

Board of Trustees  
**Finance, Facilities & Technology Committee**

March 26, 2021 from 9:00 am to 4:00 pm  
ZOOM Meeting

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

**AGENDA**

9:00am - 9:20am

Tab 1      **FY2022 Proposed Operating Budget – First Reading**

9:20am – 10:00am

TAB 2      **UMFK**

10:00am – 11:20am

TAB 3      **UM/UMM**

11:20am – 12:00pm

TAB 4      **UMPI**

12:00pm – 12:30pm      **BREAK**

12:30pm – 1:10pm

TAB 5      **UMA**

1:10pm – 1:50pm

TAB 6      **Law School**

1:50pm – 2:50pm

TAB 7      **USM**

2:50pm – 3:30pm

TAB 8      **UMF**

3:30pm – 4:00pm

**EXECUTIVE SESSION**

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

Action items within the Committee purview are noted in green.

Items for Committee decisions and recommendations are noted in red.

Note: Times are estimated based upon the anticipated length for presentation or discussion of a particular topic.

An item may be brought up earlier or the order of items changed for effective deliberation of matters before the Committee.

University of Maine System  
Board of Trustees

**AGENDA ITEM SUMMARY**

**NAME OF ITEM:** FY2022 Proposed Operating Budget – First Reading

**INITIATED BY:** James O. Donnelly, Chair

**BOARD INFORMATION:** X

**BOARD ACTION:**

**BOARD POLICY:**

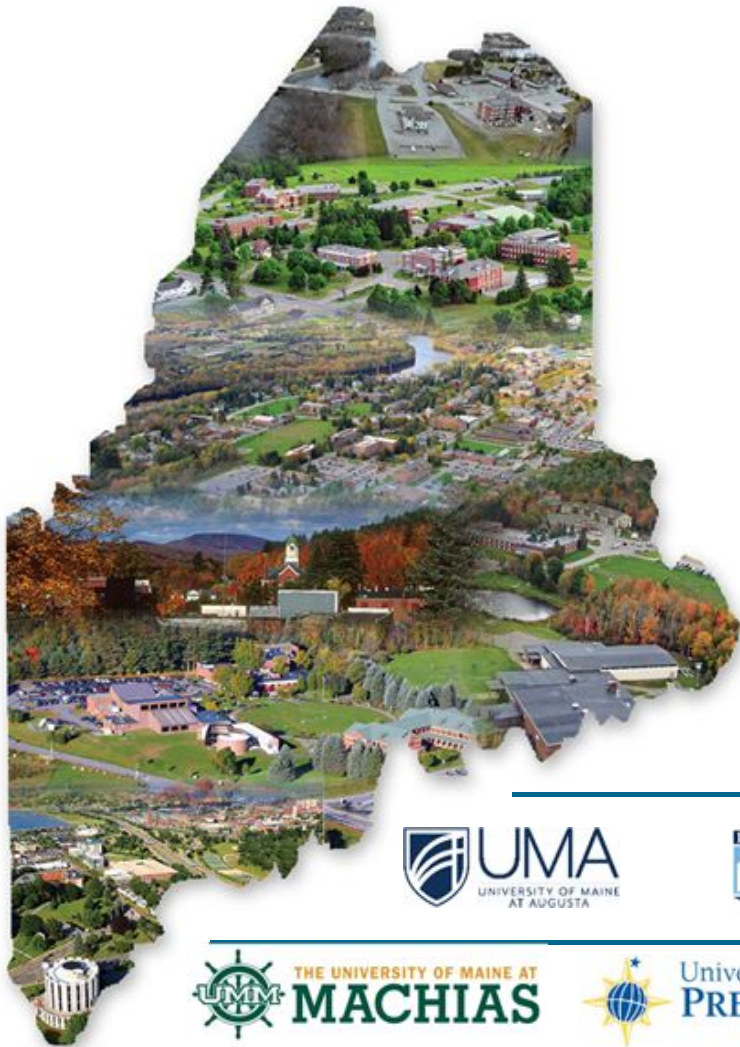
**UNIFIED ACCREDITATION CONNECTION:**

**BACKGROUND:**

Vice Chancellor Ryan Low, will present the FY2022 Proposed Operating Budget for the University of Maine System.

This is the first reading of the FY2022 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 May 5, 2021 Committee meeting, prior to a request for approval by the Board of Trustees at the May 24, 2021 meeting.

