

Board of Trustees 15 Estabrooke Drive Orono, ME 04469

March 18, 2020

Tel: 207-581-5844 Fax: 207-581-9212 www.maine.edu TO: Members of the Finance/Facilities/Technology Committee

FR: Ellen N. Doughty, Clerk of the Board

RE: March 25, 2020 – Finance, Facilities, & Technology Committee Meeting

Ellen N. Donghoty

The University of Maine

The Finance, Facilities, & Technology Committee will meet from <u>9:00 am to 4:00</u> <u>pm on March 25, 2020.</u> The meeting will be conducted via ZOOM technology. Committee members will receive an email containing details about connecting to the ZOOM meeting.

University of Maine at Augusta

The public will also be able to access a live audio stream of the March 25, 2020 Finance, Facilities, & Technology Committee, using the link provided below:

University of Maine at Farmington

University of Maine at Fort Kent

at Machias

University of Maine

University of Maine at Presque isle

University of Southern Maine

BOARD COMMITTEE MEETING LIVE AUDIO STREAM LINK

The meeting materials are posted to the Diligent Board Portal as well as the Board of Trustees website: https://www.maine.edu/board-of-trustees/meeting-agendas-materials/finance-facilities-technology/

If you have questions about the meeting arrangements or accessing the meeting materials, please call me at 581-5840. If you have any questions or desire additional information about the agenda items, please call Ryan Low at 581-5845.

cc: Dannel Malloy, Chancellor Board of Trustees Presidents

System Staff

Board of Trustees

Finance, Facilities & Technology Committee

March 25, 2020 9:00 am to 4:00 pm ZOOM Meeting

BOARD COMMITTEE LIVE AUDIO STREAM LINK

AGENDA

9:00am - 9:20am

Tab 1 FY2021 Proposed Operating Budget – First Reading

9:20am - 10:00am

TAB 2 UMA

10:00am - 10:40am

TAB 3 UMFK

10:40am - 11:20am

TAB 4 UMPI

11:20am - 12:00pm

TAB 5 Law School

12:00pm – 12:30pm LUNCH BREAK

12:30pm - 1:10pm

TAB 6 UMF

1:10pm - 2:30pm

TAB 7 UM/UMM

2:30pm - 3:30pm

TAB 8 USM

3:30pm – 4:00pm **Executive Session**

Action items within the Committee purview are noted in green.

Items for Committee decisions and recommendations are noted in red.

Note: Times are estimated based upon the anticipated length for presentation or discussion of a particular topic. An item may be brought up earlier or the order of items changed for effective deliberation of matters before the Committee.



AGENDA ITEM SUMMARY

1. NAME OF ITEM: FY2021 Proposed Operating Budget – First Reading

2. INITIATED BY: Mark R. Gardner, Chair

3. BOARD INFORMATION: X BOARD ACTION:

4. OUTCOME: BOARD POLICY:

5. BACKGROUND:

Vice Chancellor Ryan Low, will present the FY2021 Proposed Operating Budget for the University of Maine System.

This is the first reading of the FY2021 Proposed Operating Budget and does not require a vote of the Committee at this time. The second reading and vote of the Committee will occur at the next Committee meeting (April 29, 2020) prior to a request for approval by the Board of Trustees at the May 17-18, 2020 meeting.

FY21

Maine's Public Universities

Proposed Unified Operating Budget, Capital Budget & Student Charges

First Reading

March 25, 2020





FY21 Budget Overview

Enrollment

Enrollment budgeting process focuses on returning students and realistic enrollment goals

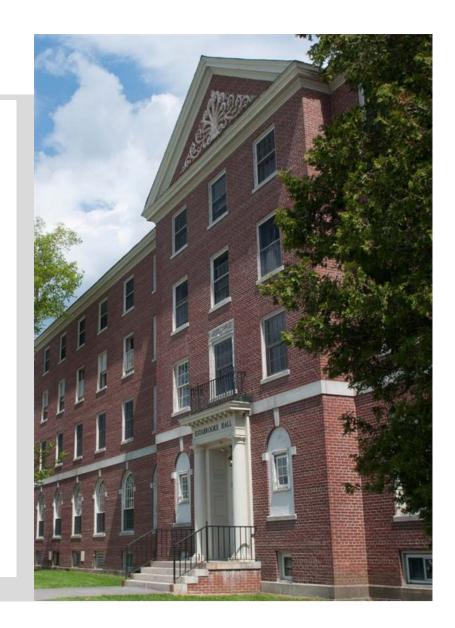
FY21 budgeted credit hours are 1.5% below FY20 budget and 1.3% above FY20 actuals

- In-state, undergraduate average tuition increase at CPI – 2.5%
- Utilization of reserve funds

UMF requesting Budget Stabilization; Law School utilizing USM & System reserves & requesting Budget Stabilization. Neither has any reserves and still will not be balanced.

UMaine, UMM, & UMPI will be utilizing campus reserves

 Governor's proposed Supplemental Budget includes a additional \$5.0M in general FY21 appropriation plus \$0.7M for the Maine Law School.





FY21 Budget Overview

	E&G	Auxiliary	Total	Campus Reserves	Budget Stabilization	Total
UMaine	\$(3,662,603)	\$ 0	\$(3,662,603)	\$3,662,603	\$0	\$0
UMM	(145,000)	-	(145,000)	145,000	-	-
UMA	291,387	(175,266)	116,121	-	-	116,121
UMF	(1,980,850)	82,150	(1,898,700)	*110,000	500,000	**(1,288,700)
UMFK	349,838	(249,838)	100,000	-	-	100,000
UMPI	(395,741)	103,713	(292,028)	292,028	-	-
USM	-	-	-	-	-	-
Maine Law	(1,594,144)	-	(1,594,144)	425,000	500,000	**(669,144)
Governance	-	-	-	-	-	-
Univ. Svs & Unallocated	(354,192)	_	(354,192)	*354,192	_	-
Total	\$(7,491,305)	\$ (239,241)	\$(7,730,546)	\$ 4,988,823	\$ 1,000,000	\$ (1,741,723)

^{*} FY20 Early College Reserves

^{**} No Reserves



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 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 authorize only the transfer needed to offset a net unrestricted operating loss for each institution at the close of FY20 and FY21.

Balance 7/1/19

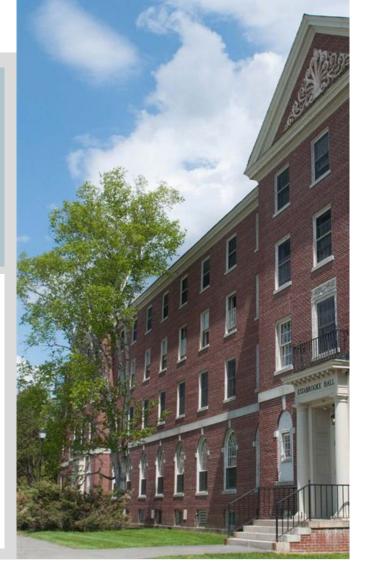
\$ 12,974,972

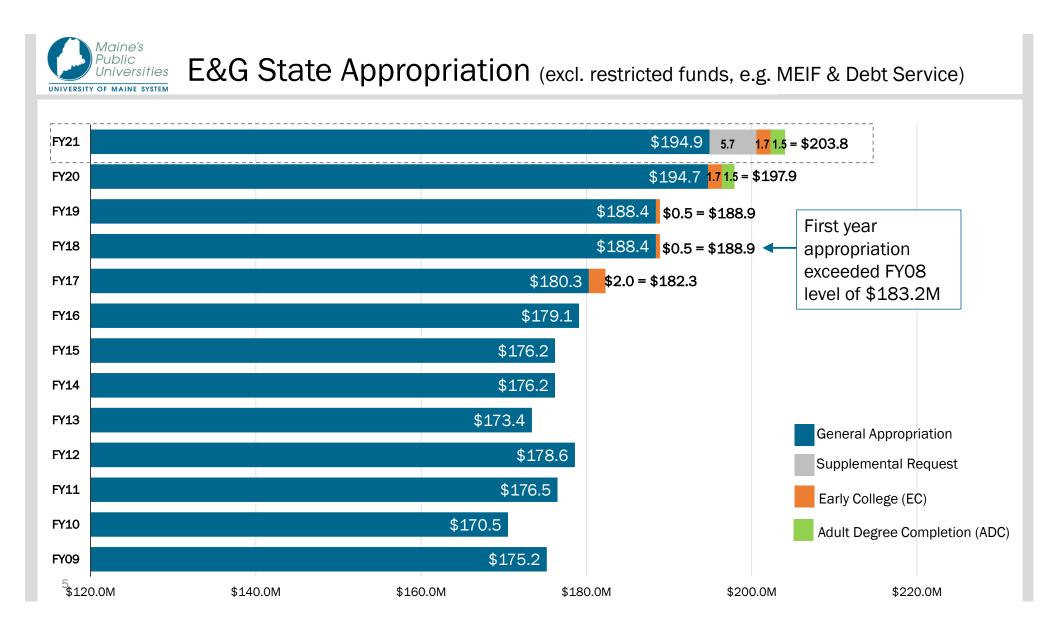
The Law School received transfer from USM in FY20 for \$856,808 representing their portion of State Appropriation.

Beginning in FY21 Law School receives direct Appropriation

	Projected				
Utilization	FY20 (approved)	FY21*			
Law School (incl FY19 cfwd)	(797,454)	(500,000)			
UMF	(500,000)	(500,000)			
Investment gain/loss	TBD	-			
Subtotal	(\$ 1,297,454)	(\$ 1,000,000)			
Proje	cted Balance	\$ 10,677,518			

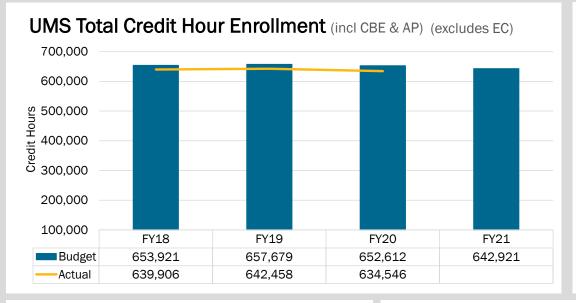
*requires BOT approval



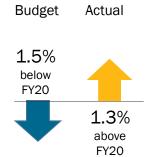




UMS Enrollment



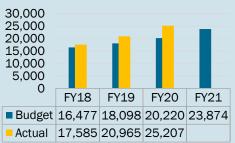
FY21 Enrollment Budget

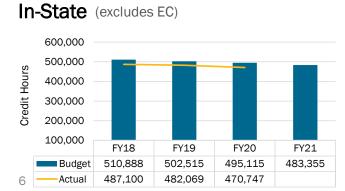


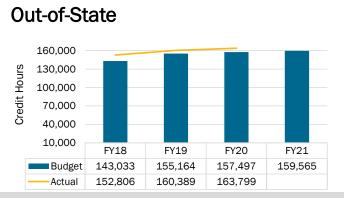
Major factors impacting enrollment:

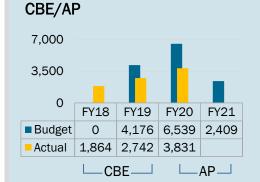
- FY21 credit hours are up 4.7% over FY20 actual credit hours
- FY21 out-of-state budgeted represent 23% of the total credit hours.





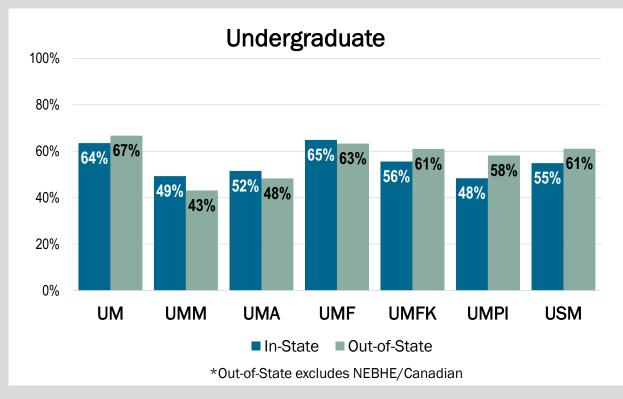


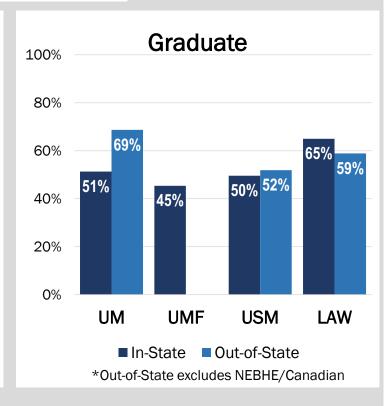






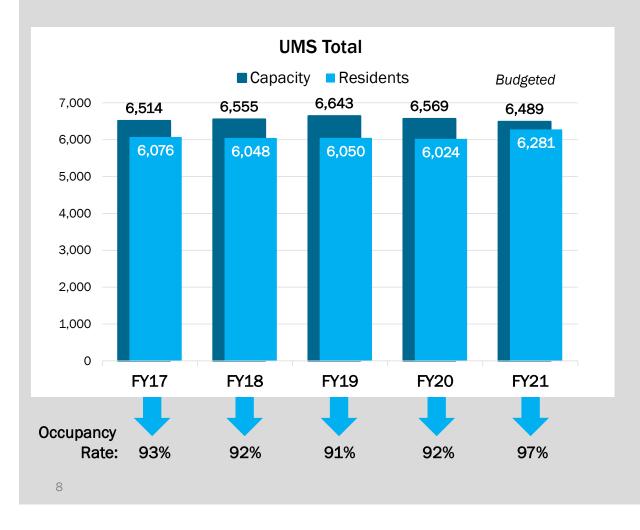
UMS 4-Year Average Return Rate

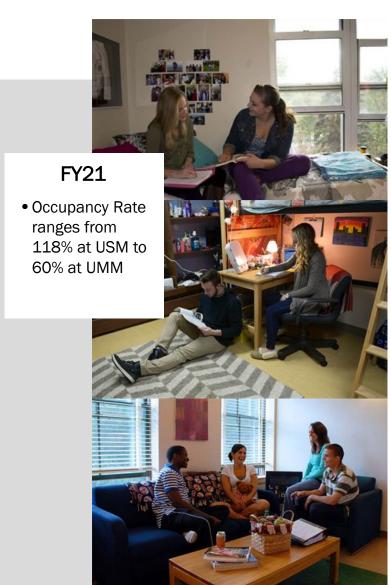




- FY21 Enrollment budgets were developed by each University by factoring the average return rate of current students and projected new enrollments.
- Each university is focusing on working with students to help insure they can remain enrolled through to completion









FY21 Recommended <u>Undergraduate</u> Tuition Rates

	FY20	FY21 Proposed		Proposed eases
In-State/Canadian	Rate/CH	Rate/CH	\$	%
UMaine	\$300	\$308	\$8	2.7%
UMA/UMFK/UMM/UMPI	\$239	\$245	\$6	2.5%
UMF / USM	\$281	\$288	\$ 7	2.5%

In-State, undergraduate tuition increase based on CPI (2.5%).

Out-of-State				
UMaine	\$977	\$1,001	\$24	2.5%
UMA	\$578	\$592	\$14	2.4%
UMF	\$620	\$645	\$25	4.0%
UMFK/UMPI	\$382	\$392	\$10	2.6%
UMM	\$475	\$490	\$15	3.2%
USM	\$739	\$769	\$30	4.1%



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FY21 Recommended **Graduate** Tuition Rates

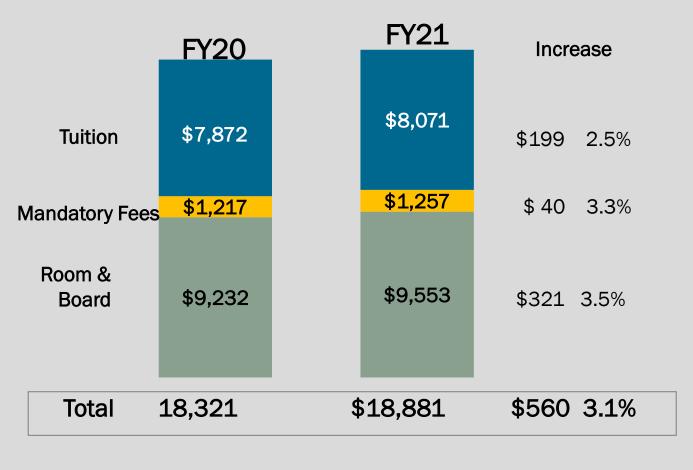
	FY20	FY21 Proposed	FY 21 Proposed Increases			
In-State	Rate/CH	Rate/CH	\$	%		
UMaine	\$450	\$461	\$11	2.4%		
UMA	-	\$421	-	-		
UMF	\$421	\$427	\$6	1.4%		
USM	\$421	\$432	\$11	2.6%		
Law School	\$773	\$773	\$0	0%		

UMA begins offering Graduate courses

Out-of-State				
UMaine	\$1.466	\$1.503	\$37	2.5%
UMA	-	\$527	-	
UMF	\$625	\$427	\$(198)	(31.7)%
USM	\$1,141	\$1,186	\$45	3.9%
Law School	\$1,156	\$1,156	\$0	0%



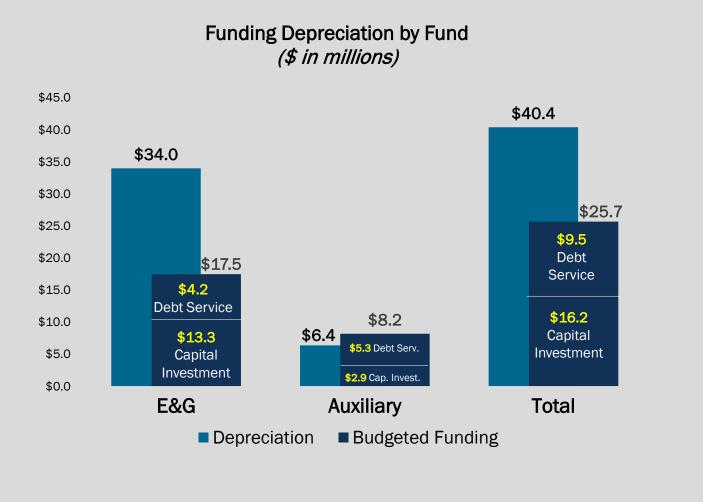
In-State Undergraduate Average Costs



- Unified Fee increasing at all campuses; USM proposing new mandatory Fitness Center Fee.
- Room & board rates increasing at all campuses. USM has high demand.
- Average annual increase is \$560 for instate, undergraduate students residing on campus.



Funding Depreciation



- Depreciation expense increased by \$2.0M - from \$38.4M in FY20 to \$40.4M in FY21.
- E&G and Auxiliary budgeted capital investment = \$16.2M; an increase of \$0.4M.
- Funding through Debt Service has increased by \$0.3M
- 64% of the total depreciation expense is funded in the FY21 budget – down 3% from the FY20 budget.
- Although not reflected in this budget, UMS will be making capital investments with State Bond Funds (\$49M) and Revenue Bond Funds.

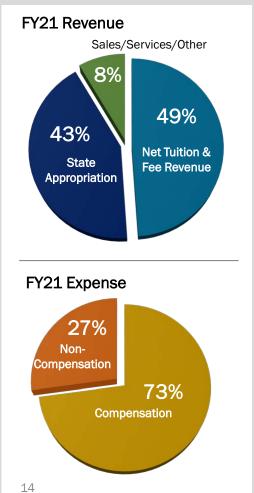


FY21 Budget E&G/Auxiliary Position Changes

	Faculty		0-1-	ut a al	110	Takal	
			Sala		Hou	Total	
	Increases/ New Positions	Reductions/ Eliminations	Increases/ New Positions	Reductions/ Eliminations	Increases/ New Positions	Reductions/ Eliminations	
UMaine	9.1	(35.0)	18.7	(11.3)	-	(9.3)	(27.8)
UMA	2.0	-	2.0	-	3.0	(2.0)	5.0
UMF	-		1.0	(0.4)	1.0	(0.6)	1.0
UMFK	1.0	(1.0)	1.4	(2.3)	0.5	(0.5)	(0.9)
UMM	-	(1.0)	-	(1.2)	-	-	(2.2)
UMPI	1.0	(1.0)	0.5	-	1.0	(1.0)	0.5
USM	-	-	4.0	-	-	-	4.0
Law	4.5	-	-	-	-	-	4.5
Gov.	-	-	1.0	(1.0)	-	-	-
Univ Svs	-	-	1.0	(1.0)		-	-
Total	17.6	(38.0)	29.6	(17.2)	5.5	(13.4)	(15.9)



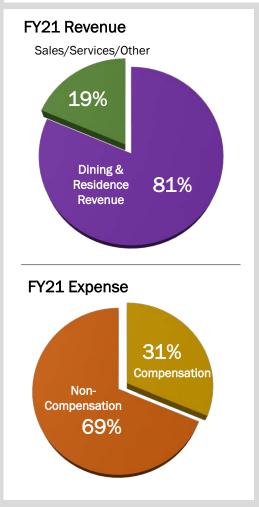
FY21 Proposed Budget: E&G



		FY20 Base	FY21 Proposed	\$ Change	% Change
Revenue:	Tuition & Fee Revenue	\$ 321,157,341	\$ 328,242,104	\$ 7,084,763	2,2%
	Tuition Waivers/Scholarships	(88,615,004)	(94,328,217)	(5,713,213)	6.4%
	State Appropriation	197,896,372	203,793,987	5,897,615	4.9%
	Sales/Services/Other	41,094,816	40,411,095	(683,721)	(1.7)%
	Total Revenue	471,533,525	478,118,969	6,585,444	1.4%
Expense:	Personnel Expense	352,576,871	361,517,477	8,940,606	2.5%
	Fuel & Electricity	16,265,827	15,481,142	(784,685)	-4.8%
	Supplies & Services	32,085,906	33,159,431	1,073,525	3.3%
	Travel	6,486,717	6,528,609	41,892	0.6%
	Memberships, Contributions & Sponsorships	1,476,881	1,397,963	(78,918)	-5.3%
	Maintenance & Alterations	11,880,562	12,120,009	239,447	2.0%
	Interest Expense	1,552,264	1,387,456	(164,808)	-10.6%
	Depreciation	32,347,555	33,945,343	1,597,788	4.9%
	Other Expenses & Transfers	32,063,921	30,846,383	(1,217,538)	-3.8%
	Total Operating Expenses & Transfers	486,736,504	496,383,813	9,647,309	2.0%
	Operating Increase (Decrease)	\$ (15,202,979)	\$ (18,264,844)	\$ (3,061,865)	20.1%
Modified	Add back Depreciation	32347555	33,945,343	1,579,888	4.9%
Cash Flow:	Less Capital Expenditures	(9,582183)	(10,013,714)	(431,531)	4.5%
	Less Capital Reserve Funding	(3,378,140)	(3,249,979)	128,161	-3.8%
	Less Debt Service Principal	(4,020,257)	(4,232,787)	(212,530)	5.3%
	Net Change Before Other Adj & Transfers	 163,996	1,815,981	1,979,977	_
	Transfer from/(to) Admin Savings Rsrv	(4,673,385)	(5,675,324)	(1,001,939)	
	Transfer from/(to) Budget Stabilization	1,297,454	1,000,000	(297,454)	
	Net Change Subtotal	(3,211,935)	(2,996,826)	1,119,164	_
	Other Strategic Transfers from/(to) Reserves	2,122,341	4,988,823	2,866,482	
	Net Change in Cash & Reserve Transfers	\$ (1,089,594)	\$ (1,502,482)	\$ (412,888)	



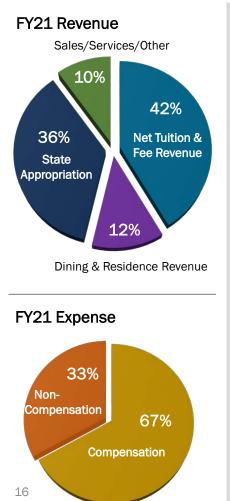
FY21 Proposed Budget: Auxiliary



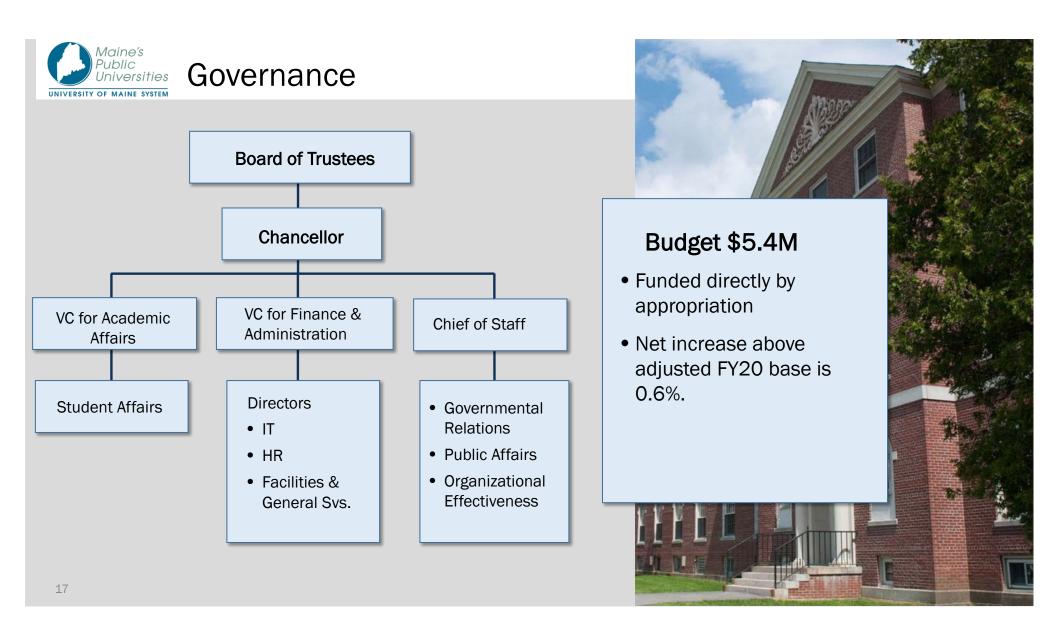
		FY20 Base		FY21 Proposed	\$ Change	% Change
uition & Fee Revenue	\$	1,227,714	\$	1,129,658	\$ (98,056)	-8.0%
ining & Residence Revenue		67,425,581		69,147,127	1,721,546	2.6%
uition Waivers/Scholarships		(2,326,379)		(2,509,661)	(183,282)	7.9%
ales/Services/Other		15,376,334		15,490,643	114,309	0.7%
otal Revenue		81,703,250		83,257,767	1,554,517	1.9%
ersonnel Expense		24,145,866		25,568,520	1,422,654	5.9%
uel & Electricity		6,071,864		6,207,456	135,592	2.2%
upplies & Services		23,087,476		23,392,461	304,985	1.3%
ravel		124,720		153,597	28,877	23.2%
lemberships, Contributions & Sponsorships		22,597		21,767	(830)	-3.7%
laintenance & Alterations		4,460,618		4,673,944	213,326	4.8%
iterest Expense		3,453,982		3,201,654	(252,328)	-7.3%
epreciation		6,096,604		6,434,198	337,594	5.5%
ther Expenses & Transfers		11,943,057		12,120,592	177,535	1.5%
otal Operating Expenses & Transfers		79,406,784		81,774,189	2,367,405	3.0%
perating Increase (Decrease)	\$	2,296,466	\$	1,483,578	\$ (812,888)	-35.4%
dd back Depreciation		6,096,604		6,434,198	337,594	5.5%
ess Capital Expenditures		(1,652,194)		(1,777,504)	(125,310)	7.6%
ess Capital Reserve Funding		(1,157,051)		(1,138,461)	18,590	-1.6%
ess Debt Service Principal		(5,795,428)		(5,241,052)	554,376	-9.6%
et Change Before Other Adj & Transfers		(211,603)		(239,241)	(27,638)	
ther Strategic Transfers from/(to) Reserves		209,672		-	(209,672)	
et Change in Cash & Reserve Transfers	\$	(1,931)	\$	(239,241)	\$ (237,310)	
	ning & Residence Revenue ition Waivers/Scholarships ales/Services/Other Ital Revenue Personnel Expense Ital & Electricity Ital Personse Services Ital Operating Expenses & Transfers Ital Operating Expenses & Transfers Ital Operating Increase (Decrease) Ital Decrease Services Ital Personse Services Ital Personse Services Ital Operating Expenses & Transfers Ital Operating Increase (Decrease) Ital Decrease (Decrease) Ital Decrease Services Principal Ital Personse Service Principal Ital Change Before Other Adj & Transfers	ning & Residence Revenue ition Waivers/Scholarships ales/Services/Other Ital Revenue Prsonnel Expense Ital & Electricity Ital Personal Expense Ital & Services Ital & Services Ital Revenue Prsonnel Expense Ital & Electricity Ital Personal Expense Ital Operating Expenses & Transfers Ital Operating Expenses & Transfers Ital Operating Increase (Decrease) Ital Back Depreciation Ital Service Principal Ital Service Principal Ital Change Before Other Adj & Transfers Ital Change Before Other Adj & Transfers Ital Change Before Transfers Ital Change Service Principal Ital Change Before Other Adj & Transfers Ital Change Service Principal Ital Change Service Principal Ital Change Before Other Adj & Transfers Ital Change Service Principal Ital Change Se	ition & Fee Revenue \$ 1,227,714 ning & Residence Revenue 67,425,581 ition Waivers/Scholarships (2,326,379) ales/Services/Other 15,376,334 tal Revenue 81,703,250 ersonnel Expense 24,145,866 alel & Electricity 6,071,864 applies & Services 23,087,476 avel 124,720 emberships, Contributions & Sponsorships aintenance & Alterations 4,460,618 terest Expense 3,453,982 expreciation 6,096,604 ther Expenses & Transfers 11,943,057 tal Operating Expenses & Transfers 79,406,784 exerating Increase (Decrease) \$ 2,296,466 ald back Depreciation 6,096,604 ass Capital Expenditures (1,652,194) ass Capital Reserve Funding (1,157,051) ass Debt Service Principal (5,795,428) at Change Before Other Adj & Transfers (211,603) and the Strategic Transfers from/(to) Reserves 209,672	ition & Fee Revenue \$ 1,227,714 \$ ning & Residence Revenue 67,425,581 ition Waivers/Scholarships (2,326,379) ales/Services/Other 15,376,334 atal Revenue 81,703,250 are sonnel Expense 24,145,866 avel 61,071,864 avel 124,720 are mberships, Contributions & Sponsorships aintenance & Alterations 4,460,618 aterest Expense 3,453,982 are appreciation 6,096,604 are Expenses & Transfers 11,943,057 atal Operating Expenses & Transfers 79,406,784 are Scapital Expenditures as Capital Expenditures are Change Before Other Adj & Transfers (211,603) are Strategic Transfers from/(to) Reserves 209,672	Base Proposed	Base Proposed Change Ition & Fee Revenue \$1,227,714 \$1,129,658 \$(98,056) \$



FY21 Proposed Budget: E&G and Auxiliary



		FY20 Base	FY21 Proposed	\$ Change	% Change
Revenue:	Tuition & Fee Revenue	\$ 322,385,055	\$ 329,371,762	\$ 6,986,707	2.2%
	Dining & Residence Revenue	67,425,581	69,147,127	1,721,546	2.6%
	Tuition Waivers/Scholarships State Appropriation	(90,941,383) 197,896,372	(96,837,878) 203,793,987	(5,896,495) 5,897,615	6.5% 3.0%
	Sales/Services/Auxiliary	56,471,150	55,901,738	(569,412)	-1.0%
	Total Revenue	553,236,775	561,376,736	8,139,961	1.5%
Expense:	Personnel Expense	376,722,737	387,085,997	10,363,260	2.8%
	Fuel & Electricity	22,337,691	21,688,598	(649,093)	-2.9%
	Supplies & Services	55,173,382	56,551,892	1,378,510	2.5%
	Travel	6,611437	6,682,206	70,769	1.1%
	Memberships, Contributions & Sponsorships	1,499,478	1,419,730	79,748)	-5.3%
	Maintenance & Alterations	16,341,180	16,793,953	452,773	2.8%
	Interest Expense	5,006,246	4,589,110	417,136)	-8.3%
	Depreciation	38,444,159	40,379,541	1,935,382	5.0%
	Other Expenses & Transfers:	44,006,978	42,966,975	(1,040,003)	-2.4%
	Total Operating Expenses & Transfers	566,143,288	578,158,002	12,014,714	2.1%
	Operating Increase (Decrease)	\$ (12,906,513)	\$ (16,781,266)	\$ (3,874,753)	30.0%
Modified	Add back Depreciation	38,444,159	40,379,541	1,935,382	5.0%
Cash Flow:	Less Capital Expenditures	(11,234,377)	(11,791,218)	(556,841)	5.0%
	Less Capital Reserve Funding	(4,535,191)	(4,388,440)	146,751	-3.2%
	Less Debt Service Principal	(9,815,685)	(9,473,839)	341,846	-3.5%
	Net Change Before Other Adj & Transfers	(47,607)	(2,055,222)	(2,007,615)	
	Transfer from/(to) Admin Savings Rsrv	(4,673,385)	(5,675,324)	(1,001,939)	
	Transfer from/(to) Budget Stabilization	1,297,454	1,000,000	(297,454)	_
	Net Change Subtotal	(3,423,538)	(6,730,546)	(3,307,008)	
	Other Strategic Transfers from/(to) Reserves	2,332,013	4,988,823	2,656,810	
	Net Change in Cash & Reserve Transfers	\$ (1,091,525)	\$ (1,741,723)	\$ (650,198)	





University Services - Allocated

- Information Technology
- Human Resources
- Accounting
- Procurement
- Facilities/Capital Planning
- Shared Processing Center

Budget \$48M

- Funded through cost allocation of services provided to the universities & governance
- After Strategic Resource Allocation
 Plan pass-through of resources
 (appropriation) and costs, year over year increase = \$0.7M (1.4%):
 - Across-the-board compensation increases & benefits
 - IT enhancements





University Services - Unallocated

- Adult Degree Completion \$1.5M
- Early College \$1.7M
- Strategic Initiatives \$5.7M (final amount pending approval of State supplemental budget)
 - Initiatives supported directly with State Appropriation; costs are not allocated to the campuses.
 - Strategic Initiative funds are used for both system-wide and campus-specific initiatives addressing Board of Trustee priorities such as increasing enrollment, academic programming, expanding research, etc.





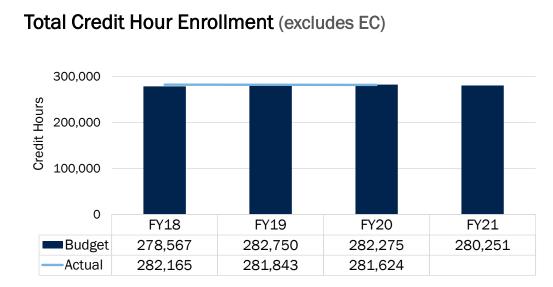
Appendix

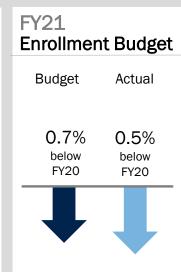
- Detailed Information by Campus for:
 - —FY21 Enrollment & Residence Hall Occupancy
 - —FY21 Operating Budgets
 - —FY21 Student Cost Report

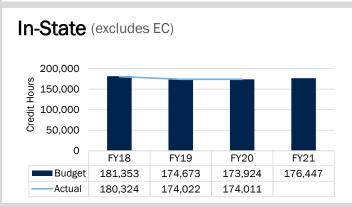


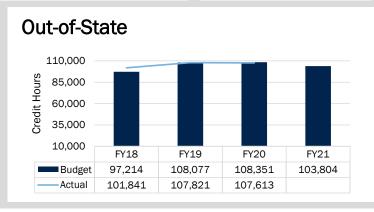


UMaine Enrollment

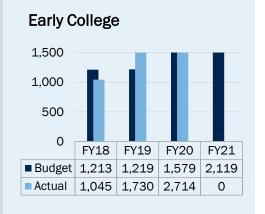






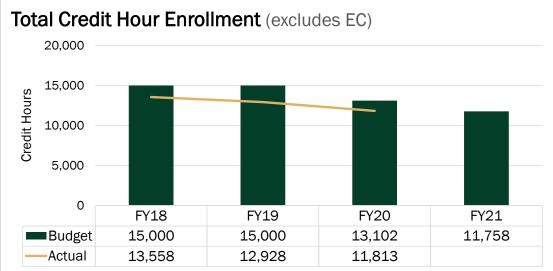


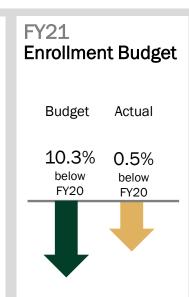


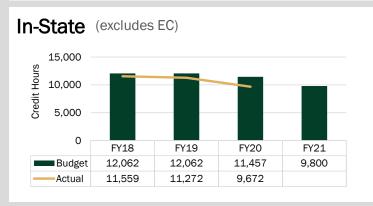


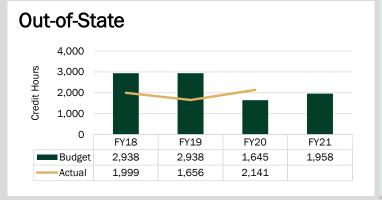


UMM Enrollment

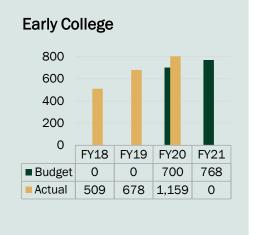




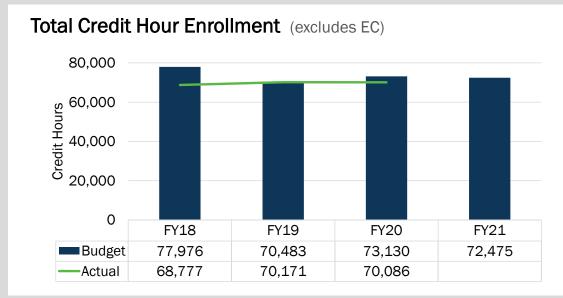


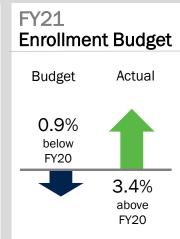


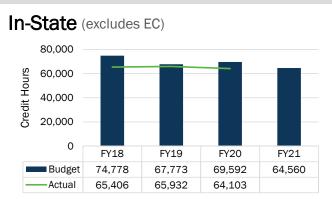


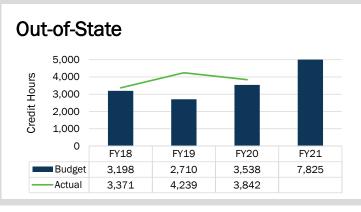




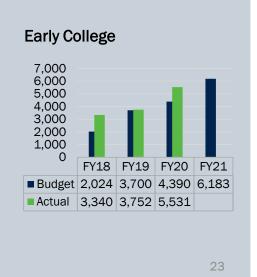






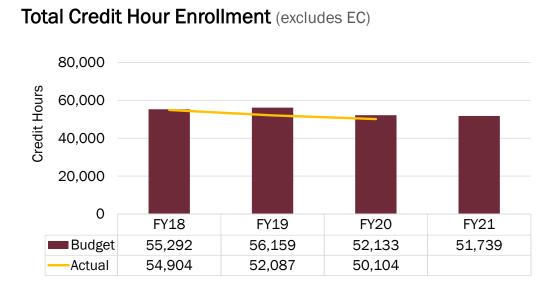


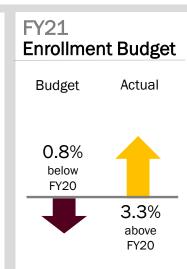




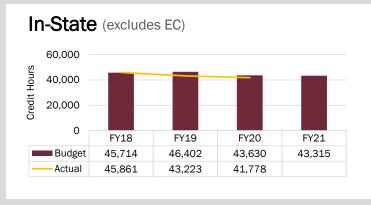


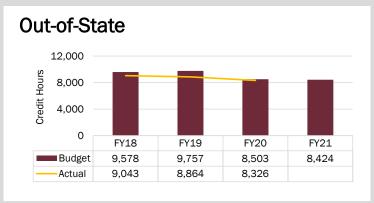
UMF Enrollment

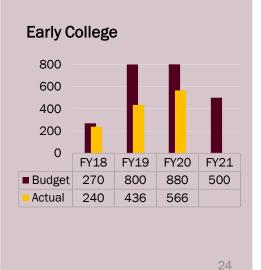




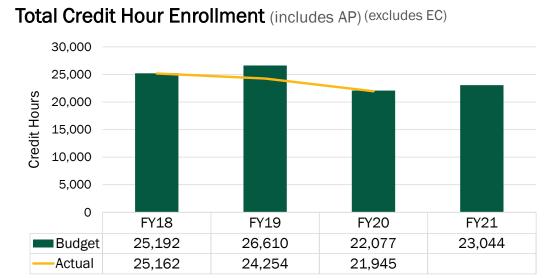


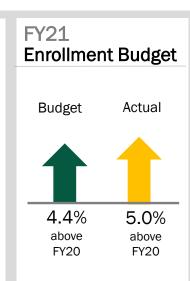


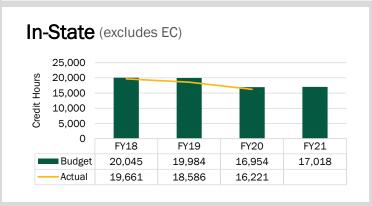


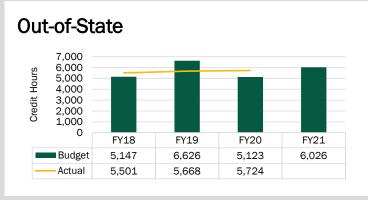




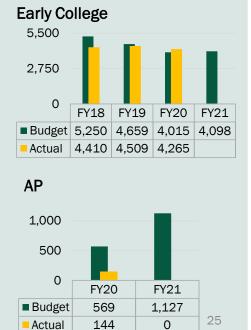






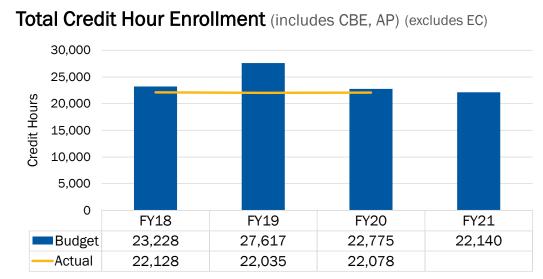


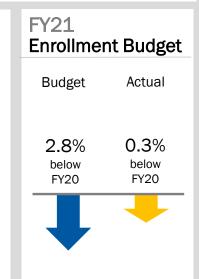


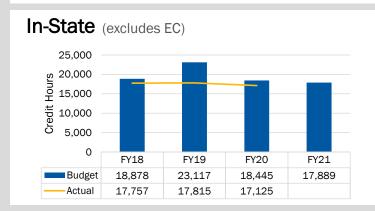


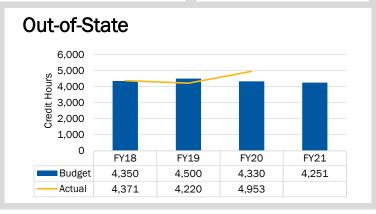


UMPI Enrollment

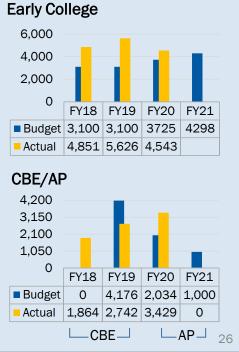






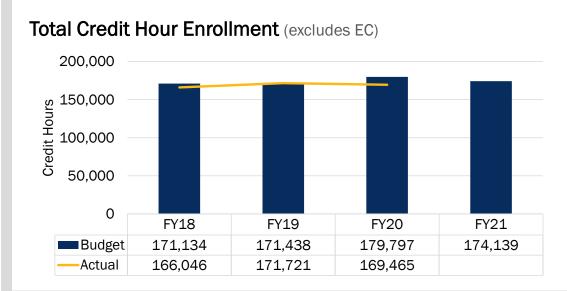


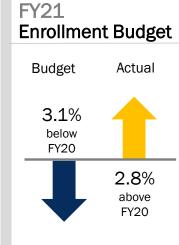


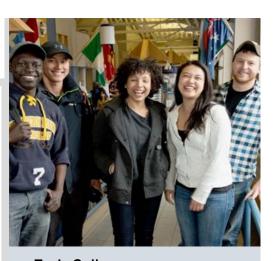


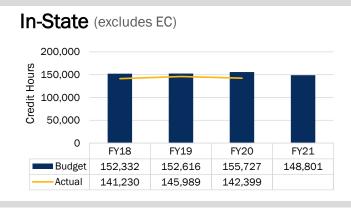


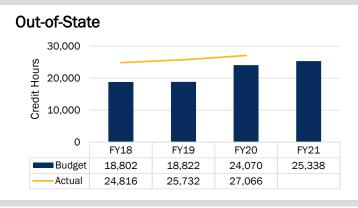
USM Enrollment

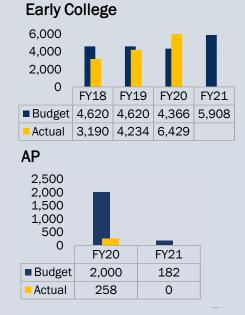






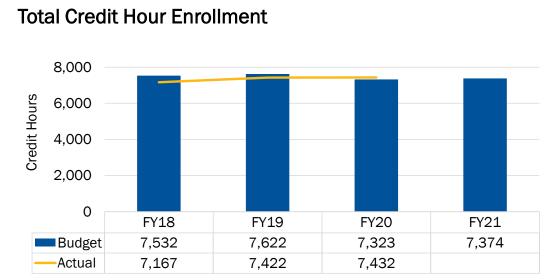


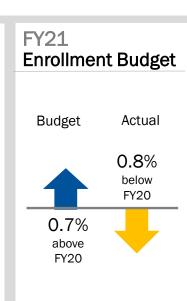


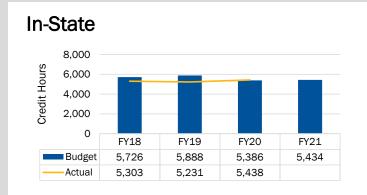


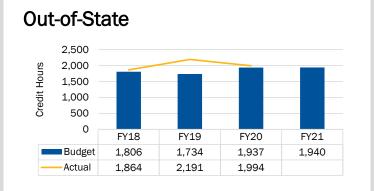


UM Law Enrollment



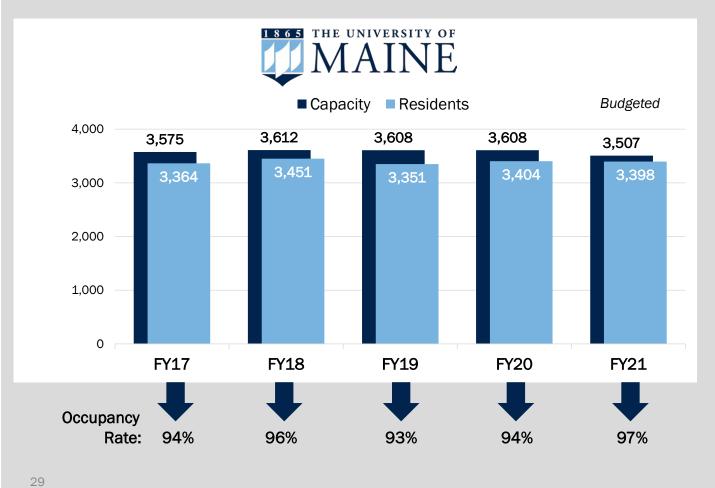






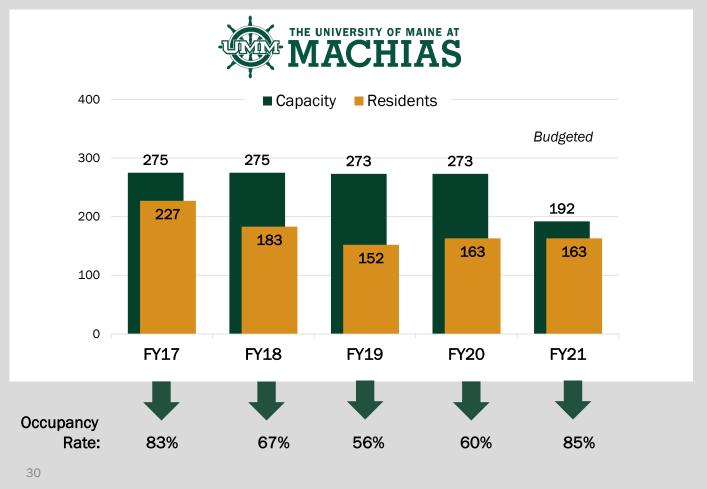






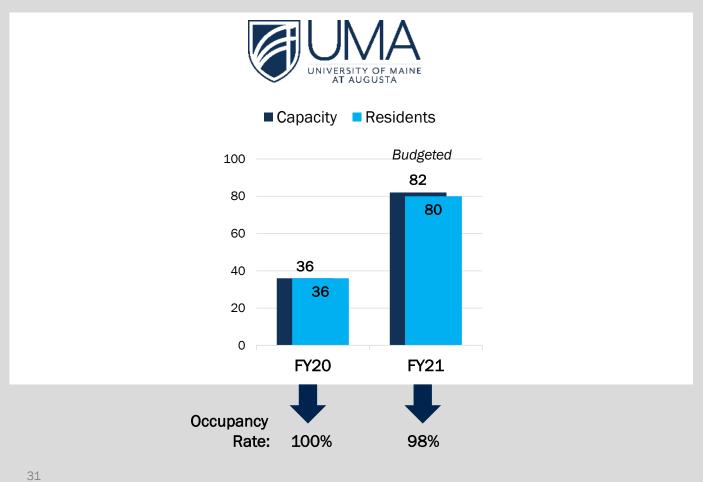






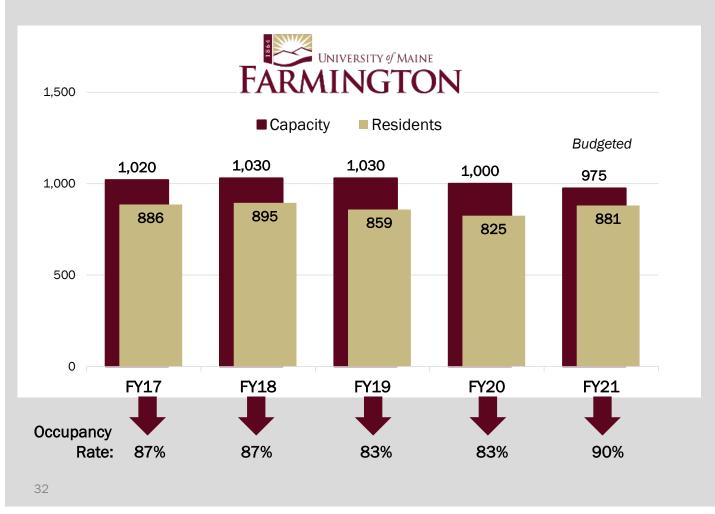


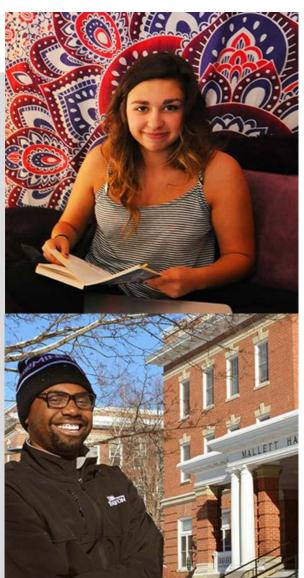




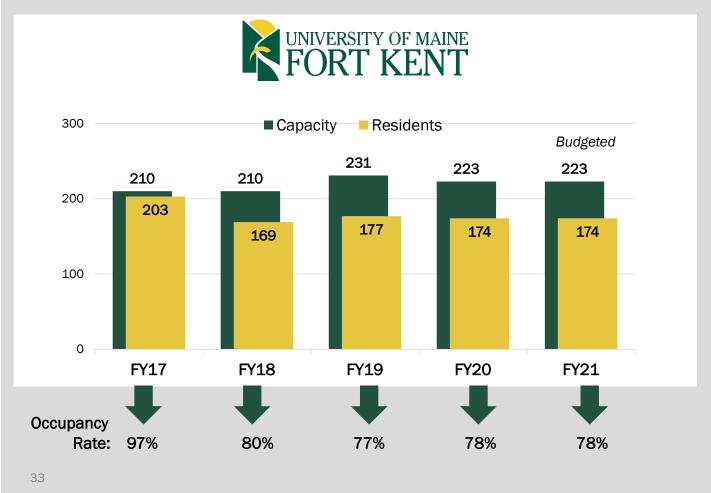








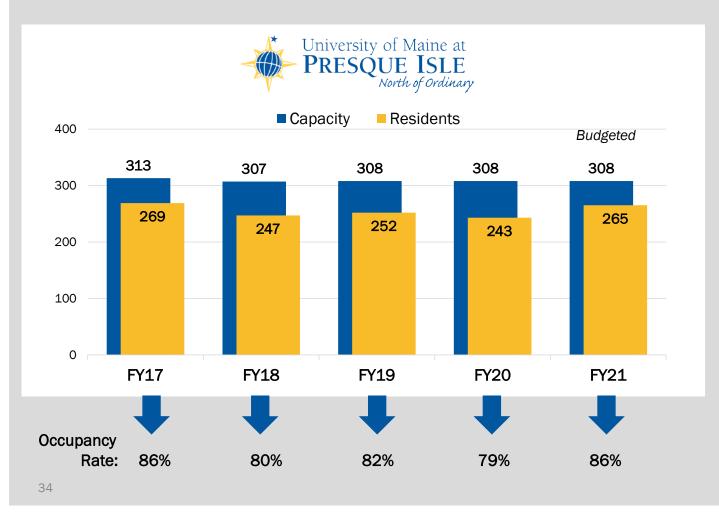








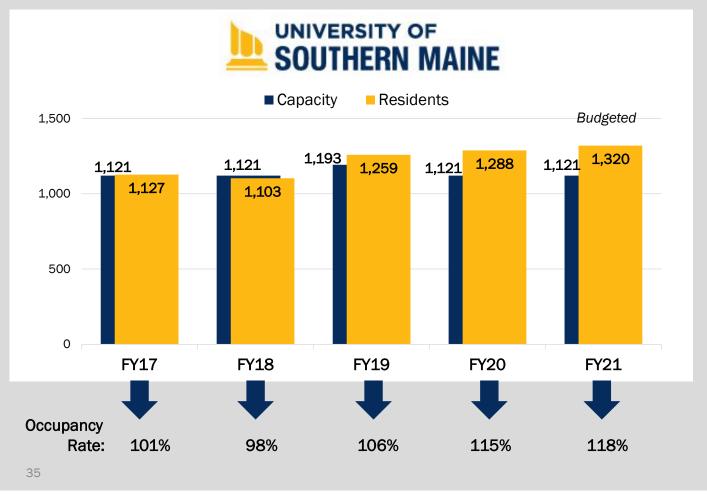
Residence Hall Occupancy







Residence Hall Occupancy





SYSTEM TOTAL FY21 PROPOSED BUDGET Unrestricted E&G

	 FY17 ACTUALS		FY18 ACTUALS		FY19 ACTUALS		FY20 BASE	FY21 BASE	BUDGET CH	IANGE
Revenues										
Tuition & Fee Revenue	\$ 280,024,068	\$	299,124,061	\$	312,243,463	\$	321,157,341	\$ 328,242,104	\$ 7,084,763	2.2%
Dining & Residence Revenue	15,260		15,973		12,143		-	-	-	-%
Tuition Waivers/Scholarships	(67,944,934)		(80,737,436)		(87,682,269)		(88,615,004)	(94,328,217)	(5,713,213)	6.4%
Net Student Charges Revenue	 212,094,394		218,402,598		224,573,338		232,542,337	 233,913,887	1,371,550	0.6%
State Appropriation	189,670,534		188,920,534		188,920,534		197,896,372	203,793,987	5,897,615	3.0%
Indirect Cost Recovery	12,355,375		12,277,559		13,595,333		13,549,319	14,122,319	573,000	4.2%
Investment Income/Gifts	10,475,233		7,005,550		11,694,013		4,428,767	4,412,832	(15,935)	-0.4%
Sales/Services/Auxiliary	23,524,325		23,738,945		23,086,426		23,116,730	21,875,944	(1,240,786)	-5.4%
Total Revenue	448,119,869		450,345,186		461,869,643		471,533,525	478,118,969	6,585,444	1.4%
<u>Expenses</u>										
Personnel	313,705,749		324,479,801		335,831,801		352,576,871	361,517,477	8,940,606	2.5%
Fuel & Electricity	13,425,125		13,529,287		14,299,233		16,265,827	15,481,142	(784,685)	-4.8%
Supplies & Services	31,155,067		32,951,197		34,300,921		32,239,861	33,155,847	915,986	2.8%
Shared Services	(59,908)		(29,905)		(4,115)		(153,955)	3,584	157,539	-102.3%
Travel	6,985,290		6,833,355		8,080,413		6,486,717	6,528,609	41,892	0.6%
Memberships, Contributions & Sponsorships	1,413,096		1,311,537		1,437,786		1,476,881	1,397,963	(78,918)	-5.3%
Maintenance & Alterations	12,415,256		12,882,090		12,744,534		11,880,562	12,120,009	239,447	2.0%
Interest	2,069,763		1,760,344		1,711,106		1,552,264	1,387,456	(164,808)	-10.6%
Depreciation	28,973,453		32,128,069		33,121,470		32,347,555	33,945,343	1,597,788	4.9%
Other Expenses & Transfers	30,335,359		30,517,093		27,997,664		32,063,921	30,846,383	(1,217,538)	-3.8%
Total Operating Expenses & Transfers	440,532,308		450,047,563		470,951,994		486,736,504	496,383,813	9,647,309	2.0%
Operating Increase (Decrease)	\$ 7,587,561	\$	297,622	\$	(9,082,351)	\$	(15,202,979)	\$ (18,264,844)	\$ (3,061,865)	20.1%
Modified Cash Flow										
Operating Increase (Decrease)	\$ 7,587,561	\$	297,622	\$	(9,082,351)	\$	(15,202,979)	\$ (18,264,844)	\$ (3,061,865)	20.1%
Add Back Depreciation	28,973,453		32,128,069		33,121,470		32,347,555	33,945,343	1,597,788	4.9%
Less Capital Expenditures	(12,511,773)		(8,468,070)		(7,817,931)		(9,582,183)	(10,013,714)	(431,531)	4.5%
Less Capital Reserve Funding	(3,337,729)		(5,017,317)		(6,767,182)		(3,378,140)	(3,249,979)	128,161	-3.8%
Less Debt Service Principal	(4,908,690)		(4,974,456)		(4,215,513)		(4,020,257)	(4,232,787)	(212,530)	5.3%
Net Change Before Other Adjustments & Transfers	 15,802,822	-	13,965,848		5,238,494	-	163,996	 (1,815,981)	(1,979,977)	
Transfer from/(to) Administrative Savings Rsrv	(2,792,912)		(2,558,792)		(2,638,839)		(4,673,385)	(5,675,324)	(1,001,939)	
Transfer from/(to) Budget Stabilization	300,000		(1,724,680)		202,546		1,297,454	1,000,000	(297,454)	
Net Change Subtotal	 13,309,911	_	9,682,376	_	2,802,201		(3,211,935)	 (6,491,305)	(3,279,370)	
Other Strategic Transfers from/(to) Reserves	(5,488,601)		(5,400,949)		3,959,603		2,122,341	4,988,823	2,866,482	
Net Change in Cash & Reserve Transfers	\$ 7,821,309	\$	4,281,426	\$	6,761,804	\$	(1,089,594)	\$ (1,502,482)	\$ (412,888)	

