>
<td>11,908</td>
</tr>
<tr>
<td>Less Capital Reserve Funding</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Less Debt Service Principal</td>
<td>(320,092)</td>
<td>(339,280)</td>
<td>(19,188)</td>
</tr>
<tr>
<td>Net Change Before Other Adjustments &amp; Transfers</td>
<td>($1,036,789)</td>
<td>($3,026,013)</td>
<td>($1,989,224)</td>
</tr>
</tbody>
</table>

### Transfer from/(to) Administrative Savings Rsrv

<table>
<thead>
<tr>
<th></th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>-</td>
<td>-</td>
<td>-</td>
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</tbody>
</table>

### Transfer from/(to) Budget Stabilization

<table>
<thead>
<tr>
<th></th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>-</td>
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### Net Change Subtotal

<table>
<thead>
<tr>
<th></th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>($1,036,789)</td>
<td>($3,026,013)</td>
<td>($1,989,224)</td>
</tr>
</tbody>
</table>

### Other Strategic Transfers from/(to) Reserves

<table>
<thead>
<tr>
<th></th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1,036,789</td>
<td>3,026,013</td>
<td>1,989,224</td>
</tr>
</tbody>
</table>

### Net Change in Cash & Reserve Transfers

<table>
<thead>
<tr>
<th></th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$</td>
<td>$</td>
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### FY19 PROPOSED BUDGET

#### Unrestricted E&G

<table>
<thead>
<tr>
<th>Revenues</th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition &amp; Fee Revenue</td>
<td>$20,764,144</td>
<td>$21,333,280</td>
<td>$569,136</td>
</tr>
<tr>
<td>Dining &amp; Residence Revenue</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Tuition Waivers/Scholarships</td>
<td>$(3,488,511)</td>
<td>$(4,141,336)</td>
<td>$(652,825)</td>
</tr>
<tr>
<td>Net Student Charges Revenue</td>
<td>$17,275,633</td>
<td>$17,191,944</td>
<td>$(83,689)</td>
</tr>
<tr>
<td>State Appropriation</td>
<td>$12,296,865</td>
<td>$12,365,939</td>
<td>69,074</td>
</tr>
<tr>
<td>Indirect Cost Recovery</td>
<td>$200,000</td>
<td>$200,000</td>
<td>-</td>
</tr>
<tr>
<td>Investment Income/Gifts</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Sales/Services/Auxiliary</td>
<td>$654,310</td>
<td>$700,310</td>
<td>$46,000</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>$30,426,808</td>
<td>$30,458,193</td>
<td>$31,385</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenses</th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>$23,687,237</td>
<td>$24,033,555</td>
<td>$346,318</td>
</tr>
<tr>
<td>Fuel &amp; Electricity</td>
<td>$629,360</td>
<td>$689,470</td>
<td>$60,110</td>
</tr>
<tr>
<td>Supplies &amp; Services</td>
<td>$1,586,322</td>
<td>$1,195,344</td>
<td>$(390,978)</td>
</tr>
<tr>
<td>Shared Services</td>
<td>$3,337,924</td>
<td>$3,671,846</td>
<td>$333,922</td>
</tr>
<tr>
<td>Travel</td>
<td>$562,259</td>
<td>$521,330</td>
<td>$(40,929)</td>
</tr>
<tr>
<td>Memberships, Contributions &amp; Sponsorships</td>
<td>$94,665</td>
<td>$94,059</td>
<td>$(606)</td>
</tr>
<tr>
<td>Maintenance &amp; Alterations</td>
<td>$34,522</td>
<td>$50,981</td>
<td>$16,459</td>
</tr>
<tr>
<td>Interest</td>
<td>$213,952</td>
<td>$197,746</td>
<td>$(16,206)</td>
</tr>
<tr>
<td>Depreciation</td>
<td>$1,827,065</td>
<td>$1,835,415</td>
<td>$8,350</td>
</tr>
<tr>
<td>Other Expenses &amp; Transfers</td>
<td>$(891,879)</td>
<td>$(1,221,318)</td>
<td>$(329,439)</td>
</tr>
<tr>
<td><strong>Total Operating Expenses &amp; Transfers</strong></td>
<td>$31,081,427</td>
<td>$31,068,415</td>
<td>$(12,999)</td>
</tr>
<tr>
<td><strong>Operating Increase (Decrease)</strong></td>
<td>$(654,619)</td>
<td>$(610,235)</td>
<td>$(44,384)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Modified Cash Flow</th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Increase (Decrease)</td>
<td>$(654,619)</td>
<td>$(610,235)</td>
<td>$(44,384)</td>
</tr>
<tr>
<td>Plus Depreciation</td>
<td>$1,827,065</td>
<td>$1,835,415</td>
<td>$8,350</td>
</tr>
<tr>
<td>Less Capital Expenditures</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Less Capital Reserve Funding</td>
<td>$(850,230)</td>
<td>$(884,239)</td>
<td>$(34,009)</td>
</tr>
<tr>
<td>Less Debt Service Principal</td>
<td>$(322,216)</td>
<td>$(340,941)</td>
<td>$(18,725)</td>
</tr>
</tbody>
</table>

| Net Change Before Other Adjustments & Transfers | - | - | - |
| Transfer from/(to) Administrative Savings Rsrv | - | - | - |
| Transfer from/(to) Budget Stabilization | - | - | - |
| **Net Change Subtotal** | - | - | - |
| Other Strategic Transfers from/(to) Reserves | - | - | - |
| **Net Change in Cash & Reserve Transfers** | $(654,619) | $(610,235) | $(44,384) | -6.8% |
### Unrestrained Auxiliary

**Univ of Maine at Farmington**  
**FY19 PROPOSED BUDGET**

<table>
<thead>
<tr>
<th>Revenues</th>
<th>FY18 Base</th>
<th>FY19 Base</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition &amp; Fee Revenue</td>
<td>$8,998,503</td>
<td>9,037,262</td>
<td>38,759 0.4%</td>
</tr>
<tr>
<td>Dining &amp; Residence Revenue</td>
<td>8,738,503</td>
<td>8,694,025</td>
<td>(44,478) -0.5%</td>
</tr>
<tr>
<td>Tuition Waivers/Scholarships</td>
<td>(260,000)</td>
<td>(343,237)</td>
<td>(83,237) 32.0%</td>
</tr>
<tr>
<td>State Appropriation</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Indirect Cost Recovery</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Investment Income/Gifts</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Sales/Services/Auxiliary</td>
<td>266,155</td>
<td>278,000</td>
<td>11,845 4.5%</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>9,004,658</td>
<td>8,972,025</td>
<td>(32,633) -0.4%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenses</th>
<th>FY18 Base</th>
<th>FY19 Base</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>1,706,802</td>
<td>1,557,651</td>
<td>(149,151) -8.7%</td>
</tr>
<tr>
<td>Fuel &amp; Electricity</td>
<td>465,540</td>
<td>581,341</td>
<td>115,801 24.9%</td>
</tr>
<tr>
<td>Supplies &amp; Services</td>
<td>3,168,472</td>
<td>3,186,685</td>
<td>18,213 0.6%</td>
</tr>
<tr>
<td>Shared Services</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Travel</td>
<td>12,125</td>
<td>4,275</td>
<td>(7,850) -64.7%</td>
</tr>
<tr>
<td>Memberships, Contributions &amp; Sponsorships</td>
<td>5,595</td>
<td>3,975</td>
<td>(1,620) -29.0%</td>
</tr>
<tr>
<td>Maintenance &amp; Alterations</td>
<td>57,587</td>
<td>47,457</td>
<td>(10,130) -17.6%</td>
</tr>
<tr>
<td>Interest</td>
<td>448,810</td>
<td>416,531</td>
<td>(32,279) -7.2%</td>
</tr>
<tr>
<td>Depreciation</td>
<td>461,347</td>
<td>588,187</td>
<td>126,840 27.5%</td>
</tr>
<tr>
<td>Other Expenses &amp; Transfers</td>
<td>2,076,809</td>
<td>2,262,520</td>
<td>185,711 8.9%</td>
</tr>
<tr>
<td><strong>Total Operating Expenses &amp; Transfers</strong></td>
<td>8,403,087</td>
<td>8,648,622</td>
<td>245,535 2.9%</td>
</tr>
</tbody>
</table>

| Operating Increase (Decrease)                          | $601,571  | $323,403  | ($278,168) -46.2% |

<table>
<thead>
<tr>
<th>Modified Cash Flow</th>
<th>FY18 Base</th>
<th>FY19 Base</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Increase (Decrease)</td>
<td>$601,571</td>
<td>$323,403</td>
<td>($278,168) -46.2%</td>
</tr>
<tr>
<td>Plus Depreciation</td>
<td>461,347</td>
<td>588,187</td>
<td>126,840 27.5%</td>
</tr>
<tr>
<td>Less Capital Expenditures</td>
<td>(244,700)</td>
<td>(139,700)</td>
<td>105,000 -42.9%</td>
</tr>
<tr>
<td>Less Capital Reserve Funding</td>
<td>(142,469)</td>
<td>(118,290)</td>
<td>24,179 -17.0%</td>
</tr>
<tr>
<td>Less Debt Service Principal</td>
<td>(627,914)</td>
<td>(653,600)</td>
<td>(25,686) 4.1%</td>
</tr>
<tr>
<td><strong>Net Change Before Other Adjustments &amp; Transfers</strong></td>
<td>47,835</td>
<td>-</td>
<td>(47,835)</td>
</tr>
<tr>
<td>Transfer from/(to) Administrative Savings Rsrv</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Transfer from/(to) Budget Stabilization</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Net Change Subtotal</strong></td>
<td>47,835</td>
<td>-</td>
<td>(47,835)</td>
</tr>
<tr>
<td>Other Strategic Transfers from/(to) Reserves</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Net Change in Cash &amp; Reserve Transfers</strong></td>
<td>$47,835</td>
<td>-</td>
<td>($47,835)</td>
</tr>
</tbody>
</table>
# Unrestricted E&G and Auxiliary

## FY18 BASE

<table>
<thead>
<tr>
<th>Description</th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition &amp; Fee Revenue</td>
<td>$20,764,144</td>
<td>$21,333,280</td>
<td>$569,136</td>
</tr>
<tr>
<td>Dining &amp; Residence Revenue</td>
<td>8,998,503</td>
<td>9,037,262</td>
<td>38,759</td>
</tr>
<tr>
<td>Tuition Waivers/Scholarships</td>
<td>(3,748,511)</td>
<td>(4,484,573)</td>
<td>(736,062)</td>
</tr>
<tr>
<td>Net Student Charges Revenue</td>
<td>26,014,136</td>
<td>25,885,969</td>
<td>(128,167)</td>
</tr>
<tr>
<td>State Appropriation</td>
<td>12,296,865</td>
<td>12,365,939</td>
<td>69,074</td>
</tr>
<tr>
<td>Indirect Cost Recovery</td>
<td>200,000</td>
<td>200,000</td>
<td>-</td>
</tr>
<tr>
<td>Investment Income/Gifts</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Sales/Services/Auxiliary</td>
<td>920,465</td>
<td>978,310</td>
<td>57,845</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>39,431,466</td>
<td>39,430,218</td>
<td>(1,248)</td>
</tr>
</tbody>
</table>

## Expenses

<table>
<thead>
<tr>
<th>Description</th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>25,394,039</td>
<td>25,591,206</td>
<td>197,167</td>
</tr>
<tr>
<td>Fuel &amp; Electricity</td>
<td>1,094,900</td>
<td>1,270,811</td>
<td>175,911</td>
</tr>
<tr>
<td>Supplies &amp; Services</td>
<td>4,754,794</td>
<td>4,382,029</td>
<td>(372,765)</td>
</tr>
<tr>
<td>Shared Services</td>
<td>3,337,924</td>
<td>3,671,846</td>
<td>333,922</td>
</tr>
<tr>
<td>Travel</td>
<td>574,384</td>
<td>525,605</td>
<td>(48,779)</td>
</tr>
<tr>
<td>Memberships, Contributions &amp; Sponsorships</td>
<td>100,260</td>
<td>98,034</td>
<td>(2,226)</td>
</tr>
<tr>
<td>Maintenance &amp; Alterations</td>
<td>92,109</td>
<td>98,438</td>
<td>6,329</td>
</tr>
<tr>
<td>Interest</td>
<td>662,762</td>
<td>614,277</td>
<td>(48,485)</td>
</tr>
<tr>
<td>Depreciation</td>
<td>2,288,412</td>
<td>2,423,602</td>
<td>135,190</td>
</tr>
<tr>
<td>Other Expenses &amp; Transfers</td>
<td>1,184,930</td>
<td>1,041,202</td>
<td>(143,728)</td>
</tr>
<tr>
<td><strong>Total Operating Expenses &amp; Transfers</strong></td>
<td>39,484,514</td>
<td>39,717,050</td>
<td>232,536</td>
</tr>
</tbody>
</table>

## Operating Increase (Decrease)

<table>
<thead>
<tr>
<th>Description</th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Increase (Decrease)</td>
<td>$53,048</td>
<td>$(286,832)</td>
<td>$(233,784)</td>
</tr>
</tbody>
</table>

## Modified Cash Flow

<table>
<thead>
<tr>
<th>Description</th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Increase (Decrease)</td>
<td>$53,048</td>
<td>$(286,832)</td>
<td>$(233,784)</td>
</tr>
<tr>
<td>Plus Depreciation</td>
<td>2,288,412</td>
<td>2,423,602</td>
<td>135,190</td>
</tr>
<tr>
<td>Less Capital Expenditures</td>
<td>(244,700)</td>
<td>(139,700)</td>
<td>105,000</td>
</tr>
<tr>
<td>Less Capital Reserve Funding</td>
<td>(992,699)</td>
<td>(1,002,529)</td>
<td>(9,830)</td>
</tr>
<tr>
<td>Less Debt Service Principal</td>
<td>(950,130)</td>
<td>(994,541)</td>
<td>(44,411)</td>
</tr>
<tr>
<td><strong>Net Change Before Other Adjustments &amp; Transfers</strong></td>
<td>47,835</td>
<td>-</td>
<td>$(47,835)</td>
</tr>
<tr>
<td>Transfer from/(to) Administrative Savings Rsrv</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Transfer from/(to) Budget Stabilization</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Net Change Subtotal</strong></td>
<td>47,835</td>
<td>-</td>
<td>$(47,835)</td>
</tr>
<tr>
<td>Other Strategic Transfers from/(to) Reserves</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Net Change in Cash &amp; Reserve Transfers</strong></td>
<td>$47,835</td>
<td>$</td>
<td>$(47,835)</td>
</tr>
</tbody>
</table>
### FY19 PROPOSED BUDGET

