



Board of Trustees
15 Estabrooke Drive
Orono, ME 04469

Tel: 207-581-5840
Fax: 207-581-9212
www.maine.edu

March 3, 2017

TO: Members of the Finance/Facilities/Technology Committee

FR: Tracy B. Bigney,  Clerk of the Board

RE: **March 13, 2017 Finance/Facilities/Technology Committee Meeting**

The University of Maine

University of Maine
at Augusta

University of Maine
at Farmington

University of Maine
at Fort Kent

University of Maine
at Machias

University of Maine
at Presque Isle

University of
Southern Maine

The Finance/Facilities/Technology Committee will meet from **9:00 am to 4:30 pm on March 13, 2017**. The meeting will be located in Room 107 of Norman Smith Hall at the University of Maine in Orono. In addition to the Norman Smith Hall location, the following Polycom locations will also be available:

USM – 133 Wishcamper Center, Portland

UMA – 125 Robinson Hall

Lunch will be provided at the Orono location. 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 581-5841. If you have any questions or desire additional information about the agenda items, please call Rebecca Wyke at 621-3420 or Ryan Low at 581-1541.

cc: James Page, Chancellor
Trustees who are not members for the FFT Committee
Presidents
Rebecca Wyke
Robert Neely
Ryan Low
Dick Thompson
Tracy Elliott
Chip Gavin
Miriam White

Board of Trustees

Finance/Facilities & Technology Committee

March 13, 2017, 9:00 am to 4:30 pm
107 Norman Smith Hall, Orono

AGENDA

FY2018 Proposed Unified Operating Budget, Recommended Student Charges, & Proposed Transfers from the Budget Stabilization Fund and Campus Reserves – First Reading

9:00 am **TAB 1 - Overview of FY2018 Proposed Operating Budget - First Reading**

 9:30 am Governance Budget & University Services

 10:00 am **TAB 2 - UM**

 11:00 am **TAB 3 - UMA**

 11:45 am **TAB 4 - UMF**

12:30 pm LUNCH BREAK

 1:00 pm **TAB 5 - UMFK**

 1:45 pm **TAB 6 - UMPI**

 2:30 pm **TAB 7 - UMM**

 3:15 pm **TAB 8 - USM**

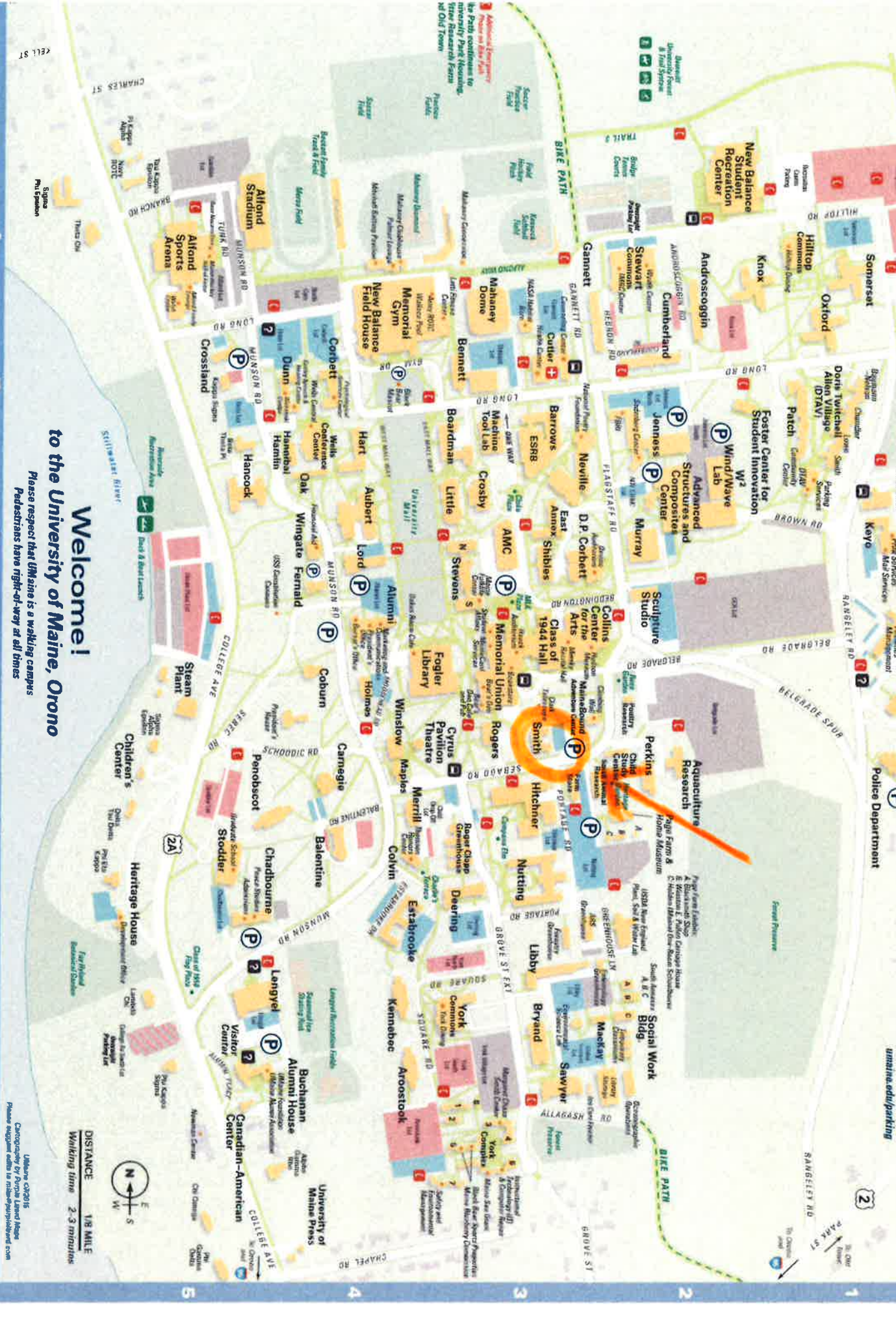
4:15 pm Closing Discussion

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.

Winter Parking Ban
 Blue & black lots, as well as visitor spaces, are closed to parking from midnight to 6:00 am from November 1 to May 1.

Overnight Parking Permits
 are available from UMaine Police and the Medical Services, 350 Memorial Drive.
umaine.edu/parking



Welcome!
 to the University of Maine, Orono

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

DISTANCE 1/8 MILE
Walking time 2-3 minutes



UMaine ©2015
 Copyrighted by Pennell Land Design
 Pennell Land Design is a member of the Pennell Group

**University of Maine
Norman Smith Hall**

(Norman Smith Hall is on Sebago Drive behind the Memorial Union and near the Collins Center for the Arts)

Directions

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. Buchanan Alumni House will be the first campus-related building on your right. Right after the Buchanan Alumni House, take a right onto Munson Road. Continue past Estabrooke Hall and take a right onto Sebago Road. Norman Smith Hall will be on the left. It is a small two story brick building. The parking lot behind Norman Smith hall has been reserved for your use. There will not be a need to pay for the metered parking spaced.

From the North on I-95: Take exit 191 to Kelly Road and turn left. 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. Buchanan Alumni House will be the first campus-related building on your right. Right after the Buchanan Alumni House, take a right onto Munson Road. Continue past Estabrooke Hall and take a right onto Sebago Road. Norman Smith Hall will be on the left. It is a small two story brick building. The parking lot behind Norman Smith hall has been reserved for your use. There will not be a need to pay for the metered parking spaced.

Room 107 is on the first floor.



AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** FY2018 Proposed Operating Budget – First Reading
2. **INITIATED BY:** Norman L. Fournier, Chair
3. **BOARD INFORMATION:** X **BOARD ACTION:**
4. **BACKGROUND:**

Vice Chancellor Wyke and Ryan Low, Chief Financial Officer, will present the FY2018 Proposed Operating Budget for the University of Maine System.

This is the first reading of the FY2018 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 planned April 27th meeting prior to a request for approval by the Board of Trustees at the May 21-22 meeting.

3/3/17



Maine's
Public
Universities

UNIVERSITY OF MAINE SYSTEM

FY2018

PROPOSED
OPERATING BUDGET

First Reading

March 13, 2017



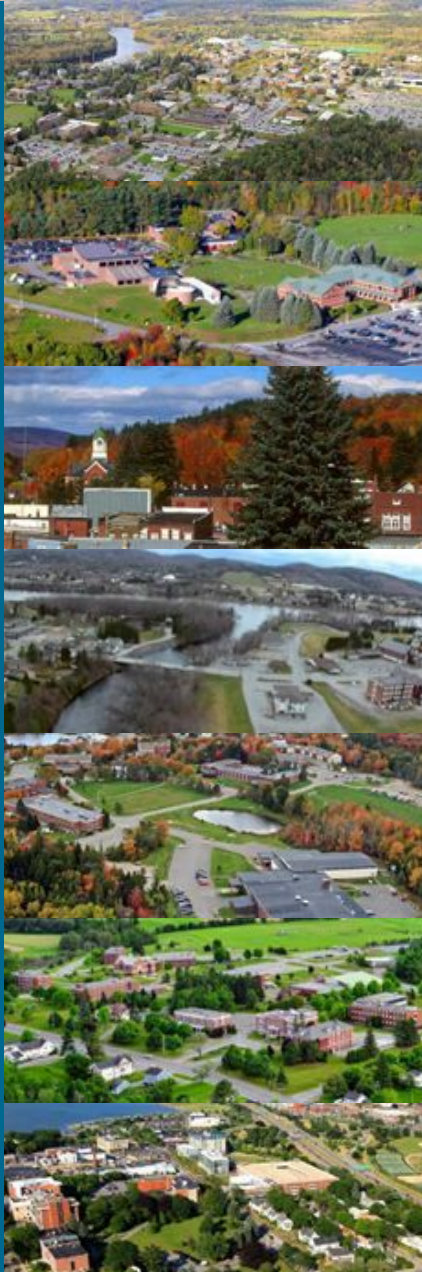


Table of Contents

Budget Overview	3-4	12	Capital Investments
Budget Stabilization Fund	5	13	Funding Depreciation
Appropriation	6	14	Aging Infrastructure
Enrollment	7	15	MEIF
Residence Hall Occupancy	8	16	Compensation & Benefits
FY18 Recommended In-State Tuition Rates	9	17	FY18 Budget Position Changes
In-State Undergraduate Weighted Costs	10	18-20	FY18 Proposed Budgets
Tuition Growth Rates	11	21	Appendix



FY18 Budget Overview



- **Budget focus on Board of Trustees priority & secondary outcomes**
- **Enrollment Increase**
 - Credit hour generation is projected to increase by 12,700 credit hours in FY18
- **First in-state, undergraduate tuition & Unified Fee increase since FY12.**
 - 2.6% based on CPI; Unified Budget Pricing Structure partially implemented
- **\$3M in administrative savings allocated**
 - \$1M base allocation each to UMFK, UMM, and UMPI
- **Campus reserve funds**
 - 3 campuses are using campus reserves to balance In FY18
- **Governor LePage's proposed FY2018-19 biennial budget increases appropriation annually by \$1.65M**



FY18 Budget Overview

	E&G	Auxiliary	Total	Campus Reserves	Administrative Savings	*Budget Stabilization	Total
UMaine	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
UMA	(990,828)	(45,961)	(1,036,789)	1,036,789	-	-	0
UMF	-	74,012	74,012	-	-	-	74,012
UMFK	424,148	(158,910)	265,238	-	-	-	265,238
UMM	-	-	-	-	-	-	0
UMPI	(288,245)	262,493	(25,752)	25,752	-	-	0
USM (Excl. Law)	(3,215,228)	118,918	(3,096,310)	3,215,228	-	-	118,918
Maine Law	(550,640)	-	(550,640)	275,320	-	275,320	0
Governance	(500,000)	-	(500,000)	500,000	-	-	0
Univ. Svs	-	-	-	-	-	-	0
**Total	\$(5,120,793)	\$ 250,552	\$(4,870,241)	\$ 5,053,089	\$ 0	\$ 275,320	\$ 458,168

*Unused from FY16

**Does not include \$3.3 million in administrative savings set aside for strategic investment



Budget Stabilization Fund

- The Budget Stabilization Fund was created to enable the UMS to smooth the financial impact of adverse markets, economic conditions, and address other financial challenges.
- The 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 FY17 and FY18.

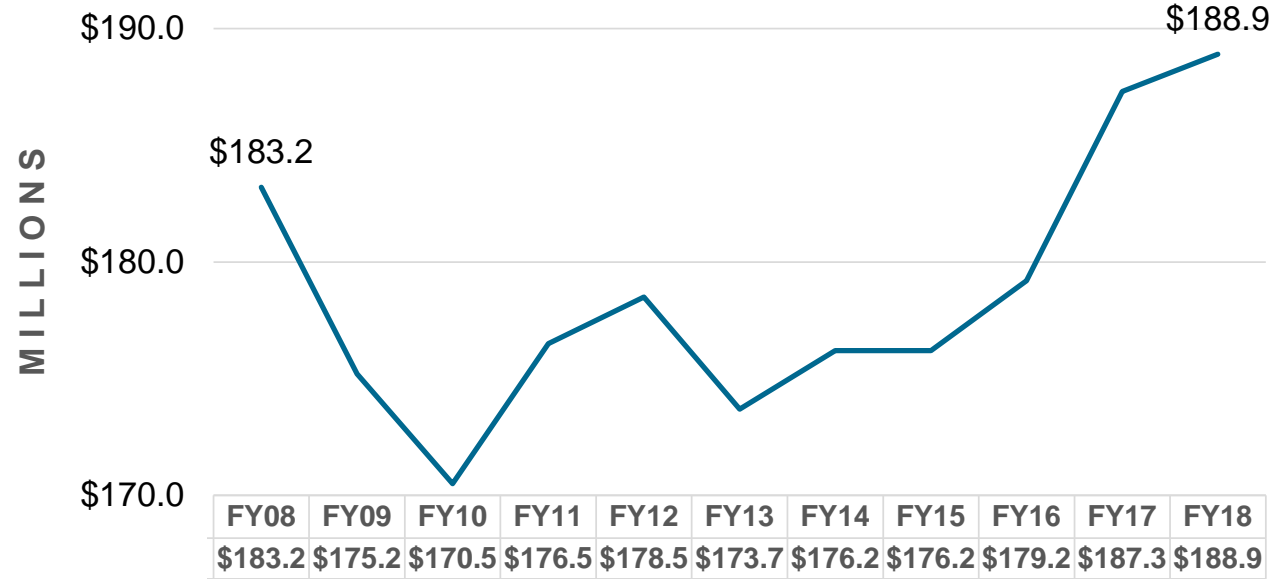
	Balance 7/1/16	\$ 10,666,838
	Projected	
Utilization	FY17	FY18
UMM (FY16 Carry Forward)	(675,000)	-
UMPI	(300,000)	-
USM	(1,000,000)	-
Law School	(310,931)	(275,320)
Investment gain/loss	TBD	-
Subtotal	\$ (2,285,931)	\$ (275,320)
	Projected Balance	\$ 8,105,587



Appropriation

- FY18 budgets are based on an annual \$1.65M increase in E&G state appropriation per the Governor’s FY2018-19 biennial budget request plus the continuance of a \$4.65M FY17 supplemental budget request by the Governor in lieu of an FY17 in-state, undergraduate tuition and unified fee increase.
- \$1.65M includes:
 - \$500K – Early College
 - \$400K – UMCES Animal & Plant Disease & Insect Control Laboratory
 - \$750K – New Funds
 - 30% Administrative Savings (\$225K)
 - 70% Distributed through Outcomes Based Funding (\$525K)

E&G Appropriation
(excluding debt service)

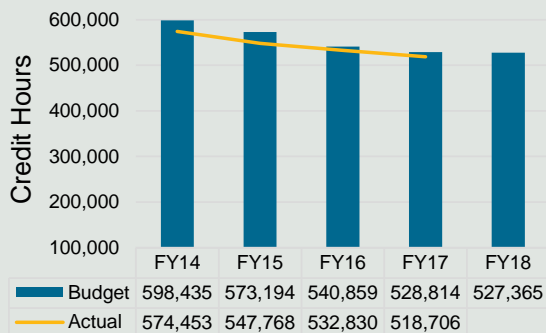


- Campus budgets reflect allocating 25% of the campus appropriation through the Outcomes Based Funding formula.
- The State of Maine 2018-19 biennial budget request also includes the second year of \$2.5M in debt service funding to support a 9-year revenue bond that would allow the University to leverage \$22M for infrastructure improvements. This appropriation is considered “restricted” and, therefore, not included in the unrestricted operating budget.

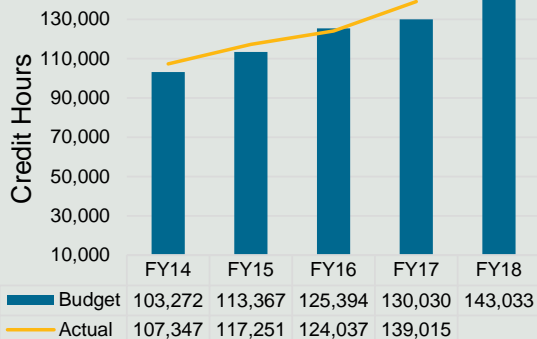


Enrollment

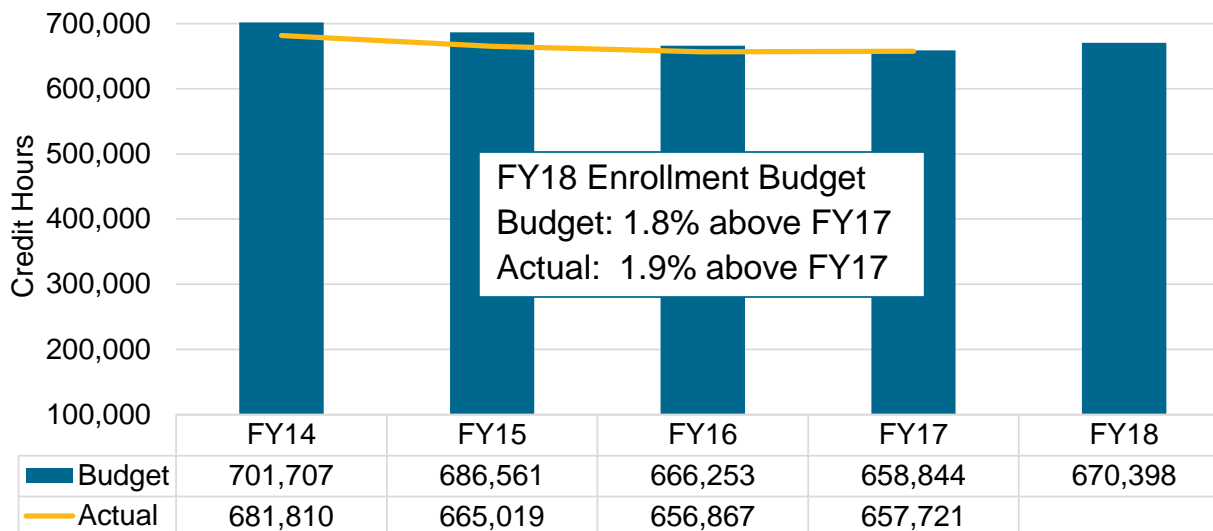
In-State



Out-of-State



UMS Total Credit Hour Enrollment



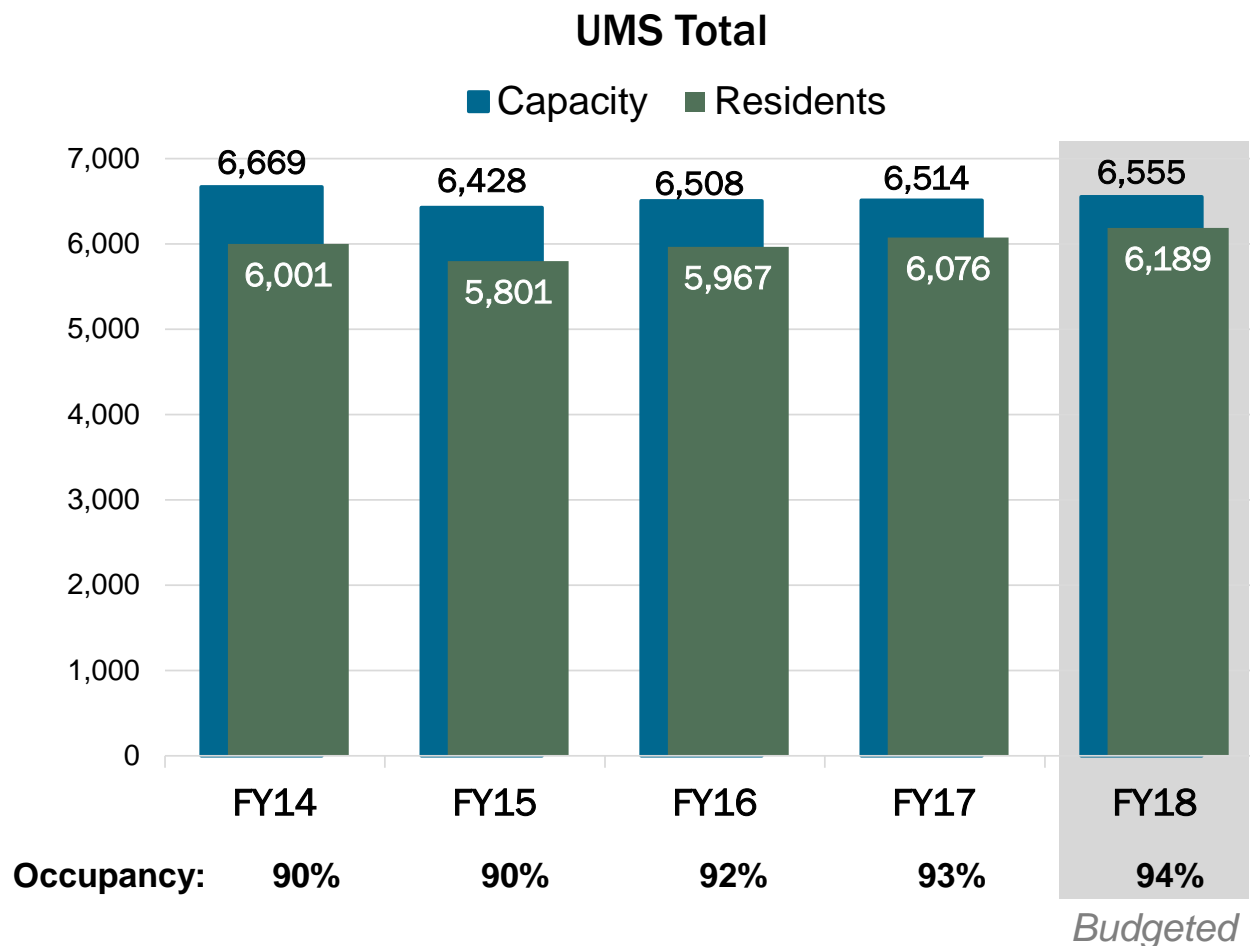
Major factors impacting enrollment:

- FY18 credit hours are up 1.9% over FY17 actual credit hours.
- FY18 out-of-state budgeted credit hours are up 33% since FY14 actuals and represent 21% of the total credit hours.
- Maine public high school graduates will decline to approximately 12,000 through 2030.
- Approximately 54% of Maine high school students enroll in college; UMS share historically is 30-33% (or 18% of an entire graduating class).



Residence Hall Occupancy

- UMS FY18 Occupancy Rate is 94% and ranges from 97% at UMFK & USM to 77% at UMM.
- Residence Hall occupancy is flat or slightly up at 4 of the 6 campuses with residential operations.
- Excluding UMaine, excess capacity at the remaining 5 campuses with residential operations has been reduced from 726 in FY14 to 217 in FY18, a reduction of 590 beds (70%).





FY18 Recommended In-State Tuition Rates

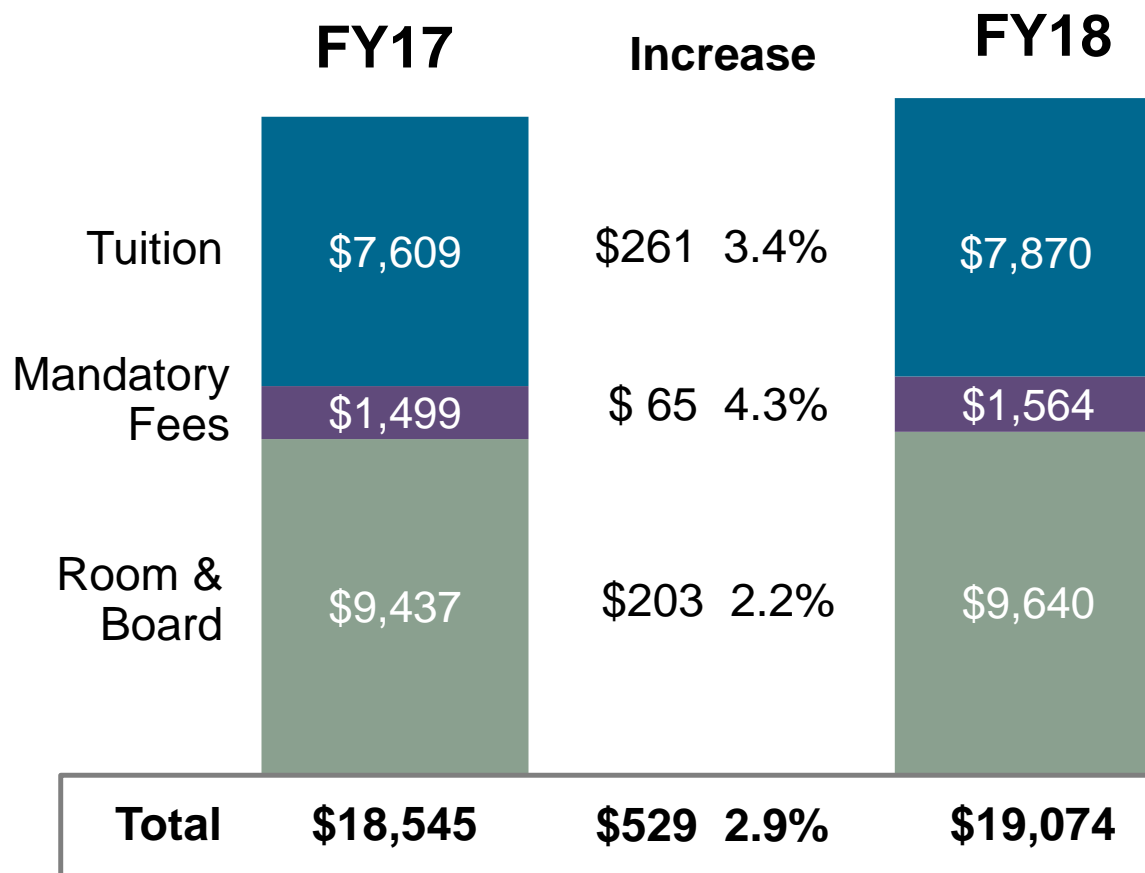
- First tuition & Unified Fee increase since FY12.
- 2.6% in-state, undergraduate tuition & Unified Fee increase (based on CPI).
- Additional tuition increases at UMA, UMF, UMPI, & USM due to partial implementation of the new Unified Budget Pricing Structure.

		FY17 Rate/CH	FY18 Proposed Rate/CH	FY 18 Proposed Increases	
				\$	%
Undergraduate	UMaine	\$279	\$286	\$7	2.5%
	UMA	\$217	\$228	\$11	5.1%
	UMF	\$261	\$268	\$7	2.7%
	UMFK	\$220	\$228	\$8	3.6%
	UMM	\$222	\$228	\$6	2.7%
	UMPI	\$220	\$228	\$8	3.6%
	USM	\$253	\$262	\$9	3.6%
Graduate	UMaine	\$418	\$429	\$11	2.6%
	UMF	\$379	\$389	\$10	2.6%
	USM	\$380	\$393	\$13	3.4%
Law	Law	\$743	\$743	\$0	0%



In-State Undergraduate Weighted Costs

- 2.6% increase in the Unified Fee (based on CPI).
- Additional Unified Fee increases at UMFK & UMPI from implementation of Unified Budget Pricing Structure.
- Student activity fees increasing at UMaine and UMPI (student approved).
- Room rates increasing at UMPI; room & board increasing at UMaine and UMF.



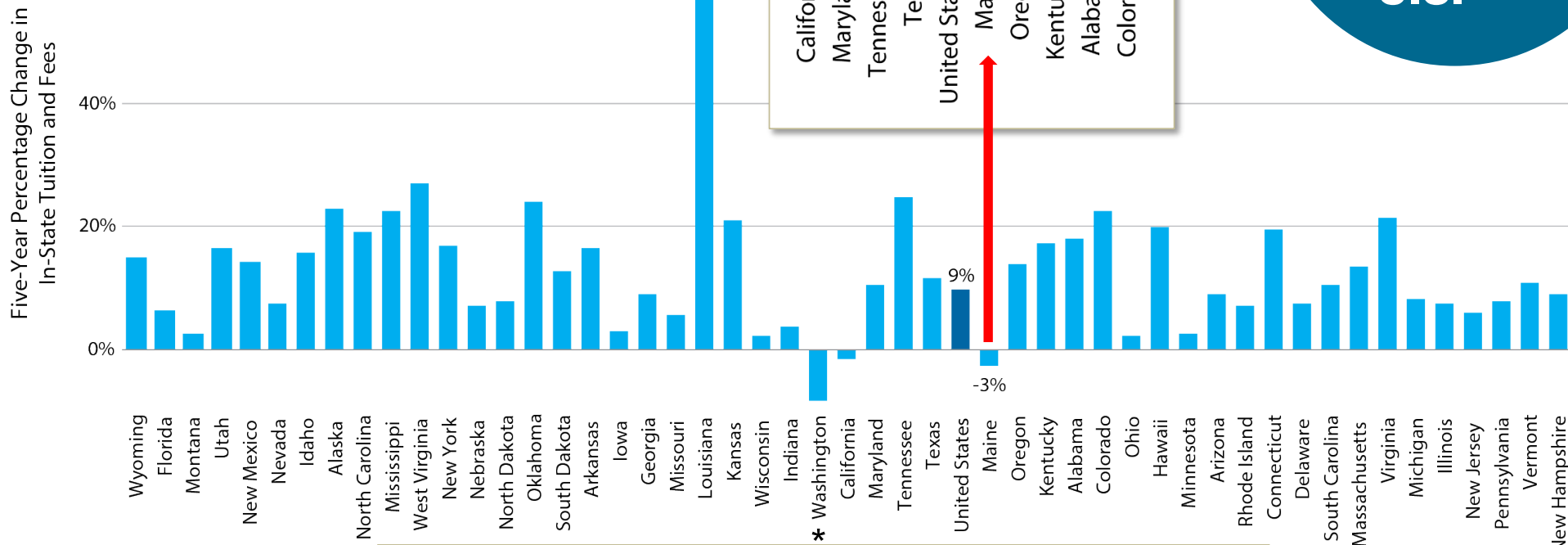


2016-17 Average Annual Tuition Growth Rates

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

Adjusted for inflation

Source: College Board, Trends in Pricing 2016



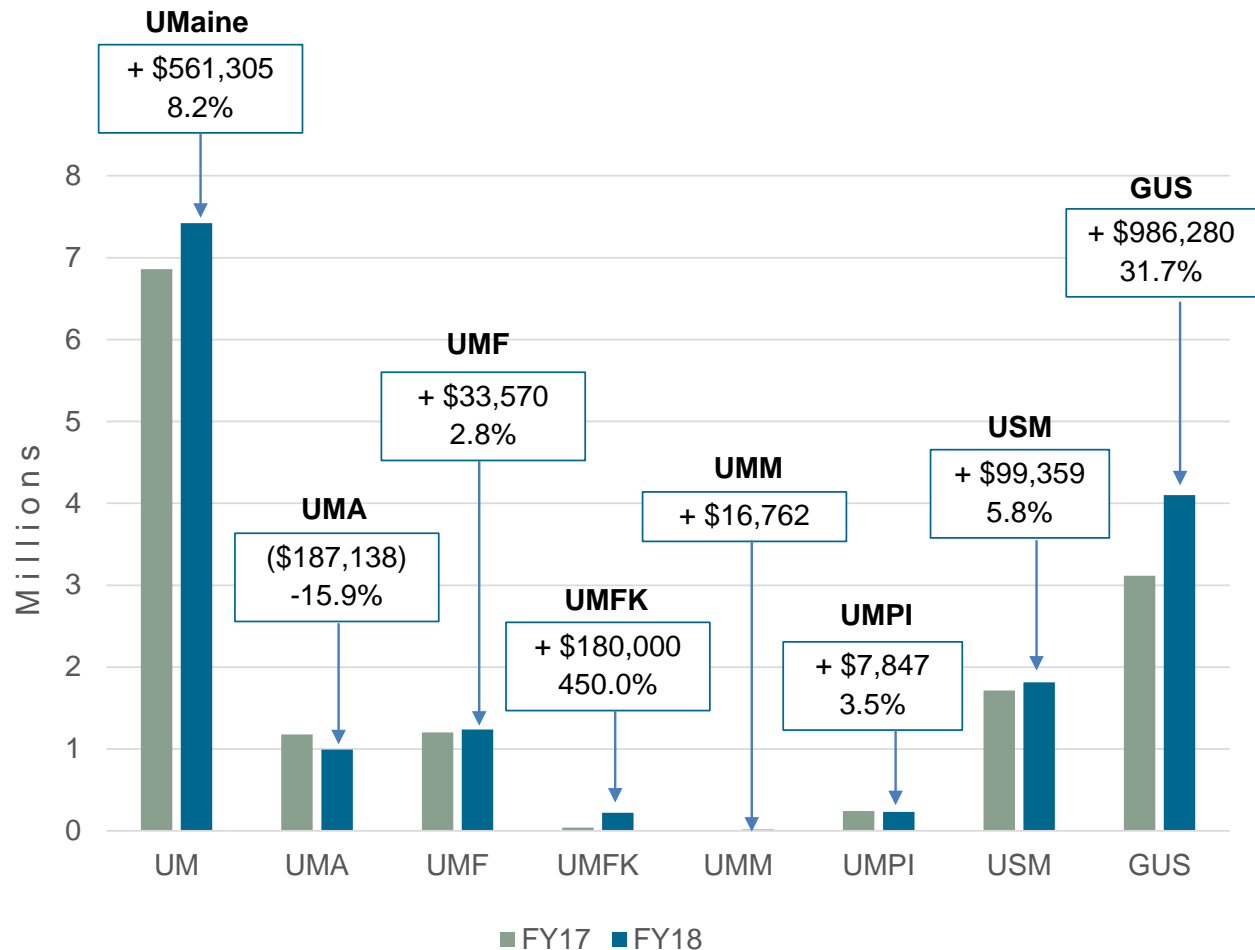
2nd Largest Decline in the U.S.

*The Washington State Legislature increased higher education spending by nearly \$200 million to cut four-year tuition 15 to 20 percent in 2016-2017.



Capital Investments

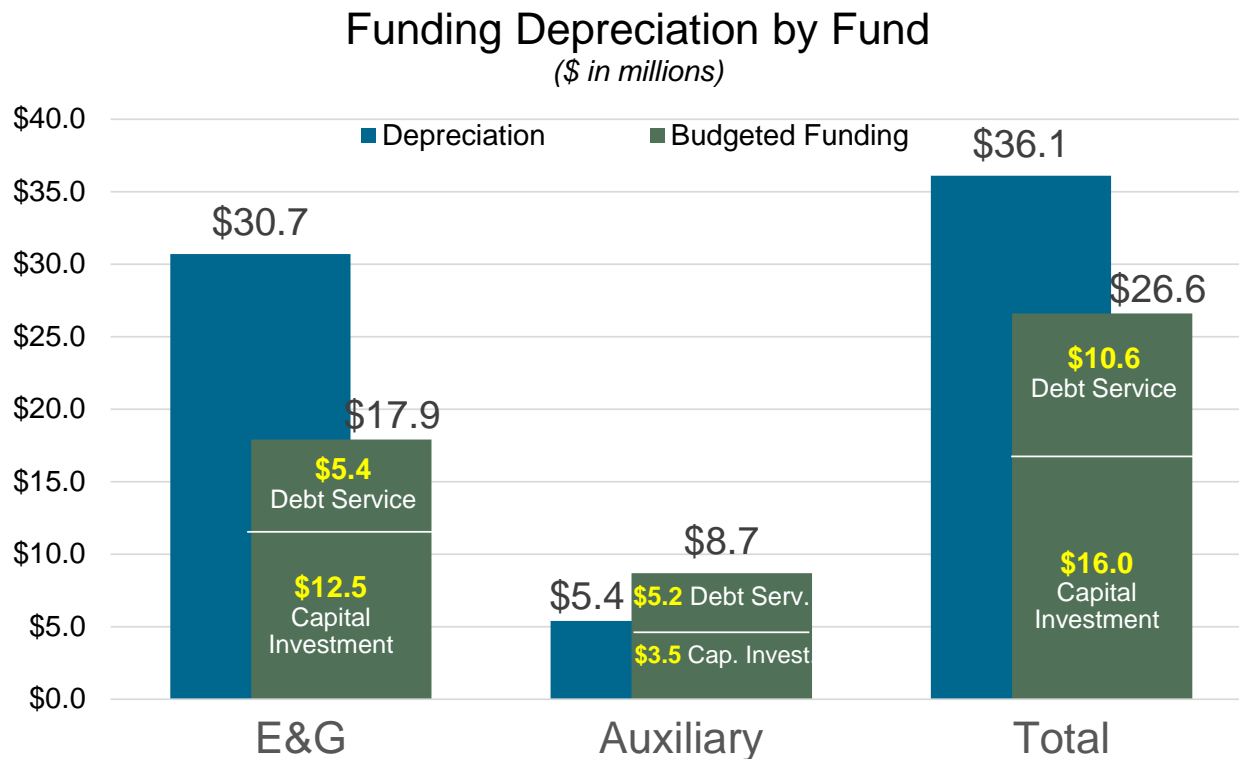
- Budget Parameters – increase Capital Investments by 3.5%.
- E&G and Auxiliary budgeted capital investment is \$16.0M - an increase of \$1.7M (11.8%).
- UMA’s investments reduced due to overall operating budget deficit.
- UMM budgeted \$0 in FY17 but \$16,762 in FY18.





Funding Depreciation

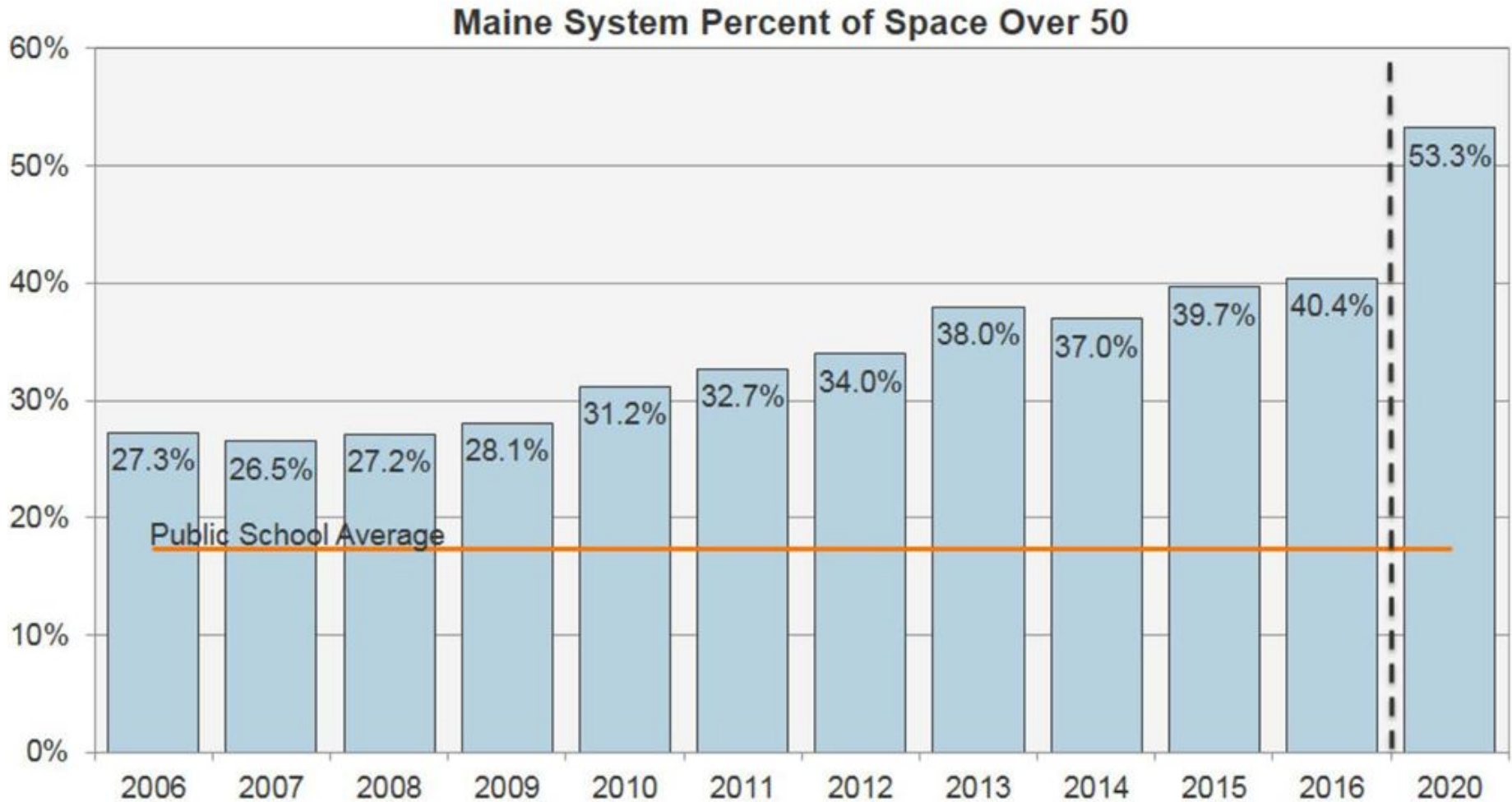
- Depreciation expense increased from \$33.4M in FY17 to \$36.1M in FY18 (\$2.7M).
- 74% of the total depreciation expense is funded in the FY18 budget – same % as the FY17 budget.
- To maintain the 74% funding level, \$1.8M more is being expended in FY18.





Aging Infrastructure

By 2020 53% of space will be over 50 years old



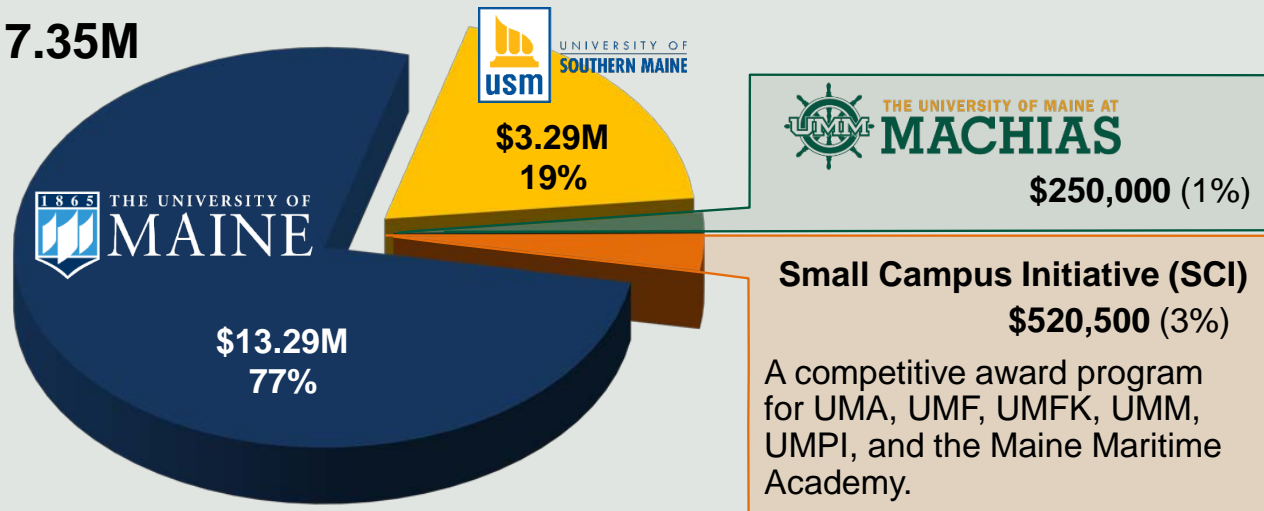
FY20 is calculated as campus is today, with no changes to the space profile



MEIF

	UMaine	USM	UMM	SCI	Total
Biotechnology	995,565	89,913			1,085,478
Aquaculture & Marine	3,046,875	412,720	250,000		3,709,595
Composite Materials	2,064,300	220,000			2,284,300
Environmental	1,178,699	123,070			1,301,769
Forestry & Agriculture	1,595,386	595,177			2,190,563
Information Technology	1,963,483	779,826			2,743,309
Precision Manufacturing	1,465,789	110,000			1,575,789
Cross Sector	979,097	959,600			1,938,697
Small Campus Initiative				520,500	520,500
Total	13,289,194	3,290,306	250,000	520,500	17,350,000

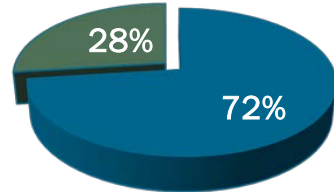
\$17.35M





Compensation & Benefits

Compensation & Benefits



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 FY18 internal benefit is increasing to 53% - up from 52.4% in FY17.

Employee Benefit Reserve



The Employee Benefit Reserve had \$10.6 million at the end of FY16. 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.