SYSTEM TOTAL FY21 PROPOSED BUDGET Unrestricted Auxiliary

	FY17 ACTUALS	FY18 ACTUALS	FY19 ACTUALS	FY20 BASE	 FY21 BASE	 BUDGET CH	ANGE
<u>Revenues</u>							
Tuition & Fee Revenue	\$ 1,126,277	\$ 1,133,614	\$ 1,130,062	\$ 1,227,714	\$ 1,129,658	\$ (98,056)	-8.0%
Dining & Residence Revenue	62,206,592	63,826,481	65,472,074	67,425,581	69,147,127	1,721,546	2.6%
Tuition Waivers/Scholarships	(2,346,459)	(2,594,361)	(2,333,667)	(2,326,379)	(2,509,661)	(183,282)	7.9%
Net Student Charges Revenue	60,986,409	 62,365,734	64,268,469	 66,326,916	67,767,124	1,440,208	2.2%
State Appropriation	-	-	-	-	-	-	-%
Indirect Cost Recovery	-	-	-	-	-	-	-%
Investment Income/Gifts	-	-	-	-	-	-	-%
Sales/Services/Auxiliary	18,004,628	17,045,583	16,744,889	15,376,334	15,490,643	114,309	0.7%
Total Revenue	78,991,037	79,411,316	81,013,358	81,703,250	83,257,767	1,554,517	1.9%
Expenses							
Personnel	20,936,420	21,616,272	22,532,550	24,145,866	25,568,520	1,422,654	5.9%
Fuel & Electricity	5,668,679	5,706,171	6,263,138	6,071,864	6,207,456	135,592	2.2%
Supplies & Services	23,641,250	23,191,009	23,885,188	23,087,476	23,392,461	304,985	1.3%
Shared Services	-	-	-	-	-	-	-%
Travel	123,626	129,660	190,582	124,720	153,597	28,877	23.2%
Memberships, Contributions & Sponsorships	20,357	17,449	21,257	22,597	21,767	(830)	-3.7%
Maintenance & Alterations	4,655,737	4,409,689	4,862,301	4,460,618	4,673,944	213,326	4.8%
Interest	4,154,325	3,922,381	3,700,111	3,453,982	3,201,654	(252,328)	-7.3%
Depreciation	5,243,267	5,660,872	5,991,956	6,096,604	6,434,198	337,594	5.5%
Other Expenses & Transfers	10,523,963	10,381,614	10,117,563	11,943,057	12,120,592	177,535	1.5%
Total Operating Expenses & Transfers	74,967,624	75,035,116	77,564,648	 79,406,784	81,774,189	2,367,405	3.0%
Operating Increase (Decrease)	\$ 4,023,412	\$ 4,376,201	\$ 3,448,710	\$ 2,296,466	\$ 1,483,578	\$ (812,888)	-35.4%
Modified Cash Flow							
Operating Increase (Decrease)	\$ 4,023,412	\$ 4,376,201	\$ 3,448,710	\$ 2,296,466	\$ 1,483,578	\$ (812,888)	-35.4%
Add Back Depreciation	5,243,267	5,660,872	5,991,956	6,096,604	6,434,198	337,594	5.5%
Less Capital Expenditures	(1,391,717)	(2,010,486)	(3,079,073)	(1,652,194)	(1,777,504)	(125,310)	7.6%
Less Capital Reserve Funding	(1,538,075)	(1,504,056)	(519,100)	(1,157,051)	(1,138,461)	18,590	-1.6%
Less Debt Service Principal	(4,955,928)	(5,162,411)	(5,450,898)	(5,795,428)	(5,241,052)	554,376	-9.6%
Net Change Before Other Adjustments & Transfers	 1,380,960	1,360,120	 391,596	(211,603)	(239,241)	 (27,638)	
Transfer from/(to) Administrative Savings Rsrv	-	-	-	-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-	-	-	-	
Net Change Subtotal	1,380,960	1,360,120	391,596	(211,603)	(239,241)	 (27,638)	
Other Strategic Transfers from/(to) Reserves	20,560	-	-	209,672	-	(209,672)	
Net Change in Cash & Reserve Transfers	\$ 1,401,520	\$ 1,360,120	\$ 391,596	\$ (1,931)	\$ (239,241)	\$ (237,310)	

SYSTEM TOTAL FY21 PROPOSED BUDGET Unrestricted E&G and Auxiliary

	FY17 ACTUALS	FY18 ACTUALS	FY19 ACTUALS	FY20 BASE	FY21 BASE		BUDGET CH	ANGE
Revenues								
Tuition & Fee Revenue	\$ 281,150,344	\$ 300,257,675	\$ 313,373,526	\$ 322,385,055	\$ 329,371,762	ç	6,986,707	2.2%
Dining & Residence Revenue	62,221,852	63,842,454	65,484,217	67,425,581	69,147,127		1,721,546	2.6%
Tuition Waivers/Scholarships	(70,291,394)	(83,331,797)	(90,015,936)	(90,941,383)	(96,837,878)		(5,896,495)	6.5%
Net Student Charges Revenue	273,080,802	280,768,332	288,841,807	298,869,253	301,681,011	_	2,811,758	0.9%
State Appropriation	189,670,534	188,920,534	188,920,534	197,896,372	203,793,987		5,897,615	3.0%
Indirect Cost Recovery	12,355,375	12,277,559	13,595,333	13,549,319	14,122,319		573,000	4.2%
Investment Income/Gifts	10,475,233	7,005,550	11,694,013	4,428,767	4,412,832		(15,935)	-0.4%
Sales/Services/Auxiliary	41,528,952	40,784,528	39,831,314	38,493,064	37,366,587		(1,126,477)	-2.9%
Total Revenue	527,110,906	529,756,502	542,883,001	553,236,775	561,376,736		8,139,961	1.5%
<u>Expenses</u>								
Personnel	334,642,169	346,096,073	358,364,350	376,722,737	387,085,997		10,363,260	2.8%
Fuel & Electricity	19,093,804	19,235,457	20,562,372	22,337,691	21,688,598		(649,093)	-2.9%
Supplies & Services	54,796,317	56,142,206	58,186,110	55,327,337	56,548,308		1,220,971	2.2%
Shared Services	(59,908)	(29,905)	(4,115)	(153,955)	3,584		157,539	-102.3%
Travel	7,108,916	6,963,015	8,270,996	6,611,437	6,682,206		70,769	1.1%
Memberships, Contributions & Sponsorships	1,433,453	1,328,987	1,459,043	1,499,478	1,419,730		(79,748)	-5.3%
Maintenance & Alterations	17,070,994	17,291,778	17,606,835	16,341,180	16,793,953		452,773	2.8%
Interest	6,224,088	5,682,725	5,411,217	5,006,246	4,589,110		(417,136)	-8.3%
Depreciation	34,216,720	37,788,941	39,113,426	38,444,159	40,379,541		1,935,382	5.0%
Other Expenses & Transfers	40,859,322	40,898,707	38,115,227	44,006,978	42,966,975		(1,040,003)	-2.4%
Total Operating Expenses & Transfers	515,499,932	525,082,679	548,516,641	 566,143,288	578,158,002		12,014,714	2.1%
Operating Increase (Decrease)	\$ 11,610,974	\$ 4,673,823	\$ (5,633,641)	\$ (12,906,513)	\$ (16,781,266)	Ş	(3,874,753)	30.0%
Modified Cash Flow								
Operating Increase (Decrease)	\$ 11,610,974	\$ 4,673,823	\$ (5,633,641)	\$ (12,906,513)	\$ (16,781,266)	ç	(3,874,753)	30.0%
Add Back Depreciation	34,216,720	37,788,941	39,113,426	38,444,159	40,379,541		1,935,382	5.0%
Less Capital Expenditures	(13,903,490)	(10,478,556)	(10,897,004)	(11,234,377)	(11,791,218)		(556,841)	5.0%
Less Capital Reserve Funding	(4,875,804)	(6,521,373)	(7,286,282)	(4,535,191)	(4,388,440)		146,751	-3.2%
Less Debt Service Principal	(9,864,618)	(10,136,867)	(9,666,410)	(9,815,685)	(9,473,839)		341,846	-3.5%
Net Change Before Other Adjustments & Transfers	17,183,782	15,325,968	5,630,090	(47,607)	(2,055,222)		(2,007,615)	
Transfer from/(to) Administrative Savings Rsrv	(2,792,912)	(2,558,792)	(2,638,839)	(4,673,385)	(5,675,324)		(1,001,939)	
Transfer from/(to) Budget Stabilization	300,000	(1,724,680)	202,546	1,297,454	1,000,000		(297,454)	
Net Change Subtotal	 14,690,871	 11,042,496	 3,193,797	 (3,423,538)	 (6,730,546)		(3,307,008)	
Other Strategic Transfers from/(to) Reserves	(5,468,041)	(5,400,949)	3,959,603	2,332,013	4,988,823		2,656,810	
Net Change in Cash & Reserve Transfers	\$ 9,222,829	\$ 5,641,546	\$ 7,153,400	\$ (1,091,525)	\$ (1,741,723)	-	(650,198)	

University of Maine FY21 PROPOSED BUDGET Unrestricted E&G

		FY17 ACTUALS	FY18 ACTUALS		FY19 ACTUALS		FY20 BASE	FY21 BASE		BUDGET CH	ANGE
Revenues											
Tuition & Fee Revenue	\$	151,251,577	\$ 164,689,431	\$	172,797,986	\$	176,868,400	\$ 179,398,319	\$	2,529,919	1.4%
Dining & Residence Revenue		-	-		-		-	-		-	-%
Tuition Waivers/Scholarships		(43,672,295)	(51,600,182)		(55,994,897)		(58,258,672)	(61,717,666)		(3,458,994)	5.9%
Net Student Charges Revenue		107,579,282	113,089,249		116,803,089	_	118,609,728	 117,680,653	_	(929,075)	-0.8%
State Appropriation		82,897,718	83,854,217		83,592,496		84,071,731	84,897,700		825,969	1.0%
Indirect Cost Recovery		8,092,127	8,185,826		9,646,747		9,221,276	9,771,276		550,000	6.0%
Investment Income/Gifts		946,066	934,075		937,325		899,996	953,043		53,047	5.9%
Sales/Services/Auxiliary		16,266,646	16,552,212		15,772,008		16,406,391	14,783,682		(1,622,709)	-9.9%
Total Revenue		215,781,838	222,615,579		226,751,665		229,209,122	 228,086,354	_	(1,122,768)	-0.5%
<u>Expenses</u>											
Personnel		132,436,501	137,108,121		141,423,444		146,767,109	150,335,165		3,568,056	2.4%
Fuel & Electricity		8,666,869	8,316,413		9,017,722		10,376,676	10,167,537		(209,139)	-2.0%
Supplies & Services		15,830,653	17,513,519		17,930,842		16,076,826	15,795,719		(281,107)	-1.7%
Shared Services		17,215,453	18,136,216		18,740,043		19,781,945	20,732,805		950,860	4.8%
Travel		3,439,464	3,212,449		4,183,846		2,863,397	2,742,621		(120,776)	-4.2%
Memberships, Contributions & Sponsorships		313,451	363,537		427,318		396,200	359,175		(37,025)	-9.3%
Maintenance & Alterations		4,771,042	5,599,137		5,841,054		4,549,237	4,748,131		198,894	4.4%
Interest		716,741	590,188		601,108		549,222	499,266		(49,956)	-9.1%
Depreciation		13,637,811	15,522,305		16,231,864		15,946,215	16,820,624		874,409	5.5%
Other Expenses & Transfers		22,273,887	21,837,961		19,651,056		20,899,901	19,182,873		(1,717,028)	-8.2%
Total Operating Expenses & Transfers		219,301,871	228,199,845	-	234,048,298		238,206,728	 241,383,916		3,177,188	1.3%
Operating Increase (Decrease)	\$	(3,520,033)	\$ (5,584,266)	\$	(7,296,633)	\$	(8,997,606)	\$ (13,297,562)	\$	(4,299,956)	47.8%
Modified Cash Flow											
Operating Increase (Decrease)	\$	(3,520,033)	\$ (5,584,266)	\$	(7,296,633)	\$	(8,997,606)	\$ (13,297,562)	\$	(4,299,956)	47.8%
Add Back Depreciation		13,637,811	15,522,305		16,231,864		15,946,215	16,820,624		874,409	5.5%
Less Capital Expenditures		(5,834,413)	(5,061,787)		(4,448,161)		(5,686,807)	(5,786,952)		(100,145)	1.8%
Less Capital Reserve Funding		(200,000)	(1,950,000)		(1,575,000)		-	-		-	-%
Less Debt Service Principal		(1,352,002)	(1,451,051)		(1,188,223)		(1,261,802)	(1,398,713)		(136,911)	10.9%
Net Change Before Other Adjustments & Transfe	r	2,731,364	1,475,201		1,723,846		-	(3,662,603)		(3,662,603)	
Transfer from/(to) Administrative Savings Rsrv		-	-		-		-	-		-	
Transfer from/(to) Budget Stabilization		-	-		-		-	-		-	
Net Change Subtotal		2,731,364	1,475,201		1,723,846		-	 (3,662,603)		(3,662,603)	
Other Strategic Transfers from/(to) Reserves		228,909	300,251		211,127		-	3,662,603		3,662,603	
Net Change in Cash & Reserve Transfers	\$	2,960,273	\$ 1,775,452	\$	1,934,973	\$	-	\$ -	\$	-	

University of Maine FY21 PROPOSED BUDGET Unrestricted Auxiliary

		FY17 ACTUALS	FY18 ACTUALS		FY19 ACTUALS	 FY20 BASE	 FY21 BASE	BUDGET CH	ANGE
Revenues									
Tuition & Fee Revenue	\$	-	\$ -	\$	-	\$ -	\$ -	\$ -	-%
Dining & Residence Revenue		37,644,882	39,278,604		39,753,572	39,731,748	40,733,936	1,002,188	2.5%
Tuition Waivers/Scholarships		(1,080,721)	(1,359,070)		(1,181,379)	(1,297,114)	(1,362,843)	(65,729)	5.1%
Net Student Charges Revenue		36,564,162	 37,919,534		38,572,193	38,434,634	39,371,093	 936,459	2.4%
State Appropriation		-	-		-	-	-	-	-%
Indirect Cost Recovery		-	-		-	-	-	-	-%
Investment Income/Gifts		-	-		-	-	-	-	-%
Sales/Services/Auxiliary		13,373,867	12,897,509		13,394,714	13,114,619	13,213,726	99,107	0.8%
Total Revenue		49,938,029	 50,817,042		51,966,907	 51,549,253	52,584,819	1,035,566	2.0%
<u>Expenses</u>			 	,				 	
Personnel		16,223,991	16,814,322		17,417,800	18,661,888	19,958,525	1,296,637	6.9%
Fuel & Electricity		3,507,634	3,752,586		4,020,836	3,882,185	4,054,865	172,680	4.4%
Supplies & Services		12,100,281	11,756,760		12,384,349	12,113,461	12,026,925	(86,536)	-0.7%
Shared Services		-	-		-	-	-	-	-%
Travel		81,571	78,265		129,128	97,995	108,245	10,250	10.5%
Memberships, Contributions & Sponsorships		15,264	11,911		16,420	15,161	14,014	(1,147)	-7.6%
Maintenance & Alterations		3,116,135	3,244,677		3,726,800	3,043,606	3,171,896	128,290	4.2%
Interest		2,113,172	1,993,097		1,880,057	1,757,274	1,634,356	(122,918)	-7.0%
Depreciation		3,361,487	3,476,156		3,624,846	3,657,981	3,949,283	291,302	8.0%
Other Expenses & Transfers		6,327,126	6,344,470		6,294,797	6,769,280	6,694,598	(74,682)	-1.1%
Total Operating Expenses & Transfers		46,846,661	47,472,245		49,495,032	49,998,831	51,612,707	1,613,876	3.2%
Operating Increase (Decrease)	\$	3,091,367	\$ 3,344,797	\$	2,471,875	\$ 1,550,422	\$ 972,112	\$ (578,310)	-37.3%
Modified Cash Flow									
Operating Increase (Decrease)	\$	3,091,367	\$ 3,344,797	\$	2,471,875	\$ 1,550,422	\$ 972,112	\$ (578,310)	-37.3%
Add Back Depreciation		3,361,487	3,476,156		3,624,846	3,657,981	3,949,283	291,302	8.0%
Less Capital Expenditures		(765,867)	(1,221,759)		(1,847,484)	(1,282,700)	(1,219,168)	63,532	-5.0%
Less Capital Reserve Funding		(1,538,075)	(1,504,056)		(500,000)	(1,137,951)	(1,138,461)	(510)	0.0%
Less Debt Service Principal		(2,410,000)	(2,495,700)		(2,629,388)	(2,787,752)	(2,563,766)	223,986	-8.0%
Net Change Before Other Adjustments & Transfer	r	1,738,913	1,599,439		1,119,848	-	-	 -	
Transfer from/(to) Administrative Savings Rsrv		-	-		-	-	-	-	
Transfer from/(to) Budget Stabilization		-	-		-	-	-	-	
Net Change Subtotal		1,738,913	1,599,439		1,119,848	 -	 -	 -	
Other Strategic Transfers from/(to) Reserves		26,606	-		-	-	-	-	
Net Change in Cash & Reserve Transfers	\$	1,765,519	\$ 1,599,439	\$	1,119,848	\$ -	\$ -	\$ -	

University of Maine FY21 PROPOSED BUDGET Unrestricted E&G and Auxiliary

		FY17 ACTUALS	FY18 ACTUALS	 FY19 ACTUALS		FY20 BASE		FY21 BASE	_	BUDGET CHA	NGE
<u>Revenues</u>											
Tuition & Fee Revenue	\$	151,251,577	\$ 164,689,431	\$ 172,797,986	\$	176,868,400	\$	179,398,319	\$	2,529,919	1.4%
Dining & Residence Revenue		37,644,882	39,278,604	39,753,572		39,731,748		40,733,936		1,002,188	2.5%
Tuition Waivers/Scholarships		(44,753,016)	(52,959,252)	(57,176,276)		(59,555,786)		(63,080,509)		(3,524,723)	5.9%
Net Student Charges Revenue		144,143,443	151,008,783	 155,375,282		157,044,362		157,051,746	_	7,384	0.0%
State Appropriation		82,897,718	83,854,217	83,592,496		84,071,731		84,897,700		825,969	1.0%
Indirect Cost Recovery		8,092,127	8,185,826	9,646,747		9,221,276		9,771,276		550,000	6.0%
Investment Income/Gifts		946,066	934,075	937,325		899,996		953,043		53,047	5.9%
Sales/Services/Auxiliary		29,640,513	29,449,720	29,166,722		29,521,010		27,997,408		(1,523,602)	-5.2%
Total Revenue		265,719,867	273,432,622	278,718,572		280,758,375		280,671,173		(87,202)	0.0%
<u>Expenses</u>											
Personnel		148,660,492	153,922,443	158,841,244		165,428,997		170,293,690		4,864,693	2.9%
Fuel & Electricity		12,174,503	12,068,999	13,038,558		14,258,861		14,222,402		(36,459)	-0.3%
Supplies & Services		27,930,934	29,270,279	30,315,192		28,190,287		27,822,644		(367,643)	-1.3%
Shared Services		17,215,453	18,136,216	18,740,043		19,781,945		20,732,805		950,860	4.8%
Travel		3,521,035	3,290,714	4,312,974		2,961,392		2,850,866		(110,526)	-3.7%
Memberships, Contributions & Sponsorships		328,715	375,448	443,737		411,361		373,189		(38,172)	-9.3%
Maintenance & Alterations		7,887,177	8,843,814	9,567,854		7,592,843		7,920,027		327,184	4.3%
Interest		2,829,913	2,583,286	2,481,165		2,306,496		2,133,622		(172,874)	-7.5%
Depreciation		16,999,298	18,998,461	19,856,709		19,604,196		20,769,907		1,165,711	5.9%
Other Expenses & Transfers		28,601,013	28,182,431	 25,945,854		27,669,181		25,877,471		(1,791,710)	-6.5%
Total Operating Expenses & Transfers		266,148,533	275,672,090	283,543,330		288,205,559		292,996,623		4,791,064	1.7%
Operating Increase (Decrease)	\$	(428,666)	\$ (2,239,468)	\$ (4,824,758)	\$	(7,447,184)	\$	(12,325,450)	\$	(4,878,266)	65.5%
Modified Cash Flow											
Operating Increase (Decrease)	\$	(428,666)	\$ (2,239,468)	\$ (4,824,758)	\$	(7,447,184)	\$	(12,325,450)	\$	(4,878,266)	65.5%
Add Back Depreciation		16,999,298	18,998,461	19,856,709		19,604,196		20,769,907		1,165,711	5.9%
Less Capital Expenditures		(6,600,280)	(6,283,546)	(6,295,645)		(6,969,507)		(7,006,120)		(36,613)	0.5%
Less Capital Reserve Funding		(1,738,075)	(3,454,056)	(2,075,000)		(1,137,951)		(1,138,461)		(510)	0.0%
Less Debt Service Principal		(3,762,002)	(3,946,751)	(3,817,611)		(4,049,554)		(3,962,479)		87,075	-2.2%
Net Change Before Other Adjustments & Transfer	r	4,470,276	 3,074,640	 2,843,695	-	-	-	(3,662,603)		(3,662,603)	
Transfer from/(to) Administrative Savings Rsrv		-	-	-		-		-		-	
Transfer from/(to) Budget Stabilization		-	-	-		-		-		-	
Net Change Subtotal		4,470,276	 3,074,640	 2,843,695		-		(3,662,603)	_	(3,662,603)	
Other Strategic Transfers from/(to) Reserves		255,516	300,251	211,127		-		3,662,603		3,662,603	
Net Change in Cash & Reserve Transfers	\$	4,725,792	\$ 3,374,891	\$ 3,054,821	\$	-	\$	-	\$	-	

Univ of Maine at Machias FY21 PROPOSED BUDGET Unrestricted E&G

	FY17 ACTUALS	 FY18 ACTUALS	FY19 ACTUALS		FY20 BASE	FY21 BASE	_	BUDGET CH	ANGE
Revenues									
Tuition & Fee Revenue	\$ 4,744,825	\$ 4,420,317	\$ 3,969,404	\$	4,102,676	\$ 3,981,973	\$	(120,703)	-2.9%
Dining & Residence Revenue	1,368	1,614	1,915		-	-		-	-%
Tuition Waivers/Scholarships	(1,404,221)	(1,241,881)	(1,044,458)		(1,168,193)	(1,123,753)		44,440	-3.8%
Net Student Charges Revenue	3,341,972	3,180,050	 2,926,861		2,934,483	 2,858,220		(76,263)	-2.6%
State Appropriation	4,482,351	5,252,559	5,205,449		5,366,231	5,393,119		26,888	0.5%
Indirect Cost Recovery	60,677	85,274	44,954		60,000	60,000		-	0.0%
Investment Income/Gifts	-	-	-		-	-		-	-%
Sales/Services/Auxiliary	297,184	300,891	225,197		284,597	254,719		(29,878)	-10.5%
Total Revenue	8,182,184	8,818,775	8,402,462		8,645,311	8,566,058		(79,253)	-0.9%
Expenses		 		,		 			
Personnel	5,674,162	5,413,918	5,588,137		5,895,960	5,597,107		(298,853)	-5.1%
Fuel & Electricity	271,755	288,057	353,924		373,200	373,200		-	0.0%
Supplies & Services	629,192	551,860	487,128		557,659	433,622		(124,037)	-22.2%
Shared Services	1,211,319	1,191,534	1,183,352		1,261,736	1,280,952		19,216	1.5%
Travel	157,718	235,325	212,071		255,008	219,574		(35,434)	-13.9%
Memberships, Contributions & Sponsorships	28,397	30,509	14,093		28,975	29,375		400	1.4%
Maintenance & Alterations	97,877	78,023	118,706		152,782	152,782		-	0.0%
Interest	70,661	64,325	60,599		55,357	52,838		(2,519)	-4.6%
Depreciation	476,513	505,919	492,378		490,258	483,520		(6,738)	-1.4%
Other Expenses & Transfers	375,542	385,071	208,660		432,086	400,992		(31,094)	-7.2%
Total Operating Expenses & Transfers	8,993,137	8,744,541	8,719,048		9,503,021	9,023,962		(479,059)	-5.0%
Operating Increase (Decrease)	\$ (810,954)	\$ 74,234	\$ (316,586)	\$	(857,710)	\$ (457,904)	\$	399,806	-46.6%
Modified Cash Flow									
Operating Increase (Decrease)	\$ (810,954)	\$ 74,234	\$ (316,586)	\$	(857,710)	\$ (457,904)	\$	399,806	-46.6%
Add Back Depreciation	476,513	505,919	492,378		490,258	483,520		(6,738)	-1.4%
Less Capital Expenditures	(11,744)	(231)	(130)		(11,408)	(12,158)		(750)	6.6%
Less Capital Reserve Funding	(789,870)	-	-		-	-		-	-%
Less Debt Service Principal	(90,099)	(107,558)	(109,017)		(115,417)	(158,458)		(43,041)	37.3%
Net Change Before Other Adjustments & Transfe	r (1,226,154)	472,364	66,644		(494,277)	(145,000)		349,277	
Transfer from/(to) Administrative Savings Rsrv	1,000,000	-	-		-	-		-	
Transfer from/(to) Budget Stabilization	-	-	-		-	-		-	
Net Change Subtotal	(226,154)	472,364	 66,644		(494,277)	 (145,000)		349,277	
Other Strategic Transfers from/(to) Reserves	6,332	196	400		494,277	145,000		(349,277)	
Net Change in Cash & Reserve Transfers	\$ (219,822)	\$ 472,560	\$ 67,044	\$	-	\$ -	\$	-	

Univ of Maine at Machias FY21 PROPOSED BUDGET Unrestricted Auxiliary

	FY17 ACTUALS	 FY18 ACTUALS	 FY19 ACTUALS		FY20 BASE	FY21 BASE	 BUDGET CHA	ANGE
<u>Revenues</u>								
Tuition & Fee Revenue	\$ -	\$ _	\$ -	\$	-	\$ -	\$ -	-%
Dining & Residence Revenue	1,902,246	1,532,605	1,371,728		1,623,388	1,618,224	(5,164)	-0.3%
Tuition Waivers/Scholarships	(74,624)	(69,024)	(40,140)		(45,250)	(37,810)	7,440	-16.4%
Net Student Charges Revenue	1,827,622	 1,463,581	 1,331,588		1,578,138	1,580,414	 2,276	0.1%
State Appropriation	-	-	-		-	-	-	-%
Indirect Cost Recovery	-	-	-		-	-	-	-%
Investment Income/Gifts	-	-	-		-	-	-	-%
Sales/Services/Auxiliary	91,488	74,151	77,578		49,315	49,315	-	0.0%
Total Revenue	1,919,110	1,537,732	1,409,166		1,627,453	1,629,729	 2,276	0.1%
<u>Expenses</u>				'		 	 	
Personnel	216,826	230,166	205,610		250,402	251,541	1,139	0.5%
Fuel & Electricity	199,879	212,663	232,032		207,580	202,580	(5,000)	-2.4%
Supplies & Services	805,064	722,374	721,090		735,405	747,868	12,463	1.7%
Shared Services	-	-	-		-	-	-	-%
Travel	3,761	2,111	4,971		500	500	-	0.0%
Memberships, Contributions & Sponsorships	-	60	60		100	100	-	0.0%
Maintenance & Alterations	52,549	67,770	49,319		68,450	72,613	4,163	6.1%
Interest	105,041	96,883	92,514		86,705	81,320	(5,385)	-6.2%
Depreciation	209,031	232,410	253,421		241,339	278,822	37,483	15.5%
Other Expenses & Transfers	94,286	69,886	46,775		59,727	52,826	(6,901)	-11.6%
Total Operating Expenses & Transfers	1,686,437	1,634,322	1,605,792		1,650,208	1,688,170	37,962	2.3%
Operating Increase (Decrease)	\$ 232,673	\$ (96,589)	\$ (196,626)	\$	(22,755)	\$ (58,441)	\$ (35,686)	156.8%
Modified Cash Flow								
Operating Increase (Decrease)	\$ 232,673	\$ (96,589)	\$ (196,626)	\$	(22,755)	\$ (58,441)	\$ (35,686)	156.8%
Add Back Depreciation	209,031	232,410	253,421		241,339	278,822	37,483	15.5%
Less Capital Expenditures	(42,639)	(40,101)	(19,000)		-	-	-	-%
Less Capital Reserve Funding	-	-	-		-	-	-	-%
Less Debt Service Principal	(179,363)	(197,067)	(212,436)		(218,584)	(220,381)	(1,797)	0.8%
Net Change Before Other Adjustments & Transfer	r 219,702	 (101,348)	 (174,641)		-	 -	 -	
Transfer from/(to) Administrative Savings Rsrv	-	-	-		-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-		-	-	-	
Net Change Subtotal	219,702	(101,348)	 (174,641)		-	-	-	
Other Strategic Transfers from/(to) Reserves	-	-	-		-	-	-	
Net Change in Cash & Reserve Transfers	\$ 219,702	\$ (101,348)	\$ (174,641)	\$	-	\$ -	\$ -	

Univ of Maine at Machias FY21 PROPOSED BUDGET Unrestricted E&G and Auxiliary

	FY17 ACTUALS	FY18 ACTUALS	 FY19 ACTUALS	 FY20 BASE	FY21 BASE	BUDGET CHA	ANGE
Revenues							
Tuition & Fee Revenue	\$ 4,744,825	\$ 4,420,317	\$ 3,969,404	\$ 4,102,676	\$ 3,981,973	\$ (120,703)	-2.9%
Dining & Residence Revenue	1,903,614	1,534,219	1,373,643	1,623,388	1,618,224	(5,164)	-0.3%
Tuition Waivers/Scholarships	(1,478,844)	(1,310,905)	(1,084,598)	(1,213,443)	(1,161,563)	51,880	-4.3%
Net Student Charges Revenue	5,169,594	 4,643,631	 4,258,449	4,512,621	4,438,634	(73,987)	-1.6%
State Appropriation	4,482,351	5,252,559	5,205,449	5,366,231	5,393,119	26,888	0.5%
Indirect Cost Recovery	60,677	85,274	44,954	60,000	60,000	-	0.0%
Investment Income/Gifts	-	-	-	-	-	-	-%
Sales/Services/Auxiliary	388,671	375,042	302,776	333,912	304,034	(29,878)	-8.9%
Total Revenue	10,101,293	 10,356,507	9,811,628	 10,272,764	10,195,787	 (76,977)	-0.7%
<u>Expenses</u>							
Personnel	5,890,988	5,644,084	5,793,746	6,146,362	5,848,648	(297,714)	-4.8%
Fuel & Electricity	471,634	500,720	585,956	580,780	575,780	(5,000)	-0.9%
Supplies & Services	1,434,256	1,274,233	1,208,219	1,293,064	1,181,490	(111,574)	-8.6%
Shared Services	1,211,319	1,191,534	1,183,352	1,261,736	1,280,952	19,216	1.5%
Travel	161,480	237,435	217,042	255,508	220,074	(35,434)	-13.9%
Memberships, Contributions & Sponsorships	28,397	30,569	14,153	29,075	29,475	400	1.4%
Maintenance & Alterations	150,426	145,793	168,025	221,232	225,395	4,163	1.9%
Interest	175,702	161,208	153,113	142,062	134,158	(7,904)	-5.6%
Depreciation	685,544	738,329	745,799	731,597	762,342	30,745	4.2%
Other Expenses & Transfers	469,828	454,956	255,435	491,813	453,818	(37,995)	-7.7%
Total Operating Expenses & Transfers	10,679,574	10,378,863	10,324,840	 11,153,229	10,712,132	 (441,097)	-4.0%
Operating Increase (Decrease)	\$ (578,281)	\$ (22,356)	\$ (513,212)	\$ (880,465)	\$ (516,345)	\$ 364,120	-41.4%
Modified Cash Flow							
Operating Increase (Decrease)	\$ (578,281)	\$ (22,356)	\$ (513,212)	\$ (880,465)	\$ (516,345)	\$ 364,120	-41.4%
Add Back Depreciation	685,544	738,329	745,799	731,597	762,342	30,745	4.2%
Less Capital Expenditures	(54,383)	(40,332)	(19,130)	(11,408)	(12,158)	(750)	6.6%
Less Capital Reserve Funding	(789,870)	-	-	-	-	-	-%
Less Debt Service Principal	(269,462)	(304,625)	(321,453)	(334,001)	(378,839)	(44,838)	13.4%
Net Change Before Other Adjustments & Transfer	r (1,006,452)	371,016	(107,997)	(494,277)	(145,000)	 349,277	
Transfer from/(to) Administrative Savings Rsrv	1,000,000	-	-	-	-	-	
Transfer from/(to) Budget Stabilization		 -	-	-	 -	 	
Net Change Subtotal	(6,452)	371,016	(107,997)	(494,277)	(145,000)	349,277	
Other Strategic Transfers from/(to) Reserves	6,332	196	400	494,277	145,000	(349,277)	
Net Change in Cash & Reserve Transfers	\$ (120)	\$ 371,212	\$ (107,597)	\$ -	\$ -	\$ -	

University of Maine at Augusta FY21 PROPOSED BUDGET Unrestricted E&G

	FY17 ACTUALS		FY18 ACTUALS	FY19 ACTUALS	 FY20 BASE	 FY21 BASE		BUDGET CH	ANGE
<u>Revenues</u>									
Tuition & Fee Revenue	\$ 20,924,255	\$	20,370,378	\$ 21,454,377	\$ 22,741,777	\$ 24,291,841	\$	1,550,064	6.8%
Dining & Residence Revenue	-		-	-	-	-		-	-%
Tuition Waivers/Scholarships	(2,691,731)		(3,431,893)	(3,445,212)	(3,658,646)	(3,886,549)		(227,903)	6.2%
Net Student Charges Revenue	18,232,524	·	16,938,485	 18,009,165	 19,083,131	20,405,292		1,322,161	6.9%
State Appropriation	16,803,125		17,193,899	17,428,401	18,366,360	19,270,260		903,900	4.9%
Indirect Cost Recovery	159,416		156,968	149,667	160,885	160,885		-	0.0%
Investment Income/Gifts	-		-	-	-	-		-	-%
Sales/Services/Auxiliary	549,466		476,336	376,085	730,533	661,088		(69,445)	-9.5%
Total Revenue	35,744,531		34,765,688	35,963,318	38,340,909	40,497,525		2,156,616	5.6%
<u>Expenses</u>								_	
Personnel	24,600,452		24,726,796	25,482,290	27,295,528	27,810,868		515,340	1.9%
Fuel & Electricity	615,403		694,926	826,393	717,696	738,162		20,466	2.9%
Supplies & Services	1,788,560		1,602,182	1,573,719	1,758,438	1,751,145		(7,293)	-0.4%
Shared Services	4,476,201		4,608,719	4,806,306	4,934,782	4,804,276		(130,506)	-2.6%
Travel	357,547		344,505	309,789	329,191	325,112		(4,079)	-1.2%
Memberships, Contributions & Sponsorships	52,206		76,265	62,558	88,566	85,465		(3,101)	-3.5%
Maintenance & Alterations	445,018		496,396	627,993	755,847	767,223		11,376	1.5%
Interest	42,550		34,540	30,228	24,612	21,999		(2,613)	-10.6%
Depreciation	1,555,419		1,703,223	1,738,994	1,700,928	1,883,660		182,732	10.7%
Other Expenses & Transfers	2,151,204		2,031,111	 1,748,979	 2,575,146	 2,581,850		6,704	0.3%
Total Operating Expenses & Transfers	36,084,559		36,318,663	37,207,250	40,180,734	40,769,760		589,026	1.5%
Operating Increase (Decrease)	\$ (340,028)	\$	(1,552,974)	\$ (1,243,932)	\$ (1,839,825)	\$ (272,235)	\$	1,567,590	-85.2%
Modified Cash Flow									
Operating Increase (Decrease)	\$ (340,028)	\$	(1,552,974)	\$ (1,243,932)	\$ (1,839,825)	\$ (272,235)	\$	1,567,590	-85.2%
Add Back Depreciation	1,555,419		1,703,223	1,738,994	1,700,928	1,883,660		182,732	10.7%
Less Capital Expenditures	(724,844)		(821,025)	(813,789)	(724,433)	(947,500)		(223,067)	30.8%
Less Capital Reserve Funding	-		-	-	-	-		-	-%
Less Debt Service Principal	(278,035)		(286,330)	(328,372)	(345,181)	(372,538)		(27,357)	7.9%
Net Change Before Other Adjustments & Transfer	r 212,511		(957,105)	(647,098)	(1,208,511)	291,387		1,499,898	
Transfer from/(to) Administrative Savings Rsrv	-		-	-	-	-		-	
Transfer from/(to) Budget Stabilization	-		-	-	-	-		-	
Net Change Subtotal	212,511		(957,105)	 (647,098)	 (1,208,511)	 291,387	_	1,499,898	
Other Strategic Transfers from/(to) Reserves	405,923		(12,902)	505,817	1,203,064	-		(1,203,064)	
Net Change in Cash & Reserve Transfers	\$ 618,435	\$	(970,008)	\$ (141,281)	\$ (5,447)	\$ 291,387	\$	296,834	

University of Maine at Augusta FY21 PROPOSED BUDGET Unrestricted Auxiliary

	FY17 ACTUALS	 FY18 ACTUALS	 FY19 ACTUALS	 FY20 BASE	 FY21 BASE	 BUDGET CH	ANGE
Revenues							
Tuition & Fee Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-%
Dining & Residence Revenue	5,511	6,794	5,694	256,413	592,077	335,664	130.9%
Tuition Waivers/Scholarships	-	-	-	-	(46,800)	(46,800)	-%
Net Student Charges Revenue	5,511	 6,794	 5,694	 256,413	 545,277	 288,864	112.7%
State Appropriation	-	-	-	-	-	-	-%
Indirect Cost Recovery	-	-	-	-	-	-	-%
Investment Income/Gifts	-	-	-	-	-	-	-%
Sales/Services/Auxiliary	1,160,982	1,040,118	1,064,604	1,119,000	1,054,500	(64,500)	-5.8%
Total Revenue	1,166,494	 1,046,912	1,070,298	 1,375,413	 1,599,777	224,364	16.3%
<u>Expenses</u>							
Personnel	277,243	281,370	289,590	377,750	321,097	(56,653)	-15.0%
Fuel & Electricity	694	723	697	1,000	700	(300)	-30.0%
Supplies & Services	826,060	728,808	754,064	785,108	800,544	15,436	2.0%
Shared Services	-	-	-	-	-	-	-%
Travel	26	-	-	450	450	-	0.0%
Memberships, Contributions & Sponsorships	885	685	940	700	950	250	35.7%
Maintenance & Alterations	9,604	3,880	5,623	9,137	11,637	2,500	27.4%
Interest	2,284	1,882	1,468	1,141	1,415	274	24.0%
Depreciation	15,986	17,335	17,335	16,769	15,771	(998)	-6.0%
Other Expenses & Transfers	112,607	108,810	136,871	398,615	621,425	222,810	55.9%
Total Operating Expenses & Transfers	1,245,388	 1,143,493	1,206,588	 1,590,670	1,773,989	183,319	11.5%
Operating Increase (Decrease)	\$ (78,895)	\$ (96,580)	\$ (136,290)	\$ (215,257)	\$ (174,212)	\$ 41,045	-19.1%
Modified Cash Flow							
Operating Increase (Decrease)	\$ (78,895)	\$ (96,580)	\$ (136,290)	\$ (215,257)	\$ (174,212)	\$ 41,045	-19.1%
Add Back Depreciation	15,986	17,335	17,335	16,769	15,771	(998)	-6.0%
Less Capital Expenditures	(22,399)	(5,000)	(5,000)	-	-	-	-%
Less Capital Reserve Funding	-	-	-	-	-	-	-%
Less Debt Service Principal	(10,066)	(10,345)	(10,904)	(11,184)	(16,825)	(5,641)	50.4%
Net Change Before Other Adjustments & Transfer	r (95,373)	 (94,591)	(134,860)	(209,672)	(175,266)	34,406	
Transfer from/(to) Administrative Savings Rsrv	-	-	-	-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-	-	-	-	
Net Change Subtotal	(95,373)	(94,591)	(134,860)	 (209,672)	 (175,266)	34,406	
Other Strategic Transfers from/(to) Reserves	-	-	-	209,672	-	(209,672)	
Net Change in Cash & Reserve Transfers	\$ (95,373)	\$ (94,591)	\$ (134,860)	\$ -	\$ (175,266)	\$ (175,266)	

University of Maine at Augusta FY21 PROPOSED BUDGET Unrestricted E&G and Auxiliary

	FY17 ACTU	ALS	FY18 ACTUALS	 FY19 ACTUALS	FY20 BASE	 FY21 BASE	 BUDGET CH	ANGE
<u>Revenues</u>								
Tuition & Fee Revenue	\$ 20,924,2	55	\$ 20,370,378	\$ 21,454,377	\$ 22,741,777	\$ 24,291,841	\$ 1,550,064	6.8%
Dining & Residence Revenue	5,5	11	6,794	5,694	256,413	592,077	335,664	130.9%
Tuition Waivers/Scholarships	(2,691,7	31)	(3,431,893)	(3,445,212)	(3,658,646)	(3,933,349)	(274,703)	7.5%
Net Student Charges Revenue	18,238,0	35	16,945,279	 18,014,859	 19,339,544	20,950,569	1,611,025	8.3%
State Appropriation	16,803,1	25	17,193,899	17,428,401	18,366,360	19,270,260	903,900	4.9%
Indirect Cost Recovery	159,4	16	156,968	149,667	160,885	160,885	-	0.0%
Investment Income/Gifts		-	-	-	-	-	-	-%
Sales/Services/Auxiliary	1,710,4	48	1,516,455	1,440,690	1,849,533	1,715,588	(133,945)	-7.2%
Total Revenue	36,911,0	25	35,812,601	37,033,616	39,716,322	 42,097,302	2,380,980	6.0%
<u>Expenses</u>				 		 	_	
Personnel	24,877,6	95	25,008,166	25,771,880	27,673,278	28,131,965	458,687	1.7%
Fuel & Electricity	616,0	97	695,649	827,090	718,696	738,862	20,166	2.8%
Supplies & Services	2,614,6	19	2,330,990	2,327,783	2,543,546	2,551,689	8,143	0.3%
Shared Services	4,476,2	01	4,608,719	4,806,306	4,934,782	4,804,276	(130,506)	-2.6%
Travel	357,5	73	344,505	309,789	329,641	325,562	(4,079)	-1.2%
Memberships, Contributions & Sponsorships	53,0	91	76,950	63,498	89,266	86,415	(2,851)	-3.2%
Maintenance & Alterations	454,6	22	500,276	633,616	764,984	778,860	13,876	1.8%
Interest	44,8	34	36,422	31,696	25,753	23,414	(2,339)	-9.1%
Depreciation	1,571,4	05	1,720,558	1,756,329	1,717,697	1,899,431	181,734	10.6%
Other Expenses & Transfers	2,263,8	11	 2,139,921	1,885,850	2,973,761	 3,203,275	229,514	7.7%
Total Operating Expenses & Transfers	37,329,9	48	37,462,155	38,413,838	41,771,404	42,543,749	772,345	1.8%
Operating Increase (Decrease)	\$ (418,9	23)	\$ (1,649,554)	\$ (1,380,222)	\$ (2,055,082)	\$ (446,447)	\$ 1,608,635	-78.3%
Modified Cash Flow								
Operating Increase (Decrease)	\$ (418,9	23)	\$ (1,649,554)	\$ (1,380,222)	\$ (2,055,082)	\$ (446,447)	\$ 1,608,635	-78.3%
Add Back Depreciation	1,571,4	05	1,720,558	1,756,329	1,717,697	1,899,431	181,734	10.6%
Less Capital Expenditures	(747,2	43)	(826,025)	(818,789)	(724,433)	(947,500)	(223,067)	30.8%
Less Capital Reserve Funding		-	-	-	-	-	-	-%
Less Debt Service Principal	(288,1	01)	(296,675)	(339,276)	(356,365)	(389,363)	(32,998)	9.3%
Net Change Before Other Adjustments & Transfer	r 117,1	38	(1,051,696)	(781,958)	(1,418,183)	116,121	1,534,304	
Transfer from/(to) Administrative Savings Rsrv		-	-	-	-	-	-	
Transfer from/(to) Budget Stabilization		-	-	-	-	-	-	
Net Change Subtotal	117,1	38	(1,051,696)	(781,958)	(1,418,183)	116,121	 1,534,304	
Other Strategic Transfers from/(to) Reserves	405,9	23	(12,902)	505,817	1,412,736	-	(1,412,736)	
Net Change in Cash & Reserve Transfers	\$ 523,0	51	\$ (1,064,598)	\$ (276,141)	\$ (5,447)	\$ 116,121	\$ 121,568	

Univ of Maine at Farmington FY21 PROPOSED BUDGET Unrestricted E&G

		FY17 ACTUALS	FY18 ACTUALS	FY19 ACTUALS	 FY20 BASE	FY21 BASE	BUDGET CH	ANGE
<u>Revenues</u>								
Tuition & Fee Revenue	\$	18,920,211	\$ 19,365,705	\$ 19,421,490	\$ 19,319,267	\$ 19,536,312	\$ 217,045	1.1%
Dining & Residence Revenue		-	-	-	-	-	-	-%
Tuition Waivers/Scholarships		(4,063,233)	(4,599,672)	(4,773,421)	(4,605,057)	(4,869,174)	(264,117)	5.7%
Net Student Charges Revenue		14,856,979	 14,766,034	 14,648,068	 14,714,210	14,667,138	(47,072)	-0.3%
State Appropriation		12,253,931	12,296,865	12,380,248	12,978,593	13,740,959	762,366	5.9%
Indirect Cost Recovery		260,117	220,402	211,347	200,000	225,000	25,000	12.5%
Investment Income/Gifts		3,340	-	4,549	-	-	-	-%
Sales/Services/Auxiliary		1,028,611	1,013,835	1,193,520	763,310	897,607	134,297	17.6%
Total Revenue		28,402,978	28,297,136	28,437,732	 28,656,113	 29,530,704	 874,591	3.1%
Expenses			 		 	 	 	
Personnel		22,932,516	23,739,506	24,343,276	24,213,020	25,070,929	857,909	3.5%
Fuel & Electricity		693,341	659,140	762,964	776,326	697,904	(78,422)	-10.1%
Supplies & Services		1,484,184	1,384,180	1,345,709	1,350,441	1,218,417	(132,024)	-9.8%
Shared Services		3,081,149	3,316,799	3,658,022	3,790,711	3,937,308	146,597	3.9%
Travel		766,832	596,438	789,477	538,506	528,556	(9,950)	-1.8%
Memberships, Contributions & Sponsorships		91,914	92,599	101,535	94,059	94,059	-	0.0%
Maintenance & Alterations		208,231	113,453	124,370	50,981	50,981	-	0.0%
Interest		226,986	213,133	198,430	180,699	161,372	(19,327)	-10.7%
Depreciation		1,818,821	1,881,502	1,873,593	1,842,905	1,984,535	141,630	7.7%
Other Expenses & Transfers		(718,837)	(848,711)	(624,021)	(1,163,499)	(1,013,812)	149,687	-12.9%
Total Operating Expenses & Transfers		30,585,136	31,148,041	32,573,355	31,674,149	32,730,249	1,056,100	3.3%
Operating Increase (Decrease)	\$	(2,182,159)	\$ (2,850,904)	\$ (4,135,623)	\$ (3,018,036)	\$ (3,199,545)	\$ (181,509)	6.0%
Modified Cash Flow								
Operating Increase (Decrease)	\$	(2,182,159)	\$ (2,850,904)	\$ (4,135,623)	\$ (3,018,036)	\$ (3,199,545)	\$ (181,509)	6.0%
Add Back Depreciation		1,818,821	1,881,502	1,873,593	1,842,905	1,984,535	141,630	7.7%
Less Capital Expenditures		(55,514)	(30,893)	(9,730)	(424,030)	(445,232)	(21,202)	5.0%
Less Capital Reserve Funding		(376,964)	-	-	-	-	-	-%
Less Debt Service Principal		(304,888)	(323,021)	(343,939)	(392,531)	(320,608)	71,923	-18.3%
Net Change Before Other Adjustments & Transfe	r	(1,100,704)	(1,323,317)	(2,615,698)	(1,991,692)	(1,980,850)	10,842	
Transfer from/(to) Administrative Savings Rsrv		-	-	-	-	-	-	
Transfer from/(to) Budget Stabilization		-	-	-	500,000	500,000	-	
Net Change Subtotal		(1,100,704)	(1,323,317)	(2,615,698)	(1,491,692)	 (1,480,850)	10,842	
Other Strategic Transfers from/(to) Reserves		749,764	-	-	-	110,000	110,000	
Net Change in Cash & Reserve Transfers	\$	(350,939)	\$ (1,323,317)	\$ (2,615,698)	\$ (1,491,692)	\$ (1,370,850)	\$ 120,842	

Univ of Maine at Farmington FY21 PROPOSED BUDGET Unrestricted Auxiliary

	FY17 ACTUAL	<u>s</u>	FY18 ACTUALS	FY19 ACTUALS		FY20 BASE	FY21 BASE	_	BUDGET CH	ANGE
Revenues										
Tuition & Fee Revenue	\$. \$	-	\$ -	\$	-	\$ -	\$	-	-%
Dining & Residence Revenue	8,071,723	:	8,586,283	8,559,165		9,273,041	9,175,916		(97,125)	-1.0%
Tuition Waivers/Scholarships	(406,05	')	(463,922)	(356,055)		(296,415)	(267,208)		29,207	-9.9%
Net Student Charges Revenue	7,665,666	<u> </u>	8,122,360	 8,203,110		8,976,626	 8,908,708		(67,918)	-0.8%
State Appropriation			-	-		-	-		-	-%
Indirect Cost Recovery			-	-		-	-		-	-%
Investment Income/Gifts			-	-		-	-		-	-%
Sales/Services/Auxiliary	767,67	_	656,971	520,235		253,700	264,825		11,125	4.4%
Total Revenue	8,433,33	, –	8,779,331	8,723,345		9,230,326	9,173,533		(56,793)	-0.6%
Expenses					,		 			
Personnel	1,859,15		1,823,973	1,869,855		1,748,897	1,776,030		27,133	1.6%
Fuel & Electricity	436,328	3	455,506	508,072		498,648	519,542		20,894	4.2%
Supplies & Services	3,182,964	ı	3,320,728	3,346,936		3,290,408	3,346,725		56,317	1.7%
Shared Services		-	-	-		-	-		-	-%
Travel	21,759)	24,463	14,702		4,275	14,480		10,205	238.7%
Memberships, Contributions & Sponsorships	1,800)	2,775	1,731		3,550	3,550		-	0.0%
Maintenance & Alterations	109,37	;	150,951	57,795		47,407	47,407		-	0.0%
Interest	474,57	,	445,091	421,967		390,147	363,419		(26,728)	-6.9%
Depreciation	524,44	_	633,192	696,981		703,478	751,775		48,297	6.9%
Other Expenses & Transfers	1,830,773		1,611,867	1,566,089		2,232,440	2,086,514		(145,926)	-6.5%
Total Operating Expenses & Transfers	8,441,170)	8,468,548	8,484,127		8,919,250	8,909,442		(9,808)	-0.1%
Operating Increase (Decrease)	\$ (7,832	2) \$	310,783	\$ 239,218	\$	311,076	\$ 264,091	\$	(46,985)	-15.1%
Modified Cash Flow										
Operating Increase (Decrease)	\$ (7,832	2) \$	310,783	\$ 239,218	\$	311,076	\$ 264,091	\$	(46,985)	-15.1%
Add Back Depreciation	524,44		633,192	696,981		703,478	751,775		48,297	6.9%
Less Capital Expenditures	(275,574	!)	(380,162)	(270,990)		(225,236)	(230,748)		(5,512)	2.4%
Less Capital Reserve Funding			-	-		-	-		-	-%
Less Debt Service Principal	(606,100))	(638,566)	(708,278)		(789,318)	(702,968)		86,350	-10.9%
Net Change Before Other Adjustments & Transfe	r (365,06	5)	(74,753)	(43,069)		-	82,150		82,150	
Transfer from/(to) Administrative Savings Rsrv			-	-		-	-		-	
Transfer from/(to) Budget Stabilization		-	-	-			-	_	-	
Net Change Subtotal	(365,069	5)	(74,753)	(43,069)		-	 82,150		82,150	
Other Strategic Transfers from/(to) Reserves		-	-	-		-	-		-	
Net Change in Cash & Reserve Transfers	\$ (365,069	5) \$	(74,753)	\$ (43,069)	\$	-	\$ 82,150	\$	82,150	