#### Unrestricted E&G

#### Revenues

<table>
<thead>
<tr>
<th></th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition &amp; Fee Revenue</td>
<td>$8,737,323</td>
<td>$9,381,658</td>
<td>$644,335</td>
</tr>
<tr>
<td>Dining &amp; Residence Revenue</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Tuition Waivers/Scholarships</td>
<td>(1,530,916)</td>
<td>(1,689,014)</td>
<td>(158,098)</td>
</tr>
<tr>
<td>Net Student Charges Revenue</td>
<td>7,206,407</td>
<td>7,692,644</td>
<td>486,237</td>
</tr>
<tr>
<td>State Appropriation</td>
<td>6,513,346</td>
<td>6,871,862</td>
<td>358,516</td>
</tr>
<tr>
<td>Indirect Cost Recovery</td>
<td>36,230</td>
<td>32,500</td>
<td>(3,730)</td>
</tr>
<tr>
<td>Investment Income/Gifts</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Sales/Services/Auxiliary</td>
<td>247,500</td>
<td>226,882</td>
<td>(20,618)</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>14,003,483</td>
<td>14,823,888</td>
<td>820,405</td>
</tr>
</tbody>
</table>

#### Expenses

<table>
<thead>
<tr>
<th></th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>8,983,370</td>
<td>9,736,608</td>
<td>753,238</td>
</tr>
<tr>
<td>Fuel &amp; Electricity</td>
<td>447,346</td>
<td>453,246</td>
<td>5,900</td>
</tr>
<tr>
<td>Supplies &amp; Services</td>
<td>516,305</td>
<td>557,901</td>
<td>41,596</td>
</tr>
<tr>
<td>Shared Services</td>
<td>1,714,078</td>
<td>1,873,595</td>
<td>159,517</td>
</tr>
<tr>
<td>Travel</td>
<td>345,310</td>
<td>419,750</td>
<td>74,440</td>
</tr>
<tr>
<td>Memberships, Contributions &amp; Sponsorships</td>
<td>60,550</td>
<td>102,270</td>
<td>41,720</td>
</tr>
<tr>
<td>Maintenance &amp; Alterations</td>
<td>243,640</td>
<td>247,850</td>
<td>4,210</td>
</tr>
<tr>
<td>Interest</td>
<td>40,450</td>
<td>35,206</td>
<td>(5,244)</td>
</tr>
<tr>
<td>Depreciation</td>
<td>668,982</td>
<td>724,561</td>
<td>55,579</td>
</tr>
<tr>
<td>Other Expenses &amp; Transfers</td>
<td>600,817</td>
<td>619,498</td>
<td>18,681</td>
</tr>
<tr>
<td><strong>Total Operating Expenses &amp; Transfers</strong></td>
<td>13,620,848</td>
<td>14,770,485</td>
<td>1,149,637</td>
</tr>
<tr>
<td><strong>Operating Increase (Decrease)</strong></td>
<td>$382,635</td>
<td>$53,403</td>
<td>$(329,232)</td>
</tr>
</tbody>
</table>

#### Modified Cash Flow

<table>
<thead>
<tr>
<th></th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
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<tr>
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<td>$382,635</td>
<td>$53,403</td>
<td>$(329,232)</td>
</tr>
<tr>
<td>Plus Depreciation</td>
<td>668,982</td>
<td>724,561</td>
<td>55,579</td>
</tr>
<tr>
<td>Less Capital Expenditures</td>
<td>(220,000)</td>
<td>(220,000)</td>
<td>-</td>
</tr>
<tr>
<td>Less Capital Reserve Funding</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Less Debt Service Principal</td>
<td>(326,999)</td>
<td>(345,488)</td>
<td>(18,489)</td>
</tr>
<tr>
<td><strong>Net Change Before Other Adjustments &amp; Transfers</strong></td>
<td>504,618</td>
<td>212,476</td>
<td>(292,142)</td>
</tr>
<tr>
<td>Transfer from/(to) Administrative Savings Rsrv</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Transfer from/(to) Budget Stabilization</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Net Change Subtotal</strong></td>
<td>504,618</td>
<td>212,476</td>
<td>(292,142)</td>
</tr>
<tr>
<td>Other Strategic Transfers from/(to) Reserves</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Net Change in Cash &amp; Reserve Transfers</strong></td>
<td>$504,618</td>
<td>$212,476</td>
<td>$(292,142)</td>
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</table>
### Revenues

<table>
<thead>
<tr>
<th></th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition &amp; Fee Revenue</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td>Dining &amp; Residence Revenue</td>
<td>1,609,420</td>
<td>1,463,200</td>
<td>(146,220)</td>
</tr>
<tr>
<td>Tuition Waivers/Scholarships</td>
<td>(60,000)</td>
<td>(60,000)</td>
<td>-</td>
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<tr>
<td>Net Student Charges Revenue</td>
<td>1,549,420</td>
<td>1,403,200</td>
<td>(146,220)</td>
</tr>
<tr>
<td>State Appropriation</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Indirect Cost Recovery</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Investment Income/Gifts</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Sales/Services/Auxiliary</td>
<td>109,100</td>
<td>106,900</td>
<td>(2,200)</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>1,658,520</td>
<td>1,510,100</td>
<td>(148,420)</td>
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### Expenses

<table>
<thead>
<tr>
<th></th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>315,104</td>
<td>291,006</td>
<td>(24,098)</td>
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<td>Fuel &amp; Electricity</td>
<td>179,259</td>
<td>181,100</td>
<td>1,841</td>
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<td>Supplies &amp; Services</td>
<td>812,817</td>
<td>700,690</td>
<td>(112,127)</td>
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<td>Shared Services</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Travel</td>
<td>3,500</td>
<td>3,500</td>
<td>-</td>
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<tr>
<td>Memberships, Contributions &amp; Sponsorships</td>
<td>200</td>
<td>250</td>
<td>50</td>
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<tr>
<td>Maintenance &amp; Alterations</td>
<td>55,270</td>
<td>56,770</td>
<td>1,500</td>
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<tr>
<td>Interest</td>
<td>218,324</td>
<td>207,200</td>
<td>(11,124)</td>
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<tr>
<td>Depreciation</td>
<td>217,798</td>
<td>216,543</td>
<td>(1,255)</td>
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<tr>
<td>Other Expenses &amp; Transfers</td>
<td>60,902</td>
<td>65,427</td>
<td>4,525</td>
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<tr>
<td><strong>Total Operating Expenses &amp; Transfers</strong></td>
<td>1,863,174</td>
<td>1,722,486</td>
<td>(140,688)</td>
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<tr>
<td><strong>Operating Increase (Decrease)</strong></td>
<td>$ (204,654)</td>
<td>$ (212,386)</td>
<td>$ (7,732)</td>
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### Modified Cash Flow

<table>
<thead>
<tr>
<th></th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Increase (Decrease)</td>
<td>$ (204,654)</td>
<td>$ (212,386)</td>
<td>$ (7,732)</td>
</tr>
<tr>
<td>Plus Depreciation</td>
<td>217,798</td>
<td>216,543</td>
<td>(1,255)</td>
</tr>
<tr>
<td>Less Capital Expenditures</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Less Capital Reserve Funding</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Less Debt Service Principal</td>
<td>(208,826)</td>
<td>(210,000)</td>
<td>(1,174)</td>
</tr>
<tr>
<td><strong>Net Change Before Other Adjustments &amp; Transfers</strong></td>
<td>(195,682)</td>
<td>(205,843)</td>
<td>(10,161)</td>
</tr>
<tr>
<td>Transfer from/(to) Administrative Savings Rsrv</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Transfer from/(to) Budget Stabilization</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Net Change Subtotal</strong></td>
<td>(195,682)</td>
<td>(205,843)</td>
<td>(10,161)</td>
</tr>
<tr>
<td>Other Strategic Transfers from/(to) Reserves</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Net Change in Cash &amp; Reserve Transfers</strong></td>
<td>$ (195,682)</td>
<td>$ (205,843)</td>
<td>$ (10,161)</td>
</tr>
</tbody>
</table>
Univ of Maine at Fort Kent  
FY19 PROPOSED BUDGET  
Unrestricted E&G and Auxiliary

<table>
<thead>
<tr>
<th>Revenues</th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition &amp; Fee Revenue</td>
<td>$8,737,323</td>
<td>$9,381,658</td>
<td>$644,335</td>
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<tr>
<td>Dining &amp; Residence Revenue</td>
<td>1,609,420</td>
<td>1,463,200</td>
<td>(146,220)</td>
</tr>
<tr>
<td>Tuition Waivers/Scholarships</td>
<td>(1,590,916)</td>
<td>(1,749,014)</td>
<td>(158,098)</td>
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<tr>
<td>Net Student Charges Revenue</td>
<td>8,755,827</td>
<td>9,095,844</td>
<td>340,017</td>
</tr>
<tr>
<td>State Appropriation</td>
<td>6,513,346</td>
<td>6,871,862</td>
<td>358,516</td>
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<tr>
<td>Indirect Cost Recovery</td>
<td>36,230</td>
<td>32,500</td>
<td>(3,730)</td>
</tr>
<tr>
<td>Investment Income/Gifts</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Sales/Services/Auxiliary</td>
<td>356,600</td>
<td>333,782</td>
<td>(158,098)</td>
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<tr>
<td><strong>Total Revenue</strong></td>
<td>15,662,003</td>
<td>16,333,988</td>
<td>671,985</td>
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<table>
<thead>
<tr>
<th>Expenses</th>
<th></th>
<th></th>
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<tbody>
<tr>
<td>Personnel</td>
<td>9,298,474</td>
<td>10,027,614</td>
<td>729,140</td>
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<tr>
<td>Fuel &amp; Electricity</td>
<td>626,605</td>
<td>634,346</td>
<td>7,741</td>
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<td>Supplies &amp; Services</td>
<td>1,329,122</td>
<td>1,258,591</td>
<td>(70,531)</td>
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<td>Shared Services</td>
<td>1,714,078</td>
<td>1,873,595</td>
<td>159,517</td>
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<tr>
<td>Travel</td>
<td>348,810</td>
<td>423,250</td>
<td>74,440</td>
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<td>Memberships, Contributions &amp; Sponsorships</td>
<td>60,750</td>
<td>102,520</td>
<td>41,770</td>
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<tr>
<td>Maintenance &amp; Alterations</td>
<td>298,910</td>
<td>304,620</td>
<td>5,710</td>
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<tr>
<td>Interest</td>
<td>258,774</td>
<td>242,406</td>
<td>(16,368)</td>
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<tr>
<td>Depreciation</td>
<td>886,780</td>
<td>941,104</td>
<td>54,324</td>
</tr>
<tr>
<td>Other Expenses &amp; Transfers</td>
<td>661,719</td>
<td>684,925</td>
<td>23,206</td>
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<tr>
<td><strong>Total Operating Expenses &amp; Transfers</strong></td>
<td>15,484,022</td>
<td>16,492,971</td>
<td>1,008,949</td>
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<table>
<thead>
<tr>
<th>Modified Cash Flow</th>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Operating Increase (Decrease)</td>
<td>$177,981</td>
<td>$(158,983)</td>
<td>$(336,964)</td>
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<tr>
<td>Plus Depreciation</td>
<td>886,780</td>
<td>941,104</td>
<td>54,324</td>
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<tr>
<td>Less Capital Expenditures</td>
<td>(220,000)</td>
<td>(220,000)</td>
<td>-</td>
</tr>
<tr>
<td>Less Capital Reserve Funding</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Less Debt Service Principal</td>
<td>(535,825)</td>
<td>(555,488)</td>
<td>(19,663)</td>
</tr>
<tr>
<td><strong>Net Change Before Other Adjustments &amp; Transfers</strong></td>
<td>308,936</td>
<td>6,633</td>
<td>(302,303)</td>
</tr>
<tr>
<td>Transfer from/(to) Administrative Savings Rsrv</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Transfer from/(to) Budget Stabilization</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Net Change Subtotal</strong></td>
<td>308,936</td>
<td>6,633</td>
<td>(302,303)</td>
</tr>
<tr>
<td>Other Strategic Transfers from/(to) Reserves</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Net Change in Cash &amp; Reserve Transfers</strong></td>
<td>$308,936</td>
<td>$6,633</td>
<td>$(302,303)</td>
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</table>
## FY19 PROPOSED BUDGET

### Unrestricted E&G

#### Revenues

<table>
<thead>
<tr>
<th>Description</th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition &amp; Fee Revenue</td>
<td>$4,839,337</td>
<td>$4,621,822</td>
<td>$(217,515)</td>
</tr>
<tr>
<td>Dining &amp; Residence Revenue</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Tuition Waivers/Scholarships</td>
<td>$(1,468,193)</td>
<td>$(1,168,193)</td>
<td>300,000</td>
</tr>
<tr>
<td>Net Student Charges Revenue</td>
<td>3,371,144</td>
<td>3,453,629</td>
<td>82,485</td>
</tr>
<tr>
<td>State Appropriation</td>
<td>5,252,559</td>
<td>5,200,375</td>
<td>$(52,184)</td>
</tr>
<tr>
<td>Indirect Cost Recovery</td>
<td>60,000</td>
<td>60,000</td>
<td>-</td>
</tr>
<tr>
<td>Investment Income/Gifts</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Sales/Services/Auxiliary</td>
<td>251,780</td>
<td>298,667</td>
<td>46,887</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>8,935,483</td>
<td>9,012,671</td>
<td>77,188</td>
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#### Expenses

<table>
<thead>
<tr>
<th>Description</th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>5,801,316</td>
<td>5,713,591</td>
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<td>Fuel &amp; Electricity</td>
<td>341,000</td>
<td>364,200</td>
<td>23,200</td>
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<tr>
<td>Supplies &amp; Services</td>
<td>586,710</td>
<td>639,229</td>
<td>52,519</td>
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<tr>
<td>Shared Services</td>
<td>1,242,149</td>
<td>1,182,440</td>
<td>$(59,709)</td>
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<tr>
<td>Travel</td>
<td>225,875</td>
<td>245,642</td>
<td>19,767</td>
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<tr>
<td>Memberships, Contributions &amp; Sponsorships</td>
<td>40,725</td>
<td>41,360</td>
<td>635</td>
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<td>Maintenance &amp; Alterations</td>
<td>113,628</td>
<td>142,804</td>
<td>29,176</td>
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<td>Interest</td>
<td>66,156</td>
<td>60,186</td>
<td>$(5,970)</td>
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<tr>
<td>Depreciation</td>
<td>519,679</td>
<td>493,173</td>
<td>$(26,506)</td>
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<tr>
<td>Other Expenses &amp; Transfers</td>
<td>412,072</td>
<td>511,047</td>
<td>98,975</td>
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<tr>
<td><strong>Total Operating Expenses &amp; Transfers</strong></td>
<td>9,349,310</td>
<td>9,393,672</td>
<td>44,362</td>
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</table>

#### Operating Increase (Decrease)

<table>
<thead>
<tr>
<th>Description</th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Increase (Decrease)</td>
<td>$(413,827)</td>
<td>$(381,001)</td>
<td>32,826</td>
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#### Modified Cash Flow