FY18 Budget Position Changes

	Faculty		Salaried		Hourly		Total
	Increases/ New Positions	Reductions/ Eliminations	Increases/ New Positions	Reductions/ Eliminations	Increases/ New Positions	Reductions/ Eliminations	
UMaine	13.5	(7.5)	3.1	(1.0)	-	-	8.1
UMA	2.0	(1.0)	4.4	(4.4)	2.0	(1.0)	2.0
UMF	3.0	(0.8)	4.0	(1.0)	-	(2.0)	3.2
UMFK	-	(1.0)	1.0	(3.0)	1.0	-	(2.0)
UMM	1.0	-	1.0	(2.0)	-	-	-
UMPI	-	(2.0)	-	(4.0)	-	-	(6.0)
USM	11.0	(8.5)	15.0	(7.6)	3.5	(4.0)	9.4
Gov.	-	-	1.0	-	-	-	1.0
*Univ Svs	-	-	21.0	(4.0)	1.0	(1.0)	17.0
Total	30.5	(20.8)	50.5	(27.0)	7.5	(8.0)	32.7

*Includes 19 positions approved in the State of IT Report



FY18 Proposed Budget: E&G

	FY17 Base	FY18 Proposed	\$ Change	% Change
Revenue: Tuition & Fee Revenue	\$ 275,318,450	\$ 297,434,374	\$ 22,115,924	8.0%
Tuition Waivers/Scholarships	(69,007,100)	(77,027,082)	(8,019,982)	11.6%
State Appropriation	187,270,534	188,920,534	1,650,000	0.9%
Sales/Services/Other	36,036,172	39,631,121	3,594,949	10.0%
Total Revenue	429,618,056	448,958,947	19,340,891	4.5%
Expense: Personnel Expense	322,222,889	334,475,266	12,252,377	3.8%
Fuel & Electricity	15,341,211	15,363,645	22,434	0.1%
Supplies & Services	26,644,052	29,389,920	2,745,868	10.3%
Shared Services	(306,944)	(189,918)	117,026	-38.1%
Travel	5,767,929	5,977,552	209,623	3.6%
Memberships, Contributions & Sponsorships	1,610,661	1,600,534	(10,127)	-0.6%
Maintenance & Alterations	10,670,283	10,905,704	235,421	2.2%
Interest Expense	2,072,264	1,929,130	(143,134)	-6.9%
Depreciation	28,439,018	30,728,899	2,289,881	8.1%
Total Operating Expenses & Transfers	443,668,151	463,605,057	19,936,906	4.5%
Operating Increase (Decrease)	\$ (14,050,095)	\$ (14,646,110)	\$ (596,015)	4.2%
Modified Cash Flow: Add back Depreciation	28,439,018	30,728,899	2,289,881	8.1%
Less Capital Expenditures	(10,131,016)	(11,646,441)	(1,515,425)	15.0%
Less Capital Reserve Funding	(925,241)	(850,230)	75,011	-8.1%
Less Debt Service Principal	<u>(4,909,189)</u>	<u>(5,405,171)</u>	<u>(495,982)</u>	10.1%
Net Change Before Other Adj & Transfers	(1,576,523)	(1,819,053)	(242,530)	
Transfer from/(to) Admin Savings Rsrv	(3,076,740)	(3,301,740)	(225,000)	
Transfer from/(to) Budget Stabilization	<u>1,300,000</u>	<u>275,320</u>	<u>(1,024,680)</u>	
Net Change Subtotal	(3,353,263)	(4,845,473)	(1,492,210)	
Other Strategic Transfers from/(to) Reserves	3,817,806	5,007,128	1,189,322	
Net Change in Cash & Reserve Transfers	\$ 464,543	\$ 161,655	\$ (302,888)	



FY18 Proposed Budget: Auxiliary

	FY17 Base	FY18 Proposed	\$ Change	% Change
Revenue: Tuition & Fee Revenue	\$ 1,240,000	\$ 1,240,000	\$ -	0.0%
Dining & Residence Revenue	61,954,683	64,255,855	2,301,172	3.7%
Tuition Waivers/Scholarships	(2,257,108)	(2,130,802)	126,306	-5.6%
Sales/Services/Other	17,931,561	16,804,916	(1,126,645)	-6.3%
Total Revenue	78,869,136	80,169,969	1,300,833	1.6%
Expense: Personnel Expense	21,479,116	22,031,558	552,442	2.6%
Fuel & Electricity	5,988,621	5,997,437	8,816	0.1%
Supplies & Services	24,257,041	25,016,971	759,930	3.1%
Travel	130,418	129,418	(1,000)	-0.8%
Memberships, Contributions & Sponsorships	38,984	27,695	(11,289)	-29.0%
Maintenance & Alterations	4,295,527	4,200,976	(94,551)	-2.2%
Interest Expense	4,154,326	3,941,796	(212,530)	-5.1%
Depreciation	4,935,173	5,400,401	465,228	9.4%
Other Expenses & Transfers	10,264,778	9,852,801	(411,977)	-4.0%
Total Operating Expenses & Transfers	75,543,984	76,599,053	1,055,069	1.4%
Operating Increase (Decrease)	\$ 3,325,152	\$ 3,570,916	\$ 245,764	7.4%
Modified Cash Flow: Add back Depreciation	4,935,173	5,400,401	465,228	9.4%
Less Capital Expenditures	(2,314,603)	(2,042,078)	272,525	-11.8%
Less Capital Reserve Funding	(966,428)	(1,496,524)	(530,096)	54.9%
Less Debt Service Principal	<u>(4,955,929)</u>	<u>(5,182,163)</u>	<u>(226,234)</u>	4.6%
Net Change Before Other Adj & Transfers	23,365	250,552	227,187	
Other Strategic Transfers from/(to) Reserves	251,967	45,961	(206,006)	
Net Change in Cash & Reserve Transfers	\$ 275,332	\$ 296,513	\$ 21,181	



FY18 Proposed Budget: E&G and Auxiliary

	FY17 Base	FY18 Proposed	\$ Change	% Change
Revenue: Tuition & Fee Revenue	\$ 276,558,450	\$ 298,674,374	\$ 22,115,924	8.0%
Dining & Residence Revenue	61,954,683	64,255,855	2,301,172	3.7%
Tuition Waivers/Scholarships	(71,264,208)	(79,157,884)	(7,893,676)	11.1%
State Appropriation	187,270,534	188,920,534	1,650,000	0.9%
Sales/Services/Auxiliary	53,967,733	56,436,037	2,468,304	4.6%
Total Revenue	508,487,192	529,128,916	20,641,724	4.1%
Expense: Personnel Expense	343,702,005	356,506,824	12,804,819	3.7%
Fuel & Electricity	21,329,832	21,361,082	31,250	0.1%
Supplies & Services	50,901,093	54,406,891	3,505,798	6.9%
Shared Services	(306,944)	(189,918)	117,026	-38.1%
Travel	5,898,347	6,106,970	208,623	3.5%
Memberships, Contributions & Sponsorships	1,649,645	1,628,229	(21,416)	-1.3%
Maintenance & Alterations	14,965,810	15,106,680	140,870	0.9%
Interest Expense	6,226,590	5,870,926	(355,664)	-5.7%
Depreciation	33,374,191	36,129,300	2,755,109	8.3%
Other Expenses & Transfers:	41,471,566	43,277,127	1,805,561	4.4%
Total Operating Expenses & Transfers	519,212,135	540,204,110	20,991,975	4.0%
Operating Increase (Decrease)	\$ (10,724,943)	\$ (11,075,194)	\$ (350,251)	3.3%
Modified Cash Flow: Add back Depreciation	33,374,191	36,129,300	2,755,109	8.3%
Less Capital Expenditures	(12,445,619)	(13,688,519)	(1,242,900)	10.0%
Less Capital Reserve Funding	(1,891,669)	(2,346,754)	(455,085)	24.1%
Less Debt Service Principal	<u>(9,865,118)</u>	<u>(10,587,334)</u>	<u>(722,216)</u>	7.3%
Net Change Before Other Adj & Transfers	(1,553,158)	(1,568,501)	(15,343)	
Transfer from/(to) Admin Savings Rsrv	(3,076,740)	(3,301,740)	(225,000)	
Transfer from/(to) Budget Stabilization	<u>1,300,000</u>	<u>275,320</u>	<u>(1,024,680)</u>	
Net Change Subtotal	(3,329,898)	(4,594,921)	(1,265,023)	
Other Strategic Transfers from/(to) Reserves	4,069,773	5,053,089	983,316	20
Net Change in Cash & Reserve Transfers	\$ 739,875	\$ 458,168	\$ (281,707)	



Appendix

- Detailed Information by Campus for:
 - FY18 Student Cost Increases
 - FY18 Operating Budgets

APPENDIX

STUDENT COST
INCREASES

FY18 RECOMMENDED TUITION RATES (per Credit Hour)

		FY17 Rate	FY18 Rate	Increase		
				\$	%	
In-State	Undergraduate					
		UMaine	\$279	\$286	\$7	2.5
		UMA	\$217	\$228	\$11	5.1
		UMF	\$261	\$268	\$7	2.7
		UMFK	\$220	\$228	\$8	3.6
		UMM	\$222	\$228	\$6	2.7
		UMPI	\$220	\$228	\$8	3.6
		USM	\$253	\$262	\$9	3.6
		Graduate				
		UMaine	\$418	\$429	\$11	2.6
		UMF	\$379	\$389	\$10	2.6
		USM	\$380	\$393	\$13	3.4
		Law	\$743	\$743	-	-
	Out-of-State	Undergraduate				
		UMaine	\$908	\$932	\$24	2.6
		UMA	\$537	\$551	\$14	2.6
		UMF	\$545	\$567	\$22	4.0
		UMFK	\$341	\$365	\$24	7.0
		UMM	\$616	\$616	-	-
		UMPI	\$341	\$365	\$24	7.0
		USM	\$665	\$689	\$24	3.6
		Graduate				
		UMaine	\$1,361	\$1,397	\$36	2.6
		UMF	\$550	\$572	\$22	4.0
		USM	\$1,026	\$1,063	\$37	3.6
		Law	\$1,112	\$1,112	-	-
NEBHE/ Canadian		Undergraduate				
		UMaine	\$432	\$458	\$26	6.0
		UMA	\$336	\$365	\$29	8.6
		UMF	\$405	\$429	\$24	5.9
		UMFK	\$341	\$365	\$24	7.0
		UMM (NEBHE)	\$344	\$365	\$21	6.1
		UMM (Canadian)	\$351	\$372	\$21	6.0
		UMPI	\$341	\$365	\$24	7.0
		USM	\$392	\$419	\$27	6.9
		Graduate				
		UMaine	\$648	\$686	\$38	5.9
		USM	\$589	\$629	\$40	6.8
		Law	\$1,014	\$1,014	-	-

FY18 RECOMMENDED TUITION RATES (Annual)

		FY17 Rate	FY18 Rate	Increase	
				\$	%
In-State	Undergraduate				
	UMaine	\$8,370	\$8,580	\$210	2.5
	UMA	\$6,510	\$6,840	\$330	5.1
	UMF	\$8,352	\$8,576	\$224	2.7
	UMFK	\$6,600	\$6,840	\$240	3.6
	UMM	\$6,660	\$6,840	\$180	2.7
	UMPI	\$6,600	\$6,840	\$240	3.6
	USM	\$7,590	\$7,860	\$270	3.6
	Graduate				
	UMaine	\$7,524	\$7,722	\$198	2.6
	UMF	\$6,822	\$7,002	\$180	2.6
	USM	\$6,840	\$7,074	\$234	3.4
	Law	\$22,290	\$22,290	-	-
Out-of-State	Undergraduate				
	UMaine	\$27,240	\$27,960	\$720	2.6
	UMA	\$16,110	\$16,530	\$420	2.6
	UMF	\$17,440	\$18,144	\$704	4.0
	UMFK	\$10,230	\$10,950	\$720	7.0
	UMM	\$18,480	\$18,480	-	-
	UMPI	\$10,230	\$10,950	\$720	7.0
	USM	\$19,950	\$20,670	\$720	3.6
	Graduate				
	UMaine	\$24,498	\$25,146	\$648	2.6
	UMF	\$9,900	\$10,296	\$396	4.0
	USM	\$18,468	\$19,134	\$666	3.6
	Law	\$33,360	\$33,360	-	-
NEBHE/ Canadian	Undergraduate				
	UM	\$12,960	\$13,740	\$780	6.0
	UMA	\$10,080	\$10,950	\$870	8.6
	UMF	\$12,960	\$13,728	\$768	5.9
	UMFK	\$10,230	\$10,950	\$720	7.0
	UMM (NEBHE)	\$10,320	\$10,950	\$630	6.1
	UMM (Canadian)	\$10,530	\$11,160	\$630	6.0
	UMPI	\$10,230	\$10,950	\$720	7.0
	USM	\$11,760	\$12,570	\$810	6.9
	Graduate				
	UM	\$11,664	\$12,348	\$684	5.9
	USM	\$10,602	\$11,322	\$720	6.8
	Law	\$30,420	\$30,420	-	-

FY18 RECOMMENDED ANNUAL MANDATORY FEES

Fee	Credit Hours	FY17	FY18	Increase
UMaine Graduate Student Activity Fee	1 or More Credit Hours	\$80.00	\$80.00	\$ -
Undergraduate Student Activity Fee	6 or More Credit Hours	\$90.00	\$106.00	\$ 16.00
Communications Fee	6 or More Credit Hours	\$30.00	\$30.00	\$ -
Recreation Center Fee	0 to 5 Credit Hours	\$162.00	\$162.00	\$ -
	6 or More Credit Hours	\$270.00	\$270.00	\$ -
Unified Fee	0 to 5 Credit Hours	\$250.00	\$256.00	\$ 6.00
	6 to 11 Credit Hours	\$762.00	\$782.00	\$ 20.00
	12 to 15 Credit Hours	\$1,868.00	\$1,916.00	\$ 48.00
	16 or More Credit Hours	\$1,916.00	\$1,966.00	\$ 50.00
UMA Student Activity Fee	Per Credit Hour, up to 15 per term	\$2.25	\$2.25	\$ -
	16 or More Credit Hours	\$67.50	\$67.50	\$ -
Unified Fee	Per Credit Hour	\$29.00	\$30.00	\$ 1.00
Unified Fee - University College	Per Credit Hour	\$12.00	\$13.00	\$ 1.00
UMF Undergraduate Student Activity Fee	1 to 5 1/2 Credit Hours	\$80.00	\$80.00	\$ -
	6 to 11 1/2 Credit Hours	\$120.00	\$120.00	\$ -
	12 or More Credit Hours	\$160.00	\$160.00	\$ -
Student Health & Wellness Fee	4 or More Credit Hours	\$50.00	\$50.00	\$ -
Unified Fee	6 or less Credit Hours	\$168.00	\$172.00	\$ 4.00
	7 to 11 Credit Hours	\$333.00	\$342.00	\$ 9.00
	12 or More Credit Hours	\$655.00	\$672.00	\$ 17.00
UMFK Student Activity Fee	Per Credit Hour	\$7.50	\$7.50	\$ -
Unified Fee	Per Credit Hour	\$25.00	\$30.00	\$ 5.00
UMM Student Activity Fee	Per Credit Hour, up to 11	\$11.00	\$11.00	\$ -
	12 or More Credit Hours	\$240.00	\$240.00	\$ -
Unified Fee	Flat Fee + Per Credit Hour	\$580.00	\$596.00	\$ 16.00
UMPI Student Activity Fee	6 or less Credit Hours	\$80.00	\$85.00	\$ 5.00
	7 or More Credit Hours	\$160.00	\$170.00	\$ 10.00
Unified Fee - Campus	Per Credit Hour	\$18.00	\$25.00	\$ 7.00
Unified Fee - Outreach	Per Credit Hour	\$15.00	\$20.00	\$ 5.00
USM Undergraduate Student Activity Fee	1 to 5 Credit Hours	\$38.00	\$38.00	\$ -
	6 to 11 Credit Hours	\$74.00	\$74.00	\$ -
	12 or More Credit Hours	\$110.00	\$110.00	\$ -
Law Student Activity Fee	6 or More Credit Hours	\$100.00	\$100.00	\$ -
Unified Fee	Per Credit Hour	\$28.00	\$29.00	\$ 1.00

FY18 RECOMMENDED ROOM & BOARD RATES

	FY17			FY18			Increase			
	Room	Board	Total	Room	Board	Total	Room	Board	Total	
UMaine	\$5,154	\$4,710	\$9,864	\$5,270	\$4,875	\$10,145	\$116	\$165	\$281	2.8%
UMF	\$4,892	\$4,220	\$9,112	\$5,038	\$4,296	\$9,334	\$146	\$76	\$222	2.4%
UMFK	\$4,250	\$3,660	\$7,910	\$4,250	\$3,660	\$7,910	-	-	-	-
UMM	\$4,326	\$4,160	\$8,486	\$4,326	\$4,160	\$8,486	-	-	-	-
UMPI	\$4,588	\$3,356	\$7,944	\$4,708	\$3,356	\$8,064	\$120	-	\$120	1.5%
USM	\$5,000	\$4,200	\$9,200	\$5,000	\$4,200	\$9,200	-	-	-	-

APPENDIX
FY18
OPERATING
BUDGETS

UMS
FY18 PROPOSED BUDGET
Unrestricted E&G

	<u>FY17 BASE</u>	<u>FY18 BASE</u>	<u>CHANGE</u>	
Revenues				
Tuition & Fee Revenue	\$ 275,318,450	\$ 297,434,374	\$ 22,115,924	8.0%
Dining & Residence Revenue	-	-	-	-%
Tuition Waivers/Scholarships	(69,007,100)	(77,027,082)	(8,019,982)	11.6%
Net Student Charges Revenue	206,311,350	220,407,292	14,095,942	6.8%
State Appropriation	187,270,534	188,920,534	1,650,000	0.9%
Indirect Cost Recovery	11,885,006	12,110,006	225,000	1.9%
Investment Income/Gifts	4,269,666	4,852,207	582,541	13.6%
Sales/Services/Auxiliary	19,881,500	22,668,908	2,787,408	14.0%
Total Revenue	429,618,056	448,958,947	19,340,891	4.5%
Expenses				
Personnel Expense	322,222,889	334,475,266	12,252,377	3.8%
Fuel & Electricity	15,341,211	15,363,645	22,434	0.1%
Supplies & Services	26,644,052	29,389,920	2,745,868	10.3%
Shared Services	(306,944)	(189,918)	117,026	-38.1%
Travel	5,767,929	5,977,552	209,623	3.6%
Memberships, Contributions & Sponsorships	1,610,661	1,600,534	(10,127)	-0.6%
Maintenance & Alterations	10,670,283	10,905,704	235,421	2.2%
Interest Expense	2,072,264	1,929,130	(143,134)	-6.9%
Depreciation	28,439,018	30,728,899	2,289,881	8.1%
Other Expenses & Transfers	31,206,788	33,424,326	2,217,538	7.1%
Total Other Expenses & Transfers	121,445,262	129,129,791	7,684,529	6.3%
Total Operating Expenses & Transfers	443,668,151	463,605,057	19,936,906	4.5%
Operating Increase (Decrease)	\$ (14,050,095)	\$ (14,646,110)	\$ (596,015)	4.2%
Modified Cash Flow				
Operating Increase (Decrease)	(\$14,050,095)	(\$14,646,110)	(\$596,015)	4.2%
Plus Depreciation	28,439,018	30,728,899	2,289,881	8.1%
Less Capital Expenditures	(10,131,016)	(11,646,441)	(1,515,425)	15.0%
Less Capital Reserve Funding	(925,241)	(850,230)	75,011	-8.1%
Less Debt Service Principal	(4,909,189)	(5,405,171)	(495,982)	10.1%
Net Change Before Other Adjustments & Transfers	(1,576,523)	(1,819,053)	(242,530)	
Transfer from/(to) Administrative Savings Rsrv	(3,076,740)	(3,301,740)	(225,000)	
Transfer from/(to) Budget Stabilization	1,300,000	275,320	(1,024,680)	
Net Change Subtotal	(3,353,263)	(4,845,473)	(1,492,210)	
Other Strategic Transfers from/(to) Reserves	3,817,806	5,007,128	1,189,322	
Net Change in Cash & Reserve Transfers	\$ 464,543	\$ 161,655	\$ (302,888)	

UMS
FY18 PROPOSED BUDGET
Unrestricted Auxiliary

	<u>FY17 BASE</u>	<u>FY18 BASE</u>	<u>CHANGE</u>	
Revenues				
Tuition & Fee Revenue	\$ 1,240,000	\$ 1,240,000	\$ -	0.0%
Dining & Residence Revenue	61,954,683	64,255,855	2,301,172	3.7%
Tuition Waivers/Scholarships	(2,257,108)	(2,130,802)	126,306	-5.6%
Net Student Charges Revenue	60,937,575	63,365,053	2,427,478	4.0%
State Appropriation	-	-	-	-%
Indirect Cost Recovery	-	-	-	-%
Investment Income/Gifts	-	-	-	-%
Sales/Services/Auxiliary	17,931,561	16,804,916	(1,126,645)	-6.3%
Total Revenue	78,869,136	80,169,969	1,300,833	1.6%
Expenses				
Personnel Expense	21,479,116	22,031,558	552,442	2.6%
Fuel & Electricity	5,988,621	5,997,437	8,816	0.1%
Supplies & Services	24,257,041	25,016,971	759,930	3.1%
Shared Services	-	-	-	-%
Travel	130,418	129,418	(1,000)	-0.8%
Memberships, Contributions & Sponsorships	38,984	27,695	(11,289)	-29.0%
Maintenance & Alterations	4,295,527	4,200,976	(94,551)	-2.2%
Interest Expense	4,154,326	3,941,796	(212,530)	-5.1%
Depreciation	4,935,173	5,400,401	465,228	9.4%
Other Expenses & Transfers	10,264,778	9,852,801	(411,977)	-4.0%
Total Other Expenses & Transfers	54,064,868	54,567,495	502,627	0.9%
Total Operating Expenses & Transfers	75,543,984	76,599,053	1,055,069	1.4%
Operating Increase (Decrease)	\$ 3,325,152	\$ 3,570,916	\$ 245,764	7.4%
Modified Cash Flow				
Operating Increase (Decrease)	\$3,325,152	\$3,570,916	\$245,764	7.4%
Plus Depreciation	4,935,173	5,400,401	465,228	9.4%
Less Capital Expenditures	(2,314,603)	(2,042,078)	272,525	-11.8%
Less Capital Reserve Funding	(966,428)	(1,496,524)	(530,096)	54.9%
Less Debt Service Principal	(4,955,929)	(5,182,163)	(226,234)	4.6%
Net Change Before Other Adjustments & Transfers	23,365	250,552	227,187	
Transfer from/(to) Administrative Savings Rsrv	-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-	
Net Change Subtotal	23,365	250,552	227,187	
Other Strategic Transfers from/(to) Reserves	251,967	45,961	(206,006)	
Net Change in Cash & Reserve Transfers	\$ 275,332	\$ 296,513	\$ 21,181	

UMS
FY18 PROPOSED BUDGET
Unrestricted E&G and Auxiliary

	<u>FY17 BASE</u>	<u>FY18 BASE</u>	<u>CHANGE</u>	
Revenues				
Tuition & Fee Revenue	\$ 276,558,450	\$ 298,674,374	\$ 22,115,924	8.0%
Dining & Residence Revenue	61,954,683	64,255,855	2,301,172	3.7%
Tuition Waivers/Scholarships	(71,264,208)	(79,157,884)	(7,893,676)	11.1%
Net Student Charges Revenue	267,248,925	283,772,345	16,523,420	6.2%
State Appropriation	187,270,534	188,920,534	1,650,000	0.9%
Indirect Cost Recovery	11,885,006	12,110,006	225,000	1.9%
Investment Income/Gifts	4,269,666	4,852,207	582,541	13.6%
Sales/Services/Auxiliary	37,813,061	39,473,824	1,660,763	4.4%
Total Revenue	508,487,192	529,128,916	20,641,724	4.1%
Expenses				
Personnel Expense	343,702,005	356,506,824	12,804,819	3.7%
Fuel & Electricity	21,329,832	21,361,082	31,250	0.1%
Supplies & Services	50,901,093	54,406,891	3,505,798	6.9%
Shared Services	(306,944)	(189,918)	117,026	-38.1%
Travel	5,898,347	6,106,970	208,623	3.5%
Memberships, Contributions & Sponsorships	1,649,645	1,628,229	(21,416)	-1.3%
Maintenance & Alterations	14,965,810	15,106,680	140,870	0.9%
Interest Expense	6,226,590	5,870,926	(355,664)	-5.7%
Depreciation	33,374,191	36,129,300	2,755,109	8.3%
Other Expenses & Transfers	41,471,566	43,277,127	1,805,561	4.4%
Total Other Expenses & Transfers	175,510,130	183,697,286	8,187,156	4.7%
Total Operating Expenses & Transfers	519,212,135	540,204,110	20,991,975	4.0%
Operating Increase (Decrease)	\$ (10,724,943)	\$ (11,075,194)	\$ (350,251)	3.3%
Modified Cash Flow				
Operating Increase (Decrease)	(\$10,724,943)	(\$11,075,194)	(\$350,251)	3.3%
Plus Depreciation	33,374,191	36,129,300	2,755,109	8.3%
Less Capital Expenditures	(12,445,619)	(13,688,519)	(1,242,900)	10.0%
Less Capital Reserve Funding	(1,891,669)	(2,346,754)	(455,085)	24.1%
Less Debt Service Principal	(9,865,118)	(10,587,334)	(722,216)	7.3%
Net Change Before Other Adjustments & Transfers	(1,553,158)	(1,568,501)	(15,343)	
Transfer from/(to) Administrative Savings Rsrv	(3,076,740)	(3,301,740)	(225,000)	
Transfer from/(to) Budget Stabilization	1,300,000	275,320	(1,024,680)	
Net Change Subtotal	(3,329,898)	(4,594,921)	(1,265,023)	
Other Strategic Transfers from/(to) Reserves	4,069,773	5,053,089	983,316	
Net Change in Cash & Reserve Transfers	\$ 739,875	\$ 458,168	\$ (281,707)	

GOVERNANCE
FY18 PROPOSED BUDGET
Unrestricted E&G

	<u>FY17 BASE</u>	<u>FY18 BASE</u>	<u>CHANGE</u>	
Revenues				
State Appropriation	\$ 4,342,115	\$ 4,288,136	\$ (53,979)	-1.2%
Indirect Cost Recovery	-	-	-	-%
Investment Income/Gifts	-	-	-	-%
Sales/Services/Auxiliary	-	-	-	-%
Total Revenue	<u>4,342,115</u>	<u>4,288,136</u>	<u>(53,979)</u>	-1.2%
Expenses				
Personnel Expense	3,641,818	3,710,235	68,417	1.9%
Fuel & Electricity	3,200	3,200	-	0.0%
Supplies & Services	73,311	81,960	8,649	11.8%
Shared Services	738,345	667,082	(71,263)	-9.7%
Travel	98,750	127,300	28,550	28.9%
Memberships, Contributions & Sponsorships	22,025	22,025	-	0.0%
Maintenance & Alterations	600	2,000	1,400	233.3%
Interest Expense	-	-	-	-%
Depreciation	-	-	-	-%
Other Expenses & Transfers	58,834	174,334	115,500	196.3%
Total Other Expenses & Transfers	<u>995,065</u>	<u>1,077,901</u>	<u>82,836</u>	8.3%
Total Operating Expenses & Transfers	<u>4,636,883</u>	<u>4,788,136</u>	<u>151,253</u>	3.3%
Operating Increase (Decrease)	<u>\$ (294,768)</u>	<u>\$ (500,000)</u>	<u>\$ (205,232)</u>	69.6%
Modified Cash Flow				
Operating Increase (Decrease)	(\$294,768)	(\$500,000)	(\$205,232)	69.6%
Plus Depreciation	-	-	-	-%
Less Capital Expenditures	-	-	-	-%
Less Capital Reserve Funding	-	-	-	-%
Less Debt Service Principal	-	-	-	-%
Net Change Before Other Adjustments & Transfers	<u>(294,768)</u>	<u>(500,000)</u>	<u>(205,232)</u>	
Transfer from/(to) Administrative Savings Rsrv	-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-	
Net Change Subtotal	<u>(294,768)</u>	<u>(500,000)</u>	<u>(205,232)</u>	
Other Strategic Transfers from/(to) Reserves	-	500,000	500,000	
Net Change in Cash & Reserve Transfers	<u>\$ (294,768)</u>	<u>\$ -</u>	<u>\$ 294,768</u>	

UNIVERSITY SERVICES
FY18 PROPOSED BUDGET
Unrestricted E&G
(Allocated & Unallocated)

	<u>FY17 BASE</u>	<u>FY18 BASE</u>	<u>CHANGE</u>	
State Appropriation	\$ 6,551,022	\$ 3,801,740	\$ (2,749,282)	-42.0%
Indirect Cost Recovery	7,500	7,500	-	0.0%
Investment Income/Gifts	3,193,721	3,859,317	665,596	20.8%
Sales/Services/Auxiliary	894,185	1,014,654	120,469	13.5%
Total Revenue	<u>10,646,428</u>	<u>8,683,211</u>	<u>(1,963,217)</u>	<u>-18.4%</u>
<u>Expenses</u>				
Personnel Expense	33,728,784	34,086,254	357,470	1.1%
Fuel & Electricity	14,930	10,860	(4,070)	-27.3%
Supplies & Services	3,315,682	3,754,090	438,408	13.2%
Shared Services	(43,339,215)	(44,096,250)	(757,035)	1.7%
Travel	378,103	364,635	(13,468)	-3.6%
Memberships, Contributions & Sponsorships	527,710	460,960	(66,750)	-12.6%
Maintenance & Alterations	3,610,794	3,400,722	(210,072)	-5.8%
Interest Expense	59,400	30,200	(29,200)	-49.2%
Depreciation	3,856,337	4,856,617	1,000,280	25.9%
Other Expenses & Transfers	2,880,125	2,513,383	(366,742)	-12.7%
Total Other Expenses & Transfers	<u>(28,696,134)</u>	<u>(28,704,783)</u>	<u>(8,649)</u>	<u>0.0%</u>
Total Operating Expenses & Transfers	<u>5,032,650</u>	<u>5,381,471</u>	<u>348,821</u>	<u>6.9%</u>
Operating Increase (Decrease)	<u>\$ 5,613,778</u>	<u>\$ 3,301,740</u>	<u>\$ (2,312,038)</u>	<u>-41.2%</u>
Modified Cash Flow				
Operating Increase (Decrease)	\$5,613,778	\$3,301,740	(\$2,312,038)	-41.2%
Plus Depreciation	3,856,337	4,856,617	1,000,280	25.9%
Less Capital Expenditures	(3,115,337)	(4,101,617)	(986,280)	31.7%
Less Capital Reserve Funding	-	-	-	-%
Less Debt Service Principal	(730,000)	(755,000)	(25,000)	3.4%
Net Change Before Other Adjustments & Transfers	<u>5,624,778</u>	<u>3,301,740</u>	<u>(2,323,038)</u>	
Transfer from/(to) Administrative Savings Rsrv	(6,076,740)	(3,301,740)	2,775,000	
Transfer from/(to) Budget Stabilization	0	-	0	
Net Change Subtotal	<u>(451,962)</u>	<u>-</u>	<u>451,962</u>	
Other Strategic Transfers from/(to) Reserves	746,730	-	(746,730)	
Net Change in Cash & Reserve Transfers	<u>\$ 294,768</u>	<u>\$ -</u>	<u>\$ (294,768)</u>	

University of Maine
FY18 PROPOSED BUDGET
Unrestricted E&G

	<u>FY17 BASE</u>	<u>FY18 BASE</u>	<u>CHANGE</u>	
Revenues				
Tuition & Fee Revenue	\$ 147,211,502	\$ 158,866,957	\$ 11,655,455	7.9%
Dining & Residence Revenue	-	-	-	-%
Tuition Waivers/Scholarships	(45,593,145)	(49,181,848)	(3,588,703)	7.9%
Net Student Charges Revenue	101,618,357	109,685,109	8,066,752	7.9%
State Appropriation	82,497,718	83,840,864	1,343,146	1.6%
Indirect Cost Recovery	8,371,276	8,371,276	-	0.0%
Investment Income/Gifts	932,045	912,890	(19,155)	-2.1%
Sales/Services/Auxiliary	13,946,569	14,761,765	815,196	5.8%
Total Revenue	207,365,965	217,571,904	10,205,939	4.9%
Expenses				
Personnel Expense	132,500,626	139,628,528	7,127,902	5.4%
Fuel & Electricity	10,052,874	9,997,111	(55,763)	-0.6%
Supplies & Services	13,798,299	15,107,840	1,309,541	9.5%
Shared Services	17,349,453	18,131,038	781,585	4.5%
Travel	2,494,040	2,578,862	84,822	3.4%
Memberships, Contributions & Sponsorships	393,301	419,286	25,985	6.6%
Maintenance & Alterations	4,216,444	4,496,365	279,921	6.6%
Interest Expense	716,741	667,341	(49,400)	-6.9%
Depreciation	13,361,751	14,177,562	815,811	6.1%
Other Expenses & Transfers	20,415,055	20,758,928	343,873	1.7%
Total Other Expenses & Transfers	82,797,958	86,334,333	3,536,375	4.3%
Total Operating Expenses & Transfers	215,298,584	225,962,861	10,664,277	5.0%
Operating Increase (Decrease)	\$ (7,932,619)	\$ (8,390,957)	\$ (458,338)	5.8%
Modified Cash Flow				
Operating Increase (Decrease)	(\$7,932,619)	(\$8,390,957)	(\$458,338)	5.8%
Plus Depreciation	13,361,751	14,177,562	815,811	6.1%
Less Capital Expenditures	(4,077,130)	(4,380,108)	(302,978)	7.4%
Less Capital Reserve Funding	-	-	-	-%
Less Debt Service Principal	(1,352,002)	(1,406,497)	(54,495)	4.0%
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	\$ -	\$ -	\$ -	

University of Maine
FY18 PROPOSED BUDGET
Unrestricted Auxiliary

	<u>FY17 BASE</u>	<u>FY18 BASE</u>	<u>CHANGE</u>	
Revenues				
Tuition & Fee Revenue	\$ -	\$ -	\$ -	-%
Dining & Residence Revenue	37,313,946	39,159,100	1,845,154	4.9%
Tuition Waivers/Scholarships	(1,148,633)	(1,179,602)	(30,969)	2.7%
Net Student Charges Revenue	36,165,313	37,979,498	1,814,185	5.0%
State Appropriation	-	-	-	-%
Indirect Cost Recovery	-	-	-	-%
Investment Income/Gifts	-	-	-	-%
Sales/Services/Auxiliary	13,437,097	12,319,502	(1,117,595)	-8.3%
Total Revenue	49,602,410	50,299,000	696,590	1.4%
Expenses				
Personnel Expense	16,615,722	17,178,830	563,108	3.4%
Fuel & Electricity	3,683,927	3,685,274	1,347	0.0%
Supplies & Services	12,704,487	13,401,543	697,056	5.5%
Shared Services	-	-	-	-%
Travel	104,818	104,268	(550)	-0.5%
Memberships, Contributions & Sponsorships	30,439	20,000	(10,439)	-34.3%
Maintenance & Alterations	3,157,522	3,054,253	(103,269)	-3.3%
Interest Expense	2,113,173	2,000,586	(112,587)	-5.3%
Depreciation	3,222,867	3,387,324	164,457	5.1%
Other Expenses & Transfers	5,998,442	5,276,339	(722,103)	-12.0%
Total Other Expenses & Transfers	31,015,675	30,929,587	(86,088)	-0.3%
Total Operating Expenses & Transfers	47,631,397	48,108,417	477,020	1.0%
Operating Increase (Decrease)	\$ 1,971,013	\$ 2,190,583	\$ 219,570	11.1%
Modified Cash Flow				
Operating Increase (Decrease)	\$1,971,013	\$2,190,583	\$219,570	11.1%
Plus Depreciation	3,222,867	3,387,324	164,457	5.1%
Less Capital Expenditures	(1,955,103)	(1,688,152)	266,951	-13.7%
Less Capital Reserve Funding	(828,777)	(1,354,055)	(525,278)	63.4%
Less Debt Service Principal	(2,410,000)	(2,535,700)	(125,700)	5.2%
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	\$ -	\$ -	\$ -	

University of Maine
FY18 PROPOSED BUDGET
Unrestricted E&G and Auxiliary

	<u>FY17 BASE</u>	<u>FY18 BASE</u>	<u>CHANGE</u>	
Revenues				
Tuition & Fee Revenue	\$ 147,211,502	\$ 158,866,957	\$ 11,655,455	7.9%
Dining & Residence Revenue	37,313,946	39,159,100	1,845,154	4.9%
Tuition Waivers/Scholarships	(46,741,778)	(50,361,450)	(3,619,672)	7.7%
Net Student Charges Revenue	137,783,670	147,664,607	9,880,937	7.2%
State Appropriation	82,497,718	83,840,864	1,343,146	1.6%
Indirect Cost Recovery	8,371,276	8,371,276	-	0.0%
Investment Income/Gifts	932,045	912,890	(19,155)	-2.1%
Sales/Services/Auxiliary	27,383,666	27,081,267	(302,399)	-1.1%
Total Revenue	256,968,375	267,870,904	10,902,529	4.2%
Expenses				
Personnel Expense	149,116,348	156,807,358	7,691,010	5.2%
Fuel & Electricity	13,736,801	13,682,385	(54,416)	-0.4%
Supplies & Services	26,502,786	28,509,383	2,006,597	7.6%
Shared Services	17,349,453	18,131,038	781,585	4.5%
Travel	2,598,858	2,683,130	84,272	3.2%
Memberships, Contributions & Sponsorships	423,740	439,286	15,546	3.7%
Maintenance & Alterations	7,373,966	7,550,618	176,652	2.4%
Interest Expense	2,829,914	2,667,927	(161,987)	-5.7%
Depreciation	16,584,618	17,564,886	980,268	5.9%
Other Expenses & Transfers	26,413,497	26,035,267	(378,230)	-1.4%
Total Other Expenses & Transfers	113,813,633	117,263,920	3,450,287	3.0%
Total Operating Expenses & Transfers	262,929,981	274,071,278	11,141,297	4.2%
Operating Increase (Decrease)	\$ (5,961,606)	\$ (6,200,374)	\$ (238,768)	4.0%
Modified Cash Flow				
Operating Increase (Decrease)	(\$5,961,606)	(\$6,200,374)	(\$238,768)	4.0%
Plus Depreciation	16,584,618	17,564,886	980,268	5.9%
Less Capital Expenditures	(6,032,233)	(6,068,260)	(36,027)	0.6%
Less Capital Reserve Funding	(828,777)	(1,354,055)	(525,278)	63.4%
Less Debt Service Principal	(3,762,002)	(3,942,197)	(180,195)	4.8%
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	\$ -	\$ -	\$ -	

**University of Maine at Augusta
FY18 PROPOSED BUDGET**

Unrestricted E&G

	<u>FY17 BASE</u>	<u>FY18 BASE</u>	<u>CHANGE</u>	
Revenues				
Tuition & Fee Revenue	\$ 23,594,855	\$ 22,456,393	\$ (1,138,462)	-4.8%
Dining & Residence Revenue	-	-	-	-%
Tuition Waivers/Scholarships	(3,254,202)	(3,150,117)	104,085	-3.2%
Net Student Charges Revenue	20,340,653	19,306,276	(1,034,377)	-5.1%
State Appropriation	16,803,125	17,188,146	385,021	2.3%
Indirect Cost Recovery	175,000	175,000	-	0.0%
Investment Income/Gifts	-	-	-	-%
Sales/Services/Auxiliary	364,751	435,750	70,999	19.5%
Total Revenue	37,683,529	37,105,172	(578,357)	-1.5%
Expenses				
Personnel Expense	25,381,637	26,182,315	800,678	3.2%
Fuel & Electricity	846,706	827,893	(18,813)	-2.2%
Supplies & Services	1,757,510	1,823,422	65,912	3.8%
Shared Services	4,455,995	4,639,771	183,776	4.1%
Travel	233,728	259,560	25,832	11.1%
Memberships, Contributions & Sponsorships	76,194	81,259	5,065	6.6%
Maintenance & Alterations	436,941	464,891	27,950	6.4%
Interest Expense	42,550	37,508	(5,042)	-11.8%
Depreciation	1,478,354	1,608,500	130,146	8.8%
Other Expenses & Transfers	2,506,564	2,477,407	(29,157)	-1.2%
Total Other Expenses & Transfers	11,834,542	12,220,211	385,669	3.3%
Total Operating Expenses & Transfers	37,216,179	38,402,526	1,186,347	3.2%
Operating Increase (Decrease)	\$ 467,350	\$ (1,297,354)	\$ (1,764,704)	-377.6%
Modified Cash Flow				
Operating Increase (Decrease)	\$467,350	(\$1,297,354)	(\$1,764,704)	-377.6%
Plus Depreciation	1,478,354	1,608,500	130,146	8.8%
Less Capital Expenditures	(1,075,602)	(992,227)	83,375	-7.8%
Less Capital Reserve Funding	(103,763)	-	103,763	-100.0%
Less Debt Service Principal	(278,035)	(309,747)	(31,712)	11.4%
Net Change Before Other Adjustments & Transfers	488,304	(990,828)	(1,479,132)	
Transfer from/(to) Administrative Savings Rsrv	-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-	
Net Change Subtotal	488,304	(990,828)	(1,479,132)	
Other Strategic Transfers from/(to) Reserves	-	990,828	990,828	
Net Change in Cash & Reserve Transfers	\$ 488,304	\$ -	\$ (488,304)	

University of Maine at Augusta
FY18 PROPOSED BUDGET
Unrestricted Auxiliary

	<u>FY17 BASE</u>	<u>FY18 BASE</u>	<u>CHANGE</u>	
Revenues				
Tuition & Fee Revenue	\$ -	\$ -	\$ -	-%
Dining & Residence Revenue	-	-	-	-%
Tuition Waivers/Scholarships	-	-	-	-%
Net Student Charges Revenue	-	-	-	-%
State Appropriation	-	-	-	-%
Indirect Cost Recovery	-	-	-	-%
Investment Income/Gifts	-	-	-	-%
Sales/Services/Auxiliary	1,106,500	1,191,000	84,500	7.6%
Total Revenue	1,106,500	1,191,000	84,500	7.6%
Expenses				
Personnel Expense	281,087	285,444	4,357	1.6%
Fuel & Electricity	1,000	1,000	-	0.0%
Supplies & Services	719,275	810,400	91,125	12.7%
Shared Services	-	-	-	-%
Travel	450	450	-	0.0%
Memberships, Contributions & Sponsorships	900	900	-	0.0%
Maintenance & Alterations	3,000	3,500	500	16.7%
Interest Expense	2,284	1,882	(402)	-17.6%
Depreciation	14,963	29,670	14,707	98.3%
Other Expenses & Transfers	115,240	123,040	7,800	6.8%
Total Other Expenses & Transfers	857,112	970,842	113,730	13.3%
Total Operating Expenses & Transfers	1,138,199	1,256,286	118,087	10.4%
Operating Increase (Decrease)	\$ (31,699)	\$ (65,286)	\$ (33,587)	106.0%
Modified Cash Flow				
Operating Increase (Decrease)	(\$31,699)	(\$65,286)	(\$33,587)	106.0%
Plus Depreciation	14,963	29,670	14,707	98.3%
Less Capital Expenditures	-	-	-	-%
Less Capital Reserve Funding	-	-	-	-%
Less Debt Service Principal	(10,066)	(10,345)	(279)	2.8%
Net Change Before Other Adjustments & Transfers	(26,802)	(45,961)	(19,159)	
Transfer from/(to) Administrative Savings Rsrv	-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-	
Net Change Subtotal	(26,802)	(45,961)	(19,159)	
Other Strategic Transfers from/(to) Reserves	-	45,961	45,961	
Net Change in Cash & Reserve Transfers	\$ (26,802)	\$ -	\$ 26,802	

University of Maine at Augusta
FY18 PROPOSED BUDGET
Unrestricted E&G and Auxiliary

	<u>FY17 BASE</u>	<u>FY18 BASE</u>	<u>CHANGE</u>	
Revenues				
Tuition & Fee Revenue	\$ 23,594,855	\$ 22,456,393	\$ (1,138,462)	-4.8%
Dining & Residence Revenue	-	-	-	-%
Tuition Waivers/Scholarships	(3,254,202)	(3,150,117)	104,085	-3.2%
Net Student Charges Revenue	20,340,653	19,306,276	(1,034,377)	-5.1%
State Appropriation	16,803,125	17,188,146	385,021	2.3%
Indirect Cost Recovery	175,000	175,000	-	0.0%
Investment Income/Gifts	-	-	-	-%
Sales/Services/Auxiliary	1,471,251	1,626,750	155,499	10.6%
Total Revenue	38,790,029	38,296,172	(493,857)	-1.3%
Expenses				
Personnel Expense	25,662,724	26,467,759	805,035	3.1%
Fuel & Electricity	847,706	828,893	(18,813)	-2.2%
Supplies & Services	2,476,785	2,633,822	157,037	6.3%
Shared Services	4,455,995	4,639,771	183,776	4.1%
Travel	234,178	260,010	25,832	11.0%
Memberships, Contributions & Sponsorships	77,094	82,159	5,065	6.6%
Maintenance & Alterations	439,941	468,391	28,450	6.5%
Interest Expense	44,834	39,390	(5,444)	-12.1%
Depreciation	1,493,317	1,638,170	144,853	9.7%
Other Expenses & Transfers	2,621,804	2,600,447	(21,357)	-0.8%
Total Other Expenses & Transfers	12,691,654	13,191,053	499,399	3.9%
Total Operating Expenses & Transfers	38,354,378	39,658,812	1,304,434	3.4%
Operating Increase (Decrease)	\$ 435,651	\$ (1,362,640)	\$ (1,798,291)	-412.8%
Modified Cash Flow				
Operating Increase (Decrease)	\$435,651	(\$1,362,640)	(\$1,798,291)	-412.8%
Plus Depreciation	1,493,317	1,638,170	144,853	9.7%
Less Capital Expenditures	(1,075,602)	(992,227)	83,375	-7.8%
Less Capital Reserve Funding	(103,763)	-	103,763	-100.0%
Less Debt Service Principal	(288,101)	(320,092)	(31,991)	11.1%
Net Change Before Other Adjustments & Transfers	461,502	(1,036,789)	(1,498,291)	
Transfer from/(to) Administrative Savings Rsrv	-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-	
Net Change Subtotal	461,502	(1,036,789)	(1,498,291)	
Other Strategic Transfers from/(to) Reserves	-	1,036,789	1,036,789	
Net Change in Cash & Reserve Transfers	\$ 461,502	\$ -	\$ (461,502)	

**Univ of Maine at Farmington
FY18 PROPOSED BUDGET**

Unrestricted E&G

	<u>FY17 BASE</u>	<u>FY18 BASE</u>	<u>CHANGE</u>	
Revenues				
Tuition & Fee Revenue	\$ 19,520,872	\$ 20,764,144	\$ 1,243,272	6.4%
Dining & Residence Revenue	-	-	-	-%
Tuition Waivers/Scholarships	(3,207,624)	(3,488,511)	(280,887)	8.8%
Net Student Charges Revenue	16,313,248	17,275,633	962,385	5.9%
State Appropriation	12,253,931	12,287,158	33,227	0.3%
Indirect Cost Recovery	200,000	200,000	-	0.0%
Investment Income/Gifts	110,000	0	(110,000)	-100.0%
Sales/Services/Auxiliary	654,310	654,310	-	0.0%
Total Revenue	29,531,489	30,417,101	885,612	3.0%
Expenses				
Personnel Expense	22,857,797	23,597,995	740,198	3.2%
Fuel & Electricity	588,707	629,360	40,653	6.9%
Supplies & Services	1,415,645	1,670,997	255,352	18.0%
Shared Services	3,081,065	3,328,217	247,152	8.0%
Travel	619,579	561,597	(57,982)	-9.4%
Memberships, Contributions & Sponsorships	92,781	94,698	1,917	2.1%
Maintenance & Alterations	33,047	32,953	(94)	-0.3%
Interest Expense	226,985	213,952	(13,033)	-5.7%
Depreciation	1,642,956	1,827,065	184,109	11.2%
Other Expenses & Transfers	(510,483)	(885,114)	(374,631)	73.4%
Total Other Expenses & Transfers	7,190,282	7,473,725	283,443	3.9%
Total Operating Expenses & Transfers	30,048,079	31,071,720	1,023,641	3.4%
Operating Increase (Decrease)	\$ (516,590)	\$ (654,619)	\$ (138,029)	26.7%
Modified Cash Flow				
Operating Increase (Decrease)	(\$516,590)	(\$654,619)	(\$138,029)	26.7%
Plus Depreciation	1,642,956	1,827,065	184,109	11.2%
Less Capital Expenditures	0	0	0	-%
Less Capital Reserve Funding	(821,478)	(850,230)	(28,752)	3.5%
Less Debt Service Principal	(304,888)	(322,216)	(17,328)	5.7%
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	\$ -	\$ -	\$ -	