Univ of Maine at Farmington FY21 PROPOSED BUDGET Unrestricted E&G and Auxiliary

		FY17 ACTUALS	FY18 ACTUALS		FY19 ACTUALS	FY20 BASE	FY21 BASE	 BUDGET CH	ANGE
Revenues									
Tuition & Fee Revenue	\$	18,920,211	\$ 19,365,705	\$	19,421,490	\$ 19,319,267	\$ 19,536,312	\$ 217,045	1.1%
Dining & Residence Revenue		8,071,723	8,586,283		8,559,165	9,273,041	9,175,916	(97,125)	-1.0%
Tuition Waivers/Scholarships		(4,469,289)	(5,063,594)		(5,129,476)	(4,901,472)	(5,136,382)	(234,910)	4.8%
Net Student Charges Revenue		22,522,645	22,888,394	-	22,851,179	 23,690,836	23,575,846	 (114,990)	-0.5%
State Appropriation		12,253,931	12,296,865		12,380,248	12,978,593	13,740,959	762,366	5.9%
Indirect Cost Recovery		260,117	220,402		211,347	200,000	225,000	25,000	12.5%
Investment Income/Gifts		3,340	-		4,549	-	-	-	-%
Sales/Services/Auxiliary		1,796,282	1,670,806		1,713,755	1,017,010	1,162,432	145,422	14.3%
Total Revenue		36,836,315	37,076,467		37,161,078	37,886,439	38,704,237	817,798	2.2%
<u>Expenses</u>									
Personnel		24,791,667	25,563,479		26,213,130	25,961,917	26,846,959	885,042	3.4%
Fuel & Electricity		1,129,669	1,114,647		1,271,035	1,274,974	1,217,446	(57,528)	-4.5%
Supplies & Services		4,667,148	4,704,908		4,692,645	4,640,849	4,565,142	(75,707)	-1.6%
Shared Services		3,081,149	3,316,799		3,658,022	3,790,711	3,937,308	146,597	3.9%
Travel		788,591	620,902		804,180	542,781	543,036	255	0.0%
Memberships, Contributions & Sponsorships		93,714	95,374		103,266	97,609	97,609	-	0.0%
Maintenance & Alterations		317,606	264,405		182,166	98,388	98,388	-	0.0%
Interest		701,563	658,224		620,397	570,846	524,791	(46,055)	-8.1%
Depreciation		2,343,262	2,514,694		2,570,574	2,546,383	2,736,310	189,927	7.5%
Other Expenses & Transfers		1,111,936	763,157		942,068	 1,068,941	 1,072,702	 3,761	0.4%
Total Operating Expenses & Transfers		39,026,306	39,616,588		41,057,482	40,593,399	41,639,691	1,046,292	2.6%
Operating Increase (Decrease)	\$	(2,189,991)	\$ (2,540,121)	\$	(3,896,405)	\$ (2,706,960)	\$ (2,935,454)	\$ (228,494)	8.4%
Modified Cash Flow									
Operating Increase (Decrease)	\$	(2,189,991)	\$ (2,540,121)	\$	(3,896,405)	\$ (2,706,960)	\$ (2,935,454)	\$ (228,494)	8.4%
Add Back Depreciation		2,343,262	2,514,694		2,570,574	2,546,383	2,736,310	189,927	7.5%
Less Capital Expenditures		(331,088)	(411,055)		(280,720)	(649,266)	(675,980)	(26,714)	4.1%
Less Capital Reserve Funding		(376,964)	-		-	-	-	-	-%
Less Debt Service Principal		(910,988)	(961,587)		(1,052,217)	(1,181,849)	(1,023,576)	158,273	-13.4%
Net Change Before Other Adjustments & Transfe	er	(1,465,769)	(1,398,069)		(2,658,768)	(1,991,692)	(1,898,700)	92,992	
Transfer from/(to) Administrative Savings Rsrv		-	-		-	-	-	-	
Transfer from/(to) Budget Stabilization			 		-	 500,000	 500,000	 -	
Net Change Subtotal		(1,465,769)	(1,398,069)		(2,658,768)	(1,491,692)	(1,398,700)	92,992	
Other Strategic Transfers from/(to) Reserves		749,764	-		-	-	110,000	110,000	
Net Change in Cash & Reserve Transfers	\$	(716,005)	\$ (1,398,069)	\$	(2,658,768)	\$ (1,491,692)	\$ (1,288,700)	\$ 202,992	

Univ of Maine at Fort Kent FY21 PROPOSED BUDGET Unrestricted E&G

	F	Y17 ACTUALS		FY18 ACTUALS		FY19 ACTUALS	FY20 BASE	FY21 BASE	BUDGET CH	ANGE
<u>Revenues</u>										
Tuition & Fee Revenue	\$	8,782,839	\$	8,674,237	\$	8,678,189	\$ 7,976,774	\$ 8,398,355	\$ 421,581	5.3%
Dining & Residence Revenue		-		-		-	-	-	-	-%
Tuition Waivers/Scholarships		(976,618)		(1,447,188)		(1,571,238)	(1,570,071)	(1,639,349)	(69,278)	4.4%
Net Student Charges Revenue		7,806,221	-	7,227,049	-	7,106,951	 6,406,703	6,759,006	352,303	5.5%
State Appropriation		5,308,503		6,513,346		6,877,413	7,818,910	8,600,477	781,567	10.0%
Indirect Cost Recovery		49,376		43,369		37,775	37,500	35,000	(2,500)	-6.7%
Investment Income/Gifts		-		-		-	-	-	-	-%
Sales/Services/Auxiliary		407,501		337,260		583,364	184,200	246,350	62,150	33.7%
Total Revenue		13,571,602		14,121,024		14,605,503	14,447,313	15,640,833	1,193,520	8.3%
<u>Expenses</u>										
Personnel		8,896,826		9,200,527		9,015,914	9,426,803	9,993,748	566,945	6.0%
Fuel & Electricity		428,252		408,864		450,819	463,550	433,270	(30,280)	-6.5%
Supplies & Services		640,315		594,458		935,315	599,949	803,402	203,453	33.9%
Shared Services		1,514,685		1,677,758		1,810,651	1,949,296	2,089,035	139,739	7.2%
Travel		298,363		343,488		362,050	398,350	396,860	(1,490)	-0.4%
Memberships, Contributions & Sponsorships		59,992		59,695		64,144	70,990	74,990	4,000	5.6%
Maintenance & Alterations		201,312		184,222		161,979	198,341	207,414	9,073	4.6%
Interest		45,615		38,563		35,206	30,166	25,477	(4,689)	-15.5%
Depreciation		666,633		628,754		718,358	713,898	730,121	16,223	2.3%
Other Expenses & Transfers		1,466,569		367,036		800,284	437,942	650,845	212,903	48.6%
Total Operating Expenses & Transfers		14,218,562		13,503,364		14,354,718	14,289,285	15,405,162	1,115,877	7.8%
Operating Increase (Decrease)	\$	(646,960)	\$	617,659	\$	250,785	\$ 158,028	\$ 235,671	\$ 77,643	49.1%
Modified Cash Flow										
Operating Increase (Decrease)	\$	(646,960)	\$	617,659	\$	250,785	\$ 158,028	\$ 235,671	\$ 77,643	49.1%
Add Back Depreciation		666,633		628,754		718,358	713,898	730,121	16,223	2.3%
Less Capital Expenditures		(452,098)		(270,688)		(259,427)	(225,000)	(259,000)	(34,000)	15.1%
Less Capital Reserve Funding		(27,445)		-		-	-	-	-	-%
Less Debt Service Principal		(366,256)		(327,341)		(345,488)	(346,039)	(356,954)	(10,915)	3.2%
Net Change Before Other Adjustments & Transfe	r	(826,126)		648,385		364,228	300,887	349,838	48,951	
Transfer from/(to) Administrative Savings Rsrv		1,000,000		-		-	-	-	-	
Transfer from/(to) Budget Stabilization		-		-		-	-	-	-	
Net Change Subtotal		173,874		648,385		364,228	 300,887	 349,838	 48,951	
Other Strategic Transfers from/(to) Reserves		=		-		-	-	-	=	
Net Change in Cash & Reserve Transfers	\$	173,874	\$	648,385	\$	364,228	\$ 300,887	\$ 349,838	\$ 48,951	

Univ of Maine at Fort Kent FY21 PROPOSED BUDGET Unrestricted Auxiliary

	FY17 ACTUALS	 FY18 ACTUALS	 FY19 ACTUALS		FY20 BASE	FY21 BASE	BUDGET CH	ANGE
Revenues								
Tuition & Fee Revenue	\$ -	\$ -	\$ -	\$	-	\$ -	\$ -	-%
Dining & Residence Revenue	1,512,141	1,297,601	1,391,852		1,407,995	1,470,835	62,840	4.5%
Tuition Waivers/Scholarships	(59,545)	(54,275)	(50,795)		(60,000)	(60,000)	-	0.0%
Net Student Charges Revenue	1,452,596	 1,243,326	1,341,057		1,347,995	 1,410,835	 62,840	4.7%
State Appropriation	-	-	-		-	-	-	-%
Indirect Cost Recovery	-	-	-		-	-	-	-%
Investment Income/Gifts	-	-	-		-	-	-	-%
Sales/Services/Auxiliary	127,520	132,830	136,286		103,900	127,400	23,500	22.6%
Total Revenue	1,580,115	1,376,156	1,477,343		1,451,895	1,538,235	86,340	5.9%
<u>Expenses</u>			 	,		 	 _	
Personnel	282,821	283,997	332,239		334,166	357,311	23,145	6.9%
Fuel & Electricity	183,105	159,377	178,141		172,387	179,270	6,883	4.0%
Supplies & Services	661,996	677,975	706,004		686,294	711,198	24,904	3.6%
Shared Services	-	-	-		-	-	-	-%
Travel	5,503	4,433	1,816		3,000	3,200	200	6.7%
Memberships, Contributions & Sponsorships	51	249	200		200	200	-	0.0%
Maintenance & Alterations	93,673	78,605	45,587		46,600	32,100	(14,500)	-31.1%
Interest	228,183	215,139	207,200		196,700	186,017	(10,683)	-5.4%
Depreciation	215,847	218,773	230,322		232,531	229,661	(2,870)	-1.2%
Other Expenses & Transfers	65,940	60,788	76,508		62,027	63,073	1,046	1.7%
Total Operating Expenses & Transfers	1,737,119	1,699,335	1,778,016		1,733,905	1,762,030	28,125	1.6%
Operating Increase (Decrease)	\$ (157,004)	\$ (323,179)	\$ (300,673)	\$	(282,010)	\$ (223,795)	\$ 58,215	-20.6%
Modified Cash Flow								
Operating Increase (Decrease)	\$ (157,004)	\$ (323,179)	\$ (300,673)	\$	(282,010)	\$ (223,795)	\$ 58,215	-20.6%
Add Back Depreciation	215,847	218,773	230,322		232,531	229,661	(2,870)	-1.2%
Less Capital Expenditures	(19,000)	(19,000)	(19,000)		(21,408)	-	21,408	-100.0%
Less Capital Reserve Funding	-	-	-		-	-	-	-%
Less Debt Service Principal	(213,717)	(213,826)	(210,000)		(230,000)	(255,704)	(25,704)	11.2%
Net Change Before Other Adjustments & Transfer	r (173,874)	(337,232)	(299,350)		(300,887)	(249,838)	51,049	
Transfer from/(to) Administrative Savings Rsrv	-	-	-		-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-		-	-	-	
Net Change Subtotal	(173,874)	(337,232)	(299,350)		(300,887)	 (249,838)	51,049	
Other Strategic Transfers from/(to) Reserves	-	-	-		-	-	-	
Net Change in Cash & Reserve Transfers	\$ (173,874)	\$ (337,232)	\$ (299,350)	\$	(300,887)	\$ (249,838)	\$ 51,049	

Univ of Maine at Fort Kent FY21 PROPOSED BUDGET Unrestricted E&G and Auxiliary

	FY17 ACTUALS	FY18 ACTUALS		FY19 ACTUALS	 FY20 BASE	 FY21 BASE	BUDGET CH	ANGE
<u>Revenues</u>								
Tuition & Fee Revenue	\$ 8,782,839	\$ 8,674,237	\$	8,678,189	\$ 7,976,774	\$ 8,398,355	\$ 421,581	5.3%
Dining & Residence Revenue	1,512,141	1,297,601		1,391,852	1,407,995	1,470,835	62,840	4.5%
Tuition Waivers/Scholarships	(1,036,163)	(1,501,463)		(1,622,033)	(1,630,071)	(1,699,349)	(69,278)	4.2%
Net Student Charges Revenue	9,258,817	 8,470,375	-	8,448,008	7,754,698	8,169,841	415,143	5.4%
State Appropriation	5,308,503	6,513,346		6,877,413	7,818,910	8,600,477	781,567	10.0%
Indirect Cost Recovery	49,376	43,369		37,775	37,500	35,000	(2,500)	-6.7%
Investment Income/Gifts	-	-		-	-	-	-	-%
Sales/Services/Auxiliary	535,021	470,090		719,650	288,100	373,750	85,650	29.7%
Total Revenue	15,151,717	 15,497,180		16,082,846	15,899,208	17,179,068	1,279,860	8.0%
<u>Expenses</u>								
Personnel	9,179,647	9,484,524		9,348,153	9,760,969	10,351,059	590,090	6.0%
Fuel & Electricity	611,357	568,240		628,959	635,937	612,540	(23,397)	-3.7%
Supplies & Services	1,302,311	1,272,433		1,641,318	1,286,243	1,514,600	228,357	17.8%
Shared Services	1,514,685	1,677,758		1,810,651	1,949,296	2,089,035	139,739	7.2%
Travel	303,866	347,921		363,866	401,350	400,060	(1,290)	-0.3%
Memberships, Contributions & Sponsorships	60,043	59,944		64,344	71,190	75,190	4,000	5.6%
Maintenance & Alterations	294,985	262,827		207,565	244,941	239,514	(5,427)	-2.2%
Interest	273,798	253,702		242,406	226,866	211,494	(15,372)	-6.8%
Depreciation	882,480	847,527		948,680	946,429	959,782	13,353	1.4%
Other Expenses & Transfers	1,532,509	427,824		876,791	499,969	713,918	213,949	42.8%
Total Operating Expenses & Transfers	15,955,681	 15,202,700		16,132,734	 16,023,190	17,167,192	1,144,002	7.1%
Operating Increase (Decrease)	\$ (803,964)	\$ 294,480	\$	(49,888)	\$ (123,982)	\$ 11,876	\$ 135,858	-109.6%
Modified Cash Flow								
Operating Increase (Decrease)	\$ (803,964)	\$ 294,480	\$	(49,888)	\$ (123,982)	\$ 11,876	\$ 135,858	-109.6%
Add Back Depreciation	882,480	847,527		948,680	946,429	959,782	13,353	1.4%
Less Capital Expenditures	(471,098)	(289,688)		(278,427)	(246,408)	(259,000)	(12,592)	5.1%
Less Capital Reserve Funding	(27,445)	-		-	-	-	-	-%
Less Debt Service Principal	(579,973)	(541,167)		(555,488)	(576,039)	(612,658)	(36,619)	6.4%
Net Change Before Other Adjustments & Transfe	r (1,000,000)	 311,153		64,878	-	 100,000	 100,000	
Transfer from/(to) Administrative Savings Rsrv	1,000,000	-		-	-	-	-	
Transfer from/(to) Budget Stabilization	-	-		-	-	-	-	
Net Change Subtotal	0	 311,153		64,878	 -	 100,000	100,000	
Other Strategic Transfers from/(to) Reserves	-	-		-	-	-	-	
Net Change in Cash & Reserve Transfers	\$ 0	\$ 311,153	\$	64,878	\$ -	\$ 100,000	\$ 100,000	

Univ of Maine at Presque Isle FY21 PROPOSED BUDGET Unrestricted E&G

		FY17 ACTUALS	FY18 ACTUALS	FY19 ACTUALS	FY20 BASE	FY21 BASE	BUDGET CH	ANGE
Revenues								
Tuition & Fee Revenue	\$	6,750,613	\$ 7,539,255	\$ 7,621,876	\$ 8,172,206	\$ 8,313,463	\$ 141,257	1.7%
Dining & Residence Revenue		11,417	10,759	7,753	-	-	-	-%
Tuition Waivers/Scholarships		(1,405,510)	(1,488,961)	(1,543,944)	(1,552,900)	(1,369,755)	183,145	-11.8%
Net Student Charges Revenue		5,356,521	 6,061,053	6,085,685	6,619,306	6,943,708	324,402	4.9%
State Appropriation		6,999,217	7,936,764	7,508,452	8,017,134	8,558,736	541,602	6.8%
Indirect Cost Recovery		146,435	154,225	138,977	155,000	155,000	-	0.0%
Investment Income/Gifts		-	100	-	-	-	-	-%
Sales/Services/Auxiliary		602,896	641,160	608,219	550,644	392,403	(158,241)	-28.7%
Total Revenue		13,105,069	14,793,302	14,341,332	15,342,084	16,049,847	707,763	4.6%
<u>Expenses</u>								
Personnel		9,712,434	9,943,781	10,236,496	10,305,943	10,825,428	519,485	5.0%
Fuel & Electricity		449,116	427,647	509,809	478,200	511,800	33,600	7.0%
Supplies & Services		1,305,921	1,065,177	871,354	1,095,276	1,238,380	143,104	13.1%
Shared Services		1,781,732	1,967,428	2,047,479	2,131,683	2,253,211	121,528	5.7%
Travel		332,250	321,935	293,733	342,375	356,909	14,534	4.2%
Memberships, Contributions & Sponsorships		61,693	61,725	66,910	76,533	77,615	1,082	1.4%
Maintenance & Alterations		1,168,807	461,143	436,550	297,650	300,650	3,000	1.0%
Interest		63,816	60,380	58,866	57,490	53,276	(4,214)	-7.3%
Depreciation		845,286	918,182	830,981	847,590	840,870	(6,720)	-0.8%
Other Expenses & Transfers		(594,818)	219,482	(514,301)	484,608	552,180	67,572	13.9%
Total Operating Expenses & Transfers		15,126,236	 15,446,879	14,837,877	16,117,348	17,010,319	 892,971	5.5%
Operating Increase (Decrease)	\$	(2,021,167)	\$ (653,578)	\$ (496,544)	\$ (775,264)	\$ (960,472)	\$ (185,208)	23.9%
Modified Cash Flow								
Operating Increase (Decrease)	\$	(2,021,167)	\$ (653,578)	\$ (496,544)	\$ (775,264)	\$ (960,472)	\$ (185,208)	23.9%
Add Back Depreciation		845,286	918,182	830,981	847,590	840,870	(6,720)	-0.8%
Less Capital Expenditures		(244,755)	(121,702)	(62,747)	(167,383)	(185,000)	(17,617)	10.5%
Less Capital Reserve Funding		-	-	(804,845)	(6,369)	-	6,369	-100.0%
Less Debt Service Principal		(59,718)	(60,395)	(74,049)	(89,370)	(91,139)	(1,769)	2.0%
Net Change Before Other Adjustments & Transfe	r	(1,480,354)	82,508	(607,204)	(190,796)	(395,741)	(204,945)	
Transfer from/(to) Administrative Savings Rsrv		1,000,000	-	-	-	-	-	
Transfer from/(to) Budget Stabilization		300,000	-	-	-	-	-	
Net Change Subtotal		(180,354)	 82,508	(607,204)	(190,796)	(395,741)	(204,945)	
Other Strategic Transfers from/(to) Reserves		-	-	-	-	292,028	292,028	
Net Change in Cash & Reserve Transfers	\$	(180,354)	\$ 82,508	\$ (607,204)	\$ (190,796)	\$ (103,713)	\$ 87,083	

Univ of Maine at Presque Isle FY21 PROPOSED BUDGET Unrestricted Auxiliary

	FY17 ACTUALS	ALS FY18 ACTUA			FY19 ACTUALS		FY20 BASE	FY21 BASE	BUDGET CH	ANGE
<u>Revenues</u>										
Tuition & Fee Revenue	\$ 450	\$	550	\$	450	\$	-	\$ -	\$ -	-%
Dining & Residence Revenue	2,099,405		1,974,911		2,157,935		2,349,526	2,354,174	4,648	0.2%
Tuition Waivers/Scholarships	(232,615)		(239,169)		(236,728)		(227,600)	(235,000)	(7,400)	3.3%
Net Student Charges Revenue	1,867,240		1,736,292	-	1,921,657		2,121,926	2,119,174	 (2,752)	-0.1%
State Appropriation	-		-		-		-	-	-	-%
Indirect Cost Recovery	-		-		-		-	-	-	-%
Investment Income/Gifts	-		-		-		-	-	-	-%
Sales/Services/Auxiliary	155,377		146,793		129,518		94,000	98,000	4,000	4.3%
Total Revenue	2,022,617		1,883,085		2,051,175		2,215,926	2,217,174	1,248	0.1%
<u>Expenses</u>						,		 	 	
Personnel	327,573		229,020		303,457		277,296	355,153	77,857	28.1%
Fuel & Electricity	309,219		312,067		369,681		325,400	345,000	19,600	6.0%
Supplies & Services	884,538		812,877		841,810		820,442	871,890	51,448	6.3%
Shared Services	-		-		-		-	-	-	-%
Travel	4,157		4,402		3,488		1,900	1,150	(750)	-39.5%
Memberships, Contributions & Sponsorships	-		-		-		386	-	(386)	-100.0%
Maintenance & Alterations	458,547		225,125		156,758		297,500	235,900	(61,600)	-20.7%
Interest	-		-		392		1,131	784	(347)	-30.7%
Depreciation	66,629		62,270		69,085		69,726	75,181	5,455	7.8%
Other Expenses & Transfers	114,613		111,785		197,515		124,434	188,656	64,222	51.6%
Total Operating Expenses & Transfers	2,165,274		1,757,546		1,942,186		1,918,215	2,073,714	155,499	8.1%
Operating Increase (Decrease)	\$ (142,657)	\$	125,539	\$	108,989	\$	297,711	\$ 143,460	\$ (154,251)	-51.8%
Modified Cash Flow										
Operating Increase (Decrease)	\$ (142,657)	\$	125,539	\$	108,989	\$	297,711	\$ 143,460	\$ (154,251)	-51.8%
Add Back Depreciation	66,629		62,270		69,085		69,726	75,181	5,455	7.8%
Less Capital Expenditures	(148,044)		(169,620)		(74,152)		(100,000)	(105,000)	(5,000)	5.0%
Less Capital Reserve Funding	-		-		(19,100)		(19,100)	-	19,100	-100.0%
Less Debt Service Principal	-		-		(3,291)		(9,780)	(9,928)	(148)	1.5%
Net Change Before Other Adjustments & Transfe	r (224,072)		18,189	-	81,531		238,557	 103,713	 (134,844)	
Transfer from/(to) Administrative Savings Rsrv	-		-		-		-	-	-	
Transfer from/(to) Budget Stabilization	-		-		-		-	-	-	
Net Change Subtotal	(224,072)		18,189	-	81,531		238,557	103,713	 (134,844)	
Other Strategic Transfers from/(to) Reserves	-		-		-		-	-	-	
Net Change in Cash & Reserve Transfers	\$ (224,072)	\$	18,189	\$	81,531	\$	238,557	\$ 103,713	\$ (134,844)	

Univ of Maine at Presque Isle FY21 PROPOSED BUDGET Unrestricted E&G and Auxiliary

		FY17 ACTUALS	FY18 ACTUALS	 FY19 ACTUALS	FY20 BASE	FY21 BASE	BUDGET CH	ANGE
<u>Revenues</u>								
Tuition & Fee Revenue	\$	6,751,063	\$ 7,539,805	\$ 7,622,326	\$ 8,172,206	\$ 8,313,463	\$ 141,257	1.7%
Dining & Residence Revenue		2,110,822	1,985,670	2,165,688	2,349,526	2,354,174	4,648	0.2%
Tuition Waivers/Scholarships		(1,638,125)	(1,728,130)	(1,780,672)	(1,780,500)	(1,604,755)	175,745	-9.9%
Net Student Charges Revenue		7,223,761	7,797,345	8,007,342	 8,741,232	9,062,882	 321,650	3.7%
State Appropriation		6,999,217	7,936,764	7,508,452	8,017,134	8,558,736	541,602	6.8%
Indirect Cost Recovery		146,435	154,225	138,977	155,000	155,000	-	0.0%
Investment Income/Gifts		-	100	-	-	-	-	-%
Sales/Services/Auxiliary		758,273	787,952	737,737	644,644	490,403	(154,241)	-23.9%
Total Revenue		15,127,686	16,676,386	16,392,507	17,558,010	18,267,021	 709,011	4.0%
<u>Expenses</u>			 	 	 	 	 	
Personnel		10,040,006	10,172,800	10,539,953	10,583,239	11,180,581	597,342	5.6%
Fuel & Electricity		758,335	739,714	879,490	803,600	856,800	53,200	6.6%
Supplies & Services		2,190,459	1,878,055	1,713,164	1,915,718	2,110,270	194,552	10.2%
Shared Services		1,781,732	1,967,428	2,047,479	2,131,683	2,253,211	121,528	5.7%
Travel		336,407	326,337	297,221	344,275	358,059	13,784	4.0%
Memberships, Contributions & Sponsorships		61,693	61,725	66,910	76,919	77,615	696	0.9%
Maintenance & Alterations		1,627,353	686,268	593,308	595,150	536,550	(58,600)	-9.8%
Interest		63,816	60,380	59,258	58,621	54,060	(4,561)	-7.8%
Depreciation		911,915	980,451	900,066	917,316	916,051	(1,265)	-0.1%
Other Expenses & Transfers		(480,206)	331,266	(316,786)	609,042	740,836	131,794	21.6%
Total Operating Expenses & Transfers		17,291,510	17,204,425	16,780,062	18,035,563	19,084,033	1,048,470	5.8%
Operating Increase (Decrease)	\$	(2,163,824)	\$ (528,039)	\$ (387,555)	\$ (477,553)	\$ (817,012)	\$ (339,459)	71.1%
Modified Cash Flow								
Operating Increase (Decrease)	\$	(2,163,824)	\$ (528,039)	\$ (387,555)	\$ (477,553)	\$ (817,012)	\$ (339,459)	71.1%
Add Back Depreciation		911,915	980,451	900,066	917,316	916,051	(1,265)	-0.1%
Less Capital Expenditures		(392,799)	(291,321)	(136,899)	(267,383)	(290,000)	(22,617)	8.5%
Less Capital Reserve Funding		-	-	(823,945)	(25,469)	-	25,469	-100.0%
Less Debt Service Principal		(59,718)	(60,395)	(77,340)	(99,150)	(101,067)	(1,917)	1.9%
Net Change Before Other Adjustments & Transfe	r	(1,704,426)	 100,696	 (525,673)	 47,761	 (292,028)	 (339,789)	
Transfer from/(to) Administrative Savings Rsrv		1,000,000	-	-	-	-	-	
Transfer from/(to) Budget Stabilization		300,000	-	-	-	-	-	
Net Change Subtotal		(404,426)	100,696	(525,673)	47,761	(292,028)	(339,789)	
Other Strategic Transfers from/(to) Reserves		-	-	-	-	292,028	292,028	
Net Change in Cash & Reserve Transfers	\$	(404,426)	\$ 100,696	\$ (525,673)	\$ 47,761	\$ -	\$ (47,761)	

University of Southern Maine FY21 PROPOSED BUDGET Unrestricted E&G

	F	Y17 ACTUALS	FY18 ACTUALS	FY19 ACTUALS	FY20 BASE	FY21 BASE		BUDGET CH	ANGE
<u>Revenues</u>									
Tuition & Fee Revenue	\$	62,602,040	\$ 67,980,844	\$ 71,893,964	\$ 75,728,193	\$ 77,891,911	\$	2,163,718	2.9%
Dining & Residence Revenue		2,475	3,600	2,475	-	-		-	-%
Tuition Waivers/Scholarships		(12,276,891)	(15,132,311)	(17,428,968)	(16,321,551)	(17,621,971)		(1,300,420)	8.0%
Net Student Charges Revenue		50,327,624	 52,852,134	 54,467,472	59,406,642	60,269,940		863,298	1.5%
State Appropriation		48,032,552	47,783,008	47,775,142	48,098,693	47,542,541		(556,152)	-1.2%
Indirect Cost Recovery		3,579,669	3,424,630	3,357,629	3,525,000	3,525,000		-	0.0%
Investment Income/Gifts		125,675	127,698	125,934	120,000	127,165		7,165	6.0%
Sales/Services/Auxiliary		3,498,369	3,540,360	3,594,863	3,433,151	3,843,521		410,370	12.0%
Total Revenue		105,563,898	 107,727,829	 109,321,040	114,583,486	115,308,167		724,681	0.6%
Expenses									
Personnel		70,358,944	72,368,591	77,019,974	81,668,276	83,305,379		1,637,103	2.0%
Fuel & Electricity		2,277,018	2,668,953	2,343,803	3,066,649	2,547,739		(518,910)	-16.9%
Supplies & Services		5,335,376	6,189,136	6,441,163	5,597,663	6,266,812		669,149	12.0%
Shared Services		12,507,766	11,810,828	12,139,152	12,610,098	12,698,591		88,493	0.7%
Travel		1,196,675	1,324,700	1,428,646	1,139,486	1,288,858		149,372	13.1%
Memberships, Contributions & Sponsorships		236,530	216,754	325,245	278,397	230,523		(47,874)	-17.2%
Maintenance & Alterations		1,865,937	2,546,105	1,857,174	1,921,301	2,156,444		235,143	12.2%
Interest		843,995	729,015	725,757	601,043	546,640		(54,403)	-9.1%
Depreciation		6,102,457	6,410,113	6,653,437	6,781,045	7,099,059		318,014	4.7%
Other Expenses & Transfers		2,491,350	2,523,443	3,432,736	4,738,554	3,207,907		(1,530,647)	-32.3%
Total Operating Expenses & Transfers		103,216,047	106,787,638	112,367,085	118,402,512	119,347,952		945,440	0.8%
Operating Increase (Decrease)	\$	2,347,851	\$ 940,192	\$ (3,046,046)	\$ (3,819,026)	\$ (4,039,785)	\$	(220,759)	5.8%
Modified Cash Flow									
Operating Increase (Decrease)	\$	2,347,851	\$ 940,192	\$ (3,046,046)	\$ (3,819,026)	\$ (4,039,785)	\$	(220,759)	5.8%
Add Back Depreciation		6,102,457	6,410,113	6,653,437	6,781,045	7,099,059		318,014	4.7%
Less Capital Expenditures		(3,811,093)	(1,613,575)	(1,744,499)	(1,665,247)	(1,699,997)		(34,750)	2.1%
Less Capital Reserve Funding		-	-	-	_	-		-	-%
Less Debt Service Principal		(1,727,693)	(1,663,761)	(1,818,557)	(1,296,772)	(1,359,277)		(62,505)	4.8%
Net Change Before Other Adjustments & Transfe	r	2,911,521	 4,072,969	 44,335	 -	 -	_	-	
Transfer from/(to) Administrative Savings Rsrv		-	-	-	-	-		-	
Transfer from/(to) Budget Stabilization		-	-	-	-	-		-	
Net Change Subtotal		2,911,521	 4,072,969	 44,335	 -	 -	_	-	
Other Strategic Transfers from/(to) Reserves		155,435	272,078	(32,045)	-	-		-	
Net Change in Cash & Reserve Transfers	\$	3,066,957	\$ 4,345,046	\$ 12,290	\$ -	\$ -	\$	-	

University of Southern Maine FY21 PROPOSED BUDGET Unrestricted Auxiliary

		FY17 ACTUALS	FY18 ACTUALS		FY19 ACTUALS	FY20 BASE	FY21 BASE	BUDGET CH	ANGE
<u>Revenues</u>									
Tuition & Fee Revenue	\$	1,125,827	\$ 1,133,064	\$	1,129,612	\$ 1,227,714	\$ 1,129,658	\$ (98,056)	-8.0%
Dining & Residence Revenue		10,970,684	11,149,684		12,232,128	12,783,470	13,201,965	418,495	3.3%
Tuition Waivers/Scholarships		(492,898)	(408,901)		(468,570)	(400,000)	(500,000)	(100,000)	25.0%
Net Student Charges Revenue		11,603,612	11,873,847	-	12,893,170	13,611,184	13,831,623	220,439	1.6%
State Appropriation		-	-		-	-	-	-	-%
Indirect Cost Recovery		-	-		-	-	-	-	-%
Investment Income/Gifts		-	-		-	-	-	-	-%
Sales/Services/Auxiliary		2,327,723	2,097,211		1,421,953	641,800	682,877	41,077	6.4%
Total Revenue		13,931,335	13,971,058		14,315,123	14,252,984	14,514,500	261,516	1.8%
<u>Expenses</u>									
Personnel		1,748,815	1,953,423		2,114,000	2,495,467	2,548,863	53,396	2.1%
Fuel & Electricity		1,031,819	813,249		953,679	984,664	905,499	(79,165)	-8.0%
Supplies & Services		5,180,348	5,171,487		5,130,935	4,656,358	4,887,311	230,953	5.0%
Shared Services		-	-		-	-	-	-	-%
Travel		6,849	15,985		36,478	16,600	25,572	8,972	54.0%
Memberships, Contributions & Sponsorships		2,357	1,769		1,906	2,500	2,953	453	18.1%
Maintenance & Alterations		815,855	638,681		820,419	947,918	1,102,391	154,473	16.3%
Interest		1,231,067	1,170,288		1,096,513	1,020,884	934,343	(86,541)	-8.5%
Depreciation		849,846	1,020,736		1,099,967	1,174,780	1,133,705	(41,075)	-3.5%
Other Expenses & Transfers		1,978,618	 2,074,008		1,799,008	2,296,534	 2,413,500	 116,966	5.1%
Total Operating Expenses & Transfers		12,845,574	 12,859,628		13,052,907	13,595,705	 13,954,137	358,432	2.6%
Operating Increase (Decrease)	\$	1,085,760	\$ 1,111,430	\$	1,262,216	\$ 657,279	\$ 560,363	\$ (96,916)	-14.7%
Modified Cash Flow									
Operating Increase (Decrease)	\$	1,085,760	\$ 1,111,430	\$	1,262,216	\$ 657,279	\$ 560,363	\$ (96,916)	-14.7%
Add Back Depreciation		849,846	1,020,736		1,099,967	1,174,780	1,133,705	(41,075)	-3.5%
Less Capital Expenditures		(118,194)	(174,844)		(843,446)	(22,850)	(222,588)	(199,738)	874.1%
Less Capital Reserve Funding		-	-		-	-	-	-	-%
Less Debt Service Principal		(1,536,682)	(1,606,907)		(1,676,600)	(1,748,810)	(1,471,480)	277,330	-15.9%
Net Change Before Other Adjustments & Transfe	r	280,730	 350,415		(157,863)	 60,399	 -	 (60,399)	
Transfer from/(to) Administrative Savings Rsrv		-	-		-	-	-	-	
Transfer from/(to) Budget Stabilization		-	-		-	-	-	-	
Net Change Subtotal		280,730	 350,415		(157,863)	 60,399	 -	 (60,399)	
Other Strategic Transfers from/(to) Reserves		(6,046)	-		-	-	-	-	
Net Change in Cash & Reserve Transfers	\$	274,684	\$ 350,415	\$	(157,863)	\$ 60,399	\$ -	\$ (60,399)	

University of Southern Maine FY21 PROPOSED BUDGET Unrestricted E&G and Auxiliary

		FY17 ACTUALS	 FY18 ACTUALS	FY19 ACTUALS	 FY20 BASE	FY21 BASE		BUDGET CH	ANGE
<u>Revenues</u>									
Tuition & Fee Revenue	\$	63,727,867	\$ 69,113,908	\$ 73,023,577	\$ 76,955,907	\$ 79,021,569	\$	2,065,662	2.7%
Dining & Residence Revenue		10,973,159	11,153,284	12,234,603	12,783,470	13,201,965		418,495	3.3%
Tuition Waivers/Scholarships		(12,769,789)	(15,541,212)	(17,897,538)	(16,721,551)	(18,121,971)		(1,400,420)	8.4%
Net Student Charges Revenue		61,931,236	 64,725,981	 67,360,642	73,017,826	74,101,563		1,083,737	1.5%
State Appropriation		48,032,552	47,783,008	47,775,142	48,098,693	47,542,541		(556,152)	-1.2%
Indirect Cost Recovery		3,579,669	3,424,630	3,357,629	3,525,000	3,525,000		-	0.0%
Investment Income/Gifts		125,675	127,698	125,934	120,000	127,165		7,165	6.0%
Sales/Services/Auxiliary		5,826,091	5,637,571	5,016,816	4,074,951	4,526,398		451,447	11.1%
Total Revenue		119,495,233	 121,698,888	123,636,163	 128,836,470	 129,822,667		986,197	0.8%
Expenses						_	<u> </u>	_	
Personnel		72,107,759	74,322,015	79,133,974	84,163,743	85,854,242		1,690,499	2.0%
Fuel & Electricity		3,308,837	3,482,202	3,297,482	4,051,313	3,453,238		(598,075)	-14.8%
Supplies & Services		10,515,723	11,360,623	11,572,098	10,254,021	11,154,123		900,102	8.8%
Shared Services		12,507,766	11,810,828	12,139,152	12,610,098	12,698,591		88,493	0.7%
Travel		1,203,524	1,340,686	1,465,124	1,156,086	1,314,430		158,344	13.7%
Memberships, Contributions & Sponsorships		238,887	218,523	327,151	280,897	233,476		(47,421)	-16.9%
Maintenance & Alterations		2,681,792	3,184,786	2,677,593	2,869,219	3,258,835		389,616	13.6%
Interest		2,075,062	1,899,304	1,822,270	1,621,927	1,480,983		(140,944)	-8.7%
Depreciation		6,952,303	7,430,849	7,753,404	7,955,825	8,232,764		276,939	3.5%
Other Expenses & Transfers		4,469,969	 4,597,451	5,231,744	7,035,088	5,621,407		(1,413,681)	-20.1%
Total Operating Expenses & Transfers		116,061,622	119,647,266	125,419,992	131,998,217	133,302,089		1,303,872	1.0%
Operating Increase (Decrease)	\$	3,433,611	\$ 2,051,622	\$ (1,783,829)	\$ (3,161,747)	\$ (3,479,422)	\$	(317,675)	10.0%
Modified Cash Flow									
Operating Increase (Decrease)	\$	3,433,611	\$ 2,051,622	\$ (1,783,829)	\$ (3,161,747)	\$ (3,479,422)	\$	(317,675)	10.0%
Add Back Depreciation		6,952,303	7,430,849	7,753,404	7,955,825	8,232,764		276,939	3.5%
Less Capital Expenditures		(3,929,287)	(1,788,419)	(2,587,946)	(1,688,097)	(1,922,585)		(234,488)	13.9%
Less Capital Reserve Funding		-	-	-	-	-		-	-%
Less Debt Service Principal		(3,264,375)	(3,270,668)	(3,495,157)	(3,045,582)	(2,830,757)		214,825	-7.1%
Net Change Before Other Adjustments & Transfe	r	3,192,252	4,423,384	(113,528)	60,399	-		(60,399)	
Transfer from/(to) Administrative Savings Rsrv		-	-	-	-	-		-	
Transfer from/(to) Budget Stabilization		-	-	-	-	-		-	
Net Change Subtotal		3,192,252	 4,423,384	(113,528)	60,399	 -		(60,399)	
Other Strategic Transfers from/(to) Reserves		149,389	272,078	(32,045)	-	-		-	
Net Change in Cash & Reserve Transfers	\$	3,341,641	\$ 4,695,462	\$ (145,573)	\$ 60,399	\$ -	\$	(60,399)	

School of Law FY21 PROPOSED BUDGET Unrestricted E&G

		FY17 ACTUALS	FY18 ACTUALS		FY19 ACTUALS	FY20 BASE	FY21 BASE	_	BUDGET CH	ANGE
<u>Revenues</u>										
Tuition & Fee Revenue	\$	6,047,708	\$ 6,083,894	\$	6,406,176	\$ 6,248,048	\$ 6,429,930	\$	181,882	2.9%
Dining & Residence Revenue		-	-		-	-	-		-	-%
Tuition Waivers/Scholarships		(1,454,437)	(1,795,349)		(1,879,691)	(1,479,914)	(2,100,000)		(620,086)	41.9%
Net Student Charges Revenue		4,593,272	 4,288,545		4,526,486	 4,768,134	4,329,930		(438,204)	-9.2%
State Appropriation		-	-		-	-	1,575,000		1,575,000	-%
Indirect Cost Recovery		-	-		-	-	-		-	-%
Investment Income/Gifts		66,161	64,645		63,515	-	64,645		64,645	-%
Sales/Services/Auxiliary		19,092	8,653		8,985	-	8,270		8,270	-%
Total Revenue		4,678,525	4,361,842		4,598,986	4,768,134	5,977,845		1,209,711	25.4%
<u>Expenses</u>										
Personnel		5,345,655	5,198,518		5,256,521	5,535,805	6,437,149		901,344	16.3%
Fuel & Electricity		-	-		-	-	-		-	-%
Supplies & Services		298,393	267,223		199,513	236,290	273,943		37,653	15.9%
Shared Services		-	-		-	-	-		-	-%
Travel		113,699	91,195		78,240	34,921	70,821		35,900	102.8%
Memberships, Contributions & Sponsorships		53,347	41,467		13,805	26,700	28,800		2,100	7.9%
Maintenance & Alterations		15,203	36,209		15,616	3,250	3,250		-	0.0%
Interest		-	-		-	-	-		-	-%
Depreciation		-	-		-	-	-		-	-%
Other Expenses & Transfers		728,580	795,329		(68,717)	(143,832)	758,026		901,858	-627.0%
Total Operating Expenses & Transfers		6,554,877	6,429,940		5,494,978	 5,693,134	7,571,989		1,878,855	33.0%
Operating Increase (Decrease)	\$	(1,876,352)	\$ (2,068,098)	\$	(895,992)	\$ (925,000)	\$ (1,594,144)	\$	(669,144)	72.3%
Modified Cash Flow										
Operating Increase (Decrease)	\$	(1,876,352)	\$ (2,068,098)	\$	(895,992)	\$ (925,000)	\$ (1,594,144)	\$	(669,144)	72.3%
Add Back Depreciation		-	-		-	-	-		-	-%
Less Capital Expenditures		(941)	(1,466)		-	-	-		-	-%
Less Capital Reserve Funding		-	-		-	-	-		-	-%
Less Debt Service Principal		-	-		-	-	-		-	-%
Net Change Before Other Adjustments & Transfe	r	(1,877,293)	(2,069,564)		(895,992)	 (925,000)	(1,594,144)		(669,144)	
Transfer from/(to) Administrative Savings Rsrv		-	105,000		-	-	-		-	
Transfer from/(to) Budget Stabilization		-	275,320		202,546	797,454	500,000		(297,454)	
Net Change Subtotal		(1,877,293)	 (1,689,244)	-	(693,446)	 (127,546)	 (1,094,144)	_	(966,598)	
Other Strategic Transfers from/(to) Reserves		662,934	-		693,446	425,000	425,000		-	
Net Change in Cash & Reserve Transfers	\$	(1,214,358)	\$ (1,689,244)	\$	-	\$ 297,454	\$ (669,144)	\$	(966,598)	

UMS Governance FY21 PROPOSED BUDGET Unrestricted E&G

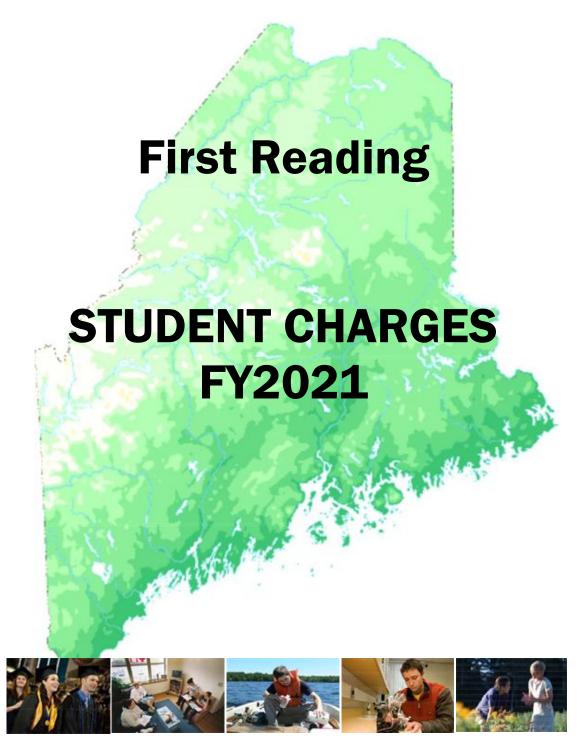
	F	Y17 ACTUALS		FY18 ACTUALS		FY19 ACTUALS		FY20 BASE		FY21 BASE		BUDGET CH	ANGE
Revenues													
Tuition & Fee Revenue	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	-%
Dining & Residence Revenue		-		_		_		-		-		-	-%
Tuition Waivers/Scholarships		-		-		-		-		-		-	-%
Net Student Charges Revenue		-	-	-		-		-	-	-		-	-%
State Appropriation		4,342,115		4,288,136		4,351,193		5,355,335		5,389,871		34,536	0.6%
Indirect Cost Recovery		-		-		-		-		-		-	-%
Investment Income/Gifts		-		-		-		-		-		-	-%
Sales/Services/Auxiliary		-		-		-		-		-		-	-%
Total Revenue		4,342,115		4,288,136		4,351,193		5,355,335		5,389,871		34,536	0.6%
<u>Expenses</u>													
Personnel		3,288,521		4,029,873		4,154,078		4,131,337		4,256,892		125,555	3.0%
Fuel & Electricity		2,431		1,924		2,379		3,200		-		(3,200)	-100.0%
Supplies & Services		82,555		84,117		128,428		82,009		82,509		500	0.6%
Shared Services		641,998		511,319		638,302		695,696		663,074		(32,622)	-4.7%
Travel		108,754		139,496		142,108		146,866		153,680		6,814	4.6%
Memberships, Contributions & Sponsorships		42,617		31,197		25,694		25,825		25,825		-	0.0%
Maintenance & Alterations		4,883		4,752		4,583		700		2,100		1,400	200.0%
Interest		-		-		-		-		-		-	-%
Depreciation		-		-		-		-		-		-	-%
Other Expenses & Transfers		(187,002)		(148,453)		(474,142)		269,702		205,791		(63,911)	-23.7%
Total Operating Expenses & Transfers		3,984,758	-	4,654,225		4,621,429		5,355,335	-	5,389,871		34,536	0.6%
Operating Increase (Decrease)	\$	357,357	\$	(366,089)	\$	(270,236)	\$	-	\$	-	\$	-	-%
Modified Cash Flow													
Operating Increase (Decrease)	\$	357,357	\$	(366,089)	\$	(270,236)	\$	_	\$	_	\$	_	-%
Add Back Depreciation	•	-	•	-	•	-	•	_	•	_	•	_	-%
Less Capital Expenditures		-		(895)		(837)		_		_		_	-%
Less Capital Reserve Funding		-		-		-		_		_		_	-%
Less Debt Service Principal		_		_		_		_		_		_	-%
Net Change Before Other Adjustments & Transfer	r	357,357		(366,984)		(271,073)		-		-	-	-	
Transfer from/(to) Administrative Savings Rsrv		-		_		-		-		-		_	
Transfer from/(to) Budget Stabilization		-		-		-		-		-		-	
Net Change Subtotal		357,357	-	(366,984)		(271,073)		-		-			
Other Strategic Transfers from/(to) Reserves		(257,499)		263,457		191,884		-		-		-	
Net Change in Cash & Reserve Transfers	\$	99,858	\$	(103,528)	\$	(79,189)	\$		\$	-	\$		

UMS Univ Services - Allocated FY21 PROPOSED BUDGET Unrestricted E&G

		FY17 ACTUALS		FY18 ACTUALS		FY19 ACTUALS		FY20 BASE		FY21 BASE		BUDGET CH	ANGE
Revenues													
Tuition & Fee Revenue	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	-%
Dining & Residence Revenue		-		-		-		-		-		-	-%
Tuition Waivers/Scholarships		-		-		-		-		-		-	-%
Net Student Charges Revenue		-		-	-	-		-		-		-	-%
State Appropriation		-		-		-		-		-		-	-%
Indirect Cost Recovery		7,556		6,864		8,237		189,658		190,158		500	0.3%
Investment Income/Gifts		18,611		18,160		17,846		17,000		18,000		1,000	5.9%
Sales/Services/Auxiliary		852,144		866,585		722,336		763,904		788,304		24,400	3.2%
Total Revenue		878,311		891,608	-	748,420		970,562		996,462		25,900	2.7%
<u>Expenses</u>													
Personnel		30,458,434		32,728,071		33,176,588		36,735,158		37,222,720		487,562	1.3%
Fuel & Electricity		20,942		63,362		31,422		10,330		11,530		1,200	11.6%
Supplies & Services		3,673,321		3,697,533		4,239,358		4,191,810		4,582,285		390,475	9.3%
Shared Services		(42,490,211)		(43,250,506)		(45,027,421)		(47,309,902)		(48,455,668)		(1,145,766)	2.4%
Travel		213,434		229,613		252,348		375,617		373,618		(1,999)	-0.5%
Memberships, Contributions & Sponsorships		472,950		337,789		334,984		387,126		388,626		1,500	0.4%
Maintenance & Alterations		3,636,947		3,362,631		3,556,510		3,950,473		3,731,034		(219,439)	-5.6%
Interest		59,400		30,200		912		53,675		26,588		(27,087)	-50.5%
Depreciation		-		-		-		-		-		-	-%
Other Expenses & Transfers		2,197,932		2,731,727		3,126,005		1,725,255		2,262,754		537,499	31.2%
Total Operating Expenses & Transfers		(2,309,219)		(578,276)		(642,715)		119,542		143,487		23,945	20.0%
Operating Increase (Decrease)	\$	3,187,530	\$	1,469,884	\$	1,391,135	\$	851,020	\$	852,975	\$	1,955	0.2%
Modified Cash Flow													
Operating Increase (Decrease)	\$	3,187,530	\$	1,469,884	\$	1,391,135	\$	851,020	\$	852,975	\$	1,955	0.2%
Add Back Depreciation	Ÿ	-	*		*	-	Ÿ	-	Ψ	-	*	-	-%
Less Capital Expenditures		(893,098)		(545,809)		(478,611)		(677,875)		(677,875)		_	0.0%
Less Capital Reserve Funding		-		-		-		-		-		_	-%
Less Debt Service Principal		-		_		(7,868)		(173,145)		(175,100)		(1,955)	1.1%
Net Change Before Other Adjustments & Transfer		2,294,432		924,075		904,656	-	-		-		-	
Transfer from/(to) Administrative Savings Rsrv		283,828		25,000		_		_		_		_	
Transfer from/(to) Budget Stabilization		-		25,000		_		_		_		_	
Net Change Subtotal		2,578,260		949,075		904,656							
-								_		-			
Other Strategic Transfers from/(to) Reserves		288,637		57,273		772,373		-		-		-	
Net Change in Cash & Reserve Transfers	\$	2,866,897	\$	1,006,348	\$	1,677,029	\$	-	\$	-	\$	-	

UMS Other Univ Services & Activities - Unallocated FY21 PROPOSED BUDGET Unrestricted E&G

		FY17 ACTUALS	FY18 ACTUALS	FY19 ACTUALS	FY20 BASE	 FY21 BASE	_	BUDGET CHA	ANGE
<u>Revenues</u>									
Tuition & Fee Revenue	\$	-	\$ -	\$ _	\$ -	\$ -	\$	-	-%
Dining & Residence Revenue		-	-	-	-	-		-	-%
Tuition Waivers/Scholarships		-	-	(439)	-	-		-	-%
Net Student Charges Revenue		-	-	(439)	 -	 -		-	-%
State Appropriation		8,551,022	3,801,740	3,801,740	7,823,385	8,825,324		1,001,939	12.8%
Indirect Cost Recovery		-	-	-	-	-		-	-%
Investment Income/Gifts		9,315,380	5,860,872	10,544,843	3,391,771	3,249,979		(141,792)	-4.2%
Sales/Services/Auxiliary		2,416	1,654	1,848	-	-		-	-%
Total Revenue		17,868,819	9,664,265	14,347,992	11,215,156	12,075,303		860,147	7.7%
Expenses									
Personnel		1,305	22,100	135,083	601,932	662,092		60,160	10.0%
Fuel & Electricity		-	-	-	-	-		-	-%
Supplies & Services		86,597	1,812	148,393	693,500	709,613		16,113	2.3%
Shared Services		-	-	-	-	-		-	-%
Travel		553	(5,788)	28,104	63,000	72,000		9,000	14.3%
Memberships, Contributions & Sponsorships		-	-	1,500	3,510	3,510		-	0.0%
Maintenance & Alterations		-	18	-	-	-		-	-%
Interest		-	-	-	-	-		-	-%
Depreciation		3,870,513	4,558,071	4,581,865	4,024,716	4,102,954		78,238	1.9%
Other Expenses & Transfers		150,950	623,098	711,125	 1,808,058	 2,056,977		248,919	13.8%
Total Operating Expenses & Transfers		4,776,343	(607,297)	7,370,670	7,194,716	7,607,146		412,430	5.7%
Operating Increase (Decrease)	\$	13,092,476	\$ 10,271,562	\$ 6,977,322	\$ 4,020,440	\$ 4,468,157	\$	447,717	11.1%
Modified Cash Flow									
Operating Increase (Decrease)	\$	13,092,476	\$ 10,271,562	\$ 6,977,322	\$ 4,020,440	\$ 4,468,157	\$	447,717	11.1%
Add Back Depreciation		3,870,513	4,558,071	4,581,865	4,024,716	4,102,954		78,238	1.9%
Less Capital Expenditures		(483,272)	-	-	-	-		-	-%
Less Capital Reserve Funding		(1,943,449)	(3,067,317)	(4,387,337)	(3,371,771)	(3,249,979)		121,792	-3.6%
Less Debt Service Principal		(730,000)	(755,000)	-	-	-		-	-%
Net Change Before Other Adjustments & Transfe	r	13,806,267	11,007,316	7,171,850	4,673,385	 5,321,132		647,747	
Transfer from/(to) Administrative Savings Rsrv		(6,076,740)	(2,688,792)	(2,638,839)	(4,673,385)	(5,675,324)		(1,001,939)	
Transfer from/(to) Budget Stabilization		-	(2,000,000)	-	-	-		-	
Net Change Subtotal		7,729,527	6,318,524	4,533,011	-	 (354,192)		(354,192)	
Other Strategic Transfers from/(to) Reserves		(7,729,038)	(6,281,301)	1,616,601	-	354,192		354,192	
Net Change in Cash & Reserve Transfers	\$	489	\$ 37,223	\$ 6,149,612	\$ -	\$ -	\$	-	



March 25, 2020



UNIVERSITY OF MAINE SYSTEM

STUDENT CHARGES

FY21

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UNIVERSITY OF MAINE SYSTEM FY21 TOTAL STUDENT CHARGES

			TD ::: 0		
			Tuition &	D 0	
	Annual	Mandatory			
I. Undergraduate	Tuition	Fees	Fees	Board ²	Total
In-State/Canadian					
UM	\$9,240	\$2,504	\$11,744	\$10,972	\$22,716
UMA	7,350	1,028	8,378	7,430	15,808
UMF	9,216	932	10,148	10,238	20,386
UMFK	7,350	1,155	8,505	8,750	17,255
UMM	7,350	902	8,252	9,588	17,840
UMPI	7,350	1,100	8,450	8,738	17,188
USM	8,640	1,180	9,820	9,030	18,850
Average	8,071	1,257	9,328	9,553	18,881
Out-of-State					
UM	\$30,030	\$2,504	\$32,534	\$10,972	\$43,506
UMA	17,760	1,028	18,788	7,430	26,218
UMF	20,640	932	21,572	10,238	31,810
UMFK	11,760	1,155	12,915	8,750	21,665
UMM	14,700	902	15,602	9,588	25,190
UMPI	11,760	1,100	12,860	8,738	21,598
USM	23,070	1,180	24,250	9,030	33,280
Average	18,531	1,257	19,788	9,553	29,341
NEBHE					
UM	\$15,720	\$2,504	\$18,224	\$10,972	\$29,196
UMA	11,760	1,028	12,788	7,430	\$20,218
UMF	15,200	932	16,132	10,238	26,370
UMFK	11,760	1,155	12,915	8,750	21,665
UMM	11,760	902	12,662	9,588	22,250
UMPI	11,760	1,100	12,860	8,738	21,598
USM	14,250	1,180	15,430	9,030	24,460
Average	13,173	1,257	14,430	9,553	23,983

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

 $^{^2}$ Rates shown are based on the meal plan and room type with the greatest projected number of students. Several meal plans and room types are available. Beginning in FY20, UMA has limited housing but no dining.