<table>
<thead>
<tr>
<th>Description</th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Increase (Decrease)</td>
<td>$(413,827)</td>
<td>$(381,001)</td>
<td>32,826</td>
</tr>
<tr>
<td>Plus Depreciation</td>
<td>519,679</td>
<td>493,173</td>
<td>$(26,506)</td>
</tr>
<tr>
<td>Less Capital Expenditures</td>
<td>-</td>
<td>(6,500)</td>
<td>(6,500)</td>
</tr>
<tr>
<td>Less Capital Reserve Funding</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Less Debt Service Principal</td>
<td>(105,852)</td>
<td>(105,672)</td>
<td>180</td>
</tr>
<tr>
<td><strong>Net Change Before Other Adjustments &amp; Transfers</strong></td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Transfer from/(to) Administrative Savings Rsrv</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Transfer from/(to) Budget Stabilization</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Net Change Subtotal</strong></td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other Strategic Transfers from/(to) Reserves</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Net Change in Cash &amp; Reserve Transfers</strong></td>
<td>$</td>
<td>$</td>
<td>$</td>
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### FY19 PROPOSED BUDGET

#### Unrestricted Auxiliary

<table>
<thead>
<tr>
<th>Revenues</th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition &amp; Fee Revenue</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td>Dining &amp; Residence Revenue</td>
<td>1,871,238</td>
<td>1,718,766</td>
<td>(152,472)</td>
</tr>
<tr>
<td>Tuition Waivers/Scholarships</td>
<td>(102,000)</td>
<td>(62,440)</td>
<td>39,560</td>
</tr>
<tr>
<td>Net Student Charges Revenue</td>
<td>1,769,238</td>
<td>1,656,326</td>
<td>(112,912)</td>
</tr>
<tr>
<td>State Appropriation</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Indirect Cost Recovery</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Investment Income/Gifts</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Sales/Services/Auxiliary</td>
<td>80,219</td>
<td>47,500</td>
<td>(32,719)</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>1,849,457</td>
<td>1,703,826</td>
<td>(145,631)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenses</th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>263,942</td>
<td>240,635</td>
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<tr>
<td>Fuel &amp; Electricity</td>
<td>227,000</td>
<td>203,656</td>
<td>(23,344)</td>
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<td>Supplies &amp; Services</td>
<td>818,942</td>
<td>770,335</td>
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</tr>
<tr>
<td>Shared Services</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Travel</td>
<td>2,100</td>
<td>700</td>
<td>(1,400)</td>
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<tr>
<td>Memberships, Contributions &amp; Sponsorships</td>
<td>500</td>
<td>100</td>
<td>(400)</td>
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<tr>
<td>Maintenance &amp; Alterations</td>
<td>124,500</td>
<td>98,475</td>
<td>(26,025)</td>
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<tr>
<td>Interest</td>
<td>98,778</td>
<td>92,975</td>
<td>(5,803)</td>
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<tr>
<td>Depreciation</td>
<td>200,831</td>
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<td>55,088</td>
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<tr>
<td>Other Expenses &amp; Transfers</td>
<td>99,391</td>
<td>79,877</td>
<td>(19,514)</td>
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<tr>
<td><strong>Total Operating Expenses &amp; Transfers</strong></td>
<td>1,835,984</td>
<td>1,742,672</td>
<td>(93,312)</td>
</tr>
<tr>
<td><strong>Operating Increase (Decrease)</strong></td>
<td>$ 13,473</td>
<td>$(38,846)</td>
<td>$(52,319)</td>
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</table>

<table>
<thead>
<tr>
<th>Modified Cash Flow</th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Increase (Decrease)</td>
<td>$ 13,473</td>
<td>$(38,846)</td>
<td>$(52,319)</td>
</tr>
<tr>
<td>Plus Depreciation</td>
<td>200,831</td>
<td>255,919</td>
<td>55,088</td>
</tr>
<tr>
<td>Less Capital Expenditures</td>
<td>(18,981)</td>
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<td>18,981</td>
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<tr>
<td>Less Capital Reserve Funding</td>
<td>-</td>
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</tr>
<tr>
<td>Less Debt Service Principal</td>
<td>(195,323)</td>
<td>(217,073)</td>
<td>(21,750)</td>
</tr>
<tr>
<td><strong>Net Change Before Other Adjustments &amp; Transfers</strong></td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

| Other Strategic Transfers from/(to) Reserves | - | - | - | - |
| **Net Change in Cash & Reserve Transfers** | $ - | $ - | $ - | - |
**Univ of Maine at Machias**
**FY19 PROPOSED BUDGET**

*Unrestricted E&G and Auxiliary*

<table>
<thead>
<tr>
<th>Revenues</th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition &amp; Fee Revenue</td>
<td>$4,839,337</td>
<td>$4,621,822</td>
<td>($217,515)</td>
</tr>
<tr>
<td>Dining &amp; Residence Revenue</td>
<td>1,871,238</td>
<td>1,718,766</td>
<td>(152,472)</td>
</tr>
<tr>
<td>Tuition Waivers/Scholarships</td>
<td>(1,570,193)</td>
<td>(1,230,633)</td>
<td>339,560</td>
</tr>
<tr>
<td>Net Student Charges Revenue</td>
<td>5,140,382</td>
<td>5,109,955</td>
<td>(30,427)</td>
</tr>
<tr>
<td>State Appropriation</td>
<td>5,252,559</td>
<td>5,200,375</td>
<td>(52,184)</td>
</tr>
<tr>
<td>Indirect Cost Recovery</td>
<td>60,000</td>
<td>60,000</td>
<td>-</td>
</tr>
<tr>
<td>Investment Income/Gifts</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Sales/Services/Auxiliary</td>
<td>331,999</td>
<td>346,167</td>
<td>14,168</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>10,784,940</td>
<td>10,716,497</td>
<td>(68,443)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenses</th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>6,065,258</td>
<td>5,954,226</td>
<td>(111,032)</td>
</tr>
<tr>
<td>Fuel &amp; Electricity</td>
<td>568,000</td>
<td>567,856</td>
<td>(144)</td>
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<tr>
<td>Supplies &amp; Services</td>
<td>1,405,652</td>
<td>1,409,564</td>
<td>3,912</td>
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<tr>
<td>Shared Services</td>
<td>1,242,149</td>
<td>1,182,440</td>
<td>(59,709)</td>
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<tr>
<td>Travel</td>
<td>227,975</td>
<td>246,342</td>
<td>18,367</td>
</tr>
<tr>
<td>Memberships, Contributions &amp; Sponsorships</td>
<td>41,225</td>
<td>41,460</td>
<td>235</td>
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<tr>
<td>Maintenance &amp; Alterations</td>
<td>238,128</td>
<td>241,279</td>
<td>3,151</td>
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<tr>
<td>Interest</td>
<td>164,934</td>
<td>153,161</td>
<td>(11,773)</td>
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<tr>
<td>Depreciation</td>
<td>720,510</td>
<td>749,092</td>
<td>28,582</td>
</tr>
<tr>
<td>Other Expenses &amp; Transfers</td>
<td>511,463</td>
<td>590,924</td>
<td>79,461</td>
</tr>
<tr>
<td><strong>Total Operating Expenses &amp; Transfers</strong></td>
<td>11,185,294</td>
<td>11,136,344</td>
<td>(48,950)</td>
</tr>
<tr>
<td>Operating Increase (Decrease)</td>
<td>$ (400,354)</td>
<td>$ (419,847)</td>
<td>$ (19,493)</td>
</tr>
</tbody>
</table>

**Modified Cash Flow**

| Operating Increase (Decrease)     | $ (400,354)      | $ (419,847)      | $ (19,493)       | 4.9%            |
| Plus Depreciation                 | 720,510          | 749,092          | 28,582           | 4.0%            |
| Less Capital Expenditures         | (18,981)         | (6,500)          | 12,481           | -65.8%          |
| Less Capital Reserve Funding      | -                | -                | -                | -               |
| Less Debt Service Principal       | (301,175)        | (322,745)        | (21,570)         | 7.2%            |
| **Net Change Before Other Adjustments & Transfers** | -              | -               | -                |                |
| Transfer from/(to) Administrative Savings Rsrv | -              | -               | -                |                |
| Transfer from/(to) Budget Stabilization | -              | -               | -                |                |
| **Net Change Subtotal**           | -                | -                | -                |                |
| Other Strategic Transfers from/(to) Reserves | -              | -               | -                |                |
| **Net Change in Cash & Reserve Transfers** | $ -              | $ -             | $ -             |                |
### FY19 Proposed Budget

#### Unrestricted E&G

<table>
<thead>
<tr>
<th>Category</th>
<th>FY18 Base</th>
<th>FY19 Base</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuition &amp; Fee Revenue</td>
<td>$7,538,281</td>
<td>$8,779,897</td>
<td>$1,241,616</td>
</tr>
<tr>
<td>Dining &amp; Residence Revenue</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Tuition Waivers/Scholarships</td>
<td>(1,405,800)</td>
<td>(1,778,532)</td>
<td>(372,732)</td>
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<tr>
<td>Net Student Charges Revenue</td>
<td>6,132,481</td>
<td>7,001,365</td>
<td>868,884</td>
</tr>
<tr>
<td>State Appropriation</td>
<td>7,936,764</td>
<td>7,500,556</td>
<td>(436,208)</td>
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<tr>
<td>Indirect Cost Recovery</td>
<td>155,000</td>
<td>155,000</td>
<td>-</td>
</tr>
<tr>
<td>Investment Income/Gifts</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Sales/Services/Auxiliary</td>
<td>298,700</td>
<td>518,722</td>
<td>220,022</td>
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<td><strong>Total Revenue</strong></td>
<td>14,522,945</td>
<td>15,175,643</td>
<td>652,698</td>
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<td><strong>Expenses</strong></td>
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<td>Personnel</td>
<td>9,903,502</td>
<td>10,221,333</td>
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<td>Fuel &amp; Electricity</td>
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<td>557,375</td>
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<td>Supplies &amp; Services</td>
<td>875,432</td>
<td>869,166</td>
<td>(6,266)</td>
</tr>
<tr>
<td>Shared Services</td>
<td>1,930,611</td>
<td>2,083,261</td>
<td>152,650</td>
</tr>
<tr>
<td>Travel</td>
<td>331,998</td>
<td>366,255</td>
<td>34,257</td>
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<td>Memberships, Contributions &amp; Sponsorships</td>
<td>56,191</td>
<td>56,515</td>
<td>324</td>
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<tr>
<td>Maintenance &amp; Alterations</td>
<td>289,882</td>
<td>315,734</td>
<td>25,852</td>
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<tr>
<td>Interest</td>
<td>60,830</td>
<td>74,102</td>
<td>13,272</td>
</tr>
<tr>
<td>Depreciation</td>
<td>835,290</td>
<td>877,030</td>
<td>41,740</td>
</tr>
<tr>
<td>Other Expenses &amp; Transfers</td>
<td>622,011</td>
<td>658,826</td>
<td>36,815</td>
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<tr>
<td><strong>Total Operating Expenses &amp; Transfers</strong></td>
<td>15,462,797</td>
<td>16,079,597</td>
<td>616,800</td>
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<tr>
<td><strong>Operating Increase (Decrease)</strong></td>
<td>$ (939,852)</td>
<td>$ (903,954)</td>
<td>$35,898</td>
</tr>
<tr>
<td><strong>Modified Cash Flow</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Increase (Decrease)</td>
<td>$ (939,852)</td>
<td>$ (903,954)</td>
<td>$35,898</td>
</tr>
<tr>
<td>Plus Depreciation</td>
<td>835,290</td>
<td>877,030</td>
<td>41,740</td>
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<tr>
<td>Less Capital Expenditures</td>
<td>(100,000)</td>
<td>(160,176)</td>
<td>(60,176)</td>
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<tr>
<td>Less Capital Reserve Funding</td>
<td>-</td>
<td>(20,724)</td>
<td>(20,724)</td>
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<tr>
<td>Less Debt Service Principal</td>
<td>(59,953)</td>
<td>(65,242)</td>
<td>(5,289)</td>
</tr>
<tr>
<td><strong>Net Change Before Other Adjustments &amp; Transfers</strong></td>
<td>(264,515)</td>
<td>(273,066)</td>
<td>(8,551)</td>
</tr>
<tr>
<td>Transfer from/(to) Administrative Savings Rsrv</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Transfer from/(to) Budget Stabilization</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Net Change Subtotal</strong></td>
<td>(264,515)</td>
<td>(273,066)</td>
<td>(8,551)</td>
</tr>
<tr>
<td>Other Strategic Transfers from/(to) Reserves</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Net Change in Cash &amp; Reserve Transfers</strong></td>
<td>$ (264,515)</td>
<td>$ (273,066)</td>
<td>$ (8,551)</td>
</tr>
</tbody>
</table>
## Univ of Maine at Presque Isle
### FY19 PROPOSED BUDGET
#### Unrestricted Auxiliary

### Revenues

<table>
<thead>
<tr>
<th></th>
<th>FY18 Base</th>
<th>FY19 Base</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition &amp; Fee Revenue</td>
<td>$2,240,794</td>
<td>$2,270,966</td>
<td>$30,172</td>
</tr>
<tr>
<td>Dining &amp; Residence Revenue</td>
<td>(216,000)</td>
<td>(227,600)</td>
<td>(11,600)</td>
</tr>
<tr>
<td>Net Student Charges Revenue</td>
<td>$2,024,794</td>
<td>$2,043,366</td>
<td>$18,572</td>
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<tr>
<td>State Appropriation</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Indirect Cost Recovery</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Sales/Services/Auxiliary</td>
<td>146,700</td>
<td>111,075</td>
<td>(35,625)</td>
</tr>
<tr>
<td>Total Revenue</td>
<td>$2,171,494</td>
<td>$2,154,441</td>
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</table>

### Expenses

<table>
<thead>
<tr>
<th></th>
<th>FY18 Base</th>
<th>FY19 Base</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>216,169</td>
<td>204,843</td>
<td>(11,326)</td>
</tr>
<tr>
<td>Fuel &amp; Electricity</td>
<td>403,000</td>
<td>333,000</td>
<td>(70,000)</td>
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<tr>
<td>Supplies &amp; Services</td>
<td>729,145</td>
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<tr>
<td>Shared Services</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Travel</td>
<td>375</td>
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<td>1,525</td>
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<tr>
<td>Maintenance &amp; Alterations</td>
<td>305,000</td>
<td>291,500</td>
<td>(13,500)</td>
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<tr>
<td>Interest</td>
<td>-</td>
<td>4,720</td>
<td>4,720</td>
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<tr>
<td>Depreciation</td>
<td>58,673</td>
<td>61,413</td>
<td>2,740</td>
</tr>
<tr>
<td>Other Expenses &amp; Transfers</td>
<td>121,243</td>
<td>125,084</td>
<td>3,841</td>
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<tr>
<td>Total Operating Expenses &amp; Transfers</td>
<td>$1,833,605</td>
<td>$1,873,688</td>
<td>$40,083</td>
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</table>

### Operating Increase (Decrease)

<table>
<thead>
<tr>
<th></th>
<th>FY18 Base</th>
<th>FY19 Base</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Increase</td>
<td>$337,889</td>
<td>$280,753</td>
<td>$(57,136)</td>
</tr>
</tbody>
</table>