Univ of Maine at Farmington
FY18 PROPOSED BUDGET
Unrestricted Auxiliary

	<u>FY17 BASE</u>	<u>FY18 BASE</u>	<u>CHANGE</u>	
Revenues				
Tuition & Fee Revenue	\$ -	\$ -	\$ -	-%
Dining & Residence Revenue	8,448,148	8,998,503	550,355	6.5%
Tuition Waivers/Scholarships	(280,000)	(260,000)	20,000	-7.1%
Net Student Charges Revenue	8,168,148	8,738,503	570,355	7.0%
State Appropriation	-	-	-	-%
Indirect Cost Recovery	-	-	-	-%
Investment Income/Gifts	-	-	-	-%
Sales/Services/Auxiliary	714,400	516,750	(197,650)	-27.7%
Total Revenue	8,882,548	9,255,253	372,705	4.2%
Expenses				
Personnel Expense	1,701,692	1,734,648	32,956	1.9%
Fuel & Electricity	417,071	465,540	48,469	11.6%
Supplies & Services	3,393,309	3,365,044	(28,265)	-0.8%
Shared Services	-	-	-	-%
Travel	12,125	12,125	-	0.0%
Memberships, Contributions & Sponsorships	5,845	5,595	(250)	-4.3%
Maintenance & Alterations	57,587	57,587	-	0.0%
Interest Expense	474,577	448,810	(25,767)	-5.4%
Depreciation	422,212	461,347	39,135	9.3%
Other Expenses & Transfers	1,831,891	2,076,809	244,918	13.4%
Total Other Expenses & Transfers	6,614,617	6,892,857	278,240	4.2%
Total Operating Expenses & Transfers	8,316,309	8,627,505	311,196	3.7%
Operating Increase (Decrease)	\$ 566,239	\$ 627,748	\$ 61,509	10.9%
Modified Cash Flow				
Operating Increase (Decrease)	\$566,239	\$627,748	\$61,509	10.9%
Plus Depreciation	422,212	461,347	39,135	9.3%
Less Capital Expenditures	(244,700)	(244,700)	-	0.0%
Less Capital Reserve Funding	(137,651)	(142,469)	(4,818)	3.5%
Less Debt Service Principal	(606,100)	(627,914)	(21,814)	3.6%
Net Change Before Other Adjustments & Transfers	-	74,012	74,012	
Transfer from/(to) Administrative Savings Rsrv	-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-	
Net Change Subtotal	-	74,012	74,012	
Other Strategic Transfers from/(to) Reserves	-	-	-	
Net Change in Cash & Reserve Transfers	\$ -	\$ 74,012	\$ 74,012	

Univ of Maine at Farmington
FY18 PROPOSED BUDGET
Unrestricted E&G and Auxiliary

	<u>FY17 BASE</u>	<u>FY18 BASE</u>	<u>CHANGE</u>	
Revenues				
Tuition & Fee Revenue	\$ 19,520,872	\$ 20,764,144	\$ 1,243,272	6.4%
Dining & Residence Revenue	8,448,148	8,998,503	550,355	6.5%
Tuition Waivers/Scholarships	(3,487,624)	(3,748,511)	(260,887)	7.5%
Net Student Charges Revenue	24,481,396	26,014,136	1,532,740	6.3%
State Appropriation	12,253,931	12,287,158	33,227	0.3%
Indirect Cost Recovery	200,000	200,000	-	0.0%
Investment Income/Gifts	110,000	-	(110,000)	-100.0%
Sales/Services/Auxiliary	1,368,710	1,171,060	(197,650)	-14.4%
Total Revenue	38,414,037	39,672,354	1,258,317	3.3%
Expenses				
Personnel Expense	24,559,489	25,332,643	773,154	3.1%
Fuel & Electricity	1,005,778	1,094,900	89,122	8.9%
Supplies & Services	4,808,954	5,036,041	227,087	4.7%
Shared Services	3,081,065	3,328,217	247,152	8.0%
Travel	631,704	573,722	(57,982)	-9.2%
Memberships, Contributions & Sponsorships	98,626	100,293	1,667	1.7%
Maintenance & Alterations	90,634	90,540	(94)	-0.1%
Interest Expense	701,562	662,762	(38,800)	-5.5%
Depreciation	2,065,168	2,288,412	223,244	10.8%
Other Expenses & Transfers	1,321,408	1,191,695	(129,713)	-9.8%
Total Other Expenses & Transfers	13,804,899	14,366,582	561,683	4.1%
Total Operating Expenses & Transfers	38,364,388	39,699,225	1,334,837	3.5%
Operating Increase (Decrease)	\$ 49,649	\$ (26,871)	\$ (76,520)	-154.1%
Modified Cash Flow				
Operating Increase (Decrease)	\$49,649	(\$26,871)	(\$76,520)	-154.1%
Plus Depreciation	2,065,168	2,288,412	223,244	10.8%
Less Capital Expenditures	(244,700)	(244,700)	0	0.0%
Less Capital Reserve Funding	(959,129)	(992,699)	(33,570)	3.5%
Less Debt Service Principal	(910,988)	(950,130)	(39,142)	4.3%
Net Change Before Other Adjustments & Transfers	-	74,012	74,012	
Transfer from/(to) Administrative Savings Rsrv	-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-	
Net Change Subtotal	-	74,012	74,012	
Other Strategic Transfers from/(to) Reserves	-	0	0	
Net Change in Cash & Reserve Transfers	\$ -	\$ 74,012	\$ 74,012	

**Univ of Maine at Fort Kent
FY18 PROPOSED BUDGET**

Unrestricted E&G

	<u>FY17 BASE</u>	<u>FY18 BASE</u>	<u>CHANGE</u>	
Revenues				
Tuition & Fee Revenue	\$ 7,728,695	\$ 8,737,323	\$ 1,008,628	13.1%
Dining & Residence Revenue	-	-	-	-%
Tuition Waivers/Scholarships	(1,405,900)	(1,558,916)	(153,016)	10.9%
Net Student Charges Revenue	6,322,795	7,178,407	855,612	13.5%
State Appropriation	5,308,503	6,509,870	1,201,367	22.6%
Indirect Cost Recovery	36,230	36,230	-	0.0%
Investment Income/Gifts	-	-	-	-%
Sales/Services/Auxiliary	291,000	247,500	(43,500)	-14.9%
Total Revenue	11,958,528	13,972,007	2,013,479	16.8%
Expenses				
Personnel Expense	8,868,651	8,799,341	(69,310)	-0.8%
Fuel & Electricity	466,746	445,846	(20,900)	-4.5%
Supplies & Services	510,456	502,405	(8,051)	-1.6%
Shared Services	1,579,530	1,710,602	131,072	8.3%
Travel	314,060	347,310	33,250	10.6%
Memberships, Contributions & Sponsorships	59,720	60,050	330	0.6%
Maintenance & Alterations	187,600	243,640	56,040	29.9%
Interest Expense	48,115	40,450	(7,665)	-15.9%
Depreciation	644,933	668,982	24,049	3.7%
Other Expenses & Transfers	726,556	851,216	124,660	17.2%
Total Other Expenses & Transfers	4,537,716	4,870,501	332,785	7.3%
Total Operating Expenses & Transfers	13,406,367	13,669,842	263,475	2.0%
Operating Increase (Decrease)	\$ (1,447,839)	\$ 302,165	\$ 1,750,004	-120.9%
Modified Cash Flow				
Operating Increase (Decrease)	(\$1,447,839)	\$302,165	\$1,750,004	-120.9%
Plus Depreciation	644,933	668,982	24,049	3.7%
Less Capital Expenditures	(20,000)	(220,000)	(200,000)	1000.0%
Less Capital Reserve Funding	-	-	-	-%
Less Debt Service Principal	(366,755)	(326,999)	39,756	-10.8%
Net Change Before Other Adjustments & Transfers	(1,189,661)	424,148	1,613,809	
Transfer from/(to) Administrative Savings Rsrv	1,000,000	-	(1,000,000)	
Transfer from/(to) Budget Stabilization	-	-	-	
Net Change Subtotal	(189,661)	424,148	613,809	
Other Strategic Transfers from/(to) Reserves	300,024	-	(300,024)	
Net Change in Cash & Reserve Transfers	\$ 110,363	\$ 424,148	\$ 313,785	

Univ of Maine at Fort Kent
FY18 PROPOSED BUDGET
Unrestricted Auxiliary

	<u>FY17 BASE</u>	<u>FY18 BASE</u>	<u>CHANGE</u>	
Revenues				
Tuition & Fee Revenue	\$ -	\$ -	\$ -	-%
Dining & Residence Revenue	1,602,380	1,609,420	7,040	0.4%
Tuition Waivers/Scholarships	(60,000)	(60,000)	-	0.0%
Net Student Charges Revenue	1,542,380	1,549,420	7,040	0.5%
State Appropriation	-	-	-	-%
Indirect Cost Recovery	-	-	-	-%
Investment Income/Gifts	-	-	-	-%
Sales/Services/Auxiliary	129,600	109,100	(20,500)	-15.8%
Total Revenue	1,671,980	1,658,520	(13,460)	-0.8%
Expenses				
Personnel Expense	279,746	278,332	(1,414)	-0.5%
Fuel & Electricity	192,259	179,259	(13,000)	-6.8%
Supplies & Services	875,875	812,817	(63,058)	-7.2%
Shared Services	-	-	-	-%
Travel	3,500	3,500	-	0.0%
Memberships, Contributions & Sponsorships	200	200	-	0.0%
Maintenance & Alterations	50,300	55,270	4,970	9.9%
Interest Expense	228,183	218,324	(9,859)	-4.3%
Depreciation	212,518	217,798	5,280	2.5%
Other Expenses & Transfers	60,167	60,902	735	1.2%
Total Other Expenses & Transfers	1,623,002	1,548,070	(74,932)	-4.6%
Total Operating Expenses & Transfers	1,902,748	1,826,402	(76,346)	-4.0%
Operating Increase (Decrease)	\$ (230,768)	\$ (167,882)	\$ 62,886	-27.3%
Modified Cash Flow				
Operating Increase (Decrease)	(\$230,768)	(\$167,882)	\$62,886	-27.3%
Plus Depreciation	212,518	217,798	5,280	2.5%
Less Capital Expenditures	(20,000)	-	20,000	-100.0%
Less Capital Reserve Funding	-	-	-	-%
Less Debt Service Principal	(213,717)	(208,826)	4,891	-2.3%
Net Change Before Other Adjustments & Transfers	(251,967)	(158,910)	93,057	
Transfer from/(to) Administrative Savings Rsrv	-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-	
Net Change Subtotal	(251,967)	(158,910)	93,057	
Other Strategic Transfers from/(to) Reserves	251,967	-	(251,967)	
Net Change in Cash & Reserve Transfers	\$ -	\$ (158,910)	\$ (158,910)	

Univ of Maine at Fort Kent
FY18 PROPOSED BUDGET
Unrestricted E&G and Auxiliary

	<u>FY17 BASE</u>	<u>FY18 BASE</u>	<u>CHANGE</u>	
Revenues				
Tuition & Fee Revenue	\$ 7,728,695	\$ 8,737,323	\$ 1,008,628	13.1%
Dining & Residence Revenue	1,602,380	1,609,420	7,040	0.4%
Tuition Waivers/Scholarships	(1,465,900)	(1,618,916)	(153,016)	10.4%
Net Student Charges Revenue	7,865,175	8,727,827	862,652	11.0%
State Appropriation	5,308,503	6,509,870	1,201,367	22.6%
Indirect Cost Recovery	36,230	36,230	-	0.0%
Investment Income/Gifts	-	-	-	-%
Sales/Services/Auxiliary	420,600	356,600	(64,000)	-15.2%
Total Revenue	13,630,508	15,630,527	2,000,019	14.7%
Expenses				
Personnel Expense	9,148,397	9,077,673	(70,724)	-0.8%
Fuel & Electricity	659,005	625,105	(33,900)	-5.1%
Supplies & Services	1,386,331	1,315,222	(71,109)	-5.1%
Shared Services	1,579,530	1,710,602	131,072	8.3%
Travel	317,560	350,810	33,250	10.5%
Memberships, Contributions & Sponsorships	59,920	60,250	330	0.6%
Maintenance & Alterations	237,900	298,910	61,010	25.6%
Interest Expense	276,298	258,774	(17,524)	-6.3%
Depreciation	857,451	886,780	29,329	3.4%
Other Expenses & Transfers	786,723	912,118	125,395	15.9%
Total Other Expenses & Transfers	6,160,718	6,418,571	257,853	4.2%
Total Operating Expenses & Transfers	15,309,115	15,496,244	187,129	1.2%
Operating Increase (Decrease)	\$ (1,678,607)	\$ 134,283	\$ 1,812,890	-108.0%
Modified Cash Flow				
Operating Increase (Decrease)	(\$1,678,607)	\$134,283	\$1,812,890	-108.0%
Plus Depreciation	857,451	886,780	29,329	3.4%
Less Capital Expenditures	(40,000)	(220,000)	(180,000)	450.0%
Less Capital Reserve Funding	-	-	-	-%
Less Debt Service Principal	(580,472)	(535,825)	44,647	-7.7%
Net Change Before Other Adjustments & Transfers	(1,441,628)	265,238	1,706,866	
Transfer from/(to) Administrative Savings Rsrv	1,000,000	-	(1,000,000)	
Transfer from/(to) Budget Stabilization	-	-	-	
Net Change Subtotal	(441,628)	265,238	706,866	
Other Strategic Transfers from/(to) Reserves	551,991	-	(551,991)	
Net Change in Cash & Reserve Transfers	\$ 110,363	\$ 265,238	\$ 154,875	

**Univ of Maine at Machias
FY18 PROPOSED BUDGET**

Unrestricted E&G

	<u>FY17 BASE</u>	<u>FY18 BASE</u>	<u>CHANGE</u>	
Revenues				
Tuition & Fee Revenue	\$ 4,735,596	\$ 4,839,337	\$ 103,741	2.2%
Dining & Residence Revenue	-	-	-	-%
Tuition Waivers/Scholarships	(1,422,762)	(1,468,193)	(45,431)	3.2%
Net Student Charges Revenue	3,312,834	3,371,144	58,310	1.8%
State Appropriation	4,482,351	5,248,964	766,613	17.1%
Indirect Cost Recovery	90,000	60,000	(30,000)	-33.3%
Investment Income/Gifts	6,000	0	(6,000)	-100.0%
Sales/Services/Auxiliary	238,600	251,780	13,180	5.5%
Total Revenue	8,129,785	8,931,888	802,103	9.9%
Expenses				
Personnel Expense	6,025,098	5,804,500	(220,598)	-3.7%
Fuel & Electricity	361,750	341,000	(20,750)	-5.7%
Supplies & Services	515,765	586,710	70,945	13.8%
Shared Services	1,245,956	1,238,370	(7,586)	-0.6%
Travel	215,657	222,875	7,218	3.3%
Memberships, Contributions & Sponsorships	31,435	40,725	9,290	29.6%
Maintenance & Alterations	168,900	113,628	(55,272)	-32.7%
Interest Expense	70,661	66,156	(4,505)	-6.4%
Depreciation	432,448	519,679	87,231	20.2%
Other Expenses & Transfers	449,971	412,072	(37,899)	-8.4%
Total Other Expenses & Transfers	3,492,543	3,541,215	48,672	1.4%
Total Operating Expenses & Transfers	9,517,641	9,345,715	(171,926)	-1.8%
Operating Increase (Decrease)	\$ (1,387,856)	\$ (413,827)	\$ 974,029	-70.2%
Modified Cash Flow				
Operating Increase (Decrease)	(\$1,387,856)	(\$413,827)	\$974,029	-70.2%
Plus Depreciation	432,448	519,679	87,231	20.2%
Less Capital Expenditures	-	-	-	-%
Less Capital Reserve Funding	-	-	-	-%
Less Debt Service Principal	(90,099)	(105,852)	(15,753)	17.5%
Net Change Before Other Adjustments & Transfers	(1,045,507)	-	1,045,507	
Transfer from/(to) Administrative Savings Rsrv	1,000,000	-	(1,000,000)	
Transfer from/(to) Budget Stabilization	-	-	0	
Net Change Subtotal	(45,507)	-	45,507	
Other Strategic Transfers from/(to) Reserves	-	-	-	
Net Change in Cash & Reserve Transfers	\$ (45,507)	\$ -	\$ 45,507	

Univ of Maine at Machias
FY18 PROPOSED BUDGET
Unrestricted Auxiliary

	<u>FY17 BASE</u>	<u>FY18 BASE</u>	<u>CHANGE</u>	
Revenues				
Tuition & Fee Revenue	\$ -	\$ -	\$ -	-%
Dining & Residence Revenue	1,866,909	1,871,238	4,329	0.2%
Tuition Waivers/Scholarships	0	(102,000)	(102,000)	-%
Net Student Charges Revenue	1,866,909	1,769,238	(97,671)	-5.2%
State Appropriation	-	-	-	-%
Indirect Cost Recovery	-	-	-	-%
Investment Income/Gifts	-	-	-	-%
Sales/Services/Auxiliary	61,000	78,000	17,000	27.9%
Total Revenue	1,927,909	1,847,238	(80,671)	-4.2%
Expenses				
Personnel Expense	260,476	263,942	3,466	1.3%
Fuel & Electricity	255,000	227,000	(28,000)	-11.0%
Supplies & Services	850,150	818,942	(31,208)	-3.7%
Shared Services	-	-	-	-%
Travel	3,800	2,100	(1,700)	-44.7%
Memberships, Contributions & Sponsorships	500	500	-	0.0%
Maintenance & Alterations	121,500	124,500	3,000	2.5%
Interest Expense	105,041	98,778	(6,263)	-6.0%
Depreciation	205,743	200,831	(4,912)	-2.4%
Other Expenses & Transfers	106,572	99,391	(7,181)	-6.7%
Total Other Expenses & Transfers	1,648,306	1,572,042	(76,264)	-4.6%
Total Operating Expenses & Transfers	1,908,782	1,835,984	(72,798)	-3.8%
Operating Increase (Decrease)	\$ 19,127	\$ 11,254	\$ (7,873)	-41.2%
Modified Cash Flow				
Operating Increase (Decrease)	\$19,127	\$11,254	(\$7,873)	-41.2%
Plus Depreciation	205,743	200,831	(4,912)	-2.4%
Less Capital Expenditures	-	(16,762)	(16,762)	-%
Less Capital Reserve Funding	-	-	-	-%
Less Debt Service Principal	(179,363)	(195,323)	(15,960)	8.9%
Net Change Before Other Adjustments & Transfers	45,507	-	(45,507)	
Transfer from/(to) Administrative Savings Rsrv	-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-	
Net Change Subtotal	45,507	-	(45,507)	
Other Strategic Transfers from/(to) Reserves	-	-	-	
Net Change in Cash & Reserve Transfers	\$ 45,507	\$ -	\$ (45,507)	

Univ of Maine at Machias
FY18 PROPOSED BUDGET
Unrestricted E&G and Auxiliary

	<u>FY17 BASE</u>	<u>FY18 BASE</u>	<u>CHANGE</u>	
Revenues				
Tuition & Fee Revenue	\$ 4,735,596	\$ 4,839,337	\$ 103,741	2.2%
Dining & Residence Revenue	1,866,909	1,871,238	4,329	0.2%
Tuition Waivers/Scholarships	(1,422,762)	(1,570,193)	(147,431)	10.4%
Net Student Charges Revenue	5,179,743	5,140,382	(39,361)	-0.8%
State Appropriation	4,482,351	5,248,964	766,613	17.1%
Indirect Cost Recovery	90,000	60,000	(30,000)	-33.3%
Investment Income/Gifts	6,000	-	(6,000)	-100.0%
Sales/Services/Auxiliary	299,600	329,780	30,180	10.1%
Total Revenue	<u>10,057,694</u>	<u>10,779,126</u>	<u>721,432</u>	7.2%
Expenses				
Personnel Expense	6,285,574	6,068,442	(217,132)	-3.5%
Fuel & Electricity	616,750	568,000	(48,750)	-7.9%
Supplies & Services	1,365,915	1,405,652	39,737	2.9%
Shared Services	1,245,956	1,238,370	(7,586)	-0.6%
Travel	219,457	224,975	5,518	2.5%
Memberships, Contributions & Sponsorships	31,935	41,225	9,290	29.1%
Maintenance & Alterations	290,400	238,128	(52,272)	-18.0%
Interest Expense	175,702	164,934	(10,768)	-6.1%
Depreciation	638,191	720,510	82,319	12.9%
Other Expenses & Transfers	556,543	511,463	(45,080)	-8.1%
Total Other Expenses & Transfers	<u>5,140,849</u>	<u>5,113,257</u>	<u>(27,592)</u>	-0.5%
Total Operating Expenses & Transfers	<u>11,426,423</u>	<u>11,181,699</u>	<u>(244,724)</u>	-2.1%
Operating Increase (Decrease)	<u>\$ (1,368,729)</u>	<u>\$ (402,573)</u>	<u>\$ 966,156</u>	-70.6%
Modified Cash Flow				
Operating Increase (Decrease)	(\$1,368,729)	(\$402,573)	\$966,156	-70.6%
Plus Depreciation	638,191	720,510	82,319	12.9%
Less Capital Expenditures	-	(16,762)	(16,762)	-%
Less Capital Reserve Funding	-	-	-	-%
Less Debt Service Principal	(269,462)	(301,175)	(31,713)	11.8%
Net Change Before Other Adjustments & Transfers	<u>(1,000,000)</u>	<u>-</u>	<u>1,000,000</u>	
Transfer from/(to) Administrative Savings Rsrv	1,000,000	-	(1,000,000)	
Transfer from/(to) Budget Stabilization	-	-	-	
Net Change Subtotal	<u>-</u>	<u>-</u>	<u>-</u>	
Other Strategic Transfers from/(to) Reserves	-	-	-	
Net Change in Cash & Reserve Transfers	<u>-</u>	<u>-</u>	<u>-</u>	

**Univ of Maine at Presque Isle
FY18 PROPOSED BUDGET**

Unrestricted E&G

	<u>FY17 BASE</u>	<u>FY18 BASE</u>	<u>CHANGE</u>	
Revenues				
Tuition & Fee Revenue	\$ 7,073,065	\$ 7,512,529	\$ 439,464	6.2%
Dining & Residence Revenue	-	-	-	-%
Tuition Waivers/Scholarships	(1,457,200)	(1,405,800)	51,400	-3.5%
Net Student Charges Revenue	5,615,865	6,106,729	490,864	8.7%
State Appropriation	6,999,217	7,931,491	932,274	13.3%
Indirect Cost Recovery	155,000	155,000	-	0.0%
Investment Income/Gifts	-	-	-	-%
Sales/Services/Auxiliary	298,700	298,700	-	0.0%
Total Revenue	13,068,782	14,491,920	1,423,138	10.9%
Expenses				
Personnel Expense	9,991,000	9,839,047	(151,953)	-1.5%
Fuel & Electricity	561,050	557,050	(4,000)	-0.7%
Supplies & Services	940,739	875,432	(65,307)	-6.9%
Shared Services	1,785,508	1,924,123	138,615	7.8%
Travel	271,934	331,998	60,064	22.1%
Memberships, Contributions & Sponsorships	58,455	56,191	(2,264)	-3.9%
Maintenance & Alterations	275,085	289,883	14,798	5.4%
Interest Expense	63,816	60,830	(2,986)	-4.7%
Depreciation	814,440	835,290	20,850	2.6%
Other Expenses & Transfers	544,546	623,226	78,680	14.4%
Total Other Expenses & Transfers	5,315,573	5,554,022	238,449	4.5%
Total Operating Expenses & Transfers	15,306,573	15,393,069	86,496	0.6%
Operating Increase (Decrease)	\$ (2,237,791)	\$ (901,149)	\$ 1,336,642	-59.7%
Modified Cash Flow				
Operating Increase (Decrease)	(\$2,237,791)	(\$901,149)	\$1,336,642	-59.7%
Plus Depreciation	814,440	835,290	20,850	2.6%
Less Capital Expenditures	(129,400)	(162,433)	(33,033)	25.5%
Less Capital Reserve Funding	-	-	-	-%
Less Debt Service Principal	(59,718)	(59,953)	(235)	0.4%
Net Change Before Other Adjustments & Transfers	(1,612,469)	(288,245)	1,324,224	
Transfer from/(to) Administrative Savings Rsrv	1,000,000	-	(1,000,000)	
Transfer from/(to) Budget Stabilization	300,000	-	(300,000)	
Net Change Subtotal	(312,469)	(288,245)	24,224	
Other Strategic Transfers from/(to) Reserves	223,852	25,752	(198,100)	
Net Change in Cash & Reserve Transfers	\$ (88,617)	\$ (262,493)	\$ (173,876)	

Univ of Maine at Presque Isle
FY18 PROPOSED BUDGET
Unrestricted Auxiliary

	<u>FY17 BASE</u>	<u>FY18 BASE</u>	<u>CHANGE</u>	
Revenues				
Tuition & Fee Revenue	\$ -	\$ -	\$ -	-%
Dining & Residence Revenue	2,175,000	2,240,794	65,794	3.0%
Tuition Waivers/Scholarships	(216,000)	(216,000)	-	0.0%
Net Student Charges Revenue	1,959,000	2,024,794	65,794	3.4%
State Appropriation	-	-	-	-%
Indirect Cost Recovery	-	-	-	-%
Investment Income/Gifts	-	-	-	-%
Sales/Services/Auxiliary	146,700	146,700	-	0.0%
Total Revenue	2,105,700	2,171,494	65,794	3.1%
Expenses				
Personnel Expense	376,720	280,624	(96,096)	-25.5%
Fuel & Electricity	403,000	403,000	-	0.0%
Supplies & Services	729,145	729,145	-	0.0%
Shared Services	-	-	-	-%
Travel	375	375	-	0.0%
Memberships, Contributions & Sponsorships	-	-	-	-%
Maintenance & Alterations	305,000	305,000	-	0.0%
Interest Expense	-	-	-	-%
Depreciation	66,483	58,673	(7,810)	-11.7%
Other Expenses & Transfers	108,043	121,243	13,200	12.2%
Total Other Expenses & Transfers	1,612,046	1,617,436	5,390	0.3%
Total Operating Expenses & Transfers	1,988,766	1,898,060	(90,706)	-4.6%
Operating Increase (Decrease)	\$ 116,934	\$ 273,434	\$ 156,500	133.8%
Modified Cash Flow				
Operating Increase (Decrease)	\$116,934	\$273,434	\$156,500	133.8%
Plus Depreciation	66,483	58,673	(7,810)	-11.7%
Less Capital Expenditures	(94,800)	(69,614)	25,186	-26.6%
Less Capital Reserve Funding	-	-	-	-%
Less Debt Service Principal	-	-	-	-%
Net Change Before Other Adjustments & Transfers	88,617	262,493	173,876	
Transfer from/(to) Administrative Savings Rsrv	-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-	
Net Change Subtotal	88,617	262,493	173,876	
Other Strategic Transfers from/(to) Reserves	-	-	-	
Net Change in Cash & Reserve Transfers	\$ 88,617	\$ 262,493	\$ 173,876	

Univ of Maine at Presque Isle
FY18 PROPOSED BUDGET
Unrestricted E&G and Auxiliary

	<u>FY17 BASE</u>	<u>FY18 BASE</u>	<u>CHANGE</u>	
Revenues				
Tuition & Fee Revenue	\$ 7,073,065	\$ 7,512,529	\$ 439,464	6.2%
Dining & Residence Revenue	2,175,000	2,240,794	65,794	3.0%
Tuition Waivers/Scholarships	(1,673,200)	(1,621,800)	51,400	-3.1%
Net Student Charges Revenue	7,574,865	8,131,523	556,658	7.3%
State Appropriation	6,999,217	7,931,491	932,274	13.3%
Indirect Cost Recovery	155,000	155,000	-	0.0%
Investment Income/Gifts	-	-	-	-%
Sales/Services/Auxiliary	445,400	445,400	-	0.0%
Total Revenue	15,174,482	16,663,414	1,488,932	9.8%
Expenses				
Personnel Expense	10,367,720	10,119,671	(248,049)	-2.4%
Fuel & Electricity	964,050	960,050	(4,000)	-0.4%
Supplies & Services	1,669,884	1,604,577	(65,307)	-3.9%
Shared Services	1,785,508	1,924,123	138,615	7.8%
Travel	272,309	332,373	60,064	22.1%
Memberships, Contributions & Sponsorships	58,455	56,191	(2,264)	-3.9%
Maintenance & Alterations	580,085	594,883	14,798	2.6%
Interest Expense	63,816	60,830	(2,986)	-4.7%
Depreciation	880,923	893,963	13,040	1.5%
Other Expenses & Transfers	652,589	744,469	91,880	14.1%
Total Other Expenses & Transfers	6,927,619	7,171,458	243,839	3.5%
Total Operating Expenses & Transfers	17,295,339	17,291,129	(4,210)	0.0%
Operating Increase (Decrease)	\$ (2,120,857)	\$ (627,715)	\$ 1,493,142	-70.4%
Modified Cash Flow				
Operating Increase (Decrease)	(\$2,120,857)	(\$627,715)	\$1,493,142	-70.4%
Plus Depreciation	880,923	893,963	13,040	1.5%
Less Capital Expenditures	(224,200)	(232,047)	(7,847)	3.5%
Less Capital Reserve Funding	-	-	-	-%
Less Debt Service Principal	(59,718)	(59,953)	(235)	0.4%
Net Change Before Other Adjustments & Transfers	(1,523,852)	(25,752)	1,498,100	
Transfer from/(to) Administrative Savings Rsrv	1,000,000	-	(1,000,000)	
Transfer from/(to) Budget Stabilization	300,000	-	(300,000)	
Net Change Subtotal	(223,852)	(25,752)	198,100	
Other Strategic Transfers from/(to) Reserves	223,852	25,752	(198,100)	
Net Change in Cash & Reserve Transfers	\$ -	\$ 0	\$ 0	

University of Southern Maine
FY18 PROPOSED BUDGET
Unrestricted E&G
USM (Excluding Law School)

	<u>FY17 BASE</u>	<u>FY18 BASE</u>	<u>CHANGE</u>	
Revenues				
Tuition & Fee Revenue	\$ 58,747,705	\$ 67,970,910	\$ 9,223,205	15.7%
Dining & Residence Revenue	-	-	-	-%
Tuition Waivers/Scholarships	(11,825,365)	(15,473,697)	(3,648,332)	30.9%
Net Student Charges Revenue	46,922,340	52,497,213	5,574,873	11.9%
State Appropriation	48,032,552	47,824,165	(208,387)	-0.4%
Indirect Cost Recovery	2,850,000	3,105,000	255,000	8.9%
Investment Income/Gifts	27,900	80,000	52,100	186.7%
Sales/Services/Auxiliary	3,186,385	5,004,449	1,818,064	57.1%
Total Revenue	101,019,177	108,510,827	7,491,650	7.4%
Expenses				
Personnel Expense	73,529,975	77,339,037	3,809,062	5.2%
Fuel & Electricity	2,445,248	2,551,325	106,077	4.3%
Supplies & Services	4,184,255	4,673,173	488,918	11.7%
Shared Services	12,796,419	12,267,129	(529,290)	-4.1%
Travel	1,035,328	1,100,494	65,166	6.3%
Memberships, Contributions & Sponsorships	322,040	338,340	16,300	5.1%
Maintenance & Alterations	1,733,122	1,853,872	120,750	7.0%
Interest Expense	843,996	812,693	(31,303)	-3.7%
Depreciation	6,207,799	6,235,204	27,405	0.4%
Other Expenses & Transfers	3,377,947	6,881,029	3,503,082	103.7%
Total Other Expenses & Transfers	32,946,154	36,713,259	3,767,105	11.4%
Total Operating Expenses & Transfers	106,476,129	114,052,296	7,576,167	7.1%
Operating Increase (Decrease)	\$ (5,456,952)	\$ (5,541,469)	\$ (84,517)	1.5%
Modified Cash Flow				
Operating Increase (Decrease)	(\$5,456,952)	(\$5,541,469)	(\$84,517)	1.5%
Plus Depreciation	6,207,799	6,235,204	27,405	0.4%
Less Capital Expenditures	(1,713,547)	(1,790,056)	(76,509)	4.5%
Less Capital Reserve Funding	-	-	-	-%
Less Debt Service Principal	(1,727,692)	(2,118,907)	(391,215)	22.6%
Net Change Before Other Adjustments & Transfers	(2,690,392)	(3,215,228)	(524,836)	
Transfer from/(to) Administrative Savings Rsrv	-	-	-	
Transfer from/(to) Budget Stabilization	1,000,000	-	(1,000,000)	
Net Change Subtotal	(1,690,392)	(3,215,228)	(1,524,836)	
Other Strategic Transfers from/(to) Reserves	2,547,200	3,215,228	668,028	
Net Change in Cash & Reserve Transfers	\$ 856,808	\$ -	\$ (856,808)	

University of Southern Maine
FY18 PROPOSED BUDGET
Unrestricted E&G
LAW SCHOOL

	<u>FY17 BASE</u>	<u>FY18 BASE</u>	<u>CHANGE</u>	
Revenues				
Tuition & Fee Revenue	\$ 6,706,160	\$ 6,286,781	\$ (419,379)	-6.3%
Dining & Residence Revenue	-	-	-	-%
Tuition Waivers/Scholarships	(840,902)	(1,300,000)	(459,098)	54.6%
Net Student Charges Revenue	5,865,258	4,986,781	(878,477)	-15.0%
State Appropriation	-	-	-	-%
Indirect Cost Recovery	-	-	-	-%
Investment Income/Gifts	-	-	-	-%
Sales/Services/Auxiliary	7,000	-	(7,000)	-100.0%
Total Revenue	5,872,258	4,986,781	(885,477)	-15.1%
Expenses				
Personnel Expense	5,697,503	5,488,014	(209,489)	-3.7%
Fuel & Electricity	-	-	-	-%
Supplies & Services	132,390	313,891	181,501	137.1%
Shared Services	-	-	-	-%
Travel	106,750	82,921	(23,829)	-22.3%
Memberships, Contributions & Sponsorships	27,000	27,000	-	0.0%
Maintenance & Alterations	7,750	7,750	-	0.0%
Interest Expense	-	-	-	-%
Depreciation	-	-	-	-%
Other Expenses & Transfers	757,673	(382,155)	(1,139,828)	-150.4%
Total Other Expenses & Transfers	1,031,563	49,407	(982,156)	-95.2%
Total Operating Expenses & Transfers	6,729,066	5,537,421	(1,191,645)	-17.7%
Operating Increase (Decrease)	\$ (856,808)	\$ (550,640)	\$ 306,168	-35.7%
Modified Cash Flow				
Operating Increase (Decrease)	(\$856,808)	(\$550,640)	\$306,168	-35.7%
Plus Depreciation	-	-	-	-%
Less Capital Expenditures	-	-	-	-%
Less Capital Reserve Funding	-	-	-	-%
Less Debt Service Principal	-	-	-	-%
Net Change Before Other Adjustments & Transfers	(856,808)	(550,640)	306,168	
Transfer from/(to) Administrative Savings Rsrv	0	0	0	
Transfer from/(to) Budget Stabilization	0	275,320	275,320	
Net Change Subtotal	(856,808)	(275,320)	581,488	
Other Strategic Transfers from/(to) Reserves	0	275,320	275,320	
Net Change in Cash & Reserve Transfers	\$ (856,808)	\$ -	\$ 856,808	

**University of Southern Maine
FY18 PROPOSED BUDGET
Unrestricted Auxiliary**

	<u>FY17 BASE</u>	<u>FY18 BASE</u>	<u>CHANGE</u>	
Revenues				
Tuition & Fee Revenue	\$ 1,240,000	\$ 1,240,000	\$ -	0.0%
Dining & Residence Revenue	10,548,300	10,376,800	(171,500)	-1.6%
Tuition Waivers/Scholarships	(552,475)	(313,200)	239,275	-43.3%
Net Student Charges Revenue	11,235,825	11,303,600	67,775	0.6%
State Appropriation	-	-	-	-%
Indirect Cost Recovery	-	-	-	-%
Investment Income/Gifts	-	-	-	-%
Sales/Services/Auxiliary	2,336,264	2,443,864	107,600	4.6%
Total Revenue	13,572,089	13,747,464	175,375	1.3%
Expenses				
Personnel Expense	1,963,673	2,009,738	46,065	2.3%
Fuel & Electricity	1,036,364	1,036,364	-	0.0%
Supplies & Services	4,984,800	5,079,080	94,280	1.9%
Shared Services	-	-	-	-%
Travel	5,350	6,600	1,250	23.4%
Memberships, Contributions & Sponsorships	1,100	500	(600)	-54.5%
Maintenance & Alterations	600,618	600,866	248	0.0%
Interest Expense	1,231,068	1,173,416	(57,652)	-4.7%
Depreciation	790,387	1,044,758	254,371	32.2%
Other Expenses & Transfers	2,044,423	2,095,077	50,654	2.5%
Total Other Expenses & Transfers	10,694,110	11,036,661	342,551	3.2%
Total Operating Expenses & Transfers	12,657,783	13,046,399	388,616	3.1%
Operating Increase (Decrease)	\$ 914,306	\$ 701,065	\$ (213,241)	-23.3%
Modified Cash Flow				
Operating Increase (Decrease)	\$914,306	\$701,065	(\$213,241)	-23.3%
Plus Depreciation	790,387	1,044,758	254,371	32.2%
Less Capital Expenditures	-	(22,850)	(22,850)	-%
Less Capital Reserve Funding	-	-	-	-%
Less Debt Service Principal	(1,536,683)	(1,604,055)	(67,372)	4.4%
Net Change Before Other Adjustments & Transfers	168,010	118,918	(49,092)	
Transfer from/(to) Administrative Savings Rsrv	-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-	
Net Change Subtotal	168,010	118,918	(49,092)	
Other Strategic Transfers from/(to) Reserves	-	-	-	
Net Change in Cash & Reserve Transfers	\$ 168,010	\$ 118,918	\$ (49,092)	

**University of Southern Maine
FY18 PROPOSED BUDGET
Unrestricted E&G and Auxiliary**

	<u>FY17 BASE</u>	<u>FY18 BASE</u>	<u>CHANGE</u>	
Revenues				
Tuition & Fee Revenue	\$ 66,693,865	\$ 75,497,691	\$ 8,803,826	13.2%
Dining & Residence Revenue	10,548,300	10,376,800	(171,500)	-1.6%
Tuition Waivers/Scholarships	(13,218,742)	(17,086,897)	(3,868,155)	29.3%
Net Student Charges Revenue	64,023,423	68,787,594	4,764,171	7.4%
State Appropriation	48,032,552	47,824,165	(208,387)	-0.4%
Indirect Cost Recovery	2,850,000	3,105,000	255,000	8.9%
Investment Income/Gifts	27,900	80,000	52,100	186.7%
Sales/Services/Auxiliary	5,529,649	7,448,313	1,918,664	34.7%
Total Revenue	120,463,524	127,245,072	6,781,548	5.6%
Expenses				
Personnel Expense	81,191,151	84,836,789	3,645,638	4.5%
Fuel & Electricity	3,481,612	3,587,689	106,077	3.0%
Supplies & Services	9,301,445	10,066,144	764,699	8.2%
Shared Services	12,796,419	12,267,129	(529,290)	-4.1%
Travel	1,147,428	1,190,015	42,587	3.7%
Memberships, Contributions & Sponsorships	350,140	365,840	15,700	4.5%
Maintenance & Alterations	2,341,490	2,462,488	120,998	5.2%
Interest Expense	2,075,064	1,986,109	(88,955)	-4.3%
Depreciation	6,998,186	7,279,962	281,776	4.0%
Other Expenses & Transfers	6,180,043	8,593,951	2,413,908	39.1%
Total Other Expenses & Transfers	44,671,827	47,799,327	3,127,500	7.0%
Total Operating Expenses & Transfers	125,862,978	132,636,116	6,773,138	5.4%
Operating Increase (Decrease)	\$ (5,399,454)	\$ (5,391,044)	\$ 8,410	-0.2%
Modified Cash Flow				
Operating Increase (Decrease)	(\$5,399,454)	(\$5,391,044)	\$8,410	-0.2%
Plus Depreciation	6,998,186	7,279,962	281,776	4.0%
Less Capital Expenditures	(1,713,547)	(1,812,906)	(99,359)	5.8%
Less Capital Reserve Funding	-	-	-	-%
Less Debt Service Principal	(3,264,375)	(3,722,962)	(458,587)	14.0%
Net Change Before Other Adjustments & Transfers	(3,379,190)	(3,646,950)	(267,760)	
Transfer from/(to) Administrative Savings Rsrv	-	-	-	
Transfer from/(to) Budget Stabilization	1,000,000	275,320	(724,680)	
Net Change Subtotal	(2,379,190)	(3,371,630)	(992,440)	
Other Strategic Transfers from/(to) Reserves	2,547,200	3,490,548	943,348	
Net Change in Cash & Reserve Transfers	\$ 168,010	\$ 118,918	\$ (49,092)	

DRAFT FY18 UNIVERSITY SERVICES EXPENSE BUDGET SUMMARY

(Compensation & Attrition @ 2%)

						Compensation Changes**			
		FY17 BUDGET	FY18 BUDGET	CHANGE	ATB w/Ben	Ben Rate	Total	Notes	
IT		22,308,474	23,706,852	1,398,378	323,978	59,637	383,615	<i>*IT reduced by \$534k for attrition; plus add'l \$749k to cover BB Access Control, hosted packages, part of new positions</i>	
	Excluding 19 Positions-State of IT		(1,451,685)	(1,451,685)	-	-	-		
		22,308,474	22,255,167	(53,307)	323,978	59,637	383,615		
HR		6,029,750	5,897,661	(132,089)	102,819	23,414	126,233	<i>*HR reduced by \$134k for attrition; plus cut add'l \$456k in strategic investments</i>	
Procurement		2,061,910	2,075,100	13,190	38,128	7,455	45,583	<i>*Procurement & Facilities reduced by \$347k to cover cost of 3 new software investments and an integrated phone system</i>	
Facilities		4,193,970	4,279,786	85,816	78,206	15,086	93,292		
		6,255,880	6,354,886	99,006	116,334	22,541	138,875		
	Unified Capital Planning		18,979	18,979	-	-	-		
	Unified Safety & Environmental Mgmt		12,196	12,196	-	-	-		
		6,255,880	6,386,061	130,181	116,334	22,541	138,875		
Finance		4,503,348	4,323,998	(179,350)	83,244	15,319	98,563	<i>*Finance reduced by \$200k to reflect internal audit services covered elsewhere</i>	
	Audit Contract		22,780	22,780	-	-	-		
		4,503,348	4,346,778	(156,570)	83,244	15,319	98,563		
Shared Processing Center		1,086,829	1,082,227	(4,602)	19,793	3,932	23,725	<i>*Student Services & Academic Support moved \$111k for ABCDE to strategic funds</i>	
Student Support		447,923	447,923	-	-	-	-		
Institutional Research		273,077	274,825	1,748	1,900	287	2,187		
Academic Support		350,256	223,459	(126,797)	2,143	-	2,143		
		2,158,085	2,028,434	(129,651)	23,836	4,219	28,055		
	Shared Processing Center Position		30,882	30,882	-	-	-		
	EAB Contract		30,302	30,302	-	-	-		
	Sexual Assault Training		20,000	20,000	-	-	-		
		2,158,085	2,109,618	(48,467)	23,836	4,219	28,055		
General Counsel		383,251	385,865	2,614	6,892	1,348	8,240		
Other Institutional Support		610,733	321,916	(288,817)	(439)	204	(235)		
	<i>(Debt Service Interest, Consulting Services, US Tech Equipment; Included OE in FY17)</i>								
Sub-Total	Excluding 19 IT Positions	42,249,521	41,703,066	(546,455)	656,664	126,682	783,346	<i>*Total of \$2.5MM in cost reductions</i>	
Sub-Total	Including 19 IT Positions	42,249,521	43,154,751	905,230	656,664	126,682	783,346	<i>19 IT Positions, \$1,451,685</i>	
	Claims Coordinator		62,484	62,484	-	-	-	<i>cost shifted from Benefit Pool</i>	
	Omnialert - UM, UMA, UMF, UMM, USM		20,115	20,115	-	-	-	<i>cost shifted from campuses</i>	
	TOTAL	42,249,521	43,237,350	987,829	656,664	126,682	783,346		

**Based on budgeting a 2.0% ATB increase and a 53% benefit rate.



FY2018 Preliminary Budget Review

Finance, Facilities, & Technology Committee of BOT

March 13, 2017

Jeffrey E. Hecker, *Executive Vice
President for Academic Affairs & Provost*

Susan J. Hunter
President

Claire Strickland
Chief Business Officer

Building Futures, Strengthening Maine



Board of Trustees Priority Outcomes

Our Focus for the Next 5 Years

- Increase Enrollment
- Improve Student Success & Completion
- Enhance the Fiscal Positioning of UMS
- Support Maine Through Research & Economic Development



Secondary Outcomes:

- Relevant Academic Programming
- Workforce Engagement



Increase Enrollment



Increase Enrollment

Goals & Challenges



Fall 2017 First Year Enrollment Goal

**2,300 first year students on
October 15, 2017 (census)**

Fall 2016 first year students = 2,230

- largest in UMaine's history
- previous record – 2,166 fall 2013



Challenges

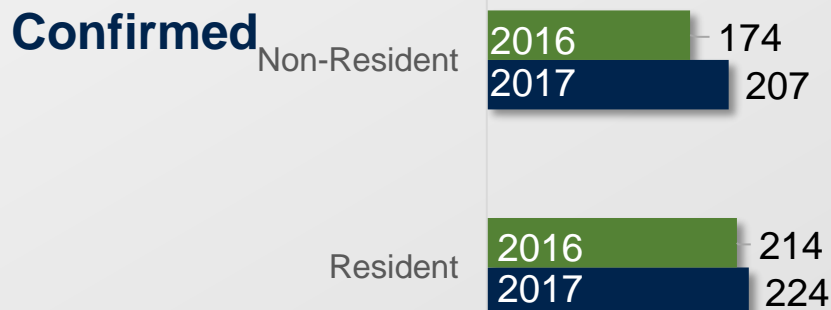
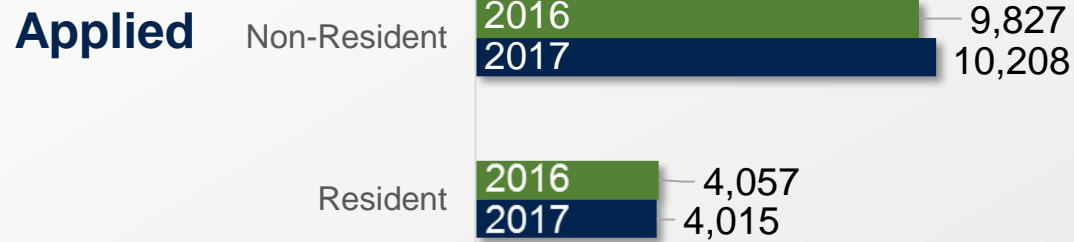
Partnering with the UMM campus to deliver the Student Foundations Program

Capping enrollment in popular majors

- Bioengineering
- Mechanical Engineering
- Construction Engineering Technology
- Mechanical Engineering Technology
- Nursing