UNIVERSITY OF MAINE SYSTEM FY21 TOTAL STUDENT CHARGES

			Tuition &		
	Annual	Mandatory	Mandatory	Room &	
II. Graduate	Tuition	Fees	Fees ¹	Board ²	Total
In-State					
UM	\$8,298	\$1,298	\$9,596	\$10,972	\$20,568
UMA	7,578	617	8,195	7,430	15,625
UMF	7,686	368	8,054	10,238	18,292
USM	7,776	624	8,400	9,030	17,430
Average	7,835	727	8,562	10,080	18,642
Out-of-State					
UM	\$27,054	\$1,298	\$28,352	\$10,972	\$39,324
UMA	9,486	617	10,103	7,430	17,533
UMF	7,686	368	8,054	10,238	18,292
USM	21,348	624	21,972	9,030	31,002
Average	16,394	727	17,121	10,080	27,201
NEBHE					
UM	\$14,112	\$1,298	\$15,410	\$10,972	\$26,382
UMA	12,510	617	13,127	7,430	20,557
USM	12,834	624	13,458	9,030	22,488
Average	13,152	846	13,998	10,001	23,999
Canadian					
UM	\$8,298	\$1,298	\$9,596	\$10,972	\$20,568
UMA	9,486		10,103	7,430	17,533
USM	12,834	624	13,458		22,488
Average	10,206	846	11,052	10,001	21,053

III. Law School

In-State	\$23,190	\$1,120	\$24,310	\$9,030	\$33,340
Out-of-State	\$34,680	\$1,120	\$35,800	\$9,030	\$44,830
NEBHE/Canadian	\$31,650	\$1,120	\$32,770	\$9,030	\$41,800

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

 $^{{}^2}Rates shown are based on the meal plan and room type with the greatest projected number of students. Several meal plans and room types are available. Beginning in FY20, UMA has limited housing but no dining. \\$

UNIVERSITY OF MAINE SYSTEM **FY21 TUITION RATES - PER CREDIT HOUR**

	FY20 FY21		FY21 Increases		
_	Rate	Rate	\$	%	
In-State	_				
Undergraduate					
UM	\$300	\$308	8	2.7	
UMA/UMFK/UMM/UMPI	239	245	6	2.5	
UMF	281	288	7	2.5	
USM	281	288	7	2.5	
Graduate					
UM	450	461	11	2.4	
UMA	-	421	-	-	
UMF	421	427	6	1.4	
USM	421	432	11	2.6	
Law	773	773		-	
Out-of-State					
Undergraduate					
UM	977	1001	24	2.5	
UMA	578	592	14	2.4	
UMF	620	645	25	4.0	
UMFK	382	392	10	2.6	
UMM	475	490	15	3.2	
UMPI	382	392	10	2.6	
USM	739	769	30	4.1	
Graduate					
UM	1,466	1,503	37	2.5	
UMA	-	527	-	-	
UMF	625	427	(198)	(31.7)	
USM	1,141	1,186	45	3.9	
Law	1,156	1,156		-	

Academic Partnership rates vary by program.

UNIVERSITY OF MAINE SYSTEM FY21 TUITION RATES - PER CREDIT HOUR

	FY20	FY21	FY21 Inc	creases	
_	Rate	Rate	\$	%	
NEBHE					
Undergraduate					
UM	\$495	\$524	29	5.9	
UMA/UMFK/UMM/UMPI	382	392	10	2.6	
UMF	464	475	11	2.4	
USM	464	475	11	2.4	
Graduate					
UM	743	784	41	5.5	
UMA	-	695	-	-	
USM	695	713	18	2.6	
Law	1,055	1,055		-	
Canadian					
Undergraduate					
UM	495	308	(187)	(37.8)	
UMA/UMFK/UMM/UMPI	382	245	(137)	(35.9)	
UMF	464	288	(176)	(37.9)	
USM	464	288	(176)	(37.9)	
Graduate					
UM	743	461	(282)	(38.0)	
UMA	-	527	-	-	
USM	695	713	18	2.6	
Law	1,055	1,055		-	

UNIVERSITY OF MAINE SYSTEM ANNUAL TUITION RATES

			FY20 to	FY21
UNDERGRADUATE			Annual Inc	crease
In-State	FY20	FY21	\$	%
UM	\$9,000	\$9,240	240	2.7
UMA	7,170	7,350	180	2.5
UMF	8,992	9,216	224	2.5
UMFK	7,170	7,350	180	2.5
UMM	7,170	7,350	180	2.5
UMPI	7,170	7,350	180	2.5
USM	8,430	8,640	210	2.5
Average	7,872	8,071	199	2.5
Out-of-State				
UM	\$29,310	\$30,030	720	2.5
UMA	17,340	17,760	420	2.4
UMF	19,840	20,640	800	4.0
UMFK	11,460	11,760	300	2.6
UMM	14,250	14,700	450	3.2
UMPI	11,460	11,760	300	2.6
USM	22,170	23,070	900	4.1
Average	17,976	18,531	555	3.1
<u>NEBHE</u>				
UM	\$14,850	\$15,720	870	5.9
UMA	11,460	11,760	300	2.6
UMF	14,848	15,200	352	2.4
UMFK	11,460	11,760	300	2.6
UMM	11,460	11,760	300	2.6
UMPI	11,460	11,760	300	2.6
USM	13,920	14,250	330	2.4
Average	12,780	13,173	393	3.1
<u>Canadian</u>				
UM	\$14,850	\$9,240	(5,610)	(37.8)
UMA	11,460	7,350	(4,110)	(35.9)
UMF	14,848	9,216	(5,632)	(37.9)
UMFK	11,460	7,350	(4,110)	(35.9)
UMM	11,460	7,350	(4,110)	(35.9)
UMPI	11,460	7,350	(4,110)	(35.9)
USM	13,920	8,640	(5,280)	(37.9)
Average	12,780	8,071	(4,709)	(36.8)

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

UNIVERSITY OF MAINE SYSTEM ANNUAL TUITION RATES

			FY20 to	FY21
GRADUATE			Annual Inc	rease
In-State	FY20	FY21	\$	%
UM	\$8,100	\$8,298	198	2.4
UMA	-	7,578	-	-
UMF	7,578	7,686	108	1.4
USM	7,578	7,776	198	2.6
Average	7,752	7,835	83	1.1
Out-of-State				
UM	\$26,388	\$27,054	666	2.5
UMA	-	9,486	-	-
UMF	11,250	7,686	(3,564)	(31.7)
USM	20,538	21,348	810	3.9
Average	19,392	16,394	(2,998)	(15.5)
NEBHE				
UM	\$13,374	\$14,112	738	5.5
UMA	-	12,510	-	-
USM	12,510	12,834	324	2.6
Average	12,942	13,152	210	1.6
<u>Canadian</u>				
UM	\$13,374	\$8,298	(5,076)	(38.0)
UMA	-	9,486	-	-
USM	12,510	12,834	324	2.6
Average	12,942	10,206	(2,736)	(21.1)
LAW				
<u>In-State</u>	\$23,190	\$23,190	-	-
Out-of-State	34,680	34,680	-	-
NEBHE/Canadian	31,650	31,650	-	-

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

UNIVERSITY OF MAINE SYSTEM ANNUAL MANDATORY FEES 1

University	Fee	Credit Hours	FY20	FY21	\$ Increase
UM	Graduate Student Activity Fee	1 or More Credit Hours	\$120.00	\$120.00	-
	Undergraduate Student Activity Fee	6 or More Credit Hours	106.00	106.00	-
	Communications Fee	6 or More Credit Hours	30.00	30.00	-
	Recreation Center Fee	0 to 5 Credit Hours	174.00	184.00	10.00
		6 or More Credit Hours	292.00	308.00	16.00
	Unified Fee	0 to 5 Credit Hours	268.00	274.00	6.00
		6 to 11 Credit Hours	820.00	840.00	20.00
		12 to 15 Credit Hours	2,010.00	2,060.00	50.00
		16 or More Credit Hours	2,062.00	2,114.00	52.00
UMA	Student Activity Fee	Per Credit Hour, up to 14	\$2.25	\$2.25	-
		15 or More Credit Hours	67.50	67.50	-
	Unified Fee	Per Credit Hour	31.00	32.00	1.00
	Unified Fee - University College	Per Credit Hour	13.00	14.00	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	180.00	184.00	4.00
		7 to 11 Credit Hours	359.00	368.00	9.00
		12 or More Credit Hours	705.00	722.00	17.00
UMFK	Student Activity Fee	Per Credit Hour	\$7.50	\$7.50	-
	Unified Fee	Per Credit Hour	30.00	31.00	1.00
UMM	Student Activity Fee	Per Credit Hour, up to 11	\$11.00	\$11.00	-
		12 or More Credit Hours	240.00	240.00	-
	Green Fee	Flat Fee	20.00	20.00	-
	Unified Fee	Flat Fee + Per Credit Hour	626.00	642.00	16.00
UMPI	Student Activity Fee	6 or less Credit Hours	\$85.00	\$85.00	-
		7 or More Credit Hours	170.00	170.00	-
	Unified Fee - Campus	Per Credit Hour	30.00	31.00	1.00
	Unified Fee - Outreach	Per Credit Hour	20.00	0.00	(20.00)
USM	Undergraduate Student Activity Fee	1 to 5 Credit Hours	\$80.00	\$80.00	-
		6 to 11 Credit Hours	120.00	120.00	-
		12 or More Credit Hours	160.00	160.00	-
	Law Student Activity Fee	6 or More Credit Hours	100.00	100.00	-
	Fitness Center Fee	1 to 5 credit Hours	0.00	10.00	10.00
		6 to 11 Credit Hours	0.00	15.00	15.00
		12 or More Credit Hours	0.00	30.00	30.00
	Unified Fee	Per Credit Hour	31.00	33.00	2.00

¹Annual unless listed as per credit hour.

UNIVERSITY OF MAINE SYSTEM ANNUAL $\underline{\text{MANDATORY}}$ FEES

	MINIONE III			FY21 In	creases
Undergrad	uate_	FY20	FY21	\$	%
UM	Communications	\$30	\$30		
	Recreation Center Fee	292	308		
	Unified Fee	2,010	2,060		
	Student Activity Total	\$2,438	\$2,504	66	2.7
	10141	\$2,436	\$2,304	00	2.1
UMA	Unified Fee	\$930	\$960		
	Student Activity	68	68		
	Total	\$998	\$1,028	30	3.0
LIME	Cardena Health & Eigene Er	\$50	¢50		
UMF	Student Health & Fitness Fee Unified Fee	705	\$50 722		
	Student Activity	160	160		
	Total	\$915	\$932	17	1.9
	-		<u>.</u>		
UMFK	Unified Fee	\$900	\$930		
	Student Activity Total	\$1,125	\$1,155	30	2.7
	10141	\$1,123	\$1,133	30	2.1
UMM	Unified Fee	\$626	\$642		
	Green Fee	20	20		
	Student Activity	240	240		
	Total	\$886	\$902	16	1.8
UMPI	Unified Fee	\$900	\$930		
CIVIII	Student Activity	170	170		
	Total	\$1,070	\$1,100	30	2.8
	-				
USM	Unified Fee	\$930	\$990		
	Fitness Center Fee Student Activity	0 160	30 160		
	Total	\$1,090	\$1,180	90	8.3
				40	2.2
Averag Graduate	ge	\$1,217	\$1,257	40	3.3
UM	Communications	\$30	\$30		
	Recreation Center Fee	292	308		
	Unified Fee	820	840		
	Student Activity Total	\$1,262	\$1,298	36	2.9
	10181	\$1,202	\$1,290	30	2.9
UMA	Student Activity	\$0	\$41		
CIVII	Unified Fee	0	576		
	Total	\$0	\$617	-	-
	-				
UMF	Unified Fee	\$359	\$368	9	2.5
	=				
USM	Unified Fee	\$558	\$594		
	Fitness Center Fee	\$0	\$30	30	-
	Total	\$558	\$624		
Averag	je	\$726	\$727	1	0.1
Law	***	46	.		
USM	Unified Fee Fitness Center Fee	\$930 \$0	\$990 \$30		
	Student Activity	100	100		
Averag	•	\$1,030	\$1,120	90	8.7

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

UNIVERSITY OF MAINE SYSTEM ANNUAL TUITION AND MANDATORY FEES

UNDERGRAD	UATE	FY20	FY21	FY21 Inc	reases
In-Stat	<u>e</u>	Rate	Rate	\$	%
Ţ	J M	\$11,438	\$11,744	306	2.7
Ţ	UMA	8,168	8,378	210	2.6
Ţ	UMF	9,907	10,148	241	2.4
Ţ	UMFK	8,295	8,505	210	2.5
Ţ	UMM	8,056	8,252	196	2.4
Ţ	UMPI	8,240	8,450	210	2.5
Ţ	USM	9,520	9,820	300	3.2
A	Average	9,089	9,328	239	2.6
Out-of-	-State				
Ţ	JM	\$31,748	\$32,534	786	2.5
Ţ	JMA	18,338	18,788	450	2.5
J	JMF	20,755	21,572	817	3.9
J	JMFK	12,585	12,915	330	2.6
Ţ	JMM	15,136	15,602	466	3.1
Ţ	JMPI	12,530	12,860	330	2.6
Ţ	JSM	23,260	24,250	990	4.3
A	Average	19,193	19,788	595	3.1
<u>NEBH</u>	<u>E</u>				
Ţ	J M	\$17,288	\$18,224	936	5.4
Ţ	JMA	12,458	12,788	330	2.6
Ţ	JMF	15,763	16,132	369	2.3
Ţ	JMFK	12,585	12,915	330	2.6
Ţ	JMM	12,346	12,662	316	2.6
Ţ	JMPI	12,530	12,860	330	2.6
_	JSM	15,010	15,430	420	2.8
F	Average	13,997	14,430	433	3.1
<u>Canadi</u>					
J	J M	\$17,288	\$11,744	(5,544)	(32.1)
J	JMA	12,458	8,378	(4,080)	(32.8)
J	JMF	15,763	10,148	(5,615)	(35.6)
	JMFK	12,585	8,505	(4,080)	(32.4)
	JMM	12,346	8,252	(4,094)	(33.2)
	JMPI	12,530	8,450	(4,080)	(32.6)
Ţ	USM	15,010	9,790	(5,220)	(34.8)
A	Average	13,997	9,328	(4,669)	(33.4)

UNIVERSITY OF MAINE SYSTEM ANNUAL TUITION AND MANDATORY FEES

GRADI	UATE	FY20	FY21	FY21 Incr	eases
	In-State	Rate	Rate	\$	%
	UM	\$9,362	\$9,596	234	2.5
	UMA	-	8,195	-	-
	UMF	7,937	8,054	117	1.5
	USM	8,136	8,400	264	3.2
	Average	8,478	8,562	84	1.0
	Out-of-State				
	UM	\$27,650	\$28,352	702	2.5
	UMA	-	10,103	-	-
	UMF	11,609	8,054	(3,555)	(30.6)
	USM	21,096	21,972	876	4.2
	Average	20,118	17,121	(2,997)	(14.9)
	MEDITE				
	NEBHE LIM	¢14.626	¢15 410	77.4	<i>5.</i> 2
	UM	\$14,636	\$15,410	774	5.3
	UMA	-	13,127	-	-
	USM	13,068	13,458	390	3.0
	Average	13,852	13,998	146	1.1
	<u>Canadian</u>				
	UM	\$14,636	\$9,596	(5,040)	(34.4)
	USM	-	10,103	-	-
	USM	13,068	13,458	390	3.0
	Average	13,852	11,052	(2,800)	(20.2)
LAW					
	In-State	\$24,220	\$24,310	90	0.4
	Out-of-State	35,710	35,800	90	0.3
	NEBHE/Canadian	32,680	32,770	90	0.3

UNIVERSITY OF MAINE SYSTEM ANNUAL ROOM & BOARD CHARGES¹

	ROOM C	HARGES	FY21 Inc	reases
	FY20	FY21	\$	%
UM	\$5,518	\$5,670	152	2.8
UMF	5,356	5,356	-	-
UMFK	4,460	4,700	240	5.4
UMM	4,600	4,727	127	2.8
UMPI	4,850	5,000	150	3.1
USM	4,160	4,300	140	3.4
Average	4,824	4,959	135	2.8
UMA	7,250 ²	7,430		
	BOARD (CHARGES	S	
	FY20	FY21		
UM	\$5,148	\$5,302	154	3.0
UMF	4,546	4,882	336	7.4
UMFK	3,900	4,050	150	3.8
UMM	4,580	4,861	281	6.1
UMPI	3,646	3,738	92	2.5
USM	4,625	4,730	105	2.3
Average	4,408	4,594	186	4.2
	FY20	FY21		
UM	\$10,666	\$10,972	306	2.9
UMF	9,902	10,238	336	3.4
UMFK	8,360	8,750	390	4.7
UMM	9,180	9,588	408	4.4
UMPI	8,496	8,738	242	2.8
USM	8,785	9,030	245	2.8
Average	9,232	9,553	321	3.5

¹Rates shown are based on the meal plan and room type with the greatest projected number of students. Several meal plans and room types are available. Beginning in FY20, UMA has limited housing but no dining.

²UMA's FY20 room rate restated.

UNIVERSITY OF MAINE SYSTEM ANNUAL COMPREHENSIVE STUDENT CHARGES (Includes Tuition, Mandatory Fees, Room and Board)

UNDERGRAI	DUATE	FY20	FY21	FY21 Inc	reases
<u>In-Sta</u>	<u>ite</u>	Rate	Rate	\$	%
	UM	\$22,104	\$22,716	612	2.8
	UMA	17,218	15,808	(1,410)	(8.2)
	UMF	19,809	20,386	577	2.9
	UMFK	16,655	17,255	600	3.6
	UMM	17,236	17,840	604	3.5
	UMPI	16,736	17,188	452	2.7
	USM	18,305	18,850	545	3.0
	Average	18,321	18,881	560	3.1
Out-o	<u>f-State</u>				
	UM	\$42,414	\$43,506	1,092	2.6
	UMA	27,388	26,218	(1,170)	(4.3)
	UMF	30,657	31,810	1,153	3.8
	UMFK	20,945	21,665	720	3.4
	UMM	24,316	25,190	874	3.6
	UMPI	21,026	21,598	572	2.7
	USM	32,045	33,280	1,235	3.9
	Average	28,425	29,341	916	3.2
NEBH	<u>IE</u>				
	UM	\$27,954	\$29,196	1,242	4.4
	UMA	21,508	20,218	(1,290)	(6.0)
	UMF	25,665	26,370	705	2.7
	UMFK	20,945	21,665	720	3.4
	UMM	21,526	22,250	724	3.4
	UMPI	21,026	21,598	572	2.7
	USM	23,795	24,460	665	2.8
	Average	23,229	23,983	754	3.2
<u>Canac</u>	<u>lian</u>				
	UM	\$27,954	\$22,716	(5,238)	(18.7)
	UMA	21,508	15,808	(5,700)	(26.5)
	UMF	25,665	20,386	(5,279)	(20.6)
	UMFK	20,945	17,255	(3,690)	(17.6)
	UMM	21,526	17,840	(3,686)	(17.1)
	UMPI	21,026	17,188	(3,838)	(18.3)
	USM	23,795	18,850	(4,945)	(20.8)
	Average	23,229	18,881	(4,348)	(18.7)

NOTE: Tuition and Fees based on 15 credit hours per semester for two semesters for undergraduate and law students (except UMF based on 16 credit hours per semester beginning in FY07 & UMFK based on "Block" rates for 12-18 hours per semester in FY13 - FY17) and 9 credit hours per semester for two semesters for graduate students. Room and board rates are based on the meal plan and room type with the greatest projected number of students. Several meal plans and room types are available. Beginning in FY20, UMA has limited housing but no dining.

UNIVERSITY OF MAINE SYSTEM ANNUAL COMPREHENSIVE STUDENT CHARGES (Includes Tuition, Mandatory Fees, Room and Board)

GRADU	JATE	FY20	FY21	FY21 Incre	ases
	In-State	Rate	Rate	\$	%
	UM	\$20,028	\$20,568	540	2.7
	UMA	-	15,625	-	-
	UMF	17,839	18,292	453	2.5
	USM	16,921	17,430	509	3.0
	Average	18,262	18,642	380	2.1
	Out-of-State				
	UM	\$38,316	\$39,324	1,008	2.6
	UMA	-	17,533	-	-
	UMF	21,511	18,292	(3,219)	(15.0)
	USM	29,881	31,002	1,121	3.8
	Average	29,902	27,201	(2,701)	(9.0)
	<u>NEBHE</u>				
	UM	\$25,302	\$26,382	1,080	4.3
	UMA	0	20,557	-	-
	USM	21,853	22,488	635	2.9
	Average	23,578	23,999	421	1.8
	<u>Canadian</u>				
	UM	\$25,302	\$20,568	(4,734)	(18.7)
	UMA	0	17,533	-	-
	USM	21,853	22,488	635	2.9
	Average	23,578	21,053	(2,525)	(10.7)
LAW					
	In-State	\$33,005	\$33,340	335	1.0
	Out-of-State	44,495	44,830	335	0.8
	NEBHE/Canadian	41,465	41,800	335	0.8

NOTE: Tuition and Fees based on 15 credit hours per semester for two semesters for undergraduate and law students (except UMF based on 16 credit hours per semester beginning in FY07 & UMFK based on "Block" rates for 12-18 hours per semester in FY13 - FY17) and 9 credit hours per semester for two semesters for graduate students. Room and board rates are based on the meal plan and room type with the greatest projected number of students. Several meal plans and room types are available. Beginning in FY20, UMA has limited housing but no dining.

UNIVERSITY OF MAINE SYSTEM STUDENT FEES

OVERVIEW

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

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

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

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

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

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

Adjustments to Student Activity Fees will be considered by the Board at its May meeting in order to allow sufficient time for student governments to conduct spring referendums on any changes recommended to the fees.

UNIVERSITY OF MAINE SYSTEM NARRATIVE DESCRIPTION OF EACH MANDATORY FEE

<u>Name</u>	University Charging Fee
Communications Fee A student approved mandatory fee that is administered by the students to support WMEB-FM, the Maine Channel, "The Maine Campus", and ASAP, a media and internet technologies laboratory.	UM
Fitness Center Fee This fee is assessed to provide students with access to modern fitness center equipment within the University's three fitness centers. The fee is applicable to all students, based on their credit hour load, and is paid by the semester.	USM
Green Fee A student approved mandatory fee used to re-start the recycling program on campus and to work on sustainable practices (refill stations, led lighting, planting more trees, etc.).	UMM
Recreation Center Fee This fee is assessed to pay for the construction of the Center and provides students with access to the state-of-the-art facility, including a leisure pool and sauna. Many aerobic classes and other programs and services are also provided for no additional fee.	UM
Student Activity Fee A student approved mandatory fee that is administered by the students for educational, cultural, social, and recreational purposes. Changes to this fee require the approval of the student body, University President, Chancellor, and Board of Trustees.	ALL
Student Health & Wellness Fee This fee is charged to students registered for 4 or more credit hours of classes held at UMF. It covers all health center office visits, counseling and fees associated with Mainely Outdoors.	UMF
Unified Fee This fee is used to cover fixed costs of providing educational services that may not be directly related to the number of credit hours for which a student is enrolled. This fee supports activities such as student services, the operation of facilities such as student and fitness centers, and student-utilized, instruction-related	ALL

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technologies.



FY2021 Budget Presentation

March 25, 2020

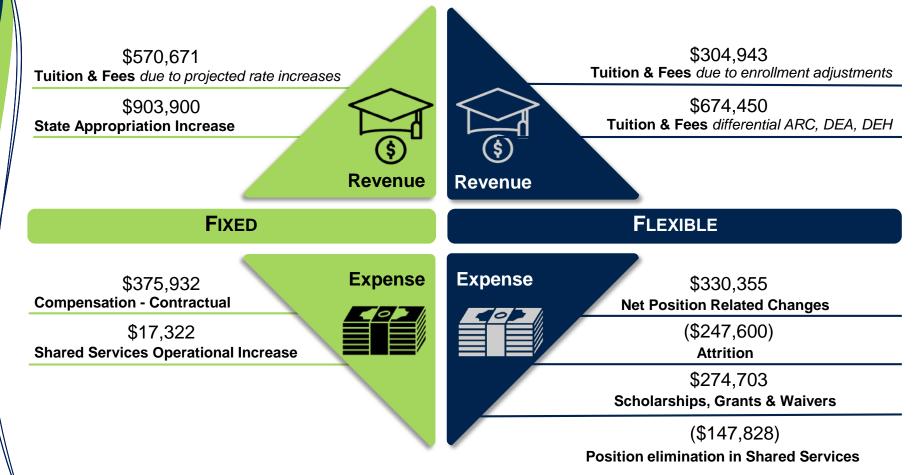


FY 2021 Budget Overview

- UMA FY21 budget is balanced
- Enrollment projection is conservative
- Built in contingency account, \$200,000
- Increased student aid by 7.5%, \$274,703
- Increased capital investment by 30.8%, \$223,067
- Created nursing faculty PhD fund, \$30,000
- Included housing expansion (Erskine Hall), \$318,000



FY 2021 Budget Levers: E&G and Auxiliaries





FY 2021 Budget Balancing Measures

- Increased enrollment due to new and expanded programs, improved retention, and increase housing, \$304,943
- Increased tuition by CPI (2.5%), \$570,671
- Differential tuition for Architecture and Dental programs, \$674,450
 - ARC increase of \$115/credit hour, \$273,975
 - DEA increase of \$100/credit hour, \$26,400
 - DEH increase of \$325/credit hour, \$374,075
- Departmental operating adjustments, \$167,850
- Reduction of bad debt expense, \$200,000
- Attrition factor to 3%, \$247,600
- Transition to PayPath for credit card fee pass through, \$100,000
- Shared services increase mitigated by a position elimination, resulting in a net decrease of \$130,506
- Restructuring & Reorganization to offset cost of new positions, \$282,645



FY 2021 Academic & Budget Priorities

- Nursing (pre-licensure BSN)
- Data Science
- Graduate Programs
 - Cyber Security
 - Substance Use Disorders
- Housing Expansion (Erskine Hall)
- Early College Continued Expansion
- Dental Assisting at Lewiston (LAC)
- New Advising Model: Improved Retention

- Second Chance Pell Expansion
 - Expansion to Bachelor's Degrees
 - Expansion to Bolduc, Mountain View and Long Creek
 - Classroom Expansion at Maine State
 Prison
- Pursue New Opportunities through Programs of the Future
- Education Pathways State Program Approval



FY 2021 Collaborations

UM

- Foundations
- Vet Tech large animal course

UMPI

- Cyber Security CBE
- Medical Lab Technology

UMM

- Meteorology (AVI)
- Special Education (EDU)

UMFK

Substance Use Disorders
 Certificate

UMF

Nursing expansion - cohort (pending)

USM

- MS Cyber Security
- LAC Center & Dental Clinic

Maine Law School

- 3+3 articulation agreement (pending)

UMS System wide

- GIS consortium
- Trauma and Emergency Management (pending)















FY 2021 Budget Summary

University of Maine at Augusta - FY21

Proposed Educational and General (E&G)

FY21 Total Net	291.387
	563,622
Less Capital & Debt Service	(1,320,038)
Add Back Depreciation	1,883,660
Modified Cash Flow	
Net Operating	(272,235)
Total Expense	(40,769,760)
Total Revenue	40,497,525

Proposed Auxiliary (AUX)

FY21 Total Net	(175,266)
	(1,054)
Less Capital & Debt Service	(16,825)
Add Back Depreciation	15,771
Modified Cash Flow	
Net Operating	(174,212)
Total Expense	(1,773,989)
Total Revenue	1,599,777

FY21 E&G and AUX Total Net \$116,121



FY 2021 Budget: E&G and Auxiliaries

			<u>FY20</u>	<u>FY21</u>		\$ Change	% Change
		Tuition & Fees	\$ 22,741,777	\$ 24,291,841	\$	1,550,064	6.8%
		Dining & Residence	256,413	592,077	\$	335,664	130.9%
\setminus		Less: Waivers/Scholarships	(3,658,646)	(3,933,349)	\$	(274,703)	7.5%
\mathbb{N}	Φ	Appropriation	18,366,360	19,270,260	\$	903,900	4.9%
	חת	Indirect Cost Recovery	160,885	160,885	\$	-	0.0%
	Revenue	Sales/Services/Other	1,849,533	1,715,588	\$	(133,945)	-7.2%
$\ $	<u> </u>	Total E&G_AUX Revenue	\$ 39,716,322	\$ 42,097,302	\$	2,380,980	6.0%
$\ $		Personnel Expense	27,673,278	28,131,965		458,687	1.7%
		Fuel/Electricity	718,696	738,862		20,166	2.8%
		Supplies/Services	2,543,546	2,551,689		8,143	0.3%
		Shared Services	4,934,782	4,804,276		(130,506)	-2.6%
		Travel	329,641	325,562		(4,079)	-1.2%
	Ф	Maintenance & Alterations	764,984	778,860		13,876	1.8%
	Expense	Depreciation	1,717,697	1,899,431		181,734	10.6%
	ed)	Other Expense	3,088,780	3,313,104		224,324	7.3%
	ш̂	Total E&G_AUX Expense	\$41,771,404	\$42,543,749		\$772,345	1.8%
		Operating Increase (Decrease)	(\$2,055,082)	(\$446,447)	9	\$1,608,635	-78.3%
	D &	Add back Depreciation	1,717,697	1,899,431		181,734	10.58%
	fie	Less Capital Expenditures	(724,433)	(947,500)		(223,067)	30.79%
	Modified CashFlow	Less Debt Service	(356,365)	(389,363)		(32,998)	9.26%
1	ΣÖ	Net Change:	(\$1,418,183)	\$116,121	\$	\$1,534,304	-108.2%

FY 2021 Budget: E&G

	FY20	<u>FY21</u>	4	<u>Change</u>	% Cha	<u>nge</u>
Tuition & Fees	\$ 22,741,777	\$ 24,291,841	\$1	1,550,064	6	3.8%
Less: Waivers/Scholarships	(3,658,646)	(3,886,549)	\$	(227,903)	6	5.2%
Appropriation	18,366,360	19,270,260	\$	903,900	4	1.9%
Indirect Cost Recovery	160,885	160,885	\$	-	0	0.0%
Sales/Services/Other	730,533	661,088	\$	(69,445)	-9	9.5%
Total E&G Revenue	\$ 38,340,909	\$ 40,497,525	\$2	2,156,616	5	5.6%
Personnel Expense	27,295,528	27,810,868		515,340	1	.9%
Fuel/Electricity	717,696	738,162		20,466	2	2.9%
Supplies/Services	1,758,438	1,751,145		(7,293)	-0).4%
Shared Services	4,934,782	4,804,276		(130,506)	-2	2.6%
Travel	329,191	325,112		(4,079)	-1	.2%
Maintenance & Alterations	755,847	767,223		11,376	1	.5%
Depreciation	1,700,928	1,883,660		182,732	10).7%
Other Expense	2,688,324	2,689,314		990	0	0.0%
Total E&G Expense	\$40,180,734	\$40,769,760		589,026	1	.5%
Operating Increase (Decrease)	(\$1,839,825)	(\$272,235)	\$1	1,567,590	-85	5.2%
Add back Depreciation	1,700,928	1,883,660		182,732	10.7	74%
Less Capital Expenditures	(724,433)	(947,500)		(223,067)	30.7	79%
Less Debt Service	(345,181)	(372,538)		(27,357)	7.9	93%
Net Change:	(\$1,208,511)	\$291,387	\$1	1,499,898	-124	1.1%



FY 2021 Budget: Auxiliaries

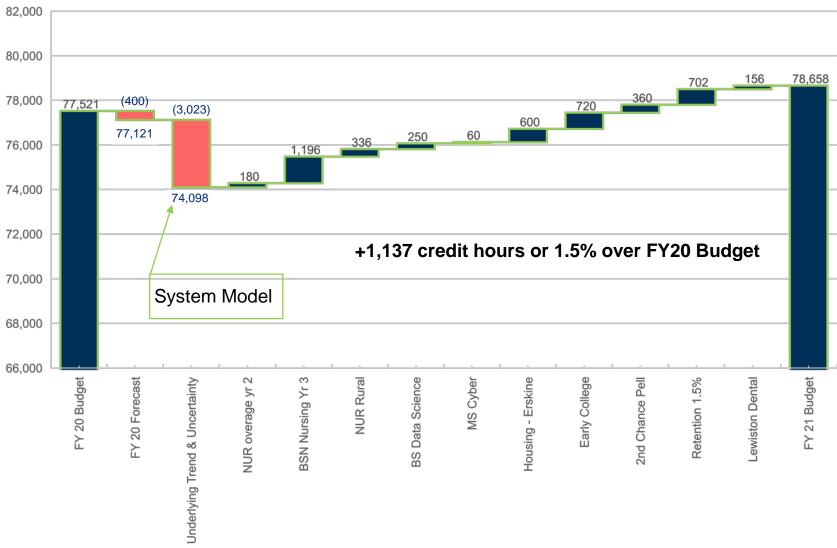
			FY20		FY21	\$ <u>Change</u>	% Change
Ф	Dining & Residence	\$	256,413	\$	592,077	\$ 335,664	130.9%
nu	Less: Waivers/Scholarships		0		(46,800)	\$ (46,800)	0.0%
Revenue	Sales/Services/Other		1,119,000	1	,054,500	\$ (64,500)	-5.8%
<u> </u>	Total AUX Revenue	\$	1,375,413	\$ 1,	599,777	\$ 224,364	16.3%
	Personnel Expense		377,750	;	321,097	(56,653)	-15.0%
	Fuel/Electricity		1,000		700	(300)	-30.0%
	Supplies/Services		785,108		800,544	15,436	2.0%
	Travel		450		450	-	0.0%
Ф	Maintenance & Alterations		9,137		11,637	2,500	27.4%
SUS	Depreciation		16,769		15,771	(998)	-6.0%
Expense	Other Expense		400,456	(623,790	223,334	55.8%
ш	Total AUX Expense	,	\$1,590,670	\$1 ,	773,989	\$ 183,319	11.5%
	Operating Increase (Decrease)		(\$215,257)	(\$	174,212)	\$41,045	-19.1%
_	Add back Depreciation		16,769		15,771	(998)	-5.95%
fie	Less Capital Expenditures		-		-	-	
Modified CashFlow	Less Debt Service		(11,184)		(16,825)	(5,641)	50.44%
Σ̈́Ö	Net Change:		(\$209,672)	(\$	175,266)	\$34,406	-16.4%



Enrollment Projection

Includes Early College

FY 21 Enrollment Waterfall



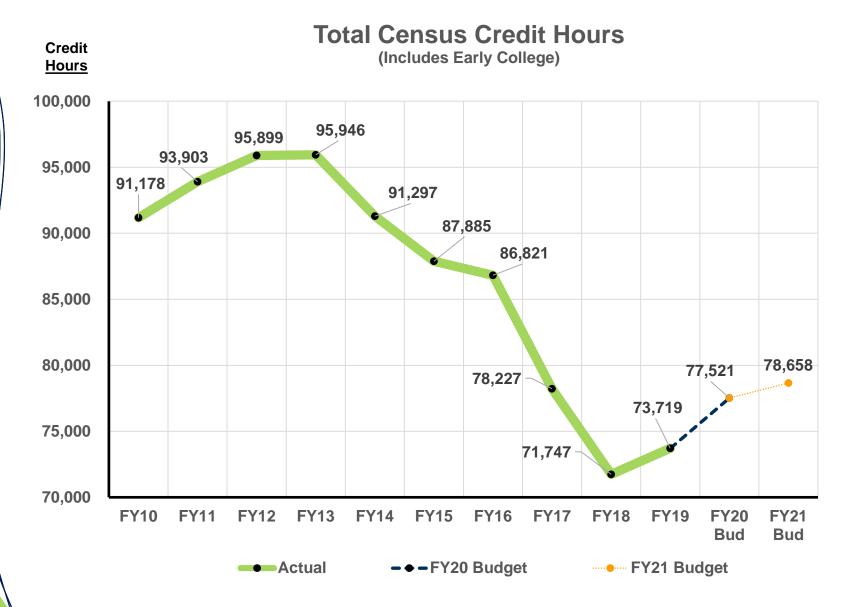


FY 2021 New & Returning Student Credit Hours

		Calculated	FY21	Sumi	ner	F	all	Spi	Spring		Spring		
Student by level	Fall 2019	4-Year Avg.	Projected	Calculated	Revised	Calculated	Revised	Calculated	Calculated Revised		Explanation of Change (text will wrap)		
Undergraduate	Census	Return Rate	Return Rate	Projection	Projection	Projection	Projection	Projection	Projection	Hours			
In-State Total	32,36 5	51.5%		8,859	8,979	32,575	32,935	27,945	28,859	70,773			
In-Coming Class				8,859	8,859	13,462	13,462	12,569	12,569	34,890			
EarlyCollege	3,750				120	3,754	4,114	1,035	1,949	6,183	720 of expansion, spring is 674 higher than proj		
Ua zero	3,069	34.1%	35.6%		-	1,093	1,093	1,021	1,021	2,114	Maturing of Title III retention efforts		
Ub 1-30	5,806	52.3%	54.8%		-	3,182	3,182	2,971	2,971	6,153	Coordinated Marketing and Communication		
Uc 31-59	5,369	65.8%	67.3%		-	3,613	3,613	3,373	3,373	6,986	New Co-Advising Model		
Ud 60-89	5,767	64.5%	66.0%		-	3,806	3,806	3,554	3,554	7,360	Pine Tree State Pledge		
Ue >90	8,604	41.1%	42.6%		-	3,665	3,665	3,422	3,422	7,087	Recruiting College Ready Students		
Out-of-State Total	2,329	48.3%		650	733	2,327	3,107	2,900	3,456	7,296			
In-Coming Class				650	733	1,204	1,984	1,852	2,408	5,125	Out of state is about 7.5% of student body 6063 FY20		
Ua zero	306	19.4%	19.4%		-	59	59	55	55	114	Online Programs (ILS / Cyber / Music)		
Ub 1-30	248	52.6%	52.6%		-	130	130	121	121	251			
Uc 31-59	345	53.0%	53.0%		-	183	183	171	171	354			
Ud 60-89	470	71.3%	71.3%		-	335	335	313	313	648			
Ue >90	960	43.3%	43.3%		-	416	416	388	388	804			
CAN-NEBHE Total	243	56.2%		42	42	252	252	235	235	529			
In-Coming Class				42	42	105	105	98	98	245	Housing and new programs available		
Ua zero	22	10.0%	10.0%		-	2	2	2	2	4			
Ub 1-30	33	87.5%	87.5%		-	29	29	27	27	56			
Uc 31-59	64	66.7%	66.7%		-	43	43	40	40	83			
Ud 60-89	45	69.2%	69.2%		-	31	31	29	29	60			
Ue >90	79	53.6%	53.6%		-	42	42	39	39	81			
Graduate													
In-State Total	-			-	-	-	30	-	30	60			
In-Coming Class					-	-	30	-	30	60	MS Cyber Security		
Totals	34,937		0.0%	9,551	9,754	35,154	36,324	31,080	32,580	78,658			

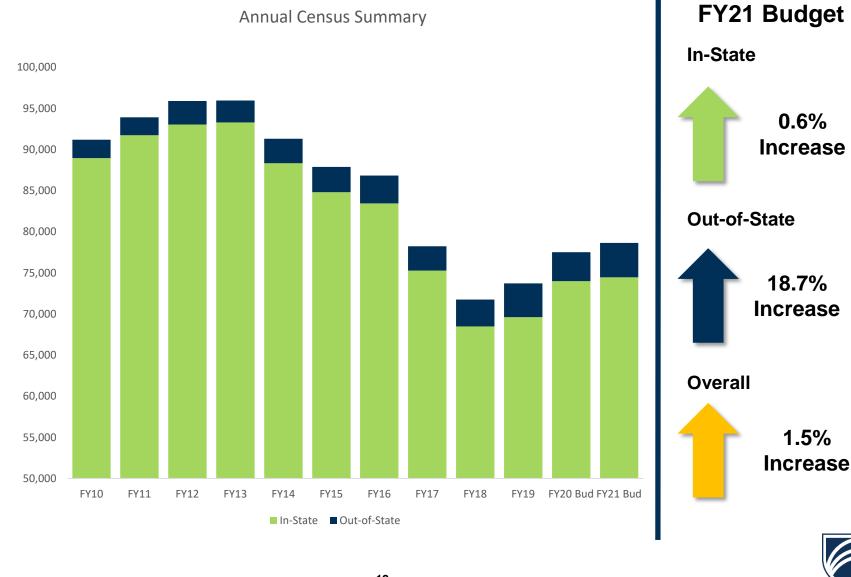


FY21 Outlook — Enrollment Projection





10 year Undergraduate Credit Hour Comparison



FY 2021 Enrollment Sensitivity Analysis

FY2021 Credit Hour	FY2021 Credit Hour	FY2021 Total	Net Student	Credit Hour Change From	Revenue Change From
Growth	Growth%	Credit Hours	Charges (1)	FY21 Budget	FY21 Budget
			19,986,300		
(413)	-0.5%	77,108	19,529,581	(1,550)	(456,719)
(219)	-0.3%	77,302	19,586,850	(1,356)	(399,450)
(26)	0.0%	77,495	19,643,832	(1,163)	(342,468)
168	0.2%	77,689	19,700,816	(969)	(285,484)
362	0.5%	77,883	19,758,085	(775)	(228,215)
556	0.7%	78,077	19,815,355	(581)	(170,945)
749	1.0%	78,270	19,872,337	(388)	(113,963)
943	1.2%	78,464	19,929,318	(194)	(56,982)
1,137	1.5%	78,658	19,986,300	-	-
1,331	1.7%	78,852	20,043,572	194	57,272
1,525	2.0%	79,046	20,100,554	388	114,254
1,718	2.2%	79,239	20,157,532	581	171,232
1,912	2.5%	79,433	20,214,804	775	228,504
2,106	2.7%	79,627	20,272,075	969	285,775
2,300	3.0%	79,821	20,329,057	1,163	342,757

Note:



⁽¹⁾ Net Student Charges Defined as Tuition and Mandatory Fees less Scholarships & Waivers

FY 2021 Marketing Plan

Channel	Distribution	Total \$	Impressions/Circ.	
Cable TV	C. Zanasi Augusta Dangar Drivasivisti	¢44.4.500	0.000 civings	
Cable 1v	6 – Zones: Augusta, Bangor, Brunswick, Lewiston, Portland, Presque Isle	\$114,500	9,000 airings	
Digital Display	Statewide	\$44,000	1,956,000 impressions	
On-air Radio	Major markets: Portland, Lewiston, Augusta, Bangor	\$82,000	4,500 spots	
Public Radio	Statewide	\$10,000	Varies by program	
Digital Search	Statewide	\$21,000	Varies by campaign	
Social Media	Boosted posts	\$6,750	128,000 impressions	
Direct Mail	UMA Students (75%), UMA Prospects (25%)	\$55,855	Varies by mailing	
Print	Select regional and industry publications	\$24,500	Varies by publisher	
Total Marketing Spend		\$358,605		

FY 2021 Recruitment Plan

- Admissions Recruiters (4 FTE)
- Student Search \$25,000
 - Direct mail, personalized postcards high school juniors and seniors
 - Digital targeting 19,000 individual households, all devices
- Recruitment Travel \$48,000
 - In State: High Schools, Community Colleges, Adult Education Centers, Employers
 - Out of State: High Schools, Community Colleges
- Communications and Cultivation \$30,000
 - Viewbooks, program brochures, special events
 - Prospective Applicant Communication Plan Email
 - Applicant Communication Plan Email & Text Message
 - Admitted Student Communication Plan Email & Text Message



FY 2021 Retention and Graduation

- Engagement Technologies (\$40K)
 - Texting Platform
 - Online New Student Orientation
 - Dynamic Q&A tool
 - EAB Navigate(App)
- Intervention Strategies (\$44K)
 - Class Stewards
 - Online tutoring
 - Co-Advising Model
 - Make the Grade Grant

- Student Success (FTE)
 - Math and Writing Labs (1)
 - Professional Advising Staff (11)
 - TRIO (7)
 - Counseling & Coaching Services (4)
 - Center Student Success Coordinators(7)
 - Student Life and Residence Life Staff (4)
 - Financial Literacy (1)
 - ADA Accessibility (1)
- Faculty Professional Support (FTE)
 - Instructional Designers (2)
 - Instructional Technology (3)



FY 2021 Early College Update

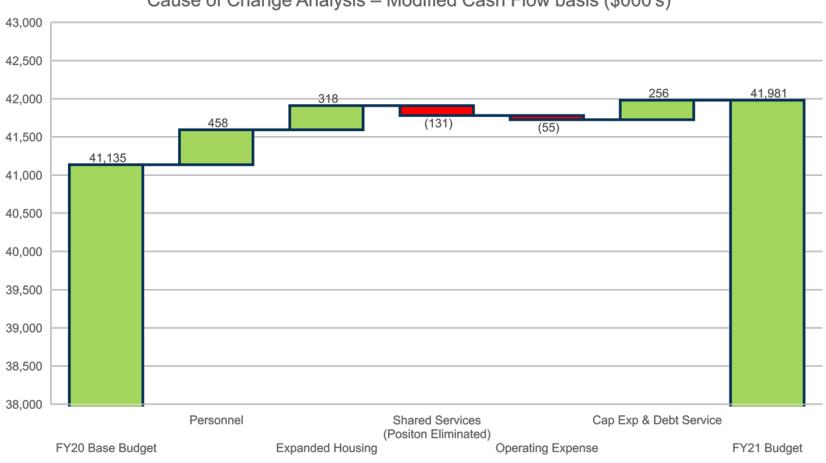
- Census Fall 2019 757 headcount up 43.4%, 3,750 credit hours up 38.8%
- Flight academy for students to earn 20 hours toward a private pilot's license and a solo flight.
- Working with PATH (Portland Arts and Technology HS) and CATC (Capital Area Technical Center) to offer four CIS/Cyber classes for a pathway into our programs;
- Working with five additional schools to offer concurrent enrollment courses.
- Assessing one discipline/ year of our concurrent enrollment offerings--recent results show comparable student learning outcomes to our on-campus offerings

- Monthly high school and university faculty meetings for grade calibration, assessment and professional development
- Beginning Fall 2020 Mandatory online orientation for any student enrolling in a UMA course; online, on campus or at a site/center.
- Adding an Early College Counselor position to help maintain relationships and program quality as numbers increase.
- UMA can easily meet all NACEP standards with one exception--the HS faculty standard.



FY 2021 Expense Growth: E&G and Auxiliaries







FY21 Personnel Summary: E&G and Auxiliaries

Salaries &	Notes
375,932.00	ATB, Post Tenure, Benefit Rate,
	Facilities Equity Increases
83,765.00	To support growth at LAC
89,857.00	To support ARC growth
80,719.00	To support NUR growth
80,719.00	To support EDU growth
89,320.00	Institutional Research and Planning
40,390.00	E&G
40,390.00	AUX
53,920.00	Dean of Students Office
53,920.00	Admissions/Financial Aid shared position
613,000.00	
(247,600.00)	
(282,645.00)	Bookstore, Instructional Development & Other
(530,245.00)	
458,687.00	
	375,932.00 83,765.00 89,857.00 80,719.00 80,719.00 40,390.00 40,390.00 53,920.00 613,000.00 (247,600.00) (282,645.00)



FY 2021 FTE Summary: E&G and Auxiliaries

Facu	lty/Staff Position Change Summary	FTE					
E&G		FTE					
	Architecture Faculty	1					
	Chemistry Faculty	1					
	Dental Health Faculty	1					
	Education Field Placement Certification & Assessment Director						
	1						
	Professional Staff	(2)					
	 Admin Asst. CL2 – Dean of Students 	1					
	 Admin Asst. CL2 – Admissions/Financial Aid 	1					
	Custodian CL1 - Facilities	1					
	E&G Total	6					
AUX							
	Classified Staff	(2)					
	Custodian CL1 - Facilities	1					
	AUX Total	(1)					
	NET FTE Change	5					



FY 2021 Capital Investments

FY 21 E&G Capital Investments

	Total	947,500
Computer Equipment		11,198
Equipment		19,481
Engineering Fees		8,500
Augusta Landscaping		100,000
Bangor Welcome Center		250,000
Rotating Dental Facility		75,000
Bangor Campus Walkways		100,000
Katz Library HVAC		250,000
Fire Alarm Upgrades		133,321

Additional Planned Investments through FY21

Welcome Center Augusta	6,850,000 State Bonding, Reserves
Welcome Center Bangor	750,000 E&G, Reserves

Handley Hall HVAC <u>575,000</u> State Bonding, E&G

Total 8,175,000



FY 2021 E&G & Auxiliaries Depreciation Calculation

	FY20 Budget	FY21 Budget	% Change
Depreciation Expense	1,717,697	1,899,431	10.6%
Capital Expenditures	(724,433)	(947,500)	30.8%
Debt Service Principal	(356,365)	(389,363)	9.3%
Funded Depreciation:	(1,080,798)	(1,336,863)	23.7%
Funded Depreciation %:	63%	70%	



FY19 Sightlines Report: Metrics

Net Asset Value	FY19
UMA	69%
Peers	67%
UMS	58%
Trustees Interim Goal	63%
Trustees Long-Term Goal	70%

Physical Plant Investments

UMA \$3.40/gsf Peers \$3.33/gsf

% Investments in Building Systems, Envelopes, Safety/Code

UMA 54% Peers 49%

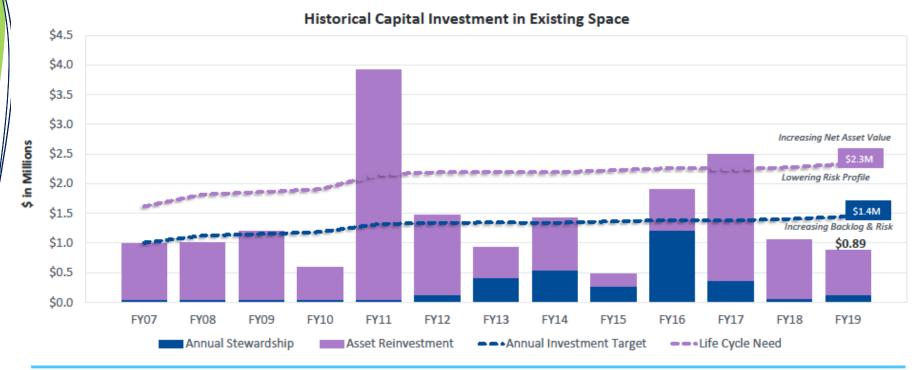


FY 2021 Sightlines Report: Investment Target



UMA Eclipses the Investment Target More Than 50% of Years

Deferral to the Investment Target added \$1.6M to backlog at UMA





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FY 2021 Space Reduction

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Augusta Hall	(25,300)
Caribou Hall	(5,100)
Mailroom	(3,005)
Katahdin Hall	(3,232)
Maintenance Shop	(1,300)
Schoodic Hall	(3,232)
Dow Chapel	(11,638)
Lewiston Hall Elevator	(1,149)
Lincoln Hall	(10,804)
Mailroom/Grounds Shop	3,005
Net Growth (Reduction)	(61,755)
FY21	
Randall Student Center	8,400
Net Growth (Reduction)	8,400
Planned	
Stoddard	(2,000)
Acadia	(3,000)
Net Growth (Reduction)	(5,000)
Grand Total	(58,355)



FY 2021 Student Tuition and Fees

<u>Tuition</u>	FY20 Rates	FY21 Rates	FY21 Increase	% Change	<u>Memo</u>
In-state (all modalities)	239.00	245.00	6.00	2.5%	
Non-resident online	299.00	306.00	7.00	2.3%	125% of In-state
Out-of-state	578.00	592.00	14.00	2.4%	
International	578.00	592.00	14.00	2.4%	
NEBHE	382.00	392.00	10.00	2.6%	160% of In-state
Canadian	382.00	245.00	(137.00)	-35.9%	
Graduate		432.00			
Graduate non-resident online		526.00			

	<u>Rates</u>	Rates	<u>Increase</u>	% Change
Augusta, Bangor, and Web Unified Fee	31.00	32.00	1.00	3.2%
Distance Unified Fee	13.00	14.00	1.00	7.7%
Distance Tech Fee	6.00	6.00		
Distance Learning Fee	12.00	12.00		
Web Online Fee	12.00	12.00		



FY 2021 Student Housing Rates

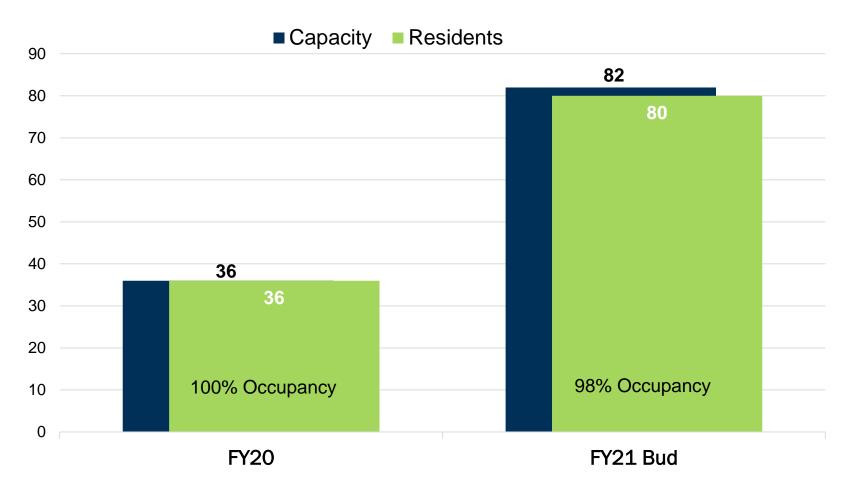
Housing

	FY20	FY21	FY21		FY21
Room Type	<u>Rates</u>	<u>Rates</u>	<u>Inc</u>	<u>% Change</u>	AY Total
Single room suite (one person suite)	4,000	4,100	100	2.5%	8,200
Single bedroom (in a multi-bedroom suite)	3,625	3,715	90	2.5%	7,430
Double bedroom (in a multi-bedroom suite)	3,000	3,075	75	2.5%	6,150
Single room with double occupancy	-	2,800			5,600





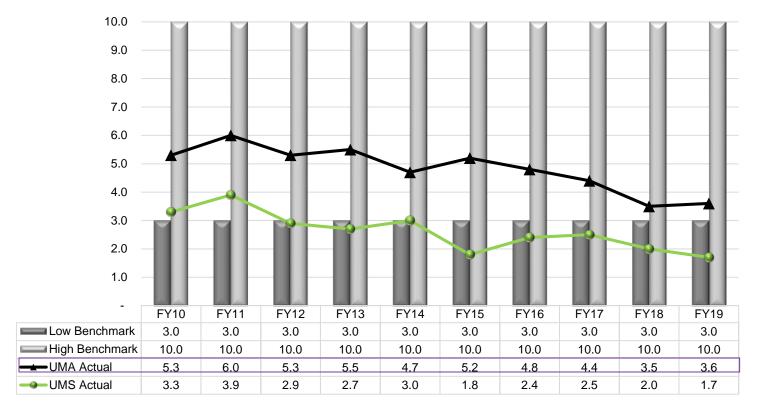
Residence Hall Capacity





UMA Composite Financial Index

UMA has exceeded the low benchmark for the past 10 years, buoyed by its reserves and low debt structure.