### Modified Cash Flow

<table>
<thead>
<tr>
<th></th>
<th>FY18 Base</th>
<th>FY19 Base</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Increase</td>
<td>$337,889</td>
<td>$280,753</td>
<td>$(57,136)</td>
</tr>
<tr>
<td>Plus Depreciation</td>
<td>58,673</td>
<td>61,413</td>
<td>2,740</td>
</tr>
<tr>
<td>Less Capital Expenditures</td>
<td>(132,047)</td>
<td>(50,000)</td>
<td>82,047</td>
</tr>
<tr>
<td>Less Capital Reserve Funding</td>
<td>-</td>
<td>(19,100)</td>
<td>(19,100)</td>
</tr>
<tr>
<td>Less Debt Service Principal</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Net Change Before Other Adjustments &amp; Transfers</td>
<td>$264,515</td>
<td>$273,066</td>
<td>$8,551</td>
</tr>
<tr>
<td>Transfer from/(to) Administrative Savings Rsrv</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Transfer from/(to) Budget Stabilization</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Net Change Subtotal</td>
<td>$264,515</td>
<td>$273,066</td>
<td>$8,551</td>
</tr>
<tr>
<td>Other Strategic Transfers from/(to) Reserves</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Net Change in Cash &amp; Reserve Transfers</td>
<td>$264,515</td>
<td>$273,066</td>
<td>$8,551</td>
</tr>
</tbody>
</table>
## Univ of Maine at Presque Isle
### FY19 PROPOSED BUDGET
#### Unrestricted E&G and Auxiliary

<table>
<thead>
<tr>
<th>Revenues</th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition &amp; Fee Revenue</td>
<td>$7,538,281</td>
<td>$8,779,897</td>
<td>$1,241,616</td>
</tr>
<tr>
<td>Dining &amp; Residence Revenue</td>
<td>2,240,794</td>
<td>2,270,966</td>
<td>30,172</td>
</tr>
<tr>
<td>Tuition Waivers/Scholarships</td>
<td>(1,621,800)</td>
<td>(2,006,132)</td>
<td>(384,332)</td>
</tr>
<tr>
<td>Net Student Charges Revenue</td>
<td>8,157,275</td>
<td>9,044,731</td>
<td>887,456</td>
</tr>
<tr>
<td>State Appropriation</td>
<td>7,936,764</td>
<td>7,500,556</td>
<td>(436,208)</td>
</tr>
<tr>
<td>Indirect Cost Recovery</td>
<td>155,000</td>
<td>155,000</td>
<td>-</td>
</tr>
<tr>
<td>Investment Income/Gifts</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Sales/Services/Auxiliary</td>
<td>445,400</td>
<td>629,797</td>
<td>184,397</td>
</tr>
<tr>
<td>Total Revenue</td>
<td>16,694,439</td>
<td>17,330,084</td>
<td>635,645</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Expenses</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>10,119,671</td>
<td>10,426,176</td>
<td>306,505</td>
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<td>Fuel &amp; Electricity</td>
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<td>890,375</td>
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<td>Supplies &amp; Services</td>
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<td>1,720,008</td>
<td>115,431</td>
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<tr>
<td>Shared Services</td>
<td>1,930,611</td>
<td>2,083,261</td>
<td>152,650</td>
</tr>
<tr>
<td>Travel</td>
<td>332,373</td>
<td>368,155</td>
<td>35,782</td>
</tr>
<tr>
<td>Memberships, Contributions &amp; Sponsorships</td>
<td>56,191</td>
<td>56,901</td>
<td>710</td>
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<td>Maintenance &amp; Alterations</td>
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<td>607,234</td>
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<tr>
<td>Depreciation</td>
<td>893,963</td>
<td>938,443</td>
<td>44,480</td>
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<td>Other Expenses &amp; Transfers</td>
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<td>Total Operating Expenses &amp; Transfers</td>
<td>17,296,402</td>
<td>17,953,285</td>
<td>656,883</td>
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</table>

| Operating Increase (Decrease) | $ (601,963) | $ (623,201) | $ (21,238) | 3.5% |

<table>
<thead>
<tr>
<th>Modified Cash Flow</th>
<th></th>
<th></th>
<th></th>
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<tbody>
<tr>
<td>Operating Increase (Decrease)</td>
<td>$ (601,963)</td>
<td>$ (623,201)</td>
<td>$ (21,238)</td>
</tr>
<tr>
<td>Plus Depreciation</td>
<td>893,963</td>
<td>938,443</td>
<td>44,480</td>
</tr>
<tr>
<td>Less Capital Expenditures</td>
<td>(232,047)</td>
<td>(210,176)</td>
<td>21,871</td>
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<tr>
<td>Less Capital Reserve Funding</td>
<td>-</td>
<td>(39,824)</td>
<td>(39,824)</td>
</tr>
<tr>
<td>Less Debt Service Principal</td>
<td>(59,953)</td>
<td>(65,242)</td>
<td>(5,289)</td>
</tr>
<tr>
<td>Net Change Before Other Adjustments &amp; Transfers</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Transfer from/(to) Administrative Savings Rsrv</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Transfer from/(to) Budget Stabilization</td>
<td>-</td>
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</tr>
<tr>
<td>Net Change Subtotal</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other Strategic Transfers from/(to) Reserves</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Net Change in Cash &amp; Reserve Transfers</td>
<td>$</td>
<td>$</td>
<td>$</td>
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226
<table>
<thead>
<tr>
<th>Revenues</th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tuition &amp; Fee Revenue</strong></td>
<td>$68,021,127</td>
<td>$70,180,235</td>
<td>$2,159,108</td>
</tr>
<tr>
<td><strong>Dining &amp; Residence Revenue</strong></td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Tuition Waivers/Scholarships</strong></td>
<td>(15,473,697)</td>
<td>(15,987,974)</td>
<td>(514,277)</td>
</tr>
<tr>
<td><strong>Net Student Charges Revenue</strong></td>
<td>52,547,430</td>
<td>54,192,261</td>
<td>1,644,831</td>
</tr>
<tr>
<td><strong>State Appropriation</strong></td>
<td>47,783,008</td>
<td>47,719,740</td>
<td>(63,268)</td>
</tr>
<tr>
<td><strong>Indirect Cost Recovery</strong></td>
<td>3,105,000</td>
<td>3,500,000</td>
<td>395,000</td>
</tr>
<tr>
<td><strong>Investment Income/Gifts</strong></td>
<td>80,000</td>
<td>120,000</td>
<td>40,000</td>
</tr>
<tr>
<td><strong>Sales/Services/Auxiliary</strong></td>
<td>5,004,449</td>
<td>5,621,293</td>
<td>(516,844)</td>
</tr>
<tr>
<td><strong>Net Increase (Decrease)</strong></td>
<td>$6,235,202</td>
<td>6,502,555</td>
<td>267,353</td>
</tr>
<tr>
<td><strong>Total Operating Expenses &amp; Transfers</strong></td>
<td>113,916,877</td>
<td>112,178,898</td>
<td>(1,737,979)</td>
</tr>
<tr>
<td><strong>Operating Increase (Decrease)</strong></td>
<td>$ (5,396,990)</td>
<td>$(3,025,604)</td>
<td>$2,371,386</td>
</tr>
</tbody>
</table>

**Modified Cash Flow**

| Operating Increase (Decrease)                | $ (5,396,990) | $(3,025,604) | $2,371,386 | -43.9%    |
| Plus Depreciation                           | 6,235,204    | 6,502,555 | 267,353  | 4.3%     |
| Less Capital Expenditures                   | (1,797,056)  | (1,823,056) | (26,000) | 1.4%    |
| Less Capital Reserve Funding                | -            | -         | -        | -%       |
| Less Debt Service Principal                 | (2,118,907)  | (1,653,895) | 465,012 | -21.9%   |
| **Net Change Before Other Adjustments & Transfers** | (3,077,749) | (0)       | 3,077,749 |
| Transfer from/(to) Administrative Savings Rsrv | -          | -         | -        | -       |
| Transfer from/(to) Budget Stabilization     | -            | -         | -        | -       |
| **Net Change Subtotal**                     | (3,077,749)  | (0)       | 3,077,749 |
| Other Strategic Transfers from/(to) Reserves | 3,215,228   | -         | (3,215,228) |
| **Net Change in Cash & Reserve Transfers**  | $137,479     | $(0)      | $137,479 |
# FY19 PROPOSED BUDGET

## Unrestricted E&G - SCHOOL OF LAW

### Revenues

<table>
<thead>
<tr>
<th></th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition &amp; Fee Revenue</td>
<td>$6,286,781</td>
<td>$6,368,080</td>
<td>$81,299</td>
</tr>
<tr>
<td>Dining &amp; Residence Revenue</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Tuition Waivers/Scholarships</td>
<td>$(1,300,000)</td>
<td>$(1,900,000)</td>
<td>$(600,000)</td>
</tr>
<tr>
<td>Net Student Charges Revenue</td>
<td>4,986,781</td>
<td>4,468,080</td>
<td>$(518,701)</td>
</tr>
<tr>
<td>State Appropriation</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Indirect Cost Recovery</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Investment Income/Gifts</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Sales/Services/Auxiliary</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>4,986,781</td>
<td>4,468,080</td>
<td>$(518,701)</td>
</tr>
</tbody>
</table>

### Expenses

<table>
<thead>
<tr>
<th></th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>$5,385,174</td>
<td>$5,504,198</td>
<td>$119,024</td>
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<tr>
<td>Fuel &amp; Electricity</td>
<td>-</td>
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<td>-</td>
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<tr>
<td>Supplies &amp; Services</td>
<td>278,890</td>
<td>236,290</td>
<td>$(42,600)</td>
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<tr>
<td>Shared Services</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Travel</td>
<td>82,921</td>
<td>34,921</td>
<td>$(48,000)</td>
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<tr>
<td>Memberships, Contributions &amp; Sponsorships</td>
<td>27,000</td>
<td>26,700</td>
<td>$(300)</td>
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<tr>
<td>Maintenance &amp; Alterations</td>
<td>7,750</td>
<td>3,250</td>
<td>$(4,500)</td>
</tr>
<tr>
<td>Interest</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Depreciation</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other Expenses &amp; Transfers</td>
<td>$(106,835)</td>
<td>$(143,833)</td>
<td>$(36,998)</td>
</tr>
<tr>
<td><strong>Total Operating Expenses &amp; Transfers</strong></td>
<td>5,674,900</td>
<td>5,661,526</td>
<td>$(13,374)</td>
</tr>
<tr>
<td><strong>Operating Increase (Decrease)</strong></td>
<td>$(688,119)</td>
<td>$(1,193,446)</td>
<td>$(505,327)</td>
</tr>
</tbody>
</table>

### Modified Cash Flow

<table>
<thead>
<tr>
<th></th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Increase (Decrease)</td>
<td>$(688,119)</td>
<td>$(1,193,446)</td>
<td>$(505,327)</td>
</tr>
<tr>
<td>Plus Depreciation</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Less Capital Expenditures</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Less Capital Reserve Funding</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Less Debt Service Principal</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Net Change Before Other Adjustments &amp; Transfers</strong></td>
<td>$(688,119)</td>
<td>$(1,193,446)</td>
<td>$(505,327)</td>
</tr>
<tr>
<td>Transfer from/(to) Administrative Savings Rsrv</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Transfer from/(to) Budget Stabilization</td>
<td>275,320</td>
<td>-</td>
<td>$(275,320)</td>
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<tr>
<td><strong>Net Change Subtotal</strong></td>
<td>$(412,799)</td>
<td>$(1,193,446)</td>
<td>$(780,647)</td>
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<tr>
<td>Other Strategic Transfers from/(to) Reserves</td>
<td>275,320</td>
<td>693,446</td>
<td>418,126</td>
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<tr>
<td><strong>Net Change in Cash &amp; Reserve Transfers</strong></td>
<td>$(137,479)</td>
<td>$(500,000)</td>
<td>$(362,521)</td>
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</table>
## University of Southern Maine

### FY19 PROPOSED BUDGET

#### Unrestricted E&G

<table>
<thead>
<tr>
<th>Revenues</th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition &amp; Fee Revenue</td>
<td>$74,307,908</td>
<td>$76,548,315</td>
<td>$2,240,407</td>
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<tr>
<td>Dining &amp; Residence Revenue</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Tuition Waivers/Scholarships</td>
<td>(16,773,697)</td>
<td>(17,887,974)</td>
<td>(1,114,277)</td>
</tr>
<tr>
<td>Net Student Charges Revenue</td>
<td>57,534,211</td>
<td>58,660,341</td>
<td>1,126,130</td>
</tr>
<tr>
<td>State Appropriation</td>
<td>47,783,008</td>
<td>47,719,740</td>
<td>(63,268)</td>
</tr>
<tr>
<td>Indirect Cost Recovery</td>
<td>3,105,000</td>
<td>3,500,000</td>
<td>395,000</td>
</tr>
<tr>
<td>Investment Income/Gifts</td>
<td>80,000</td>
<td>120,000</td>
<td>40,000</td>
</tr>
<tr>
<td>Sales/Services/Auxiliary</td>
<td>5,004,449</td>
<td>3,621,293</td>
<td>(1,383,156)</td>
</tr>
<tr>
<td>Total Revenue</td>
<td>113,506,668</td>
<td>113,621,374</td>
<td>114,706</td>
</tr>
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<table>
<thead>
<tr>
<th>Expenses</th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>82,140,858</td>
<td>81,211,946</td>
<td>(928,912)</td>
</tr>
<tr>
<td>Fuel &amp; Electricity</td>
<td>2,549,825</td>
<td>2,547,965</td>
<td>(1,860)</td>
</tr>
<tr>
<td>Supplies &amp; Services</td>
<td>6,001,138</td>
<td>5,755,650</td>
<td>(245,488)</td>
</tr>
<tr>
<td>Shared Services</td>
<td>12,298,049</td>
<td>12,261,090</td>
<td>(36,959)</td>
</tr>
<tr>
<td>Travel</td>
<td>1,186,423</td>
<td>1,068,763</td>
<td>(117,660)</td>
</tr>
<tr>
<td>Memberships, Contributions &amp; Sponsorships</td>
<td>365,990</td>
<td>363,834</td>
<td>(2,156)</td>
</tr>
<tr>
<td>Maintenance &amp; Alterations</td>
<td>1,839,452</td>
<td>1,861,443</td>
<td>21,991</td>
</tr>
<tr>
<td>Interest</td>
<td>812,693</td>
<td>705,001</td>
<td>(107,692)</td>
</tr>
<tr>
<td>Depreciation</td>
<td>6,235,204</td>
<td>6,502,555</td>
<td>267,351</td>
</tr>
<tr>
<td>Other Expenses &amp; Transfers</td>
<td>6,162,145</td>
<td>5,562,177</td>
<td>(599,968)</td>
</tr>
<tr>
<td>Total Operating Expenses &amp; Transfers</td>
<td>119,591,777</td>
<td>117,840,424</td>
<td>(1,751,353)</td>
</tr>
</tbody>
</table>

| Operating Increase (Decrease) | $ (6,085,109) | $ (4,219,050) | $ 1,866,059 | -30.7% |