3/16/2021



# FY22

## Operating Budget, First Reading

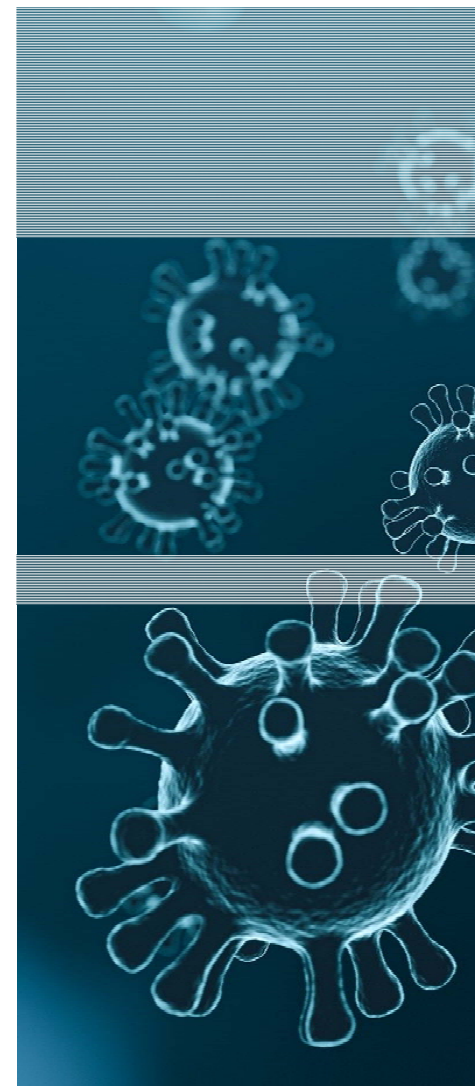
*Finance, Facilities & Technology Committee - March 26, 2021*





## FY22 Budget Pressures & COVID19

- Federal funding being used in FY21 and FY22 to cover COVID related expenses and / or lost revenue
- FY22 State Appropriation held at FY21 Pre-COVID levels
- Although increased above FY21 levels, residence hall occupancy rates remain below full capacity, contributing to auxiliary budget challenges
- Gordian (Sightlines) data continues to show declines in campus NAV and increases in renovation age across UMS facilities; and
- Received \$14.9M in Coronavirus Relief Funds from State of Maine to partially offset testing, PPE, and quarantine costs







## FY22 Budget Overview

- Enrollment

Enrollment budgeting process focuses on returning students and realistic enrollment goals adjusted for potential COVID19 impact.

FY22 budgeted credit hours are 1.5% above FY21 budget and 0.6% above FY21 actuals.

- In-state tuition increase – 2.5%

- Unrestricted capital investments are increasing by \$4M or 18% over FY21 budget

- Budget Balancing

UMFK and UMPI are relying on CARES funds to offset their budgeted operating losses in FY22. UMF is utilizing CARES funds and requesting the utilization of previously approved Budget Stabilization Funds to balance the budget.

Maine Law has minimal CARES funds and no reserves so is requesting Budget Stabilization Funds to offset the operating loss.

UMA is budgeting a slight operating surplus; all other budgets are balanced.





## FY22 Budget Overview

	E&G	Auxiliary	Total	CARES	Campus Reserves	Budget Stabilization	Total
UMaine	\$ 0	\$ 0	\$ 0	\$0	\$ 0	\$ 0	\$ 0
UMA	465,911	(451,082)	14,829	-	-	-	14,829
UMF	(3,102,759)	(510,264)	(3,613,023)	1,688,840	145,961	1,778,222	0
UMFK	(214,407)	(535,593)	(750,000)	750,000	-	-	0
UMPI	(965,991)	(165,405)	(1,131,396)	1,131,396	-	-	0
USM	365,035	(365,035)	-	-	-	-	0
Maine Law	(2,426,386)	-	(2,426,386)	-	-	2,426,386*	0
Governance/Univ. Serv.	-	-	-	-	-	-	0
<b>Total</b>	<b>\$(5,878,597)</b>	<b>\$ (2,027,379)</b>	<b>\$(7,905,976)</b>	<b>\$3,570,236</b>	<b>\$ 145,961</b>	<b>\$4,204,608</b>	<b>\$ 14,829</b>