GASB 75 took effect in FY17



FY 2021 Reserves

		FY18	FY19	FY20
		6/30/2018	6/30/2019	<u>YTD</u>
E&G				
	E&G	9,564,143	9,422,862	9,422,862
	Capital Planning	2,105,702	2,080,702	1,805,702
	Equipment	62,677	-	-
	University College	46,852	46,852	46,852
	Total	11,779,374	11,550,416	11,275,416
Auxiliary	1			
	Housing	-	(23,041)	(23,041)
	Bookstore	595,536	483,716	483,716
	Total	595,536	460,675	460,675
	Grand Total	12,374,910	12,011,091	11,736,091



UMA Turnaround FY 2018–FY 2021: E&G and Auxiliaries

UMA has rebounded since FY18:

- 3-years of Enrollment Increases ~ slides 12 & 13
- FY21 budgeted surplus, \$116,121 ~ slide 6
- Reserves, \$11.7 million ~ slide 31

UMA has strong financial metrics:

- Composite Financial Index, 3.6% ~ slide 30
- Physical Plant NAV, 69% ~ slide 24



UMA Turnaround FY 2018–FY 2021: E&G and Auxiliaries

E&G and AUX Budget	<u>FY18</u>		FY19	FY20	FY21
Total Revenues	\$ 38,297,772	\$	37,199,026	\$ 39,339,417	\$ 42,097,302
Total Expenses	 39,660,412	_	40,617,127	 41,389,952	 42,543,749
Net Operating Increase (Decrease)	(1,362,640)		(3,418,101)	(2,050,535)	(446,447)
Modified Cash Flow					
Add Back Depreciation	1,638,170		1,748,342	1,717,697	1,899,431
Less Capital & Debt Service	 (1,312,319)		(1,319,599)	(1,080,798)	(1,336,863)
Net Change Before Reserve Transfers	\$ (1,036,789)	\$	(2,989,358)	\$ (1,413,636)	\$ 116,121
Actual Year-end Result					
Net Change in Cash & Reserve Transfers	\$ (1,064,598)	\$	(276,141)	-	-









FY21 Budget Presentation

March 25, 2020





Academic & Budget Priorities for 2020 & 2021

- Fill Critical Vacant Positions
 - President & Provost
 - Admissions Director
 - Business Faculty
 - Computer Science/Cyber Security Faculty
 - Athletic Director
 - Academic Dean
- Grow Enrollment
 - Implement Innovative Marketing Initiatives
 - Implement More Focused Recruiting
 - Improve Retention
 - Add Support Services
 - Increase Faculty & Staff Engagement with Students (e.g. early alert, improved advising)
 - Improve the Student Experience
- Strengthen and Increase UMFK/UMPI Collaboration



Collaborations

- ▶ UMFK/UMPI Cyber Security Program (Discussion underway)
- **№** UMFK/UMPI History Program (2019)
- UMFK/UMPI Shared Administrative Positions (2018)
- UMFK/UMPI Nursing and Education Programs (2018)
- UMFK/UMA Substance Abuse Concentration (2017)
- UMFK/UM Office of Research and Sponsored Program (2017)
- UMFK/UMM Rural U Collaboration (2016)



Early College Update

- ♣ AP4ALL relaunched as AP4ME
- Collaborations with Maine's Project Log-In and
 - Tyler Industries
- **№** Early College Career Exploration Certificates
- New Concurrent Enrollment Classes

ı



FY21 — Retention Efforts

Retention and Student Success Council

- Formed in September 2019
- Charge is to undertake an ongoing and actionable study of the retention and graduation/program completion of students at UMFK
- Areas of focus: Data collection, continual review of best practices, action planning and project management, student perspective

New Student Strategies ■

- Evaluate and overhaul the first year experience program
- Expand orientation by one day to allow more opportunity for new student connection and engagement
- Adoption of EAB Navigate (anticipated funding by UMS)

Returning Student Strategies

- Adoption of EAB Navigate
- Adopt an early alert progress reporting system for faculty to report week 2, week 4, week 6, and at midterms for all students



Marketing

▶ Digital Marketing

- Google Adwords/display/SMM \$45,850
- Hyper-local audience targeting and retargeting (Geotargeting) \$25,500

№ Communication plan

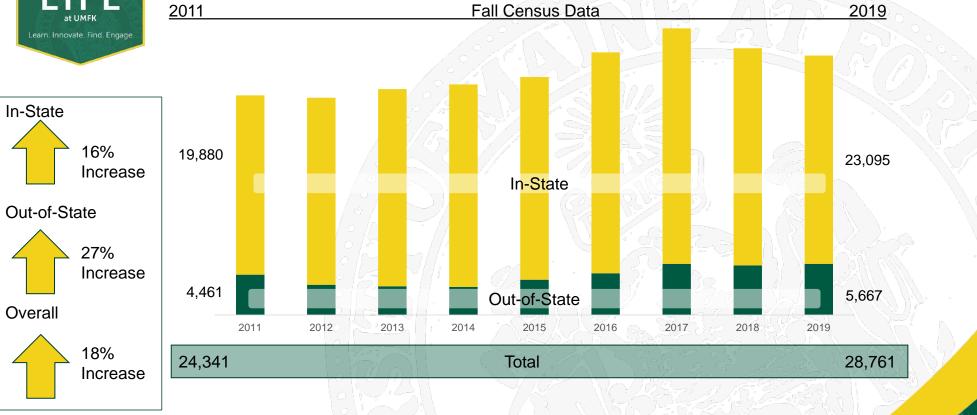
- Via Salesforce and Salesforce Marketing Cloud
- Prospective County student pool invites to campus (up close and personal)
- Handwritten faculty notes to student applicants
- Mailed pieces (USPS) to applicants, accepts, and confirms

- Alumni and Employer testimonials all programs
- Approachable faculty bios/stories
- Programmatic pages increased functionality

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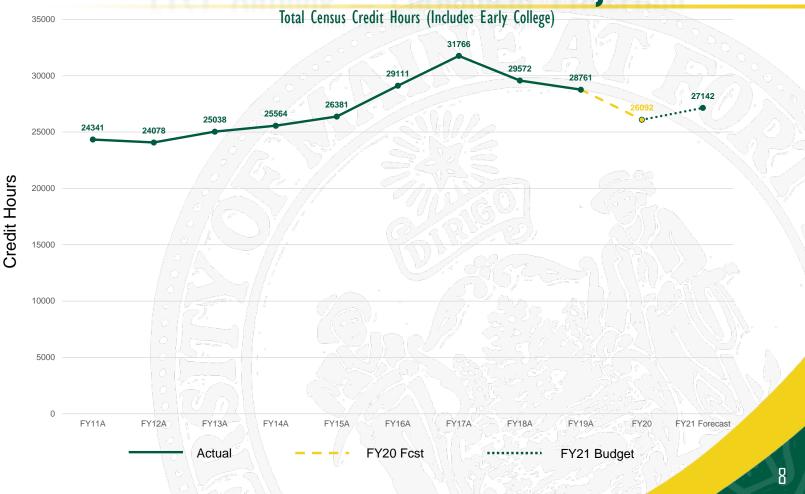


10-yr Undergraduate Credit Hour Comparison — TOTAL YEAR



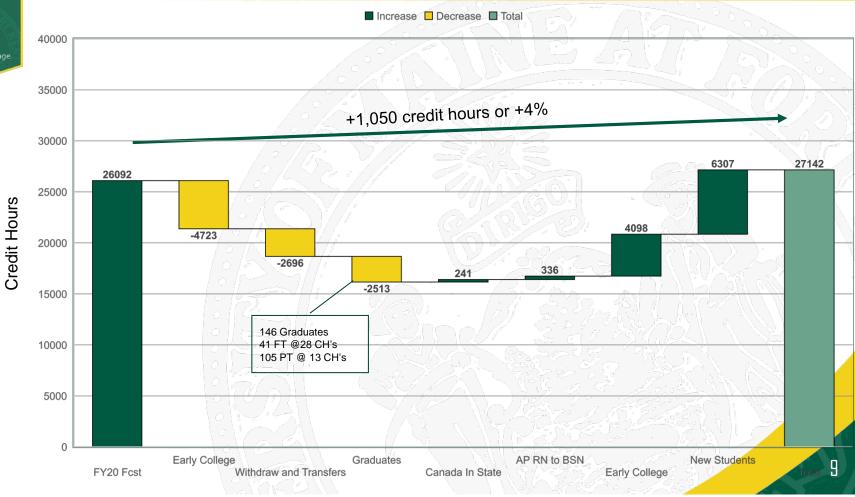


FY21 Outlook — Enrollment Projection





Enrollment Projection (Includes Early College)





FY21 New & Returning Student Credit Hours

	Fall	FY21	Sun	nmer	F	all	Sp	ring		
Student by level	2019	Projected	Calculated	Revised	Calculated	Revised	Calculated	Revised	Tot. Ann. Credit	Explanation of Change (text will wrap)
Undergraduate	Census	Return Rate	Projection	Projection	Projection	Projection	Projection	Projection	Hours	
In-State Total	10,012		2,230	2,230	9,939	9,821	9,048	9,065		Fall: Due to the most recent new student enrollment trends, the campus is proposing a more conservative in- state new student recruitment number. Spring: Based on recent Spring enrollment history, the campus projects that enrollment activity for Spring will allow for a 17 credit hour increase over Fall.
			0.000	0.000	0.070	0.404	0.400	0.440	0.507	
In-Coming Class	0.000		2,230	2,230	3,279	3,161	3,129	3,146	8,537	
EarlyCollege	2,398 849	46.2%		-	2,398	2,398 392	1,700 388	1,700 388	4,098 780	
Ua zero Ub 1-30	1,466	46.2% 57.3%		-	392 840	840	832	832	1,672	
Uc 31-59	1,466	70.5%		-	840 851	840 851	832	842	1,672	
Ud 60-89	1,207	70.5%		-	892	892	883	883	1,775	
Ue >90	2,885	44.6%		-	1,287	1,287	1,274	1.274	2.561	
OOS Total	2,585		630	630	2,582	2,581	2,555	2,538	,	Fall: Slightly less credit hours projected for incoming out- of-state class. Spring: Based on prior retention history, depart rate expected to be slightly higher from Fall to Spring.
In-Coming Class	200	50.00/	630	630	988	987	977.13	960	2,577	
Ua zero Ub 1-30	329 368	53.0% 77.9%		-	174 286	174 286	172 283	172 283	346 569	
Uc 31-59		77.9%		-						
Ud 60-89	488 487	73.2%		-	357 346	357 346	353 343	353 343	710 689	
Ue >90	914	47.2%		-	431	431	427	427	858	
CAN TOTAL	35	41.270			35	140	35	137		Fall: In anticipation of the Canadian in-state proposal receiving system approval, the campus has increased Canadian incoming class totals to 105 credits. Spring: We expect Spring credit hours to be 97% of fall.
07.11.7.077.2										The expect opining creat means to be 61.70 or rain
In-Coming Class			-	-	17	122	17	119	241	
Ua zero	3			-	2	2	2	2	4	
Ub 1-30	16			-	8	8	8	8	16	
Uc 31-59				-	-	-	-	-	-	
Ud 60-89	16			-	8	8	8	8	16	
Ue >90				-	-	-	-	-	-	
Totals	12,632	0.0%	2,860	2,860	12,556	12,542	11,638	11,740	27,142	



FY21 Budget Overview

- Budgeted credit hours < projections based on historical data</p>
- **E&G/Aux** combined proposed budget = \$100,000 surplus for reserves
- Included \$100,000 Bad Debt Expense to close the funding gap of Allowance for Doubtful Accounts
- ▶ Depreciation Funding at all-time high of 91%
- Capital Expenditures address Asset Reinvestment Need using Renovation through Replacement



Budget Drivers

Revenue Revenue Tuition & Fees Rate **Enrollment Increase** Increases \$363,645 \$379,962 Restructure Early Reduction of On-line College (\$112,420) Fees (\$83,200) State Appropriation \$781,567 Expense **Expense** • Increase Payment to AP • ATB Compensation \$112,106 Increases (benefits Restore deferred included) \$251,295 vacancies & other position **Shared Services** related increases Increases \$139,739 (benefits included) \$338,795 • Scholarships & Waivers \$69,278



Measures Taken to Invest

		Within FY20	By FY21 (cumulative from FY19)
Academics	Academic Partnerships commissions	\$56,944	\$169,050
	Transfer Officer (in response to AP)	30,300	31,026
	Assistant Professor of Nursing at UMPI	79,105	80,999
	Computer Science/Cyber Security Faculty	-	83,765
	Nursing - increased travel (UMPI)	1,350	1,350
	Updating Lab and other Equipment	9,925	9,925
Admissions	CRM position	31,559	32,315
	Funding Enrollment Management office	-	35,802
Student Aid	Scholarships	92,680	159,680
	Financial Aid trainings	1,140	1,140
	University work study increases	8,510	16,853
Student Services	SEVIS/Visa/NAFSA/Conduct	6,100	6,100
Facilities	Preventative Maintenance - heating/elev	-	37,000
	Maintenance of Pellet Boiler	9,900	9,900
	Increase Transfer to Capital Projects	25,000	58,300
Reserves	Budgeted Surplus	-	100,000
		\$352,513	\$833,205



FY21 Proposed Budget

Proposed Educational & General (E&G)

Total Revenue		15,640,833
Total Expense		(15,405,162)
	Net Operating	235,671
Modified Cash F	low	
	Add Back Depreciation	730,121
	Less Capital & Debt Service	(615,954)
		114,167
		349,838

Proposed Auxiliary (AUX)

	Total Revenue	1,538,235	
	Total Expense	(1,762,030)	
	Net Operating	(223,795)	
	Modified Cash Flow		
	Add Back Depreciation	229,661	
Ì	Less Capital &		
	Debt Service	(255,704)	
		(26,043)	
		(249,838)	



FY21 Budget: E&G

		FY20	FY21	\$ Change	% Change
	Tuition & Fees	7,976,774	8,398,355	421,581	5.3%
ø.	Less: Waivers/Scholarships	(1,570,071)	(1,639,349)	(69,278)	4.4%
Revenue	Appropriation	7,818,910	8,600,477	781,567	10.0%
Seve.	Indirect Cost Recovery	37,500	35,000	(2,500)	-6.7%
ш.	Sales/Services/Other	184,200	246,350	62,150	33.7%
	Total E&G Revenue	14,447,313	15,640,833	1,193,520	8.3%
	Personnel Expense	9,426,803	9,993,748	566,945	6.0%
	Fuel/Electricity	463,550	433,270	(30,280)	-6.5%
	Supplies/Services	599,949	803,402	203,453	33.9%
e e	Shared Services	1,949,296	2,089,035	2)/139,739	7.2%
Expense	Travel	398,350	396,860	(1,490)	-0.4%
Ж	Maintenance & Alterations	198,341	207,414	9,073	4.6%
	Depreciation	713,898	730,121	16,223	2.3%
	Other Expense	539,098	751,312	212,214	39.4%
	Total E&G Expense	14,289,285	15,405,162	1,115,877	7.8%
				.51,5 '7;	
	Operating Increase (Decrease)	158,028	235,671	77,643	49.1%
ash	Add back Depreciation	713,898	730,121	16,223	2.3%
Ğ	Less Capital Expenditures	(225,000)	(259,000)	(34,000)	15.1%
Modified Cash	Less Debt Service	(346,039)	(356,954)	(10,915)	3.2%
Moc	Net Change:	300,887	349,838	48,951	



FY21 Budget: Auxiliary

		FY20	FY21	\$ Change	% Change
Φ	Dining & Residence	1,407,995	1,470,835	62,840	4.5%
nue	Less: Waivers/Scholarships	(60,000)	(60,000)	0	0.0%
Revenue	Sales/Services/Other	103,900	127,400	23,500	22.6%
	Total E&G Revenue	1,451,895	1,538,235	86,340	5.9%
	Personnel Expense	334,166	357,311	23,145	6.9%
	Fuel/Electricity	172,387	179,270	6,883	4.0%
ø	Supplies/Services	686,294	711,198	24,904	3.6%
sue	Travel	3,000	3,200	(29) 200	6.7%
Expense	Maintenance & Alterations	46,600	32,100	(14,500)	-31.1%
ш	Depreciation	232,531	229,661	(2,870)	-1.2%
	Other Expense	258,927	249,290	(9,637)	-3.7%
	Total E&G Expense	1,733,905	1,762,030	28,125	1.6%
	Operating Increase (Decrease)	(282,010)	(223,795)	58,215	-20.6%
	Add back Depreciation	232,531	229,661	(2,870)	-1.2%
	Less Capital Expenditures	(21,408)	0 9	21,408	-100.0%
	Less Debt Service	(230,000)	(255,704)	(25,704)	11.2%
	Net Change:	(300,887)	(249,838)	51,049	Ą

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Combined FY21 Budget: E&G and Auxiliary

	_	<u>FY20</u>	FY21	\$ Change	% Change
	Tuition & Fees	7,976,774	8,398,355	421,581	5.3%
	Dining & Residence	1,407,995	1,470,835	62,840	4.5%
ne	Less: Waivers/Scholarships	(1,630,071)	(1,699,349)	(69,278)	4.2%
Revenue	Appropriation	7,818,910	8,600,477	781,567	10.0%
8	Indirect Cost Recovery	37,500	35,000	(2,500)	-6.7%
	Sales/Services/Other	288,100	373,750	85,650	29.7%
	Total E&G Revenue	15,899,208	17,179,068	1,279,860	8.0%
	Personnel Expense	9,760,969	10,351,059	590,090	6.0%
	Fuel/Electricity	635,937	612,540	(23,397)	-3.7%
	Supplies/Services	1,286,243	1,514,600	228,357	17.8%
se	Shared Services	1,949,296	2,089,035	139,739	7.2%
Expense	Travel	401,350	400,060	(1,290)	-0.3%
Ä	Maintenance & Alterations	244,941	239,514	(5,427)	-2.2%
	Depreciation	946,429	959,782	13,353	1.4%
	Other Expense	798,025	1,000,602	202,577	25.4%
	Total E&G Expense	16,023,190	17,167,192	1,144,002	7.1%
	Operating Increase (Decrease)	(123,982)	11,876	135,858	-109.6%
<u>چ</u> چ	Add back Depreciation	946,429	959,782	13,353	1.4%
lified	Less Capital Expenditures	(246,408)	(259,000)	(12,592)	5.1%
Modi	Less Debt Service	(576,039)	(612,658)	(36,619)	6.4%
ے ح	Net Change:	0	100,000	100,000	



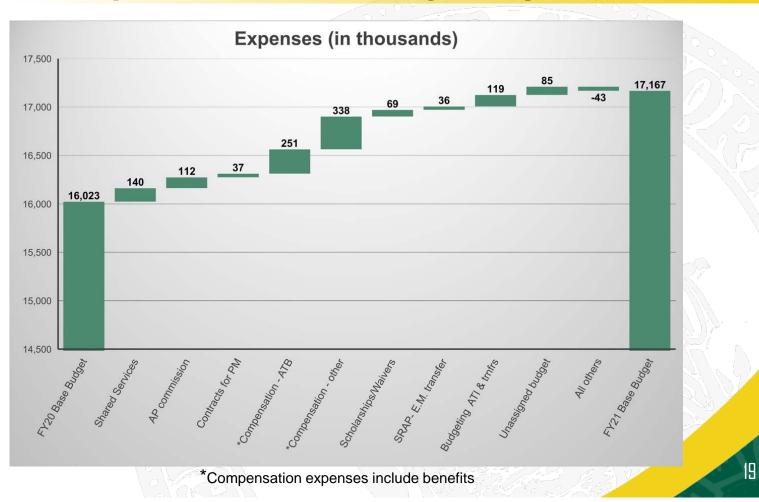
Enrollment Projection- CH Sensitivity

	Budgeted Credit Hours	Effect per Credit Hour	1% Chang	e in Credit Hours	2% Char	nge in Credit Hours	
In State/Canadian	16,168	\$245	162	\$39,612 (a)	323	\$79,223	(a)
Out of State	5,749	\$392	57	\$22,536 ^(a)	115	\$45,072	(a)
Academic Partnerships	1,127	\$150	11	\$1,691 (b)	23	\$3,381	(b)
Early College	4,098	\$138	41	\$5,655 (c)	82	\$11,310	(c)
Total	27,142		271	\$69,494	543	\$138,986	

- a) Discounting will vary greatly, and is NOT taken into consideration in this calculation
- b) Calculation for Academic Partnerships DOES include the reduction of commission
- c) Early College calculation DOES include waiver, and may change in accordance with state reimbursement rate for FY21



Expenses- Cause of Change Analysis







FTE Summary

	Vacancies	Shared Positions	Role Changes	New Positions	Total
Faculty	-	-	-1.00	1.00	-
Salary	(2.00)	0.15	1.00		(0.85)
Hourly	-	-	-		- 7
Total	(2.00)	0.15	-	1.00	(0.85)

(a () \ \ // ('	マルロイスできい	JV. IV	· ((0 K-
Detailed Changes:	Faculty	Salary	Hourly
Faculty became Interim Dean of Arts & Sciences	(1.00)	1.00	
New Computer Science/Cyber Security Faculty	1.00		
Transfer Officer to assist with A.P.		0.40	
Provost combined with President		(1.00)	
Dean of Students Shared Position		(0.25)	
Removed Institutional Research Position		(1.00)	
Administrative Assistant Community Education			0.50
Administrative Assistant Academic Support			(0.50)
TOTAL FTE CHANGES	0.00	(0.85)	0.00
	1 1 15%	61-64- P.	



Tuition, Room & Board

	FY20 Current	FY21 Proposed	\$ Increase (Decrease)	% Increase
Tuition - per Credit Hour				
In-State Undergraduate	239	245	6	2.5%
Out of State Undergraduate	382	392	10	2.6%
Canadian	382	245	(137)	<u>-</u> -35.9%
Academic Partnerships	300	300	0	0.0%
			9167	
Room & Board Rates				
Room	4,460	4,700	240	5.4%
Board	3,900	4,050	150	3.8%
Total Room & Board	8,360	8,750	_390	4.7%
(C)			Occupancy Rate	78.0%



Mandatory Fees

	FY20	Proposed FY21	Change
Student Activity Fee	\$7.50	\$7.50	\$0
Unified Fee	\$30.00	\$31.00	\$1.00





Residence Hall Capacity







Total Capital Investment vs. Funding Target

On average funding 52% of total Sightlines funding target into existing space on campus



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**Excluding Infrastructure, Non-facilites, and New Space

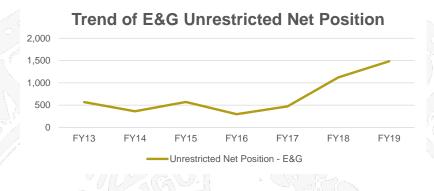
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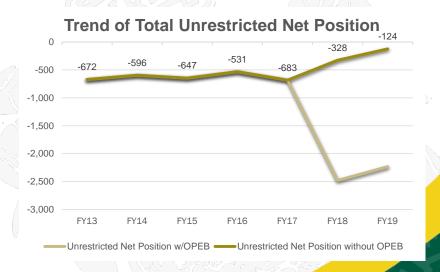


Reserves

	FY18	FY19
Educational & General		
E&G Operations	1,031,859	1,396,087
E&G Maintenance	89,841	89,841
	1,121,699	1,485,928
Auxiliary Enterprises		
Campus Store	116,572	91,878
Auxiliary R&D	-2,412,200	-2,700,085
Motor Pool	193,452	206,680
	-2,102,176	-2,401,527

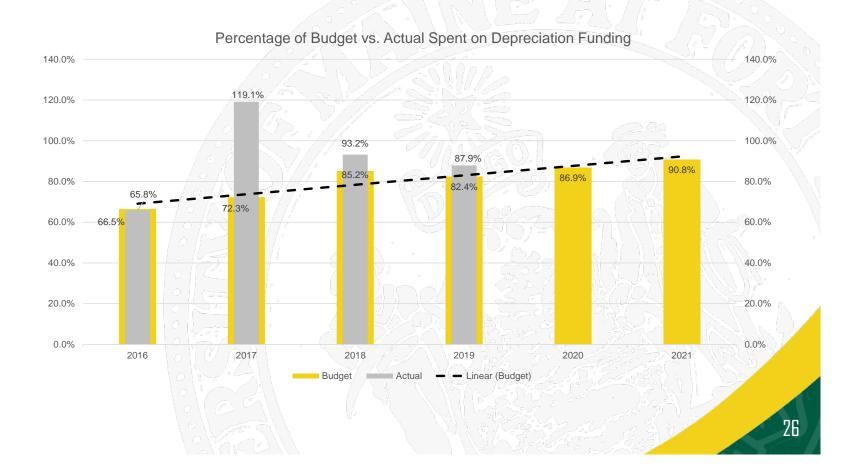
^{*}Excerpt from FY19 Composition of Unrestricted Net Position





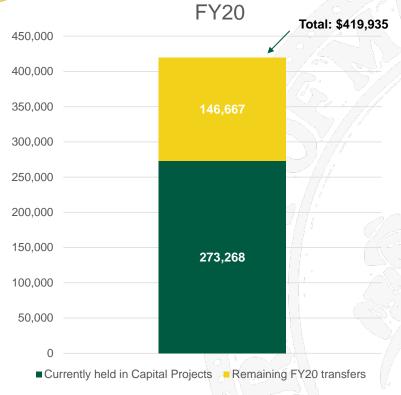


E&G and Auxiliary Depreciation Calculations





Facilities Capital Investments



FY20 Investments Included:

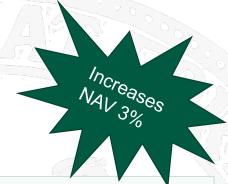
- Cyr Roof
- Upgrades to Greenhouse
- Nowland Roof
- Crocker Hall Roof & Windows
- Powell Roof
- Fox Auditorium Upgrades for Fire Code

FY21
Enrollment and
Advancement
Center:
\$259,000



Investment Matters

Enrollment & Advancement Center Investment:				
Bond Proceeds	\$2,990,000			
UMFK FY21 Capital Expenditures	\$259,000			
Maximum Investment:	\$3,249,000			



Plan for Renovation throu	gh Replacement	•
	Square Footage	Asset Reinvestment Need
Cyr House	2,514	\$474,873
Madawaska House	4,457	\$841,888
Madawaska Garage	288	\$46,629
St. David House	3,160	\$596,896
Gross Reductions	10,419	\$1,960,286
Enrollment & Advancement Center Increase	5,200	\$0
Net Reductions	5,219	\$1,960,286



Space Reduction

at UMFK nnovate. Find. Engage	Square Footage	Asset Reinvestment Need	
Renovation through Replacement (from previous slide)	10,419	\$1,960,286	
Kelly House	N/A	N/A	Intent of Purchase
Guy House	3,240	\$301,659	Space Reduction Initiative
Haenssler Honors Center Garage	440	\$71,239	Space Reduction Initiative
Blier Garage	1,820	\$158,590	SOLD!
Total Reductions	15,919	\$2,491,774	
Enrollment & Advancement Center Increase	5,200	\$0	
Net Reductions 3.9% of UMFK Total Square Footage	10,719	\$2,491,774	7.8% of Asset Reinvestment Need



FY2021 UMPI Budget Overview

- Budget currently reflects a deficit of (\$292,028)
 - E&G (\$395,741)
 - Auxiliary \$103,713
- Enrollment projections have been set at realistic levels based on actual performance in FY20 and prior
 - 26,438 total credits
 - 1,603 less than initial FY2020 credit hour projection <u>28,041</u>
 - 62 less than adjusted FY2020 credit hour projection <u>26,500</u>
- Compensation represents largest expense increase



Academic & Fiscal Priorities

• Academic

- Title III programs Computer Science, Health Administration
- Expanded YourPace CBE Programs
- Masters in Organizational Leadership
- Diversify program modalities to match the needs of our students
- Continue and strengthen relationship with UMFK & NMCC
- Leveraging U.S. News rankings and recognition

• Fiscal

- Obtain true balanced position E&G and Auxiliary individually
- Reach financial position that adds back to Reserve balances
- Achieve the above while increasing investment in capital





Title III Grant

- Recipient of U.S. DOE Title III Strengthening Institutions Program grant
- \$2.25M over five-year cycle
- Two new programs: Computer Science & Health Administration
 - Two faculty per program
 - Two new instructional labs for each program
- Fall 2020 Enrollment Target: 20 students
 - Not included in budget projections
- Includes funding for University Experience, Career Readiness, and Financial Literacy





Academic Partnerships

- 573 Individual Subscriptions Projected and Budgeted for FY21
 - \$802,200 in budgeted total revenue
 - \$401,100 in budgeted AP commission expense
 - Enrollments based on current CBE based programs only
- Pursuing expansion of three programs through NECHE
 - Potential enrollments (revenue) not included in FY21 Budget

Enrollment Growth	Year 1	Year 2	Year 3	Year 4	Year 5
Accounting	17	42	71	76	81
BLS-Education	16	41	70	75	80
History/Political Science	14	38	67	73	78
Total	47	121	208	224	239



Collaborations

• UMFK

- Academic
 - Nursing
 - Education
 - History/Political Science
 - CBE RN to BSN (Planning stage)
- Shared Personnel
 - Executive Director of Enrollment Management
 - Dean of Students
 - Director of Financial Aid
 - Registrar
- NMCC
 - Houlton Higher Education Center
 - Scholarships & Pathways



UMPI Early College Update

- 15 Partnerships
- Savings of almost \$3 million on tuition since 2014 for Maine families
 - Annual savings now approaching \$800,000 per year.
- 500 600 students take dual enrollment courses each year
 - 2500 4000 early college credit hours taken annually
 - FY21 Budgeted Credits 4,298
- Authorized to award the AA degree in Liberal Arts with an emphasis in mathematics at Maine School of Science and Mathematics
- Central Aroostook Council on Education (CACE) partnership
 - Developing an independent 3rd party early college advisory council for program quality assurance

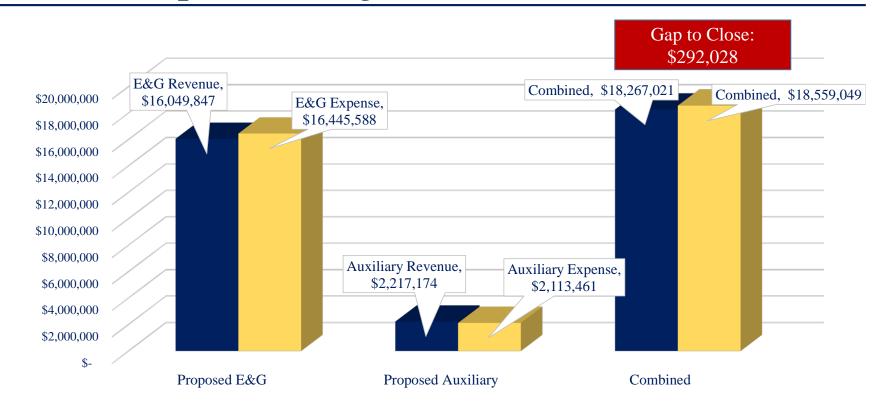


UMPI Budget Levers

	Revenue		Revenue		
	Tuition & Fees (Rate changes)	<u>\$141,257</u>	Tuition & Fee (Enrollment)	<u>\$0</u>	D
	Appropriation Increase	<u>\$541,602</u>	YourPace (AP)	(\$198,600)	ISC
FIXED			Sales & Services	(\$154,241)	RU
FIX	<u>Expense</u>		<u>Expense</u>		DISCRETIONA
	Compensation (ATBs)	<u>\$180,643</u>	<u>Position Increases</u>	<u>\$338,842</u>	ARY
	Shared Service Increase	<u>\$121,528</u>	Operational Increase (Campus)	<u>\$350,958</u>	K
			AP Commission	(\$99,300)	



UMPI Proposed Budget – FY2021





Measures to Balance

Included in First Budget Proposal:		
First Draft Budget Balance		(\$679,703)
Reduced Contingency Funds	\$40,000	
Unfunded all vacant positions	\$122,930	
January 28th Balance		(\$516,773)
Adjustments:		
Compensation Adjustments	\$49,745	
Adjusted scholarships and waivers	\$175,000	
March 25 th Balance		(\$292,028)



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UMPI E&G Budget – FY2021

			FY	2020 Adjusted	F	Y21 Budget	1	Δ FY20 Ad	justed	
		Tuition & Fee	\$	8,172,206	\$	8,313,463	\$	141,257	1.7%	
	je je	Less: Waivers/Scholarships	\$	(1,552,900)	\$	(1,369,755)	\$	183,145	-11.8%	
	enı	Appropriation (Base)	\$	7,508,452	\$	8,017,134	\$	508,682	6.8%	l
	Revenue	Appropriation (New)	\$	508,682	\$	541,602	\$	32,920	6.5%	4
		Sales/Services/Other	\$	705,644	\$	547,403	\$	(158,241)	-22.4%	
5		Total E&G Revenue	\$	15,342,084	\$	16,049,847	\$	707,763	4.6%	
er		Personnel	\$	10,305,943	\$	10,825,428	\$	519,485	5.0%	4
General		Fuel/Electricity	\$	478,200	\$	511,800	\$	33,600	7.0%	
		Supplies/Services	\$	1,095,276	\$	1,238,380	\$	143,104	13.1%	
\$		Shared Services	\$	2,131,683	\$	2,253,211	\$	121,528	5.7%	
	be	Travel	\$	342,375	\$	356,909	\$	14,534	4.2%	
	EX	Maintenance/Alterations	\$	297,650	\$	300,650	\$	3,000	1.0%	
ati		Depreciation	\$	847,590	\$	840,870	\$	(6,720)	-0.8%	
		Other Expense	\$	618,631	\$	683,071	\$	64,440	10.4%	
Educational		Total E&G Expense	\$	16,117,348	\$	17,010,319	\$	892,971	5.5%	
	E&G Op	erating Result	\$	(775,264)	\$	(960,472)	\$	(185,208)	23.9%	
		Add Back Depreciation	\$	847,590	\$	840,870	\$	(6,720)	-0.8%	
		Less Capital Expenditures	\$	(167,383)	\$	(185,000)	\$	(17,617)	10.5%	
		Less Captial Reserve Funding	\$	(6,369)	\$	-	\$	6,369	-100%	l
		Less Debt Service	\$	(89,370)	\$	(91,139)	\$	(1,769)	2.0%	
	Net Cha	nge	\$	(190,796)	\$	(395,741)	\$	(204,945)	107%	

New Appropriation \$

ATBs and Additional Positions

Insurance, Library Acq., Banking Fees



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UMPI Auxiliary Budget – FY2021

]		FY	2020 Adjusted	F	Y21 Budget	Δ FY20 B	Base
	<u>e</u>	Dining	\$	943,624	\$	967,374	\$ 23,750	2.5%
	Revenue	Residence	\$	1,405,902	\$	1,386,800	\$ (19,102)	-1.4%
	eve	Less: Waivers/Scholarships	\$	(227,600)	\$	(235,000)	\$ (7,400)	3.3%
	<u> </u>	Sales/Services/Other	\$	94,000	\$	98,000	\$ 4,000	4.3%
		Total AUX Revenue	\$	2,215,926	\$	2,217,174	\$ 1,248	0.1%
		Personnel	\$	277,296	\$	355,153	\$ 77,857	28.1%
		Fuel/Electricity	\$	325,400	\$	345,000	\$ 19,600	6.0%
5	, g	Supplies/Services	\$	820,442	\$	871,890	\$ 51,448	6.3%
lia	ens	Travel	\$	1,900	\$	1,150	\$ (750)	-39.5%
Auxiliary	Expense	Maintenance/Alterations	\$	297,500	\$	235,900	\$ (61,600)	-20.7%
n/	Щ	Depreciation	\$	69,726	\$	75,181	\$ 5,455	7.8%
4		Other Expense	\$	125,951	\$	189,440	\$ 63,489	50.4%
		Total AUX Expense	\$	1,918,215	\$	2,073,714	\$ 155,499	8.1%
	Auxiliary	Operating Result	\$	297,711	\$	143,460	\$ (154,251)	-51.8%
		Add Back Depreciation	\$	69,726	\$	75,181	\$ 5,455	7.8%
		Less Capital Expenditures	\$	(100,000)	\$	(105,000)	\$ (5,000)	5.0%
		Less Capital Reserve Funding	\$	(19,100)	\$	-	\$ 19,100	-100%
		Less Debt Service	\$	(9,780)	\$	(9,928)	\$ (148)	1.5%
	Net Char	nge	\$	238,557	\$	103,713	\$ (134,844)	-56.5%

Increased Meal Plan Rates

Food Service Contract - \$800K

Insurance, Water, Sewer

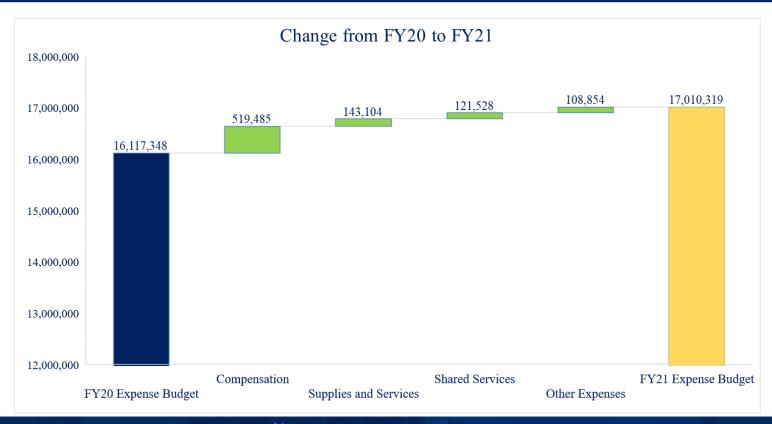


UMPI Combined Budget – FY2021

Ī				FY	2020 Adjusted	F	FY21 Budget	Δ FY20 Ad	justed
			Tuition & Fee	\$	8,172,206	\$	8,313,463	\$ 141,257	1.7%
		je	Dining & Residence	\$	2,349,526	\$	2,354,174	\$ 4,648	0.2%
		enı	Less: Waivers & Scholarships	\$	(1,780,500)	\$	(1,604,755)	\$ 175,745	-9.9%
		Revenue	Appropriation	\$	8,017,134	\$	8,558,736	\$ 541,602	6.8%
		<u>~</u>	Sales/Services/Other	\$	799,644	\$	645,403	\$ (154,241)	-19.3%
			Total Combined Revenue	\$	17,558,010	\$	18,267,021	\$ 709,011	4.0%
			Personnel	\$	10,583,239	\$	11,180,581	\$ 597,342	5.6%
			Fuel/Electricity	\$	803,600	\$	856,800	\$ 53,200	6.6%
	ed	4)	Supplies/Services	\$	1,915,718	\$	2,110,270	\$ 194,552	10.2%
	Combined	Expense	Shared Services	\$	2,131,683	\$	2,253,211	\$ 121,528	5.7%
	nb	tbe	Travel	\$	344,275	\$	358,059	\$ 13,784	4.0%
	OI	Ex	Maintenance/Alterations	\$	595,150	\$	536,550	\$ (58,600)	-9.8%
	\circ		Depreciation	\$	917,316	\$	916,051	\$ (1,265)	-0.1%
			Other Expense	\$	744,582	\$	872,511	\$ 127,929	17.2%
			Total Combined Expense	\$	18,035,563	\$	19,084,033	\$ 1,048,470	5.8%
		E&G Ope	erating Result	\$	(477,553)	\$	(817,012)	\$ (339,459)	71.1%
			Add Back Depreciation	\$	917,316	\$	916,051	\$ (1,265)	-0.1%
			Less Capital Expenditures	\$	(267,383)	\$	(290,000)	\$ (22,617)	8.5%
			Less Captial Reserve Funding	\$	(25,469)	\$	-	\$ 25,469	-
			Less Debt Service	\$	(99,150)	\$	(101,067)	(1,917)	1.9%
		Net Char	nge	\$	47,761	\$	(292,028)	\$ (339,789)	-711%



Expense Waterfall – E&G





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UMPI Proposed Tuition & Fees

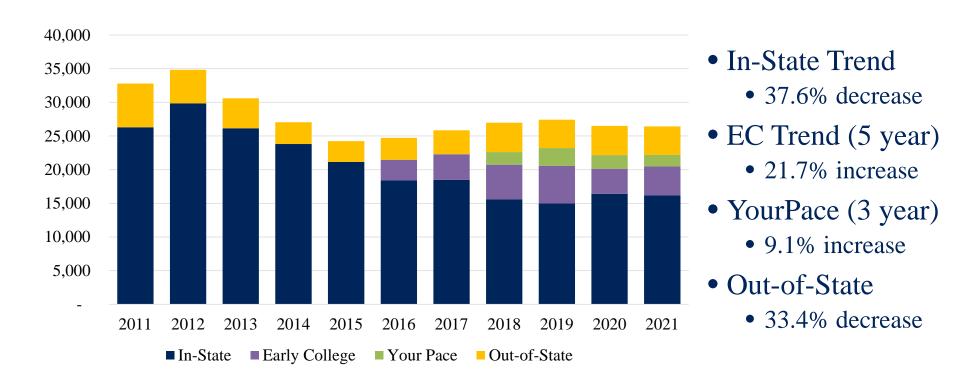
Rate Type		Current (FY20)	Current (FY20) Proposed (FY21)		
Tuitian mananalit	In-state	\$239	\$245	\$6	2.5%
Tuition – per credit	Out-of-State	\$382	\$392	\$10	2.6%
Your Pace (CBE) – per session		\$1,400	\$1,400	\$0	0%
Unified Fee	Regular	\$30	\$31	\$1	3.3%
Charles Ashirita Fra	≤ 6 credit hrs	\$85	\$85	\$0	0%
Student Activity Fee	\geq 7 credit hrs	\$170	\$170	\$0	0%
Room	Double Room	\$4,850	\$5,000	\$150	3.0%
Board	14 Meal Plan	\$3,646	\$3,738	\$92	2.5%

- Maintains Tuition and Fee alignment with UMFK
- Eliminates Outreach Unified Fee \$20.00 per credit
 - Limited applicability due to change to Early College fees and YourPace structure



1:

10 year Credit Hour Trend





-1

Marketing (Channels & Spend)

Digital (\$175,000)

- o Google display and responsive ads
- o Social media Paid Ads (Instagram and Facebook)
- o Mobile-focused geo-targeting to reach prospective students and transfers.

Print (\$50,000)

- o High school basketball tournaments, yearbook advertising, marketing of specific academic programs, Boston Red Sox Yearbook
- o Viewbook, Student mailings
- o Parent mailings

Signage and Accolades (\$4,000)

- o The Way It Should Be campaign Banner
- U.S. News and World Report Most Innovative College badge

Audience Building and Funnel Support (\$50,000)

- o Adoption of new CRM & Marketing platform
- Search Names (Juniors and Seniors)
- Personalized video for accepted students
- Unique mail pieces for applicants, accepts, and confirmed students



-1'

Graduation/Retention Efforts

Student Success and Retention Council

- Formed in August 2019
- Charge is to undertake an ongoing and actionable study of the retention and graduation/program completion of students at UMPI
- Areas of focus: Data collection, continual review of best practices, action planning and project management, student perspective

New and Returning Student Strategies

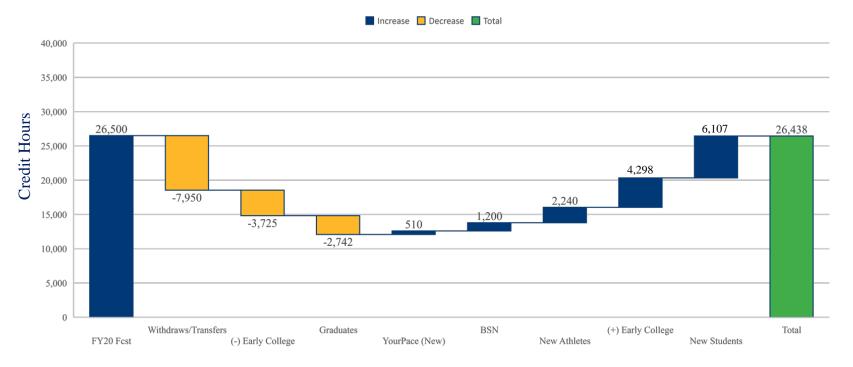
- Appointment of Director of First Year to focus additional time and energies ensure academic support and direction is providing to incoming freshmen.
- Use of expanded capabilities and further implementation of EAB Navigate across the campus (anticipated funding by UMS) digital one-stop
- Continue use of progress reporting for faculty to report week 2, week 4, week 6, and at midterms for all students
- Student Support Services specifically designed to support first generation and other at risk populations



-13

Enrollment Projection

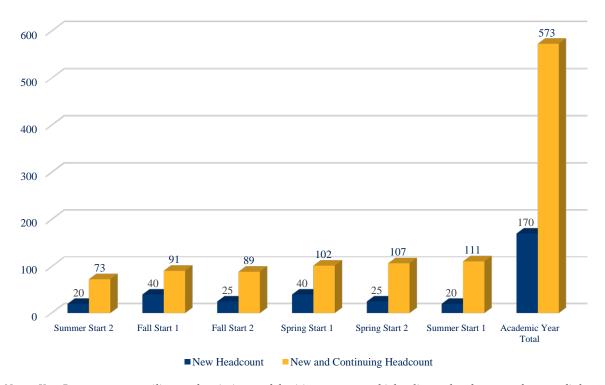
(Includes Early College)



Categories of Change +/-



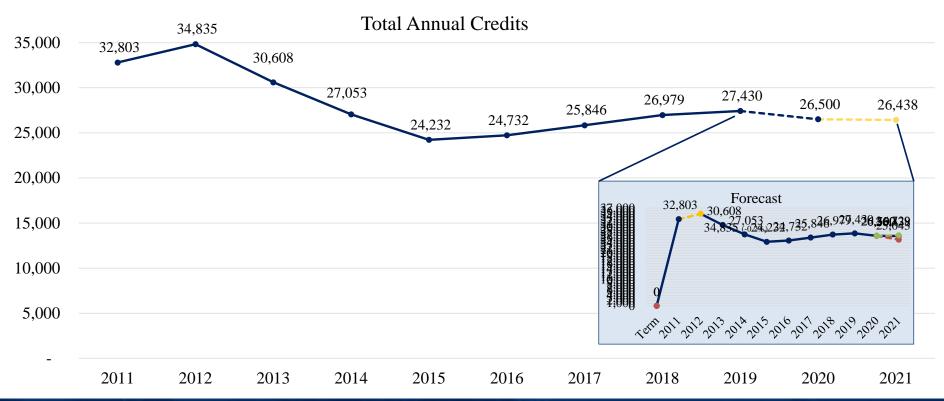
Enrollment Projection - YourPace



Note: YourPace programs utilize a subscription model tuition structure which relies on headcount and not credit hours.



Enrollment Projection – FY2021





Enrollment Projection – Revenue Sensitivity

FY2021	FY2021	FY2021	Budget		
Credit Hou	r Credit Hour	Total Credit	Revenue		
Growth	Growth - %	Hours	Change		
(1,983	3) -7.5%	24,455	\$ (535,350)		
(1,85)	-7.0%	24,587	\$ (499,660)		
(1,713	3) -6.5%	24,720	\$ (463,970)		Law Canaria rangaanta sama
(1,58)	6.0%	24,852	\$ (428,280)		Low Scenario represents same
(1,454	-5.5%	24,984	\$ (392,590) Low Scen	nario	percentage of reduction that UMPI
(1,322		· /	\$ (356,900)		submitted as an adjustment to FY2020
(1,190			\$ (321,210)		submitted as an adjustment to 1 12020
(1,05)			\$ (285,520)		
(92:			\$ (249,830)		
(79:			\$ (214,140)		
(66)			\$ (178,450)		
(529			\$ (142,760)		
(39'			\$ (107,070)		
(264			\$ (71,380)		
(132			\$ (35,690)		
-	0.0%	26,438	\$ - FY2021	Budget	
132			\$ 35,690		High Scenario represents the total credits
264			\$ 71,380 High Sce	nario	
39′			\$ 107,070		that the 4-year research model recommended
529		· /	\$ 142,760		
66			\$ 178,450		
793		· ·	\$ 214,140		*Paragraph common cincilar to Chata to Out of Chata distribution (920//170/)
92:	3.5%	27,363	\$ 249,830		*Revenue assumes similar In-State to Out-of-State distribution (83%/17%)



FY21 New & Returning Student Credit Hours

	Fall	FY21	Sum	mer	F	all	Spr	ing	Tot. Ann.	
Student by level	2019 Census	Projected	Calculated	Revised	Calculated	Revised	Calculated	Revised	Credit	Explanation of Change (text will wrap)
Undergraduate		Return Rate	Projection	Projection	Projection	Projection	Projection	Projection	Hours	
In-State Total	10,698		1,719	2,019	10,797	10,040	9,412	10,128		Increased In-State projections to account for credits that will be generated through Academic Partnerships. These credits (1713 in total) have not been used in per credit tuition revenue calculations. Because of the session rate for AP, this revenue has been calculated separately.
In-Coming Class			1,719	2,019	4,011	3,789	3,538	4,150	9,958	Reduced total EC credits projected due to results being seen during FY2020 along with discussions with local schools. Also shifted credits from Fall to Spring to reflect the legislation change that mandates only 6 credits per semester versus 12 per year.
EarlyCollege	2,684			-	2,684	2,149	2,045	2,149	4,298	
Ua zero	992	38.0%		-	377	377	352	352	729	
Ub 1-30	2,050	50.5%		-	1,035	1,035	966	966	2,001	
Uc 31-59	1,824	70.1%		-	1,279	1,279	1,194	1,194	2,473	
Ud 60-89	1,448	70.6%		-	1,022	1,022	954	954	1,976	
Ue >90	1,700	22.9%		-	389	389	363	363	752	
Out-of-State Total	1,843		370	330	1,824	1,646	1,537	1,632	3,608	Spring credit hours were adjusted upwards to level out credits between Fall and Spring.
In-Coming Class			370	330	770	592	552.75	648	1,570	
Ua zero	274	51.3%		-	141	141	132	132	273	
Ub 1-30	492	66.6%		-	328	328	306	306	634	
Uc 31-59	330	71.0%		-	234	234	218	218	452	
Ud 60-89	367	74.3%		-	273	273	255	255	528	
Ue >90	380	20.4%		-	78	78	73	73	151	
CAN-NEBHE Total	357		18	-	351	315	328	328	643	Slightly lowered expectations for credits from Canadian students in Summer and Fall. This projection does not include potential credits from new tuition rate for Canadian students (Form E1).
In-Coming Class			18	-	182	146	169.93	170	316	
Ua zero	95	64.3%		-	61	61	57	57	118	
Ub 1-30	35	75.0%		-	26	26	24	24	50	
Uc 31-59		71.9%		-	-		-	-	-	
Ud 60-89	39	85.0%		-	33	33	31	31	64	
Ue >90	188	26.1%		-	49	49	46	46	95	
Totals	12,898	0.0%	2,107	2,349	12,972	12,001	11,277	12,088	26,438	

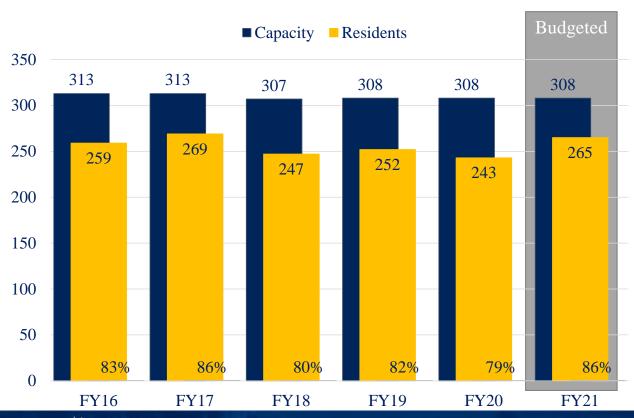
UMPI FTE Summary (E&G)

	Move from Other Funding	New Investment	Unfunded Vacancies	Retirement/ Resignation	Total
Faculty	-	-	(1.0)	-	(1.0)
Salary	1.5	-	-	-	1.5
Hourly	-	-	-	(1.0)	(1.0)
Total	1.5	-	(1.0)	(1.0)	0.5



2ء

Residence Hall Occupancy





2:

E&G and Auxiliary Depreciation Calculations

	FY20	FY21	% Change			
E&G Depreciation Expense	\$847,590	\$840,870	(0.8%)			
Less Capital Expenditures	(\$167,383)	(\$185,000)	10.5%			
Less Debt Service Principal	(\$89,370)	(\$91,139)	1.9%			
	(\$256,753)	(\$276,139)	7.6%			
Funded Depreciation %	30.3%	32.8%				
Auxiliary Depreciation Expense	\$69,726	\$75,181	7.8%			
Less Capital Expenditures	(\$100,000)	(\$105,000)	5.0%			
Less Debt Service Principal	(\$9,780)	(\$9,928)	1.5%			
	(\$109,780)	(\$114,928)	4.7%			
Funded Depreciation %	157.4%	152.9%				



Planned Capital Investments

• E&G

Library Fire Alarm Panel	\$40,000			
Campus Paving	\$40,000			
Houlton Center Exterior Repair/Replace	\$39,000			
Exterior Lighting Upgrades	\$30,000			
Campus Access Controls	\$20,000			
Folsom Hall Roof Replacement	\$16,000			
Total	\$185,000			

Auxiliary

Kelly Commons Boiler Replacement	\$75,000			
Merriman Hall Lobby Renovation	\$30,000			
Total	\$105,000			

- Total FY2021 Investment
 - \$290,000
 - 8.5% increase
- Depreciation
 - E&G \$840,870
 - AUX \$75,181
 - Total \$916,051



Bond Projects

- Total bond proceeds \$4.517M
- Folsom Hall Lecture Hall Renovation
 - Renovate lecture hall space to nursing lab UMFK Collaboration
 - Estimated \$800,000 project cost
 - FFT approved: 2/26/2020
 - Expected construction bidding: 4/11/2020
 - Construction start: 5/18/2020
- Wieden Hall Renovation
 - Engaged with WBRC to assess best methods to invest in the facility
 - Limited funding compared to estimated need
 - 32% NAV
 - Remaining funds focused on Wieden
 - Pursuing additional funding to increase capacity to renovate



Space Reduction

- Past efforts to remove square footage
 - Demolished Norton Museum 384 sq. ft.
 - Transferred ownership for 3 duplexes 11,112 sq. ft. total / 41% NAV
- Future plans under consideration
 - Normal Hall <u>26,954 sq. ft.</u> / 11% NAV
 - Requires significant investment to bring to today's standards ADA
 - Currently in use due limited available of office spaces
 - Campus committee initiated to address underutilized spaces to address office shortage
 - Plan would be to demolish the existing facility and replace with a much smaller, efficient facility to ensure ability to address growth.
 - Vehicle Storage Building 1,854 sq. ft. / 66% NAV
 - Renovation through replacement
 - Would require additional space adjacent to Facilities Management Equipment storage



Total Capital Investment vs. Funding Target

On average funding 43% of total Sightlines funding target into existing space on campus