<table>
<thead>
<tr>
<th>Modified Cash Flow</th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Increase (Decrease)</td>
<td>$ (6,085,109)</td>
<td>$ (4,219,050)</td>
<td>$ 1,866,059</td>
</tr>
<tr>
<td>Plus Depreciation</td>
<td>6,235,204</td>
<td>6,502,555</td>
<td>267,351</td>
</tr>
<tr>
<td>Less Capital Expenditures</td>
<td>(1,797,056)</td>
<td>(1,823,056)</td>
<td>(26,000)</td>
</tr>
<tr>
<td>Less Capital Reserve Funding</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Less Debt Service Principal</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total Operating Expenses &amp; Transfers</td>
<td>119,591,777</td>
<td>117,840,424</td>
<td>(1,751,353)</td>
</tr>
</tbody>
</table>

| Net Change Before Other Adjustments & Transfers | $ (3,765,868) | $ (1,193,446) | 2,572,422 |

| Transfer from/(to) Administrative Savings Rsrv | - | - | - |
| Transfer from/(to) Budget Stabilization | 275,320 | - | (275,320) |

| Net Change Subtotal | $ (3,490,548) | $ (1,193,446) | 2,297,102 |

| Other Strategic Transfers from/(to) Reserves | 3,490,548 | 693,446 | (2,797,102) |

| Net Change in Cash & Reserve Transfers | $ - | $ (500,000) | $ (500,000) |
## FY19 Proposed Budget

### University of Southern Maine

#### Unrestricted Auxiliary

### Revenues

<table>
<thead>
<tr>
<th></th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition &amp; Fee Revenue</td>
<td>$1,240,000</td>
<td>$1,227,714</td>
<td>($12,286)</td>
</tr>
<tr>
<td>Dining &amp; Residence Revenue</td>
<td>10,376,800</td>
<td>11,036,100</td>
<td>659,300</td>
</tr>
<tr>
<td>Tuition Waivers/Scholarships</td>
<td>(313,200)</td>
<td>(345,800)</td>
<td>(32,600</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net Student Charges Revenue</td>
<td>11,303,600</td>
<td>11,918,014</td>
<td>614,414</td>
</tr>
<tr>
<td>State Appropriation</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Indirect Cost Recovery</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Investment Income/Gifts</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Sales/Services/Auxiliary</td>
<td>2,566,264</td>
<td>2,433,951</td>
<td>(132,313)</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>13,869,864</td>
<td>14,351,965</td>
<td>482,101</td>
</tr>
</tbody>
</table>

### Expenses

<table>
<thead>
<tr>
<th></th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>2,132,138</td>
<td>2,272,231</td>
<td>140,093</td>
</tr>
<tr>
<td>Fuel &amp; Electricity</td>
<td>1,036,364</td>
<td>46,606</td>
<td>(989,758)</td>
</tr>
<tr>
<td>Supplies &amp; Services</td>
<td>5,079,080</td>
<td>5,264,949</td>
<td>185,869</td>
</tr>
<tr>
<td>Shared Services</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Travel</td>
<td>6,600</td>
<td>15,100</td>
<td>8,500</td>
</tr>
<tr>
<td>Memberships, Contributions &amp; Sponsorships</td>
<td>500</td>
<td>3,100</td>
<td>2,600</td>
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<tr>
<td>Maintenance &amp; Alterations</td>
<td>600,866</td>
<td>173,650</td>
<td>(427,216)</td>
</tr>
<tr>
<td>Interest</td>
<td>1,173,416</td>
<td>1,096,513</td>
<td>(76,903 )</td>
</tr>
<tr>
<td>Depreciation</td>
<td>1,044,758</td>
<td>1,117,016</td>
<td>72,258</td>
</tr>
<tr>
<td>Other Expenses &amp; Transfers</td>
<td>2,095,077</td>
<td>3,803,216</td>
<td>1,708,139</td>
</tr>
<tr>
<td><strong>Total Operating Expenses &amp; Transfers</strong></td>
<td>13,168,799</td>
<td>13,792,381</td>
<td>623,582</td>
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</tbody>
</table>

### Operating Increase (Decrease)

<table>
<thead>
<tr>
<th></th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating Increase (Decrease)</strong></td>
<td>$701,065</td>
<td>$559,584</td>
<td>($141,481)</td>
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### Modified Cash Flow

<table>
<thead>
<tr>
<th></th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating Increase (Decrease)</strong></td>
<td>$701,065</td>
<td>$559,584</td>
<td>($141,481)</td>
</tr>
<tr>
<td>Plus Depreciation</td>
<td>1,044,758</td>
<td>1,117,016</td>
<td>72,258</td>
</tr>
<tr>
<td>Less Capital Expenditures</td>
<td>(22,850)</td>
<td>-</td>
<td>22,850</td>
</tr>
<tr>
<td>Less Capital Reserve Funding</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Less Debt Service Principal</td>
<td>(1,604,055)</td>
<td>(1,676,600)</td>
<td>(72,545)</td>
</tr>
<tr>
<td><strong>Net Change Before Other Adjustments &amp; Transfers</strong></td>
<td>118,918</td>
<td>-</td>
<td>(118,918)</td>
</tr>
<tr>
<td>Transfer from/(to) Administrative Savings Rsrv</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Transfer from/(to) Budget Stabilization</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Net Change Subtotal</strong></td>
<td>118,918</td>
<td>-</td>
<td>(118,918)</td>
</tr>
<tr>
<td>Other Strategic Transfers from/(to) Reserves</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Net Change in Cash &amp; Reserve Transfers</strong></td>
<td>$118,918</td>
<td>$</td>
<td>($118,918)</td>
</tr>
</tbody>
</table>
### Revenues

<table>
<thead>
<tr>
<th></th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition &amp; Fee Revenue</td>
<td>$69,261,127</td>
<td>$71,407,949</td>
<td>$2,146,822</td>
</tr>
<tr>
<td>Dining &amp; Residence Revenue</td>
<td>10,376,800</td>
<td>11,036,100</td>
<td>659,300</td>
</tr>
<tr>
<td>Tuition Waivers/Scholarships</td>
<td>(15,786,897)</td>
<td>(16,333,774)</td>
<td>(546,877)</td>
</tr>
<tr>
<td>Net Student Charges Revenue</td>
<td>63,851,030</td>
<td>66,110,275</td>
<td>2,259,245</td>
</tr>
<tr>
<td>State Appropriation</td>
<td>47,783,008</td>
<td>47,719,740</td>
<td>(63,268)</td>
</tr>
<tr>
<td>Indirect Cost Recovery</td>
<td>3,105,000</td>
<td>3,500,000</td>
<td>395,000</td>
</tr>
<tr>
<td>Investment Income/Gifts</td>
<td>80,000</td>
<td>120,000</td>
<td>40,000</td>
</tr>
<tr>
<td>Sales/Services/Auxiliary</td>
<td>7,570,713</td>
<td>6,055,244</td>
<td>(1,515,469)</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>122,389,751</td>
<td>123,505,275</td>
<td>1,115,508</td>
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</table>

### Expenses

<table>
<thead>
<tr>
<th></th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>78,887,822</td>
<td>77,979,979</td>
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<tr>
<td>Fuel &amp; Electricity</td>
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<td>(991,618)</td>
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<td>Supplies &amp; Services</td>
<td>10,801,328</td>
<td>10,784,309</td>
<td>(17,019)</td>
</tr>
<tr>
<td>Shared Services</td>
<td>12,298,049</td>
<td>12,261,090</td>
<td>(36,959)</td>
</tr>
<tr>
<td>Travel</td>
<td>1,110,102</td>
<td>1,048,942</td>
<td>(61,160)</td>
</tr>
<tr>
<td>Memberships, Contributions &amp; Sponsorships</td>
<td>339,490</td>
<td>340,234</td>
<td>744</td>
</tr>
<tr>
<td>Maintenance &amp; Alterations</td>
<td>2,432,568</td>
<td>2,031,843</td>
<td>(400,725)</td>
</tr>
<tr>
<td>Interest</td>
<td>1,986,109</td>
<td>1,801,514</td>
<td>(184,595)</td>
</tr>
<tr>
<td>Depreciation</td>
<td>7,279,962</td>
<td>7,619,571</td>
<td>339,609</td>
</tr>
<tr>
<td>Other Expenses &amp; Transfers</td>
<td>8,364,057</td>
<td>9,509,244</td>
<td>1,145,187</td>
</tr>
<tr>
<td><strong>Total Operating Expenses &amp; Transfers</strong></td>
<td>127,085,676</td>
<td>125,971,259</td>
<td>(1,114,417)</td>
</tr>
<tr>
<td>Operating Increase (Decrease)</td>
<td>$ (4,695,925)</td>
<td>$ (2,466,020)</td>
<td>$ 2,229,905</td>
</tr>
</tbody>
</table>

### Modified Cash Flow

<table>
<thead>
<tr>
<th></th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Increase (Decrease)</td>
<td>$ (4,695,925)</td>
<td>$ (2,466,020)</td>
<td>$ 2,229,905</td>
</tr>
<tr>
<td>Plus Depreciation</td>
<td>7,279,962</td>
<td>7,619,571</td>
<td>339,609</td>
</tr>
<tr>
<td>Less Capital Expenditures</td>
<td>(1,819,906)</td>
<td>(1,823,056)</td>
<td>(3,150)</td>
</tr>
<tr>
<td>Less Capital Reserve Funding</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Less Debt Service Principal</td>
<td>(3,722,962)</td>
<td>(3,330,495)</td>
<td>392,467</td>
</tr>
<tr>
<td><strong>Net Change Before Other Adjustments &amp; Transfers</strong></td>
<td>(2,958,831)</td>
<td>0</td>
<td>2,958,831</td>
</tr>
<tr>
<td>Transfer from/(to) Administrative Savings Rsrv</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Transfer from/(to) Budget Stabilization</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Net Change Subtotal</strong></td>
<td>(2,958,831)</td>
<td>0</td>
<td>2,958,831</td>
</tr>
<tr>
<td>Other Strategic Transfers from/(to) Reserves</td>
<td>3,215,228</td>
<td>-</td>
<td>(3,215,228)</td>
</tr>
<tr>
<td><strong>Net Change in Cash &amp; Reserve Transfers</strong></td>
<td>$ 256,397</td>
<td>$ (0)</td>
<td>$ (256,397)</td>
</tr>
</tbody>
</table>
## University of Southern Maine
### FY19 PROPOSED BUDGET
### Unrestricted E&G and Auxiliary

#### Revenues

<table>
<thead>
<tr>
<th></th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition &amp; Fee Revenue</td>
<td>$75,547,908</td>
<td>$77,776,029</td>
<td>$2,228,121</td>
</tr>
<tr>
<td>Dining &amp; Residence Revenue</td>
<td>10,376,800</td>
<td>11,036,100</td>
<td>659,300</td>
</tr>
<tr>
<td>Tuition Waivers/Scholarships</td>
<td>(17,086,897)</td>
<td>(18,233,774)</td>
<td>(1,146,877)</td>
</tr>
<tr>
<td>Net Student Charges Revenue</td>
<td>68,837,811</td>
<td>70,578,355</td>
<td>1,740,544</td>
</tr>
<tr>
<td>State Appropriation</td>
<td>47,783,008</td>
<td>47,719,740</td>
<td>(63,268)</td>
</tr>
<tr>
<td>Indirect Cost Recovery</td>
<td>3,105,000</td>
<td>3,500,000</td>
<td>395,000</td>
</tr>
<tr>
<td>Investment Income/Gifts</td>
<td>80,000</td>
<td>120,000</td>
<td>40,000</td>
</tr>
<tr>
<td>Sales/Services/Auxiliary</td>
<td>7,570,713</td>
<td>6,055,244</td>
<td>(1,515,469)</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>127,376,532</td>
<td>127,973,339</td>
<td>596,807</td>
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</tbody>
</table>

#### Expenses

<table>
<thead>
<tr>
<th></th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>84,272,996</td>
<td>83,484,177</td>
<td>(788,819)</td>
</tr>
<tr>
<td>Fuel &amp; Electricity</td>
<td>3,586,189</td>
<td>2,594,571</td>
<td>(991,618)</td>
</tr>
<tr>
<td>Supplies &amp; Services</td>
<td>11,080,218</td>
<td>11,020,599</td>
<td>(59,619)</td>
</tr>
<tr>
<td>Shared Services</td>
<td>12,298,049</td>
<td>12,261,090</td>
<td>(36,959)</td>
</tr>
<tr>
<td>Travel</td>
<td>1,193,023</td>
<td>1,083,863</td>
<td>(109,160)</td>
</tr>
<tr>
<td>Memberships, Contributions &amp; Sponsorships</td>
<td>366,490</td>
<td>366,934</td>
<td>444</td>
</tr>
<tr>
<td>Maintenance &amp; Alterations</td>
<td>2,440,318</td>
<td>2,035,093</td>
<td>(405,225)</td>
</tr>
<tr>
<td>Interest</td>
<td>1,986,109</td>
<td>1,801,514</td>
<td>(184,595)</td>
</tr>
<tr>
<td>Depreciation</td>
<td>7,279,962</td>
<td>7,619,571</td>
<td>339,609</td>
</tr>
<tr>
<td>Other Expenses &amp; Transfers</td>
<td>8,257,222</td>
<td>9,365,393</td>
<td>1,108,171</td>
</tr>
<tr>
<td><strong>Total Operating Expenses &amp; Transfers</strong></td>
<td>132,760,576</td>
<td>131,632,805</td>
<td>(1,127,771)</td>
</tr>
</tbody>
</table>

#### Modified Cash Flow

<table>
<thead>
<tr>
<th></th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Increase (Decrease)</td>
<td>(5,384,044)</td>
<td>(3,659,466)</td>
<td>1,724,578</td>
</tr>
<tr>
<td>Plus Depreciation</td>
<td>7,279,962</td>
<td>7,619,571</td>
<td>339,609</td>
</tr>
<tr>
<td>Less Capital Expenditures</td>
<td>(1,819,906)</td>
<td>(1,823,056)</td>
<td>(3,150)</td>
</tr>
<tr>
<td>Less Capital Reserve Funding</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Less Debt Service Principal</td>
<td>(3,722,962)</td>
<td>(3,330,495)</td>
<td>392,467</td>
</tr>
<tr>
<td><strong>Net Change Before Other Adjustments &amp; Transfers</strong></td>
<td>(3,646,950)</td>
<td>(1,193,446)</td>
<td>2,453,504</td>
</tr>
</tbody>
</table>

#### Net Change Subtotal

<table>
<thead>
<tr>
<th></th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transfer from/(to) Administrative Savings Rsrv</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Transfer from/(to) Budget Stabilization</td>
<td>275,320</td>
<td>-</td>
<td>(275,320)</td>
</tr>
<tr>
<td><strong>Net Change Subtotal</strong></td>
<td>(3,371,630)</td>
<td>(1,193,446)</td>
<td>2,178,184</td>
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</tbody>
</table>