Increase Enrollment

Fall 2017 Admissions Report As of February 17, 2017



Financial Aid

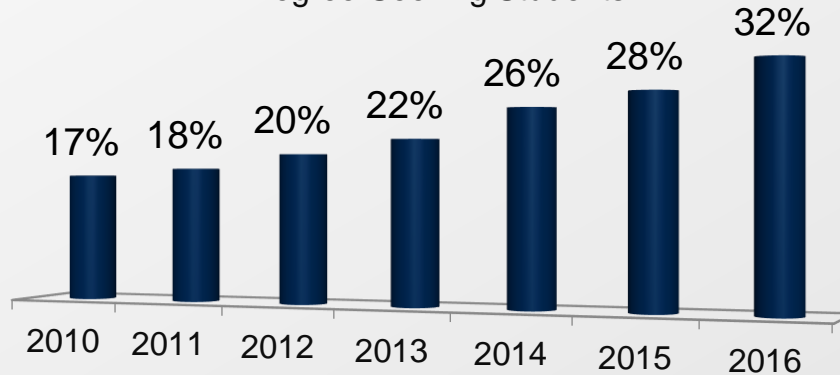
- Flagship Match expanded
 - Rhode Island
 - Illinois
 - California
- Maine Top Scholars Program
 - Continue Maine Match program
 - Top 20 Maine Applicants
 - Awards to Top Maine Science Fair



Increase Enrollment

UMaine

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



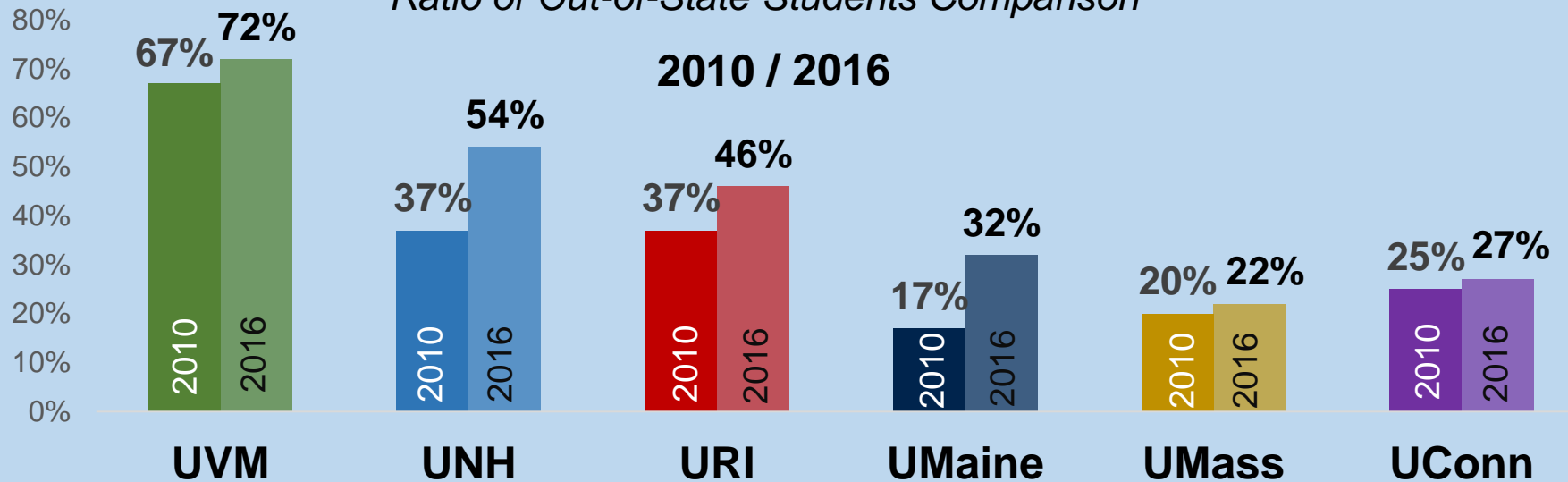
Increase of 15% points over 7 years

Fall 2016
First-year Class Profile

56% In-State
 44% Out-of-State

New England Land Grants

Ratio of Out-of-State Students Comparison

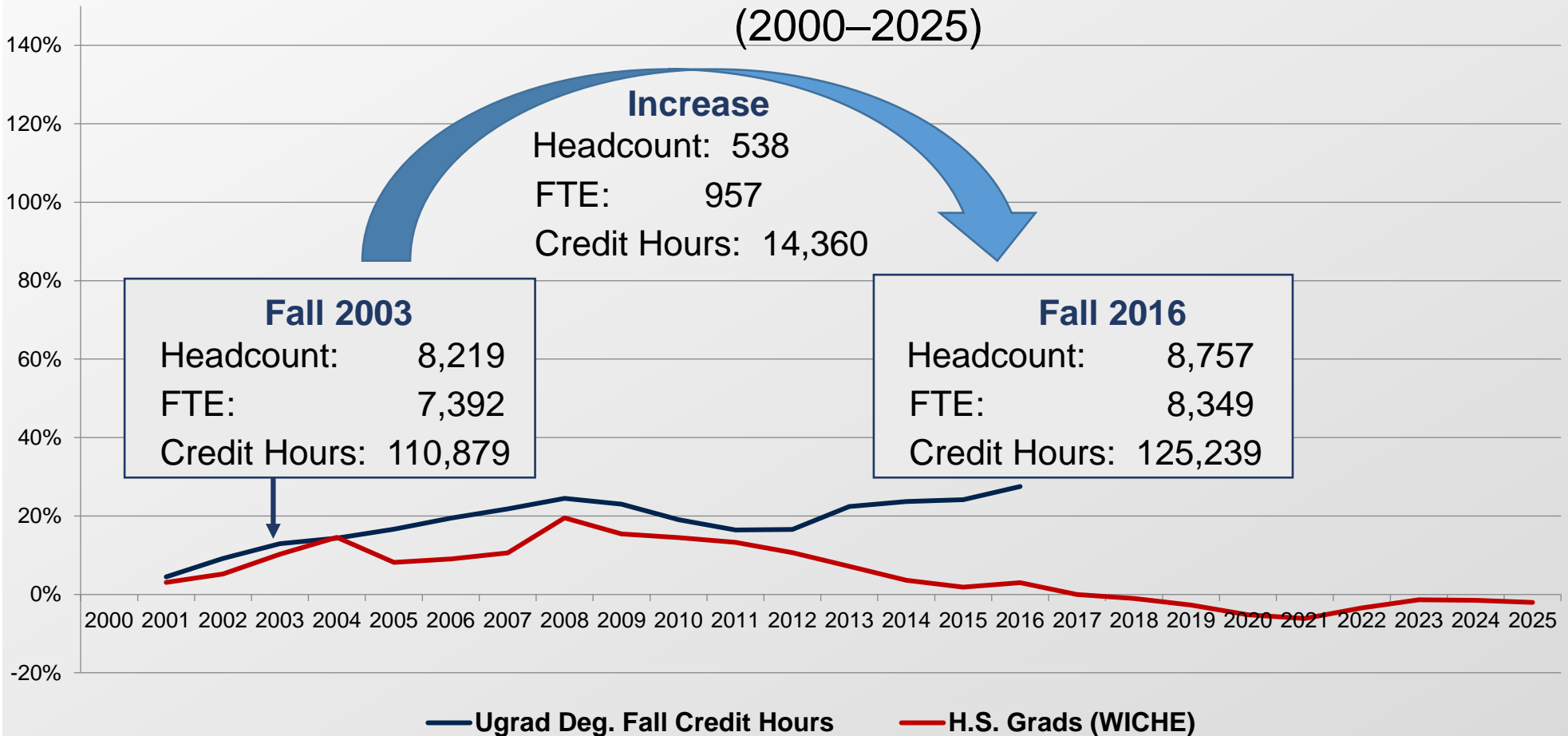




Increase Enrollment

UMaine Undergraduates Degree-Seeking Enrollment and Projected Maine High School Graduates (2000–2025)

% Change from 2000



Source: Western Interstate Commission for Higher Education (WICHE, 2012)

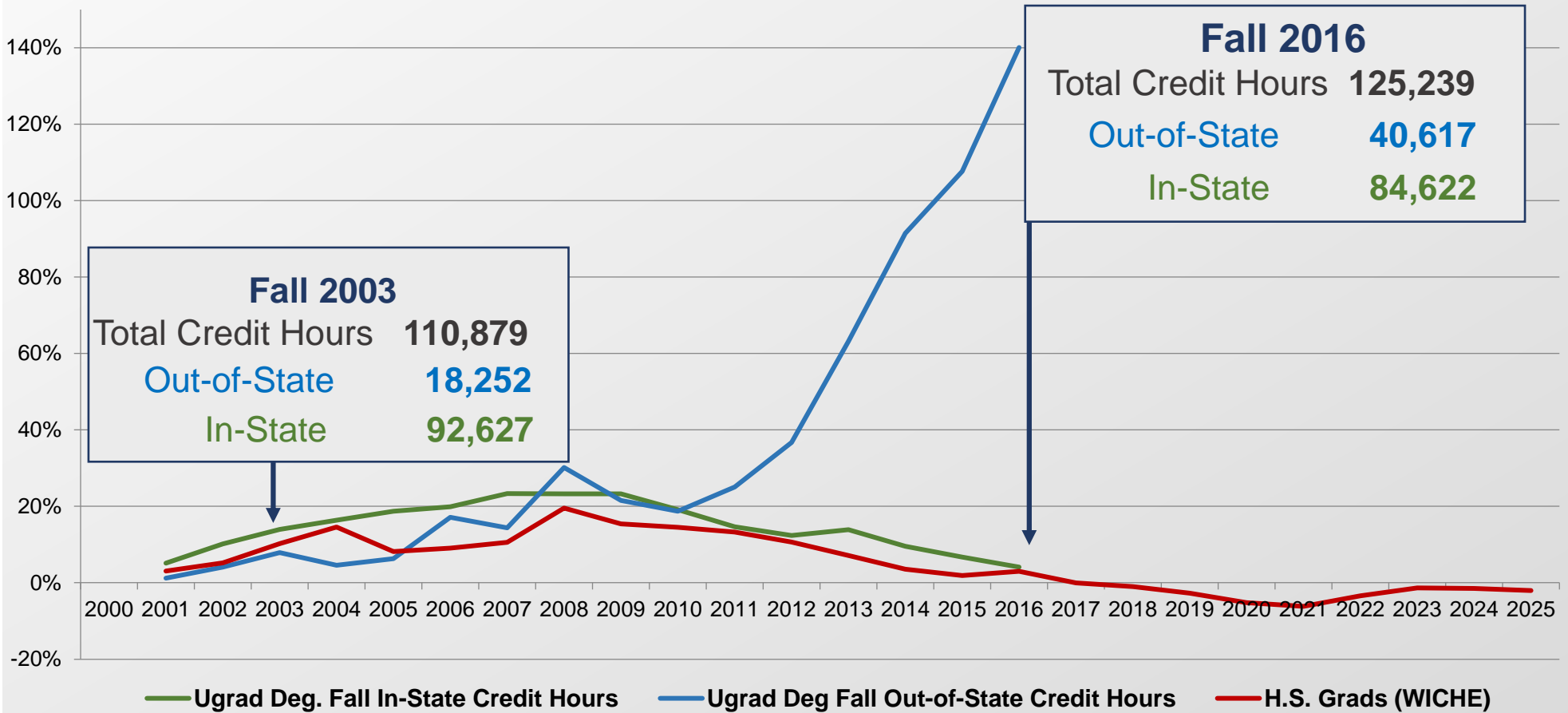


Increase Enrollment

UMaine Undergraduates:

Unpacking In-State/Out-of-State Credit Hours

% Change
from 2000

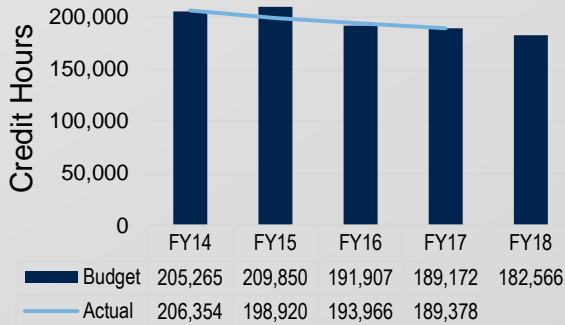


Source: Western Interstate Commission for Higher Education (WICHE, 2012)

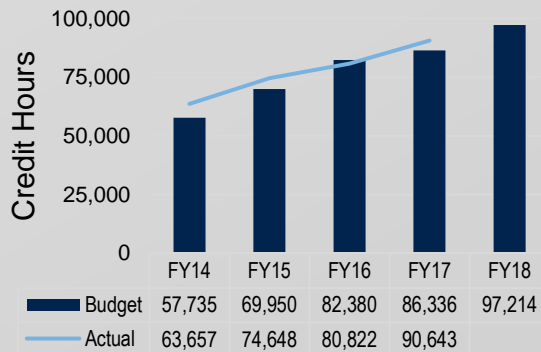


Enrollment

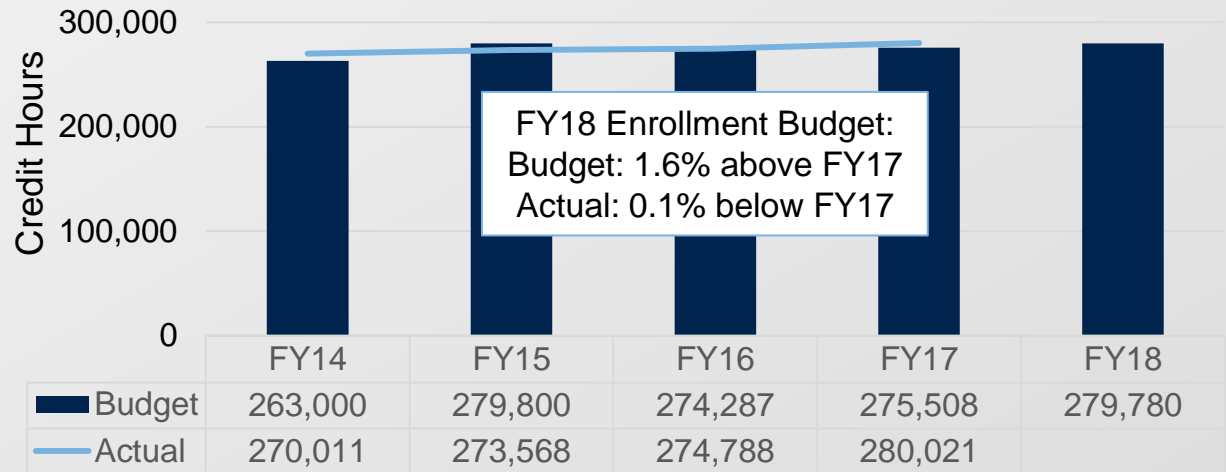
In-State



Out-of-State

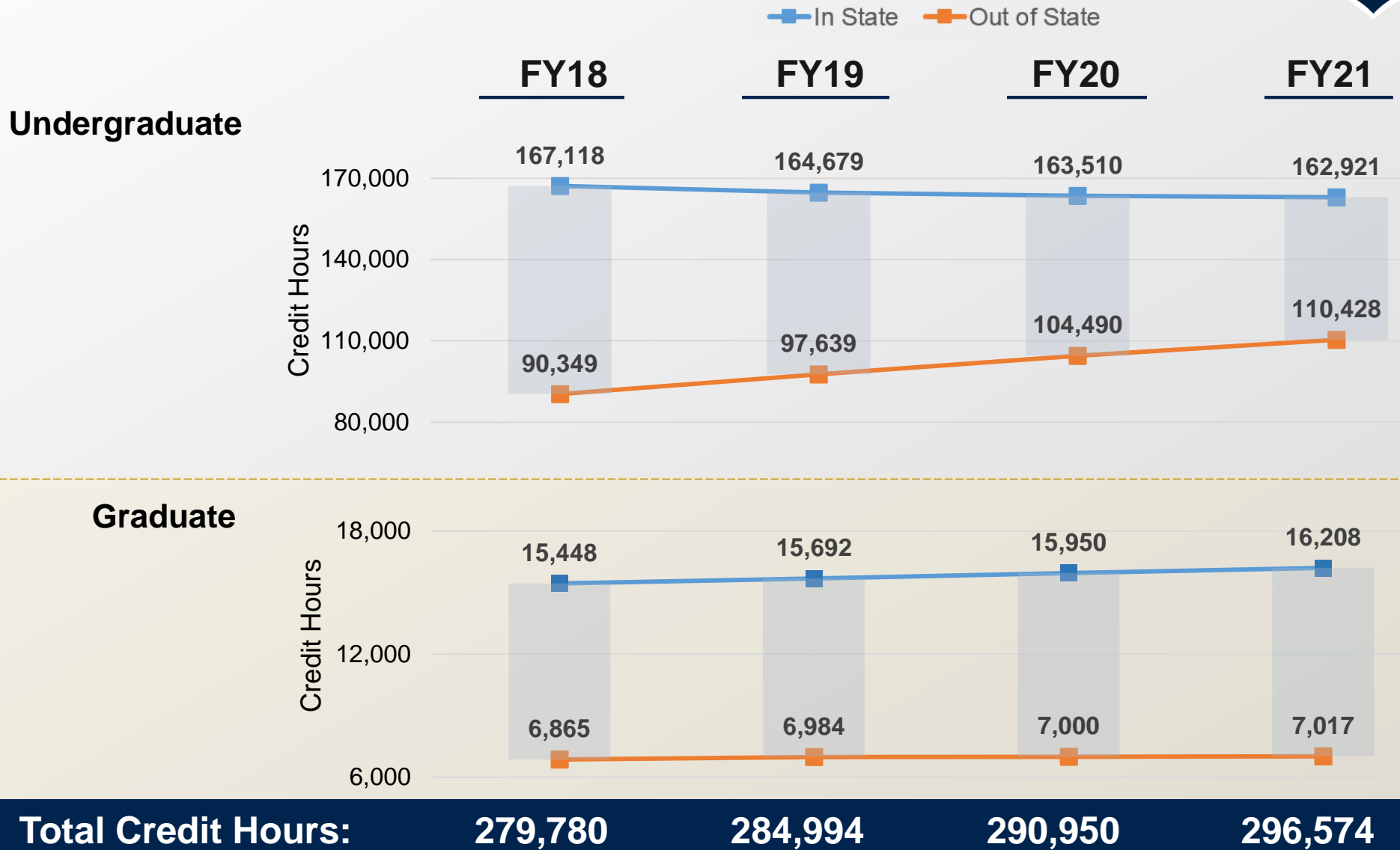


Total Credit Hour Enrollment FY14-18





Projected Credit Hour Enrollment – FY18-21





Increase Enrollment

University of Maine Strategic Base Investments
Applicable to BOT Priority Outcomes

	FY2018	FY2017
Scholarships/Waivers	\$3,175,000	\$2,000,000
Increase Graduate Teaching Asst. Stipends	200,000	0
Enrollment Management/Marketing/Branding	250,000	0



Increase Enrollment

Relevant/Academic Programming



University of Maine Strategic Base Investments
Applicable to BOT Priority Outcomes

	FY2018	FY2017
Maine Business School	\$455,940	0
College of Natural Sciences, Forestry & Agriculture	136,170	497,000
College of Liberal Arts & Sciences	321,497	947,480
College of Engineering	610,075	334,300
College of Education & Human Dev.	88,740	0
Cooperative Extension	55,218	0
Honors	0	46,000
Fogler Library Acquisitions/Digital Commons	350,000	14,225

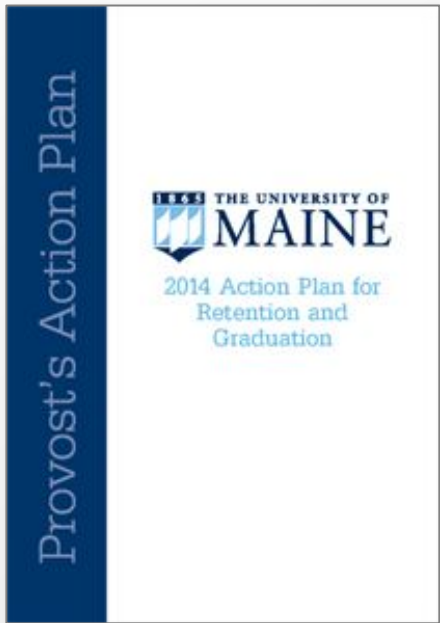


Improve Student Success & Completion





Improve Student Success & Completion



- Early Action
- Academic Support
- Graduation & Beyond



Think 30



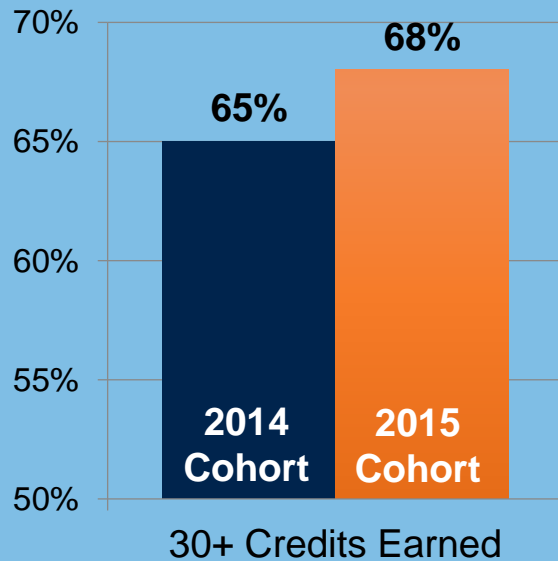
- Campus-Wide Campaign - 30 credits per year
- Train Faculty and Staff
- Course Scheduling
 - Faculty Investments
 - Winter Session
 - Summer Session
 - Infosilem
- Financial Aid



Improve Student Success & Completion

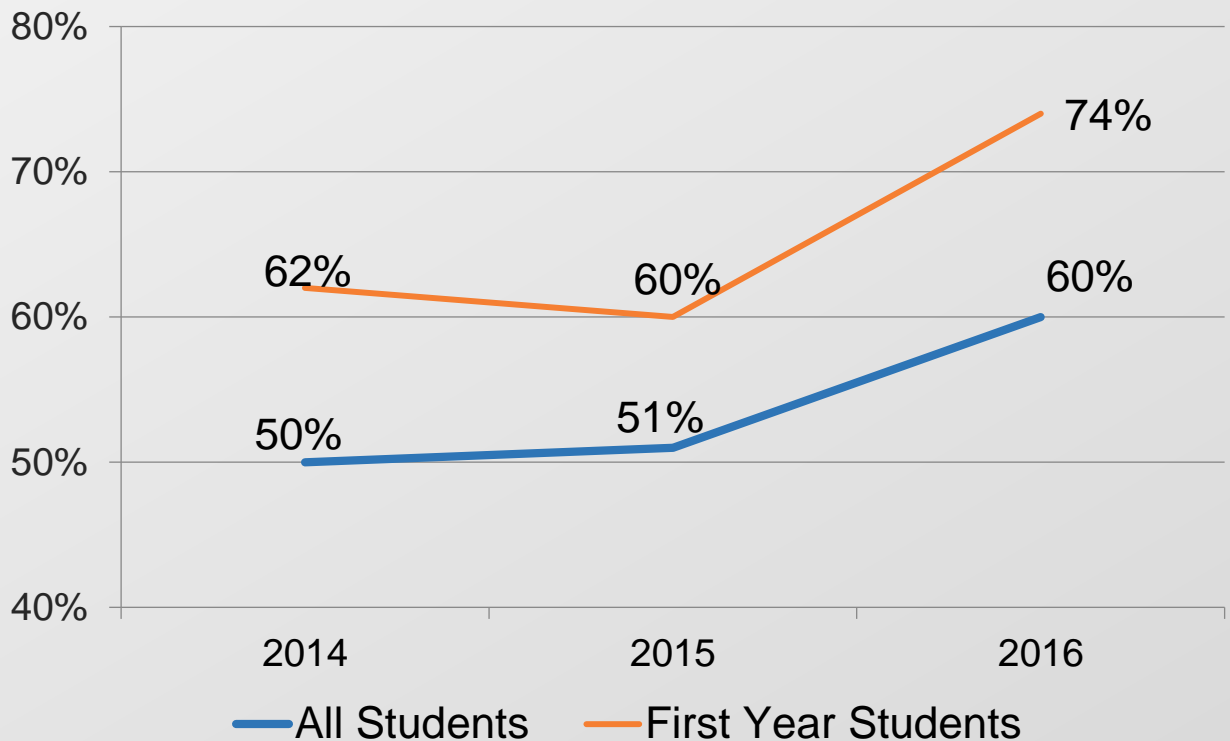
Early Indicators

- Campus-wide campaign launched in summer 2015
- Early indicator of success: First-Year Students Earning 30 or more credit hours.
- Full Think 30 program (including financial aid policy changes) launched in fall 2016



Think 30

Early Indicators %15+ Credit Hours Fall Semester

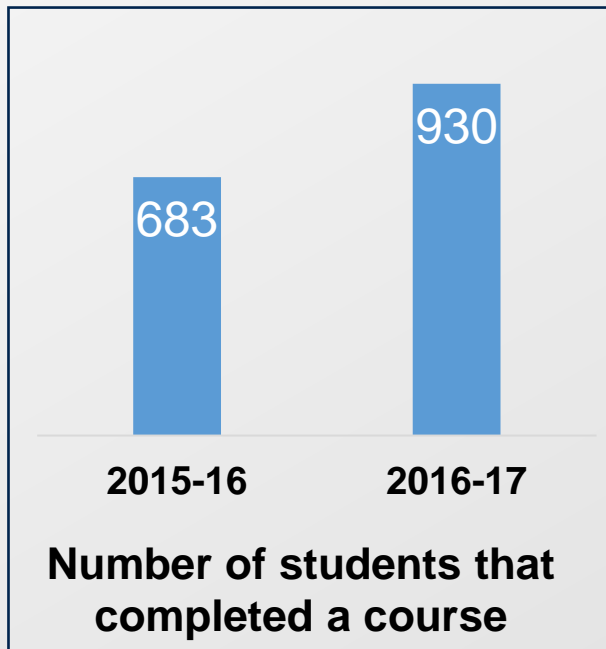




Improve Student Success & Completion

WinterSession

- Launched AY 2015-2016
- 3 weeks term
- All online courses



Four-Year Graduation Rate





Improve Student Success & Completion

University of Maine Strategic Base Investments Applicable to BOT Priority Outcomes

	FY2018	FY2017
Think30 Campaign/Winter Term		
Professional Advising Programs		\$45,000
Internships		47,500
Career Services & the Counseling Center	\$150,000	
Infosilem		49,378



Improve Student Success & Completion

Relevant/Academic Programming



University of Maine Strategic Base Investments Applicable to BOT Priority Outcomes

	FY2018	FY2017
Maine Business School	\$455,940	0
College of Natural Sciences, Forestry & Agriculture	136,170	497,000
College of Liberal Arts & Sciences	321,497	947,480
College of Engineering	610,075	334,300
College of Education & Human Dev.	88,740	0
Cooperative Extension	55,218	0
Honors	0	46,000
Fogler Library Acquisitions/Digital Commons	350,000	14,225



Enhance the Fiscal Positioning of UMS



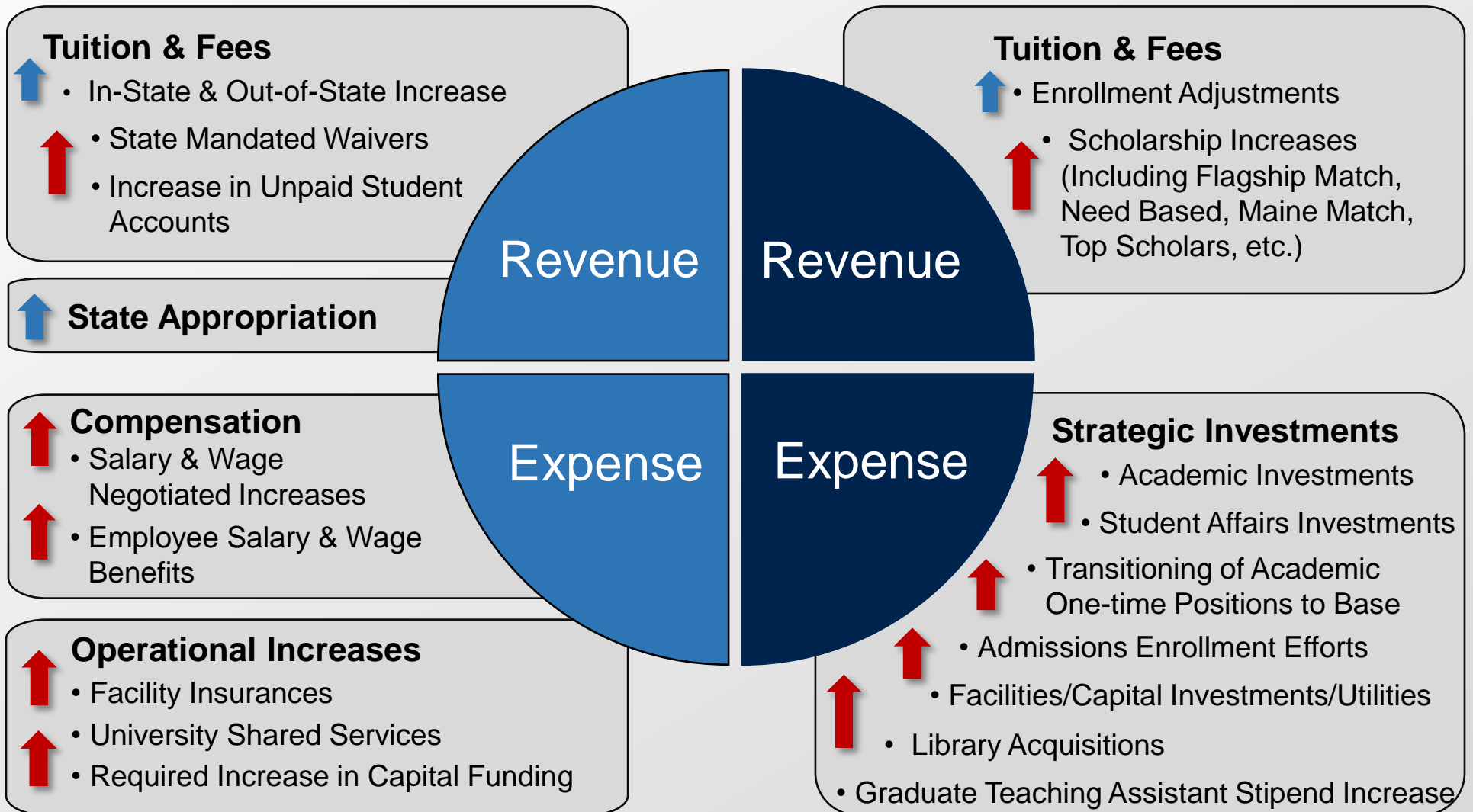


Enhance the Fiscal Positioning of UMS

FY2018 Budget Levers

NON-DISCRETIONARY

STRATEGIC





Enhance the Fiscal Positioning of UMS



Tuition 2.6%	
NEBHE-CAN/160% of In-State	\$3,689,366
State Mandated Waivers	(395,763)
Increase in unpaid student accounts	<u>(100,000)</u>
	\$3,193,603
Unified Fee Increase – 2.6%	406,000
New State Appropriation	263,756
Net Incremental Revenue	\$3,863,359

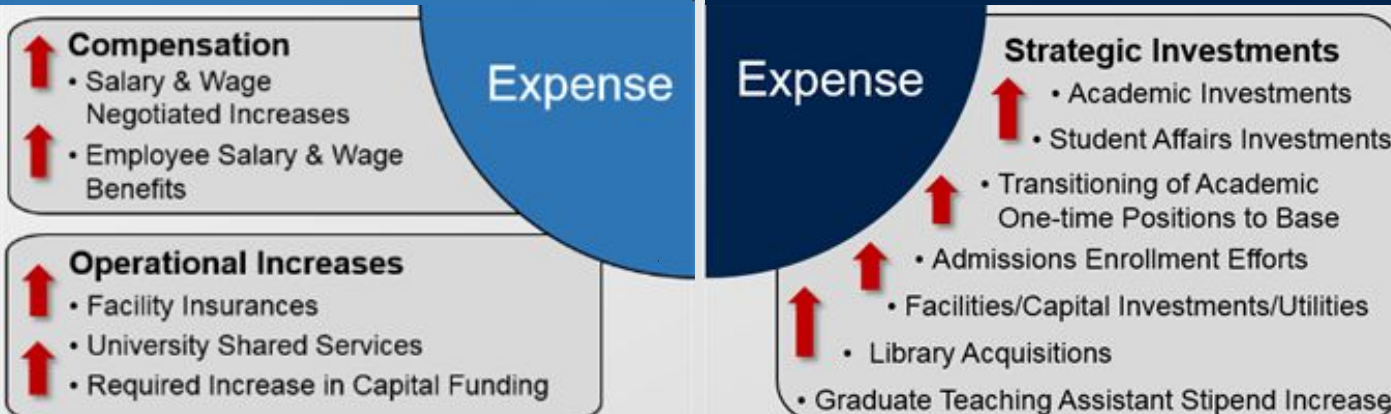
Enrollment Adjustments	\$7,403,777
Scholarship Increases Including Flagship Match Need Based, Maine Match, Top Scholars, etc.	<u>(3,175,000)</u>
Revenue Increases/Decreases	\$4,228,777



Enhance the Fiscal Positioning of UMS

Compensation (incl. benefits)	\$4,548,015
Facility Insurances	(40,873)
Shared Services (change in exist.)	758,837
New Shared Services	300,533
Increase in Capital Funding (3.5%)	245,000
Total Incremental Expense	(\$5,811,512)

Academic Investments	\$1,167,528
Transitioning of Academic One-Time Positions to Base	400,389
Academic Partner Accommodation	99,450
Admission/Enrollment Efforts	250,000
Library Acquisitions	350,000
Graduate Teaching Asst. Stipend	200,000
Classroom Equipment Replacement Fund	50,000
Student Affairs Investments	150,000
Maintenance & Repair of Facilities	250,000
Adjustments for Admin. Hires	100,000
Other	23,842
Total Incremental Strategic Expense	(\$3,041,209)



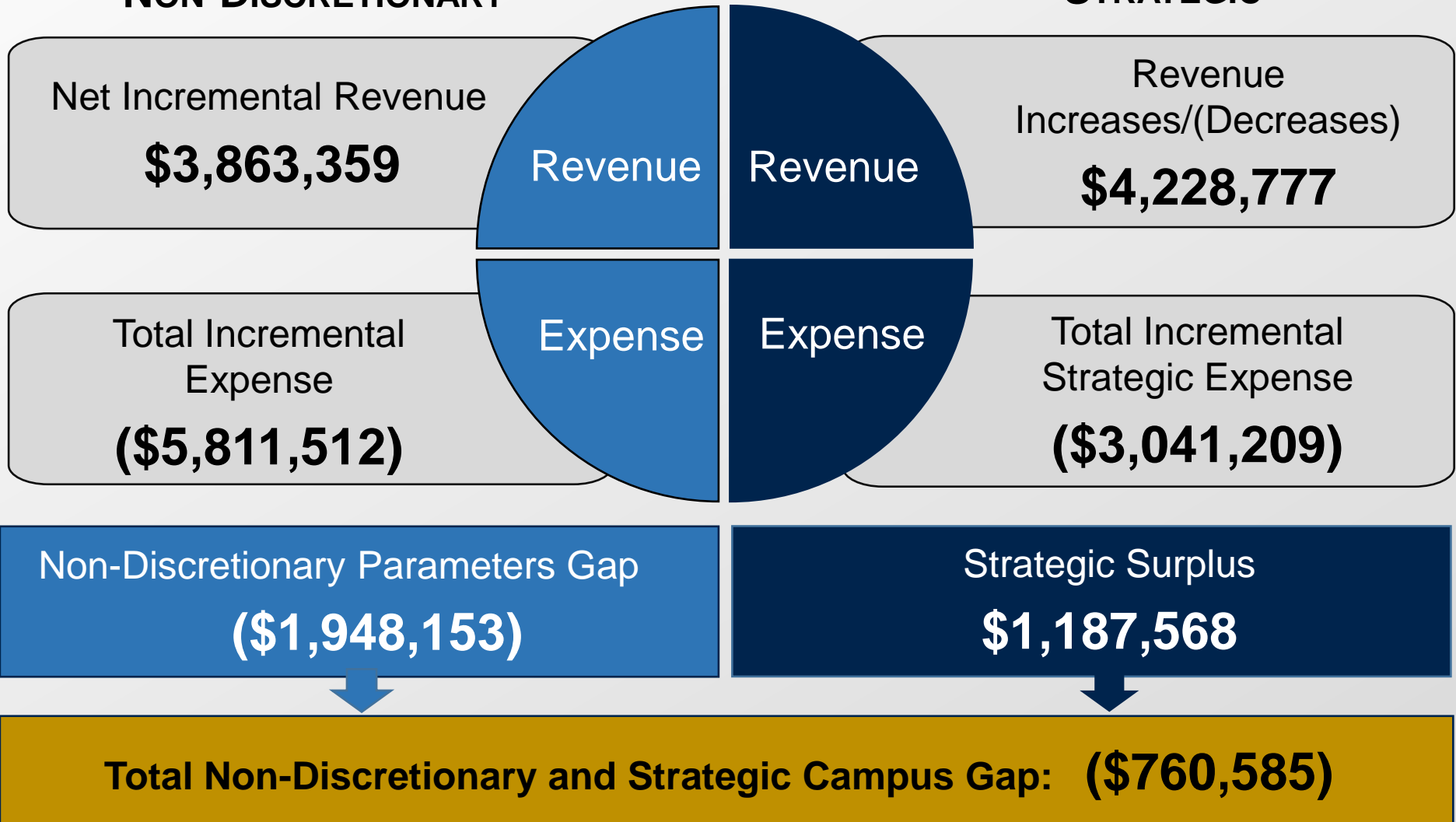


Enhance the Fiscal Positioning of UMS

Levers

NON-DISCRETIONARY

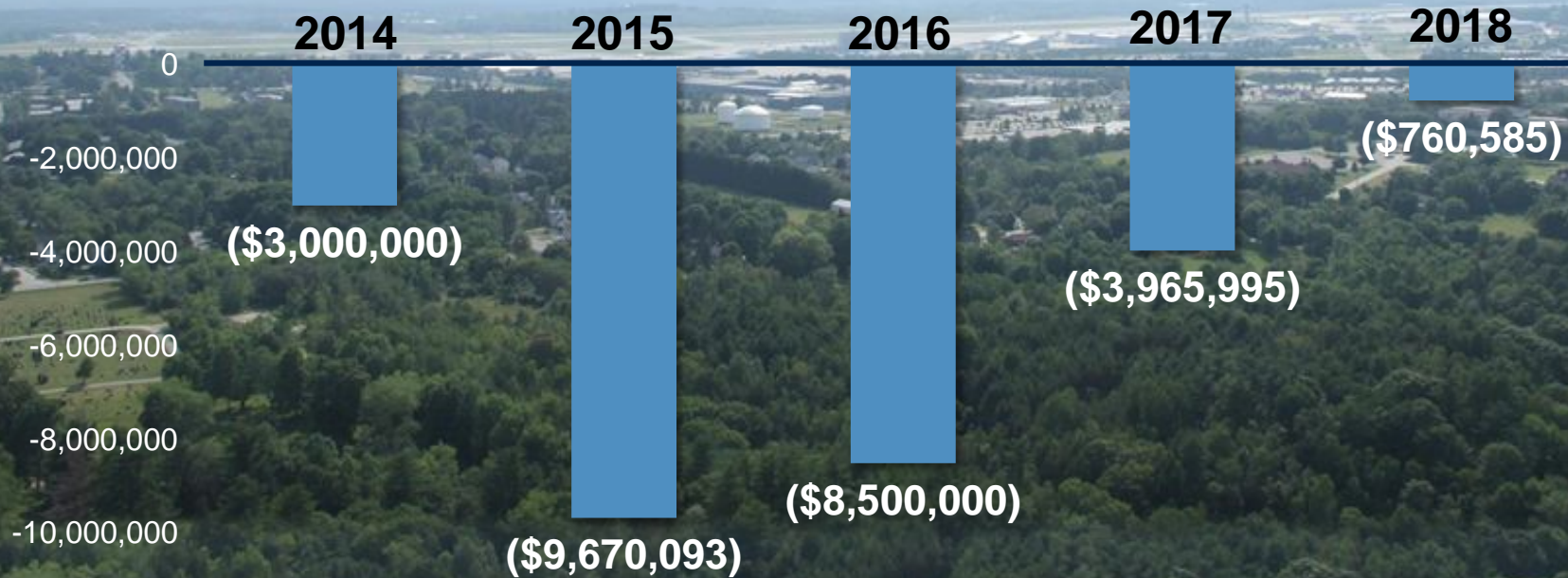
STRATEGIC





Enhance the Fiscal Positioning of UMS

5-Year Net Revenue/Expense Gap History*



* Net gap figures include mandated costs and investments in strategic priority areas



Target Cuts to Cover FY2018 Gap

FY17 Total Base Budget: \$253.4M (Includes Scholarship Funds)

VP Academic Affairs	\$ 603,506
VP Research & Dean of Graduate School	34,854
VP Student Affairs	26,500
Chief Business Officer	49,725
Presidential Areas	31,000
• Athletics	15,000
Total Gap	\$ 760,585

FY18 Net Proposed Incremental Summary



Provost	Strategic Investments	Transition One-Time	Share of Cut	Net Budget Adjustments	Net FTE Adjustments
College of Education & Human Development	\$0	\$88,740	(\$145,046)	(\$56,306)	(3.25)
College of Engineering	\$504,900	\$105,175	\$0	\$610,075	5.00
College of Liberal Arts & Sciences	\$114,750	\$206,474	(\$214,999)	\$106,225	2.09
Maine Business School	\$370,107	\$85,833	\$0	\$455,940	3.00
College of Natural Sciences, Forestry & Agriculture	\$136,170	\$0	(\$194,847)	(\$58,677)	(0.50)
Division of LifeLong Learning	\$0	\$0	(\$32,140)	(\$32,140)	(0.40)
University of Maine Cooperative Extension	\$55,218	\$0	\$0	\$55,218	0.50
Provost (Other Areas)	\$650,000	\$0	(\$16,474)	\$633,526	0.00
Provost Total:	\$1,831,145	\$486,222	(\$603,506)	\$1,713,861	6.44



FY18 Net Proposed Incremental Summary

	Strategic Investments	Transition One-Time	Share of Cut	Net Budget Adjustments	Net FTE Adjustments
Vice President for Research and Graduate School	\$200,000	\$0	(\$34,854)	\$165,146	(0.24)
Vice President for Student Affairs	\$150,000	\$0	(\$26,500)	\$123,500	2.00
President					
President's Areas	\$0	\$0	(\$31,000)	(\$31,000)	(0.08)
Athletics			(\$15,000)	(\$15,000)	0.00
Chief Business Officer (Facilities)	\$495,000	\$0	(\$49,725)	\$445,275	0.00
Total Other Campus Areas:	\$845,000	\$0	(\$157,079)	\$687,921	1.68
Campus Total:	\$2,676,145	\$486,222	(\$760,585)	\$2,401,782	8.12



FY18 Net FTE Summary



	Faculty	Professional	Classified/ Service	Total
Vacancies	(4.49)	0.00	0.00	(4.49)
Resignations/Retirements	(3.01)	0.00	0.00	(3.01)
Work-Year Reduction	0.00	0.00	0.00	0.00
Move to Other Funding	0.00	(0.48)	0.00	(0.48)
Layoffs	0.00	0.00	0.00	0.00
End Of Appointments	0.00	(0.50)	0.00	(0.50)
Investments	13.50	3.10	0.00	16.60
Total:	6.00	2.12	0.00	8.12



Enhance the Fiscal Positioning of UMS

University of Maine Strategic Base Investments Applicable to BOT Priority Outcomes

	FY2018	FY2017	Net Tuition 2018	Net Tuition 2017
Increase Enrollment (scholarships)	\$3,175,000	\$2,000,000	\$4,228,777	\$1,514,410
Capital Improvements (funded depreciation)	245,000	200,000		
Facilities Maintenance and Repair	250,000	0		
Classroom Equipment	50,000	0		
Reserves (set asides for start-ups)				



Proposed FY18 Budget: E&G



	FY17 Current	FY18 Proposed	\$ Change	% Change
Revenue:				
Tuition & Fees	\$147,211,502	\$158,866,957	\$11,655,455	7.9%
Less: Waivers/Scholarships	(45,593,145)	(49,181,848)	(3,588,703)	7.9%
Appropriation	82,497,718	83,840,864	1,343,146	1.6%
Sales/Services/Other	23,249,890	24,045,931	796,041	3.4%
Total E&G Revenue	207,365,965	217,571,904	10,205,939	4.9%
Expense:				
Personnel Expense	132,500,626	139,628,528	7,127,902	5.4%
Fuel/Electricity	10,052,874	9,997,111	(55,763)	-0.6%
Supplies/Services	13,798,299	15,107,840	1,309,541	9.5%
Shared Services	17,349,453	18,131,038	781,585	4.5%
Travel	2,494,040	2,578,862	84,822	3.4%
Maintenance & Alterations	4,216,444	4,496,365	279,921	6.6%
Depreciation	13,361,751	14,177,562	815,811	6.1%
Other Expense	21,525,097	21,845,555	320,458	1.5%
Total E&G Expense	215,298,584	225,962,861	10,664,277	5.0%
Operating Increase (Decrease)	(\$7,932,619)	(\$8,390,957)	(\$458,338)	5.8%
Modified Cash Flow:				
Add back Depreciation	13,361,751	14,177,562	815,811	6.1%
Less Capital Expenditures	(4,077,130)	(4,380,108)	(302,978)	7.4%
Less Debt Service	(1,352,002)	(1,406,497)	(54,495)	4.0%
Net Change:	\$ 0	\$ 0	\$ 0	



Proposed FY18 Budget: Auxiliary



		FY17 Current	FY18 Proposed	\$ Change	% Change
Revenue:	Dining & Residence	\$37,313,946	\$39,159,100	\$1,845,154	4.9%
	Less: Waivers/Scholarships	(1,148,633)	(1,179,602)	(30,969)	2.7%
	Sales/Services/Other	13,437,097	12,319,502	(1,117,595)	-8.3%
	Total Auxiliary Revenue	49,602,410	50,299,000	696,590	1.4%
Expense:	Personnel Expense	16,615,722	17,178,830	563,108	3.4%
	Fuel/Electricity	3,683,927	3,685,274	1,347	0.0%
	Supplies/Services	12,704,487	13,401,543	697,056	5.5%
	Travel	104,818	104,268	(550)	-0.5%
	Maintenance & Alterations	3,157,522	3,054,253	(103,269)	-3.3%
	Depreciation	3,222,867	3,387,324	164,457	5.1%
	Other Expense	8,142,054	7,296,925	(845,129)	-10.4%
	Total Auxiliary Expense	47,631,397	48,108,417	477,020	1.0%
	Operating Increase (Decrease)	\$1,971,013	\$2,190,583	\$219,570	11.1%
Modified Cash Flow:					
	Add back Depreciation	3,222,867	3,387,324	164,457	5.1%
	Less Capital Expenditures	(1,955,103)	(1,688,152)	266,951	-13.7%
	Less Capital Reserve Funding	(828,777)	(1,354,055)	(525,278)	63.4%
	Less Debt Service	(2,410,000)	(2,535,700)	(125,700)	5.2%
	Net Change:	\$ 0	\$ 0	\$ 0	