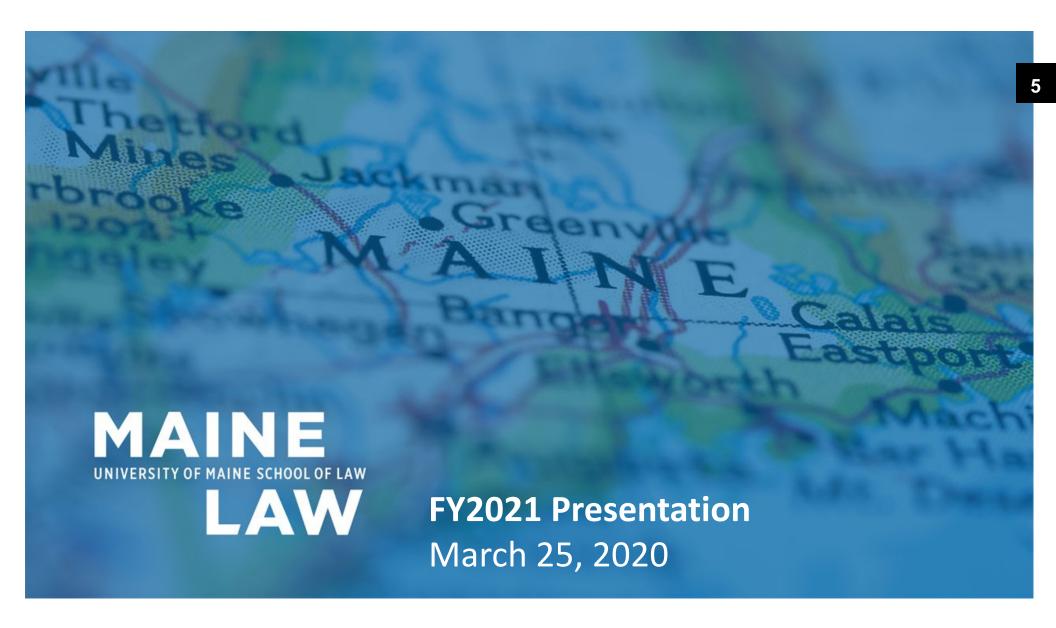


UMPI Reserves

	UMPI Reserves									
ral		FY15		FY16		FY17		FY18		FY19
General	E&G Operations	\$	1,392,476	\$	709,156	\$	460,217	\$	304,156	\$ (303,047)
Ğ	E&G Maintenance	\$	938,385	\$	278,827	\$	278,827	\$	-	\$ -
3 I	Capital Planning	\$	30,813	\$	30,813	\$	30,813	\$	30,813	\$ 815,384
ona	E&G Vehicle Replacement	\$	-	\$	-	\$	-	\$	-	\$ 20,274
Educational	Technology Fee	\$	82,377	\$	82,377	\$	82,377	\$	-	\$ -
	Gentile Hall	\$	259,067	\$	259,067	\$	259,067	\$	-	\$ -
Ed	Subtotal	\$ 2	2,703,118	\$	1,360,240	\$	1,111,301	\$	334,969	\$ 532,611
83			FY15		FY16		FY17		FY18	FY19
Auxilaries	Residence and Dining Ops	\$	1,000,271	\$	1,320,026	\$	1,142,174	\$	1,139,052	\$ 1,318,819
xila	Bookstore	\$	(531,789)	\$	(596,289)	\$	(647,372)	\$	(630,862)	\$ (705,251)
Au	Motor Pool	\$	26,589	\$	52,001	\$	56,863	\$	61,665	\$ 56,918
	Subtotal	\$	495,071	\$	775,738	\$	551,665	\$	569,855	\$ 670,486









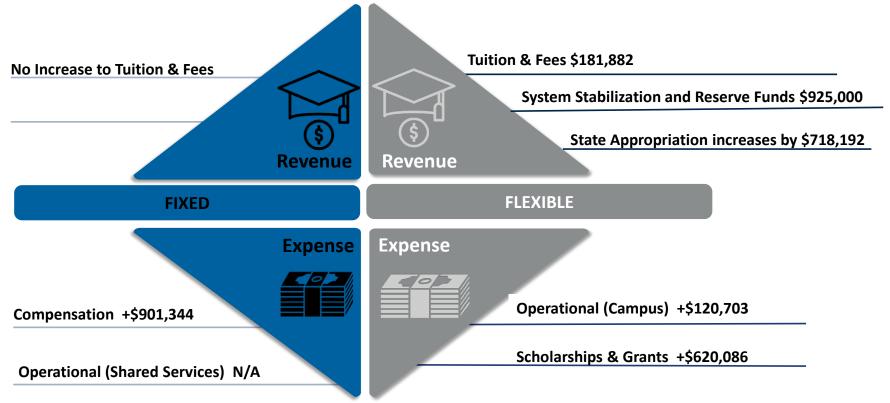
FY 2021 Budget Overview

- Conservative enrollment increase based on FY20 performance
- Compensation Budget has the largest increase due to:
 - 3% COLA Adjustment
 - Funding for New Tenure-Track Faculty
 - Funding for a New Academic Success Director
 - Funding for Professors of Practice
 - Increase to Dean's salary line
- Increase Student Aid (Aid drives enrollment and student quality which drives bar passage rates, employment and USNWR Rankings)
- Modest Non-Comp Budget Increase (Admissions Consultant, Classroom Technology)
- System Stabilization Funds, \$500,000
- USM Reserve Funds, \$212,000
- System Reserve Funds, \$213,000
- State Appropriation allocation increased by \$718,192

Projected Deficit: \$669,144



FY 2021 Budget Levers





Academic Priorities

Core JD Programming & Pipeline Projects

- Rural Lawyer Fellowship Program
- PLUS Program
- Bar Exam Readiness
- Expand Clinical/Externship Opportunities
- Increase diversity of course offerings
- Increase collaborations within UMS

Certificates

- Information Privacy
- Environmental and Oceans Law

Non JD

- Compliance Certificate (online)
- MSL Acquiescence



Budget Priorities

Board of Trustees Committee to Advise on the Future Direction of the Law School Report Recommendations Implemented in FY21 Budget:

- ✓ Faculty Restoration
- ✓ Academic Success Director
- ✓ Funding for Yellow Arrows (Admissions Consultant)
- √ 3% COLA Adjustment
- ✓ Funding for Tuition Discounting up to 39% while maintaining class size/quality



Board of Trustees Committee to Advise on the Future Direction of the Law School Report Recommendations <u>NOT</u> Implemented:

Ш	Maine Community Law Center Acquisition
	K.P.I Funding
	Tessier Recruitment Strategies (Marketing \$)
	Additional Advancement Staff
	Online Education/Innovation Hire
	Transactional Law Clinic
	Rural Semester in Practice
	Long term PLUS Funding
	Additional Course Offerings in Law & Technology



Collaborations

3 + 3 Agreements

- USM
- UMaine
- UMF
- UMPI
- UMA (pending)
- Husson
- St. Joseph's College
- UNE

Maine Legal Service Providers

D1L Partnership with Local Law Firms

MCV

- Certificate Programming
- Dual Degrees (JD/MBA, JD/MPH, JD/MPPM)
- Cross-Listed Courses

Maine Judiciary

- Committee Work
- Cumberland Legal Aid Clinic Relationship

Maine Legislature

- Law School for Legislators
- Legislative Activity
- Events & Panels

FY 2021 Budget: E&G

		<u>FY20</u>	<u>FY21</u>	\$ Change	% Change
	Tuition & Fees	\$6,248,048	\$6,429,930	\$181,882	2.9%
ø.	Less: Waivers/Scholarships	(1,479,914)	(2,100,000)	(620,086)	41.9%
Revenue	Appropriation	2	1,575,000	1,575,000	14
ē	Indirect Cost Recovery	-	-	-	
Ó	Investment Income		64,645	64,645	
<u>~</u>	Sales/Services/Other	-	8,270	8,270	-
	Total E&G Revenue	\$4,768,134	\$5,977,845	\$1,209,711	25.4%
	Personnel Expense	\$5,535,805	\$6,437,149	\$901,344	16.3%
	Attrition	0	0	0	-
	Fuel/Electricity	-	-	-	
	Supplies/Services	236,290	273,943	37,653	15.9%
Φ	Shared Services			-	
TS.	Travel	34,921	70,821	35,900	102.8%
9	Maintenance & Alterations	3,250	3,250	-	
Expense	Memberships, Contributions & Sponsorships	26,700	28,800	2,100	7.9%
	Interest	-	-	_	
	Other Expenses & Transfers	(143,832)	758,026	901,858	-627.0%
	Total Other Expenses & Transfers	157,329	1,134,840	977,511	621.3%
	Total E&G Expense	\$5,693,134	\$7,571,989	\$1,878,855	33.0%
-7: ≥	Operating Increase (Decrease)	(925,000)	(1,594,144)	(669,144)	72.3%
ified Flow	USM Reserves	425,000	212,000	(213,000)	-50.1%
# "	System Reserves	797,454	213,000	(584,454)	-73.3%
Modified Cash Flow	System Stabilization Funds	000000000000000000000000000000000000000	500,000	500,000	2000 - 21.89-2
J	Free Cash Flow	297,454	(669,144)		



FY21 Outlook– Enrollment Projection

TOTAL ANNUAL CREDIT HOURS- LAW

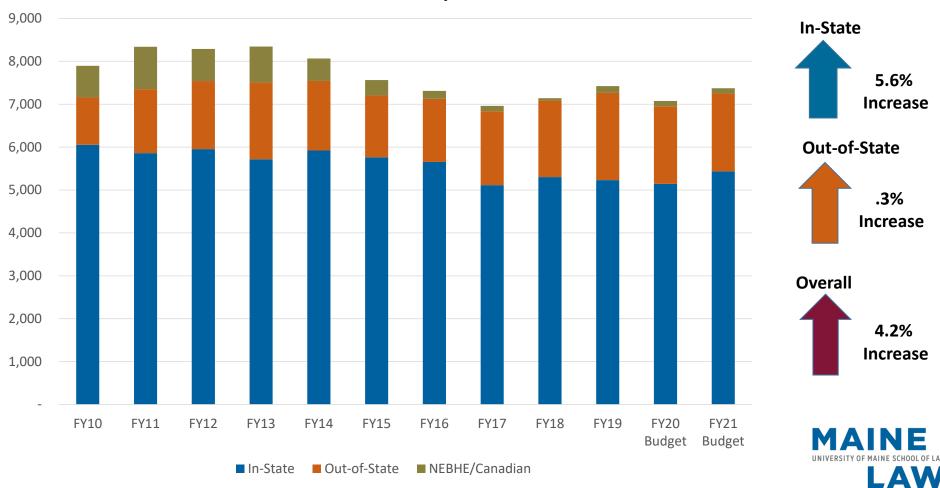




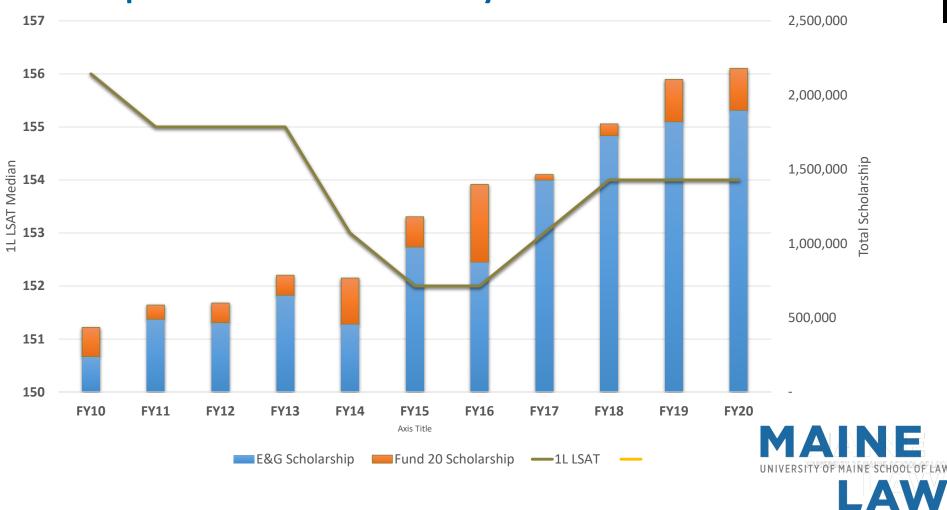
FY21 New & Returning Student Credit Hours

	Fall	FY21	Sumi	mer	Fa	ill	Spring		Tot. Ann.	
Student by level	2019 Census	Projected	Calculated	Revised	Calculated	Revised	Calculated	Revised	Credit	Explanation of Change (text will wrap)
Undergraduate		Return Rate	Projection	Projection	Projection	Projection	Projection	Projection	Hours	
In-State Total	2,703		188	176	2,565	2,629	2,437	2,629	5,434	
										Planning on 1L class to be in the mid 80's in numbers and an
In-Coming Class			188				890	1,082		increase in transfer students to the 2L class
Gb 1-30	979	96.4%			944	944	897	897	1,841	
Gc >31	1724	39.7%		-	684	684	650	650	1,334	
Out-of-State Total	873		92	73	799	872	758	872	1,817	
In-Coming Class			92				337	451		Tuition discount will yield more non residents
Ub 1-30	361	80.9%		-	292	292	277	277	569	
Gc >31	512	29.6%		-	152	152	144	144	296	
CAN-NEBHE Total	88		9	2	82	60	78	60	122	
In-Coming Class			9				35	17		Summer credit hours have dropped/stabilized.
Ub 1-30	30	87.5%		-	26	26	25	25	51	
Gc >31	58	33.3%			19	19	18	18	37	
otals .	3,664		289	251	3,446	3,561	3,274	3,562	7,374	

10+ Year Credit Hour Comparison- Law



Scholarship and Median LSAT History





FY2021 Enrollment Sensitivity Analysis

Credit Hour	Destruction of	Non Booklant	NEDUE/Constitution	*Total Revenue Change
% Change	Resident	Non Resident	NEBHE/Canadian	from FY21 Budget
-0.50%	-\$21,002	-\$10,502	-\$644	-\$32,148
-0.30%	-\$12,601	-\$6,301	-\$386	-\$19,289
0.00%	\$0	\$0	\$0	\$0
0.20%	\$8,401	\$4,201	\$257	\$12,859
0.50%	\$21,002	\$10,502	\$644	\$32,148
0.70%	\$29,403	\$14,703	\$901	\$45,008
1.00%	\$42,005	\$21,005	\$1,287	\$64,296
1.20%	\$50,406	\$25,205	\$1,545	\$77,156
1.50%	\$63,007	\$31,507	\$1,931	\$96,445
1.70%	\$71,408	\$35,708	\$2,188	\$109,304
2.00%	\$84,010	\$42,009	\$2,574	\$128,593
2.20%	\$92,411	\$46,210	\$2,832	\$141,452
2.50%	\$105,012	\$52,511	\$3,218	\$160,741
2.70%	\$113,413	\$56,712	\$3,475	\$173,600
3.00%	\$126,014	\$63,014	\$3,861	\$192,889

*Discounting will affect total revenue change and is not reflected in these numbers

	Budgeted Credit Hours	Credit Hour Rate	
Resident	543	4	773
Non Resident	181	7	1156
NEBHE/Canadian	12	2	1055

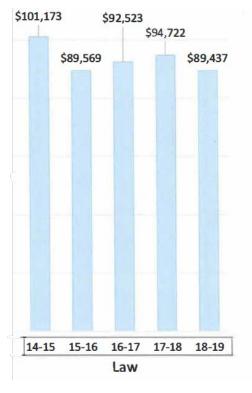


FY2021 Student Tuition and Fees

Tuition	Resident	Per Credit \$773	Per Semester \$11,595	Full Time Annual \$23,190	
<u>luition</u>	Resident	\$115	\$11,595	\$25,190	
	Non Resident	\$1,156	\$17,340	\$34,680	
	NEBHE	\$1,055	\$15,825	\$31,650	
Fees	Unified Fee	\$33.00		\$243 3091	Paid to USM (estimate)
1003	Offined ree	755.00		7243,303	raid to OSIVI (estimate)
	Transportation Fee		\$110	\$53,900	Paid to USM (estimate)
	Health Service Fee		\$80	\$39,200	Paid to USM (estimate)
	Activity Fee		\$50	\$12,2501	Paid to Student Bar Association

\$336,409 Estimated Law Student Fees Paid to USM

Law Student Debt at Graduation





FY2021 FTE Summary

	<u>FY20</u>	<u>FY21</u>	<u>Variance</u>
Tenure/Tenure Track Faculty	10.5	14	3.5
Contract Faculty	6	7	1
Total Faculty	16.5	21	4.5 Increase in Faculty (including dean position)
C+-#	22.5	22.5	2/2
Staff	22.5	22.5	n/a

Changes:

Two faculty lines went from .5 FTE to 1 FTE (Zillman/Lupica)

Added 1 New Tenure Track Faculty Position

Added 1 New Contract Faculty Position

New Dean Hired

One Faculty Line is no longer .5 FTE per agreement, returns to 1 FTE



2020 Marketing F	Priorities	\$pend
BLAZE Partners	Agency Fees	\$30,000
Digital Media Campaigns	Facebook/Ad Words	\$30,000
Current Campaigns	More than Just a Pretty Coast	
	Coast is Not Clear	
	Environmental Law	
	Juvenile Justice]
	Transactional Law]
	ABA Shackling	
	Hosted by Carrie Wilshusen,	
The Greater Good Podcast	Dean of Admissions	MCV Budget item
Print	Maine Law Magazine	\$10,000
	Annnual Plan and Extended Spots	
Maine Public Radio	for JFW & Coffin Lecture	\$12,290
	Total Spend	\$82,290









Recruitment Plan

LSAC Forums

- Washington D.C.
- Atlanta
- Boston
- Miami
- NYC

Graduate Fairs/Campus Panels

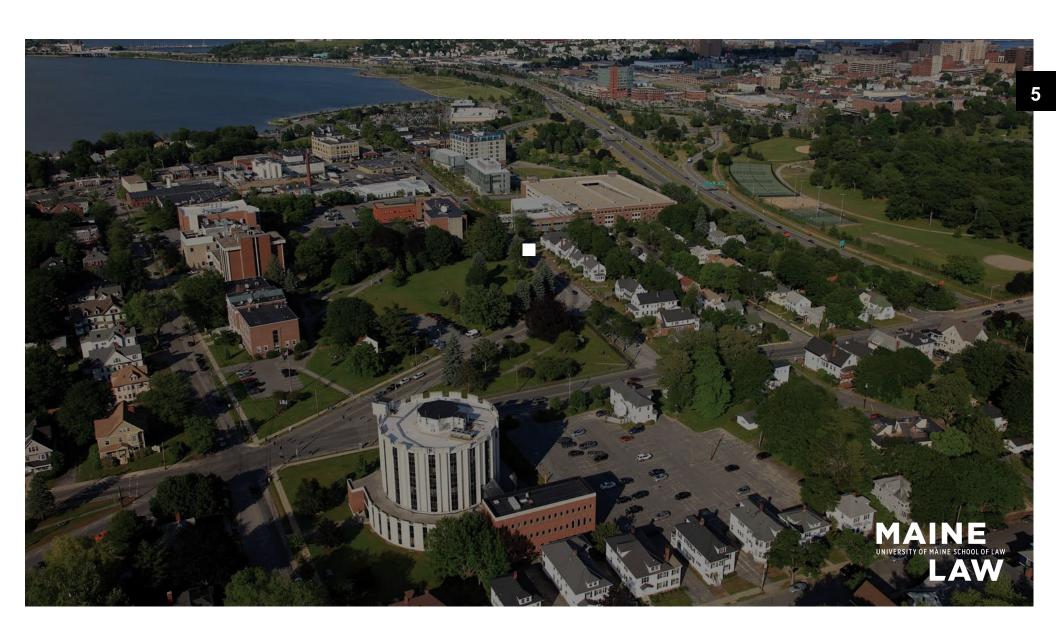
- UCONN
- Colby, Bates, Bowdoin
- USM, Fort Kent, UMaine, UMF, UMPI

NAPLA Events/Panels

Info Sessions/Open House

- 9/13/19
- 9/27/19
- 10/25/19
- 11/15/19
- 12/06/19
- 2/03/20
- 2/24/20
- 3/9/20
- 4/13/20
- 4/20/20

Associate Dean for Admissions-1FTE Admissions Coordinator-1 FTE





FY21 Budget FFT March 25, 2020

Bottom Line Overview for The University of Maine at Farmington

The University of Maine at Farmington FY2021 E&G revenue budget is \$29,530,704

The University of Maine at Farmington FY2021 E&G expense budget is \$32,730,249

\$500,000 in System Stabilization and \$110,000 in Early College carry-forward funds has been applied

Overall working deficit (\$1,370,850)

The University of Maine at Farmington FY2021 Auxiliary services budget is balanced at \$9,173,533 with a \$82,150 surplus







FY2021 Budget Levers Revenue Revenue Tuition & Fees (\$621,700) **Tuition & Fees** \$838,745 (due to system projections) (due to additional enrollment) \rightarrow net \$217,045 Appropriation Increase **Indirect Cost Recovery** \$762,366 \$25,000 Sales & Services \$145,422 Ε Dining & Residence (\$97,125) Χ E D Compensation \$885,042 Scholarships, Grants & Waivers \$234,910 (contractual & FB) Support from fundraising (\$25,000) **Shared Services** \$146,597 Supplies & Services (\$75,707) Interest/Principal \$112,218 (\$57,528) Fuel & Electricity Expense Expense FARMINGTON

UMF Comprehensive FY2021 Budget: E&G

		<u>FY2020</u>	FY2021	\$ Change	% Change
Revenue	Tuition & Fee Revenue	19,319,267	19,536,312	217,045	1.1%
	Less: Waivers/Scholarships	(4,605,057)	(4,869,174)	(264,117)	5.7%
	State Appropriation	12,978,593	13,740,959	762,366	5.9%
	Indirect Cost Recovery	200,000	225,000	25,000	12.5%
	Sales/Services/Auxiliary	763,310	897,607	134,297	17.6%
	Total E&G Revenue	28,656,113	29,530,704	874,591	3.1%
Expenses	Personnel Expenses	24,213,020	25,070,929	857,909	3.5%
	Fuel & Electricity	776,326	697,904	(78,422)	-10.1%
	Supplies & Services	1,350,441	1,218,417	(132,024)	-9.8%
	Shared Services	3,790,711	3,937,308	146,597	3.9%
	Travel	538,506	528,556	(9,950)	-1.8%
	Maintenance & Alterations	50,981	50,981	0	0.0%
	Depreciation	1,842,905	1,984,535	141,630	7.7%
	Other Expenses & Transfers	(888,741)	(758,381)	130,360	-11.2%
	Total E&G Expense	31,674,148	32,730,249	1,056,100	3.3%
	Operating Increase Decrease)	(3,018,036)	(3,199,545)	(181,509)	6.0%
Modified	Add Back Depreciation	1,842,905	1,984,535	141,630	
Cash Flow	Less Capital Expenditures	(424,030)	(445,232)	(21,202)	7.7%
	Less Debt Service	(392,531)	(320,608)	71,923	-18.3%
	Net change	(1,991,692)	(1,980,850)	10,842	
Transfers from	m/(to) Budget Stabalization	500,000	500,000	0	27/
Transfers from	m/(to) Reserves	0	110,000	110,000	
Net Change i	n Cash & Reserve Transfers	(1,491,692)	(1,370,850)	120,842	



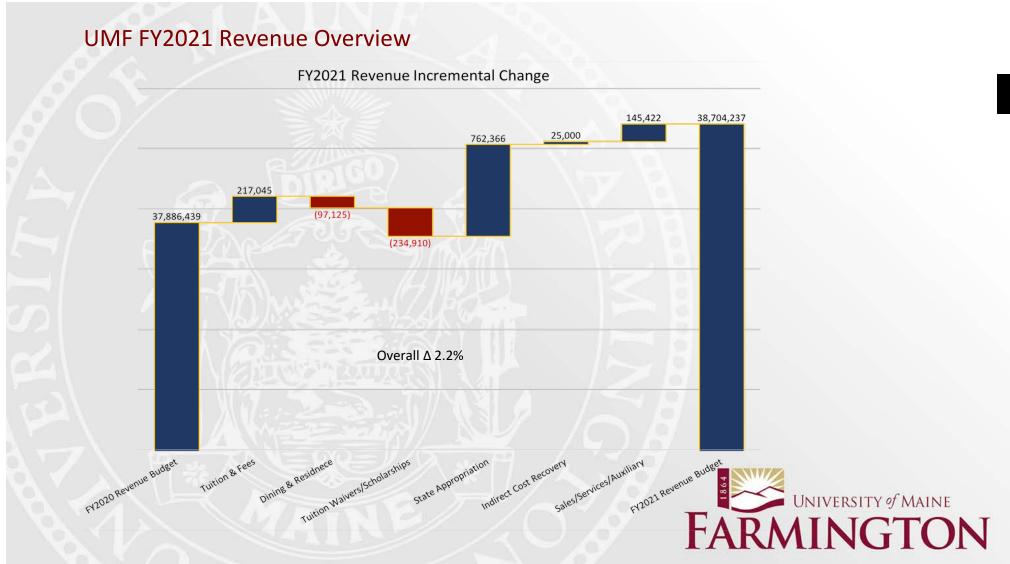
UMF Comprehensive FY2021 Budget: Auxiliary

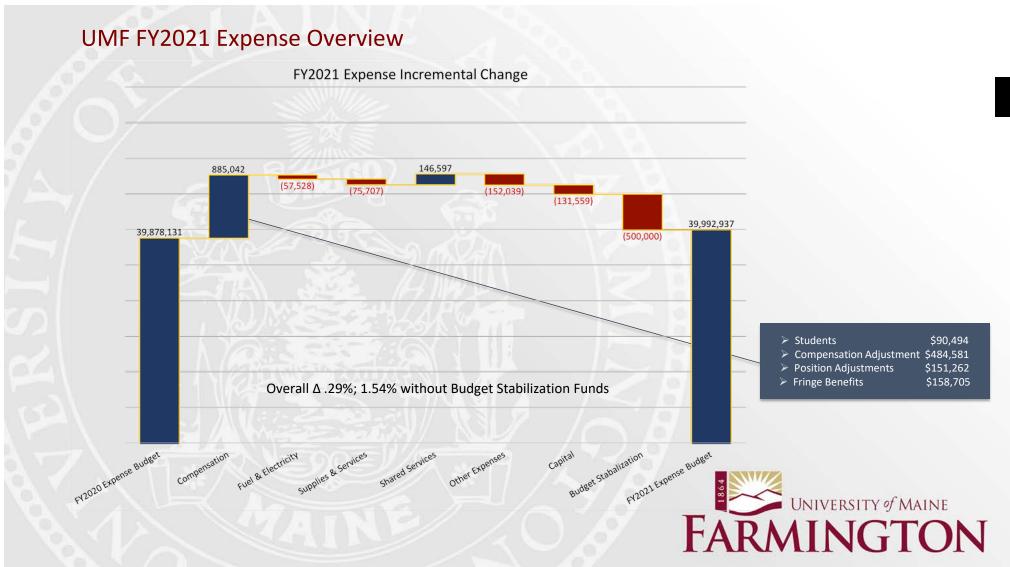
		<u>FY2020</u>	FY2021	\$ Change	% Change
Revenue	Dining & Residence	9,273,041	9,175,916	(97,125)	-1.0%
	Less: Waivers/Scholarships	(296,415)	(267,208)	29,207	-9.9%
	Sales/Services/Auxiliary	253,700	264,825	11,125	4.4%
	Total Auxiliary Revenue	9,230,326	9,173,533	(56,793)	-0.6%
Expenses	Personnel Expenses	1,748,897	1,776,030	27,133	1.6%
	Fuel & Electricity	498,648	519,542	20,894	4.2%
	Supplies & Services	3,290,408	3,346,725	56,317	1.7%
	Travel	4,275	14,480	10,205	238.7%
	Maintenance & Alterations	47,407	47,407	0	
	Depreciation	703,478	751,775	48,297	6.9%
	Other Expenses & Transfers	2,626,137	2,453,483	(172,654)	-6.6%
	Total Auxiliary Expense	8,919,250	8,909,442	(9,808)	-0.1%
	Operating Increase Decrease)	311,076	264,091	(46,985)	-15.1%
Modified	Add Back Depreciation	703,478	751,775	48,297	
Cash Flow	Less Capital Expenditures	(225,236)	(230,748)	(5,512)	2.4%
	Less Debt Service	(789,318)	(702,968)	86,350	-10.9%
	Net change		82,150	82,150	
Transfers fro	m/(to) Budget Stabalization	0	0	0	
Net Change i	in Cash & Reserve Transfers	0	82,150	82,150	



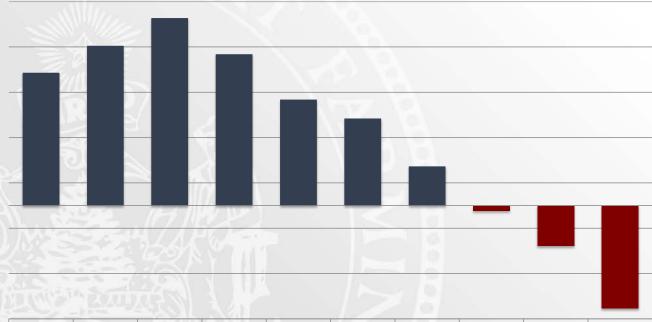
UMF Comprehensive FY2021 Budget: E&G and Auxiliary

		<u>FY2020</u>	FY2021	\$ Change	% Change	Change from First Read
						\$123,856 Masters in Counseling credits
Revenue	Tuition & Fee Revenue	19,319,267	19,536,312	217,045	1.1%	increase
	Dining & Residence	9,273,041	9,175,916	(97,125)	-1.0%	
	Less: Waivers/Scholarships	(4,901,472)	(5,136,382)	(234,910)	4.8%	\$29,207 reduction in waivers
	State Appropriation	12,978,593	13,740,959	762,366	5.9%	(\$27,712) change in Governors budget
	Indirect Cost Recovery	200,000	225,000	25,000	12.5%	
	Sales/Services/Auxiliary	1,017,010	1,162,432	145,422	14.3%	(\$126,794) Pouring Rights assumption change;
	Total Revenue	37,886,439	38,704,237	817,798	2.2%	increase in cell tower revenue
Expenses	Personnel Expenses	25,961,917	26,846,959	885,042	3.4%	\$166,082 AFUM/S&M/FB/Comp Adj. increase
	Fuel & Electricity	1,274,974	1,217,446	(57,528)	-4.5%	
	Supplies & Services	4,640,849	4,565,142	(75,707)	-1.6%	(\$30,526) Early College expense reduction
	Shared Services	3,790,711	3,937,308	146,597	3.9%	(\$31,679) allocation change
	Travel	542,781	543,036	255	0.0%	(\$11,950) Early College expense reduction
	Maintenance & Alterations	98,388	98,388	0		
	Depreciation	2,546,383	2,736,310	189,927	7.5%	
	Other Expenses & Transfers	1,737,396	1,695,102	(42,294)	-2.4%	\$113,599 remove Early College transfer
	Total Expense	40,593,398	41,639,691	1,046,292	2.6%	
	Operating Increase (Decrease)	(2,706,959)	(2,935,454)	(228,494)	8.4%	
Modified	Add Back Depreciation	2,546,383	2,736,310	189,927		
Cash Flow	Less Capital Expenditures	(649,266)	(675,980)	(26,714)	4.1%	
	Less Debt Service	(1,181,849)	(1,023,576)	158,273	-13.4%	
	Net change	(1,991,691)	(1,898,700)	92,992		
Transfers fron	n/(to) Budget Stabalization	500,000	500,000	0		2
Transfers fron	n/(to) Reserves	0	110,000	110,000		\$116,000 Early College FY20 Sarry forward
Net Change ir	n Cash & Reserve Transfers	(1,491,691)	(1,288,700)	202,992	%]	FARMINGTO





UMF Reserves FY2010 - FY2019



	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19
Reserve Balance	5,864,746	7,052,857	8,276,729	6,681,825	4,677,512	3,844,116	1,730,707	(222,542)	(1,774,831)	(4,535,855)
Capital Investment [deposit / (expense)]	Area :	325,000	200,985	(1,800,609)	(2,083,447)	(370,017)	(1,420,639)	(1,237,245)	(154,220)	(102,257)
FYE Balance [deposit / (expense)]	N = 0	1,513,111	1,424,857	205,705	79,133	(463,380)	(692,770)	(716,005)	(1,398,069)	(2,658,768)



FY2021 E&G and Auxiliary Depreciation Calculation

			<u>%</u>
	FY2020	FY2021	Change
E&G Depreciation Expense	1,842,905	1,984,535	7.7%
Less Capital Equipment & Transfers to Plant & Reserve	(424,030)	(445,232)	5.0%
Less Debt Service Principal Charges	(382,531)	(320,608)	-16.2%
Funded E&G Depreciation:	(806,561)	(765,840)	-5.0%
Funded E&G Depreciation %:	43.77%	38.59%	
Auxiliary Depreciation Expense	703,478	751,775	6.9%
Less Capital Equipment & Transfers to Plant & Reserve	(225,236)	(230,748)	2.4%
Less Debt Service Principal Charges	(789,318)	<u>(702,968)</u>	-10.9%
Funded Auxiliary Depreciation:	(1,014,554)	(933,716)	-8.0%
Funded Auxiliary Depreciation %:	144.22%	124.20%	

Combined Funded E&G and Auxiliary %: 71.5%



FY2021 FTE Summary: E&G and Auxiliary

UNRESTRICTED OPERATIONS

E&G Faculty Salary Hourly Total Net Comments Additions: 1FTE Police Sergeant (title IX work) Reductions: (.35 FTE) Learning Assistance (0.35)(0.95)0.05 1.00 (0.60)1.00 Center (vacant position); (.60 FTE) AA in Admissions (retirement) **AUXILIARY** Faculty Salary Hourly Total Net Additions: 1 FTE Assistant Director of Student Life (live on position to enhance programming 1.00 1.00 1.00 opportunities) **TOTAL** (0.35)(0.60)1.00 1.00 (0.95)2.00 1.05



FY2021 Proposed Capital Investments from E&G and Auxiliary

<u>&</u>	<u>G</u>
7.1	

Auxiliary

Roberts Learning Center	\$150,000
➤ Upgrade HVAC rooftop unit	
Franklin Hall	\$33,792
➤ Repair leaking foundation	
Fitness and Recreation Center	\$177,440
➤ Roof repair - spray urethane roofing product - 20 ye	
Dearborn Gymnasium	\$84,000
➤ Partial roof replacement	
Turtiur root replacement	\$445,232
Scott Hall North	\$115,748
➤ Roof replacement	



FY2021 Bond work

Early Childhood Education Center	\$649,180
➤ Renovations to the new Early Childhood Education Center	
Olsen Student Center	\$210,000
➤ Visioning and renovations to the student center	
Residence Hall Renovations	\$598,243
➤ Dakin Hall flooring abatement and replacement	
➤ Renovations to bathroom	
➤ Bathroom partitions	
Lockwood Hall	\$500,000
➤ HVAC upgrade for individual heating controls	
Merrill Hall	\$200,000
➤ Window and building trim painting and replacement	
Mantor Library	\$50,000
➤ Space renewal 2 nd floor	
	Total FY2021 spend: \$2,207,423
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	FARMINGTON

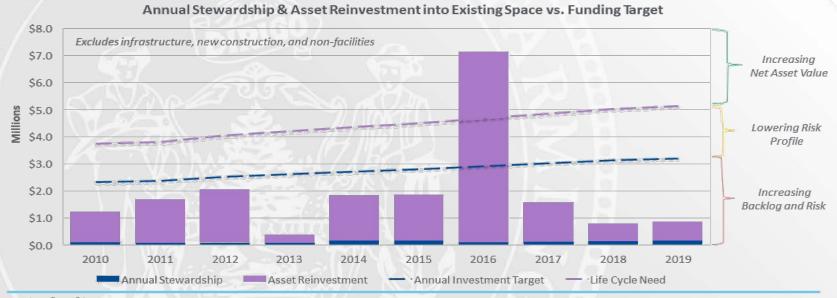




FY2019 Sightlines Report: Investment Targets

Farmington Reliant on One-Time Capital to Address Campus Needs

95% of capital dollars spent since 2010 were funded through Asset Reinvestment



sightlines

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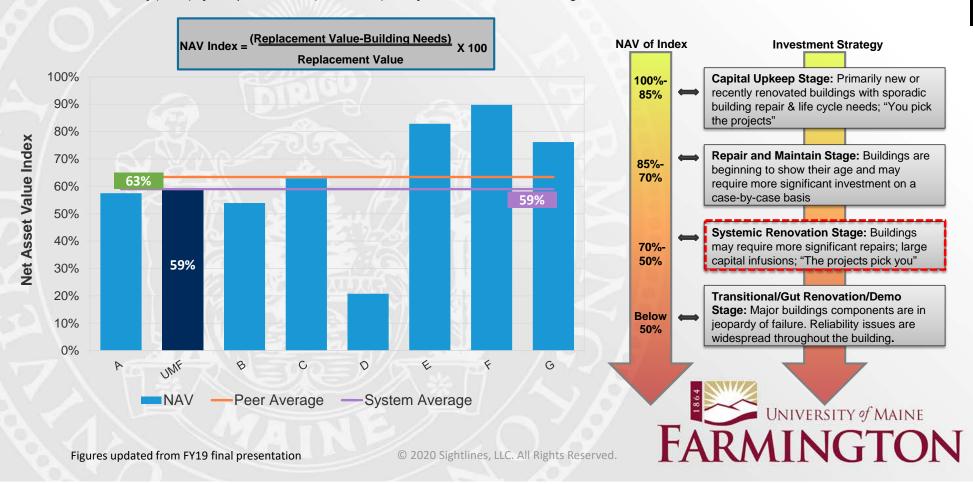
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FARMINGTON

UMF is Reducing Space (21,070) GSF FY2019 total GSF • Removal of 115 South Street • FY20 total GSF • Removal of 110/112 Maguire 811,850 GSF 790,780 GSF Street UNIVERSITY of MAINE FARMINGTON Overall reduction (2.6%)

UMF's NAV Mirrors System Average, Peers Average is Similar

With the removal of (2.6%) of campus GSF and (~\$180,000) in deferred maintenance during FY20, UMF's NAV increases 0.4%.

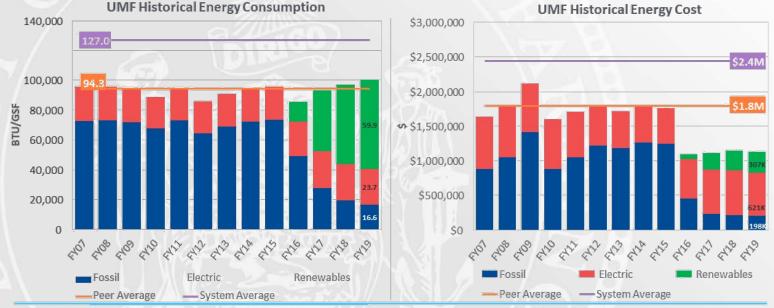


FY2019 Sightlines Report: NAV Metrics

UMF has the lowest energy consumption in the UMS

Farmington's FY19 Consumption Rises Past Peer Average for First Time

UMF continues to increase renewable consumption, and pays well below the peer and system average for energy



sightlines

Energy Peer Group: Bowdoin College, Champlain College, Keene State College, Plymouth State University, University of Maine at Augusta, University of Maine at Fort Kent, University of Maine at Presque Isle, University of Maine at Machias

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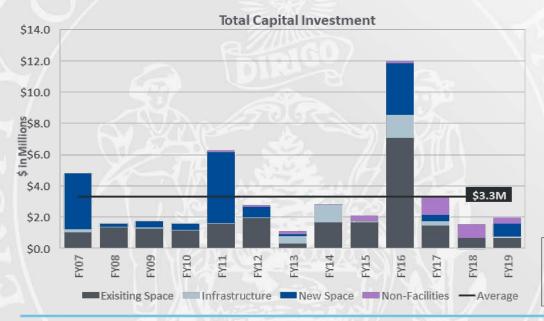
UNIVERSITY of MAINE

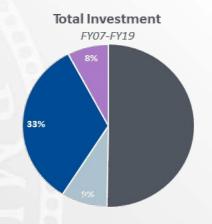
FARMINGTON

FY2019 Sightlines Report: Capital Investment

FY19 Capital Investment is Less Than 2/3 of Historical Average

New Space spending for 274 Front Street (online in FY20) drives FY19 total investment





FY19 Highest-Spend Projects:

274 Front St. Acquisition - \$850,820 (New Space)
Dearborn Gym HW Upgrades - \$239,995 (Building Systems)
UMF- Wireless Infrastructure - \$202,828 (Non-Facilities)
Scott Hall Renovations - \$142,777 (Space Renewal)



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UNIVERSITY of MAINE

FARMINGTON





FY2021 Student Tuition, Fees, Room and Board

	FY2020	FY2021	\$	%
<u>Tuition - per Credit Hour</u>	Current	Proposed	<u>Increase</u>	<u>Increase</u>
In-State Undergraduate	281	288	7	2.5%
In-State Graduate*	421	427	6	1.4%
Out-of State Undergraduate	620	645	25	4.0%
Out-of-State Graduate	625	427	(198)	-31.7%
Canadian	464	288	(176)	-38.0%
NEBHE (165% of In-State) Undergraduate	464	475	11	2.4%
Room & Board				> 8
Double Room	5,356	5,356	0	0.0%
Board	4,546	4,882	336	7.4%

* UMF/USM have same rate

Average % R&B Increase: Occupancy Rate: 3.7% UNIVERSITY of MAINE FARMINGTON

FY2021 Mandatory Fees

	FY2020	FY2021	\$	%
	Current	Proposed	<u>Increase</u>	<u>Increase</u>
Undergraduate Student Activity Fee	*			
1 to 5.5 Credit Hours	80	80	0	0.0%
6 to 11.5 Credit Hours	120	120	0	0.0%
12 or More Credit Hours	160	160	0	0.0%
Student Health & Wellness Fee 4 or More Credit Hours	50	50	0	0.0%
Unified Fee				
6 or Less Credit Hours	180	184	4	2.2%
7 to 11 Credit Hours	359	368	9	2.5%
12 or More Credit Hours	705	722	17	2.4%

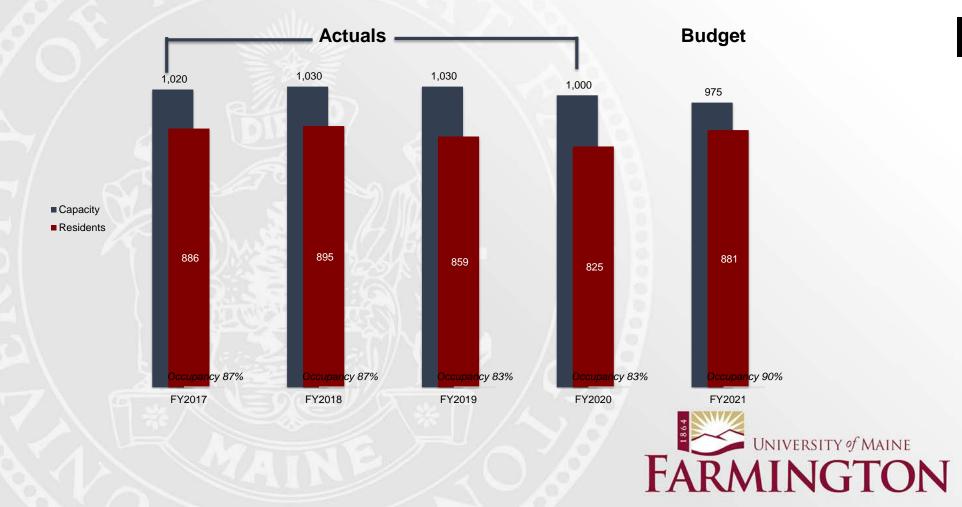
^{*} Student Voted Fee











UMF is Working to Improve the Residential Experience

We are currently engaged in a public-private-partnership process (at the assessment stage).

We are improving our residence hall facilities and programs in FY 21:

- > updating the heating system in Lockwood, renovating the bathrooms in Dakin
- ➤ adding three living learning communities that will leverage project based learning and immersion programs to enhance student success and workforce engagement
- ➤ adding two full time, live on, professional staff members over the next two years (replacing graduate student staff members with full time staff)

We conducted an in depth UMS housing market analysis in Fall 2019:

- ➤ We rank 2 out of 6 in the UMS for average housing costs
- ➤ We rank 4 out of 7 in the UMS for average dining costs
- Most campuses in the UMS have housing costs comparable to their local markets.
- UMF's housing costs exceed the average local market costs.
- These data mirror our annual residence hall housing surveys for why students move off campus (less expensive room and board off campus)

The percentage of the student body living on campus has been rising:

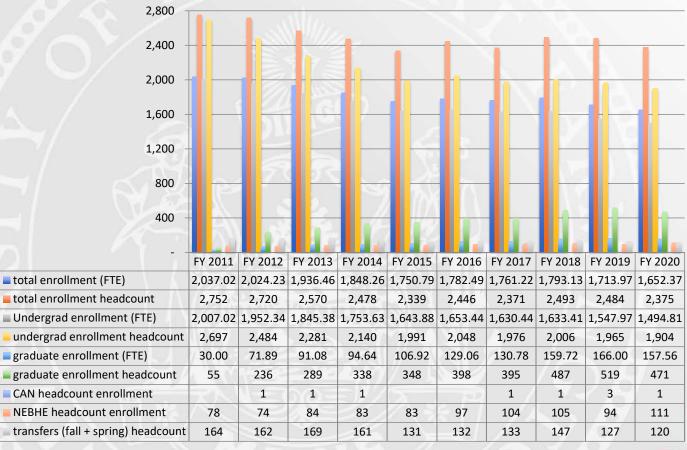
- > FY 18-52%
- FY 19-53%
- > FY 20-54%



Enrollment Management



Enrollment Analysis FY2011 - FY2020



Trends

- UG FTE has been declining (2,007 to 1,495)
- UG headcount has been declining (2,697 to 1,904)
- Average credits per UG is increasing (12 to 12.5)
- NEBHE enrollment is increasing (78 to 111)
- Grad FTE is increasing (30 to 158)
- Grad headcount is increasing (55 to 471)



UMF Understands Why Students Leave

Upon withdrawal, information is collected from the students. Since 2014, we have also collected information from advisors and staff about the reasons that students leave

Most common reason students leave:

- > Financial (direct or indirect)
- Inadequately treated mental health issues
- > Strong attachment to people who are elsewhere, or pets
- > Decided to pursue an academic program UMF does not offer
- > Did not feel at home at UMF
- Inadequate preparation or basic skills
- > Help avoidance
- Procrastination or time management skills



FARMINGTON

UMF is Working to Improve First to Second Year Return Rates

- ➤ We are expanding summer programs to increase attachment to UMF and strengthen early cohorts so more students will feel "at home"
- > We are in our second year of using 4th and 8th week early alerts for first years and new transfers in order to catch issues and intervene earlier
- We added a fourth mental health counselor
- ➤ We are adding three Living Learning Communities in the residence halls in Fall 2020
- ➤ We added academic coaching in the residence halls
- ➤ We are in the beginning stages of a project intended to have our best advisors do more advising of first year students

UMF has Strong Return Rates for our Juniors and Seniors

- > UMF has strong major programs with a relatively high percentage of classes taught by full time faculty who also advise, and who are strongly committed to student success.
- > Students tend to develop strong mentoring relationships with one or more faculty in their major. By the second year, those relationships are often formed or forming, which means students are attached to their programs, and when problems arise their faculty advisors know about it and are involved in helping to find solutions.
- ➤ UMF has a strong array of tightly connected support services and a community ethos of individual attention and support.

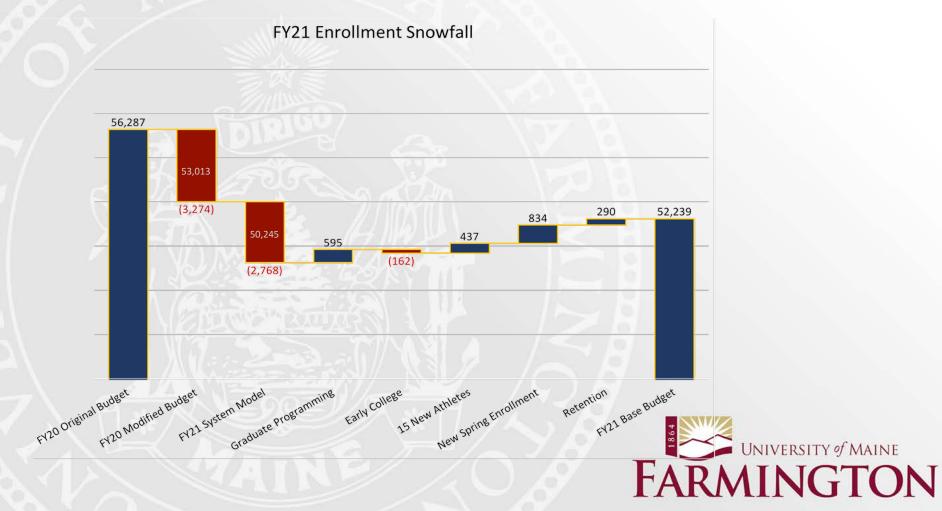


FY2021 Enrollment Projections

FY21		Summer				Fall				Spring		Tot. Ann.	
Projected	Projection	Change	Revised	Return	New	Projection	Change	Revised	Projection	Change	Revised		Explanation of Change (text will wrap)
turn Rate							,					Hours	
	1,675	-	1,675	12,491	6,929	19,420	213	19,633	18,209	832	19,041	40,349	
													Fall 15 new athletes for Indoor Trck and Field team; Sprin
	1,675		1,675		6,517	6,517	225	6,742	6,295	982	7,277	15,694	new IS students (credit hours)
			-		412	412	(12)	400	250	(150)	100	500	Reduce EC numbers
65.6%			-	1,285		1,285		1,285	1,200		1,200	2,485	
74.0%			-	3,334		3,334		3,334	3,113		3,113	6,447	
86.2%			-	3,307		3,307		3,307	3,088		3,088	6,395	
86.0%			-	3,806		3,806		3,806	3,554		3,554	7,360	
17.2%			-	759		759		759	709		709	1,468	
	240	-	240	1,650	882	2,532	17	2,549	2,380	91	2,471	5,260	
	240		240		882	882	17	899	839	91	930	2,069	New OOS students (credit hours) Spring
54.3%			-	148		148		148	138		138	286	
77.0%			-	515		515		515	481		481	996	
86.2%			-	472		472		472	441		441	913	
85.7%			-	471		471		471	440		440	911	
10.8%			-	44		44		44	41		41	85	
	88	(1)	87	1,110	470	1,580	(17)	1,563	1,476	38	1,514	3,164	
	88	(1)	87		470	470	(17)	453	439	38	477	1,017	New NEBHE students (credit hours) Spring
74.7%			-	82		82		82	77		77	159	
84.6%			-	286		286		286	267		267	553	
90.4%			-	334		334		334	312		312	646	
92.7%			-	362		362		362	338		338	700	
10.6%			-	46		46		46	43		43	89	
	1,051	79	1,130	415	495	910	158	1,068	910	358	1,268	3,466	
	1,051	79	1,130		495	495	158	653	495	358	853	2,636	New programming/degrees offered
34.2%			-	53		53		53	53		53	106	
49.6%			-	354		354		354	354		354	708	
22.9%			-	8		8		8	8		8	16	
	-	-	-	-	-	-	-	-	-			-	
	-		-		-	-		-	-		-	-	
0.0%			-	-		-		-	-		-	-	
0.0%			-	-		-		-	-		-	-	
0.0%			-	-		-		-	-		-	-	
	-	-	-	-	-	-	-	-	-		-	-	
	-		-		-	-		-	-		-	-	
0.0%			-	-		-		-	-		-	-	
0.0%			-	-		-		-	-		-	-	
0.0%			-	-		-		-	-		-	-	
0.0%	3.054	78	3.132	15.666	8,776	24,442	371	24,813	22,975	1,319	24,294	52,239	



FY2021 Enrollment Projection (includes Early College)



FY2021 Sensitivity Analysis

FY2021	FY2021	FY2021		Credit Hour Change	Revenue Change	
Credit Hour	Credit Hour	Total	Net	From	From	
<u>Growth</u>	Growth %	Credit Hours	<u>Tuition*</u>	FY21 Budget	FY21 Budget	
(2,560)	-4.9%	49,679	15,864,889	(2,560)	(2,581,404)	
(2,058)	-3.9%	50,181	16,682,497	(2,058)	(1,763,796)	
(1,552)	-3.0%	50,687	17,366,819	(1,552)	(1,079,474)	
(1,040)	-2.0%	51,199	17,898,420	(1,040)	(547,873)	
(522)	-1.0%	51,717	18,261,830	(522)	(184,463)	
-		52,239	18,446,293	-	-	FY21 Budget Fall FTE 1,603
522	1.0%	52,761	18,630,756	522	184,463	
1,050	2.0%	53,289	19,005,234	1,050	558,941	
1,583	3.0%	53,822	19,581,112	1,583	1,134,819	
2,121	4.1%	54,360	20,376,184	2,121	1,929,891	
2,665	5.1%	54,904	21,415,574	2,665	2,969,281	

^{*}does not include waiver/scholarships/fees

FY2021 Fall FTE Projection Scenarios

- ➤ High scenario increase by 1% or 1,618 FTE \$178,783
- ➤ Low scenario decrease by -3% or 1,555 FTE (\$1,046,237)



Our Focus on Social Media Channels is Showing Immediate Results (Facebook)

Facebook Page	Messages Sent	Messages Received	Post Breakdown	Public Engagements	Public Engagements per Post	
			10.25 A			
Competitor Average	25.25	0	12.75	1,006	40.24	
			2.25 🔾			
University of Maine at Farmington			0 A			
Business Page	24	8	23 🔼	5,855	243.96	
			1 🔾			
UNC Asheville			13 A			
UA Business Page	20	0	4 🛂	1,018	50.9	
Dustriess rage			3 🔘			
University of Arkansas - Fort Smith			2 A			
Business Page	31	0	25 🛂	1,380	44.52	
Dudinicus i age			4 🔾			
University of Southern Maine			12 A			
Business Page	20	0	8 🛂	377	18.85	
Data lado lago			0 0			
Western Colorado University			14 A			
Business Page	30	0	14 🔼	1,250	41.67	
			2 🔾			

In December 2019, UMF's Facebook engagements were 5 times higher and our public engagements per post were nearly 5 times higher than our closest competitors.



Our Focus on Social Media Channels is Showing Immediate Results (Instagram)

In December 2019,

- Total engagement up 62%
- Likes up 65%
- Saves up 109% (an ultimate expression of satisfaction)
- Engagement rate per impression up 121%

December 2019's total engagements (5,101) are a

- 29% increase over September 2019's total engagements (3,884)
- 11.2% increase over October 2019's total engagements (4,506)
- 6.6% increase over November 2019's total engagements (4,702)

December 2019's average engagement per impression (8.3%) is

 More than double September 2019's (3.71%) and October 2019's (3.83%) average engagement per impression



We are Aggressively Managing our Enrollment Funnel

New marketing content and approach is yielding more inquiries.

• We are 26% ahead of 2019 and 43% ahead of 2018 in the number of student inquiries

Admissions and Financial Aid are admitting and making awards faster than in previous years.

• We are 21% ahead of 2019 in the number of matriculated students, and 25% ahead of where we were at this time 5 years ago.



New Initiatives

We have launched a series of initiatives to address both the immediate need to stabilize enrollments and improve the strategic position of the institution.



We are working to Stabilize and Grow our Core Undergraduate Enrollment

Current State

Significant undergraduate enrollment loss.

Severe cuts to data analytics and marketing budgets have hamstrung our ability to make data-informed decisions and market ourselves in an increasingly competitive market.

Institutional Focus

Make small, targeted investments in enrollment.

Refocus Marketing and Communication to digital media and social media.

Retain an enrollment management consultant to address analytics gap in identifying underserved market niches.

Develop new campaigns to increase yield.

Better leverage our strengths in DIII and club athletics as enrollment drivers.

Reevaluate and enhance student success structures, processes, and tools.

Efforts Underway

Improving yield

- AP outreach
- Purchase additional names
- Training for coaches and admissions counselors on "sealing the deal"
- Investing in athletics recruiting

Student Engagement

- 3 new living learning communities
- Added DIII indoor track

Student Success

- EAB Navigate
- Enhance Orientation
- Care network training
- Recruitment/Retention committee

Marketing

- New digital content
- Significant growth in social media engagement
- Admission yield campaigns



We are Diversifying our Student Portfolio by Focusing on Community College Graduates, Adult learners, and Graduate Students

Current State

Enrollment strategy has focused almost exclusively on the residential undergraduate experience. The demographic shift in our enrollment markets no longer make this a viable strategy.

Financial reserves have been used to cover deficits without investing in the programming changes required to remain competitive in a market characterized by disruption and decline.

Course delivery in a traditional "on ground" classroom in a geographically isolated campus is a constraint to growth.

Institutional Focus

Ongoing discussions with community colleges to increase transfer rates.

New leadership and programming for graduate and continuing education.

Aggressively adding graduate programs that are a strategic fit and meet workforce needs.

Online, hybrid, and alternative class scheduling to accommodate different student population needs

Explore partnership opportunities to meet current and emerging workforce needs

Efforts Underway

New Master's Programs

- Special Education
- Counseling Psychology with an emphasis in the Creative Arts
- Math Education*

New Graduate Certificate Programs

- Assistive Technology
- Special Education Administration
- Systems of Student Support

New Completion Programs

• Rehabilitation Services Online Completion Program

Collaborations

- UMPI
- Regional healthcare providers
- Regional ski industry
- Maine community colleges



We are Evaluating our Academic Portfolio and Developing a New Strategic Plan to More Competitively Position UMF in the Market

Current State

Multi-year enrollment slide.