\* Proposed new funding



## 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 FY21 and FY22.

Balance 7/1/20 \$ 12,114,212

*Law School direct appropriation increased from \$856,808 to \$1,281,808 in FY22*

Utilization	FY21 (approved)	FY21 (amended)	FY22* (recommended)
Law School (incl FY20 cfwd)	(1,961,444)	(1,316,871)	(2,426,386)
UMF	(2,959,661)	0	(1,778,222)
Investment gain/loss	TBD	TBD	TBD
Subtotal	(\$4,921,105)	(\$1,316,871)	(\$4,204,608)

Proj Bal (7/1/20 Bal-Amended- Recommended)  
\*requires BOT approval

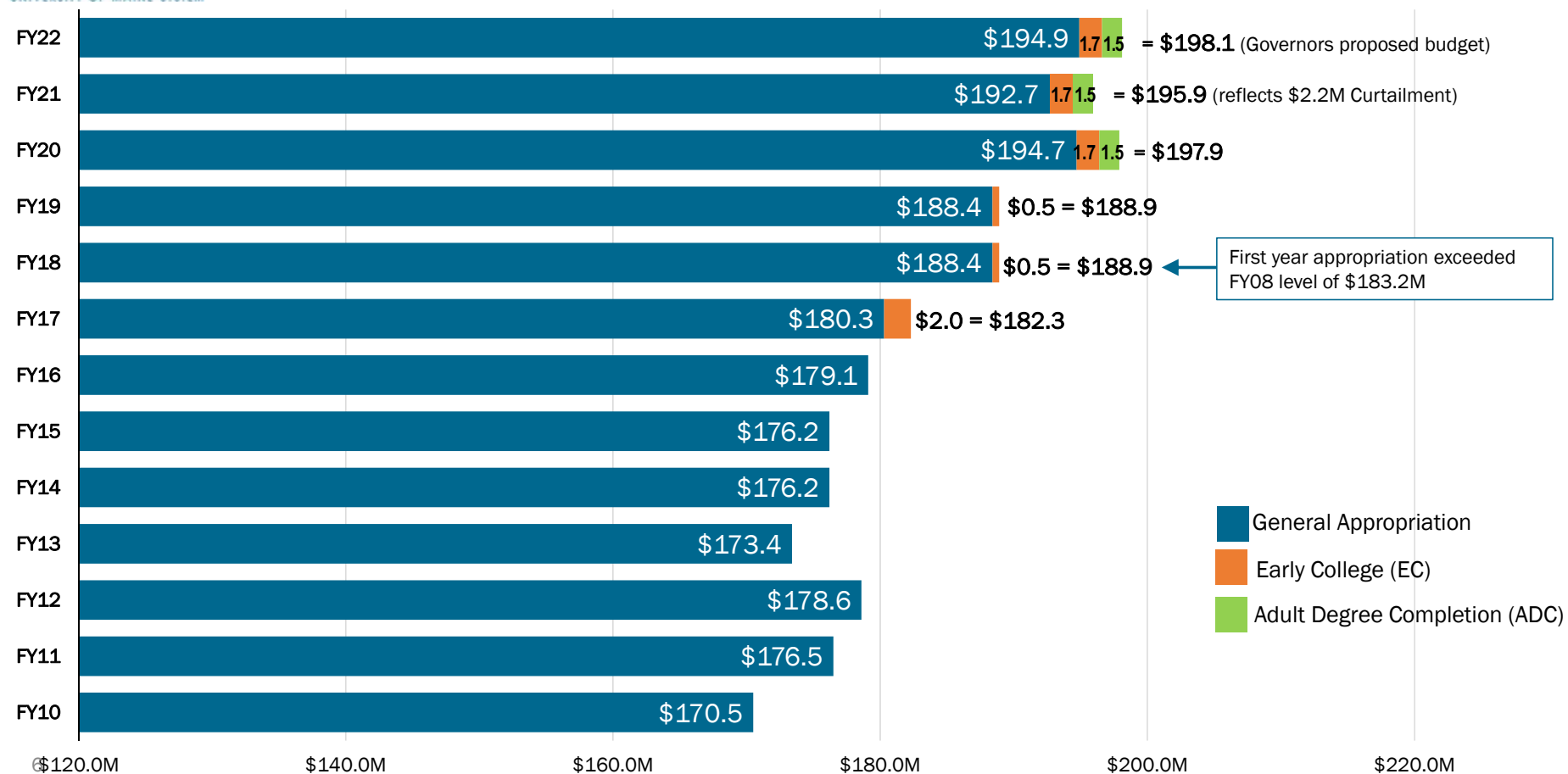
\$6,592,733





## E&G State Appropriation

(excl. restricted funds, e.g. MEIF & Debt Service)