#### Other Strategic Transfers from/(to) Reserves

<table>
<thead>
<tr>
<th></th>
<th>FY18 BASE</th>
<th>FY19 BASE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other Strategic Transfers from/(to) Reserves</td>
<td>3,490,548</td>
<td>693,446</td>
<td>(2,797,102)</td>
</tr>
<tr>
<td><strong>Net Change in Cash &amp; Reserve Transfers</strong></td>
<td>$118,918</td>
<td>$(500,000)</td>
<td>$(618,918)</td>
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</table>
**Enrollment**

**In-State**

<table>
<thead>
<tr>
<th>FY</th>
<th>Budget</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>15</td>
<td>209,850</td>
<td>198,920</td>
</tr>
<tr>
<td>16</td>
<td>191,907</td>
<td>193,966</td>
</tr>
<tr>
<td>17</td>
<td>189,172</td>
<td>189,378</td>
</tr>
<tr>
<td>18</td>
<td>182,566</td>
<td>181,369</td>
</tr>
<tr>
<td>19</td>
<td>175,892</td>
<td>181,369</td>
</tr>
</tbody>
</table>

**Out-of-State**

<table>
<thead>
<tr>
<th>FY</th>
<th>Budget</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>15</td>
<td>69,950</td>
<td>74,648</td>
</tr>
<tr>
<td>16</td>
<td>82,380</td>
<td>80,822</td>
</tr>
<tr>
<td>17</td>
<td>86,336</td>
<td>90,643</td>
</tr>
<tr>
<td>18</td>
<td>97,214</td>
<td>101,841</td>
</tr>
<tr>
<td>19</td>
<td>108,077</td>
<td>108,077</td>
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</tbody>
</table>

**Total Credit Hour Enrollment**

<table>
<thead>
<tr>
<th>FY</th>
<th>Budget</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>15</td>
<td>279,800</td>
<td>273,568</td>
</tr>
<tr>
<td>16</td>
<td>274,287</td>
<td>274,788</td>
</tr>
<tr>
<td>17</td>
<td>275,508</td>
<td>280,021</td>
</tr>
<tr>
<td>18</td>
<td>279,780</td>
<td>283,210</td>
</tr>
<tr>
<td>19</td>
<td>283,969</td>
<td>283,969</td>
</tr>
</tbody>
</table>

FY19 Enrollment Budget:
- Budget: 1.5% above FY18
- Actual: 0.3% below FY18

**Early College**

<table>
<thead>
<tr>
<th></th>
<th>Budget</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget</td>
<td>1,213</td>
<td>1,219</td>
</tr>
<tr>
<td>Actual</td>
<td>1,045</td>
<td></td>
</tr>
</tbody>
</table>


Enrollment

**In-State**

<table>
<thead>
<tr>
<th></th>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget</td>
<td>88,879</td>
<td>83,203</td>
<td>85,028</td>
<td>76,802</td>
<td>71,473</td>
</tr>
<tr>
<td>Actual</td>
<td>85,052</td>
<td>83,624</td>
<td>75,663</td>
<td>68,746</td>
<td></td>
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</table>

Credit Hours

- **Total Credit Hour Enrollment**

<table>
<thead>
<tr>
<th></th>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget</td>
<td>2,586</td>
<td>3,061</td>
<td>3,198</td>
<td>3,371</td>
<td>2,710</td>
</tr>
<tr>
<td>Actual</td>
<td>2,586</td>
<td>3,061</td>
<td>3,198</td>
<td>3,371</td>
<td>2,710</td>
</tr>
</tbody>
</table>

Credit Hours

- **Out-of-State**

<table>
<thead>
<tr>
<th></th>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget</td>
<td>91,465</td>
<td>85,969</td>
<td>88,089</td>
<td>80,000</td>
<td>74,183</td>
</tr>
<tr>
<td>Actual</td>
<td>88,162</td>
<td>87,073</td>
<td>78,625</td>
<td>76,802</td>
<td></td>
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</table>

Credit Hours

- **Early College (included above)**

<table>
<thead>
<tr>
<th></th>
<th>Budget</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Early College</td>
<td>2,042</td>
<td>3,700</td>
</tr>
</tbody>
</table>

Credit Hours
Enrollment

In-State

Credit Hours

<table>
<thead>
<tr>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget: 47,068</td>
<td>44,422</td>
<td>45,235</td>
<td>45,984</td>
<td>47,102</td>
</tr>
<tr>
<td>Actual: 45,239</td>
<td>46,303</td>
<td>45,621</td>
<td>46,101</td>
<td></td>
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</tbody>
</table>

Out-of-State

Credit Hours

<table>
<thead>
<tr>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget: 55,729</td>
<td>53,525</td>
<td>55,098</td>
<td>55,562</td>
<td>56,859</td>
</tr>
<tr>
<td>Actual: 54,529</td>
<td>55,233</td>
<td>54,528</td>
<td>55,144</td>
<td></td>
</tr>
</tbody>
</table>

Total Credit Hour Enrollment

<table>
<thead>
<tr>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget: 8,661</td>
<td>9,103</td>
<td>9,863</td>
<td>9,578</td>
<td>9,757</td>
</tr>
<tr>
<td>Actual: 9,290</td>
<td>8,930</td>
<td>8,907</td>
<td>9,043</td>
<td></td>
</tr>
</tbody>
</table>

FY19 Enrollment Budget

<table>
<thead>
<tr>
<th>Budget</th>
<th>270</th>
<th>800</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual</td>
<td>240</td>
<td></td>
</tr>
</tbody>
</table>

Early College

(included above)

Finance/Facilities/Technology Committee Meeting - Attachments
Enrollment

In-State

Credit Hours

Total Credit Hour Enrollment

Out-of-State

Credit Hours

FY19 Enrollment Budget
Budget: 2.7% above FY18
Actual: 5.7% above FY18

Early College
(included above)

<table>
<thead>
<tr>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget</td>
<td>26,260</td>
<td>27,997</td>
<td>28,595</td>
<td>30,442</td>
</tr>
<tr>
<td>Actual</td>
<td>26,381</td>
<td>29,111</td>
<td>31,766</td>
<td>29,572</td>
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</table>

Finance/Facilities/Technology Committee Meeting - Attachments
## Enrollment

### In-State

<table>
<thead>
<tr>
<th>Year</th>
<th>Budget</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY15</td>
<td>13,385</td>
<td>13,259</td>
</tr>
<tr>
<td>FY16</td>
<td>13,616</td>
<td>12,497</td>
</tr>
<tr>
<td>FY17</td>
<td>12,757</td>
<td>12,248</td>
</tr>
<tr>
<td>FY18</td>
<td>12,062</td>
<td>12,068</td>
</tr>
<tr>
<td>FY19</td>
<td>12,062</td>
<td>12,068</td>
</tr>
</tbody>
</table>

### Out-of-State

<table>
<thead>
<tr>
<th>Year</th>
<th>Budget</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY15</td>
<td>16,573</td>
<td>16,125</td>
</tr>
<tr>
<td>FY16</td>
<td>16,760</td>
<td>15,191</td>
</tr>
<tr>
<td>FY17</td>
<td>15,398</td>
<td>15,123</td>
</tr>
<tr>
<td>FY18</td>
<td>15,000</td>
<td>14,067</td>
</tr>
<tr>
<td>FY19</td>
<td>15,000</td>
<td>15,000</td>
</tr>
</tbody>
</table>

### Total Credit Hour Enrollment

- **FY19 Enrollment Budget:** equals FY18
- **Actual:** 6.6% above FY18

### Early College

<table>
<thead>
<tr>
<th></th>
<th>Budget</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Actual</td>
<td>509</td>
<td>509</td>
</tr>
</tbody>
</table>

---

**Finance/Facilities/Technology Committee Meeting - Attachments**
Enrollment

In-State

Credit Hours

<table>
<thead>
<tr>
<th>Year</th>
<th>Budget</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY15</td>
<td>23,812</td>
<td>21,155</td>
</tr>
<tr>
<td>FY16</td>
<td>20,797</td>
<td>21,467</td>
</tr>
<tr>
<td>FY17</td>
<td>21,045</td>
<td>22,282</td>
</tr>
<tr>
<td>FY18</td>
<td>21,978</td>
<td>22,608</td>
</tr>
<tr>
<td>FY19</td>
<td>26,217</td>
<td></td>
</tr>
</tbody>
</table>

Total Credit Hour Enrollment

<table>
<thead>
<tr>
<th>Year</th>
<th>Budget</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY15</td>
<td>3,241</td>
<td>3,077</td>
</tr>
<tr>
<td>FY16</td>
<td>3,652</td>
<td>3,265</td>
</tr>
<tr>
<td>FY17</td>
<td>3,557</td>
<td>3,564</td>
</tr>
<tr>
<td>FY18</td>
<td>4,350</td>
<td>4,371</td>
</tr>
<tr>
<td>FY19</td>
<td>4,500</td>
<td></td>
</tr>
</tbody>
</table>

Out-of-State

Credit Hours

<table>
<thead>
<tr>
<th>Year</th>
<th>Budget</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY15</td>
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<td>24,232</td>
</tr>
<tr>
<td>FY16</td>
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<td>24,732</td>
</tr>
<tr>
<td>FY17</td>
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Early College (included above)

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<tr>
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CBE (included above)

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<tbody>
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TBD
## Enrollment

### In-State

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<tr>
<th></th>
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<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
</tr>
</thead>
<tbody>
<tr>
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<td>157,159</td>
<td>145,544</td>
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<tr>
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### Out-of-State

<table>
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<th>FY19</th>
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<tbody>
<tr>
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### Total Credit Hour Enrollment

<table>
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<tr>
<th></th>
<th>FY15</th>
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<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
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<tbody>
<tr>
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<td>18,337</td>
<td>18,432</td>
<td>18,802</td>
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<td>18,606</td>
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### FY19 Enrollment Budget
- Budget: 0.2% above FY18
- Actual: 3.9% above FY18

### Early College (included above)

<table>
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<tr>
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Enrollment

In-State

Credit Hours

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<th>Actual</th>
</tr>
</thead>
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<tr>
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<td>5,720</td>
<td>5,655</td>
</tr>
<tr>
<td>FY17</td>
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<td>5,032</td>
</tr>
<tr>
<td>FY18</td>
<td>5,726</td>
<td>5,303</td>
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<td>FY19</td>
<td>5,888</td>
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Out-of-State

Credit Hours

<table>
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<th>Actual</th>
</tr>
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Total Credit Hour Enrollment

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<th>Year</th>
<th>Budget</th>
<th>Actual</th>
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</thead>
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<td>8,112</td>
<td>7,564</td>
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<td>FY16</td>
<td>7,770</td>
<td>7,311</td>
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<td>7,578</td>
<td>6,984</td>
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<td>7,622</td>
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FY19 Enrollment Budget
- Budget: 1.2% above FY18
- Actual: 6.3% above FY18
Residence Hall Occupancy

<table>
<thead>
<tr>
<th>Year</th>
<th>Capacity</th>
<th>Residents</th>
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</thead>
<tbody>
<tr>
<td>FY15</td>
<td>3,484</td>
<td>3,340</td>
</tr>
<tr>
<td>FY16</td>
<td>3,580</td>
<td>3,380</td>
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<tr>
<td>FY17</td>
<td>3,575</td>
<td>3,364</td>
</tr>
<tr>
<td>FY18</td>
<td>3,612</td>
<td>3,451</td>
</tr>
<tr>
<td>FY19</td>
<td>3,608</td>
<td>3,409</td>
</tr>
</tbody>
</table>

Occupancy: 96% 94% 94% 96% 94%

Budgeted
Residence Hall Occupancy

Capacity | Residents
---------|---------
989      | 835     |
1,009    | 889     |
1,020    | 886     |
1,030    | 895     |
1,030    | 914     |

Capacity | Residents
---------|---------
84%      | 88%     |
87%      | 87%     |
89%      | 89%     |

Budgeted

Finance/Facilities/Technology Committee Meeting - Attachments
Residence Hall Occupancy

Finance/Facilities/Technology Committee Meeting - Attachments

Occupyance: 95% 97% 97% 80% 82%
## Residence Hall Occupancy

<table>
<thead>
<tr>
<th></th>
<th>Capacity</th>
<th>Residents</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY15</td>
<td>322</td>
<td>202</td>
</tr>
<tr>
<td>FY16</td>
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<td>210</td>
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<tr>
<td>FY17</td>
<td>275</td>
<td>227</td>
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<tr>
<td>FY18</td>
<td>275</td>
<td>175</td>
</tr>
<tr>
<td>FY19</td>
<td>273</td>
<td>190</td>
</tr>
</tbody>
</table>

- Occupancy: FY15: 63%  
  - FY16: 76%  
  - FY17: 83%  
  - FY18: 64%  
  - FY19: 70%

Budgeted: 30
Residence Hall Occupancy

Capacity vs. Residents

- FY15: 324 Capacity, 226 Residents, 70% Occupancy
- FY16: 313 Capacity, 259 Residents, 83% Occupancy
- FY17: 313 Capacity, 269 Residents, 86% Occupancy
- FY18: 307 Capacity, 247 Residents, 80% Occupancy
- FY19: 308 Capacity, 285 Residents, 93% Occupancy

Budgeted Occupancy: 93%
Residence Hall Occupancy

<table>
<thead>
<tr>
<th>Year</th>
<th>Capacity</th>
<th>Residents</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY15</td>
<td>1,099</td>
<td>999</td>
</tr>
<tr>
<td>FY16</td>
<td>1,121</td>
<td>1,026</td>
</tr>
<tr>
<td>FY17</td>
<td>1,121</td>
<td>1,127</td>
</tr>
<tr>
<td>FY18</td>
<td>1,121</td>
<td>1,103</td>
</tr>
<tr>
<td>FY19</td>
<td>1,193</td>
<td>1,240</td>
</tr>
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</table>

Occupancy: FY15 91%, FY16 92%, FY17 101%, FY18 98%, FY19 104%
## UNIVERSITY OF MAINE SYSTEM
### FY19 TOTAL STUDENT CHARGES

<table>
<thead>
<tr>
<th>1. Undergraduate</th>
<th>Annual Tuition</th>
<th>Mandatory Fees</th>
<th>Tuition &amp; Mandatory Fees¹</th>
<th>Room &amp; Board²</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>In-State</strong></td>
<td></td>
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<td></td>
<td></td>
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</tr>
<tr>
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<td>$2,380</td>
<td>$11,170</td>
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<td>$21,588</td>
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<td>998</td>
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<td>7,988</td>
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<tr>
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<td>898</td>
<td>9,666</td>
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<td>8,115</td>
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<td>16,635</td>
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<td>920</td>
<td>7,910</td>
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<td>16,316</td>
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<td>8,130</td>
<td>1,010</td>
<td>9,140</td>
<td>9,450</td>
<td>18,590</td>
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<tr>
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<td>8,833</td>
<td>9,153</td>
<td>17,986</td>
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<tr>
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<tr>
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<td>920</td>
<td>12,110</td>
<td>8,406</td>
<td>20,516</td>
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<tr>
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<tr>
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<td>12,188</td>
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<td>9,726</td>
<td>24,672</td>
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<tr>
<td>Average</td>
<td>12,271</td>
<td>1,169</td>
<td>13,440</td>
<td>9,153</td>
<td>22,593</td>
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<tr>
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<tr>
<td>UM</td>
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<td>998</td>
<td>12,188</td>
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<tr>
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<td>12,271</td>
<td>1,169</td>
<td>13,440</td>
<td>9,153</td>
<td>22,593</td>
</tr>
</tbody>
</table>

1Annual tuition & mandatory fees are based on 15 credit hours per semester for two semesters for undergraduate and law students (except UMF based on 16 credit hours per semester beginning in FY07) and 9 credit hours per semester for two semesters for graduate students.