Comprehensive FY18 Budget: E&G and Auxiliary



	FY17 Current	FY18 Proposed	\$ Change	% Change
Revenue:				
Tuition & Fees	\$147,211,502	\$158,866,957	\$11,655,455	7.9%
Dining & Residence	\$37,313,946	39,159,100	1,845,154	4.9%
Less: Waivers/Scholarships	(46,741,778)	(50,361,450)	(3,619,672)	7.7%
Appropriation	82,497,718	83,840,864	1,343,146	1.6%
Sales/Services/Other	36,686,987	36,365,433	(321,554)	-0.9%
Total E&G Revenue	256,968,375	267,870,904	10,902,529	4.2%
Expense:				
Personnel Expense	149,116,348	156,807,358	7,691,010	5.2%
Fuel/Electricity	13,736,801	13,682,385	(54,416)	-0.4%
Supplies/Services	26,502,786	28,509,383	2,006,597	7.6%
Shared Services	17,349,453	18,131,038	781,585	4.5%
Travel	2,598,858	2,683,130	84,272	3.2%
Maintenance & Alterations	7,373,966	7,550,618	176,652	2.4%
Depreciation	16,584,618	17,564,886	980,268	5.9%
Other Expense	29,667,151	29,142,480	(524,671)	-1.8%
Total Auxiliary Expense	262,929,981	274,071,278	11,141,297	4.2%
Operating Increase (Decrease)	(\$5,961,606)	(\$6,200,374)	(\$238,768)	4.0%
Modified Cash Flow:				
Add back Depreciation	16,584,618	17,564,886	980,268	5.9%
Less Capital Expenditures	(6,032,233)	(6,068,260)	(36,027)	0.6%
Less Capital Reserve Funding	(828,777)	(1,354,055)	(525,278)	63.4%
Less Debt Service	(3,762,002)	(3,942,197)	(180,195)	4.8%
Net Change:	\$ 0	\$ 0	\$ 0	



Tuition and Room & Board Rates



Tuition – per Credit Hour

	FY17 Current	FY18 Proposed	\$ Increase	% Increase
In-State Undergraduate	\$279	\$286	\$7	2.5%
In-State Graduate	\$418	\$429	\$11	2.6%
Out of-State Undergrad	\$908	\$932	\$24	2.6%
Out-of-State Graduate	\$1,361	\$1,397	\$36	2.6%
NEBHE/Canadian				
Undergraduate	\$432	\$458	\$26	6.0%
Graduate	\$648	\$686	\$38	5.9%

Room & Board Rates*

	FY17 Current	FY18 Proposed	\$ Increase	% Increase
Room	\$5,154	\$5,270	\$116	2.2%
Board	4,710	4,875	165	3.5%
Total	\$9,864	\$10,145	\$281	2.8%

* 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 (Annual unless listed as per credit hour)

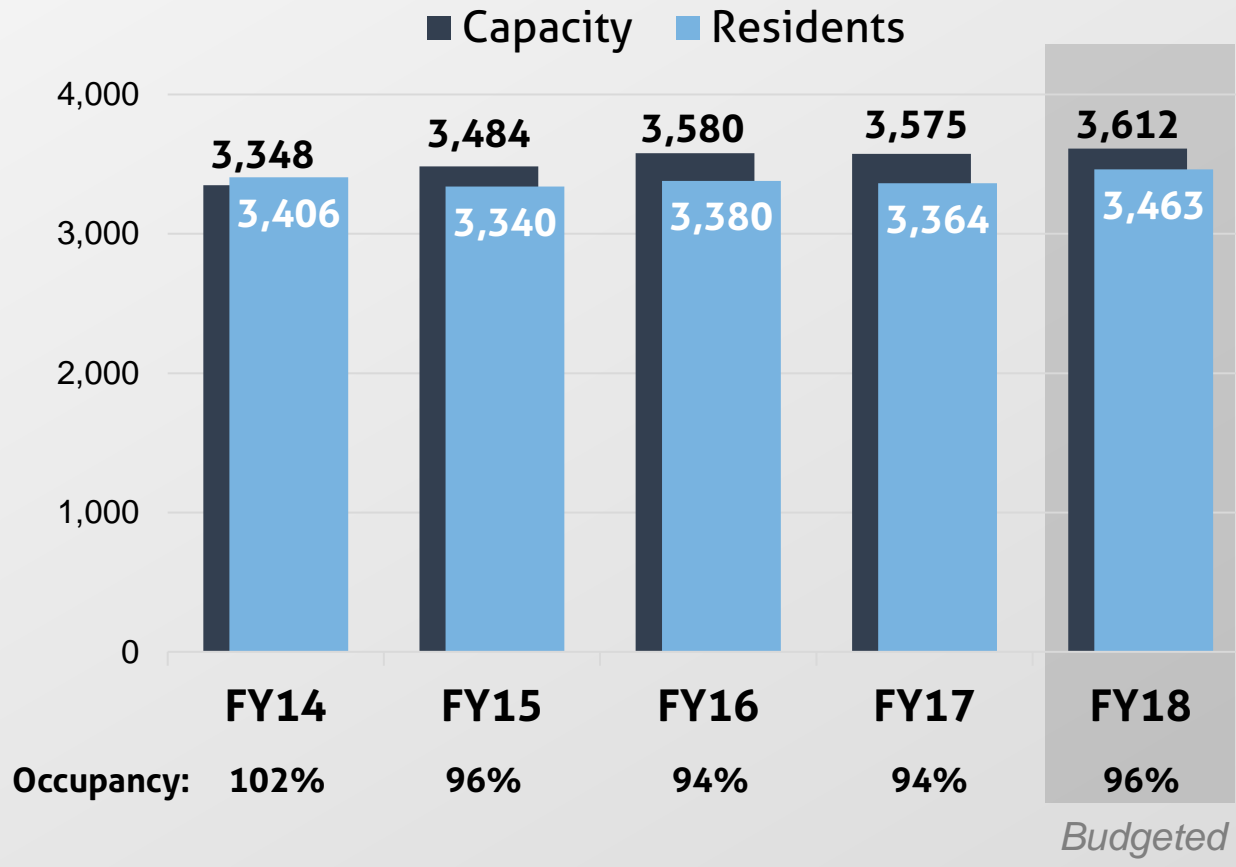
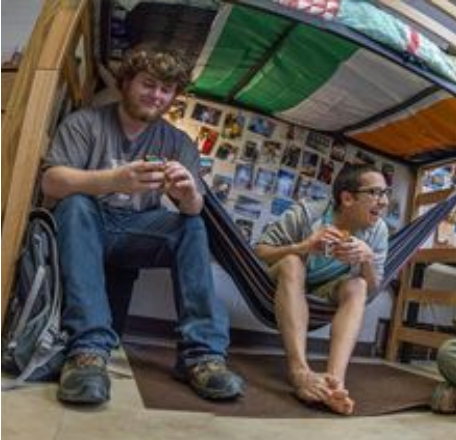


		FY17 Current	FY18 Proposed	\$ Increase	% Increase
Graduate Student Activity Fee	1 or More Credit Hours	\$80	\$80	0	-
Undergraduate Student Activity Fee*	6 or More Credit Hours	\$90	\$106	16	17.8%
Communication Fee	6 or More Credit Hours	\$30	\$30	0	-
Recreation Center Fee	0 to 5 Credit Hours	\$162	\$162	0	-
	6 or More Credit Hours	\$270	\$270	0	-
Unified Fee	0 to 5 Credit Hours	\$250	\$256	6	2.4%
	6 to 11 Credit Hours	\$762	\$782	20	2.6%
	12 to 15 Credit Hours	\$1,868	\$1,916	48	2.6%
	16 or More Credit Hours	\$1,916	\$1,966	50	2.6%

*Student voted fee

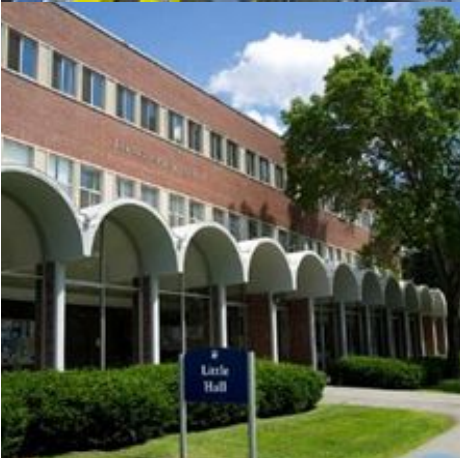


Residence Hall Occupancy





FY18 E&G and Auxiliary Depreciation Calculations



E&G Depreciation Expense

Less Capital Equipment & Transfers to Plant & Reserve

Less Debt Service Principal Charges (Incl. Memorial Gym)

Funded E&G Depreciation

Funded E&G Depreciation %:

	FY17 Current	FY18 Proposed	
E&G Depreciation Expense	\$13,361,751	\$14,177,562	6.1%
Less Capital Equipment & Transfers to Plant & Reserve	(4,077,130)	(4,380,108)	7.4%
Less Debt Service Principal Charges (Incl. Memorial Gym)	(1,977,002)	(2,056,497)	4.0%
Funded E&G Depreciation	(\$6,054,132)	(\$6,436,605)	6.3%
Funded E&G Depreciation %:	45.3%	45.5%	

Auxiliary Depreciation Expense

Less Capital Equipment & Transfers to Plant & Reserve

Less Debt Service Principal Charges

Funded Auxiliary Depreciation:

Funded Auxiliary Depreciation %:

	FY17 Current	FY18 Proposed	
Auxiliary Depreciation Expense	\$3,222,867	\$3,387,324	5.1%
Less Capital Equipment & Transfers to Plant & Reserve	(2,783,880)	(3,042,207)	9.3%
Less Debt Service Principal Charges	(2,410,000)	(2,535,700)	5.2%
Funded Auxiliary Depreciation:	(\$5,193,880)	(\$5,577,907)	7.4%
Funded Auxiliary Depreciation %:	161.2%	164.7%	

Combined Funded E&G and Auxiliary %:

Combined Funded E&G and Auxiliary %:	67.8%	68.4%	
---	--------------	--------------	--

E&G Reserves



	FY16 Year-End Balance	FY17 and Beyond Commitments	Commitment Amount	FY17 Projected Balance
Reserve E&G	\$19,783,245	FY16 Campus Carry-Forward Energy Reserve/Sustainability	(\$11,170,541) (1,000,000)	\$7,612,704
Reserve Capital Equipment	944,844	Faculty Start-Up, Research Priorities UVAC Ambulance, etc.	(1,806,235)	(861,391)
Reserve Compensation Costs	1,266,042	Separation Costs (if needed)	0	1,266,042
Reserve Capital Project Loans	4,353,429	Loans Receivable/Payable	(992,487)	3,360,942
Sub-total E&G Reserves:	\$26,347,560		(\$14,969,263)	\$11,378,297
E&G Capital Planning Reserve	7,550,440	Marine Bond Match Committed Capital Projects Proposed Capital Projects	(1,800,000) (1,242,768) (3,184,592)	
			(6,227,360)	1,323,080
Total E&G Reserves:	\$33,898,000		(\$21,196,623)	\$12,701,377

Auxiliary Reserves (Function as Fully Costed Independent Business Enterprises)



	FY16 Year-End Balance	FY17 and Beyond Commitments	Commitment Amount	FY17 Projected Balance
Reserve for Residence Operating	\$5,631,993	Bathroom renovations, window & flooring replacements	(\$2,000,000)	\$3,631,993
Reserve for Dining Services	4,364,429	MarketPlace renovation	(3,000,000)	1,364,429
Reserve for Bookstore	362,464	Equipment replacement	(100,000)	262,464
Reserve University Press	(10,012)			(10,011.77)
Reserve for Motor Pool	40,859	Vehicle replacement	(30,000)	10,859
Reserve for Aircraft	(8,230)			(8,229.98)
Reserve Forestry Motor Pool	7,164			7,163.84
Reserve for Memorial Union	108,654			108,654.26
Reserve for Recreation Center	1,311,996	Equipment replacement	(600,000)	711,996
Sub-total Auxiliary Reserves:	\$11,809,318			\$6,079,318
AUX Capital Planning Reserves	4,125,000	Additional projects	(500,000)	3,625,000
Total Auxiliary Reserves:	\$15,934,318		(\$6,230,000)	\$9,704,318



Support Maine through Research & Economic Development



Support Maine through Research & Economic Development



Investments in Research – E&G & MEIF

- Faculty
- Graduate Research Assistants
- Grant Match (and/or waiving indirect cost recovery)

Forestry & Agriculture



Maine Marine Bond - \$1.8M UMaine Match



Advanced Structures & Composite Center



Support Maine through Research & Economic Development

Relevant/Academic Programming

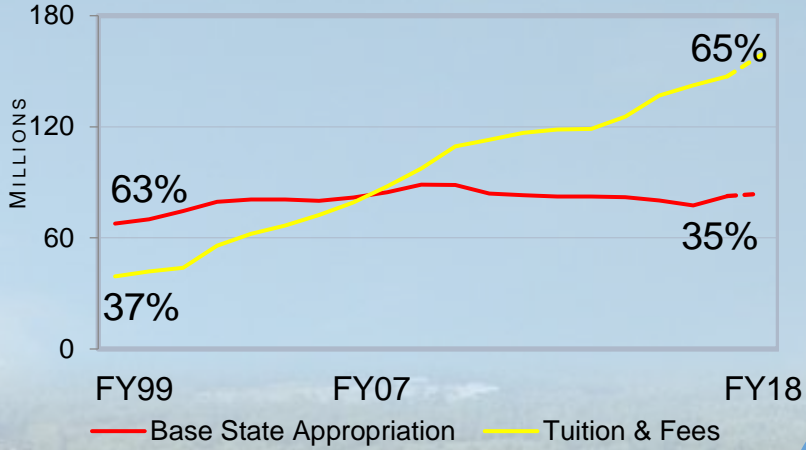


University of Maine Strategic Base Investments Applicable to BOT Priority Outcomes

	FY2018	FY2017
Maine Business School	455,940	0
College of Natural Sciences, Forestry & Agriculture	136,170	497,000
College of Liberal Arts & Sciences	321,497	947,480
College of Engineering	610,075	334,300
College of Education & Human Dev.	88,740	0
Cooperative Extension	55,218	0
Honors	0	46,000
Fogler Library Acquisitions/Digital Commons	350,000	14,225

Enrollment: Driving Force

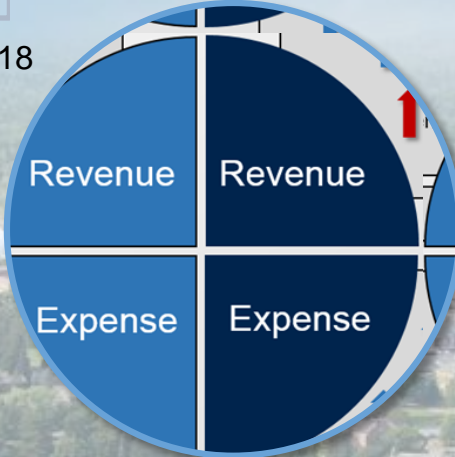
SHIFTING DEPENDENCE FROM STATE APPROPRIATION



Focus on Increased Enrollment



Results in



Enhanced Fiscal Positioning

Permits



Leading to



Investments in Faculty, Students & Staff

Student Success & Opportunities

Research & Economic Dev.

Increased Student Retention & Graduation



Questions?



FY18 PROPOSED OPERATING BUDGET

First Read

March 13, 2017

Finance/Facilities & Technology Committee

Dr. James F. Conneely, President

Mr. Timothy R. Brokaw, Chief Business Officer

Agenda



- **Financial Review**
 - Key Assumptions
 - Financial Summary
 - Enrollment Projections
 - Tuition and Fees
 - Cause of Change Analysis on Expenses
 - Workforce Changes
 - Strategic Initiatives added to Base Budget
 - Reserves
- **Strategic Priorities**
 - Increase Enrollment
 - Improve Student Success & Completion
 - Relevant Academic Programming
 - University Workforce Engagement
- **Challenges and Opportunities**
- **Questions and Answers**



Financial Review



Key Assumptions

- **Modest credit hour growth** (FY17A @ 78,625 vs FY18B @80,000) of 1.7%
- In-state **tuition rate increase** from \$217 to \$228 per credit hour
- **UMA State Appropriation grows** from \$16.8 to \$17.2 million (2.3% increase)
 - Outcomes Based Funding pool grows from 20% of historic allocation to 25% (as well as 100% for new funding)
- **FY18 compensation increase of 2.0%** plus tenure and post-tenure increases
- Regular **full time benefits rate increases** from 52.4% to 53.0%, while part time benefits rate drops from 7.9% to 7.6%
- **Hold most non-compensation costs flat** (despite projected CPI of 2.6%)
- **Incorporate some strategic initiatives** into Base Budget
 - Math Professor
 - Assessment Associate
 - Analytics for Enrollment Management (Rapid Insights)
 - Vista Volunteers
 - Bridge Program
 - Pay-it-Forward Incentive
- **80% Depreciation Funding** (\$300K less than full 100% depreciation funding)

Financial Summary

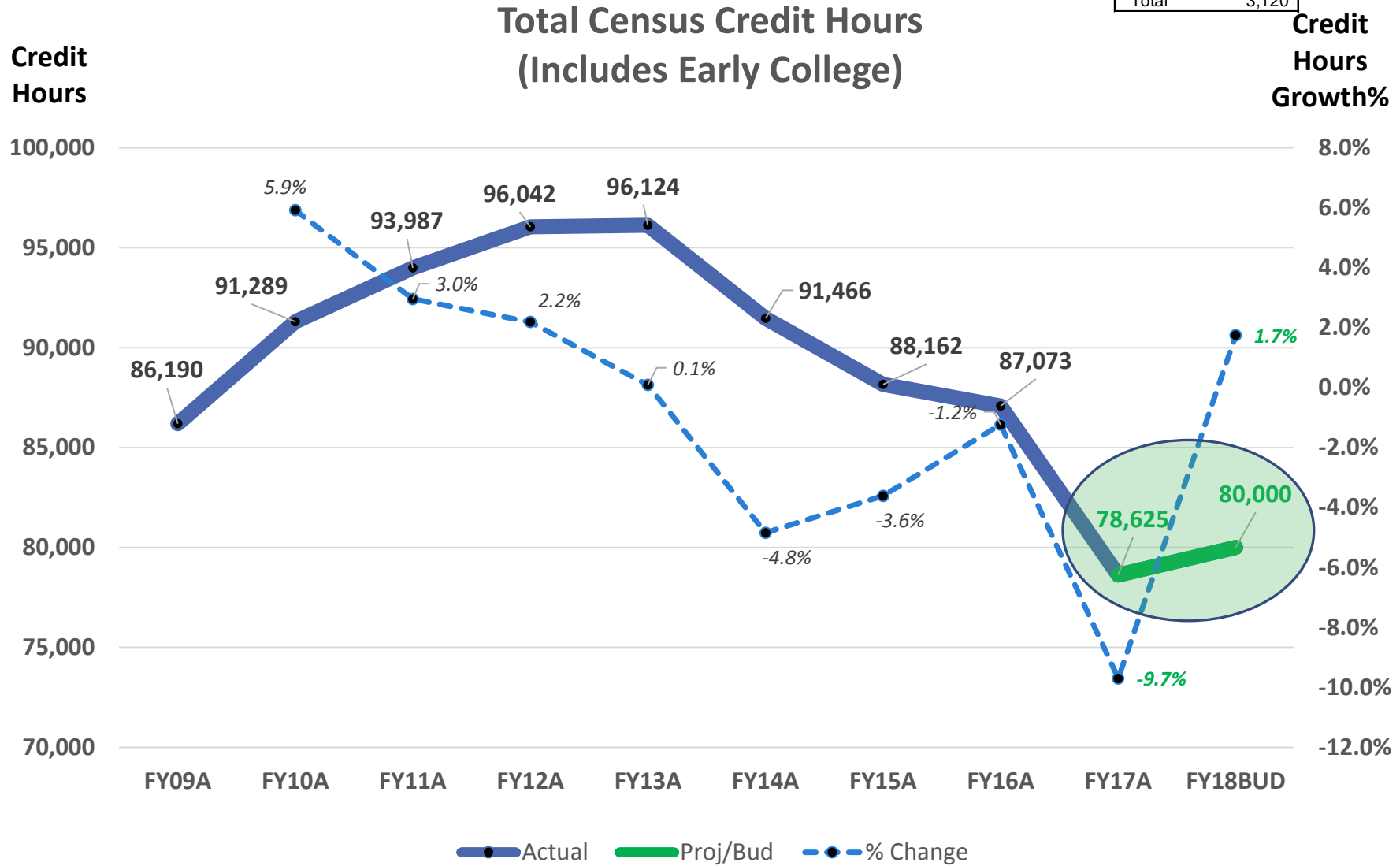


Unrestricted E&G and Auxiliary \$000's	Actual			Base Budget		FY18 vs FY17	
	FY14	FY15	FY16	FY17	FY18	Fav/(Unfav)	
Revenue							
Tuition and Fees	24,025	23,384	23,098	23,595	22,456	(1,138)	-4.8%
Tuition Waivers/Scholarships	(2,002)	(2,271)	(2,868)	(3,254)	(3,150)	104	-3.2%
Net Student Charges	22,023	21,112	20,230	20,341	19,306	(1,034)	-5.1%
State Appropriation	13,867	13,991	15,418	16,803	17,188	385	2.3%
Auxiliary & Other Income	2,102	1,911	1,891	1,646	1,802	155	9.4%
Total Revenue	37,992	37,015	37,539	38,790	38,296	(494)	-1.3%
Expenses							
Personnel	27,325	26,203	24,887	25,663	26,468	(805)	-3.1%
Fuel & Electric	861	842	715	848	829	19	2.2%
Supplies & Services	2,769	2,498	2,460	2,477	2,634	(157)	-6.3%
Shared Services	1,483	1,461	3,784	4,456	4,640	(184)	-4.1%
Depreciation	1,368	1,429	1,494	1,493	1,638	(145)	-9.7%
Maintenance & Alterations	472	526	478	440	468	(28)	-6.5%
Travel	232	250	359	234	260	(26)	-11.0%
All Other	2,839	2,748	2,316	2,744	2,722	22	0.8%
Total Expense	37,350	35,957	36,494	38,354	39,659	(1,304)	-3.4%
Operating Increase/(Decrease)	643	1,058	1,044	436	(1,363)	(1,798)	-412.8%
Cash Flow							
Operating Increase/(Decrease)	643	1,058	1,044	436	(1,363)	(1,798)	-412.8%
Plus Depreciation	1,368	1,429	1,494	1,493	1,638	145	9.7%
Less Capital Expenditures	(1,078)	(1,398)	(981)	(1,179)	(992)	187	-15.9%
Less Debt Service Principal	(290)	(297)	(226)	(288)	(320)	(32)	11.1%
Net Change Before Reserve Trans	643	792	1,331	462	(1,037)	(1,498)	-324.7%
Depreciation Funding %	100%	119%	81%	98%	80%		

Enrollment Projection

Census Credit Hour Trend

MEMO:	
Early College Cr. Hrs.	FY18 BUD
Bridge	2,380
Aspirations	740
Dual	0
Total	3,120

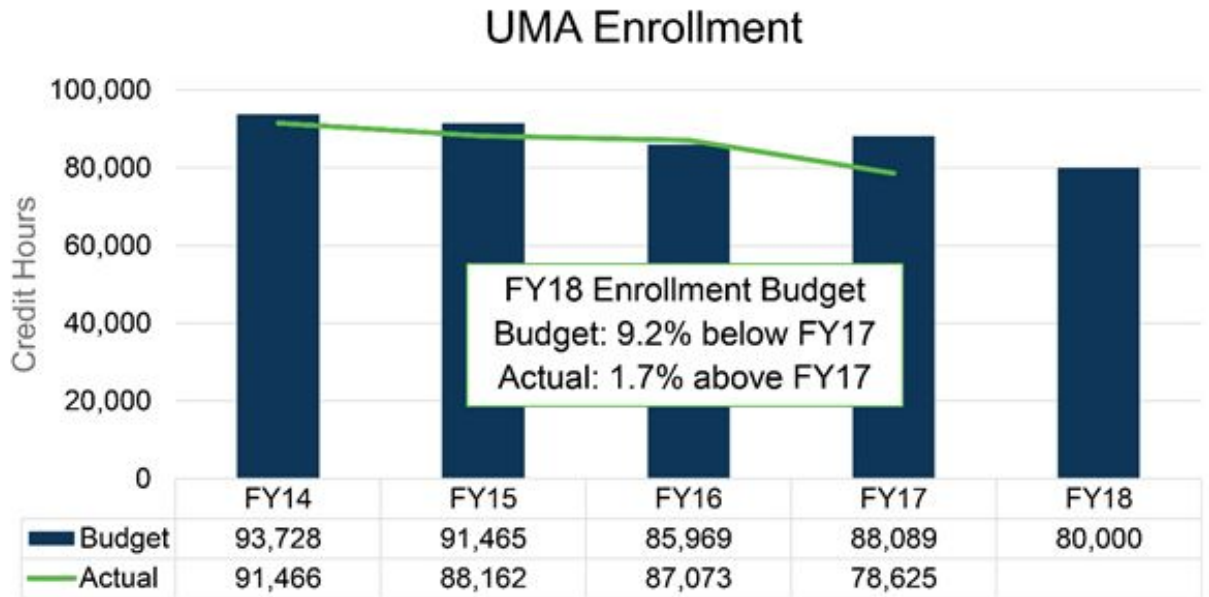
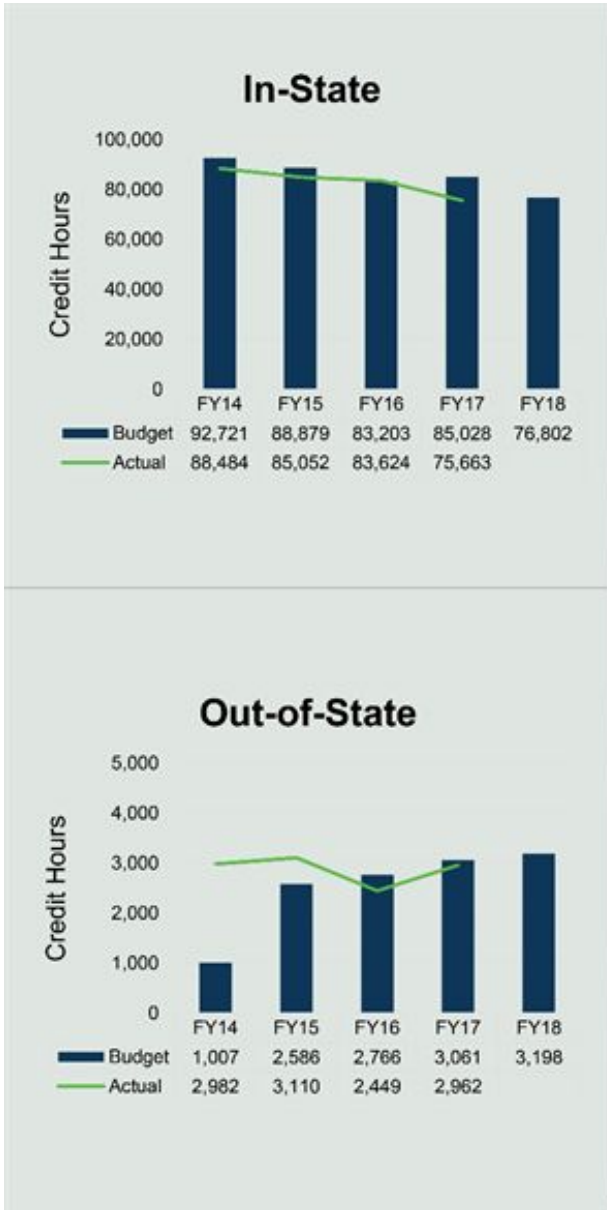


	FY09A	FY10A	FY11A	FY12A	FY13A	FY14A	FY15A	FY16A	FY17A	FY18BUD
CR HRS EXCL EARLY	85,632	90,739	93,618	95,670	95,583	90,865	86,885	84,005	75,223	76,880
EARLY COLLEGE	558	550	369	372	541	601	1,277	3,068	3,402	3,120
TOTAL	86,190	91,289	93,987	96,042	96,124	91,466	88,162	87,073	78,625	80,000



Enrollment Projection

Census Credit Hour Trend





Enrollment Projection

Achieving the FY18 Target

FY18 Components

- **New:** 1,416 students, 12,631 credits (16% of total credits)
- **Continuing:** 59,334 (74% of total credits)
- **Non-degree (includes Early College):** 8,034 credits (10% of total credits)
- **Total:** 80,000 credits

Key Assumptions

- **New Students:** Expect to hold at a minimum FY17 performance
 - Several initiatives should positively impact new students (i.e., Early College matriculation, scholarships, marketing etc.)
- **Continuing students:** Expect to hold at a minimum FY17 retention performance
 - Several initiatives should positively impact student persistence (i.e., EAB, New Advising Model, Class Stewards)
- **Non-degree students (includes Early College):** Expect moderate increase due to increases in Early College students

Tuition and Fees



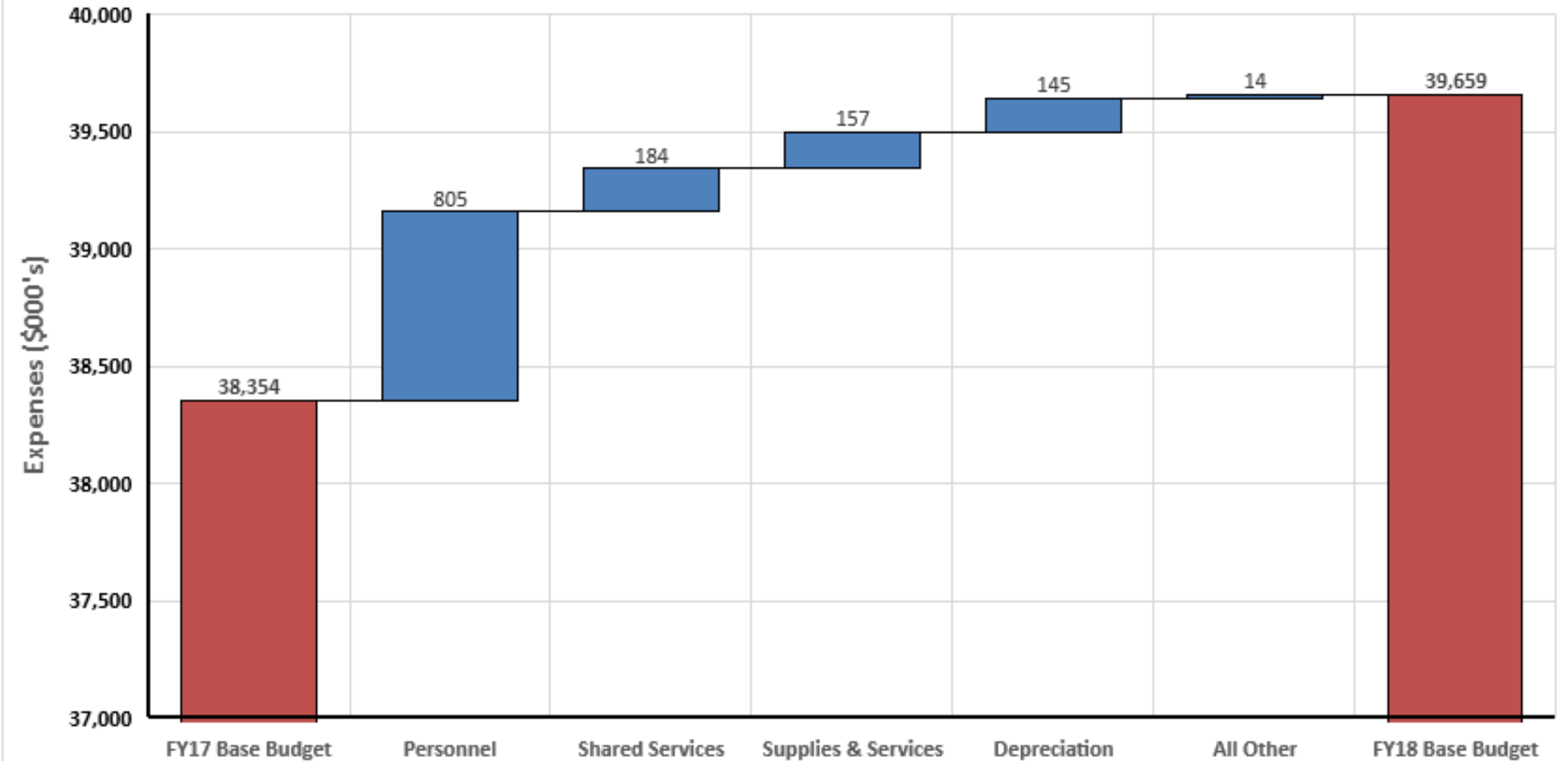
Per Credit Hour

	<u>FY 2018</u>	<u>FY 2017</u>	Change		<i>Memo: FY18</i> <u>% of In-State</u>
			<u>\$</u>	<u>%</u>	
<u>Tuition Rates</u>					
Instate	228	217	11	5.1%	
Non Resident Web	285	271	14	5.2%	125%
Out-of-State Non-web	551	537	14	2.6%	
International Non-web	551	525	26	5.0%	
NEBHE non-web	365	336	29	8.6%	160%
Canadian non-web	365	336	29	8.6%	160%
<u>Fees</u>					
Aug, Ban, Web Unified	30	29	1	3.4%	
Dist Unified	13	12	1	8.3%	
Distance Tech Fee	6	6	-	0.0%	
Distance Learning Fee	12	12	-	0.0%	
Web Online Fees	12	12	-	0.0%	

Expenses – Cause of Change Analysis



**Base Budget Expenses
FY17 to FY18 Cause of Change**



Workforce Changes



Compensation Cause of Change Analysis (\$000's)

FY17 Base Budget - Salary, Wages & Benefits

25,663

Compensation Adjustment 444

Strategic Initiative Positions

Placed into Base

Math Professor 77

Bridge Year 61

Assessment Associate 76

Subtotal 214

Nursing 34

Architecture 57

Bangor Campus Facilities 36

All Other 20

Total Change to Base Budget 805

FY18 Base Budget - Salary, Wages & Benefits

26,468



Strategic Initiatives

FY16/FY17 STRATEGIC INITIATIVES ADDED TO FY18 BASELINE BUDGET (\$235K)*

- Math Professor (\$77K) + Software (\$6K)
- Assessment Associate (\$76K)
- Improved Analytics for Enrollment (\$36K)
- Vista Volunteers (\$13K)
- Bridge Year (\$87K)
- Pay-it-Forward Incentive (\$40K)

***Note**

- Class Steward Program/First Year Experience is now funded by a Title 3 Grant, currently in its second year (\$1.7 million over 5 years)

Reserves



Reserve Analysis as of 2/22/17 (\$000's)

	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017 PROJ</u>	<u>FY2018 BUD</u>
<u>E&G Reserve Balance Projection</u>				
Beginning of Year Reserve Balance			10,687	8,933
Less Reserve Drawdown (Strategic Initiatives & Other)			(808)	
Projected Modified Cash Flow Surplus/ (Deficit)			(946)	(1,037)
End of Year Reserve Balance			8,933	7,896
<i>% of Adjusted Expenses</i>			24.2%	20.6%

Other Key Reserves

Capital Reserve Balance as of 2/22/17			2,106	2,106
University College Reserve Balance as of 2/22/17			47	47

Memo: Minimum Reserve Balance Calculation

Adjusted E&G Expense

Expenses and Transfers	34,560	35,197	38,088	39,659
Less Depreciation Expense	(1,410)	(1,477)	(1,493)	(1,638)
Plus Debt Service Principal	288	217	288	320
Adjusted Expenses	<u>33,438</u>	<u>33,936</u>	<u>36,883</u>	<u>38,341</u>

Reserve Status

Projected EOY Reserve Balance	9,405	10,687	8,933	7,896
Percentage of Expenses Covered	28.1%	31.5%	24.2%	20.6%
Minimum Reserve Balance (18% of Adj. Exp.)	6,019	6,109	6,639	6,901
EOY Reserve Balance O/(U) Minimum	3,386	4,578	2,294	995



Strategic Priorities



Increase Enrollment

- Utilize predictive analytics to focus on prospects with the best likelihood of success
 - Target increasing percentage of full-time students
- Refine financial aid strategy through improved analytics
 - Maguire Associates
- Pay-it-Forward (FY18 Scholarships +\$40K... previously a strategic initiative)
- Create new scholarships (FY18 Scholarships +\$150K)
 - Early College Student Success
 - Transfer
 - Futures
- Drive growth in adult/non-traditional learners
 - Leverage New Ventures Maine
 - Focus on employers that provide tuition reimbursement
 - Promote Post-Baccalaureate degrees
 - Partner with Adult Education Centers
 - Double the size of student veteran population over the next 3 years (compared to fall 2016)
 - Increase emphasis on recruiting transfer students (emphasis on Community Colleges)
 - Strengthen UMA’s already strong relationship with University College Centers
- Increase share of market with K-12 in-state students
 - Bridge Year/ Aspirations Students
 - Increase size of the prospect pool with National Research Center for College & University Admissions (“NRCUUA”)
- Develop niches with special populations
 - Incarcerated populations
 - First Nation, New Mainers & home-schooled students
- Strengthen integration with UMA’s marketing & advertising efforts
 - Website upgrade
 - Personalized communications with TargetX
 - New series of commercials with program and market segment focus

Improve Student Success & Completion



- “360 Degree” onboarding and orientation
- Focused positive behavioral nudges
 - Reduce attrition due to incomplete or late completion of administrative requirements
- Increase student support services
 - Financial coaches
 - Case managers
 - Learning effectiveness & student success specialists
 - Career development counselors/coaches
- Develop comprehensive academic intervention & support
 - First year experience
 - Embedded services
 - Academic probation support
 - Early warning system/ program success markers
 - Course Support
- Strengthen academic advising
 - Launch an advisement portal
 - Customized registration messages
 - Develop on-going training options for faculty and professional advisors
 - Implement a new model for academic advising which clearly delineates functions and responsibilities
- Incentivize Engagement and Achievement

Relevant Academic Programming



- Aviation (UMA in the final stages of acquiring FAA Part-141)
 - Veteran support (VA benefits)
- UAV (Drones) 43 students enrolled in UMA class during Fall 2016 semester,
 - Will offer this class locally on 2 other UMS campuses for Fall 2017
 - Establishing separate track within Aviation program
- Information and Library Science
 - ALA certification –increases in enrollment
- Medical Laboratory Technology
 - Partnership with UMPI and MaineGeneral Medical Center
 - Ten-year external reaccreditation
- Architecture
 - NAAB final accreditation visit Fall 2018
- Cyber Security / CIS
 - Largest IT producer in the state (Project Login supporter)
 - 102 Cyber security matriculation since program started
- Statewide availability of 12 complete academic programs
 - UC (85% of degrees awarded at UC are UMA degrees)
- Online (USNEWS ranked top 50 nationwide online institutions)
- Providing student support regardless of the location of the student)
 - UMA Writing Center (~550 live and online students supported in Fall 2016)
 - UMA Developmental Math support online math tutor
- Increased Faculty outreach efforts in terms of retention
- Strengthen course offerings for the summer

University Workforce Engagement



- Conducted survey from ModernThink (“Great Colleges to Work For) in March 2016 with survey dimensions:
 - Shared Governance
 - Compensation & Benefits
 - Confidence in Senior Leadership
 - Diversity
 - Job Satisfaction
 - Facilities, Workspace & Security
 - Professional Development
 - Respect & Appreciation
 - Supervisor Relationship
 - Teaching Environment
 - Tenure Clarity & Process
 - Work/Life Balance
 - Policies, Resources, Efficiency
 - Collaboration/Fairness
 - Faculty/Admin/Staff Relations

Initial Survey/ “Baseline” Results

Strengths

- Job Satisfaction & Connection to Mission
- Benefits & Work/Life Balance
- Supervisors/Department Chairs
- Diversity & Inclusion

Opportunities

- Resources Constraints
- Performance Management
- Senior Leadership
- Communication & Collaboration
- Shared Governance
- Respect & Appreciation

⇒ **Action planning process to begin late January 2017, with goal to have plan completed by May 2017**



Challenges & Opportunities



Challenges and Opportunities

Challenges

- Minimal growth in UMS state appropriation
 - \$505K decrease from original assumptions, partially offset by a \$175K reduction in across-the-board compensation increase from 2.6% to 2.0%, for a net incremental impact of \$331K.
- Limited alternatives to attract out-of-state and international students
- Unified Online
- Program Integration/ Collaboration

Opportunities

- Unified Online
- Program Integration/ Collaboration
- Early College
- Consider differential tuition rates for select academic programs
- Funding from external sources



Questions and Answers



UNIVERSITY *of*
MAINE *at* **AUGUSTA**

Declare your future.[™]

FY18 Budget Presentation

University of Maine at
Farmington

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

March 13, 2017





FY18 Budget Themes

- Deepen distinction as Maine's public liberal arts college
- Increase selectivity and fit
- Bolster enrollment through retention, investment in student success
- Bolster out-of-state recruitment, early college and grad programming
- Enhance Jan/May/Summer offerings, including online
- Prudently increase tuition, fees, room & board rates
- Remain an "exceptional value": high academic quality, strong outcomes, affordable price

and... Advance 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





Evidence of Support for... **Increased Enrollment**

- * Increased recruitment targets to 598 new students (543 fall, 55 spring)
- * Time/place-specific recruitment goals
- * Selectivity and recruitment “fit”
- * Increased retention targets through FY 2020
- * Require first-years on campus
- * Investment in Admissions, incl. out-of-state recruiter shared with USM
- * Increase in Grad credit hours
- * Early College program to 270 c.h.