Depleted financial reserves and structural deficits.

Since its implementation in 2006, the four credit hour course structure and 128 hour degree plans have not been evaluated. We don't have credible data on whether this structure places us at a competitive advantage or disadvantage in the current market.

Lack of meaningful student and employer demand data to assess the alignment of our academic portfolio to market need.

There is anxiety on campus about making any changes that would diminish the University.

Institutional Focus

Reinforce a sense of urgency for change with consistent messaging regarding the enrollment decline and budget deficit.

Build a coalition for change among key campus constituents.

Leverage UMS resources to analyze core aspects of our operating model.

Position the campus within the new Unified Accreditation model by completing a market-driven academic program review that seamlessly feeds into a strategic planning process.

Efforts Underway

Working with Gray Associates to conduct a facilitated, market-driven academic program review with key campus constituents and secure use of their PES tool for one year to evaluate our academic portfolio (Spring 2020).

Work with an external firm to facilitate a strategic planning process that will drive hard conversations about tradeoffs the campus must make (Fall 2020).









Fiscal Year 2021 Budget Review

with Finance, Facilities, & Technology Committee of BOT March 25, 2020

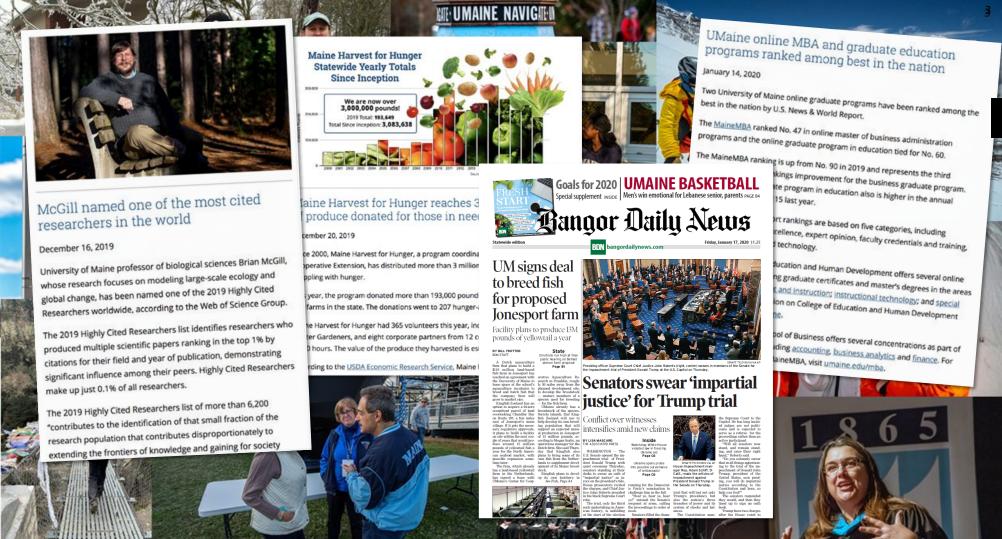
Joan Ferrini-Mundy, President
Faye Gilbert, Interim Executive Vice President
for Academic Affairs and Provost

Daniel Qualls, Interim Vice President and Head of Campus (Machias) Claire Strickland, Chief Business Officer



Acknowledgements

Thanks to Claire Strickland, Sharon Buchanan, Margaret Nagle,
Jeff St. John, Deb Allen, and all members of the UMaine
President's Cabinet for their extraordinary efforts in
collaborating to prepare this presentation.





The Bottom Line Up Front for the University of Maine.

- The University of Maine FY2021 E&G budget is \$228,086,354.
- The campus has realigned the base budget by \$8M.
- An attrition line of \$1M was included in expense with a projected \$3.66M transfer from reserves to balance.
- The University of Maine FY2021 auxiliary services budget is balanced at \$52,584,819.



Proposed Education and General (E&G)

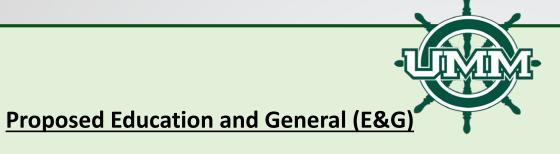
Proposed Auxiliary (AUX)

FY2021 Total Net Change	0	FY2021 Total Net Change	0
Transfer from Reserves	3,662,603	Transfer from Reserves	0
Net change before reserve adjustment	(3,662,603)	Net change before reserve adjustment	(972,112)
Less Capital & Debt Service	(7,185,665)	Less Capital & Debt Service	(4,921,395)
Add Back Depreciation	16,820,624	Add Back Depreciation	3,949,283
Operating Decrease	(13,297,562)	Operating Increase	972,112
Total Expense	(241,383,916)	Total Expense	(51,612,707)
Total Revenue	228,086,354	Total Revenue	52,584,819



The Bottom Line Up Front for the University of Maine at Machias

- The University of Maine at Machias FY2021 E&G budget is \$8,566,058.
- The campus has reduced the budget by \$464,190.
- An attrition line of \$125K was included in expense with a projected \$145K transfer from reserves to balance.
- The University of Maine at Machias FY2021 auxiliary services budget is balanced at \$1,629,729.



Proposed Auxiliary (AUX)

Total Revenue	8,566,058	Total Revenue	1,629,729
Total Expense	(9,023,962)	Total Expense	(1,688,170)
Operating Decrease	(457,904)	Operating Increase	(58,441)
Add Back Depreciation	483,520	Add Back Depreciation	278,822
Less Capital & Debt Service	(170,616)	Less Capital & Debt Service	(220,381)
Net change before reserve adjustment	(145,000)	Net change before reserve adjustment	58,441
Transfer from Reserves	145,000	Transfer from Reserves	0
FY2021 Total Net Change	0	FY2021 Total Net Change	0



- Budget Building Principles
- Overview of UMaine and UMM FY2021 Budgets
- FY2021 Budget Challenges and Opportunities



Budget Building Principles





Our strength in research in the biomedical fields is taking off.

Professor Dorothy Klimis-Zacas

Food Science and Human Nutrition

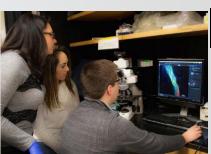
Wild blueberry extracts to help build new blood vessels



Professor Kristy Townsend

School of Biology and Ecology

Discovered potential process to promote nerve re-growth





PhD Candidate Jonathan Bomar

GSBSE Program

Growing stem cells to replace damaged cardiac cells

From Basic Research to UMaine Spin-off

graduate student
Magdalena Blaszkiewicz

A new start-up company



Neuright's product will be a small medical device that is painless and easy to use. In their offices, primary care providers will be able to monitor patients for neuropathy with this device.



Our research partnership with Oak Ridge National Laboratory will open new doors for UMaine students.



Collaborating at the cuttingedge in wood-based composites



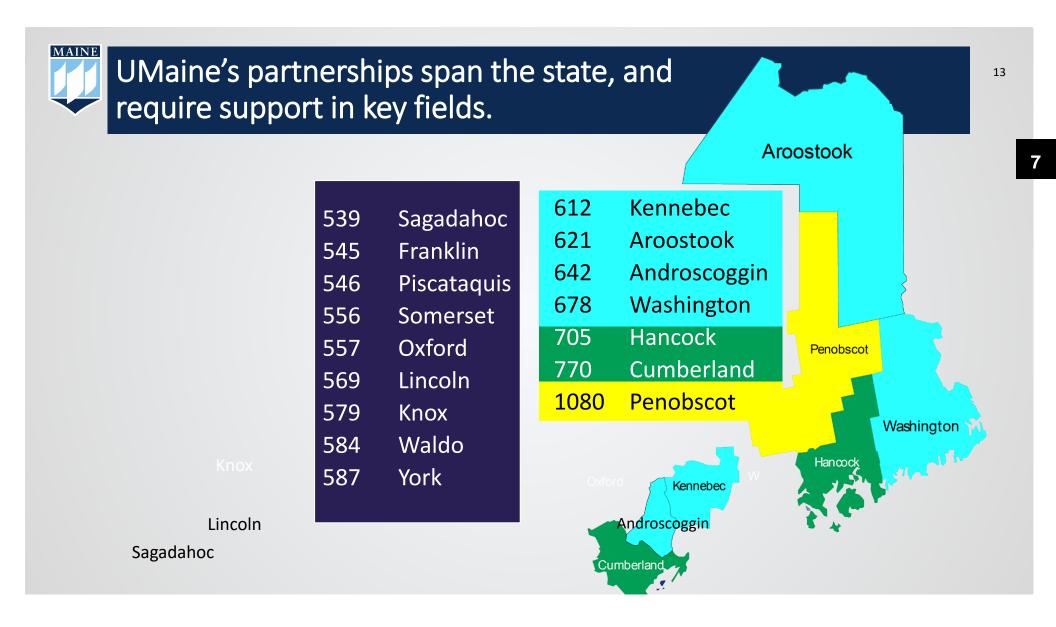
Awarded: \$9,000,000

Duration: 10/1/19-9/30/22

Total F&A budgeted: \$2,502,975

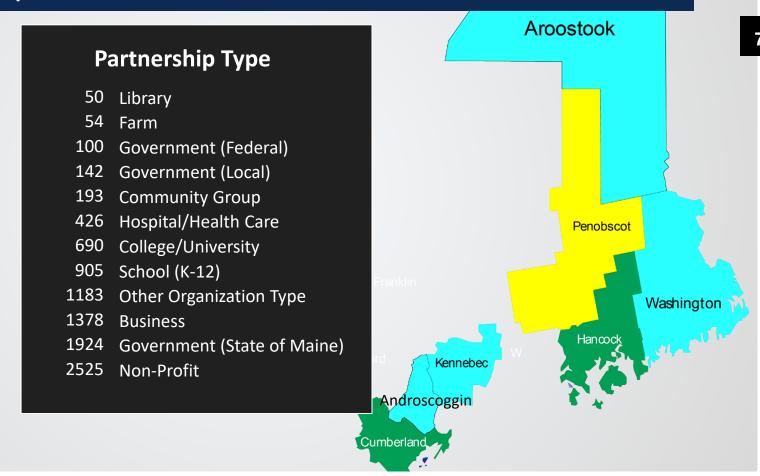
Estimated F&A in FY2021: \$834,325

(based on annual average)





UMaine's partnerships span the state, and require support in key fields.



Knox

Lincoln

Sagadahoc



Unified accreditation can amplify collaborations and lead to new ones.



Instructional

- UMaine Center for Innovation in Teaching and Learning (CITL) with USM, UMF, UMA & UMM
- UMaine/UMA Foundations program
- M.Ed. in Instructional Technology collaborative with USM and UMF
- UM Masters in Educational Leadership with UMPI
- Multiple 4+1, 3+2 Pathways to UMaine graduate programs
- Fogler Library policies, shared catalog, shared resources/services UMS and state-wide
- Maine Professional and Graduate Studies Center (UMaine, USM & Law)



Unified accreditation can amplify collaborations and lead to new ones.



Research

- Grant proposal development and grant submissions and management assistance from UMaine, across UMS
- EPSCoR research collaboration Maine-eDNA
- 4-H STEM Ambassadors all campuses
- UMFK Academic Archives, USM-LAC Franco American Collection with UM Franco American Portal Project



Overview of Budgets - UMaine



UMaine Co	mprehensive FY2021 Budget: E&G	FY2020	FY2021	\$ Change	% Change
Revenue	Tuition & Fees	\$176,868,400	\$179,398,319	\$2,529,919	1.4%
	Less: Waivers/Scholarships	(58,258,672)	(61,717,666)	(3,458,994)	5.9%
	Appropriation	84,071,731	84,897,700	825,969	1.0%
	Indirect Cost Recovery	9,221,276	9,771,276	550,000	6.0%
	Sales/Services/Other	17,306,387	15,736,725	(1,569,662)	-9.1%
	Total E&G Revenue	\$229,209,122	\$228,086,354	\$(1,122,768)	-0.5%
Expense	Personnel Expense	146,907,779	150,335,165	3,427,386	2.3%
	Fuel/Electricity	10,376,676	10,167,537	(209,139)	-2.0%
	Supplies/Services	16,076,826	15,795,719	(281,107)	-1.7%
	Shared Services	19,781,945	20,732,805	950,860	4.8%
	Travel	2,863,397	2,742,621	(120,776)	-4.2%
	Maintenance & Alterations	4,549,237	4,748,131	198,894	4.4%
	Depreciation	15,946,215	16,820,624	874,409	5.5%
	Other Expense	21,704,653	20,041,314	(1,663,339)	-7.7%
	Total E&G Expense	\$238,206,728	\$241,383,916	\$3,177,188	1.3%
	Operating Increase (Decrease)	\$(8,997,606)	\$(13,297,562)	\$(4,299,956)	47.8%
Modified	Add back Depreciation	15,946,215	16,820,624	874,409	5.5%
CashFlow	Less Capital Expenditures	(5,686,807)	(5,786,952)	(100,145)	1.8%
	Less Debt Service	(1,261,802)	(1,398,713)	(136,911)	10.9%
	Net Change:	0	(3,662,603)	(3,662,603)	
Transfers from	n/(to) Budget Stabilization	0	0	0	
Other Strategi	c Transfers from/(to) Reserves	0	3,662,603	3,662,603	
Net Changes i	n Cash & Reserve Transfers	0	0	0	_



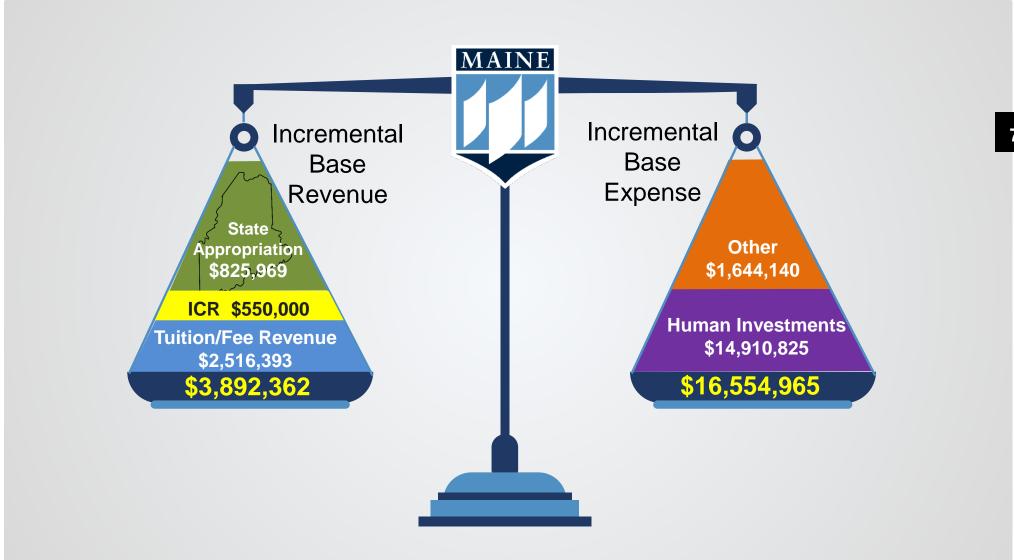
UMaine Comprehensive FY2021 Budget: Auxiliary

		<u>FY2020</u>	FY2021	\$ Change	% Change
Revenue	Dining & Residence	\$39,731,748	\$40,733,936	\$1,002,188	2.5%
	Less: Waivers/Scholarships	(1,297,114)	(1,362,843)	(65,729)	5.1%
	Sales/Services/Other	13,114,619	13,213,726	99,107	0.8%
	Total Auxiliary Revenue	\$51,549,253	\$52,584,819	\$1,035,566	2.0%
Expense	Personnel Expense	18,661,888	19,958,525	1,296,637	6.9%
	Fuel/Electricity	3,882,185	4,054,865	172,680	4.4%
	Supplies/Services	12,113,461	12,026,925	(86,536)	-0.7%
	Travel	97,995	108,245	10,250	10.5%
	Maintenance & Alterations	3,043,606	3,171,896	128,290	4.2%
	Depreciation	3,657,981	3,949,283	291,302	8.0%
	Other Expense	8,541,715	8,342,968	(198,747)	-2.3%
	Total Auxiliary Expense	\$49,998,831	\$51,612,707	\$1,613,876	3.2%
	Operating Increase (Decrease)	\$1,550,422	\$972,112	\$(578,310)	-37.3%
Modified	Add back Depreciation	3,657,981	3,949,283	291,302	8.0%
CashFlow	Less Capital Expenditures	(1,282,700)	(1,219,168)	63,532	-5.0%
	Less Capital Reserve Funding	(1,137,951)	(1,138,461)	(510)	0.0%
	Less Debt Service	(2,787,752)	(2,563,766)	223,986	-8.0%
	Net Change:	0	0	0	
Transfers from	n/(to) Budget Stabilization	0	0	0	
Other Strategi	ic Transfers from/(to) Reserves	0	0	0	
Net Changes i	n Cash & Reserve Transfers	0	0	0	



UM Comprehensive FY2021 Budget: E&G and Auxiliary

		<u>FY20</u>	FY21	\$ Change	% Change
Revenue	Tuition & Fees	\$176,868,400	\$179,398,319	\$2,529,919	1.4%
	Dining & Residence	39,731,748	40,733,936	1,002,188	2.5%
	Less: Waivers/Scholarships	(59,555,786)	(63,080,509)	(3,524,723)	5.9%
	Appropriation	84,071,731	84,897,700	825,969	1.0%
	Indirect Cost Recovery	9,221,276	9,771,276	550,000	6.0%
	Sales/Services/Other	30,421,006	28,950,451	(1,470,555)	-4.8%
	Total E&G_Aux Revenue	\$280,758,375	\$280,671,173	\$(87,202)	0%
Expense	Personnel Expense	165,569,667	170,293,690	4,724,023	2.9%
•	Fuel/Electricity	14,258,861	14,222,402	(36,459)	-0.3%
	Supplies/Services	28,190,287	27,822,644	(367,643)	-1.3%
	Shared Services	19,781,945	20,732,805	950,860	4.8%
	Travel	2,961,392	2,850,866	(110,526)	-3.7%
	Maintenance & Alterations	7,592,843	7,920,027	327,184	4.3%
	Depreciation	19,604,196	20,769,907	1,165,711	5.9%
	Other Expense	30,246,368	28,384,282	(1,862,086)	-6.2%
	Total E&G_Aux Expense	\$288,205,559	\$292,996,623	\$4,791,064	1.7%
	Operating Increase (Decrease)	\$(7,447,184)	\$(12,325,450	\$(4,878,266)	65.5%
Modified	Add back Depreciation	19,604,196	20,769,907	1,165,711	5.9%
CashFlow	Less Capital Expenditures	(6,969,507)	(7,006,120)	(36,613)	0.5%
	Less Capital Reserve Funding	(1,137,951)	(1,138,461)	(510)	0.0%
	Less Debt Service	(4,049,554)	(3,962,479)	87,075	-2.2%
	Net Change:	0	(3,662,603)	(3,662,603)	
Transfers from	n/(to) Budget Stabilization	0	0	0	
Other Strategi	c Transfers from/(to) Reserves	0	3,662,603	3,662,603	
Net Changes i	n Cash & Reserve Transfers	0	0	0	





Incremental Base Revenue

Supplemental	\$ 407,679	*
Shared Services Offset	418,290	*
State Appropriation	\$825,969	
Enrollment Changes	(\$3,258,834)	**
Tuition Increase	5,375,227	*
Net Fees	400,000	**
Tuition Revenue	\$ 2,516,393	
ICR	550,000	
Total Revenue	\$ 3,892,362	

^{*} Fixed ** Flexible

Incremental Base Expense

Shared Services Insurance Capital Expenditures Utilities Activity to Base Other	\$ 948,960 * 209,024 * 300,000 * 150,000 ** 36,156 **
Labor Contracts FY20 Labor Costs Graduate Stipends PhD Stipends (2 New) Positions to Base Financial Aid Waivers Top Scholars Principal Investigators Human Capital Investments Total Expenses	6,834,951 * 1,031,622 * 175,000 ** 45,334 ** 2,927,483 ** 3,000,000 ** 606,435 ** 40,000 ** 250,000 ** \$ 14,910,825 \$ 16,554,965
GAP Realignment Remaining Gap Attrition Reserves Net balance	\$12,662,603 8,000,000 \$4,662,603 1,000,000 3,662,603 0



We are planning for a net reduction in personnel in FY2021.

	Vacancies FTE	Resignations /Retirements FTE	Work Year Reduction FTE	Move to Other Funding FTE	Layoffs FTE	End of Appts FTE	Investments FTE	Total FTE
Faculty	(14.24)	(17.31)	-	(0.74)	-	(1.00)	9.15	(24.14)
Adjunct	(1.74)		-	-	-	-	-	(1.74)
Professional	(4.37)	(0.60)	(0.95)	(3.43)	(1.60)	-	15.00	4.06
Classified/Service	(6.79)	(1.00)	(0.27)	(1.00)	(0.25)	-	-	(9.31)
Total	(27.14)	(18.91)	(1.22)	(5.17)	(1.85)	(1.00)	24.15	(31.13)



We have adjusted the UMaine base budget thus far through strategic reductions and planned revenue increases.

- Pausing searches for current/upcoming vacancies in faculty and staff positions
- Counting on increased indirect cost recovery, auxiliary enterprise success, and revenues from external contracts
- Using reserves to defer moving critical hires to base
- Looking for ways to disinvest



We are continuing aggressive efforts to balance the UMaine budget for FY2021.



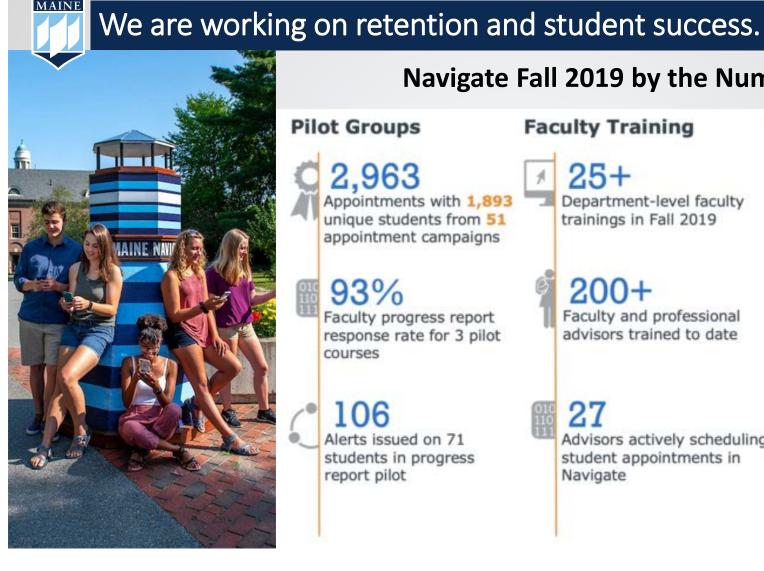
Retention
Enrollment
Student Financial Aid
UMaine/UMM Partnership
Research





UMaine's Make-the-Grade participation

- 172 eligible students: 51% are in-state and 28% are first-generation
- 65 students participating as of spring census
- 66% intend to retake the course they failed
- Three of the 65 students were not already registered for spring classes



Navigate Fall 2019 by the Numbers

Pilot Groups

2,963

Appointments with 1,893 unique students from 51 appointment campaigns

93%

Faculty progress report response rate for 3 pilot courses

Alerts issued on 71 students in progress report pilot

Faculty Training

25+

Department-level faculty trainings in Fall 2019

Faculty and professional advisors trained to date

Advisors actively scheduling student appointments in Navigate

Navigate Student

2,549
Total Student Downloads

84%

First year students using the app

Of students surveyed said being able to schedule appointments with their advisor would increase their use of the app



We are working on retention and student success.



Think 30

Four-year graduation rate for fall 2015 cohort was 41%.

Division of Student Affairs career advising

In 2018-19, about 89% of Career Center clients retained throughout second year.

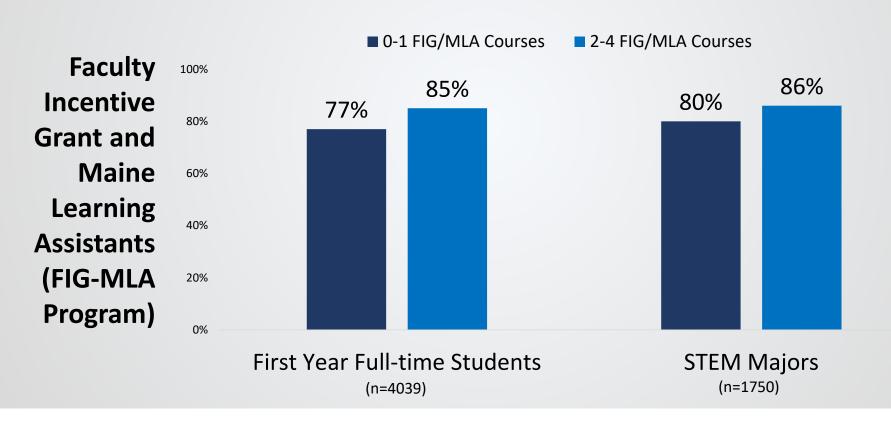
First-Year Success Courses

In 2018-19, 78% of participants retained to second year vs. 70% of non-participants.



The Maine Learning Assistant program is leading to learner success.

First-Year Institutional Retention by Freshman Year Exposure to FIG/MLA STEM Courses, 2012-2013 Cohorts

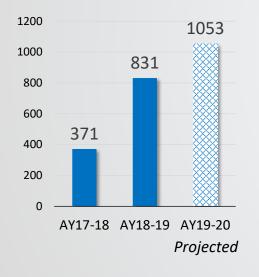




We are actively growing Early College at UMaine.

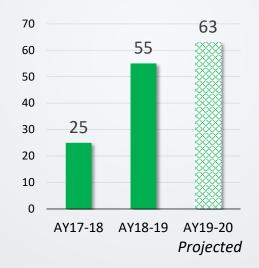
30

183%
Enrollment Growth over 3 years



152%

Growth in number of Academ-e (online) courses offered



34%

matriculated to UMaine in AY2019-20

49%

matriculated to UMS institutions in AY2019-20

75.9% earned an A or B87.2% earned a C or above



We are enhancing marketing efforts to recruit and retain students for FY2020-2021.



Set Your Course institutional campaign

- 30-second television spot, brochure and sticker
- Total estimated cost of \$84,000

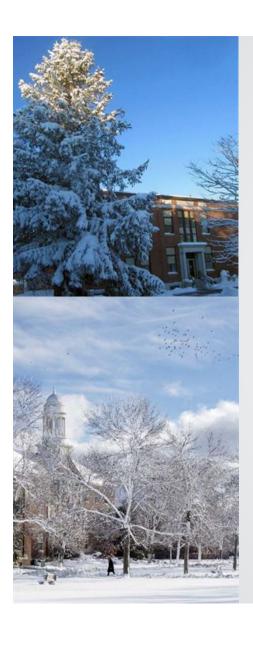
Set Your Course campaign for each of the six colleges

- Brochures, direct mail campaigns, digital outreach, and TV and radio spots
- Total estimated cost of \$950,000

UMaine on the Road

 President's initiative to offer visits with admitted students at all high schools in Maine in March 2020





Overview of Budgets - UMM



UMM Com	prehensive FY2021 Budget: E&G	FY2020	FY2021	\$ Change	% Change
Revenue	Tuition & Fees	\$4,102,676	\$3,981,973	\$(120,703)	-2.9%
	Less: Waivers/Scholarships	(1,168,193)	(1,123,753)	44,440	-3.8%
	Appropriation	5,366,231	5,393,119	26,888	0.5%
	Indirect Cost Recovery	60,000	60,000	0	0.0%
	Sales/Services/Other	284,597	254,719	(29,878)	-10.5%
	Total E&G Revenue	\$8,645,311	\$8,566,058	\$(79,253)	-0.9%
Expense	Personnel Expense	5,895,960	5,597,107	(298,853)	-5.1%
	Fuel/Electricity	373,200	373,200	0	0.0%
	Supplies/Services	557,659	433,622	(124,037)	-22.2%
	Shared Services	1,261,736	1,280,952	19,216	1.5%
	Travel	255,008	219,574	(35,434)	-13.9%
	Maintenance & Alterations	152,782	152,782	0	0.0%
	Depreciation	490,258	483,520	(6,738)	-1.4%
	Other Expense	516,418	483,205	(33,213)	-6.4%
	Total E&G Expense	\$9,503,021	\$9,023,962	\$(479,059)	-5.0%
	Operating Increase (Decrease)	\$(857,710)	\$(457,904)	\$(399,806)	-46.6%
Modified	Add back Depreciation	490,258	483,520	(6,738)	-1.4%
CashFlow	Less Capital Expenditures	(11,408)	(12,158)	(750)	6.6%
	Less Debt Service	(115,417)	(158,458)	(43,041)	37.3%
	Net Change:	(494,277)	(145,000)	349,277	
Transfers from	n/(to) Budget Stabilization	0	0	0	
Other Strategi	c Transfers from/(to) Reserves	494,277	145,000	(349,277)	29.3%
Net Changes i	n Cash & Reserve Transfers	0	0	0	

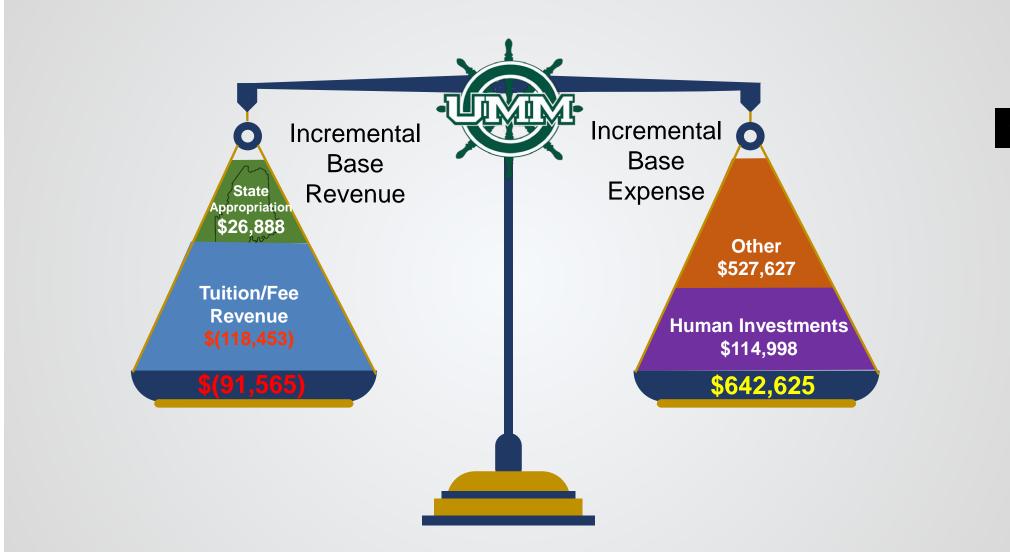


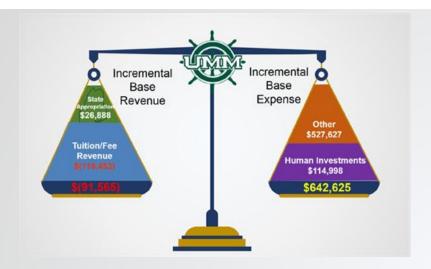
UMM Com	prehensive FY2021 Budget: Auxiliary	FY2020	FY2021	\$ Change	% Change
Revenue	Dining & Residence	\$1,623,388	\$1,618,224	\$(5,164)	-0.3%
	Less: Waivers/Scholarships	(45,250)	(37,810)	7,440	-16.4%
	Sales/Services/Other	49,315	49,315	0	0.0%
	Total Auxiliary Revenue	\$1,627,453	\$1,629,729	\$2,276	0.1%
Expense	Personnel Expense	250,402	251,541	1,139	0.5%
	Fuel/Electricity	207,580	202,580	(5,000)	-2.4%
	Supplies/Services	735,405	747,868	12,463	1.7%
	Travel	500	500	0	0.0%
	Maintenance & Alterations	68,450	72,613	4,163	6.1%
	Depreciation	241,339	278,822	37,483	15.5%
	Other Expense	146,532	134,246	(12,286)	-8.4%
	Total Auxiliary Expense	\$1,650,208	\$1,688,170	\$37,962	2.3%
	Operating Increase (Decrease)	\$(22,755)	\$(58,441)	\$(35,686)	156.8%
Modified	Add back Depreciation	241,339	278,822	37,483	15.5%
CashFlow	Less Capital Expenditures	0	0	0	
	Less Capital Reserve Funding	0	0	0	
	Less Debt Service	(218,584)	(220,381)	(1,797)	0.8%
	Net Change:	0	0	0	
Transfers from	n/(to) Budget Stabilization	0	0	0	
Other Strategi	c Transfers from/(to) Reserves	0	0	0	
Net Changes i	n Cash & Reserve Transfers	0	0	0	



UMM Comprehensive FY2021 Budget: E&G and Auxiliary

		<u>FY2020</u>	FY2021	\$ Change	% Change
Revenue	Tuition & Fees	\$4,102,676	\$3,981,973	\$(120,703)	-2.9%
	Dining & Residence	1,623,388	1,618,224	5,164	-0.3%
	Less: Waivers/Scholarships	(1,213,443)	(1,161,563)	51,880	-4.3%
	Appropriation	5,366,231	5,393,119	26,888	0.5%
	Indirect Cost Recovery	60,000	60,000	0	0.0%
	Sales/Services/Other	333,912	304,034	(29,878)	-8.9%
	Total E&G_Aux Revenue	\$10,272,764	\$10,195,787	\$(76,977)	-0.7%
Expense	Personnel Expense	6,146,362	5,848,648	(297,714)	-4.8%
•	Fuel/Electricity	580,780	575,780	(5,000)	-0.9%
	Supplies/Services	1,293,064	1,181,490	(111,574)	-8.6%
	Shared Services	1,261,736	1,280,952	19,216	1.5%
	Travel	255,508	220,074	(35,434)	-13.9%
	Maintenance & Alterations	221,232	225,395	4,163	1.9%
	Depreciation	731,597	762,342	30,745	4.2%
	Other Expense	662,950	617,451	(45,499)	-6.9%
	Total E&G_Aux Expense	\$11,153,229	\$10,712,132	\$(441,097)	-4.0%
	Operating Increase (Decrease)	\$(880,465)	\$(516,345)	\$(364,120)	-41.4%
Modified	Add back Depreciation	731,597	762,342	30,745	4.2%
CashFlow	Less Capital Expenditures	(11,408)	(12,158)	(750)	6.6%
	Less Capital Reserve Funding	0	0	0	
	Less Debt Service	(334,001)	(378,839)	(44,838)	13.4%
	Net Change:	(494,277)	(145,000)	349,277	
Transfers fro	om/(to) Budget Stabilization	0	0	0	
Other Strate	egic Transfers from/(to) Reserves	494,277	145,000	-349,277	29.3%
Net Change	s in Cash & Reserve Transfers	0	0	0	





Incremental Base Revenue

Supplemental	\$ 7,088 *
Shared Services Offset	19,800 *
State Appropriation	\$26,888
Enrollment Changes	\$(214,608) **
Tuition Increase	90,595 *
Net Fees	5,560 **
Tuition Revenue	\$ (118,453)
Total Revenue	\$ (91,565)

* Fixed

Incremental Base Expense

Shared Services Insurance Eliminate Budget Reserve	\$ 19,216 * 14,134 * 494,277 *
Other	\$ 527,627
Labor Contracts FY20-FY21 Labor Costs Human Investments Total Expense	145,697 * (30,699) * \$ 114,998 \$ 642,625
GAP	\$ 734,190
Realignment	464,190
Remaining Gap	\$ 270,000
Attrition	125,000
7 11111111111	123,000
Reserves	145,000

** Flexible



We have adjusted the UMM base budget thus far through strategic reductions and planned revenue increases.





- Streamlining and restructuring both the General Education Core and curriculum offerings to reduce reliance on adjuncts and increase retention
- Consolidating residence halls: one for housing students, and one for revenue-generating conferences and programming
- Restructuring and possibly limiting athletics until student enrollment increases



We are working on retention and student success.

Curriculum: President's Teaching and Learning focus on highest DFW gateway courses

4-Year Programs: Streamlining and restructuring degree programs

Completed: Business, Education, Creative Arts.

Current development: Psychology & Community Studies,

Environmental Studies, and Recreation and Tourism Management

Student Life: New Student Union, developing E-sports, remodeling communal kitchen, etc.

Academic Services: A Planning & Revision Committee has started looking at Academic Support Services from the ground up with a report and recommendations due in May 2020.

Federal Support: Applying for the TRIO program

Athletics: Working with UMaine's Athletics to restructure UMM's Athletic recruiting and retention models.



We are enhancing learner success initiatives at UMM.



Increased **Early College Programming** and career pathways to a summer program. This summer the focus will be on creative writing and graphic novels as well as conservation law.

Family Futures Downeast (FFD) is a one-year program that creates access to education and employment opportunities for parents with young children. FFD uses a two-generational approach that combines post-secondary education and workforce development with high-quality early education for FFD children.

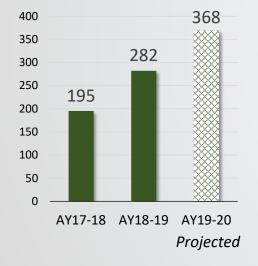


Early College is doing well at UMM.

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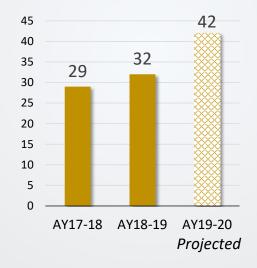
Enrollment Growth over 3 years

88.7%



44.8%

Increase in the number of high school partners over 3 years



AY2019-20 Online Course Offerings

85.2% Web/Online13.7% at UMM0.8% at Houlton Center (ASL 101)

Student Academic Performance, AY2017-18, AY2018-19, Fall 2019

79.6% earned an A or B **85%** earned a C or above



UMM has new marketing efforts to recruit and retain students.

Niche premium profile secured, and targeted student contact buys in process

— \$9,990 per year

Updated website promoted by a social media campaign — no cost for website refresh by UMaine Division of Marketing and Communications; \$1,500–\$2,000 for social media advertising

New admissions print materials by mid-March — no cost for design by UMaine Division of Marketing and Communications; \$30,000 for printing and postage

Institutional video updated/refreshed — no cost by UMaine Division of Marketing and Communications

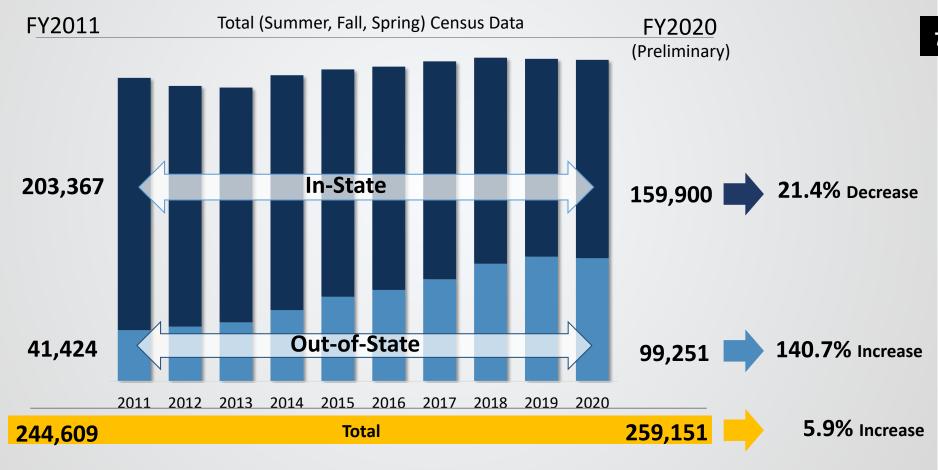
Ads in Machias and Bangor newspapers and on local radio — \$2,500



Challenges and Opportunities

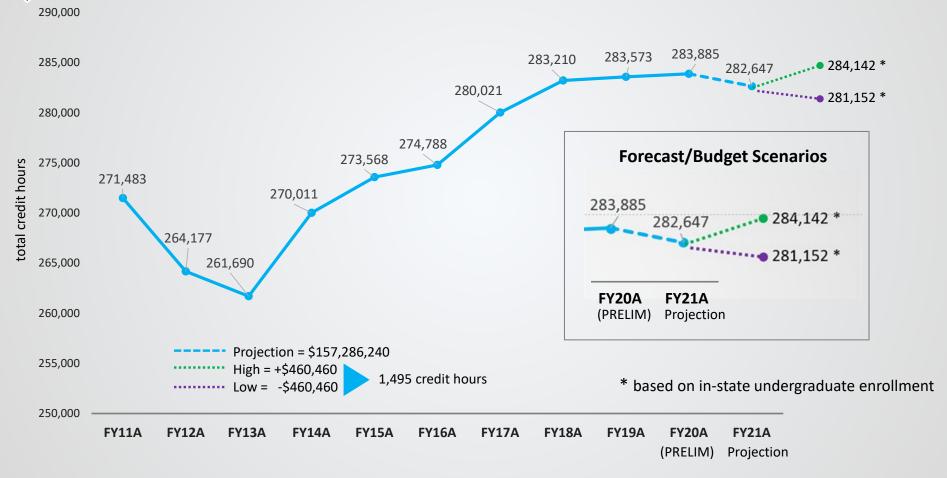


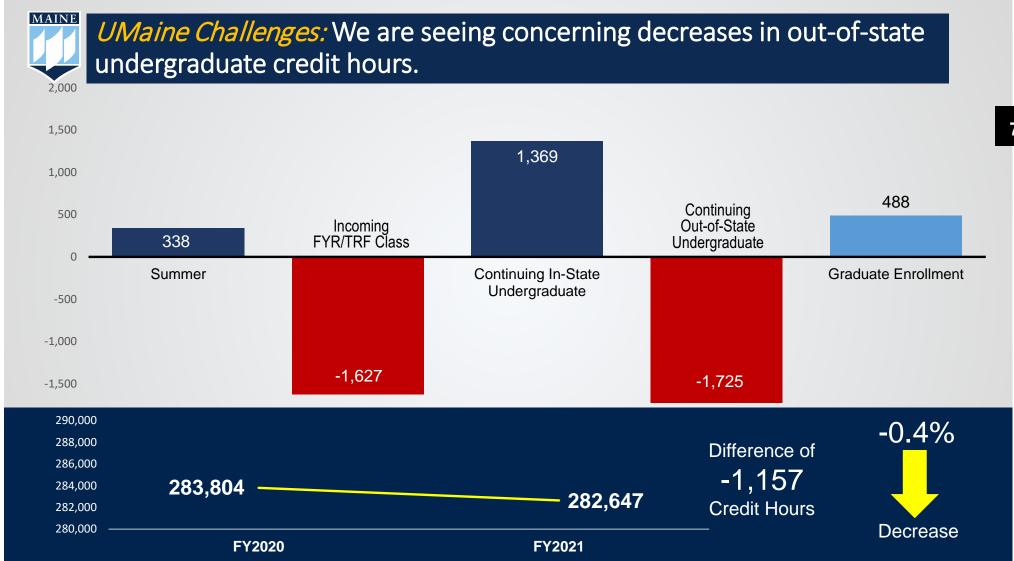
UMaine Challenges: Undergraduate student credit hour trends at UMaine are barely holding steady.



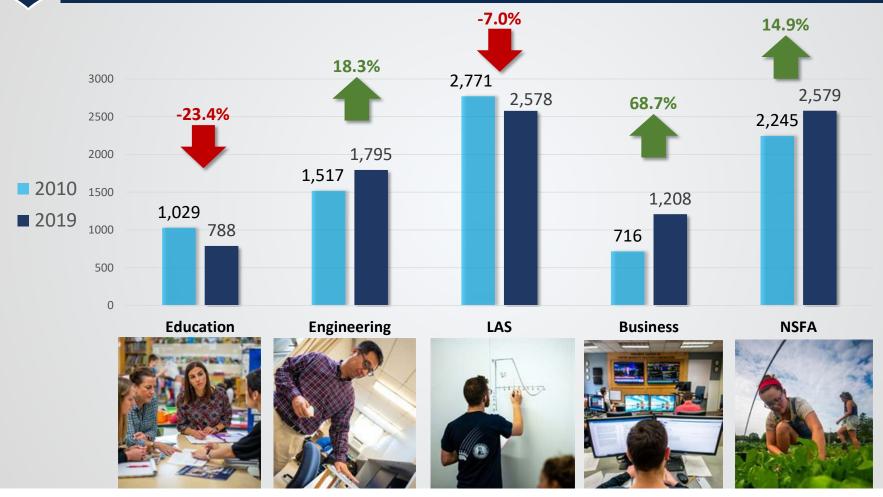


UMaine Challenges: We are constantly modeling student credit hour projections, and one model projects a modest increase.

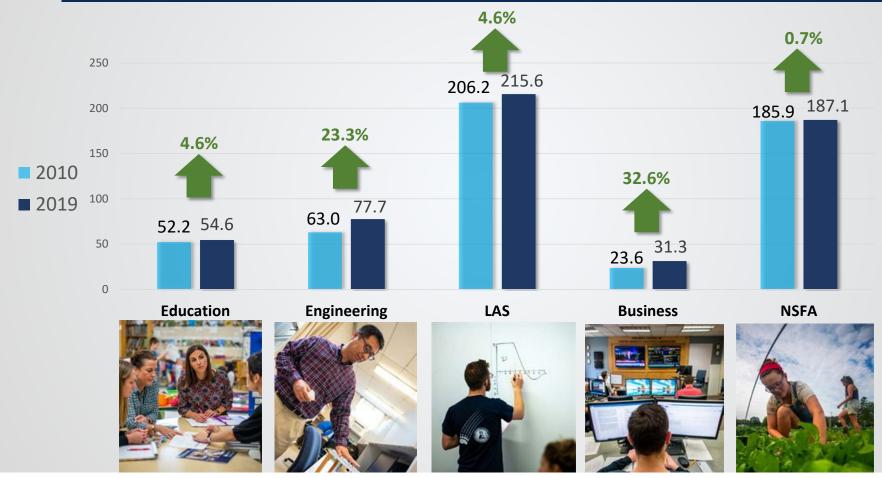




UMaine Opportunities: Over 10 years undergraduate interest has shifted to STEM and business fields.



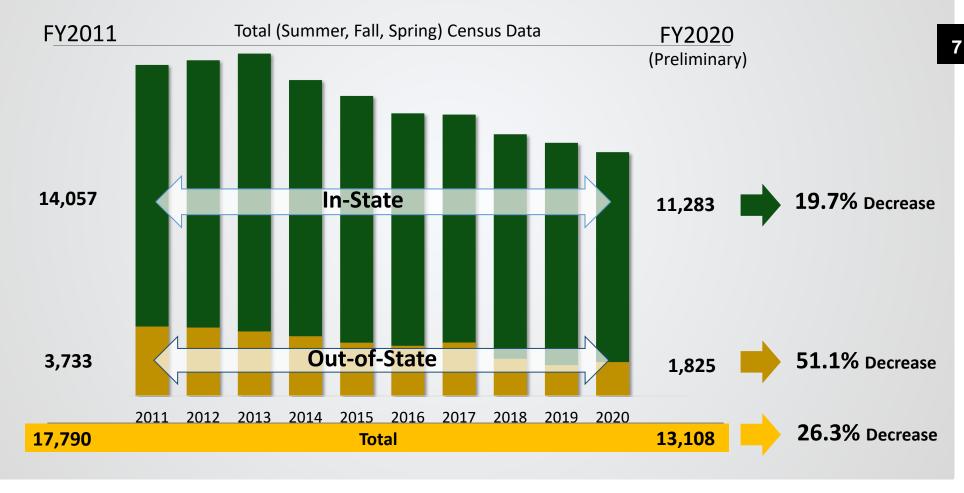
UMaine Opportunities: Over 10 years we have been rebuilding the faculty ranks.





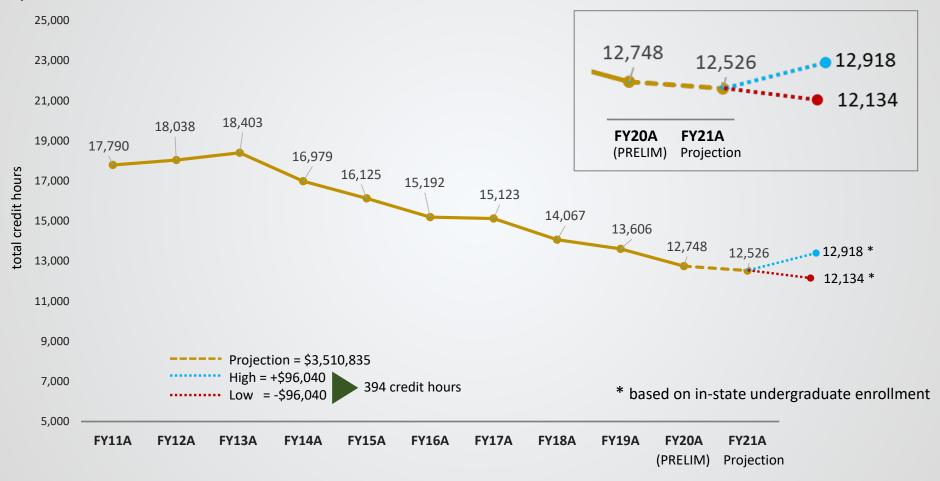
Challenges at UMM: We are concerned about enrollment at UMM.

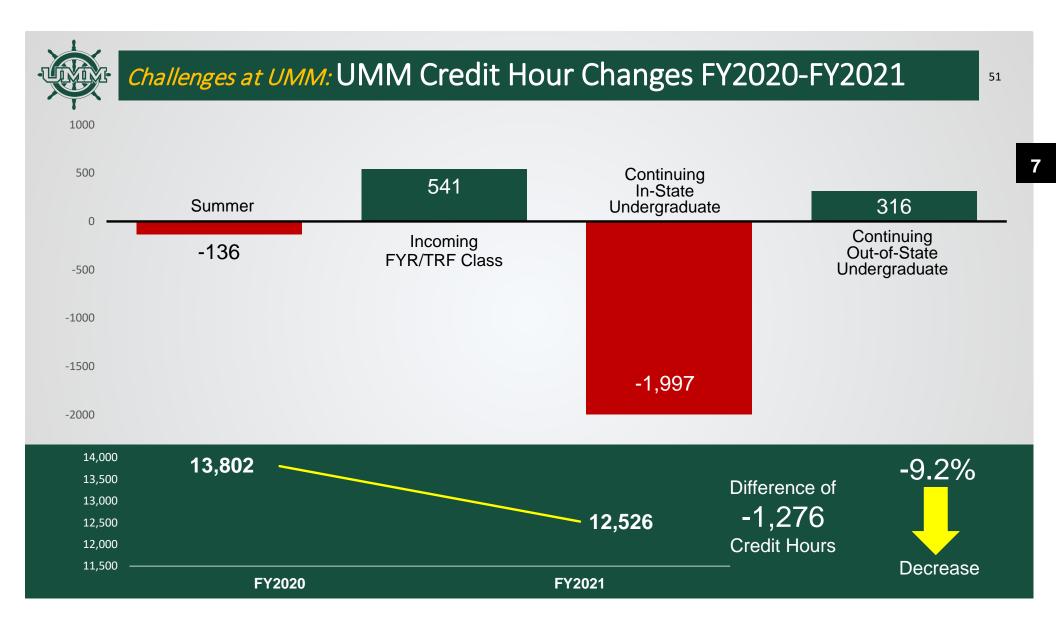






Challenges at UMM: UMM Enrollment Projections

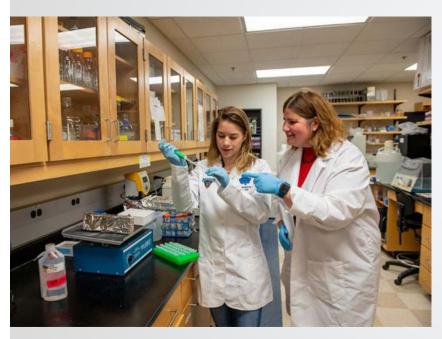


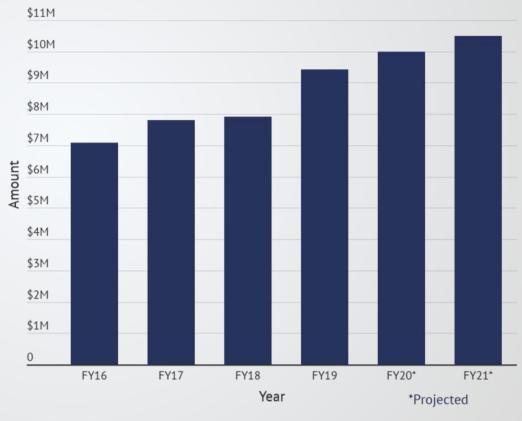




Opportunities: Increased investment in research infrastructure is growing indirect cost recovery FY2016 - FY2021.

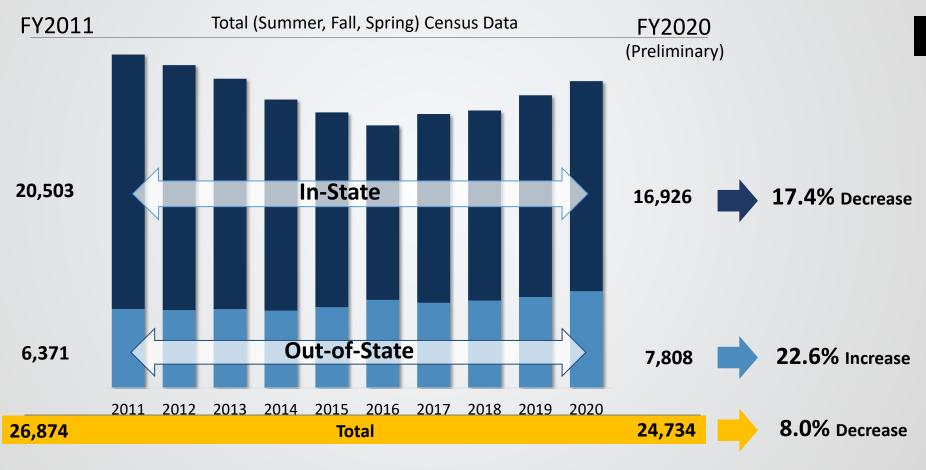
IDC Recovered from Projects







Opportunities: We are reversing the decline in graduate student credit hours at UMaine.





Opportunities: We are developing a longer-term strategic approach to budgeting and planning.

- Engaging the campuses through the Faculty Senate and their Financial and Institutional Planning, and Research and Scholarship Committees at UMaine, and through the Faculty Assembly at UMM
- Embarking on a strategic prioritization/program realignment process
- Senior Advisor to President preparing recommendations (RCM-light, MEIF, IDC, UMM integration)



Opportunities: We have new initiatives on both campuses aimed at learner success

- UMaine President's Priority: Gateway Courses in the First Two Years
- Provost's Fora (UMaine) on Learner Success Initiatives
- UMM: First Year Experience, EAB Navigate, Help Link, Updated Study Center
- Research Learning for All



Opportunities: UMaine is embarking on a data-driven effort to reach Carnegie RI status.



- UMaine is among only 90 public universities nationwide recognized by Carnegie Classification as a doctoral institution with high research activity.
- UMaine has advanced as a world-class research university, with research expenditures reaching \$137.7 million in FY2019.
- UMaine's nationally and internationally recognized research and graduate programs have global impact.
- UMaine has identified a multi-step plan of action and embarked on the path to reach R1 status.

We are expanding and creating partnerships to serve Maine's learners and economy, and will build on the framework afforded by unified accreditation.

- Northeastern IDEALS
- Agri-tech with the Maine Community College System
- Nursing from across UMS for Washington County and Waldo County
- Building a policy resource group for the Maine Legislature's IDEA committee
- Expanding the Oak Ridge partnership beyond composites



Conclusion





- enable our learners to succeed through research learning and relevant programs;
- grow research, development and innovation that makes a difference; and
- partner and lead state-wide to develop Maine's talent and build its economy.