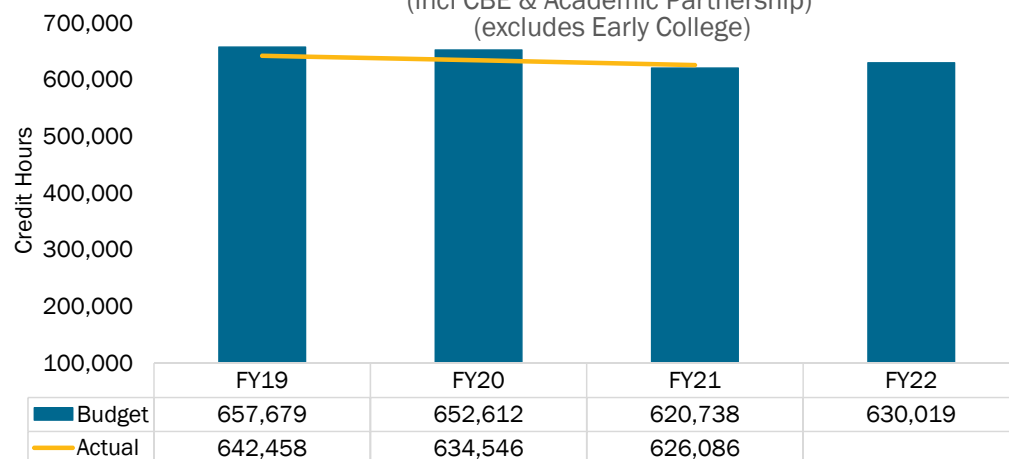




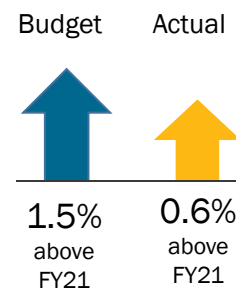
## UMS Enrollment

### UMS Total Credit Hour Enrollment

(incl CBE & Academic Partnership)  
(excludes Early College)



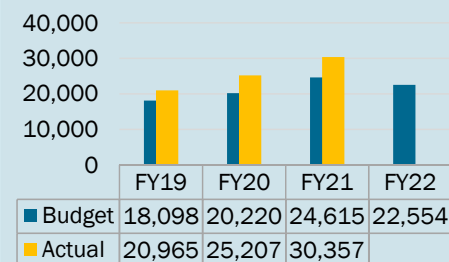
### FY22 Enrollment Budget



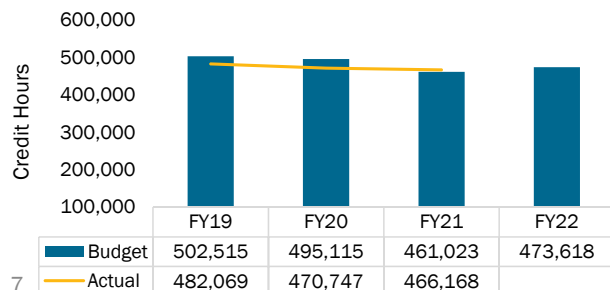
### Major factors impacting enrollment:

- Budgeting a modest increase in credit hours above FY21 actuals
- Out of state credit hours comprise 25% of total credit hours

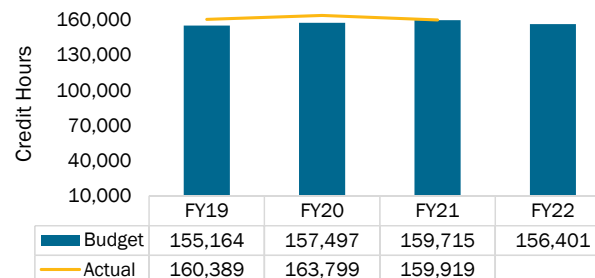
### Early College



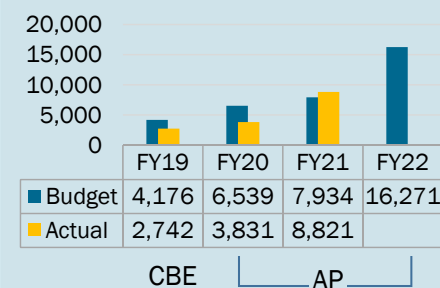
### In-State (excludes EC)