Evidence of Support for... **Student Success**

- * Investment in Summer Experience
- * Investment in varsity athletics
- * Investment in Experiential Education/Farmington Fusion
- * New half-time Director of Global Education
- * Addition of The Beaver Lodge/ snack and social spaces
- * New IR Director to track post-graduate outcomes, satisfaction
- * Ferro College Completion Fund; peer financial advising





Evidence of Support for... **Financial Stability**

4

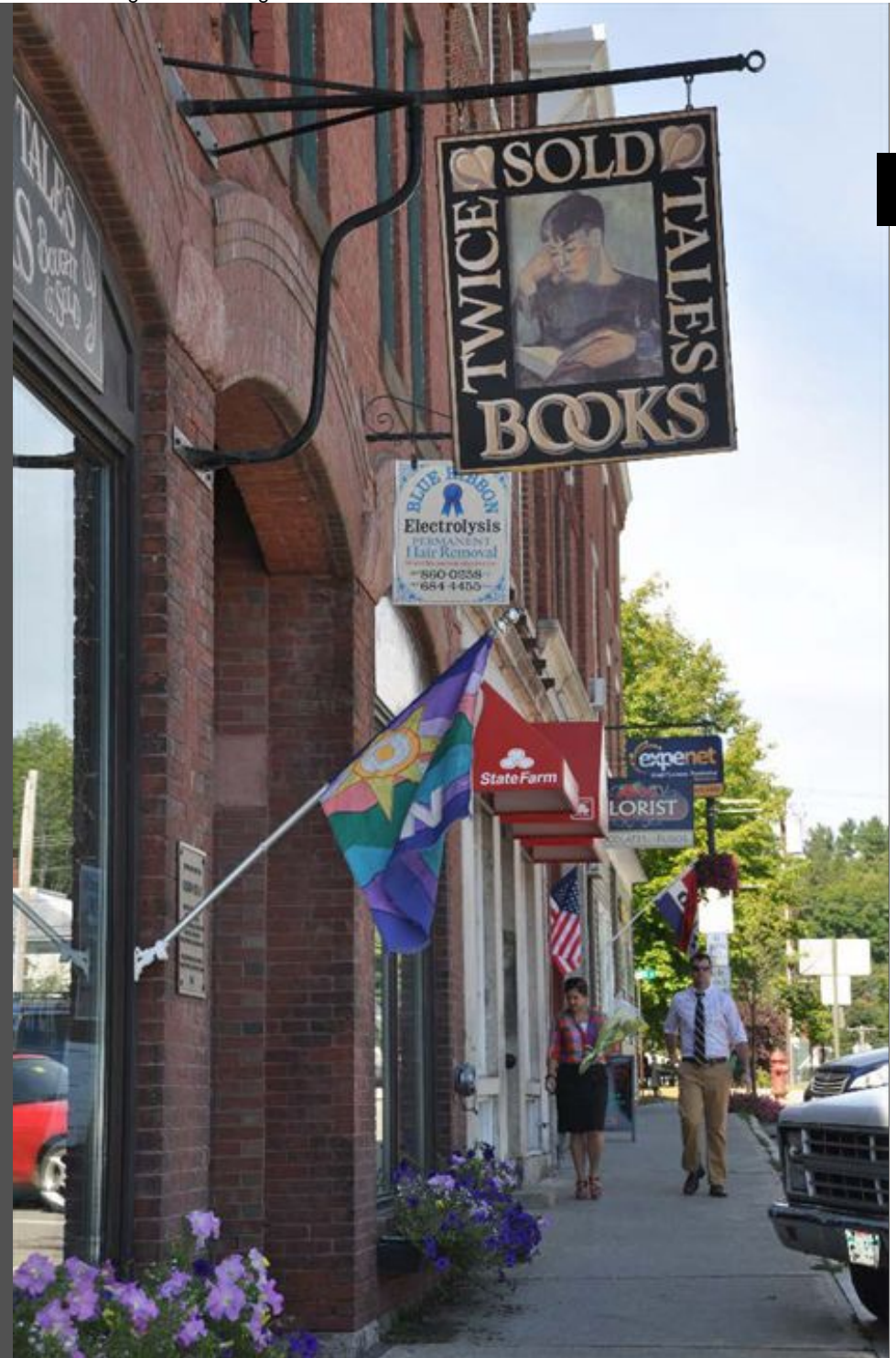
- * Judicious increases in tuition, fees, room & board
- * New IR Director to track and monitor program-level cost-benefit

Increased activity in grants and contracts

- * Advancement strategy with FY17 consultant and major gifts focus
- * “Milestone” spending constraints
- * Campus focus on recruitment and retention

Evidence of Support for... **Economic Development**

- * Investment in Teacher Education to meet state needs
- * Investment in Alpine Operations; CVA partnership; internships
- * Investment in Partnership for Civic Advancement/Farmington Fusion
- * New certificate in Addictions Rehabilitation
- * 3+2 programs with USM for counseling, social work
- * Improvements to shared university-community facilities



Evidence of Support for... **Academic Relevance**

- Change in academic leadership
- New General Education program
- New tracks in business communications, arts administration, GIS, health & medicine
- Bolstered “College to Career” pathways

Evidence of Support for... **Workforce Engagement**

- Community Connections programming
- New Staff Senate
- Additional awards programs, campus events to build morale
- Professional Development options

4





FY18 Budget **Givens** & Assumptions

Enrollment

- 543 new entrants, F17; 55 in Sp18
- 19% out-of-state (103)
 - of which, 28% New England tuition
- First to second year retention of 76%
- Grad credit hours up 10.9%

Tuition & Fees (requests)

- 2.7% increase in-state
- New England rate at 160% of in-state rate
- 4.0% increase out of state

State Appropriation

- **\$12.28 million, up 0.3% over FY17**

Expenses

- **Compensation up 2.0%; 53.0% f.b.**
- Operational generally up 0-2.6%
- Scholarships up 2.6%
- Depreciation deposit at 50%+**3.5%**
- **Shared Services up 8% over FY17**

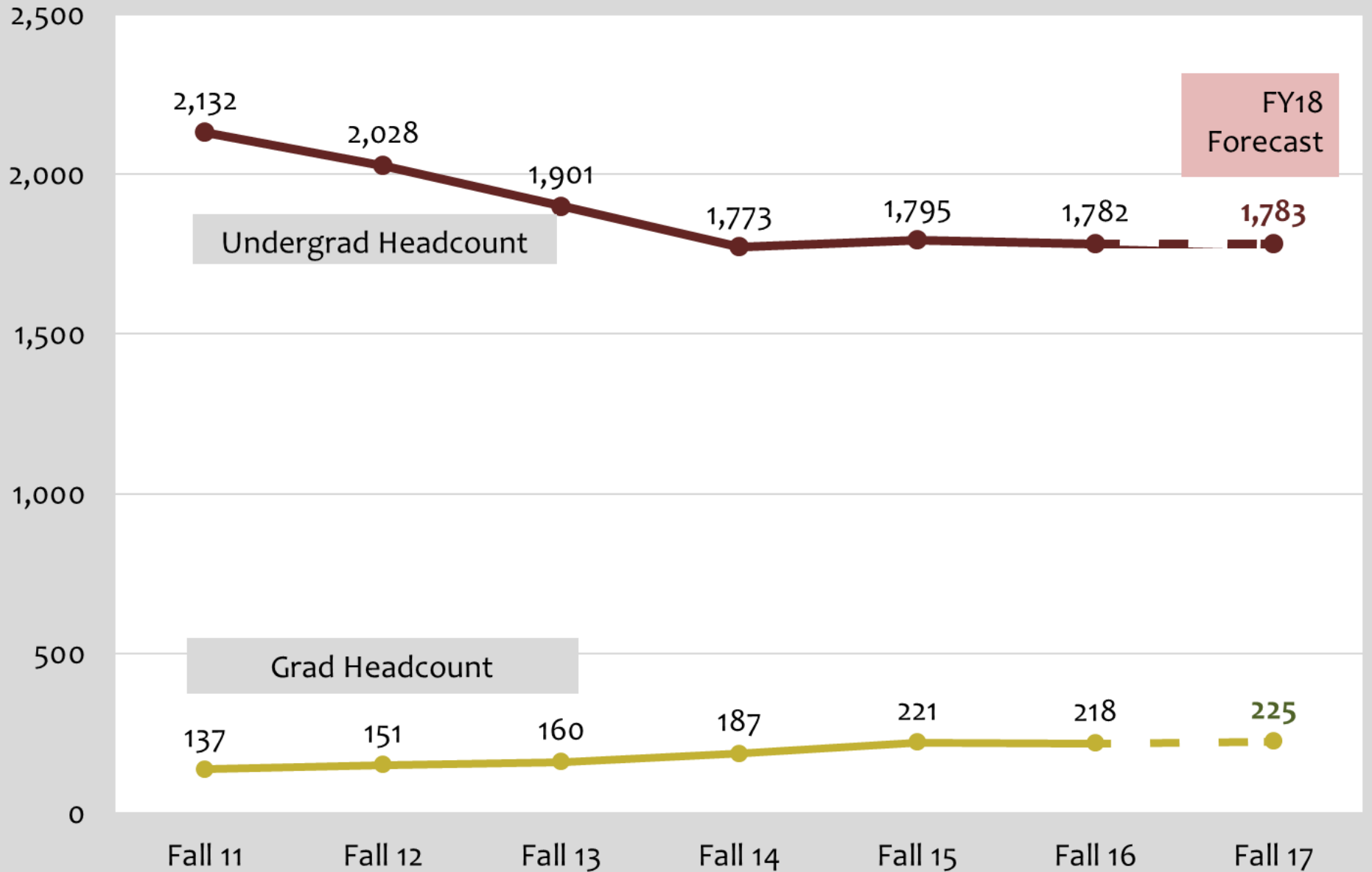
Investments

- Full-time Director of Institutional Research
- Full-time Director for Farmington Fusion (experiential education)
- Half-time International Education Director (faculty buy-out)
- New faculty lines for Rehab Services, Community Health, Art
- Full-time coaches for Baseball, Softball, Women's Lacrosse
- Athletics-Admissions recruiting tools
- Minimum wage increases

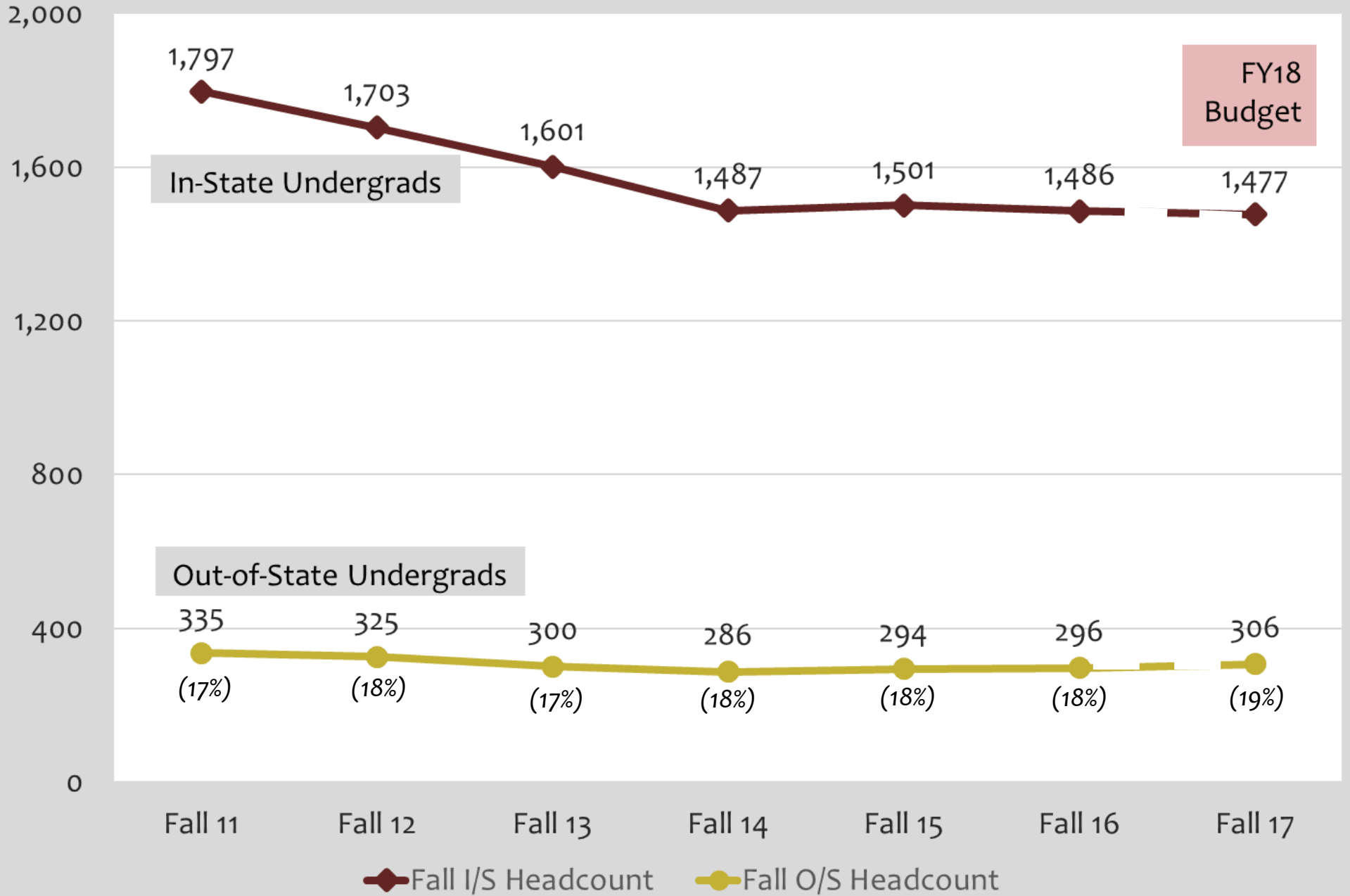


Summary of Enrollment

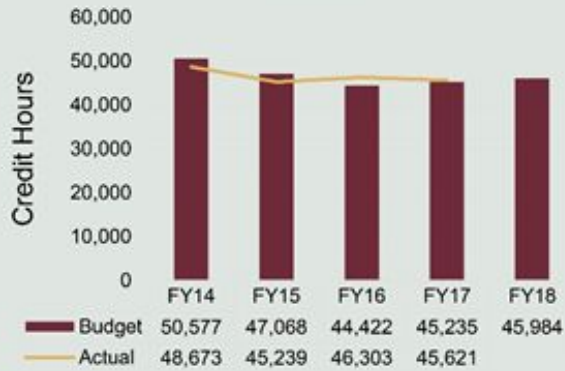
Undergrad Enrollment Stabilized Since 2014; Grad Enrollment Increasing



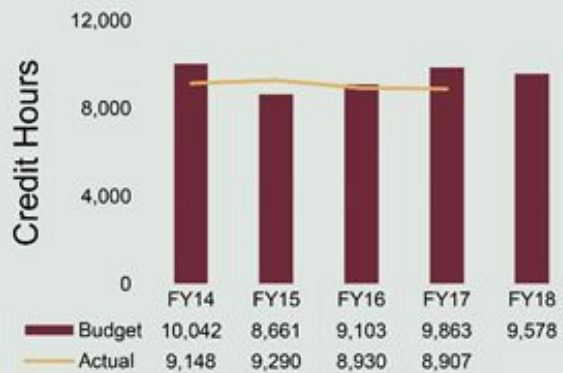
Out-of State Undergrads Slowly Increased to 19%; Goal is 20% by 2020



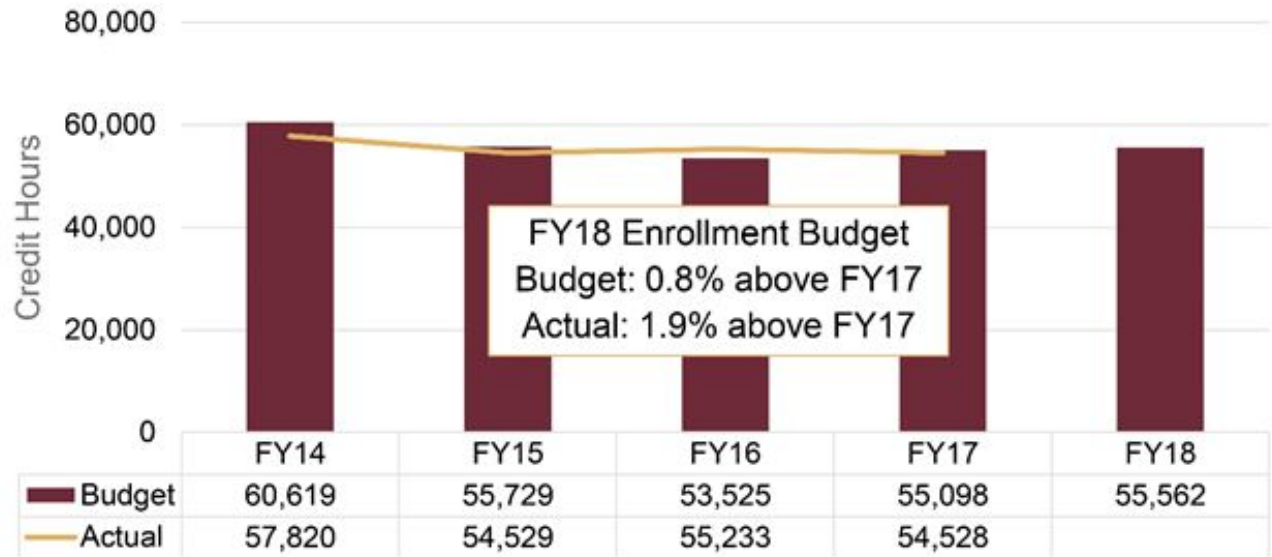
In-State



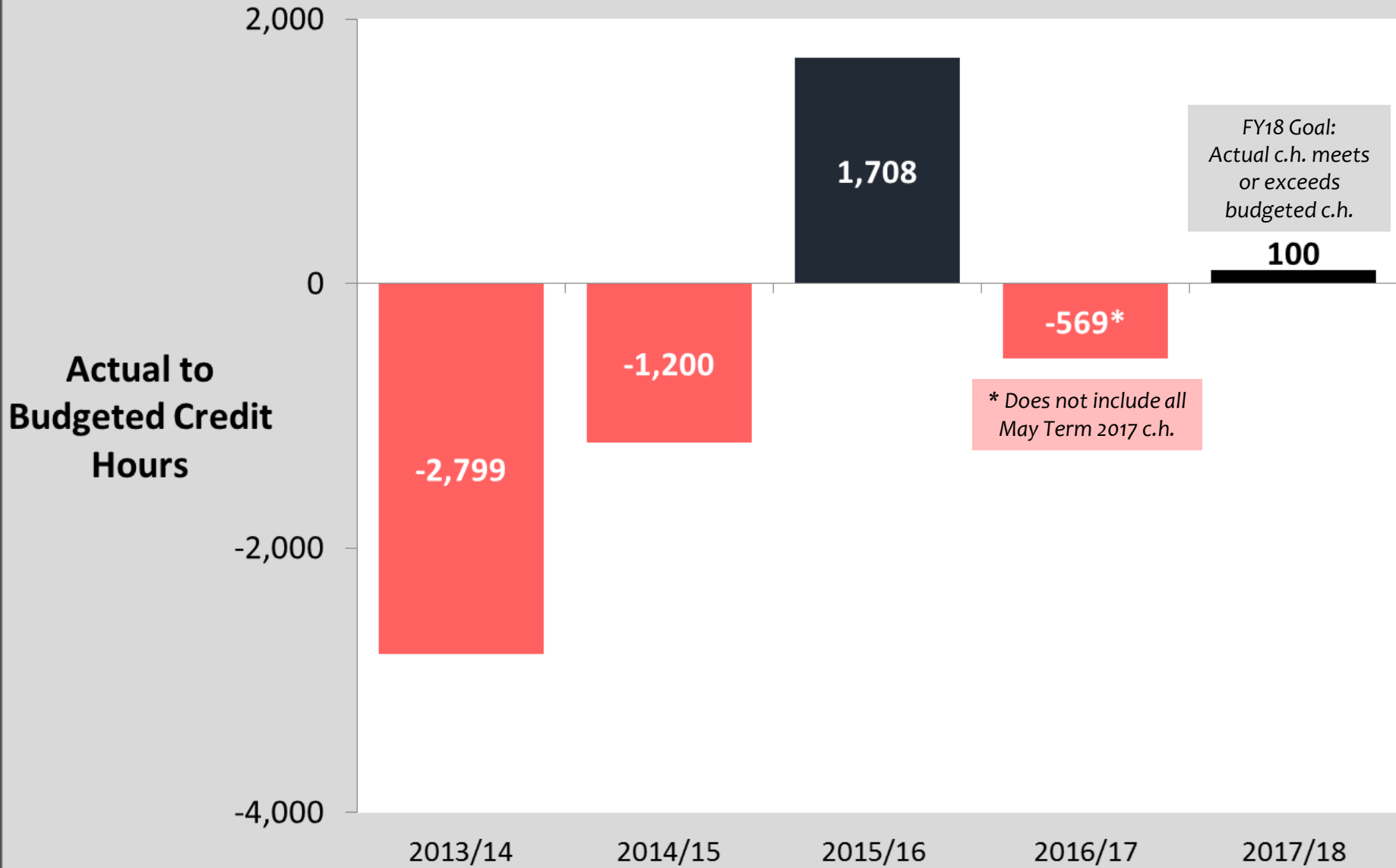
Out-of-State



Total Credit Hour Enrollment



UMF Credit Hour Actuals vs. Budgeted since 2013/14



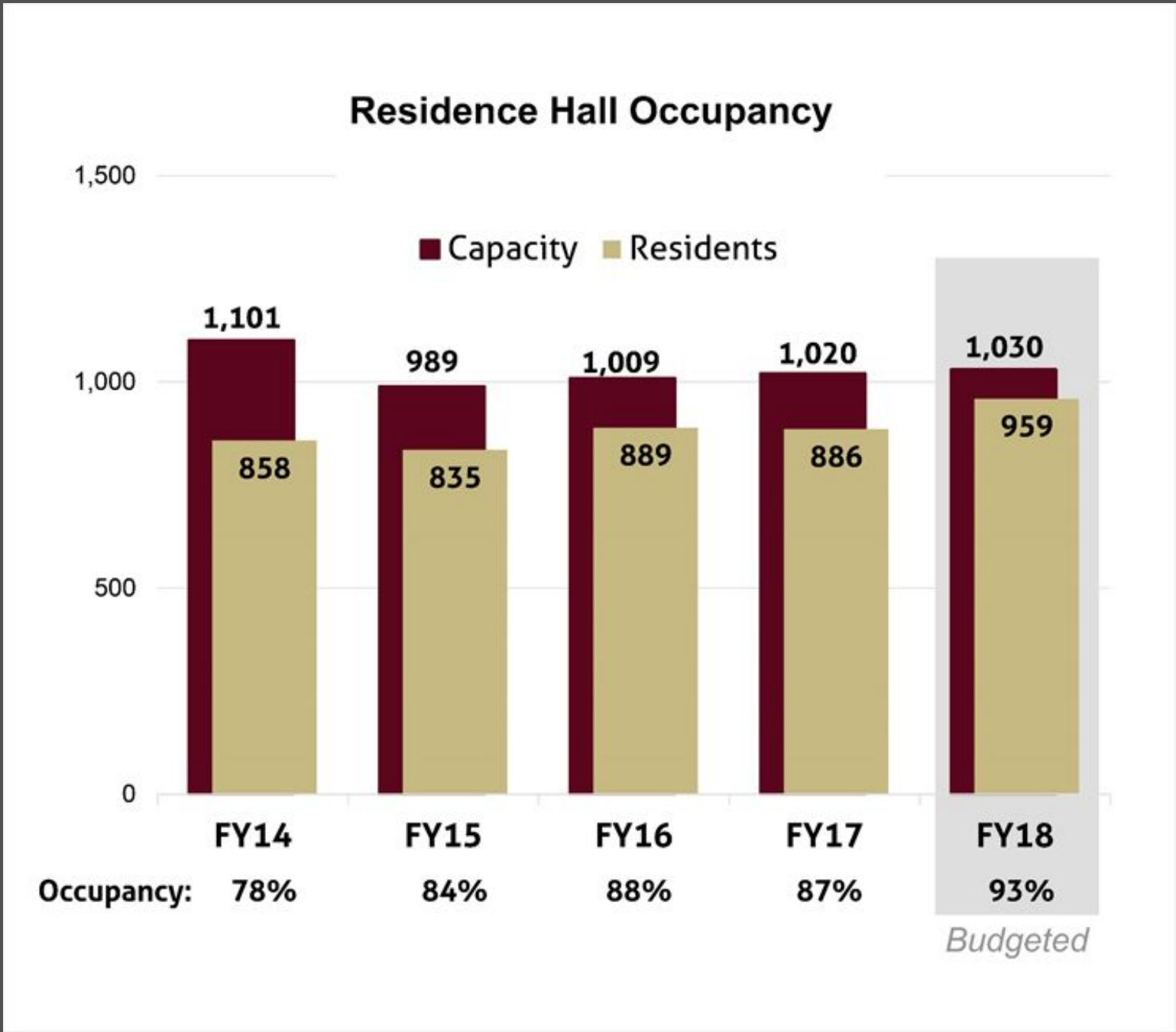
Summary of Tuition and Fee Requests

Item	Current	Proposed	\$ Change	% Change	
Tuition – Undergrad In-state	\$261 <i>\$8,352 annual</i>	\$268 <i>\$8,576 annual</i>	\$7 <i>annual</i>	2.7%	
Tuition – Undergrad Out-of-state	\$545	\$567	\$22	4.0%	
Tuition – NEBHE <i>(160% of In-state)</i>	\$405	\$429	\$24	5.9%	
Tuition – Grad In-state	\$379	\$389	\$10	2.6%	
Tuition – Grad Out-of-State	\$550	\$572	\$22	4.0%	
Unified Fee	≤6 ch	\$168	\$172	\$4	2.4%
	7-12 ch	\$333	\$342	\$9	2.7%
	>12 ch	\$655	\$672	\$17	2.6%

Summary of Room and Board Requests

Item	Current	Proposed	\$ Change	% Change
Room (<i>varies; rates for full-year double shown</i>)	\$4,892	\$5,038	\$146	3%
Board (<i>varies; rates for full-year all-meal plan shown</i>)	\$4,220	\$4,296	\$76	1.8%





Summary of Workforce Changes

Action	Category	E&G	Auxiliary
Gain	Faculty	3 <i>Art; Community Health; Rehab</i>	0
	Non-Faculty	4 <i>Dir of IR; Head Coaches for baseball, softball, women's lacrosse</i>	0
Loss	Faculty	0.83 <i>PT Community Health</i>	0
	Non-Faculty	3 <i>All vacant: Data Analyst (0.5); Library Assistant; Facility Maintenance; Mechanical Maintenance (0.5)</i>	0.5 <i>Mechanical Maintenance (0.5)</i>
Net Change		3.17	-0.5
Total Change: +2.67			

Summary of FY18 Budget: **E&G**

		FY17	FY18	\$ Change	% Change
Revenue:	Tuition & Fees	\$ 19,520,872	\$ 20,764,144	\$ 1,243,272	6.4%
	Less: Waivers/Scholarships	(3,207,624)	(3,488,511)	(280,887)	8.8%
	Appropriation	12,253,931	12,287,158	33,227	0.3%
	Indirect Cost Recovery	200,000	200,000		
	Investment Income/Gifts	110,000	-	(110,000)	-100.0%
	Sales/Services/Other	654,310	654,310	-	0.0%
	Total E & G Revenue	29,531,489	30,417,101	885,612	3.0%
Expense:	Salaries/Wages/Benefits	22,857,797	23,597,995	740,198	3.2%
	Supplies/Services	1,415,645	1,670,997	255,352	18.0%
	Shared Services	3,081,065	3,328,217	247,152	8.0%
	Fuel/Electricity	588,707	629,360	40,653	6.9%
	Travel	619,579	561,597	(57,982)	-9.4%
	Memberships/Contributions/Sponsorships	92,781	94,698	1,917	2.1%
	Maintenance & Alterations	33,047	32,953	(94)	-0.3%
	Interest Expense	226,985	213,952	(13,033)	-5.7%
	Depreciation	1,642,956	1,827,065	184,109	11.2%
	Other Expense	(510,483)	(885,114)	(374,631)	73.4%
	Total E & G Expense	30,048,079	31,071,720	1,023,641	3.4%
Net E & G Operating Results		(516,590)	(654,619)	(138,029)	26.7%
Modified Cash Flow:	Operating Increase (Decrease)	(516,590)	(654,619)	(138,029)	26.7%
	Add Back Depreciation	1,642,956	1,827,065	184,109	11.2%
	Less Capital Expenditures	-	-	-	
	Less Capital Reserve Funding	(821,478)	(850,230)	(28,752)	3.5%
	Less Debt Service	(304,888)	(322,216)	(17,328)	5.7%
Net Change Before Transfers		-	-	-	
	Transfers from Budget Stabilization	-	-	-	
Net Change in Cash & Reserve Transfers		-	-	-	

Summary of FY18 Budget: **Auxiliary**

		FY17	FY18	\$ Change	% Change
Revenue:	Dining & Residence	\$ 8,448,148	\$ 8,998,503	\$ 550,355	6.5%
	Less: Waivers/Scholarships	(280,000)	(260,000)	20,000	-7.1%
	Sales/Services/Other	714,400	516,750	(197,650)	-27.7%
	Total Auxiliary Revenue	8,882,548	9,255,253	372,705	4.2%
Expense:	Salaries/Wages/Benefits	1,701,692	1,734,648	32,956	1.9%
	Supplies/Services	3,393,309	3,365,044	(28,265)	-0.8%
	Fuel/Electricity	417,071	465,540	48,469	11.6%
	Travel	12,125	12,125	-	0.0%
	Memberships/Contribution/Sponsorships	5,845	5,595	(250)	-4.3%
	Depreciation	422,212	461,347	39,135	9.3%
	Maintenance & Alterations	57,587	57,587	-	0.0%
	Interest Expense	474,577	448,810	(25,767)	-5.4%
	Other Expense	1,831,891	2,076,809	244,918	13.4%
	Total Auxiliary Expense	8,316,309	8,627,505	311,196	3.7%
Net Auxiliary Operating Results		566,239	627,748	61,509	10.9%
Modified Cash Flow:	Operating Increase (Decrease)	566,239	627,748	61,509	10.9%
	Add Back Depreciation	422,212	461,347	39,135	9.3%
	Less Capital Expenditures	(244,700)	(244,700)	-	
	Less Capital Reserve Funding	(137,651)	(142,469)	(4,818)	3.5%
	Less Debt Service	(606,100)	(627,914)	(21,814)	3.6%
Net Change Before Transfers		-	74,012	74,012	
	Transfers from Budget Stabilization	-	-	-	
Net Change in Cash & Reserve Transfers		-	74,012	74,012	

Summary of FY18 Budget: **Combined E&G and Auxiliary**

		<u>FY17</u>	<u>FY18</u>	<u>\$ Change</u>	<u>% Change</u>
Revenue:	Tuition & Fees	\$ 19,520,872	\$ 20,764,144	\$ 1,243,272	6.4%
	Dining & Residence	\$ 8,448,148	\$ 8,998,503	\$ 550,355	6.5%
	Less: Waivers/Scholarships	(3,487,624)	(3,748,511)	(260,887)	7.5%
	Appropriation	12,253,931	12,287,158	33,227	0.3%
	Indirect Cost Recovery	200,000	200,000		
	Investment Income/Gifts	110,000	-	(110,000)	-100.0%
	Sales/Services/Other	1,368,710	1,171,060	(197,650)	-14.4%
	Total E & G Revenue	38,414,037	39,672,354	1,258,317	3.3%
Expense:	Salaries/Wages/Benefits	24,559,489	25,332,643	773,154	3.1%
	Supplies/Services	4,808,954	5,036,041	227,087	4.7%
	Shared Services	3,081,065	3,328,217	247,152	8.0%
	Fuel/Electricity	1,005,778	1,094,900	89,122	8.9%
	Travel	631,704	573,722	(57,982)	-9.2%
	Memberships/Contributions/Sponsorships	98,626	100,293	1,667	1.7%
	Maintenance & Alterations	90,634	90,540	(94)	-0.1%
	Interest Expense	701,562	662,762	(38,800)	-5.5%
	Depreciation	2,065,168	2,288,412	223,244	10.8%
	Other Expense	1,321,408	1,191,695	(129,713)	-9.8%
	Total E & G Expense	38,364,388	39,699,225	1,334,837	3.5%
Net E & G Operating Results		49,649	(26,871)	(76,520)	-154.1%
Modified Cash Flow:	Operating Increase (Decrease)	49,649	(26,871)	(76,520)	-154.1%
	Add Back Depreciation	2,065,168	2,288,412	223,244	10.8%
	Less Capital Expenditures	(244,700)	(244,700)	-	
	Less Capital Reserve Funding	(959,129)	(992,699)	(33,570)	3.5%
	Less Debt Service	(910,988)	(950,130)	(39,142)	4.3%
Net Change Before Transfers		-	74,012	74,012	
	Transfers from Budget Stabilization	-	-	-	
Net Change in Cash & Reserve Transfers		-	74,012	74,012	

Summary of FY 18 Bottom Lines as of March 13, 2017

Combined E&G & Aux	FY17	FY18
E&G Net Inc (Dec) before Transfers	\$0	\$0
Aux Net Inc (Dec) before Transfers	\$0	\$74,012
UMF FY18 Projected Bottom Line	\$0	\$74,012



Summary of FY18 Depreciation Funding

Depreciation	E&G	Auxiliary
FY18 Value	\$1,827,065	\$461,347
FY18 Funded	1,172,446	1,015,083
<i>Capital Reserve Funding</i>	<i>850,230</i>	<i>244,700</i>
<i>Debt Service Principal</i>	<i>322,216</i>	<i>627,914</i>
<i>Capital Expenditures</i>	<i>-</i>	<i>142,469</i>
Share of Value Funded	64%	220%
Combined Value: \$2,288,412		
Combined Funded: \$2,187,529		
Combined Share of Value Funded: 96%		

Summary of Current and Anticipated Reserves



Reserves	E&G	Auxiliary	Capital	TOTAL
Current Value	\$ 1,211,823	\$ 271,351	\$ 284,384	\$ 1,767,558
Committed for FY17				(\$ 402,424)
Est. 7/1/17				\$ 1,365,133



Questions/
Discussion



Fiscal Year 2018 Budget Presentation

- ▶ One University: UMFK Strategies



Guiding Principles

Intentional actions designed to:

- ▶ Attract and benefit students
- ▶ Foster diverse and Inclusive Communities
- ▶ More effectively communicate our programs and our brand
- ▶ Engage students from day one
- ▶ Be responsive to local and state needs



Guiding Principles

- ▶ Serve as good stewards of public resources
- ▶ Embrace the community
- ▶ Promote collaboration
- ▶ Communicate widely
- ▶ Use best practices in promoting goals



Increase Enrollment

- ▶ Increase yield rate
- ▶ Hire Director of Marketing
- ▶ Develop social media recruiting
- ▶ Increase out-of-state and international students
- ▶ Build Rural U reputation and courses



Improve Student Success

- ▶ Increase retention rate through strategies related to improved engagement, advising, multi-year schedule development, student activities and student life initiatives, and greater attention to financial aid/lowering student debt.



Support Maine Industry

- ▶ Promote the forest products industry through hiring of the new Irving Woodlands Professorship
- ▶ Expand BSN nursing graduates through creative partnerships
- ▶ Revise business curriculum to reflect local needs and opportunities
- ▶ Expand internships and involvement in economic development groups.



Enhance Fiscal Positioning

- ▶ Increase enrollment
- ▶ Invest in strategic initiatives
- ▶ Build upon collaborations with special focus on UMFK/UMPI
- ▶ Use data to inform decisions
- ▶ Review academic programs



Relevant Academic Programming

- ▶ Develop more community college collaborations
- ▶ Consider collaborative graduate degree development in nursing
- ▶ Focus on program integration opportunities with UMPI
- ▶ Reallocate faculty lines to strengthen programs.



Workforce Engagement

- ▶ Work with System HR centers to welcome and nurture talent
- ▶ Provide greater professional development opportunities
- ▶ Recognize employees at all levels
- ▶ Utilize servant leadership strategies



Enrollment Management Plan 2018-2020

Recruitment (New Student Enrollment Projections)

Market Segment	FY18			FY19			FY20		
	<i>Apps</i>	<i>Accepts</i>	<i>Deposits</i>	<i>Apps</i>	<i>Accepts</i>	<i>Deposits</i>	<i>Apps</i>	<i>Accepts</i>	<i>Deposits</i>
Freshman	575	450	200	580	460	215	585	456	225
Transfer	280	215	170	285	217	171	290	220	173
Online	170	130	100	175	133	102	180	136	103
Totals	1025	795	470	1040	810	488	1055	812	501



- ▶ Increase yield rate of accepted to confirmed freshman to 50% by FY20.

Enrollment Management Plan 2018-2020

Retention (First Time Full/Part and Transfer)

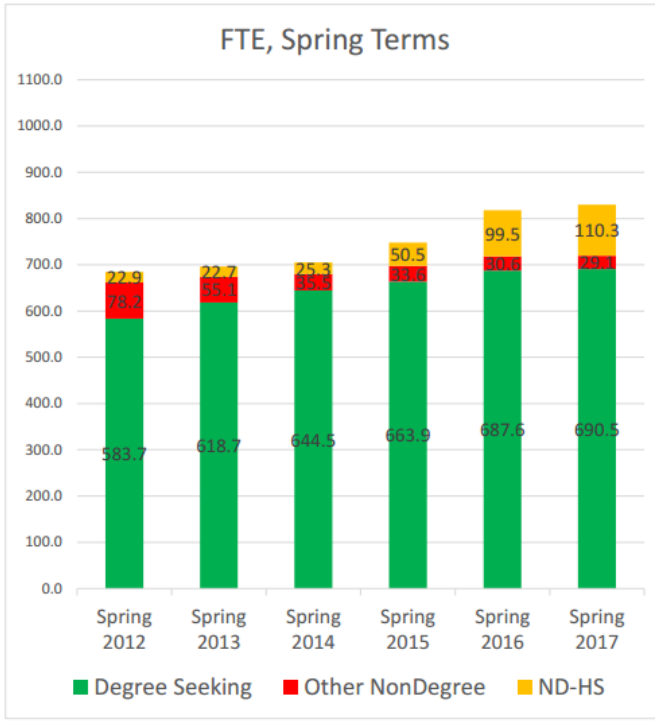
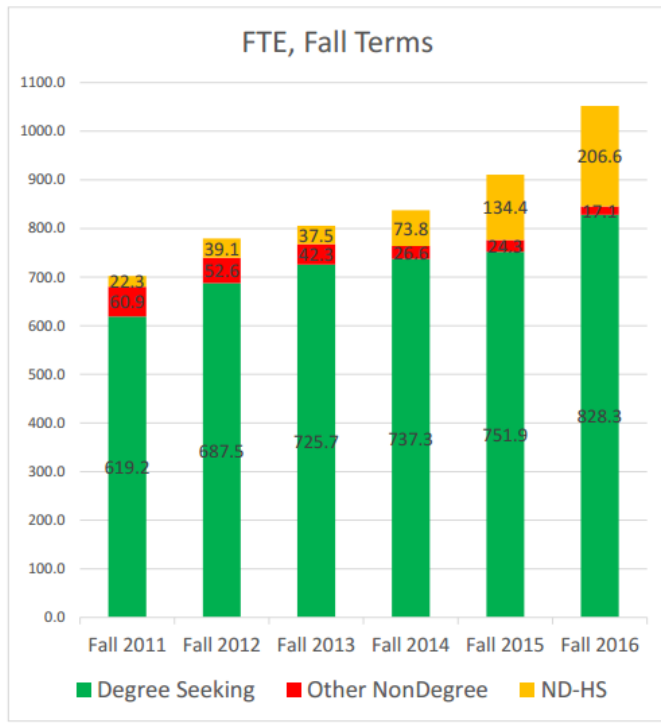
BACHELOR DEGREES	Entered	# of Students		
		Entering	To 2nd year	To 3rd year
Fall 2020	First Time Full Time	160	124 (77%)	96 (60%)
	First Time Part Time	4	2 (50%)	2 (50%)
	Transfer	211	176 (84%)	113 (54%)
Fall 2019	First Time Full Time	153	117 (77%)	91(60%)
	First Time Part Time	3	2 (66%)	2 (66%)
	Transfer	209	174 (83%)	112 (53%)
Fall 2018	First Time Full Time	146	111 (76%)	86 (59%)
	First Time Part Time	3	2 (66%)	2 (66%)
	Transfer	207	171 (83%)	110 (53%)
Fall 2017	First Time Full Time	139	105 (76%)	82 (59%)
	First Time Part Time	3	2 (66%)	2 (66%)
	Transfer	205	168 (82%)	108 (53%)
Fall 2016	First Time Full Time	132	99 (75%)	77 (59%)
	First Time Part Time	3	2 (66%)	2 (66%)
	Transfer	203	166 (82%)	106 (52%)
Fall 2015	First Time Full Time	95	71 (75%)	55 (58%)
	First Time Part Time	2	1 (50%)	1 (50%)
	Transfer	190	154 (81%)	99 (52%)

Highlighted cells are projections based on recruitment goals outlined above.

Highlighted cells are projected increases to the overall retention rate by 1% for FY18, FY19, and FY20.



	Fall 2011	Spring 2012	Fall 2012	Spring 2013	Fall 2013	Spring 2014	Fall 2014	Spring 2015	Fall 2015	Spring 2016	Fall 2016	Spring 2017
ND-HS	22.3	22.9	39.1	22.7	37.5	25.3	73.8	50.5	134.4	99.5	206.6	110.3
Other NonDegree	60.9	78.2	52.6	55.1	42.3	35.5	26.6	33.6	24.3	30.6	17.1	29.1
Degree Seeking	619.2	583.7	687.5	618.7	725.7	644.5	737.3	663.9	751.9	687.6	828.3	690.5

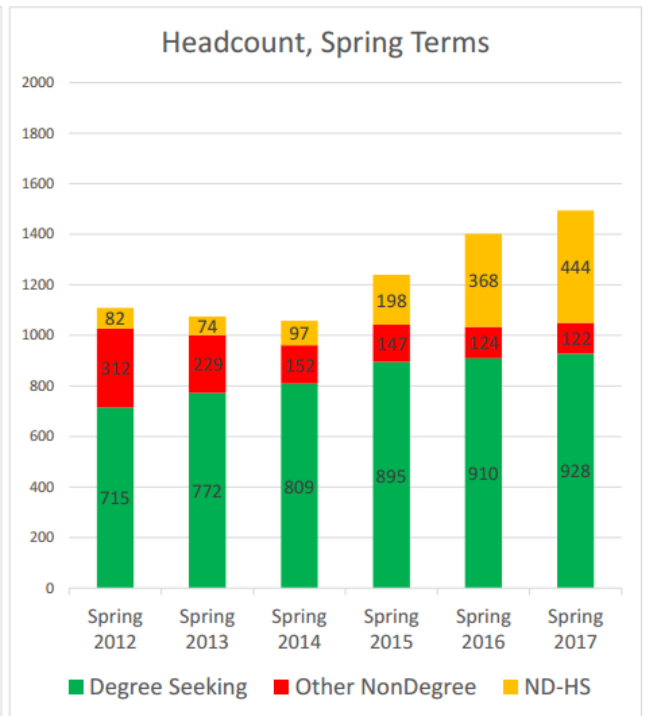
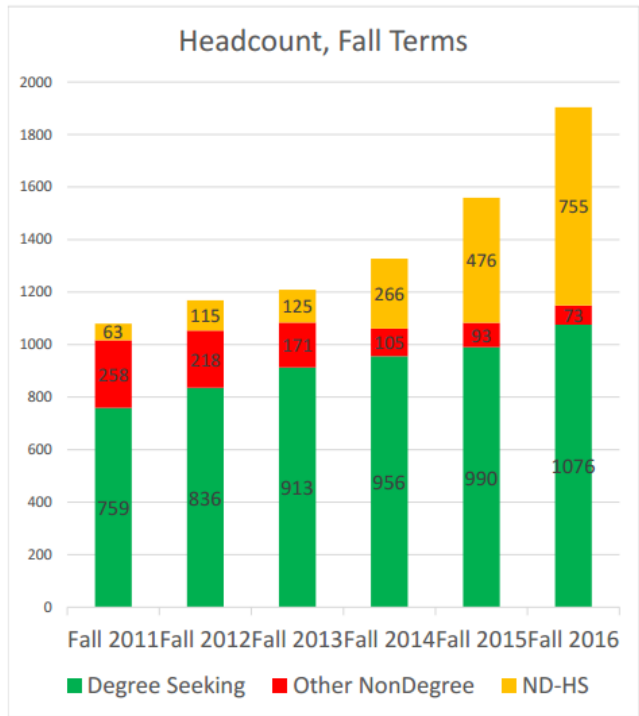


Institutional Research Department
JR Bjerkle

2/22/2017
Headcount and FTE by Degree Status Feb 2017.xlsx



	Fall 2011	Spring 2012	Fall 2012	Spring 2013	Fall 2013	Spring 2014	Fall 2014	Spring 2015	Fall 2015	Spring 2016	Fall 2016	Spring 2017
ND-HS	63	82	115	74	125	97	266	198	476	368	755	444
Other NonD	258	312	218	229	171	152	105	147	93	124	73	122
Degree Seel	759	715	836	772	913	809	956	895	990	910	1076	928



Institutional Research Department
JR Bjerklie

2/22/2017

Headcount and FTE by Degree Status Feb 2017.xlsx



Total Student Annual Credit Hour Projections

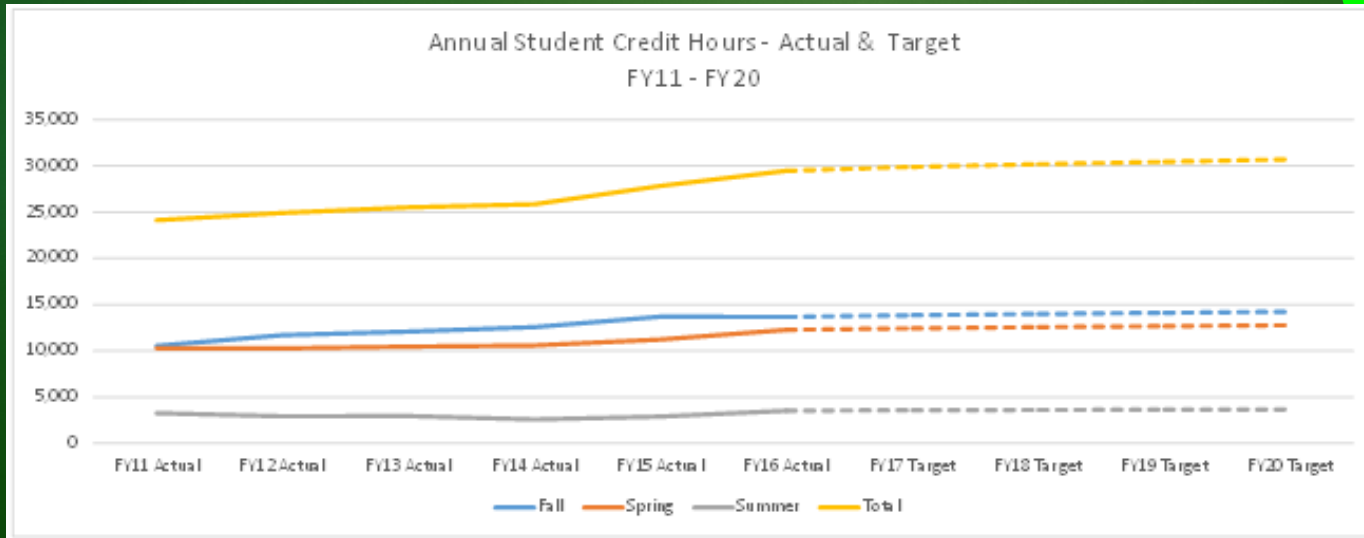


14

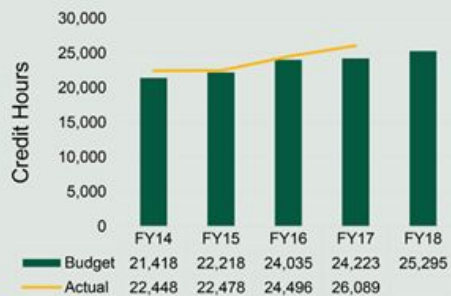
5

**Annual Student Credit Hours - Actual & Projections
FY11 through FY20**

	FY11 Actual	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target	FY19 Target	FY20 Target	% Change
Fall	10,536	11,688	12,081	12,565	13,693	13,658	13,849	13,985	14,108	14,229	35.05%
Spring	10,308	10,272	10,447	10,578	11,221	12,266	12,438	12,560	12,670	12,779	23.97%
Summer	3,270	2,931	2,963	2,596	2,905	3,536	3,586	3,621	3,653	3,684	12.66%
Total	24,114	24,891	25,491	25,839	27,819	29,460	29,872	30,165	30,431	30,692	27.28%
% Change	-1.3%	3.2%	2.4%	1.4%	7.7%	5.9%	1.4%	1.0%	0.9%	0.9%	



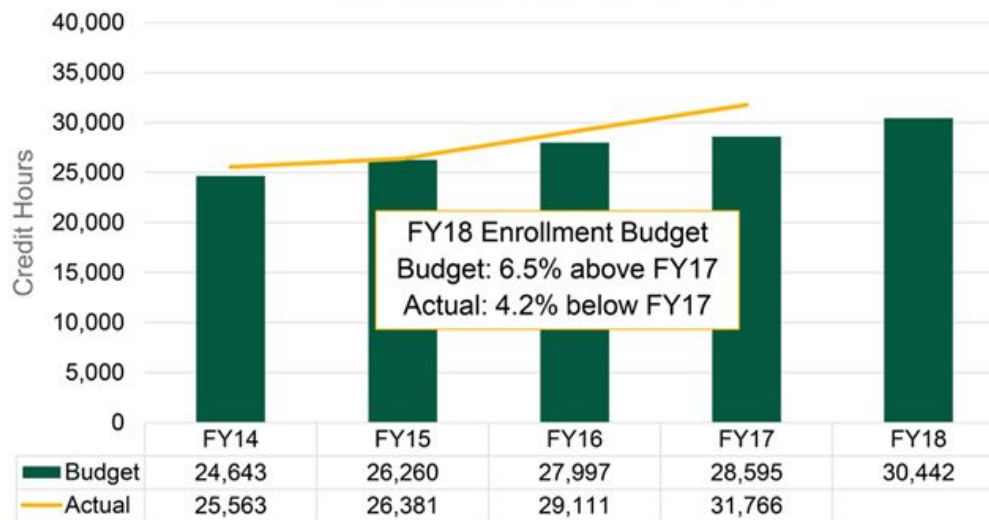
In-State



Out-of-State



Total Credit Hour Enrollment



Revenue Increase -- Enrollment Growth

		FY17 Credits	FY18 Credits	Increase/ Decrease	Tuition Rate	Revenue Increase
In State						
	Summer	2,826	2,830	4	\$220	\$880
	Fall	11,600	12,188	588	\$220	\$129,360
	Spring	9,797	10,000	203	\$220	\$44,660
Out of State						
	Summer	324	400	76	\$341	\$25,916
	Fall	2,200	2,700	500	\$341	\$170,500
	Spring	1,848	2,047	199	\$341	\$67,859
Totals		28,595	30,165	1,570		\$439,175

Revenue Increase -- Tuition Rate Increase

		FY18 Credits	Current Rate	Proposed Rate	Difference	Revenue Increase
In State						
	Fall	12,188	\$220	\$228	\$8	\$97,504
	Spring	10,000	\$220	\$228	\$8	\$80,000
Out of State						
	Fall	2,700	\$341	\$365	\$24	\$64,800
	Spring	2,047	\$341	\$365	\$24	\$49,128
Totals		26,935				\$291,432

Total Revenue Increase from both Enrollment Growth and Tuition Rate Increase	\$730,607
Rural U tuition waivers at 50% of applicable increase	(\$269,922)
Total Revenue Increase	\$460,685



Revenue Increase — Mandatory Fees and Room & Board

Unified Fee:

Proposed increase from \$25 to \$30/credit hour

Effect of Enrollment Growth: \$39,250

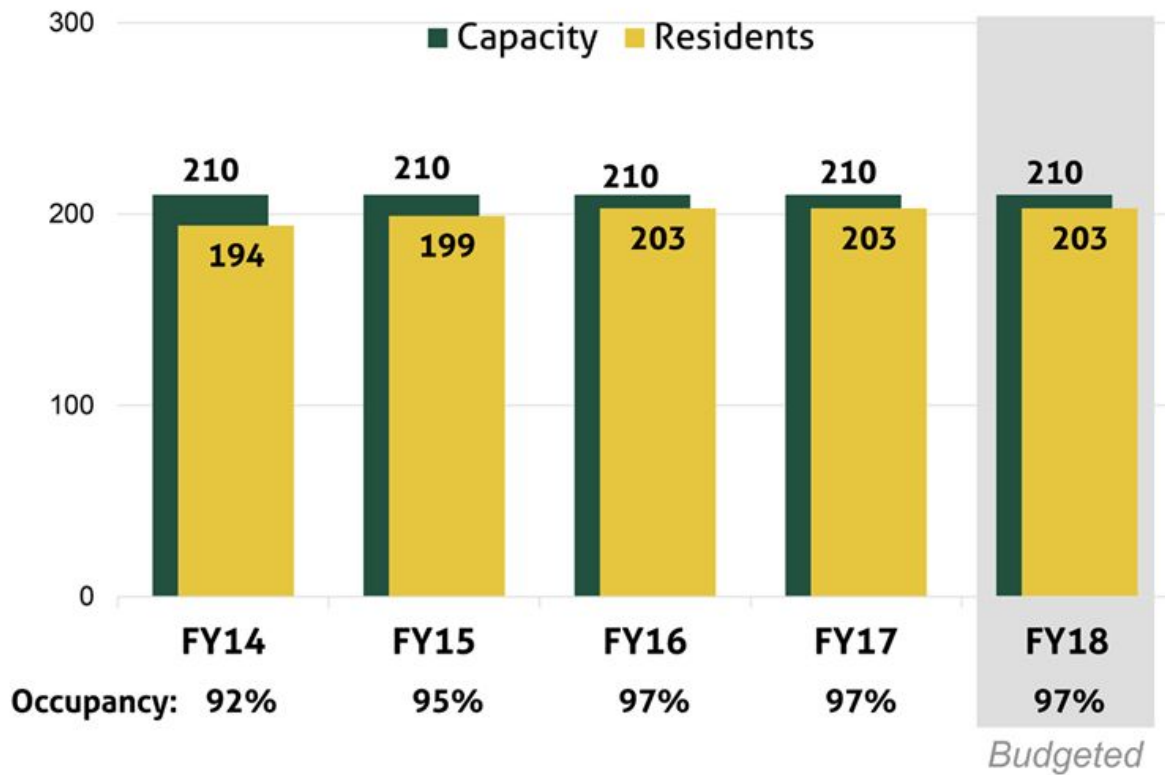
Effect of Rate Increase: \$125,960

Room & Board:

No Change



Residence Hall Occupancy



FY 18 PROPOSED BUDGET

(E&G and Auxiliary)

	FY17	FY18	\$ change	% change
Revenue				
Tuition & Fee	\$7,728,695	\$8,737,323	\$1,008,628	13.05%
Dining & Residence	\$1,602,380	\$1,609,420	\$7,040	0.44%
Waivers/Scholarships	(\$1,465,900)	(\$1,618,916)	(\$153,016)	10.44%
Appropriation	\$5,308,503	\$6,509,870	\$1,201,367	22.63%
Sale/Services/Other	\$456,830	\$392,830	(\$64,000)	-14.01%
Total Revenue	\$13,630,508	\$15,630,527	\$2,000,019	14.67%
Expenses				
Personnel Expenses	\$9,148,397	\$9,077,673	(\$70,724)	-0.77%
Supplies/Services	\$1,386,331	\$1,315,222	(\$71,109)	-5.13%
Shared Services	\$1,579,530	\$1,710,602	\$131,072	8.30%
Fuel/Electricity	\$659,005	\$625,105	(\$33,900)	-5.14%
Travel	\$317,560	\$350,810	\$33,250	10.47%
Maintenance & Alterations	\$237,900	\$298,910	\$61,010	25.65%
Depreciation	\$857,451	\$886,780	\$29,329	3.42%
Other Expenses	\$1,122,941	\$1,231,142	\$108,201	9.64%
Total Expenses	\$15,309,115	\$15,496,244	\$187,129	1.22%
Operating Increase/(Decrease)	(\$1,678,607)	\$134,283	\$1,812,890	-108.00%
Modified Cash Flow				
Add Back Depreciation	\$857,451	\$886,780	\$29,329	3.42%
Less Capital Expenditures	(\$40,000)	(\$220,000)	(\$180,000)	450.00%
Less Debt Service	(\$580,472)	(\$535,825)	\$44,647	-7.69%
Net Change Before Transfers	(\$1,441,628)	\$265,238	\$1,706,866	-118.40%





UNIVERSITY OF MAINE FORT KENT

A Community Atmosphere • A Global Perspective



FY2018 BUDGET REVIEW

March 13, 2017



Focusing on the Priority Outcomes

1. Increase Enrollment

- Comprehensive Enrollment Management Plan – November 2016
 - Recruitment – Five Goals with specific sub-strategies
 1. 3% new student increase annually from FY18-FY20
 2. Increase number of campus visits by 10%
 3. Rewrite merit criteria to reflect proficiency-based transcripts
 4. Recruitment plans for new programs
 1. CBE BBA, Nursing UMFK/NMCC Collaborative, Track & Field
 5. Maintain Dual Enrollment at 20% of total headcount

2. Improve Student Success

- Student Success integral component of Enrollment Management Plan
 - Retention – Increase student persistence by 1% per year from FY18-FY20
 - Implement “Finish in 4” campaign
 - Comprehensive career readiness program
 - Increase student engagement
 - Improved on-boarding for new students

Focusing on the Priority Outcomes

3. Support Maine Industry

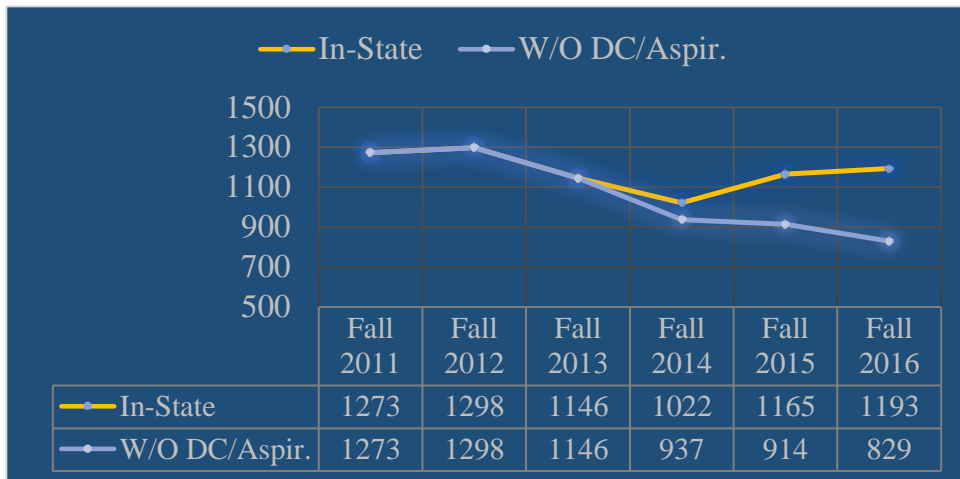
- Continue to grow Sustainable Agriculture coursework
 - Educational Greenhouse – Research opportunities for local growers
- Nursing Shortage
 - Develop collaborative program with UMFK and NMCC

4. Enhance Fiscal and Strategic Positioning of UMS and UMPI

- FY18 Budget: Attain financial stability
 - Strong and measured approach to generating new revenue and reducing expenses
- Conducting Instructional Cost Analysis
 - Detailed analysis providing program level financial results
 - Developing similar reports for UMPI and UMFK
 - Registered for Delaware Cost Study
- UMFK Collaboration Growth

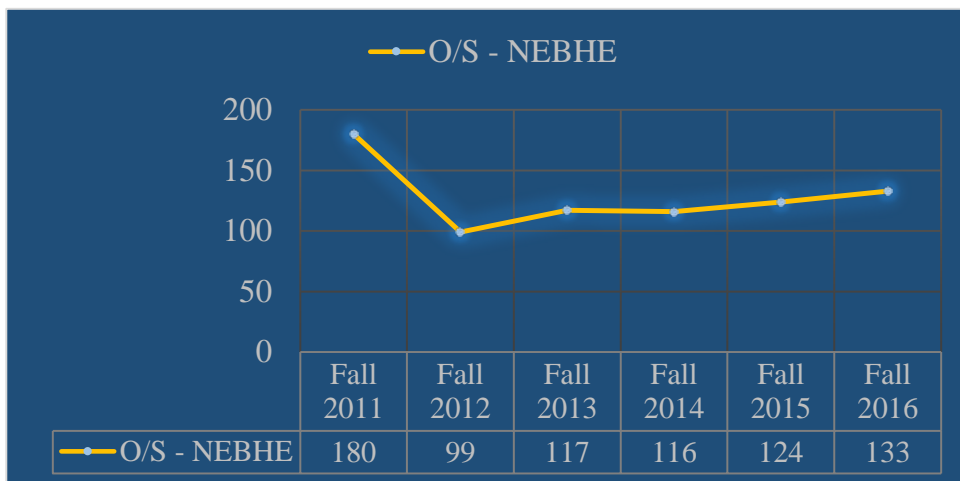
Secondary Outcomes	
1.	Relevant Academic Programming
2.	Workforce Engagement

Enrollment Projections – Headcount Trends



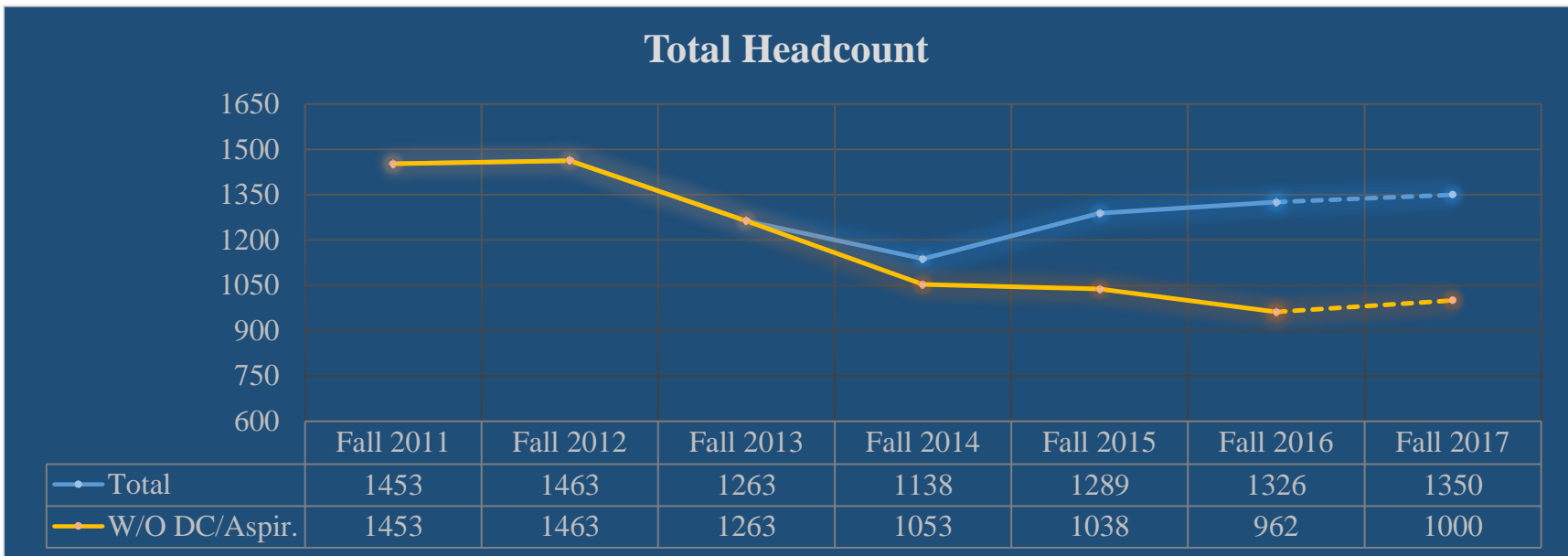
- Positive trend continues
 - Out-of-State
 - High School Dual Enrollment

- In-State decline continues to match state demographics



- UMPI enrollment plans continue to target In-State recruitment while placing a strong focus on growing the Out-of-State market

Enrollment Projections – Headcount Trends



- Enrollment Management Report
 - Comprehensive plan with multiple specific strategies targeting enrollment growth and retention
 - Target: 1,350 students in Fall 2017

Enrollment Projections

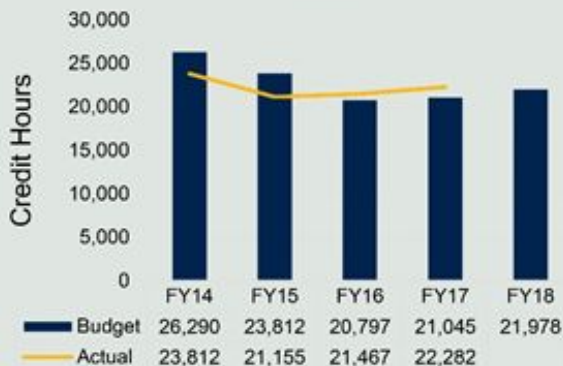
- Credit Hours

- Calculated using Enrollment Management Report and 3 year trending
- Total – 26,328

	FY18	FY17	FY16	FY15	FY14
Summer	1,755	1,745	1,740	1,786	2,675
Fall	13,436	13,275	12,351	11,685	12,368
Spring	11,137	10,826	10,641	10,761	12,010
Total	26,328	25,846	24,732	24,232	27,053

FY18 Projections	Fall	Spring	Summer	Total	
In-State	10,459	8,361	1,528	20,348	77.3%
Out-of-State	1,727	1,526	227	3,480	13.2%
HS Dual Enrollment	1,250	1,250	0	2,500	9.5%
Total	13,436	11,137	1,755	26,328	

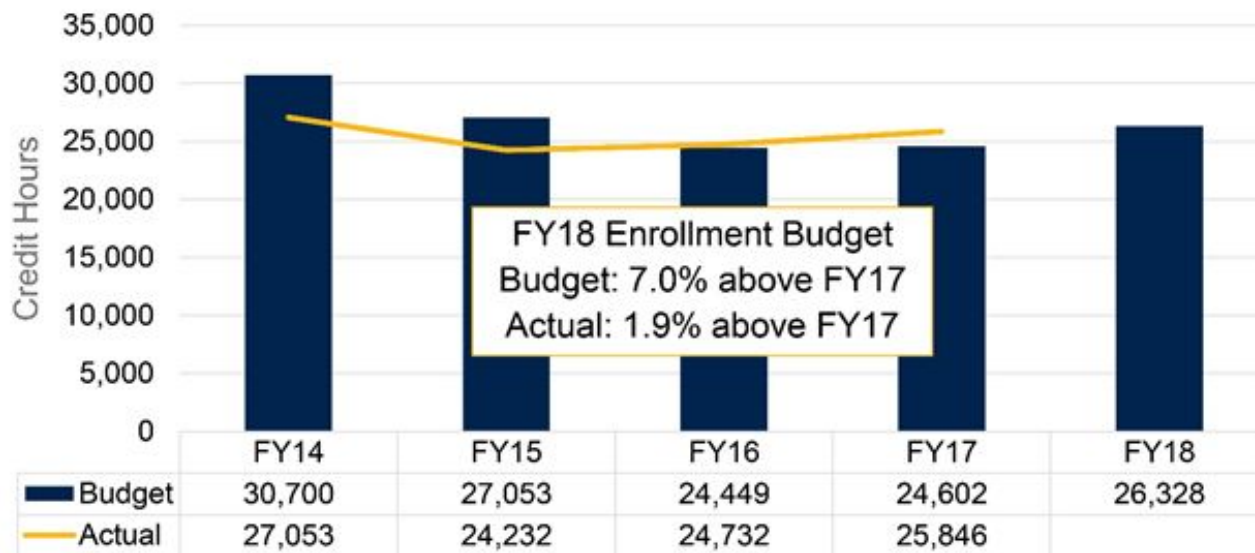
In-State



Out-of-State

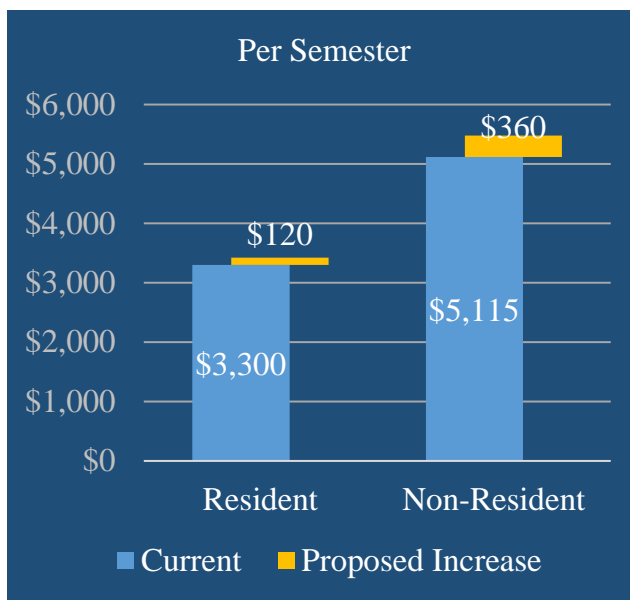
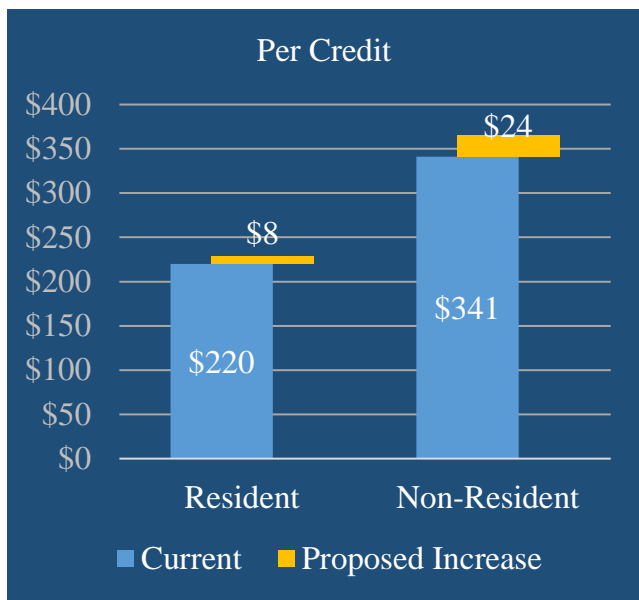


UMPI Enrollment



Tuition

- Request an 3.5% increase to In-State tuition (\$228/credit)
 - Tuition aligned with Unified Budget recommendation (\$222) and then applies 2.6% increase
- Request to increase Out-of-State tuition to 160% of In-State (\$365/credit)
 - Currently set at 155%
 - Remains in sync with UMFK



Current Rate
\$6,213,240

Increase
\$266,304

Budgeted Revenue
\$6,479,544

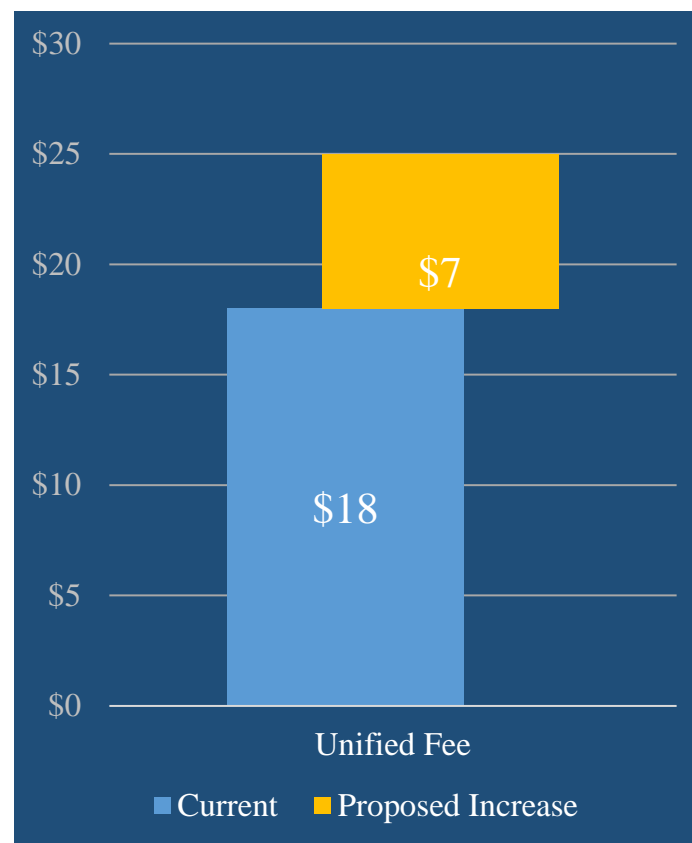


Unified Fee

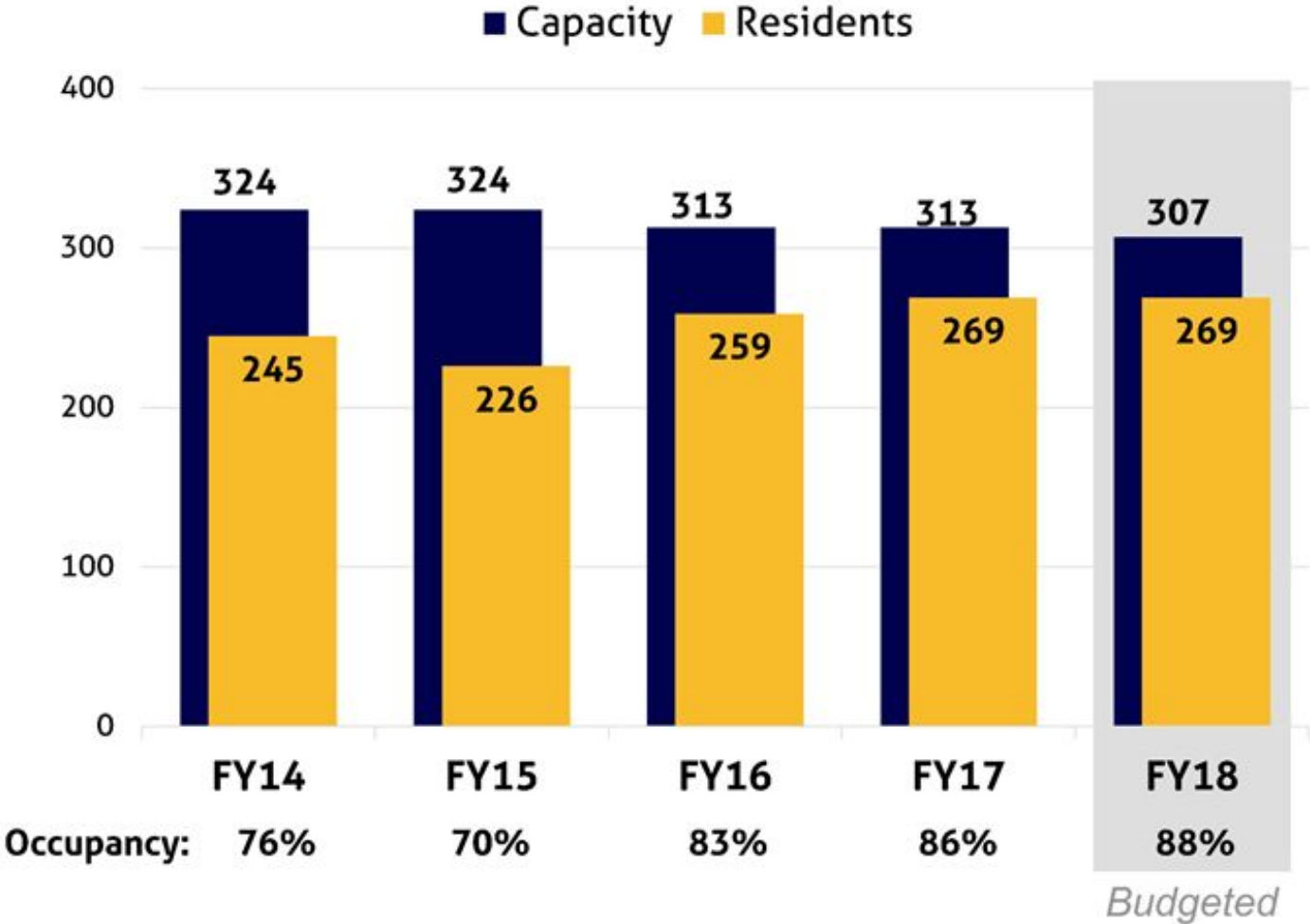
- Request: Increase Unified Fee to \$25 per credit hour
 - Current Fee: \$18
 - Increase: \$7

- Fee increase was a part of FY17 Budget proposal
 - Put on hold due to Supplemental Budget allowing Tuition and Unified Fee to remain flat

- UMPI will still maintain one of the lower fees across UMS



Residence Hall Occupancy



Room & Board

- Request a 2.6% increase to Room Rates
 - Current Double: \$4,588
 - Requested Increase: \$120 annually
 - Total: \$4,708

	FY17	Actual	# Res.	\$ Incr	% Incr	Revenue
Double	\$ 4,588	\$ 4,708	267	\$120	2.6%	\$1,257,036
Single	\$ 5,710	\$ 5,886	6	\$175	3.1%	\$35,316
Suite (Duplexes)	\$ 8,400	\$ 8,400	3	\$ -	0.0%	\$25,200
Double as Single	\$ 6,832	\$ 7,062	4	\$230	3.4%	\$28,248
Triples as Double	\$ 6,068	\$ 6,262	0	\$194	3.2%	\$0
			280			\$ 1,345,800
			Increase over FY17 Bud.			\$ 63,516

- Board rates to remain flat from FY17 to FY18

Workforce Management

- Maintaining multiple vacancies through FY18
 - E&G
 - 4 positions
 - Savings: \$280,568
 - Auxiliary
 - 2 positions
 - Savings: \$132,347
 - Continuing Interim President/Provost structure through FY18
 - Savings: \$214,273
 - **Total Position Savings: \$627,789**
- Vacant positions will not be eliminated but have been unfunded for FY18

Comprehensive FY18 Budget – E&G

E&G	FY17	FY18 3.13.17	
Revenue Tuition	\$ 6,105,320	\$ 6,479,544	← Includes proposed tuition/fee increases
Fee	\$ 967,745	\$ 1,032,985	
Less: Waivers/Scholarships	\$ (1,457,200)	\$ (1,405,800)	
Appropriation	\$ 6,999,217	\$ 7,931,491	
Sales/Services/Other	\$ 453,700	\$ 453,700	
Total E&G Revenue	\$ 13,068,782	\$ 14,491,920	
Expense Personnel Expense	\$ 9,991,000	\$ 9,839,047	
Supplies/Services	\$ 944,839	\$ 875,432	
Shared Services	\$ 1,785,508	\$ 1,924,123	
Fuel/Electricity	\$ 561,050	\$ 557,050	
Travel	\$ 271,934	\$ 331,998	
Depreciation	\$ 814,440	\$ 835,290	
Other Expense	\$ 937,802	\$ 1,030,129	
Total E&G Expense	\$ 15,306,573	\$ 15,393,069	
E&G Operating Result	\$ (2,237,791)	\$ (901,149)	← 70% of Capital Investment Total: \$232,047 3.5% increase 26.0% of Depreciation
Add Back Depreciation	\$ 814,440	\$ 835,290	
Less Capital Expenditures	\$ (129,400)	\$ (162,433)	
Less Debt Service	\$ (59,718)	\$ (59,953)	
Strategic Transfer from Reserve	\$ 223,852	\$ 25,752	
Net Change Before Transfers	\$ (1,612,469)	\$ (262,493)	

Comprehensive FY18 Budget - AUX

AUX		FY17	FY18 3.13.17	
Revenue	Dining	\$ 895,000	\$ 895,000	Includes proposed room rate increases
	Residence	\$ 1,280,000	\$ 1,345,794	
	Less: Waivers/Scholarships	\$ (216,000)	\$ (216,000)	
	Appropriation	\$ -	\$ -	
	Sales/Services/Other	\$ 146,700	\$ 146,700	
	Total AUX Revenue	\$ 2,105,700	\$ 2,171,494	
Expense	Personnel Expense	\$ 376,720	\$ 280,624	30% of Capital Investment Total: \$232,047 3.5% increase 26.0% of Depreciation
	Supplies/Services	\$ 729,145	\$ 729,145	
	Fuel/Electricity	\$ 403,000	\$ 403,000	
	Travel	\$ 375	\$ 375	
	Depreciation	\$ 66,483	\$ 58,673	
	Other Expense	\$ 413,043	\$ 426,243	
	Total AUX Expense	\$ 1,988,766	\$ 1,898,060	
AUX Operating Result		\$ 116,934	\$ 273,434	
	Add Back Depreciation	\$ 66,483	\$ 58,673	
	Less Capital Expenditures	\$ (94,800)	\$ (69,614)	
	Less Debt Service	\$ -	\$ -	
Net Change Before Transfers		\$ 88,617	\$ 262,493	

6

Comprehensive Budget FY18

Comprehensive Unadjusted Bottom Line	FY17	Reduced Approp.
E&G Net Inc (Dec) Before Transfers	\$ (1,612,469)	\$ (262,493)
AUX Net Inc (Dec) Before Transfers	\$ 88,617	\$ 262,493
UMPI FY18 Projected Bottom Line	\$ (1,523,852)	\$ -

6

- Transfer from Reserves to balance
 - \$25,752 Transfer
 - Goal will be to eliminate the need to transfer from reserves during FY18 through continued expense management and additional revenue growth

UMPI Unrestricted Reserve Status 6/30/2016

E&G Unrestricted Reserves

Fund	Program	Description	FY15 Beginning Balance	FY16 Year End Balance	FY17 Commitments	Commitment Amt	FY17 Projected YE
15	78701	Reserve E&G	(709,156.36)	(279,862.28)	FY17 Budgeted Deficit	(223,852.00)	(503,714.28)
15	78702	Reserve E&G Maintenance	938,385.33	278,827.34			278,827.34
15	78752	Reserve Technology Fee	82,377.48	82,377.48			82,377.48
15	78753	Reserve Gentile Hall	<u>259,067.40</u>	<u>259,067.40</u>			<u>259,067.40</u>
		Subtotal E&G Reserves	570,673.85	340,409.94		(223,852.00)	116,557.94
1578707		Capital Planning Reserve	<u>30,813.26</u>	<u>30,813.26</u>			<u>30,813.26</u>
		Total E&G Reserves	601,487.11	371,223.20		(223,852.00)	147,371.20
		Potential FY18 deficit need				(92,161.00)	55,210.20

Auxiliary Unrestricted Reserves

16	78710	Reserve Bookstores	(531,788.86)	(596,289.30)			(596,289.30)
16	78714	Reserve Auxiliary R&D	1,000,270.96	1,320,025.81	Potential Aramark bill	(33,000.00)	1,287,025.81
16	78715	Reserve For Motor Pool	<u>26,588.92</u>	<u>52,001.30</u>			<u>52,001.30</u>
		Total Auxiliary Reserves	495,071.02	775,737.81		(33,000.00)	742,737.81

E&G and Auxiliary Unrestricted Reserves			1,096,558.13	1,146,961.01		(256,852.00)	890,109.01
--	--	--	---------------------	---------------------	--	---------------------	-------------------

6



Questions?





THE UNIVERSITY OF MAINE AT
MACHIAS

FY2018 BUDGET REVIEW

MARCH 13, 2017





New Year's Resolutions for 2017-2018



- Further our mission and strengthen our brand and niche in everything we do.
- Ensure that our programs are congruent with our mission, serve our region, and demonstrate robust enrollments.
- Focus on essential courses, activities, and programs and on student degree completion in the most streamlined, concentrated, effective manner possible.
- Intensify/narrow our focus of human and financial resources on the activities, courses, and programs most central to our mission, our region, and our students' successful degree completion.



New Year's Resolutions for 2017-2018



- Identify new/expanded ways of serving our region and attracting and retaining students through relevant programming and ubiquitous, mindful, and effective student support services.
- Be creative and assertive/ambitious in developing new programs/certificates that promise to increase enrollment and service to our region (e.g. conservation law, emergency response planning) and advance our mission.
- Be responsibly vigilant in reviewing and eliminating courses and programs and reassigning faculty and staff in light of the above.



Addressing BOT Priority Outcomes

1. Increase Enrollment - Comprehensive Enrollment Management/Recruitment Plan (November 2016):

- Build deeper/wider relationships with guidance counselors
- Develop alumni recruiter/mentor network
- Encourage prospects to Skype with faculty and engage in virtual classroom visits
- MOU for assured admission with Washington Academy and Washington County Community College (PTF)
- Early College room waiver
- Community education outreach to our regional non-traditional and military populations as prospects
- Enhanced Presidential & Bold Coast Scholarship Structure
- Goal of 2.5% enrollment increase for FY19

7



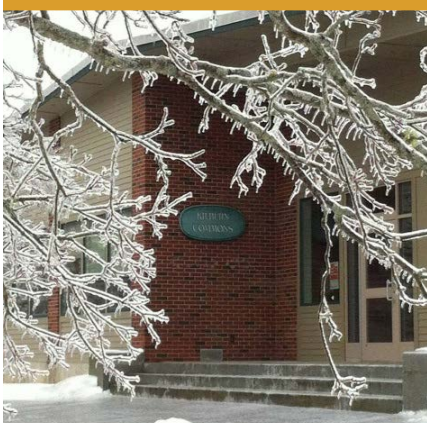


Addressing BOT Priority Outcomes

2. Improve Student Success - Providing support to students to increase retention, success, and degree completion is everyone's responsibility:

- Emphasis on “making a match” in recruitment
- Emphasis on student athletes in athletic recruitment
- Faculty resolution on prioritizing student support services
- Task Force on student support strategies (3 tiers)
- “Use the year” (Jan term, May term, Summer term, and “mini-mesters”) planning to help all students maximize course enrollment without risk
- Early warning system that monitors all aspects of a student’s success (residential life, SAP, class attendance, etc.)

7





Addressing BOT Priority Outcomes

3. Enhance Fiscal Positioning of UMS and UMM

- Achieve a balanced FY18 Budget
- Increase enrollment
- Finalize and implement Primary Partnership plans
- Strengthen and formalize other partnerships and collaborations (WCCC, Washington Academy, etc.)
- Pursue New Year's Resolutions
- Build capacity for increased Institutional Research to enable better monitoring of program costs, enrollments, retention, etc.





Addressing BOT Priority Outcomes

4. Support Maine through Research and Economic Development

- Sustain and expand research projects that support the economy of our region and state (Downeast Institute, Machias Bay Initiative, MEIF funded kelp research, etc.).
- Maintain and expand partnerships (currently 95) with community organizations that support the well-being and economic development of our community (Washington County), our region (Downeast Maine), and our state.
- Develop new programs/certificates that serve the work force needs of our region (e.g. conservation law, emergency response) and advance our mission.



Secondary Outcomes

Relevant Academic programming

- Develop appropriate Badges and Certificates that address workforce needs; do the same for Early College students congruent with our mission
- Streamline and update programs (e.g. emphasis on non-profit management in Business, conservation law in Environmental Recreation and Tourism Management, etc.)
- Support degree completion through curricular revisions, co-curricular remediation, and related academic program strategies
- Participate in designated multi-campus programs (e.g. GIS) through curriculum development, course offerings, faculty expertise, and distance pedagogies





Secondary Outcomes

Workforce Engagement

7

- Increase new faculty orientation and trainings
- Enhance research and faculty collaborations with UMaine through the Primary Partnership and throughout the System under One University
- Take advantage of professional development opportunities for all employees through leveraging System-wide and Primary Partnership resources and initiatives (cross-training, collaborations, participation in UMS HR Centers for Excellence training, etc.)





Recruitment and Enrollment Targets



- Goals/targets increased 2.5% by FY19
- Promotion of improved financial aid scholarship structure for in-state students in FY18 while planning to improve our out-of-state financial aid and tuition position for FY19.
- Increase campus visits and awareness through promotion of virtual tours, interactive tours, and Skype/Google chat live with faculty.
- Promote “Educating our Community” by working with guidance counselors to launch a new program for engaging our non-traditional populations through community engagement initiatives.
- Develop and implement interactive, hands-on tour programs.



Retention Target and Strategies

- Increase student persistence 1.5% annually for FY2018-2020
 - Launch selected Complete College America retention strategies in alignment with System goals and UMM mission
 - Pursue EAB College Completion outreach to students within 30 credits of graduating for an additional 20-30 graduates
 - Enhance student supports, including expanded Supplemental Instruction
 - Infuse professional opportunities throughout curriculum, supported by Career Services
 - Through Student Engagement, actively link students together through increased social, educational, and service opportunities on campus and in the community





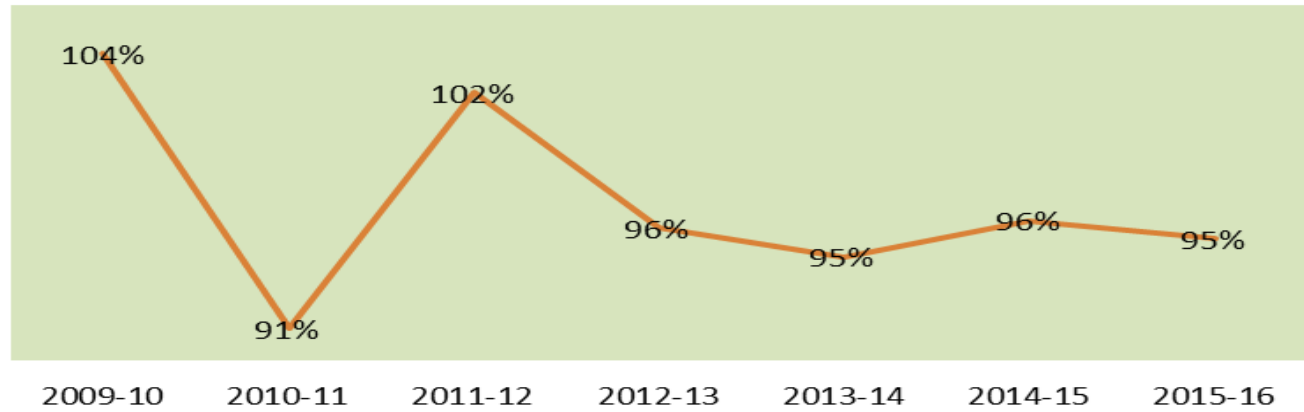
Enrollment Projections

- Spring 2017 Retention – Projected 92% of Fall 2016 Actuals
- Fall 2017 Retention – Projected Flat with 2016 Fall Actuals
- Spring 2018 at 92% of Fall Projections

7



Historical Fall to Spring Retention Rates





Enrollment – Credit Hour Projections



	FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Projections
Summer	1,153	941	739	896	815
Fall	8,131	7,736	7,394	7,384	7,384
Spring	7,695	7,448	7,058	6,843	6,801
Total	16,979	16,125	15,191	15,123	15,000

7

Projections FY18:	Summer 2017	Fall 2017	Spring 2018	Total FY18	Residency %
In-State	750	5,888	5,424	12,062	80%
Out-of-State	65	1,496	1,377	2,938	20%
Total	815	7,384	6,801	15,000	100%



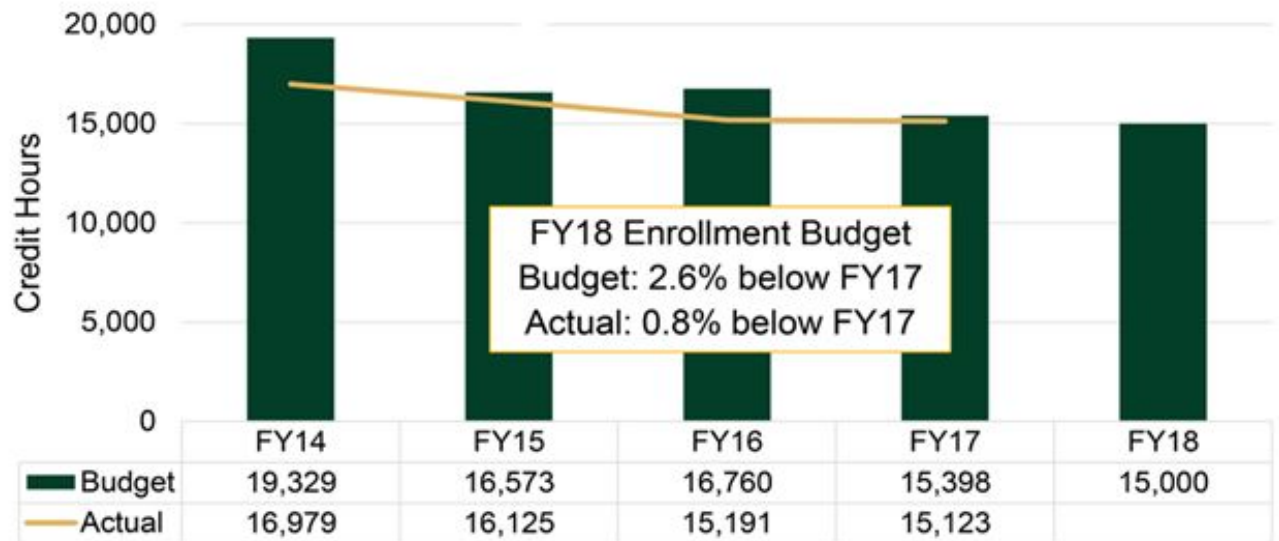
UMM Enrollment

7

In-State



Out-of-State





Tuition – Per Credit Hour



7

	Current	Proposed	\$ Increase	% Increase*
In-State	\$222	\$228	\$6	2.7%
Out-of-State	\$616	\$616	\$0	0%
NEBHE	\$344	\$365	\$21	6%
Canadian	\$351	\$372	\$21	6%

* Increase proposed for Fall 2017.



Tuition Revenue – FY18 Budget



	FY17 Budgeted Revenue	Impact of Projected Enrollment	Impact of Tuition Increase	FY18 Budgeted Revenue
In State	\$ 2,832,054	\$ (154,290)	\$ 67,872	\$ 2,745,636
Out of State	1,203,664	193,424	0	1,397,088
NEBHE	225,898	(14,159)	12,786	224,525
Canadian	20,358	(1,404)	1,134	20,088
	\$ 4,281,974	\$ 23,571	\$ 81,792	\$ 4,387,337

7



FY18 Annual Board of Trustees Approved Fees



Student Activity Fee	Current Fee	Proposed Fee
Per Credit Hour, up to 11	\$11	\$11
12 or More Credit Hours - Annual	\$240	\$240

Unified Fee	Current Fee	Proposed Fee
Per Credit Hour *	\$15	\$16
Flat Fee Per Semester	\$65	\$58
Total Unified Fee for a FT student, taking 15 credits a semester	\$290	\$298
Total Annual Unified Fee for a FT student	\$580	\$596

* The Unified Fee has two parts. The per credit hour rate is charged regardless of where the class is held (e.g., on campus, off campus, online). The flat fee is charged to all students who take an on campus class.