Additional Data Slides



Tuition, Room & Board Rates



Tuition, Room & Board Rates

	FY2020	FY2021	\$	%
Tuition - per Credit Hour	Current	Proposed	Increase	Increase
In-State Undergraduate	300	308	8	2.7%
In-State Graduate	450	461	11	2.4%
Out-of-State Undergrad	977	1,001	24	2.5%
Out-of-State Graduate	1,466	1,503	37	2.5%
NEBHE/Canadian (170% of	In-State)			
Undergraduate	495	524	29	5.9%
Graduate	743	784	41	5.5%
	FY2020	FY2021	\$	%
Room & Board Rates	Current	Proposed	Increase	Increase
Room	5,518	5,670	152	2.8%
Board	5,148	5,302	154	3.0%
	Aı	verage % R8		
		Оссира	ncy Rate	96.9%

	FY2020	FY2021	\$	%
Tuition - per Credit Hour	Current	Proposed	Increase	Increase
In-State Undergraduate	239	245	6	2.5%
Out-of-State Undergrad	475	490	15	3.2%
NEBHE/Canadian (160% o	of In-State	e)		
Undergraduate	382	392	10	2.6%
	FY2020	FY2021	\$	%
Room & Board Rates	Current	Proposed	Increase	Increase
Room	4,600	4,727	127	2.8%
Board	4,580	4,861	281	6.1%
		Average %	 6 Increase	4.4%
		Occupan		59.7%
			,	33.77



Mandatory Fees



Mandatory Fees

University of Maine

		FY2020	(Annual) FY2021	Inc	rease
		Current	Proposed	\$	%
Graduate Student Activity Fee*	1 or More Credit Hours	120	120	0	-
Undergraduate Student Activity Fee*	6 or More Credit Hours	106	106	0	-
Communication Fee*	6 or More Credit Hours	30	30	0	-
Recreation Center Fee	0 to 5 Credit Hours 6 or More Credit	174	184	10	5.7%
	Hours	292	308	16	5.5%
Unified Fee	0 to 5 Credit Hours	268	274	6	2.2%
	6 to 11 Credit Hours	820	840	20	2.4%
	12 to 15 Credit Hours	2,010	2,060	50	2.5%
	16 or More Credit hours	2,062	2,114	52	2.5%

*Student Voted Fee

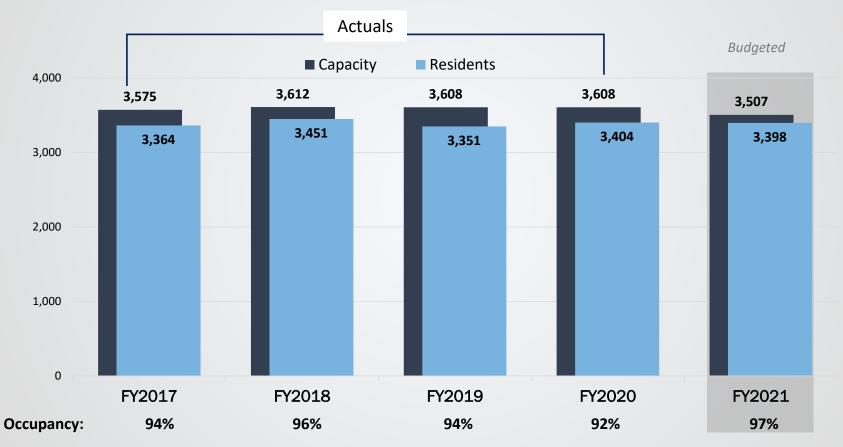
University of Maine at Machias

			(Annu	ıal)	
		FY2020	FY2021	Incre	ease
		Current	Proposed	\$	%
Undergraduate Student	Per Credit Hour,				
	up to 11	11	11	0	-
Activity Fee*	12 or More Credit				
	Hours	240	240	0	-
Green Fee*	Flat Fee	20	20	0	-
Unified Fee	Flat Fee + Per				
	Credit Hour	626	642	16	2.6%

^{*}Student Voted Fee

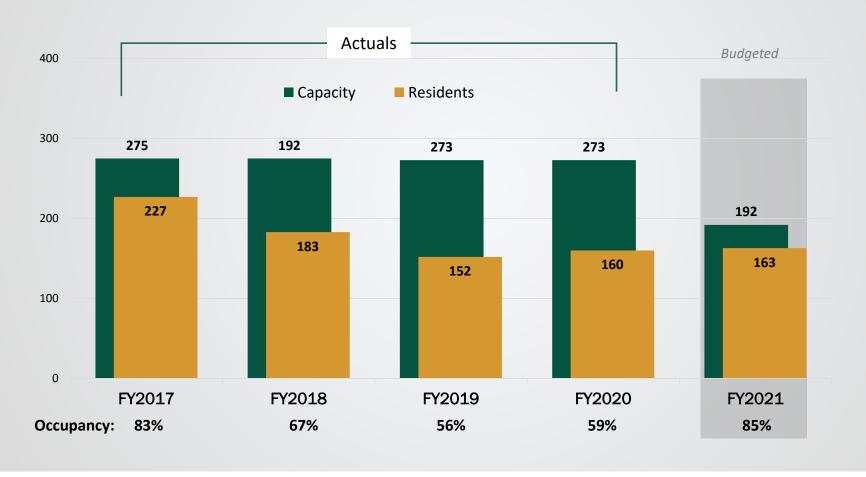


Residence Hall Capacity





Residence Hall Capacity





UMaine Reserves



UMM Reserves

(Excerpt from FY19 Composition of Unrestricted Net Position)

University of Ma	ine	
Educational & General	FY 19	FY18
E&G Operations	22,804,393	22,683,619
Capital Equipment	978,844	978,844
Compensation	1,266,042	1,266,042
Capital Project Bridge Loans	5,300,683	5,300,683
Sub-Total:	30,349,962	30,229,188
Facilities Capital Planning (E&G)	9,321,393	7,807,939
	- 1440	=>/40
Auxiliaries	FY19	FY18
Residence Operations	7,805,245	7,204,115
Dining Services	5,595,353	5,300,818
Campus Rec Center	1,639,203	1,549,901
Bookstore	934,909	781,393
University Printing Services	14,946	141,663
Memorial Union	132,224	132,176
Motor Pool	47,759	12,420
Forestry Motor Pool	38,775	29,937
Aircraft	3,964	9,176
Sub-Total:	16,212,378	15,161,598
Facilities Capital Planning (AUX)	3,214,047	3,808,916

University of Maine at	Machias	
Educational & General	FY19	FY18
E&G Operations	427,421	1,202,762
E&G Maintenance	191,645	191,645
Departmental Initiatives	164,464	137,157
Sub-Total:	783,530	1,531,564
Facilities Capital Planning (E&G)	168,884	227,457
Auxiliaries	FY19	FY18
Bookstore	813	(4,182)
Dining & Residence Halls	(194,294)	(810,497)
Motor Pool	61,824	42,984
Sub-Total:	(131,657)	(771,695)
Facilities Capital Planning (AUX)	0	0



FY2021 E&G and Auxiliary Depreciation Calculations

University of Maine

		FY20	FY21	% Change
E&G Depreciation Expense		15,946,215	16,820,624	5.5%
Less Capital Equipment & Transfers to	Plant & Reserve	(5,686,807)	(5,786,952)	1.8%
Less Debt Service Principal Charges		(1,261,802)	(1,398,713)	10.9%
	Funded E&G Depreciation:	(6,948,609)	(7,185,665)	3.4%
	Funded E&G Depreciation %:	43.6%	42.7%	
Auxiliary Depreciation Expense		3,657,981	3,949,283	8.0%
Less Capital Equipment & Transfers to	Plant & Reserve	(2,420,651)	(2,357,629)	-2.6%
Less Debt Service Principal Charges		(2,787,752)	(2,563,766)	-8.0%
	Funded Auxiliary Depreciation:	(5,208,403)	(4,921,395)	-5.5%
	Funded Auxiliary Depreciation %:	142.4%	124.6%	
Com	bined Funded E&G and Auxiliary %:	62%	58.3%	



FY2021 E&G and Auxiliary Depreciation Calculations

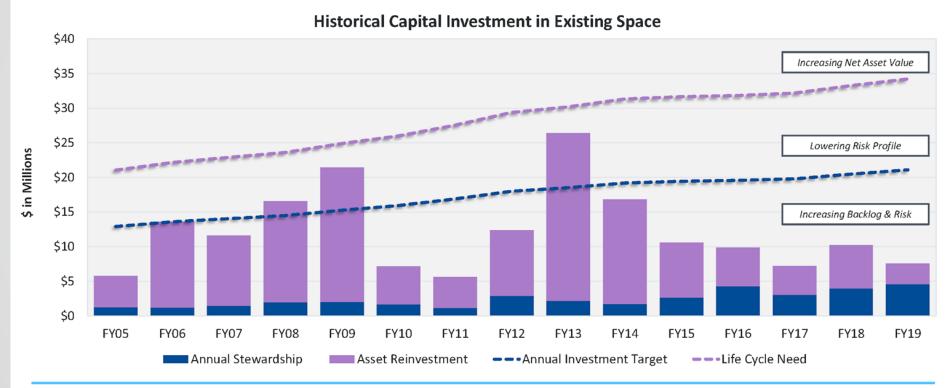
University of Maine at Machias

		FY20	FY21	% Change
E&G Depreciation Expense		490,258	483,520	-1.4%
Less Capital Equipment & Transfers to Plant & Reserve Less Debt Service Principal Charges		(11,408) (115,417)	(12,158) (158,458)	6.6% 37.3%
Fui	 nded E&G Depreciation:	(126,825)	(170,616)	34.5%
Fund	ed E&G Depreciation %:	25.9%	35.3%	
Auxiliary Depreciation Expense		241,339	278,822	15.5%
Less Capital Equipment & Transfers to Plant & Reserve Less Debt Service Principal Charges		0 (218,584)	0 (220,381)	- 0.8%
	Auxiliary Depreciation:	(218,584)	(220,381)	0.8%
Funded A	uxiliary Depreciation %:	90.6%	79.0%	
Combined Funde	ed E&G and Auxiliary %:	47.2%	51.3%	



UMaine Capital Performance vs Investment Targets

UM combined investment below Sightlines' Annual Target over last 5 years totals \$54.9M



sightlines

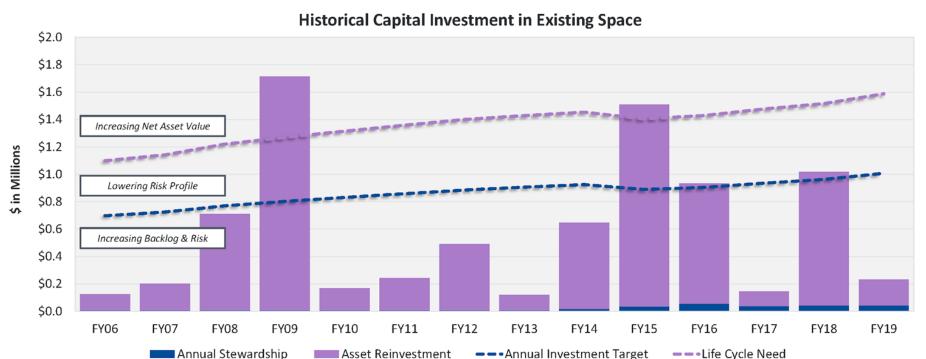
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UMM Capital Performance vs Investment Targets

UMM has invested above Sightlines' Annual Investment Target 3 of the last 5 years





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Space Reduction: Preliminary UMaine Opportunities

Criteria:

- Net Asset Value
- Building Condition
- Occupancy & Operational Impact
- Alignment w/ UMaine Mission

				Preliminary Estimates			
	Timing (years)	# of structures	SQ FT (000)	Demolition	Relocation	Replacement	Total Cost
Removal	now	10	27.7	\$1,054,840	\$196,250	\$0	\$1,251,090
	1-3	11	36.8	\$557,535	\$704,820	\$0	\$1,262,355
	3-5	23	105.2	\$1,540,510	\$703,700	\$0	\$2,244,210
Subtotal		44	169.7	\$3,152,885	\$1,604,770	\$0	\$4,757,655
Downsize & Modernize	1-3	1	1.2	\$12,000	\$30,000	\$120,000	\$162,000
	3-5	8	24.9	\$138,770	\$591,450	\$2,980,200	\$3,710,420
Subtotal		9	26.1	\$150,770	\$621,450	\$3,100,200	\$3,872,420
Major Capital Projects	TBD	4	108.6	\$6,497,000	\$2,714,500	\$68,832,000	\$78,043,500
Total		57	304.4	\$9,800,655	\$4,940,720	\$71,932,200	\$86,673,575



Capital Investments



Capital Investments

Preliminary Base FY2021 Facility Capital In	vestments	
University of Maine	E&G	Auxiliary
Various Projects; annual funded depreciation	3,091,972	
Engineering Education Design Center	500,000	
Projects that come up on an annual basis	487,582	
Memorial Gym funded depreciation	140,000	
Alfond Arena funded depreciation	48,500	
First phase of replacing residence ralls electronic doorlocks		927,342
Capital reserve deposit (to be utilized in FY2022 or after)		1,138,461
Total:	4,268,054	2,065,803
University of Maine at Machias	E&G	Auxiliary
Projects that come up on an annual basis	11,750	0
Total:	11,750	0

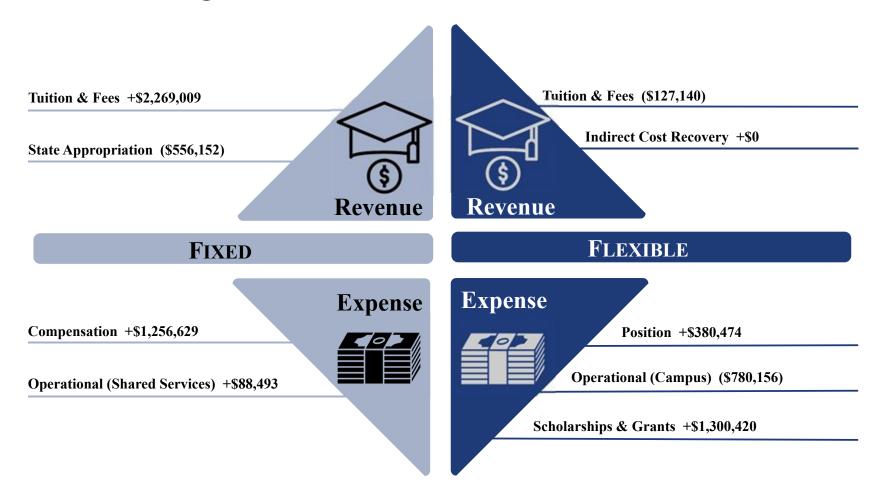


UNIVERSITY OF SOUTHERN MAINE

Trustee Presentation
March 25, 2020



FY 2021 Budget Levers (E&G)







FY 2021 Budget Overview

- USM FY21 budget in balance with rebased accounts that reflect historical spending levels and/or University investment priorities.
- By driving efficiencies, USM created additional bandwidth in its budget to fund key initiatives:
 - Workforce engagement → full-scale commitment to student career preparation and advancement supported by USM academic vision through numerous funding mechanisms.
 - <u>Online education</u> → investment in personnel and program development that continues to drive growth in USM enrollment (e.g., Masters/PhD in Leadership and Organizational Studies).
 - <u>Equity funding</u> → Race and Intercultural and Diversity Council funding to meet foundational program need for USM Goal #10.
- FY21 attrition target of \$2.0m reflects realistic level of attrition in coming fiscal year.
 - Continued goal of reducing attrition and eliminating line item from budget.
- <u>Institutional Aid:</u> Strong investment in student scholarships have driven student enrollment, and reduced student debt, but have added pressure to budget.
 - FY21 budget includes additional \$1.2m in merit scholarship line to mirror recent annual spending levels and affirm USM's commitment to providing aid and remaining competitive in recruiting / retaining students and ensuring student success.
- <u>Auxiliary Budget:</u> positive and continually improving story with operating surplus of \$560k.
- <u>Topline growth:</u> USM remains well-positioned to drive topline growth and benefit UMS and State of Maine by attracting out-of-state students.
 - Development of Portland campus will maximize this effort.





Budget Goals & Strategies

- Standardize budget development process; right-size budgeted accounts to acknowledge true costs and funding priorities; and establish financial controls.
- Ensure available resources are deployed strategically to support student-centered focus.
- Implement regular financial and enrollment forecasting processes.
- Eliminate budgeted attrition savings as shortfall plug \rightarrow utilize to rebuild reserves and fund key strategic efforts, e.g., increasing resources for advising and career services.
- Maintain a conservative balance sheet strategy while accomplishing broad campus development goals.
- Review academic program offerings based on key performance indicator dashboards \rightarrow *Departmental Indicator Report and Academic Snapshot.*
- Continue developing Auxiliary revenue streams to enhance University resources.
 - Auxiliary has begun to yield a substantial operating surplus; has the potential to grow considerably with good business decisions, entrepreneurial approach.



USM

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Academic & Budget Priorities

Vision 2028

- Focus on Relationships
- Future Forward Curriculum
- Integration of Learning and Work
- Mission of Service and Citizenship

Faculty in Growth and High Demand Areas

- Business
- Computer Science
- Economics
- Educational Leadership
- Engineering
- Health Sciences (Nursing, MOT, Athletic Training)
- Leadership and Organizational Studies
- Public Health
- Technology/Cybersecurity





Academic & Budget Priorities

- Increase funding for scholarships
- Strengthen funding for student research
- Add research incentives for faculty
- Create career ladder for professional staff advisors
- Develop USM Online
 - Faculty development in online pedagogy
 - Incentives for participation in USM Online
- Invest in faculty development in technology, digital science, makerspace initiatives
- Invest in training in equity, inclusion, and antiracism





USM

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Collaborations

- Maine Graduate and Professional Center (USM, UM)
 - Law
 - MBA
 - Public Policy
- MS in Athletic Training (USM, UMPI, UM)
- MS Ed Instructional Technology (USM, UMF, UM)
- MS Cybersecurity (USM, UMA)
- RN-MSN in Administration (USM, UMFK) → Academic Partnerships
- RN-MSN in Education (USM, UMFK) → Academic Partnerships
- Shared space with UMA at LAC
- Maine Law
 - Administrative Support
 - -3+3 Program



















FY 2021 Budget Drivers

• FY 2021 Total Budget: \$133.3 million

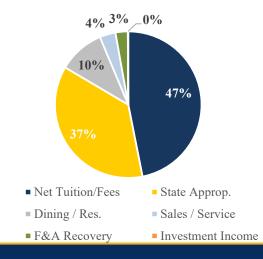
- Education & General: \$119.3 million

- Auxiliary: \$14.0 million

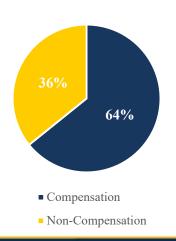
• Since FY 2017, USM expenditures have grown by 14.9% (8.4% accounting for inflation); 3.5% annually; credit hours are up 9.8%.

• Net Tuition & Fees account for 52.3% of E&G revenue; State appropriation is 41.2%.

FY21 Total Revenue



FY21 Total Expenses



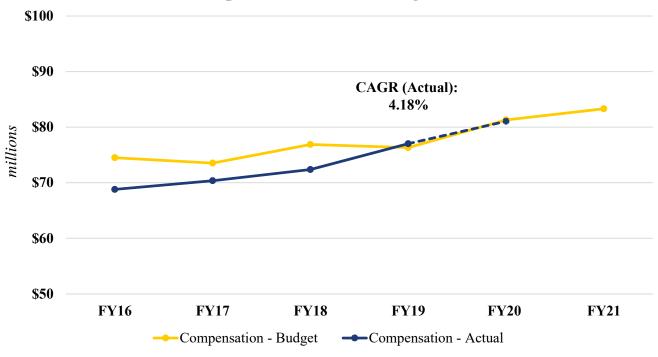


USM

E&G, \$000s	FY16	FY17	FY18	FY19	FY20	FY21
Comp – Budget	\$74,497	\$73,530	\$76,876	\$76,319	\$81,298	\$83,305
Comp – Actual	\$68,795	\$70,359	\$72,369	\$77,019	\$81,052*	
Net Savings	\$5,702	\$3,171	\$4,507	(\$701)	\$246	

*Projected

USM Compensation: 5-Year Budget to Actual







USM FY 2021 Budget Overview

Proposed Education and General (E&G)

119,347,952 (\$4,039,785)
(\$4,039,785)
7,099,059
(1,699,997)
(1,359,277)
\$4,039,785

FY21 Total Net:

Proposed Auxiliary (AUX)

Total Revenue	\$14,514,500
Total Expense	13,954,137
Net Operating:	\$560,363
Modified Cash Flow	
Add Back Depreciation	1,133,705
Less Capital Expenditures	(222,588)
Less Debt Service	(1,471,480)
Total:	(\$560,363)
FY21 Total Net:	\$0



\$0



Budget Measures Taken to Balance

Tuition increase, lower year-over-year growth	\$2,269,009
Right-sized Winter and Summer session revenue Better matched budgeted revenue with historical averages Winter Session: +\$250,000 Summer Session: +\$200,000	\$450,000
Realized revenue from other sources Cell towers: +\$225,000 Pouring rights: +\$157,749 Garage parking: +\$50,000	\$432,749
Increased attrition	\$1,417,829
Reallocated baseline budget to drive appropriations efficiencies	N/A
Disciplined prioritization during wide-ranging initiative process	N/A



USM

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USM FY 2021 Budget: E&G (Excluding Maine Law)

		FY20	FY21	\$ Change	% Change
Revenue	Tuition & Fees	\$75,728,193	\$77,891,911	\$2,163,718	2.9%
	Less: Waivers/Scholarships	(16,321,551)	(17,621,971)	(1,300,420)	8.0%
	Appropriation	48,098,693	47,542,541	(556,152)	-1.2%
	Indirect Cost Recovery	3,525,000	3,525,000	-	
	Investment Income	120,000	127,165	7,165	6.0%
	Sales/Services/Other	3,433,151	3,843,521	410,370	12.0%
	Total E&G Revenue	\$114,583,486	\$115,308,167	\$724,681	0.6%
	Personnel Expense*	81,668,276	83,305,379	\$1,637,103	2.0%
	Fuel/Electricity	3,066,649	2,547,739	(518,910)	-16.9%
	Supplies/Services	5,597,663	6,266,812	669,149	12.0%
6)	Shared Services	12,610,098	12,698,591	88,493	0.7%
Expense	Travel	1,139,486	1,288,858	149,372	13.1%
	Maintenance & Alterations	1,921,301	2,156,444	235,143	12.2%
	Depreciation	6,781,045	7,099,059	318,014	4.7%
	Interest	601,043	546,640	(54,403)	-9.1%
	Other Expenses & Transfers	5,016,951	3,438,430	(1,578,521)	-31.5%
	Total Other Expenses & Transfers	36,734,236	36,042,573	(691,663)	-1.9%
	Total E&G Expense	118,402,512	119,347,952	945,440	0.8%
	Operating Increase (Decrease)	(\$3,819,026)	(\$4,039,785)	(\$220,759)	5.8%
d W	Add back Depreciation	6,781,045	7,099,059	318,014	4.7%
Modified Sash Flow	Less: Capital Expenditures	(1,665,247)	(1,699,997)	(34,750)	2.1%
	Less: Debt Service Principal	(1,296,772)	(1,359,277)	(62,505)	4.8%
	Free Cash Flow	\$0	\$0		

FY20 Base Budget as of March 4, 2020



^{*} FY21 Base Budget includes \$2.0 million in attrition



USM FY 2021 Budget: Auxiliary

		FY20	FY21	\$ Change	% Change
Revenue	Tuition & Fee Revenue	\$1,227,714	\$1,129,658	(\$98,056)	-8.0%
	Less: Waivers/Scholarships	(400,000)	(500,000)	(100,000)	25.0%
	Dining & Residence	12,783,470	13,201,965	418,495	3.3%
	Sales/Services/Other	641,800	682,877	41,077	6.4%
	Total Auxiliary Revenue	\$14,252,984	\$14,514,500	\$261,516	1.8%
Expense	Personnel Expense	2,495,467	2,548,863	\$53,396	2.1%
	Fuel/Electricity	984,664	905,499	(79,165)	-8.0%
	Supplies/Services	4,656,358	4,887,311	230,953	5.0%
	Travel	16,600	25,572	8,972	54.0%
	Maintenance & Alterations	947,918	1,102,391	154,473	16.3%
	Depreciation	1,174,780	1,133,705	(41,075)	-3.5%
	Interest	1,020,884	934,343	(86,541)	-8.5%
	Other Expense	2,299,034	2,416,453	117,419	5.1%
	Total Auxiliary Expense	\$13,595,705	\$13,954,137	\$358,432	2.6%
	Operating Increase (Decrease)	\$657,279	\$560,363	(\$96,916)	-14.7%
Modified Cash Flow	Add back Depreciation	1,174,780	1,133,705	(41,075)	-3.5%
	Less: Capital Expenditures	(22,850)	(222,588)	(199,738)	874.1%
	Less: Debt Service Principal	(1,748,810)	(1,471,480)	277,330	-15.9%
_ ~ 0	Free Cash Flow	\$60,399	\$0		

FY20 Base Budget as of March 4, 2020



USM Comprehensive FY 2021 Budget: E&G and Auxiliary

		FY20	FY21	\$ Change	% Change
	Tuition & Fees	\$76,955,907	\$79,021,569	\$2,065,662	2.7%
	Dining & Residence	12,783,470	13,201,965	418,495	3.3%
ıe	Less: Waivers/Scholarships	(16,721,551)	(18,121,971)	(1,400,420)	8.4%
eni	Appropriation	48,098,693	47,542,541	(556,152)	-1.2%
Revenue	Indirect Cost Recovery	3,525,000	3,525,000	-	
~	Investment Income	120,000	127,165	7,165	6.0%
	Sales/Services/Other	4,074,951	4,526,398	451,447	11.1%
	Total Revenue	\$128,836,470	\$129,822,667	\$986,197	0.8%
	Personnel Expense*	\$84,163,743	\$85,854,242	\$1,690,499	2.0%
	Fuel/Electricity	4,051,313	3,453,238	(598,075)	-14.8%
	Supplies/Services	10,254,021	11,154,123	900,102	8.8%
6)	Shared Services	12,610,098	12,698,591	88,493	0.7%
Expense	Travel	1,156,086	1,314,430	158,344	13.7%
be	Maintenance & Alterations	2,869,219	3,258,835	389,616	13.6%
E X	Depreciation	7,955,825	8,232,764	276,939	3.5%
	Interest	1,621,927	1,480,983	(140,944)	-8.7%
	Other Expenses & Transfers	7,315,985	5,854,883	(1,461,102)	-20.0%
	Total Other Expenses & Transfers	47,834,474	47,447,847	(386,627)	-0.8%
	Total Expense	\$131,998,217	\$133,302,089	\$1,303,872	1.0%
	Operating Increase (Decrease)	(\$3,161,747)	(\$3,479,422)	(\$317,675)	10.0%
d w	Add back Depreciation	7,955,825	8,232,764	276,939	3.5%
fie Flo	Less: Capital Expenditures	(1,688,097)	(1,922,585)	(234,488)	13.9%
Modified Cash Flow	Less: Debt Service Principal	(3,045,582)	(2,830,757)	214,825	-7.1%
	Free Cash Flow	\$60,399	\$0		

FY20 Base Budget as of March 4, 2020



^{*} FY21 Base Budget includes \$2.0 million in attrition

FY 2021 BUDGET DEVELOPMENT





FY 2021 Budget Development Overview

Key Goals

- USM FY21 budget accounts for known likely expenses, maximizes resources to ensure investment in key priorities.
- Create a transparent process with seamless accessibility that makes each cost center manager a "finance person" and gives University community members a clear means to affect the budget development process.

Accelerated Process – Summer Start

- Initial round of budget meetings in June → subsequent rounds in September, October and November.
- June meetings focused on review of pertinent financial data (5-year expenditures / gift account balances) and discussion of department budget context, funding goals and priorities.
- Starting early / working with well-defined timeline, expectations allows for enhanced dialogue, feedback loops, analysis and strategic planning.
 - ➤ Benefits of iteration
 - ➤ Minimizing 11th hour decision-making





FY 2021 Budget Development Overview (cont'd)

Baseline Budget Development

- Following June meetings, financial management team crafted baseline budget utilizing 3-year historical spending trends (objective) and input received during the meetings (subjective).
- Baseline published in August with request for initiative submission by mid-September start of Round 2 meetings.

Initiative Process

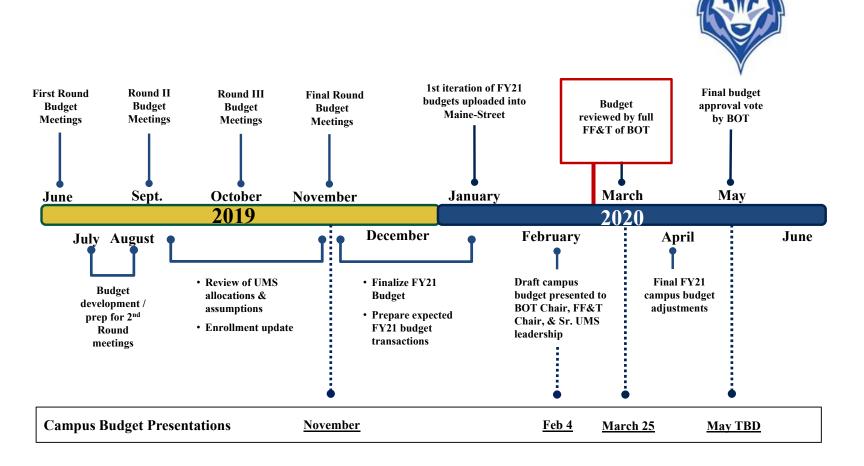
- <u>September to November:</u> Departments submit and present budget initiatives for review.
- November to December: President and Cabinet review initiatives for inclusion in FY
 2021 budget. Also provides opportunity for future considerations.

Key Process Elements & Improvements

- Aligns projected resources with expected need.
- Provides clarity on USM expenditures → makes budget to actual real.
- <u>Eliminates potential for autopilot</u> rolling of budget from one year to the next; acknowledges resource allocation reality; provides basis for continued improvement.
- Comprehensive process of detailed analysis of each line-item.



USM FY 2021 Budget Development Timeline



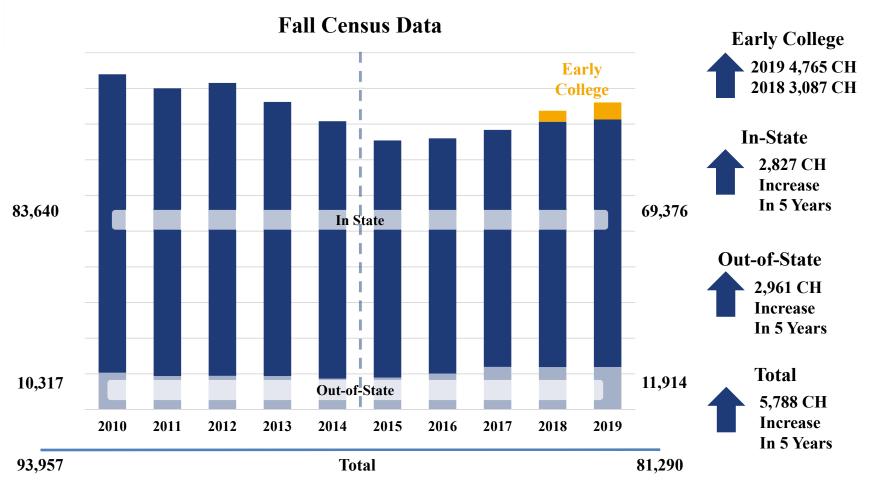


FY 2021 ENROLLMENT PROJECTIONS



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10-year Undergraduate Credit Hour Comparison (Excluding Law, E-Tuition, Maine Online)

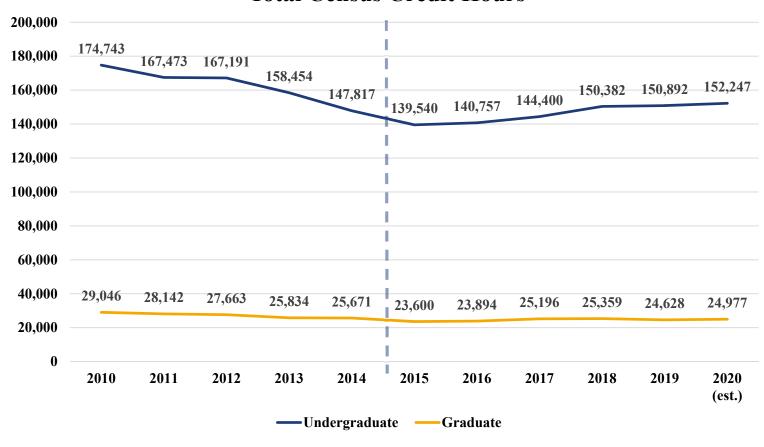






FY 2021 Outlook: Enrollment Projection

Total Census Credit Hours

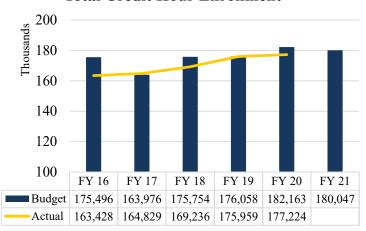






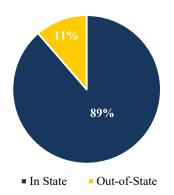
Credit Hour Summary

Total Credit Hour Enrollment*

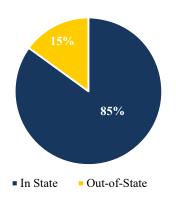


^{*}Splits summer credit hours

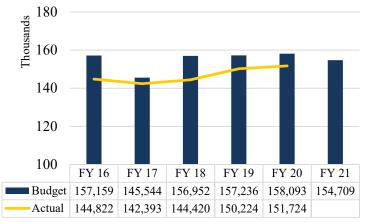
FY16 Credit Hour Mix



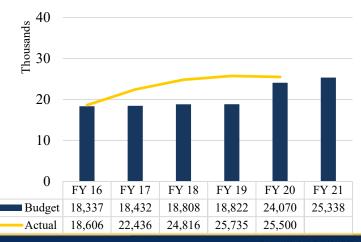
FY20 Credit Hour Mix



In-State



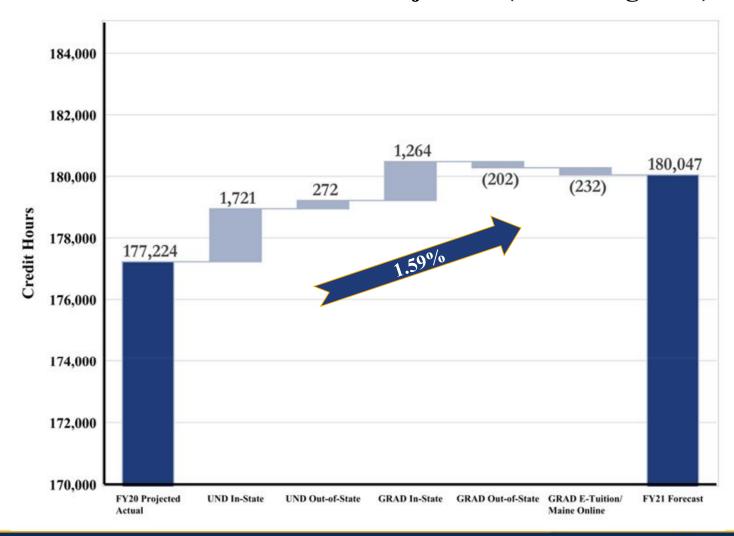
Out-of-State







FY 2021 Outlook: Enrollment Projection (Excluding Law)







FY 2021 New & Returning Student Credit Hours

	Fall	FY21	Summ	ner .	Fa	11	Sni	ing	Tot. Ann.	
Student by level	2019 Census	Projected	Calculated	-	Calculated		Calculated		Credit	Explanation of Change
Undergraduate		Return Rate	Projection		Projection			Projection	Hours	
In-State Total	61,155		11,513	14,380	61,961	61,614	54,223	55,685	131,679	
In-Coming Class			11,513	14,380	24,669	24,322	22,709	24,171	62,873	Summer has averaged 13,399 c.h. for undergraduate credit hours over the past five years, which is 1,886 c.h. above this template's projection. This will be a growth area with continued focus and investment in the next 12-16 months. Hence we are adjusting up from our actuals. Winter Term has grown over last two enrollment cycles adding to Spring enrollments. We are setting the winter term credit hours to actuals from FY20, which adds \$200K or 700 c.h. to Spring Projections (second year in a row acctuals have increased by this amount). Additionally our more recent fall to spring registration rates have been strong for OS enrollments, FY20 significantly trending ahead of the past three-year trend average.
EarlyCollege	4,765			-	4,765	4,765	1,143	1,143	5,908	
Ua zero	6,003	45.5%		-	2,731	2,731	2,550	2,550	5,281	
Ub 1-30	10,295	62.3%		-	6,414	6,414	5,989	5,989	12,403	
Uc 31-59	11,292	78.0%		-	8,808	8,808	8,224	8,224	17,032	
Ud 60-89	13,188	73.1%		-	9,640	9,640	9,001	9,001	18,641	
Ue >90	15,613	31.6%		-	4,934	4,934	4,607	4,607	9,541	
Out-of-State Total	8,938		1,101	440	8,967	9,128	8,523	8,759	18,327	
In-Coming Class			1,101	440	3,477	3,638	3,397	3,633	7,711	
Ua zero	1,194	54.6%		-	652	652	609	609	1,261	
Ub 1-30	1,755	69.0%		-	1,211	1,211	1,131	1,131	2,342	
Uc 31-59	1,832	82.3%		-	1,507	1,507	1,407	1,407	2,914	
Ud 60-89	2,375	72.0%		-	1,710	1,710	1,597	1,597	3,307	
Ue >90	1,784	23.0%		-	410	410	383	383	793	
CAN-NEBHE Total	2,075		341	120	2,038	2,075	1,904	2,038	4,233	
In-Coming Class			341	120	752	789	702	836	1,745	
Ua zero	225	69.8%		-	157	157	147	147	304	
Ub 1-30 Uc 31-59	441 367	73.2% 83.0%		-	323 305	323 305	302 285	302 285	625 590	
Ud 60-89	510	74.8%		-	381	381	356	356	737	
Ud 60-89	310	/4.8%		-	381	381	330	330	/3/	
Ue >90	533	22.6%		-	120	120	112	112	232	Total FY21 UND credit hours projected to be 154,240, which is 1.95% above FY20 revised and projected actuals of 151,279 c.h.
Graduate										
In-State Total	8,641		5,086	5,683	8,661	8,745	8,228	8,602	23,030	
In-Coming Class	0,011		5,086	5,683	4,311	4,395	4,095	4.110	14,188	
Ga zero	1,955	67.9%	5,000		1,327	1,327	1,261	1,261	2,588	
Gb 1-30	4,422	52,6%		-	2,326	2,326	2,210	2,210	4,536	
Gc >31	2,264	30.8%		-	697	697	662	662	1,359	
Out-of-State Total	873		473	69	872	1,243	828	1,187	2,499	
In-Coming Class			473	69	415	786	394	753	1,608	
Ua zero	181	75.7%		-	137	137	130	130	267	
Ub 1-30	390	67.9%		-	265	265	252	252	517	
Gc >31	302	18.1%		-	55	55	52	52	107	
CAN-NEBHE Total	94		53	90	100	98	95	90	278	
In-Coming Class			53	90	42	40	40	35	165	
Ua zero	15	100.0%		-	15	15	14	14	29	
Ub 1-30	63	58.3%		-	37	37	35	35	72	Total FY21 GRAD credit hours projected to be 25,807, which is 4% above FY20 revised and projected actuals of 24,802 c.h.
Gc >31	16	39.7%		-	6	6	6	6	12	Total FY21 UND + GRAD credit hours projected to be 180,047, which is 2.25% above FY20 revised and projected actuals of 176,081 c.h. (Note: FY20 is revised and projected actuals are 1,113 c.h. over this template's c.h. projections for FY21.)
Totals	81,775	0.0%	18,567	20,782	82,599	82,903	73,802	76,362	180,047	





Early College Update

Fall 2019

- 4,765 CH (54% increase from Fall 2018, 3,087 CH)
- **Concurrent Enrollment** (in high school classroom with HS teacher, earning USM credit): 859 Headcount (65.5% increase over Fall 2018)
 - All students participating in concurrent enrollment courses at publicly funded Maine high schools were able to opt in to receive USM credit without a fee, making the college credit 100% free.
- **Aspirations** (Students on-campus or online): 239 Headcount (20% increase over Fall 2018)
 - 31 different high schools and several homeschool students.
- 35 Dual Enrollment Partner schools, five new in FY20:
 - Gorham High School: French, Spanish, and Chinese
 - Baxter Academy: Calculus-based Physics
 - Casco Bay HS: Environmental Science with a lab
 - Lake Region Vocational Technical Education: Nursing 100
 - Messalonskee: Latin



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Marketing

- Agency: Year round segmented advertising via television, radio, digital, search engine, video, and social media: \$1.125m
- Other Recruitment Efforts (between Marketing & Admissions): \$400k
 - Print Recruitment Materials (Viewbook, etc.): \$70,000
 - Print Advertisement Placements: \$60,000
 - Lead generation search campaigns: \$50,000
 - Marketing Cloud with Journey Builder: \$45,000
 - Direct Mail campaigns: \$30,000
 - Encoura™ Data Lab: \$27,000
 - YouVisit, online virtual campus: \$25,000
 - Admit Hub chatbot: \$23,000
 - ME Life Media: \$10,000
 - Recruitment Travel: \$60,000



UG Recruitment & Admissions budget + Employees / Total New UG = \$1,577/Per Student



Retention: Up 7% in 5 years (2015-2020)

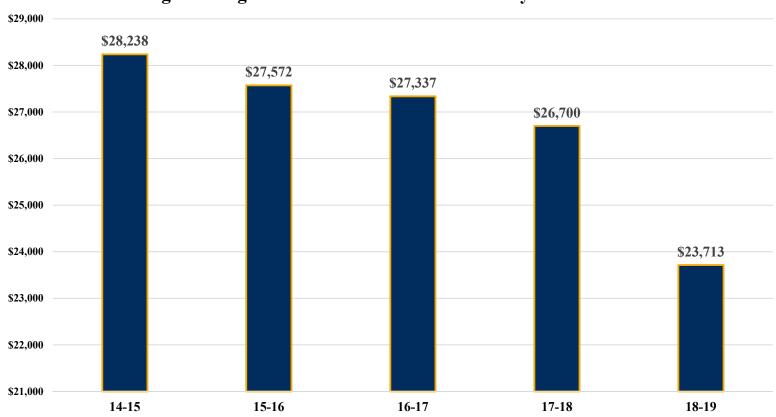
- Dual Advising Model (Provost direct report)
 - 90 minute mandatory Advising and Course Selection (ACS) sessions for incoming students
 - Investment in advisors to approach national model of 250 students per advisor
 - NACADA Excellence in Academic Advising Assessment Program
 - Discretionary PTR increases for excellence in academic advising
- Learning Assistants Program: \$200,000 (flipped classrooms with peer tutors)
- Meta-Majors Implementation (beginning this fall)
- Math Pathway Program
 - Removal of mandatory non-credit bearing developmental courses
 - Removal of placement testing
- Director of Retention Initiatives: \$115,500 (Provost direct report)
- Learning Commons Subject Based Tutoring & Writing Assistance: \$120,000
 - Investment in net new learning commons staff
- Technology Assistance & Peer Academic Coaching: \$10,000
- Make the Grade Initiative: \$25,000
- Intercultural and Diversity Advisory Council Student Fellows
- Common Read *How To Be An Antiracist* (Kendi, 2019)
- Student Emergency Fund
- Veteran Promise Finish Line Funds: \$500,000
- Recovery Oriented Campus Center Scholarship: \$25,000
- \$1,000 Student Balance Hold Release Campaign
- AL360 Survey & Action plan to improve adult learning experience





Student Debt Load

Average Undergraduate Debt Incurred at USM by Graduation Year

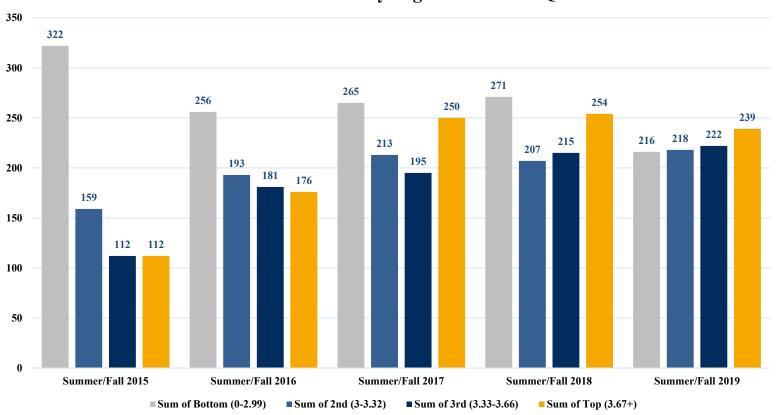






Academic Profile

5 Year Academic Profile by High School GPA Quartiles



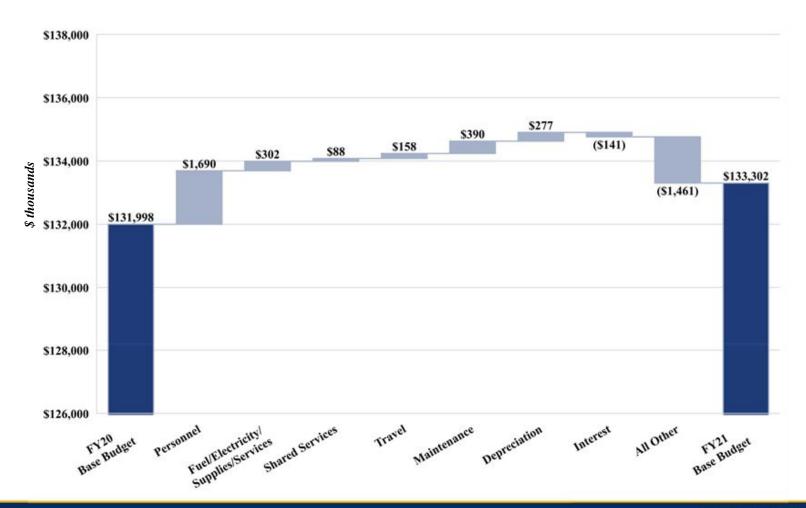


FY 2021 FINANCIAL PROJECTIONS





Expenses: Cause of Change Analysis







FY 2021 FTE Summary (E&G)

	Vacancies	Resignation Retirement	Move to Other Funding	Investments	Total Change
Faculty					-
Adjunct					-
Professional				3.0	3.0
Classified/ Service					-
Total	-	-	-	3.0	3.0

Added positions:

- Senior position (TBD), Intercultural Diversity Advisory Council
- Clinical Psychologist, Health & Counseling
- Digital Specialist, Center for Technology Enhanced Learning





Tuition, Room & Board Cost

Tuition (per Credit Hour)

	FY20	FY21	Increa	se
	Current	Proposed	\$	%
In-State / Canadian Undergraduate	281	288	7	2.5%
In-State Graduate	421	432	11	2.6%
NEBHE Undergraduate	464	475	11	2.4%
NEBHE / Canadian Graduate	695	713	18	2.6%
Out-of-State Undergraduate	739	769	30	4.1%
Out-of-State Graduate	1,141	1,186	45	3.9%
E-Tuition Undergraduate	351	439	88	25.1%
E-Tuition Graduate	527	659	132	25.0%

Room & Board Rates (annual)

	FY20	FY21	Increa	se
	Current	Proposed	\$	%
Room (Triples & Created Spaces)	4,160	4,300	140	3.4%
Board (10 meal plan)	4,625	4,730	105	2.3%
	Average Room and Board Increase (%)			2.8%
		Occu	pancy Rate	117.8%





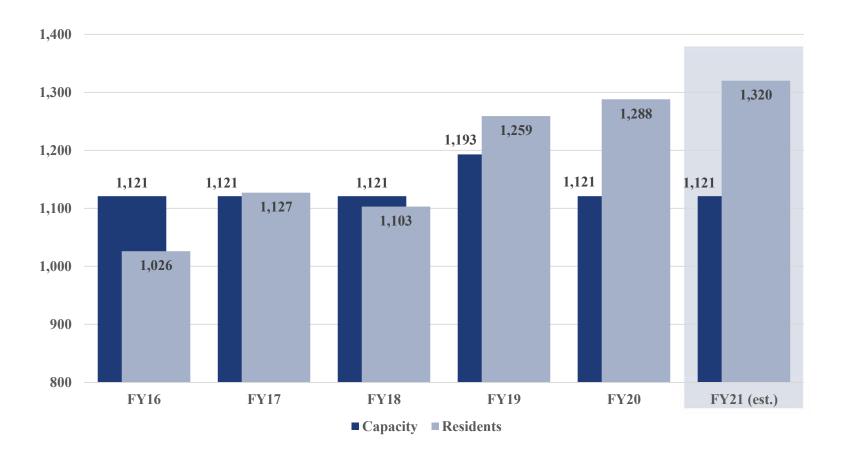
Mandatory Fee Cost

		(Ann			
		FY20	FY21	Increa	ise
		Current	Proposed	\$	%
Student Activity Fee	1 to 5 Credit Hours	80	80	0	0.0%
	6 to 11 Credit Hours	120	120	0	0.0%
	12 or More Credit Hours	160	160	0	0.0%
	Lewiston-Auburn College (per Credit Hour)	1.5	1.5	0	0.0%
	Bath-Brunswick Center (per Credit Hour)	1.5	1.5	0	0.0%
	Saco-Sanford Center (per Credit Hour)	1.5	1.5	0	0.0%
Transportation Fee	1 to 5 Credit Hours	110	110	0	0.0%
	6 to 11 Credit Hours	166	166	0	0.0%
	12 or More Credit Hours	220	220	0	0.0%
Unified Fee	per Credit Hour	31	33	2	6.5%
Fitness Center Fee	1 to 5 Credit Hours	-	10		
	6 to 11 Credit Hours	-	20		
	12 or More Credit Hours	-	30		





Residence Hall Capacity/Utilization





FY 2021 CAPITAL PROJECTIONS





FY 2021 E&G and Auxiliary Depreciation

			%
	FY20	FY21	Change
E&G Depreciation Expense	\$6,781,045	\$7,099,059	4.7%
Less: Capital Equipment & Transfers to Plant & Reserve	(1,665,247)	(1,699,997)	2.1%
Less: Debt Service Principal Charges	(1,296,772)	(1,359,277)	4.8%
Funded E&G Depreciation:	(\$2,962,019)	(\$3,059,274)	3.3%
Funded E&G Depreciation (%):	43.7%	43.1%	
			%
	FY20	FY21	Change
Auxiliary Depreciation Expense	\$1,174,780	\$1,133,705	-3.5%
Less: Capital Equipment & Transfers to Plant & Reserve	(22,850)	(222,588)	874.1%
Less: Debt Service Principal Charges	(1,748,810)	(1,471,480)	-15.9%
Funded Auxiliary Depreciation:	(\$1,771,660)	(\$1,694,068)	-4.4%
Funded Auxiliary Depreciation (%):	150.8%	149.4%	
Combined Funded E&G and Auxiliary:	59.5%	57.7%	



USM

FY 2021 Capital Investment

		E&G	Auxiliary
Academy Building Historical Upgrade		\$350,000	\$0
Campus Moves		30,000	-
Sullivan Gym Roof Replacement		300,000	-
Russell Hall Envelope Repair		250,000	-
Gorham Underground Utilities Repair		50,000	-
Portland Underground Utilities Repair		50,000	-
Sullivan Transformer Repair		158,500	-
Bailey Hall Fire Protection Upgrades		400,000	-
	Total	\$1,588,500	\$0







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Investment Matters

	Co	Estimated onstruction Cost	Eliminated Deferred Maintenance
Academy Building Historical Upgrades		\$280,000	\$280,000
Sullivan Gym Roof Replacement		240,000	240,000
Bailey Hall Fire Protection Upgrades		3,200,000	400,000
Russell Hall Envelope Brick Repair		200,000	200,000
Science Building Expand Nursing Facilities		1,000,000	200,000
Sullivan Transformer Replacement		126,800	126,800
Gorham Underground Utilities Replacement		50,000	50,000
Portland Underground Utilities Replacement		50,000	50,000
Anderson & Bailey Hall ESCO Project		960,000	200,000
Campus Moves		24,000	-
Classroom and Lab Renovation (STEM Investments)		80,000	-
New Dormitory		50,000,000	-
New Student Success and Career Services Center		22,000,000	-
Renovation to Engineering and Computer Science Classrooms		200,000	-
	Total	\$78,410,800	\$1,746,800

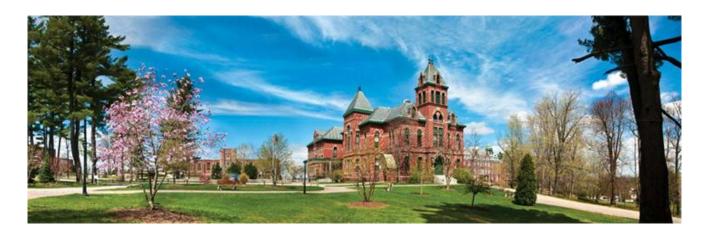




Space Reduction

		Square Footage	Deferred Maintenance	
118 Bedford Street		4,388		Space Reduction Initiative Request
23 Brighton Avenue		3,026	690,328	Space Reduction Initiative Request
7 College Avenue*		7,001	1,049,781	Space Reduction Initiative Request
19 College Avenue*		4,109	772,739	Space Reduction Initiative Request
222 Deering Avenue		2,792	443,119	Space Reduction Initiative Request
62 School Street*		3,336	658,150	Space Reduction Initiative Request
128 School Street		9,005	1,860,459	Space Reduction Initiative Request
Woodbury Campus Center		28,387	3,755,233	Demolition for new Dorm/Student Center
25 Bedford Street		9,744	93,417	Demolition for new Dorm/Student Center
	Total	71,787	\$10,202,292	

^{*}Require further discussions with the Town of Gorham





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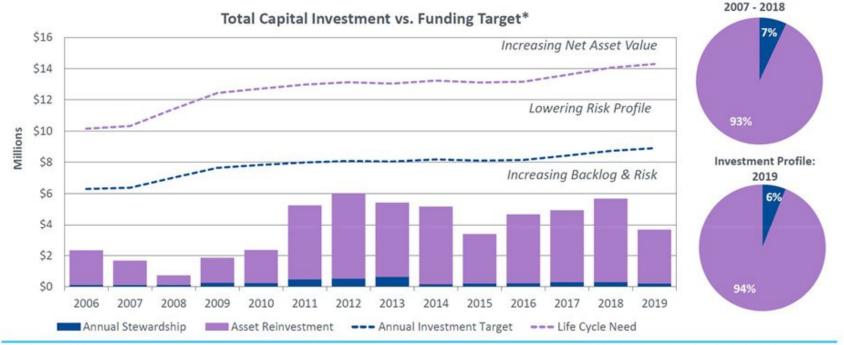
Net Asset Value

Total Capital Investment vs. Funding Target



Historical Investment Profile:

Majority of capital investment profile driven by One-Time funding





*Excludes New Space, Non Facilities Infrastructure Spending
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Reserves

			%
Education & General (1)	FY18	FY19	Change
E&G Reserve	\$10,609,569	\$6,753,149	-36.3%
Risk Management	-	-	
Budget Stabilization	-	-	
Funds Functioning as Endowments	400,564	393,585	-1.7%
Internally Designed Projects	3,000,145	2,561,582	-14.6%
Facility Projects and Capital Planning	4,618,354	4,105,428	-11.1%
Cost Sharing and Other	(621,446)	(551,032)	-11.3%
	 \$18,007,186	\$13,262,712	-26.3%

				%
Auxiliary		FY18	FY19	Change
Auxiliary Enterprises		\$72,510	(\$85,353)	-217.7%
	Subtotal	\$72,510	(\$85,353)	-217.7%

(1) Implementation of GASB 75 (OPEB) balance: (\$19,490,672)