### Out-of-State



### CBE/AP

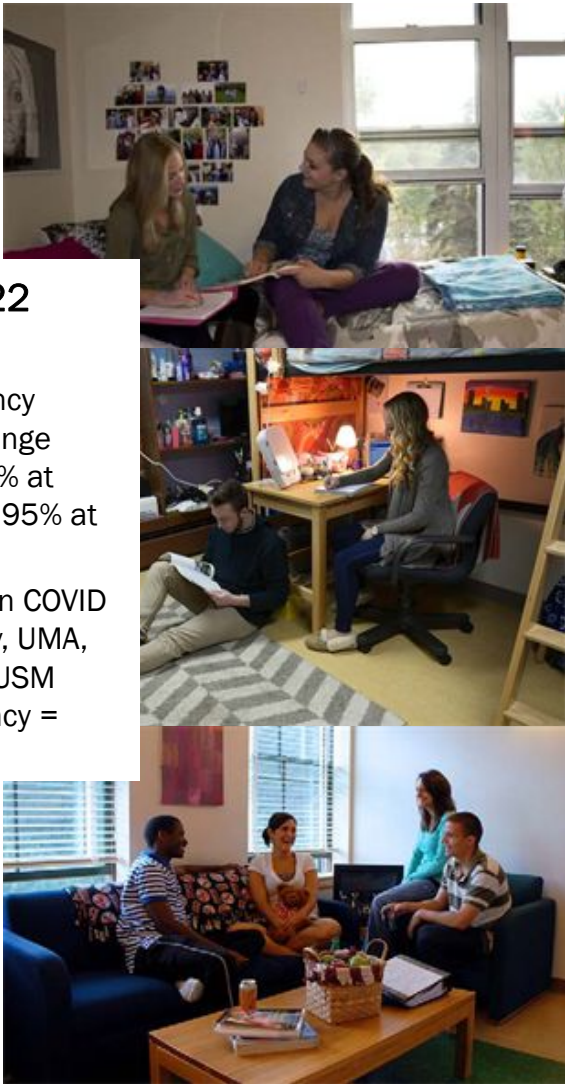
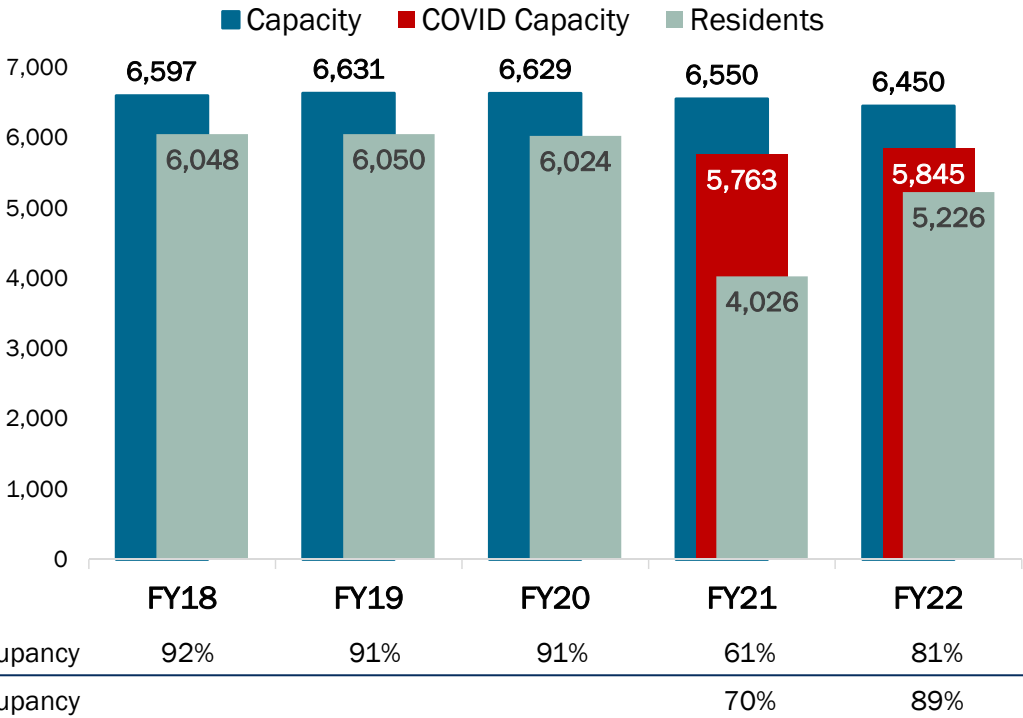