Room & Board

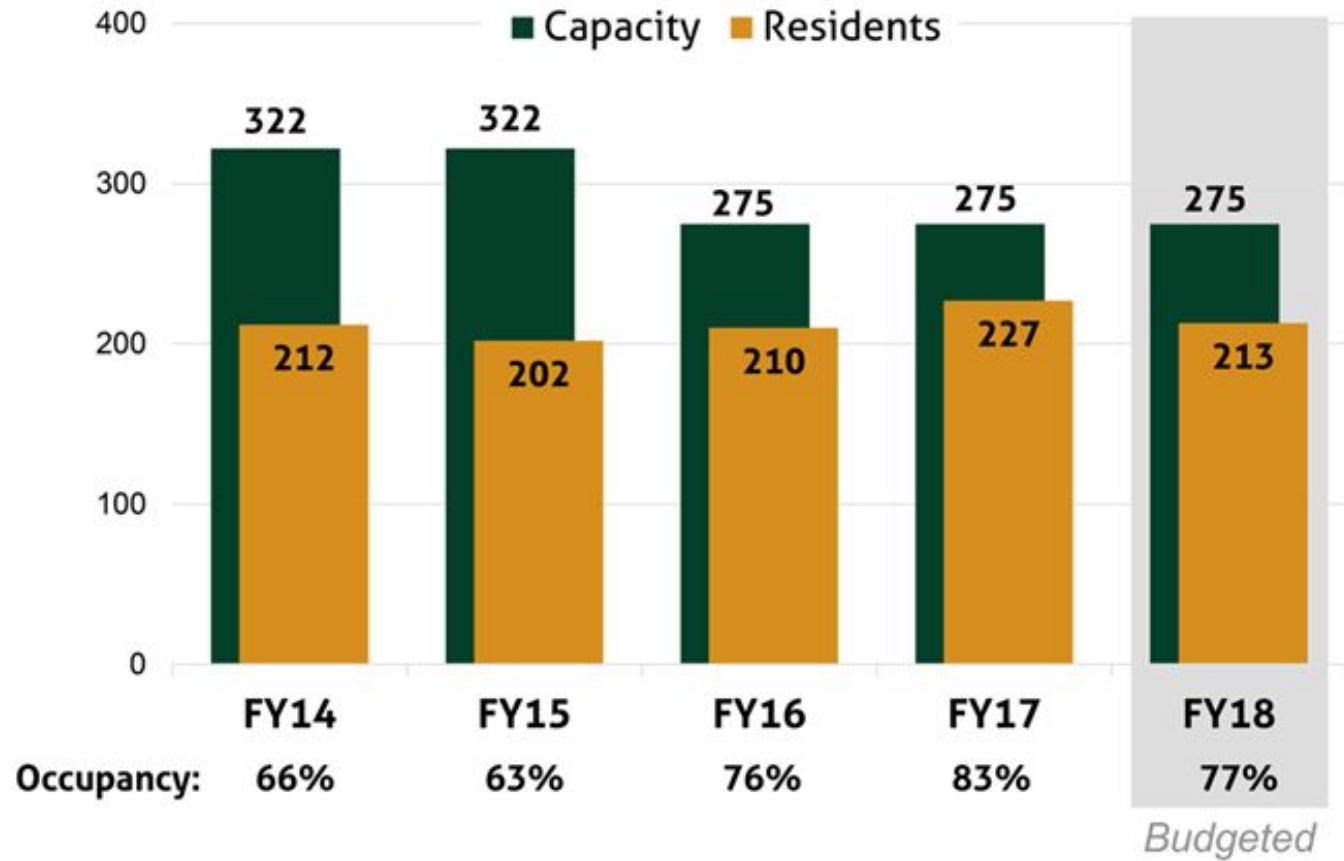


Room Type	\$ Per Room	Projected # of Occupants	Total Revenue FY18
Dorward Single & Suite	\$4,900	30	\$147,000
Dorward Double	\$4,326	113	488,838
Sennett Double	\$4,326	<u>70</u>	<u>302,820</u>
Room & Board Revenue		<u>213</u>	938,658
Other Room Charges			<u>38,000</u>
Total Residence Revenue			<u>\$976,658</u>

7



Residence Hall Occupancy



7



FY18 Change in Budgeted Positions (FTE) Summary 20



Increases & New Positions		Reductions & Eliminations	
Faculty	Non-Faculty	Faculty	Non-Faculty
1	1	0	(2)
<ul style="list-style-type: none"> Added a Special Education Faculty position to fill this high priority strategic need Added an Athletic Trainer to meet compliance requirements 		<ul style="list-style-type: none"> Consistent with the Primary Partnership and UMM becoming a regional campus of UM, the positions of the President and Executive Assistant to the President have been eliminated 	



Funding of Depreciation

Investment in Capital:

- FY18 Budget Increased \$17k over the FY17 Budget

7

Percent of Depreciation Funded:

- FY18 Depreciation Budget at 44% of Total Budgeted Capital Expenditures, Capital Reserve Funding and Debt Service Principal
- Represents a 2 Percentage Point Increase Over the FY17 Budget





Comprehensive FY18 Budget: E&G



	<u>FY17</u>	<u>FY18</u>	<u>\$ Change</u>	<u>% Change</u>
Revenue: Tuition	\$4,271,371	\$4,387,337	\$ 115,966	2.7%
Fees	464,225	452,000	(12,225)	-2.6%
Less: Waivers/Scholarships	(1,422,762)	(1,468,193)	(45,431)	3.2%
Appropriation	4,482,351	5,248,964	766,613	17.1%
Sales/Services/Other	334,600	311,780	(22,820)	-6.8%
Total E&G Revenue	8,129,785	8,931,888	802,103	9.9%
Expense: Personnel Expense	6,025,098	5,804,500	(220,598)	-3.7%
Fuel/Electricity	361,750	341,000	(20,750)	-5.7%
Supplies/Services	515,765	586,710	70,945	13.8%
Shared Services	1,245,956	1,238,370	(7,586)	-0.6%
Travel	215,657	222,875	7,218	3.3%
Maintenance & Alterations	168,900	113,628	(55,272)	-32.7%
Interest	70,661	66,156	(4,505)	-6.4%
Depreciation	432,448	519,679	87,231	20.2%
Other Expense	481,406	452,797	(28,609)	-5.9%
Total E&G Expense	9,517,641	9,345,715	(171,926)	-1.8%
Net E&G Operating Results	(1,387,856)	(413,827)	974,029	-70.2%
Modified Cash Flow:				
Add Back Depreciation	432,448	519,679	87,231	20.2%
Less Capital Expenditures	-	-	-	-
Less Debt Service	(90,099)	(105,852)	(15,753)	17.5%
Net Change Before Transfers	342,349	413,827	71,478	20.9%
Transfer from Admin Savings	1,000,000	-	(1,000,000)	-100.0%
Net Change in Cash & Reserve	\$ (45,507)	\$ -	\$ 45,507	-100.0%

7



Comprehensive FY18 Budget: Auxiliary



		FY17	FY18	\$ Change	% Change
Revenue:	Dining	\$ 897,900	\$ 894,580	\$ (3,320)	-0.4%
	Residence	969,009	976,658	7,649	0.8%
	Less: Waivers/Scholarships	-	(102,000)	(102,000)	-
	Sales/Services/Other	61,000	78,000	17,000	27.9%
	Total Auxiliary Revenue	1,927,909	1,847,238	(80,671)	-4.2%
Expense:	Personnel Expense	260,476	263,942	3,466	1.3%
	Fuel/Electricity	255,000	227,000	(28,000)	-11.0%
	Supplies/Services	850,150	818,942	(31,208)	-3.7%
	Travel	3,800	2,100	(1,700)	-44.7%
	Maintenance & Alterations	121,500	124,500	3,000	2.5%
	Interest Expense	105,041	98,778	(6,263)	-6.0%
	Depreciation	205,743	200,831	(4,912)	-2.4%
	Other Expense	107,072	99,891	(7,181)	-6.7%
	Total Auxiliary Expense	1,908,782	1,835,984	(72,798)	-3.8%
	Net Auxiliary Operating	19,127	11,254	(7,873)	-41.2%
Modified Cash Flow:					
	Add Back Depreciation	205,743	200,831	(4,912)	-2.4%
	Less Capital Expenditures	-	(16,762)	(16,762)	-
	Less Debt Service Principal	(179,363)	(195,323)	(15,960)	8.9%
Net Change		\$ 45,507	\$ -	\$ (45,507)	-100.0%

7



Comprehensive Budget FY18



E&G Net Change in Cash & Reserve Transfers

	<u>FY17</u>	<u>FY18</u>
E&G Net Change in Cash & Reserve Transfers	\$ (45,507)	\$ -
Auxiliary Net Change	\$ 45,507	\$ -
Combined E&G and Auxiliary - Net Budgeted Results	\$ -	\$ -

7

Auxiliary Net Change

Combined E&G and Auxiliary - Net Budgeted Results

\$500,000 deficit in late December to a Balanced Budget:

- President’s Office – \$200,000
- CBO Position - \$75,000
- Telecommunications Savings – Pending Voice over IP – \$33,500
- Appropriately budgeted all positions, adjusted for historical trends, flat enrollment projection, eliminated additional requests, adopted additional budget cuts





Composition of Unrestricted Net Position



As of June 30, 2016 and 2015

7

	<u>2016</u>	<u>2015</u>
Educational & General	\$ 1,238,692	\$ (1,687)
Auxiliary Enterprises	(890,049)	(965,604)
Internally Designated Projects	152,345	161,859
Facility Projects & Capital Planning	(72,250)	268,503
Cost Sharing & Other	(57,871)	(53,195)
	<u>\$ 370,867</u>	<u>\$ (590,124)</u>

UNIVERSITY OF SOUTHERN MAINE
FY 18 Budget Review
March 13, 2017

Glenn Cummings, President
Buster Neel, Chief Business Officer
Nancy Davis Griffin, Vice President for Enrollment
Management and Student Affairs

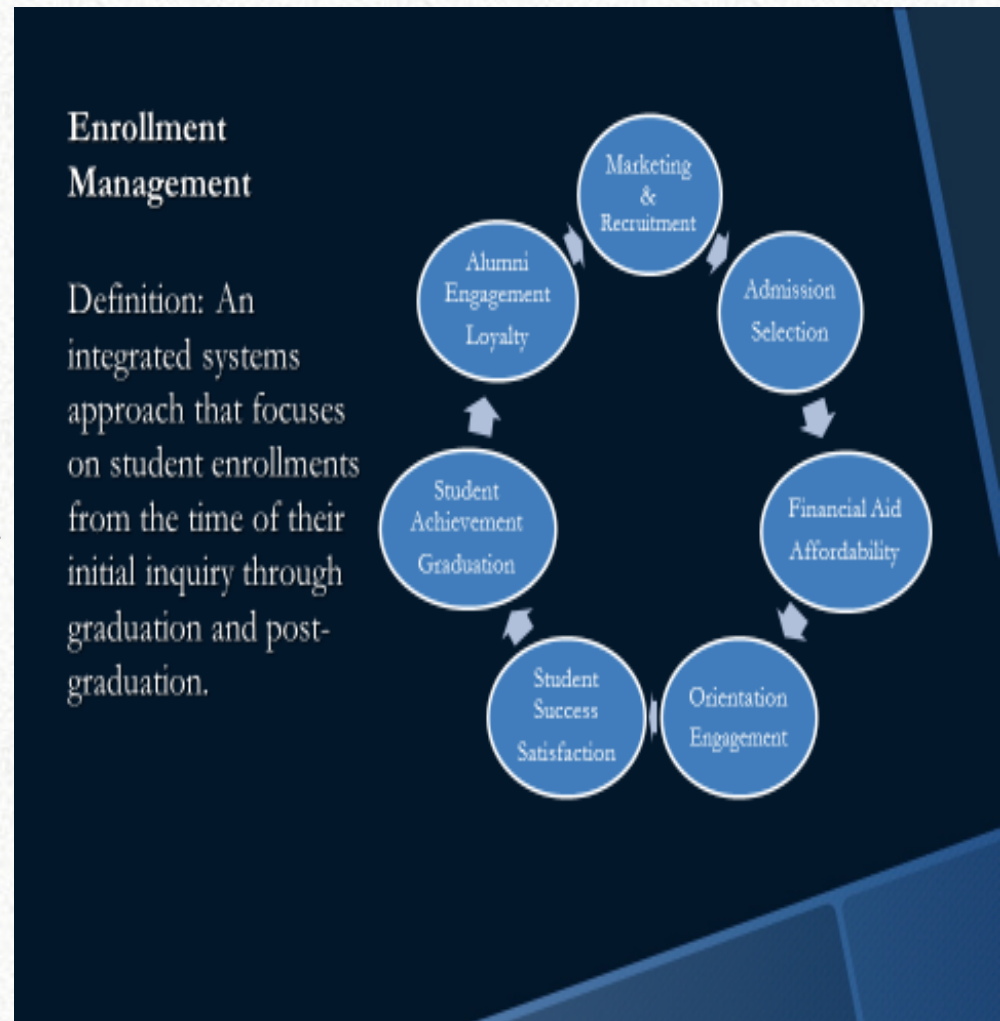
USM 9 Goals: 2015 - 2020

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 students will remain at USM between each school year.
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.

3 Key Outcomes of Goals:

1. Affordable Education
2. Students are connected to USM
3. USM ranked as a Metropolitan University

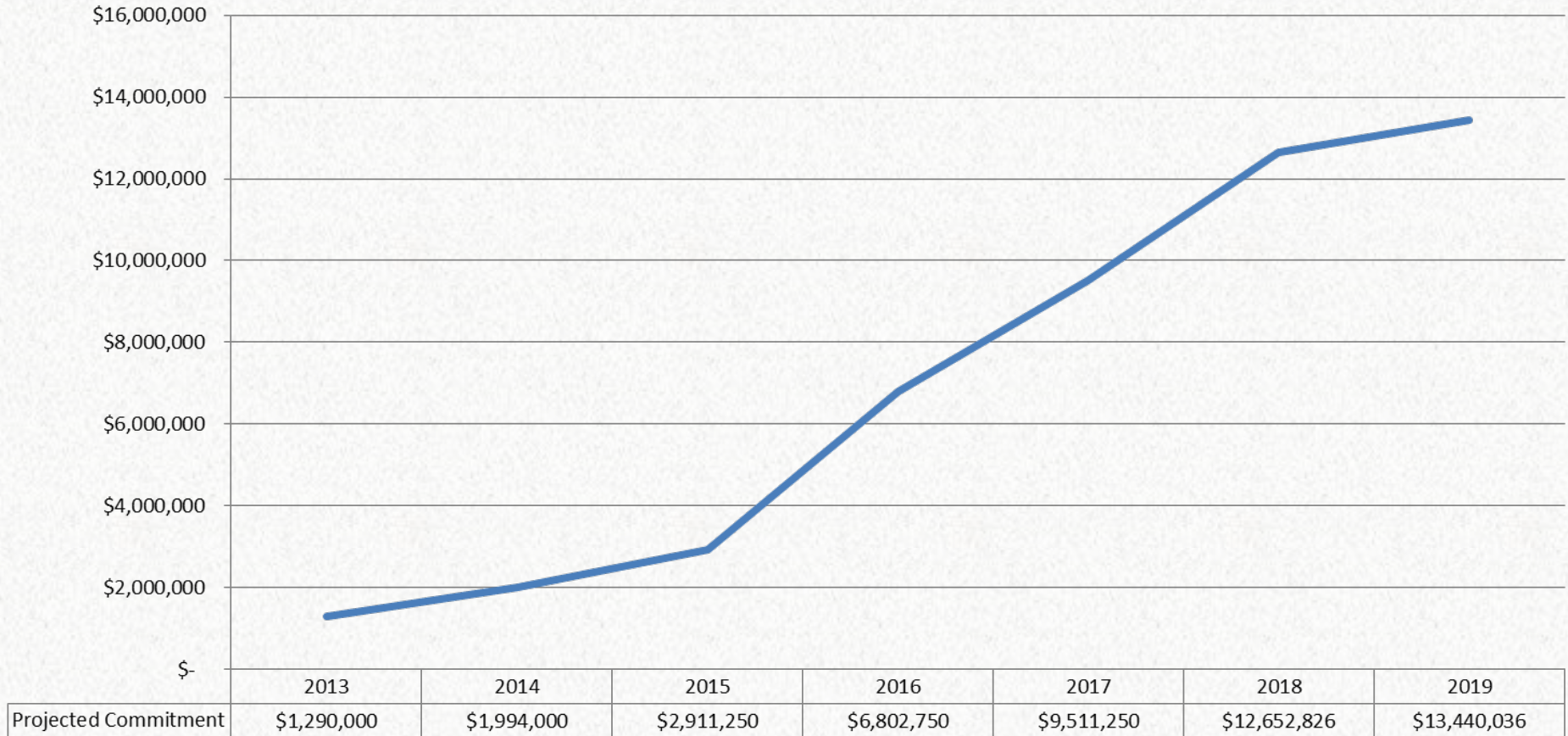


Enrollment Growth from Enrollment Management Model

- 3 year Enrollment Management Operational Plan based on Enrollment Management Model
- Currently, 3 semesters of new student growth in undergraduate and graduate programs
- MOU with Maine Community Colleges; Transfer Success Coordinator and articulation agreements with pathways and guaranteed admission to USM
- Segmented recruitment and communication plans for high school, transfer, adult, underrepresented populations
- New Financial aid packaging strategies – Decreased overall student debt
- New institutional aid; merit aid for transfers, Mountain to the Sea Scholarship, merit aid for graduate students

University of Southern Maine

Institutional Aid Projected Commitment



- Increased marketing efforts (FY 18 - \$1 million)
- The International Academy (FY 18 – 30 to 40 students)
- Increased residential students; residence hall improvements
 - Wifi (\$1.9 million)
 - General improvements (ongoing)
 - Portland housing options (undergraduate, graduate and law): Bayside (under negotiations) On-campus (future)
- Improved new student orientation with targeted programming to address student transition to USM. Decreased summer melt from 25% in 2014 to 13% in 2016
- Expanded student programming for commuter students in Gorham, Portland and Lewiston

In-State

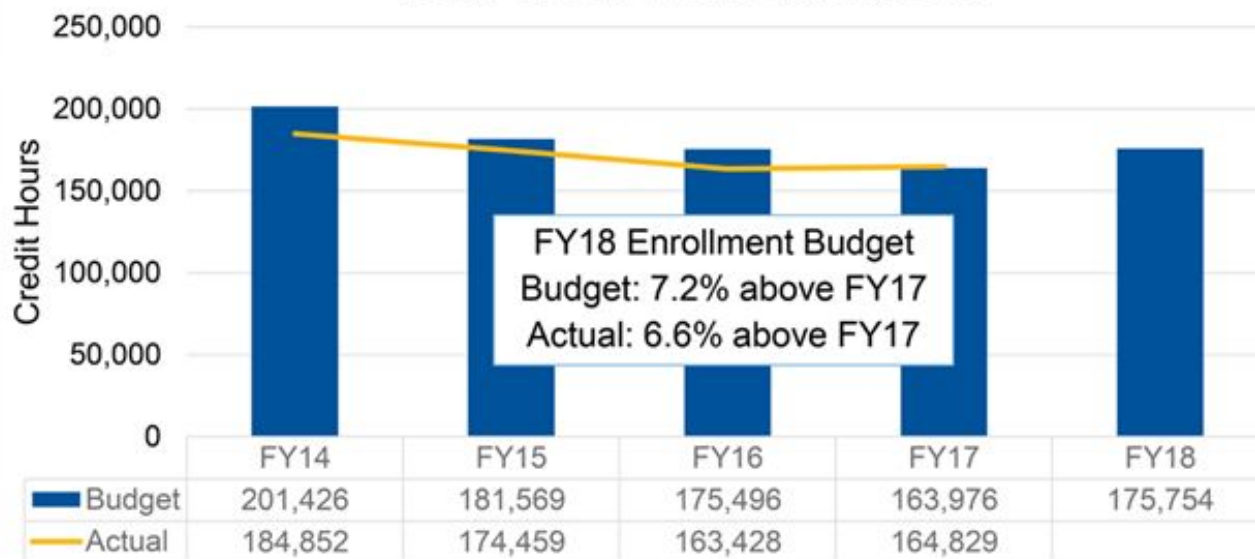


Out-of-State



UNIVERSITY OF
SOUTHERN MAINE

Total Credit Hour Enrollment



Enrollment Projection at USM

Fall 2017					
Career	Residency	Head Count	Headcount Change % from prior fall	Credit Hours	SCH Change % from prior fall
Undergraduate	Instate	5,518	0.2%	60,698	5.3%
	NEBHE	80	27.0%	880	3.5%
	Canadian	20	33.3%	220	7.6%
	Out of State	612	1.5%	7908	0.4%
Graduate	Instate	1,306	-0.1%	8,750.20	6.2%
	NEBHE	14	7.7%	93.8	-41.7%
	Canadian	4	0.0%	26.8	-36.2%
	Out of State	116	16.0%	1044	9.3%
			0.75%	4.77%	

Fall 2016					
Career	Residency	Head Count		Credit Hours	SCH Change % from prior fall
Undergraduate	Instate	5508	0.1%	57,669.5	-0.7%
	NEBHE	63	1.6%	850.5	1.7%
	Canadian	15	20.0%	204.5	26.7%
	Out of State	603	8.5%	7,879	11.6%
Graduate	Instate	1307	4.1%	8,237.5	-1.5%
	NEBHE	13	0.0%	161	23.6%
	Canadian	4	0.0%	42	-4.8%
	Out of State	100	11.0%	955.5	12.8%
			1.71%	0.78%	

Enrollment Management Plan: Increase student retention and degree completion

- 90 minute one-on-one academic advising for all new students with follow-up during the first year
- Financial Literacy Program: Goal is that 95% of all students will apply for financial aid in FY 18
- Peer tutors in Learning Program and change in pedagogy for STEM high DFWL courses (FY 18 - \$250,000)
- Provost and VPEMSA reviewing/updating all academic policies and practices (barriers to student success)
- Increased Dual Enrollment, Early College and pilot of Bridge Program (Gorham High School)
- Student/Customer Experience Training for all Faculty and Staff (FY 18 \$20,000)

- Development of Service Promise and Value
 - Service Promise – **USM: Student Centered Every Day**
 - Service Values:
 1. Genuine Care
 2. Integrity & Equity
 3. Responsiveness
 4. Intellectual Growth
 5. Community

- Campus-wide cultural inclusion training
- “15 to Finish” marketing campaign to increase credit hours
- Implementation of “one stop shop”
- Title III “Strengthening USM Grant” (FY 18 \$127,837)
- Expanding first-year immersion experiences for students

Supporting Maine Industries Through R & D

Research Expenditures

Research operating expenses at USM are approximately \$6.5 million annually.

In FY18, one possible new investment is a grants writer position.

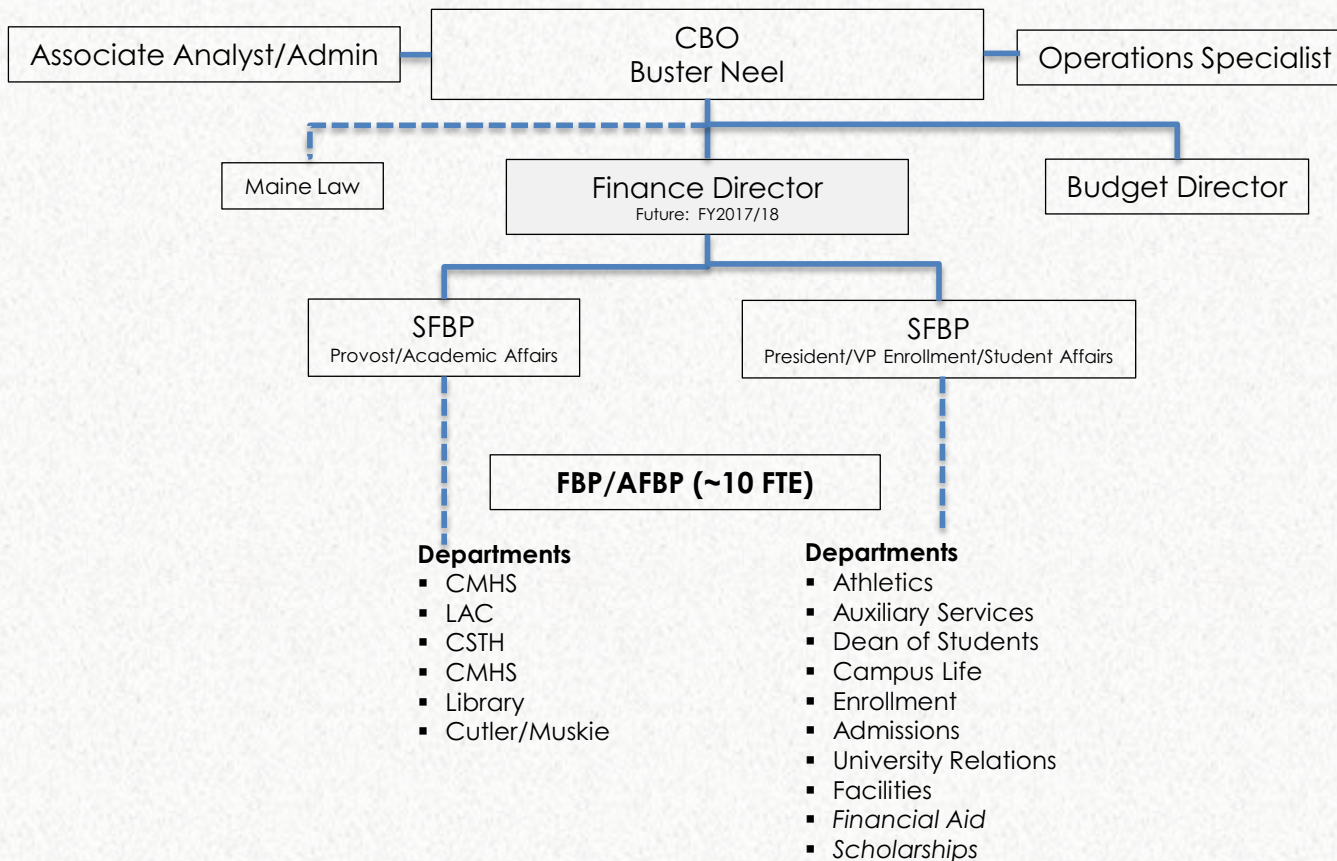
Enhance the Fiscal and Strategic Position of UMS

USM has made great strides in its effort to stabilize its financial position

- Significant expense reduction over the last two years
- Establishment of criteria for student success and growth for academic programs
- Establishment of a Position Review Team (Provost, VP Enrollment Management & Student Affairs, Chief Business Officer with assistance from Human Resources). Team meets weekly to review the vacancies and staffing requests. Has led to a more strategic decision process resulting in savings and efficiencies.

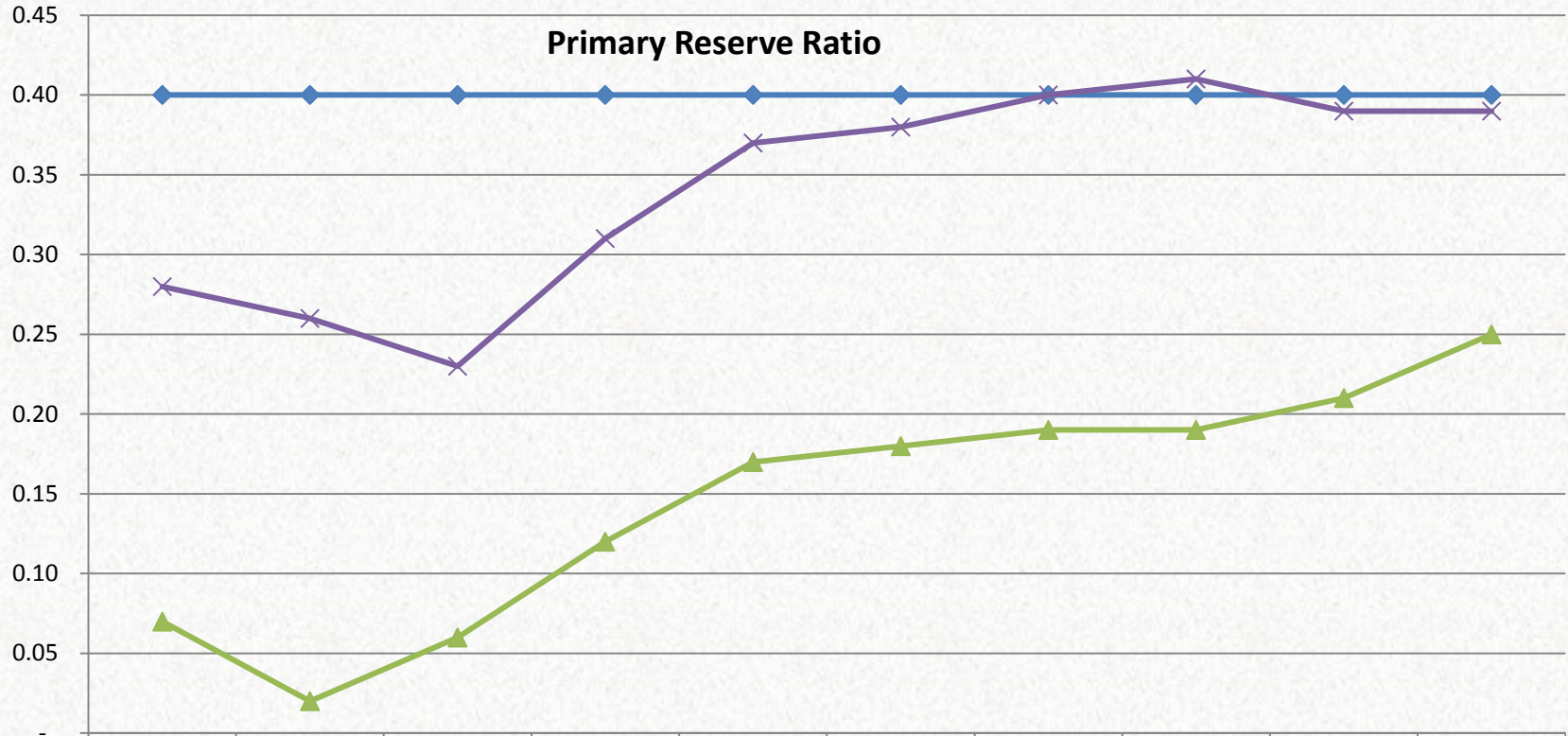
- Establishment of a President's Budget Advisory Committee (Leadership Team, Students, Faculty, Senates). Committee involvement has led to a greater understanding of finances, provides input and ideas to budget matters.
- A greater emphasis on revenue generation is in place. A Director of Auxiliaries position has been established for improved coordination and creative approaches.
- Increased support and involvement from the USM Foundation, USM Board of Visitors, USM Alumni Association, faculty and staff giving, Corporate Partners.

- Restructured the overall financial management of the institution for improved use of resources, efficiencies and formal training



USM's five core ratios are moving
in a positive direction.

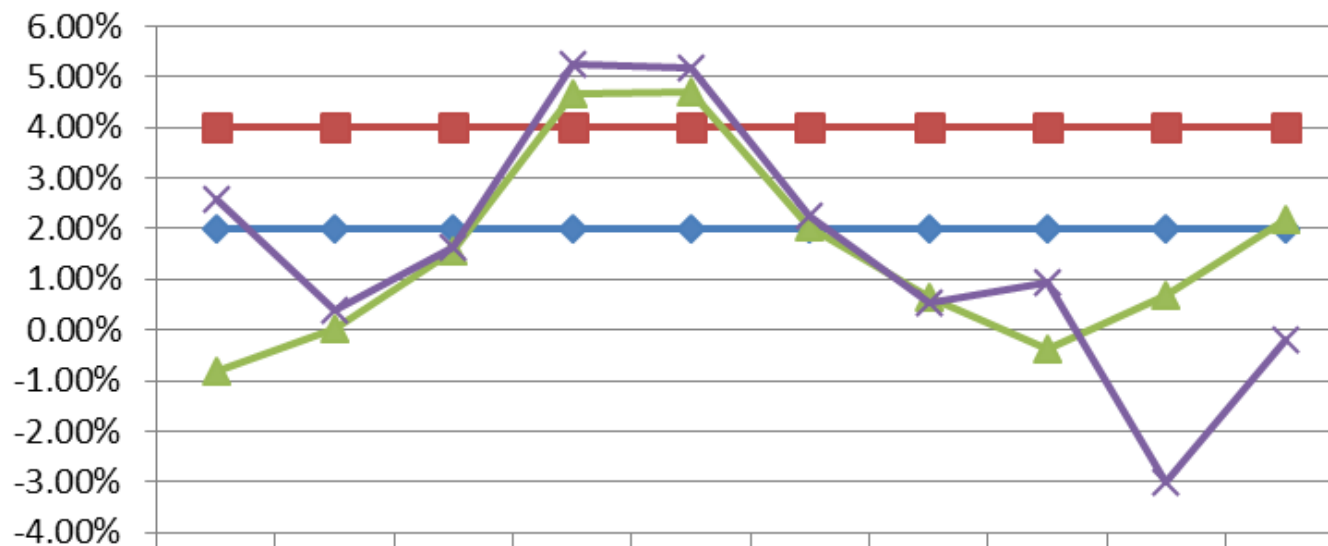
University of Southern Maine



	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16
◆ Benchmark	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40
▲ USM Actual	0.07	0.02	0.06	0.12	0.17	0.18	0.19	0.19	0.21	0.25
✕ UMS Actual	0.28	0.26	0.23	0.31	0.37	0.38	0.40	0.41	0.39	0.39

University of Southern Maine

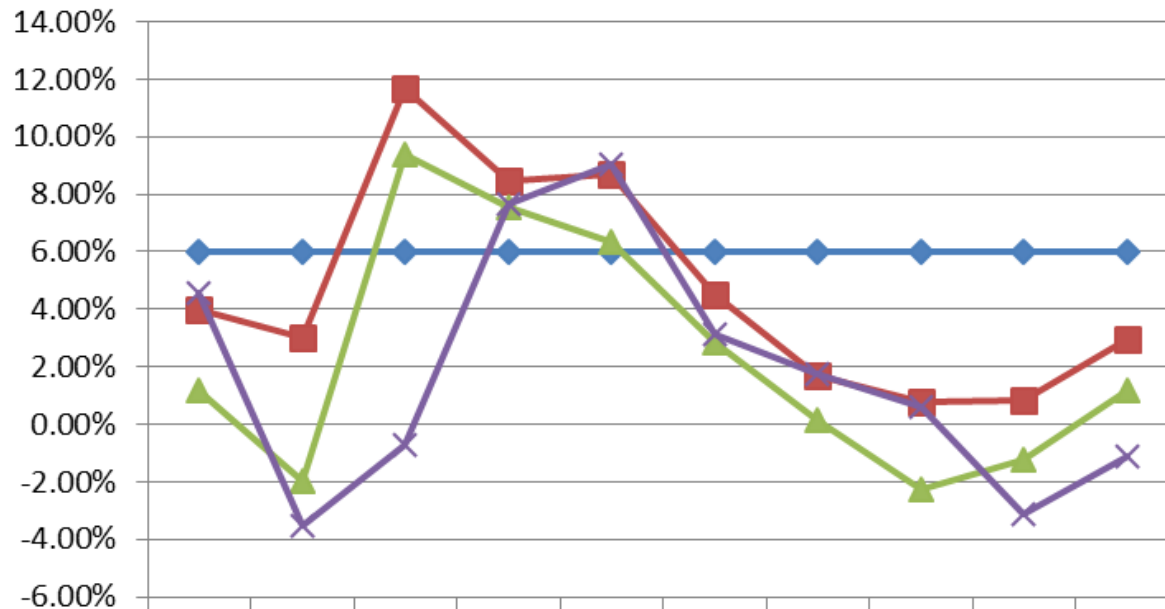
Net Operating Revenues Ratio



	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16
◆ Low Benchmark	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
■ High Benchmark	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
▲ USM Actual	-0.82%	0.02%	1.55%	4.67%	4.69%	2.04%	0.63%	-0.37%	0.67%	2.19%
✕ UMS Actual	2.58%	0.38%	1.62%	5.24%	5.16%	2.24%	0.55%	0.94%	-3.00%	-0.20%

University of Southern Maine

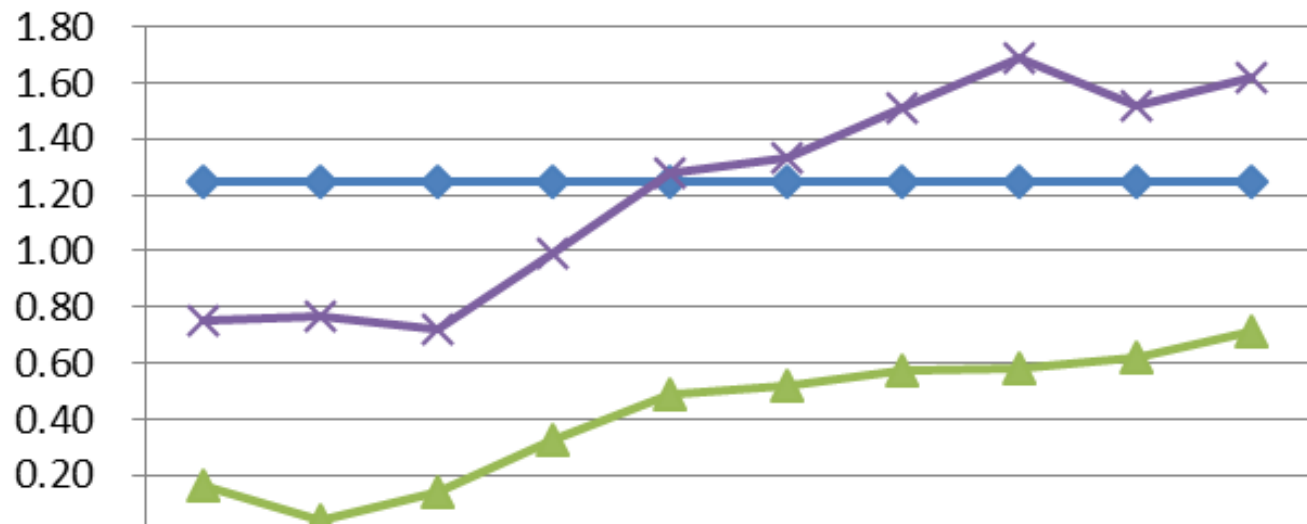
Return on Net Position Ratio



	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16
◆ Benchmark	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%
■ USM Nominal Rate	3.97%	3.04%	11.69%	8.46%	8.67%	4.52%	1.72%	0.75%	0.86%	2.98%
▲ USM Real Rate	1.17%	-1.96%	9.39%	7.56%	6.37%	2.82%	0.12%	-2.25%	-1.24%	1.18%
✕ UMS Real Rate	4.56%	-3.51%	-0.70%	7.65%	9.04%	3.12%	1.78%	0.63%	-3.14%	-1.09%

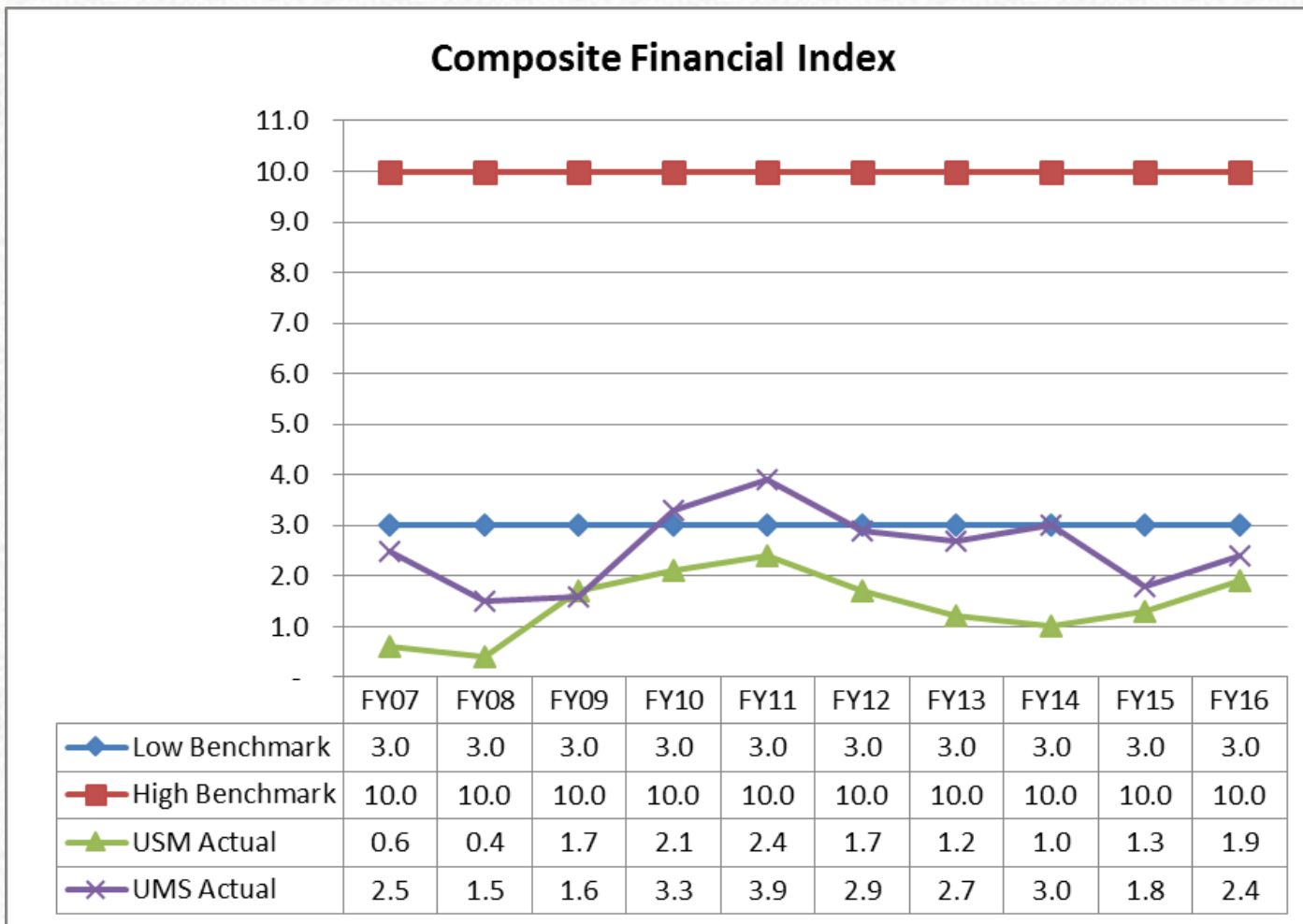
University of Southern Maine

Viability Ratio



	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16
◆ Benchmark	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25
▲ USM Actual	0.16	0.04	0.14	0.33	0.49	0.52	0.57	0.58	0.62	0.71
✕ UMS Actual	0.75	0.77	0.72	0.99	1.28	1.33	1.51	1.69	1.52	1.62

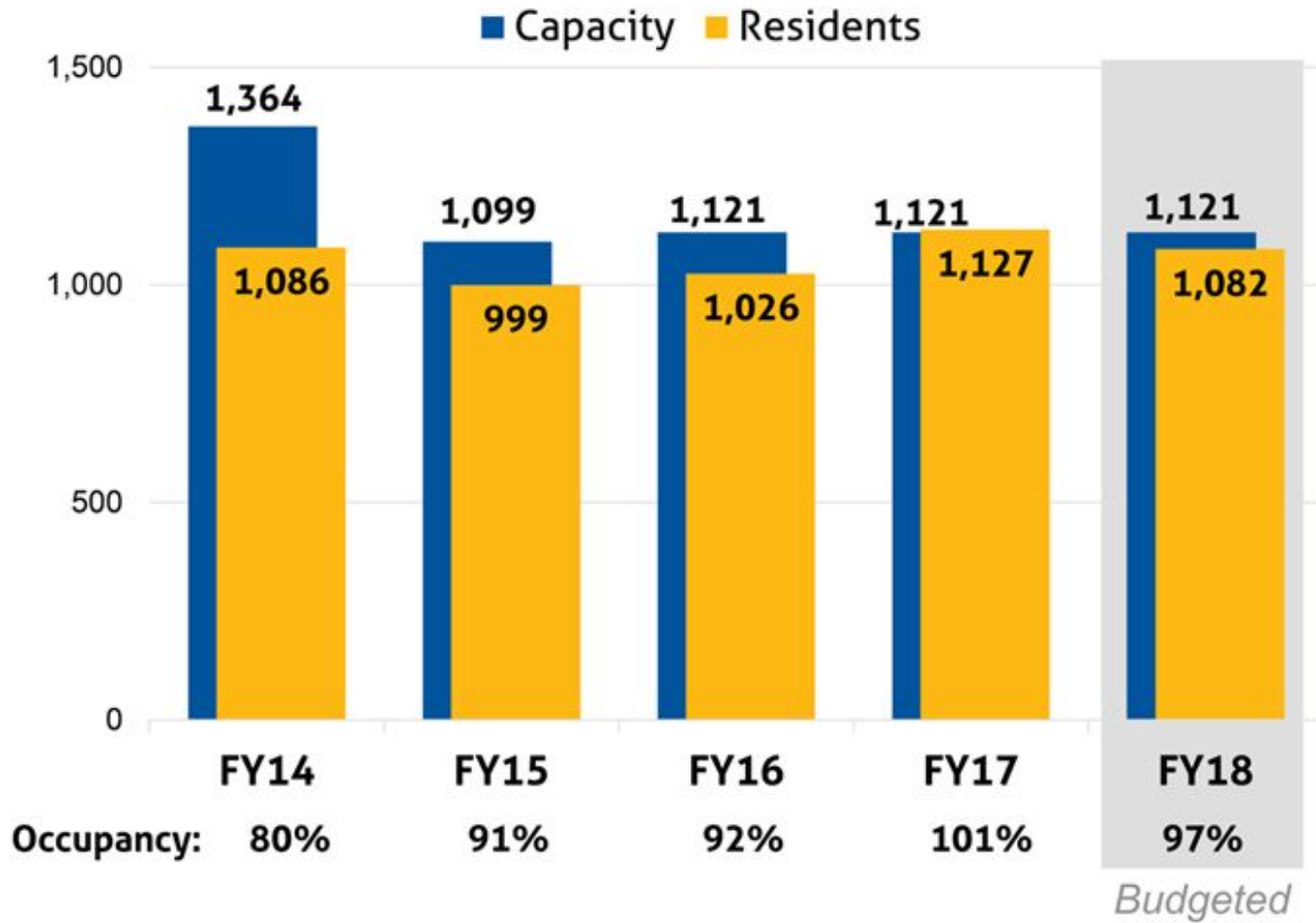
University of Southern Maine



E&G reserves are increasing

6/30/14	6/30/15	6/30/16	Projected 6/30/17
3,256,256	4,453,167	5,821,252	6,500,800

Residence Hall Occupancy



Auxiliary reserves have been decreasing, but expect a turnaround in this current fiscal year (FY17)

6/30/14	6/30/15	6/30/16	Projected 6/30/17	Projected 6/30/18
1,574,645	(249,437)	(735,683)	(650,000)	(553,000)

UNIVERSITY OF SOUTHERN MAINE
 PROPOSED PER CREDIT HOUR RATES
 2017 – 2018

	<u>CURRENT</u>	<u>PROPOSED</u>	<u>% CHANGE</u>
<u>UNDERGRADUATE</u>			
In State	253	262	3.56
Out of State	665	689	3.61
NEHBE	392	419	6.89
Canadian	392	419	6.89
E-Tuition	316	327	3.49
<u>GRADUATE</u>			
In State	380	393	3.43
Out of State	1026	1063	3.61
NEHBE	589	629	6.80
Canadian	589	629	6.80
E-Tuition	475	491	3.37
<u>UNIFIED FEE</u>	28	29	3.58

WORKFORCE MANAGEMENT E&G

<u>Increase and New Positions</u>		<u>Reductions and Eliminations</u>		<u>Change</u>
<u>Faculty</u>	<u>Non-Faculty</u>	<u>Faculty</u>	<u>Non-Faculty</u>	
11.00	18.50	8.50	11.60	9.40

8

DEPRECIATION

E&G Funded	63%
Auxiliary Funded	154%
Overall	76%



UNIVERSITY OF SOUTHERN MAINE FY 18 PROPOSED BUDGET UNRESTRICTED E&G (without Law School)

	FY17 Base	FY 18 Base	Change
<u>Revenue</u>			
Tuition/Fees	58,747,705	67,970,910	9,223,205
Waivers/Scholarships	(11,825,365)	(15,503,697)	(3,678,332)
	46,922,340	52,467,213	5,544,873
State Appropriation	48,032,552	47,824,165	(208,387)
Other	7,974,037	8,629,109	655,072
	102,928,929	108,920,487	5,991,558
Operational Savings/Other	3,547,200	3,215,228	(331,972)
Available	106,476,129	112,135,715	5,659,586
<u>Expenses</u>	106,476,129	112,135,715	5,659,586

UNIVERSITY OF SOUTHERN MAINE FY 18 PROPOSED BUDGET

Investments in FY 18 (To be finalized)

Institutional Aid	3,700,000
Part-time Instruction	1,025,000
Diversity Support	250,000
Tutors in Learning	250,000
Website Management	150,000
Title III Student Support	128,000
Learning Commons	100,000
Disability Services	85,000
Veterans Services	62,000
Scholarship Coordination	62,000
Student Recovery Center	40,000
On-Line Advising	25,000
International Academy	Self-supporting

Maine Law

In-State



Out-of-State

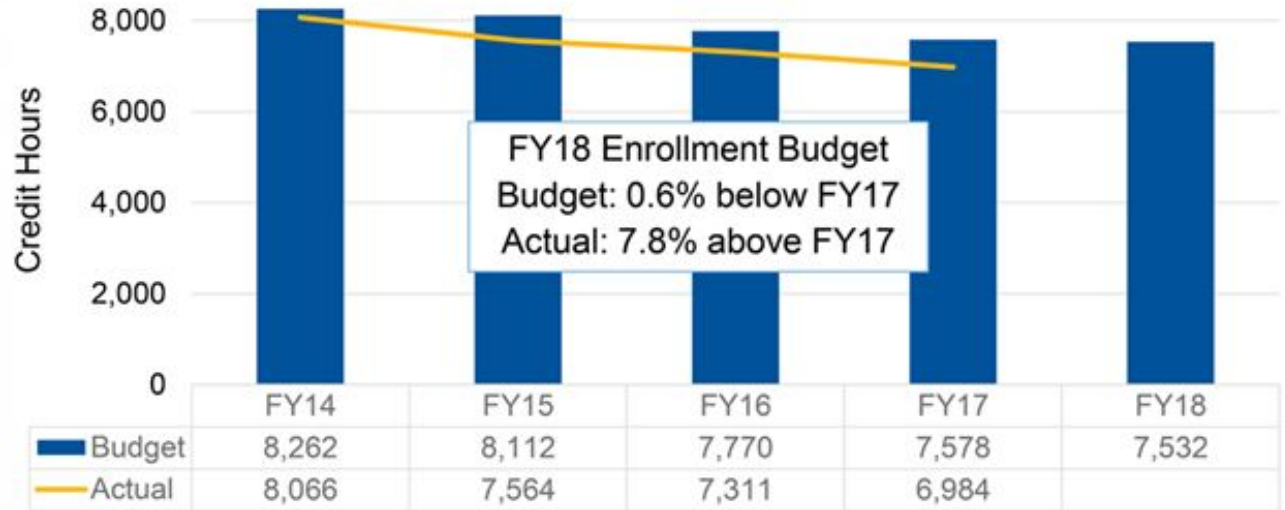


MAINE

UNIVERSITY OF MAINE SCHOOL OF LAW

LAW

Total Credit Hour Enrollment



Maine Law FY18 Proposed Budget

	FY17 Projected	FY18 Base	Change
<u>Revenue</u>			
Tuition/Fees (Net)	5,954,515	6,286,781	332,266
USM Support	856,808	856,808	-
	6,811,323	7,143,589	332,266
Other Funding/Reductions	1,373,865	825,960	(547,905)
	8,185,188	7,969,549	(215,639)
<u>Expenses</u>	8,185,188	7,969,549	(215,639)

8

Maine Law FY17 Other Funding/Reductions

Law Reserves	662,934
USM Additional Support	400,000
System Support	310,931
	1,373,865

Maine Law FY18 Other Funding/Reductions

Maine Law	275,320
USM Additional Support	275,320
System Support	275,320
	825,960

Maine Law

Action Steps

- Increased fundraising efforts
- Centralization of services
- Phased retirements
- Faculty composition
- Increased financial aid
- Grant opportunities
- Workload modifications
- Operating reductions