2Rates shown are based on the meal plan and room type with the greatest projected number of students. Several meal plans and room types are available. UMA has no residence or dining halls.

3UMA's out-of-state online annual tuition (at 125% of the in-state rate) is $8,730; mandatory fees $998.

---

HE01(521).xls  3/13/2018
### UNIVERSITY OF MAINE SYSTEM

#### FY19 TOTAL STUDENT CHARGES

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<thead>
<tr>
<th>II. Graduate</th>
<th>Annual Tuition</th>
<th>Mandatory Fees</th>
<th>Tuition &amp; Mandatory Fees&lt;sup&gt;1&lt;/sup&gt;</th>
<th>Room &amp; Board&lt;sup&gt;2&lt;/sup&gt;</th>
<th>Subtotal</th>
</tr>
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<tbody>
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<tr>
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<td>$12,636</td>
<td>$1,204</td>
<td>$13,840</td>
<td>$10,418</td>
<td>$24,258</td>
</tr>
<tr>
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<td>540</td>
<td>12,258</td>
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</tr>
<tr>
<td>Average</td>
<td>12,177</td>
<td>872</td>
<td>13,049</td>
<td>9,934</td>
<td>22,983</td>
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<tr>
<td><strong>III. Law School</strong></td>
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<tr>
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<tr>
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</tbody>
</table>

<sup>1</sup> Annual tuition & mandatory fees are based on 15 credit hours per semester for two semesters for undergraduate and law students (except UMF based on 16 credit hours per semester beginning in FY07) and 9 credit hours per semester for two semesters for graduate students.

<sup>2</sup> Rates shown are based on the meal plan and room type with the greatest projected number of students. Several meal plans and room types are available. UMA has no residence or dining halls.
### UNIVERSITY OF MAINE SYSTEM
### FY19 TUITION RATES - PER CREDIT HOUR

<table>
<thead>
<tr>
<th></th>
<th>FY18 Rate</th>
<th>FY19 Rate</th>
<th>FY19 Increases</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<td>$</td>
<td>%</td>
</tr>
<tr>
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<td></td>
<td></td>
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<tr>
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<td>233</td>
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</tr>
<tr>
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<td>228</td>
<td>233</td>
<td>5 2.2</td>
</tr>
<tr>
<td>UMM</td>
<td>228</td>
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<tr>
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<td>373</td>
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<tr>
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<td>475</td>
<td>(141)(22.9)</td>
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<td>373</td>
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<td>713</td>
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1The majority of UMA Out-of-State Undergraduate students are enrolled in Online programs = $125% of in-state rate or $291.
**UNIVERSITY OF MAINE SYSTEM**
**FY19 TUITION RATES - PER CREDIT HOUR**

<table>
<thead>
<tr>
<th></th>
<th>FY18 Rate</th>
<th>FY19 Rate</th>
<th>FY19 Increases</th>
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<td>$</td>
<td>$</td>
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</tr>
<tr>
<td>UM</td>
<td>458</td>
<td>469</td>
<td>11</td>
</tr>
<tr>
<td>UMA</td>
<td>365</td>
<td>373</td>
<td>8</td>
</tr>
<tr>
<td>UMF</td>
<td>429</td>
<td>439</td>
<td>10</td>
</tr>
<tr>
<td>UMFK</td>
<td>365</td>
<td>373</td>
<td>8</td>
</tr>
<tr>
<td>UMM</td>
<td>365</td>
<td>373</td>
<td>8</td>
</tr>
<tr>
<td>UMPI</td>
<td>365</td>
<td>373</td>
<td>8</td>
</tr>
<tr>
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<td>434</td>
<td>15</td>
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<tr>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
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<td>686</td>
<td>702</td>
<td>16</td>
</tr>
<tr>
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<td>629</td>
<td>651</td>
<td>22</td>
</tr>
<tr>
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<td>1,014</td>
<td>-</td>
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<tr>
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<tr>
<td><strong>Undergraduate</strong></td>
<td></td>
<td></td>
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<td>458</td>
<td>469</td>
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<tr>
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<td>373</td>
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<tr>
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<td>15</td>
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<td>629</td>
<td>651</td>
<td>22</td>
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<tr>
<td><strong>Law</strong></td>
<td>1,014</td>
<td>1,014</td>
<td>-</td>
</tr>
</tbody>
</table>

**NOTE:** In FY18, NEBHE rates are 160% the in-state rate. NEBHE rate can be up to 175% the in-state rate.
## UNIVERSITY OF MAINE SYSTEM
### ANNUAL TUITION RATES

#### UNDERGRADUATE

<table>
<thead>
<tr>
<th>In-State</th>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
<th>Annual Increase</th>
<th>FY18 to FY19</th>
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</thead>
<tbody>
<tr>
<td>UM</td>
<td>$8,370</td>
<td>$8,370</td>
<td>$8,370</td>
<td>$8,580</td>
<td>$8,790</td>
<td>$210</td>
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</tr>
<tr>
<td>UMA</td>
<td>6,510</td>
<td>6,510</td>
<td>6,510</td>
<td>6,840</td>
<td>6,990</td>
<td>150</td>
<td>2.2%</td>
</tr>
<tr>
<td>UMF</td>
<td>8,352</td>
<td>8,352</td>
<td>8,352</td>
<td>8,576</td>
<td>8,768</td>
<td>192</td>
<td>2.2%</td>
</tr>
<tr>
<td>UMFK</td>
<td>6,600</td>
<td>6,600</td>
<td>6,600</td>
<td>6,840</td>
<td>6,990</td>
<td>150</td>
<td>2.2%</td>
</tr>
<tr>
<td>UMM</td>
<td>6,660</td>
<td>6,660</td>
<td>6,660</td>
<td>6,840</td>
<td>6,990</td>
<td>150</td>
<td>2.2%</td>
</tr>
<tr>
<td>UMPI</td>
<td>6,600</td>
<td>6,600</td>
<td>6,600</td>
<td>6,840</td>
<td>6,990</td>
<td>150</td>
<td>2.2%</td>
</tr>
<tr>
<td>USM</td>
<td>7,590</td>
<td>7,590</td>
<td>7,590</td>
<td>8,130</td>
<td>8,130</td>
<td>270</td>
<td>3.4%</td>
</tr>
<tr>
<td><strong>Average</strong></td>
<td><strong>7,240</strong></td>
<td><strong>7,240</strong></td>
<td><strong>7,240</strong></td>
<td><strong>7,482</strong></td>
<td><strong>7,664</strong></td>
<td><strong>182</strong></td>
<td><strong>2.4%</strong></td>
</tr>
</tbody>
</table>

#### Out-of-State

| UM       | $26,250 | $26,640 | $27,240 | $27,960 | $28,590 | $630            | 2.3%         |
| UMA      | 15,750  | 15,750  | 16,110  | 16,530  | 16,920  | 390             | 2.4%         |
| UMF      | 17,440  | 17,440  | 17,440  | 18,144  | 18,880  | 736             | 4.1%         |
| UMFK     | 9,900   | 9,900   | 10,230  | 10,950  | 11,190  | 240             | 2.2%         |
| UMM      | 18,480  | 18,480  | 18,480  | 18,480  | 14,250  | (4,230)         | (22.9)%      |
| UMPI     | 9,900   | 9,900   | 10,230  | 10,950  | 11,190  | 240             | 2.2%         |
| USM      | 19,950  | 19,950  | 19,950  | 20,670  | 21,390  | 720             | 3.5%         |
| **Average** | **16,810** | **16,866** | **17,097** | **17,669** | **17,487** | **(182)** | **(1.0)%** |

#### NEBHE

| UM       | $12,570 | $12,570 | $12,960 | $13,740 | $14,070 | $330            | 2.4%         |
| UMA      | 9,750   | 9,750   | 10,080  | 10,950  | 11,190  | 240             | 2.2%         |
| UMF      | 12,544  | 12,544  | 12,960  | 13,728  | 14,048  | 320             | 2.3%         |
| UMFK     | 9,900   | 9,900   | 10,230  | 10,950  | 11,190  | 240             | 2.2%         |
| UMM      | 9,990   | 9,990   | 10,320  | 10,950  | 11,190  | 240             | 2.2%         |
| UMPI     | 9,900   | 9,900   | 10,230  | 10,950  | 11,190  | 240             | 2.2%         |
| USM      | 11,400  | 11,400  | 11,760  | 12,570  | 13,020  | 450             | 3.6%         |
| **Average** | **10,865** | **10,865** | **11,220** | **11,977** | **12,271** | **294** | **2.5%** |

#### Canadian

| UM       | $12,570 | $12,570 | $12,960 | $13,740 | $14,070 | $330            | 2.4%         |
| UMA      | 9,750   | 9,750   | 10,080  | 10,950  | 11,190  | 240             | 2.2%         |
| UMF      | 12,544  | 12,544  | 12,960  | 13,728  | 14,048  | 320             | 2.3%         |
| UMFK     | 9,900   | 9,900   | 10,230  | 10,950  | 11,190  | 240             | 2.2%         |
| UMM      | 10,530  | 10,530  | 10,530  | 11,160  | 11,190  | 30              | 0.3%         |
| UMPI     | 9,900   | 9,900   | 10,230  | 10,950  | 11,190  | 240             | 2.2%         |
| USM      | 11,400  | 11,400  | 11,760  | 12,570  | 13,020  | 450             | 3.6%         |
| **Average** | **10,942** | **10,942** | **11,250** | **12,007** | **12,271** | **264** | **2.2%** |

 NOTE: Based on 15 credit hours per semester for two semesters for undergraduate and law students (except UMF based on 16 credit hours per semester beginning in FY07 & UMFK based on "Block" rate for 12-18 credit hours per semester in FY13 - FY17) and 9 credit hours per semester for two semesters for graduate students.
### UNIVERSITY OF MAINE SYSTEM
#### ANNUAL TUITION RATES

<table>
<thead>
<tr>
<th>GRADUATE</th>
<th></th>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
<th>Annual Increase</th>
<th>%</th>
</tr>
</thead>
<tbody>
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<td>$7,524</td>
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<td>6,822</td>
<td>6,822</td>
<td>7,002</td>
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<td>7,062</td>
<td>7,062</td>
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<td>9,900</td>
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<td>$12,636</td>
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<td>10,260</td>
<td>10,602</td>
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<td>11,718</td>
<td>396</td>
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<td>10,773</td>
<td>11,133</td>
<td>11,835</td>
<td>12,177</td>
<td>342</td>
<td>2.9</td>
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</table>

NOTE: Based on 15 credit hours per semester for two semesters for undergraduate and law students (except UMF based on 16 credit hours per semester beginning in FY07 & UMFK based on "Block" rate for 12-18 credit hours per semester in FY13 - FY17) and 9 credit hours per semester for two semesters for graduate students.
# UNIVERSITY OF MAIN SYSTEM

## ANNUAL MANDATORY FEES

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<th>FY19</th>
<th>$ Increase</th>
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<td><strong>UMA</strong></td>
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<td>67.50</td>
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<td>31.00</td>
<td>1.00</td>
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1 Annual unless listed as per credit hour.
## UNIVERSITY OF MAINE SYSTEM

### ANNUAL MANDATORY FEES

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### Average

| Undergraduate | $652 | $654 | $660 | $675 | $698 | 23 3.4 |

### Law

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### Average

| $940 | $940 | $940 | $970 | $1,000 | 30 3.1 |

**NOTE:** Based on 15 credit hours per semester for two semesters for undergraduate and law students (except UMF based on 16 credit hours per semester beginning in FY07 & UMFK based on "Block" rate for 12-18 credit hours per semester in FY13 - FY17) and 9 credit hours per semester for two semesters for graduate students.
### UNIVERSITY OF MAINE SYSTEM
#### ANNUAL TUITION AND MANDATORY FEES

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## UNIVERSITY OF MAINE SYSTEM
### ANNUAL TUITION AND MANDATORY FEES

| GRADUATE | FY18 Rate | FY19 Rate | FY19 Increases
|----------|-----------|-----------|-----------------
| **In-State** | $8,884 | $9,106 | 222 2.5 |
| UM | 7,344 | 7,514 | 170 2.3 |
| UMF | 7,596 | 7,866 | 270 3.6 |
| Average | 7,941 | 8,162 | 221 2.8 |
| **Out-of-State** | $26,308 | $26,944 | 636 2.4 |
| UM | 10,638 | 11,060 | 422 4.0 |
| UMF | 19,656 | 20,340 | 684 3.5 |
| Average | 18,867 | 19,448 | 581 3.1 |
| **NEBHE** | $13,510 | $13,840 | 330 2.4 |
| UM | 11,844 | 12,258 | 414 3.5 |
| Average | 12,677 | 13,049 | 372 2.9 |
| **Canadian** | $13,510 | $13,840 | 330 2.4 |
| UM | 11,844 | 12,258 | 414 3.5 |
| Average | 12,677 | 13,049 | 372 2.9 |
| **LAW** | $23,260 | $23,290 | 30 0.1 |
| In-State | 34,330 | 34,360 | 30 0.1 |
| Out-of-State | 31,390 | 31,420 | 30 0.1 |
| NEBHE/Canadian | 31,390 | 31,420 | 30 0.1 |
## UNIVERSITY OF MAINE SYSTEM
### ANNUAL ROOM & BOARD CHARGES

#### ROOM CHARGES

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<td>4,326</td>
<td>4,326</td>
<td>4,326</td>
<td>4,460</td>
<td>134, 3.1</td>
</tr>
<tr>
<td>UMPI</td>
<td>4,400</td>
<td>4,488</td>
<td>4,588</td>
<td>4,708</td>
<td>4,850</td>
<td>142, 3.0</td>
</tr>
<tr>
<td>USM</td>
<td>4,700</td>
<td>4,900</td>
<td>5,000</td>
<td>5,000</td>
<td>5,000</td>
<td>-</td>
</tr>
<tr>
<td><strong>Average</strong></td>
<td>4,503</td>
<td>4,620</td>
<td>4,702</td>
<td>4,765</td>
<td>4,873</td>
<td>108, 2.3</td>
</tr>
</tbody>
</table>

#### BOARD CHARGES

<table>
<thead>
<tr>
<th></th>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
<th>FY19 Increases</th>
</tr>
</thead>
<tbody>
<tr>
<td>UM</td>
<td>$4,438</td>
<td>$4,571</td>
<td>$4,710</td>
<td>$4,875</td>
<td>$5,022</td>
<td>147, 3.0</td>
</tr>
<tr>
<td>UMF</td>
<td>4,220</td>
<td>4,220</td>
<td>4,220</td>
<td>4,296</td>
<td>4,446</td>
<td>150, 3.5</td>
</tr>
<tr>
<td>UMFK</td>
<td>3,570</td>
<td>3,660</td>
<td>3,660</td>
<td>3,660</td>
<td>3,870</td>
<td>210, 5.7</td>
</tr>
<tr>
<td>UMM</td>
<td>4,018</td>
<td>4,160</td>
<td>4,160</td>
<td>4,160</td>
<td>4,335</td>
<td>175, 4.2</td>
</tr>
<tr>
<td>UMPI</td>
<td>3,456</td>
<td>3,356</td>
<td>3,356</td>
<td>3,556</td>
<td>3,556</td>
<td>-</td>
</tr>
<tr>
<td>USM</td>
<td>4,450</td>
<td>4,500</td>
<td>4,200</td>
<td>4,200</td>
<td>4,450</td>
<td>250, 6.0</td>
</tr>
<tr>
<td><strong>Average</strong></td>
<td>4,025</td>
<td>4,078</td>
<td>4,051</td>
<td>4,125</td>
<td>4,280</td>
<td>155, 3.8</td>
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</table>

#### TOTAL ROOM & BOARD CHARGES

<table>
<thead>
<tr>
<th></th>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
<th>FY19 Increases</th>
</tr>
</thead>
<tbody>
<tr>
<td>UM</td>
<td>$9,296</td>
<td>$9,575</td>
<td>$9,864</td>
<td>$10,145</td>
<td>$10,418</td>
<td>273, 2.7</td>
</tr>
<tr>
<td>UMF</td>
<td>8,970</td>
<td>8,970</td>
<td>9,112</td>
<td>9,334</td>
<td>9,726</td>
<td>392, 4.2</td>
</tr>
<tr>
<td>UMFK</td>
<td>7,720</td>
<td>7,910</td>
<td>7,910</td>
<td>7,910</td>
<td>8,120</td>
<td>210, 2.7</td>
</tr>
<tr>
<td>UMM</td>
<td>8,178</td>
<td>8,486</td>
<td>8,486</td>
<td>8,486</td>
<td>8,795</td>
<td>309, 3.6</td>
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<tr>
<td>UMPI</td>
<td>7,856</td>
<td>7,844</td>
<td>7,944</td>
<td>8,264</td>
<td>8,406</td>
<td>142, 1.7</td>
</tr>
<tr>
<td>USM</td>
<td>9,150</td>
<td>9,400</td>
<td>9,200</td>
<td>9,200</td>
<td>9,450</td>
<td>250, 2.7</td>
</tr>
<tr>
<td><strong>Average</strong></td>
<td>8,528</td>
<td>8,698</td>
<td>8,753</td>
<td>8,890</td>
<td>9,153</td>
<td>263, 3.0</td>
</tr>
</tbody>
</table>

1 Rates shown are based on the meal plan and room type with the greatest projected number of students. Several meal plans and room types are available. UMA has no residence or dining halls.

2 UMPI's FY16 board rate, FY17 room rate and FY18 board rate restated.
### UNIVERSITY OF MAINE SYSTEM
### ANNUAL COMPREHENSIVE STUDENT CHARGES
### (Includes Tuition, Mandatory Fees, Room and Board)

<table>
<thead>
<tr>
<th>UNDERGRADUATE</th>
<th>FY18 Rate</th>
<th>FY19 Rate</th>
<th>FY19 Increases</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$21,047</td>
<td>$21,588</td>
<td>541</td>
</tr>
<tr>
<td>UM</td>
<td>7,808</td>
<td>7,988</td>
<td>180</td>
</tr>
<tr>
<td>UMA</td>
<td>18,792</td>
<td>19,392</td>
<td>600</td>
</tr>
<tr>
<td>UMF</td>
<td>15,875</td>
<td>16,235</td>
<td>360</td>
</tr>
<tr>
<td>UMFK</td>
<td>16,162</td>
<td>16,635</td>
<td>473</td>
</tr>
<tr>
<td>UMM</td>
<td>16,024</td>
<td>16,316</td>
<td>292</td>
</tr>
<tr>
<td>UMPI</td>
<td>18,040</td>
<td>18,590</td>
<td>550</td>
</tr>
<tr>
<td>USM</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Average</td>
<td>17,520</td>
<td>17,986</td>
<td>466</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Out-of-State</th>
<th>FY18 Rate</th>
<th>FY19 Rate</th>
<th>FY19 Increases</th>
</tr>
</thead>
<tbody>
<tr>
<td>UM</td>
<td>$40,427</td>
<td>$41,388</td>
<td>961</td>
</tr>
<tr>
<td>UMA</td>
<td>17,498</td>
<td>17,918</td>
<td>420</td>
</tr>
<tr>
<td>UMF</td>
<td>28,360</td>
<td>29,504</td>
<td>1,144</td>
</tr>
<tr>
<td>UMFK</td>
<td>19,985</td>
<td>20,435</td>
<td>450</td>
</tr>
<tr>
<td>UMM</td>
<td>27,802</td>
<td>23,895</td>
<td>(3,907)</td>
</tr>
<tr>
<td>UMPI</td>
<td>20,134</td>
<td>20,516</td>
<td>382</td>
</tr>
<tr>
<td>USM</td>
<td>30,850</td>
<td>31,850</td>
<td>1,000</td>
</tr>
<tr>
<td>Average</td>
<td>27,707</td>
<td>27,809</td>
<td>102</td>
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<table>
<thead>
<tr>
<th>NEBHE</th>
<th>FY18 Rate</th>
<th>FY19 Rate</th>
<th>FY19 Increases</th>
</tr>
</thead>
<tbody>
<tr>
<td>UM</td>
<td>$26,207</td>
<td>$26,868</td>
<td>661</td>
</tr>
<tr>
<td>UMA</td>
<td>11,918</td>
<td>12,188</td>
<td>270</td>
</tr>
<tr>
<td>UMF</td>
<td>23,944</td>
<td>24,672</td>
<td>728</td>
</tr>
<tr>
<td>UMFK</td>
<td>19,985</td>
<td>20,435</td>
<td>450</td>
</tr>
<tr>
<td>UMM</td>
<td>20,272</td>
<td>20,835</td>
<td>563</td>
</tr>
<tr>
<td>UMPI</td>
<td>20,134</td>
<td>20,516</td>
<td>382</td>
</tr>
<tr>
<td>USM</td>
<td>22,750</td>
<td>23,480</td>
<td>730</td>
</tr>
<tr>
<td>Average</td>
<td>22,015</td>
<td>22,593</td>
<td>578</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Canadian</th>
<th>FY18 Rate</th>
<th>FY19 Rate</th>
<th>FY19 Increases</th>
</tr>
</thead>
<tbody>
<tr>
<td>UM</td>
<td>$26,207</td>
<td>$26,868</td>
<td>661</td>
</tr>
<tr>
<td>UMA</td>
<td>11,918</td>
<td>12,188</td>
<td>270</td>
</tr>
<tr>
<td>UMF</td>
<td>23,944</td>
<td>24,672</td>
<td>728</td>
</tr>
<tr>
<td>UMFK</td>
<td>19,985</td>
<td>20,435</td>
<td>450</td>
</tr>
<tr>
<td>UMM</td>
<td>20,482</td>
<td>20,835</td>
<td>353</td>
</tr>
<tr>
<td>UMPI</td>
<td>20,134</td>
<td>20,516</td>
<td>382</td>
</tr>
<tr>
<td>USM</td>
<td>22,750</td>
<td>23,480</td>
<td>730</td>
</tr>
<tr>
<td>Average</td>
<td>22,045</td>
<td>22,593</td>
<td>548</td>
</tr>
</tbody>
</table>

NOTE: Tuition and Fees based on 15 credit hours per semester for two semesters for undergraduate and law students (except UMF based on 16 credit hours per semester beginning in FY07 & UMFK based on "Block" rates for 12-18 hours per semester in FY13 - FY17) and 9 credit hours per semester for two semesters for graduate students. Room and board rates are based on the meal plan and room type with the greatest projected number of students. Several meal plans and room types are available. UMA has no residence or dining halls. The majority of UMA Out-of-State Undergraduate students are enrolled in Online programs = $125% of in-state rate or $291 in FY18.

UMPI's FY18 board rate restated.
## UNIVERSITY OF MAINE SYSTEM
### ANNUAL COMPREHENSIVE STUDENT CHARGES
(Includes Tuition, Mandatory Fees, Room and Board)

<table>
<thead>
<tr>
<th></th>
<th>FY18 Rate</th>
<th>FY19 Rate</th>
<th>FY19 Increases</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>GRADUATE</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>In-State</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>UM</td>
<td>$19,029</td>
<td>$19,524</td>
<td>495 2.6</td>
</tr>
<tr>
<td>UMF</td>
<td>16,678</td>
<td>17,240</td>
<td>562 3.4</td>
</tr>
<tr>
<td>USM</td>
<td>16,796</td>
<td>17,316</td>
<td>520 3.1</td>
</tr>
<tr>
<td>Average</td>
<td>17,501</td>
<td>18,027</td>
<td>526 3.0</td>
</tr>
<tr>
<td><strong>Out-of-State</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>UM</td>
<td>$36,453</td>
<td>$37,362</td>
<td>909 2.5</td>
</tr>
<tr>
<td>UMF</td>
<td>19,972</td>
<td>20,786</td>
<td>814 4.1</td>
</tr>
<tr>
<td>USM</td>
<td>28,856</td>
<td>29,790</td>
<td>934 3.2</td>
</tr>
<tr>
<td>Average</td>
<td>28,427</td>
<td>29,313</td>
<td>886 3.1</td>
</tr>
<tr>
<td><strong>NEBHE</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>UM</td>
<td>$23,655</td>
<td>$24,258</td>
<td>603 2.5</td>
</tr>
<tr>
<td>USM</td>
<td>21,044</td>
<td>21,708</td>
<td>664 3.2</td>
</tr>
<tr>
<td>Average</td>
<td>22,350</td>
<td>22,983</td>
<td>633 2.8</td>
</tr>
<tr>
<td><strong>Canadian</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>UM</td>
<td>$23,655</td>
<td>$24,258</td>
<td>603 2.5</td>
</tr>
<tr>
<td>USM</td>
<td>21,044</td>
<td>21,708</td>
<td>664 3.2</td>
</tr>
<tr>
<td>Average</td>
<td>22,350</td>
<td>22,983</td>
<td>633 2.8</td>
</tr>
<tr>
<td><strong>LAW</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>In-State</td>
<td>$32,460</td>
<td>$32,740</td>
<td>280 0.9</td>
</tr>
<tr>
<td>Out-of-State</td>
<td>43,530</td>
<td>43,810</td>
<td>280 0.6</td>
</tr>
<tr>
<td>NEBHE/Canadian</td>
<td>40,590</td>
<td>40,870</td>
<td>280 0.7</td>
</tr>
</tbody>
</table>

NOTE: Tuition and Fees based on 15 credit hours per semester for two semesters for undergraduate and law students (except UMF based on 16 credit hours per semester beginning in FY07 & UMFK based on "Block" rates for 12-18 hours per semester in FY13 - FY17) and 9 credit hours per semester for two semesters for graduate students. Room and board rates are based on the meal plan and room type with the greatest projected number of students. Several meal plans and room types are available. UMA has no residence or dining halls.

The majority of UMA Out-of-State Undergraduate students are enrolled in Online programs = $125% of in-state rate or $285 in FY18.

UMPI's FY18 board rate restated.
UNIVERSITY OF MAINE SYSTEM
STUDENT FEES

OVERVIEW

The procedures for establishing student fees throughout the University of Maine System are contained in the Board of Trustees Policy Manual in Section 703 and 704 as follows:

The **BOARD OF TRUSTEES** will establish those fees that are analogous to tuition, i.e., those that must be paid by all students as a condition of attendance. In addition, changes to the amount of the Student Activity Fee shall be requested by the recognized student governing body at each University and authorized after (a) a referendum approved by the student body, (b) approval of the President and, (c) approval of the Chancellor for presentation and approval by the Board of Trustees. Board approved fees include the Student Activity Fee, the Communications Fee, the Unified Fee, the Recreation Fee and the Student Health & Wellness Fee.

The **CHANCELLOR** will establish those fees impacting services and operations within the System. These include maximum levels for financial service fees (non-negotiable check fees) and fees principally affecting prospective students, such as application fees.

The **UNIVERSITY PRESIDENTS** are responsible to the maximum extent possible for establishing most university-specific fees, which include:

- all course fees
- all deposits
- all fees for optional university services and activities

Fee changes planned for the fall semester should ordinarily be adopted no later than May; those to become effective in the spring semester should be adopted by November 15. Universities should establish procedures for timely review of and comment on fee changes. The Chancellor should be informed in advance of the formal adoption of any fee changes.

Adjustments to Student Activity Fees will be considered by the Board at its May meeting in order to allow sufficient time for student governments to conduct spring referendums on any changes recommended to the fees.
**UNIVERSITY OF MAINE SYSTEM**  
**NARRATIVE DESCRIPTION OF EACH MANDATORY FEE**

<table>
<thead>
<tr>
<th>Name</th>
<th>University Charging Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Student Activity Fee</strong></td>
<td>ALL</td>
</tr>
<tr>
<td>This is a student approved mandatory fee that is administered by the students for educational, cultural, social, and recreational purposes. Changes to this fee require the approval of the student body, University President, Chancellor, and Board of Trustees.</td>
<td></td>
</tr>
<tr>
<td><strong>Communications Fee</strong></td>
<td>UM</td>
</tr>
<tr>
<td>A student approved mandatory fee that is administered by the students to support WMEB-FM, the Maine Channel, “The Maine Campus”, and ASAP, a media and internet technologies laboratory.</td>
<td></td>
</tr>
<tr>
<td><strong>Unified Fee</strong></td>
<td>ALL</td>
</tr>
<tr>
<td>This fee is used to cover fixed costs of providing educational services that may not be directly related to the number of credit hours for which a student is enrolled. This fee supports activities such as student services, the operation of facilities such as student and fitness centers, and student-utilized, instruction-related technologies.</td>
<td></td>
</tr>
<tr>
<td><strong>Recreation Center Fee</strong></td>
<td>UM</td>
</tr>
<tr>
<td>This fee is assessed to pay for the construction of the Center and provides students with access to the state-of-the-art facility, including a leisure pool and sauna. Many aerobic classes and other programs and services are also provided for no additional fee.</td>
<td></td>
</tr>
<tr>
<td><strong>Student Health &amp; Wellness Fee</strong></td>
<td>UMF</td>
</tr>
<tr>
<td>This fee is charged to students registered for 4 or more credit hours of classes held at UMF. It covers all health center office visits, counseling and fees associated with Mainely Outdoors.</td>
<td></td>
</tr>
</tbody>
</table>