# Residence Hall Occupancy (Annual Average)

UMS Total



FY22

- Normal Occupancy Rates range from 56% at UMM to 95% at USM.
- Based on COVID Capacity, UMA, UMF, & USM occupancy = 100%.





## FY22 Recommended Tuition Rates (Excluding UMaine/UMM)

### Undergraduate

In-State/Canadian	FY21 Rate/CH	FY22 Proposed Rate/CH	FY 22 Proposed Increases	
			\$	%
UMA/UMFK/UMPI	\$245	\$251	\$6	2.4%
UMF / USM	\$288	\$295	\$7	2.4%
<b>Out-of-State</b>				
UMA	\$592	\$607	\$15	2.5%
UMF	\$645	\$661	\$16	2.5%
UMFK/UMPI	\$392	\$402	\$10	2.6%
USM	\$769	\$788	\$19	2.5%

### Graduate

In-State/Canadian	FY21 Rate/CH	FY22 Proposed Rate/CH	FY22 Proposed Increases	
			\$	%
UMA/USM	\$432	\$443	\$11	2.5%
UMF	\$427	\$438	\$11	2.6%
Law School	\$773	\$773	\$0	0%
<b>Out-of-State</b>				
UMA	\$ 540	\$ 554	\$14	2.6%
USM	\$1,186	\$1,216	\$30	2.5%
Law School	\$1,156	\$1,156	\$0	0%



## Tuition & Fee Rate Consolidation

- **UMS Task Force exploring restructuring of tuition & fees and ways of simplifying bills for transparency**
  - Reviewing the large volume of fees across the system (+500 separate fees).
  - Public Higher Education trend to collapse most fees into a single tuition rate with a neutral impact on students
  - Collapsing results in simplifying student bills resulting in more transparency to students & parents
  - Streamlined billing process results in operational efficiencies and cost savings
  - Communication & discussion with students, including Student Government, is key to a successful restructuring.
- **UMaine is proposing consolidating some mandatory fees into the FY22 tuition rate as part of a UMS pilot. UMaine's per credit hour tuition would increase by approximately \$80 (UMM by \$34) if all but 2 mandatory fees were rolled into a single tuition rate. Excluded fees:**
  - Student Activity Fee -approved by Students
  - Technology Fee – designated to support campus technology & educational environment



## FY22 UMaine / UMM Recommended Tuition Rates

### UMaine's Tuition/fee roll up impact

	FY21 credit hour rate		Rolled up credit adj	FY22 credit hour rate	+2.5%	Student/ Technology annual fee	Annual tuition**
Undergraduate:							
in-state*	\$ 308	\$80	\$ 388	\$ 398		\$ 346	\$12,286
out of state	\$ 1,001	\$80	\$ 1,081	\$ 1,108		\$ 346	\$33,586
NEBHE	\$ 524	\$80	\$ 604	\$ 619		\$ 346	\$18,916
Graduate:							
in-state*	\$ 461	\$80	\$ 541	\$ 555		\$ 276	\$10,266
out of state	\$ 1,503	\$80	\$ 1,583	\$ 1,623		\$ 276	\$29,490
NEBHE	\$ 784	\$80	\$ 864	\$ 886		\$ 276	\$16,224

\*includes Canadians

\*\* 30 credits/year for undergrad; 18 credits/year for grad

### UMM's Tuition/fee roll up impact

	FY21 credit hour rate		Rolled up credit adj	FY22 credit hour rate	+2.5%	Student/ Technology annual fee	Annual tuition**
Undergraduate:							
in-state*	\$ 245	\$ 34	\$ 279	\$ 286		\$ 470	\$ 9,050
out of state	\$ 490	\$ 34	\$ 524	\$ 537		\$ 470	\$16,580
NEBHE	\$ 392	\$ 34	\$ 426	\$ 437		\$ 470	\$13,580

\*includes Canadians

\*\* 30 credits/year for undergrad

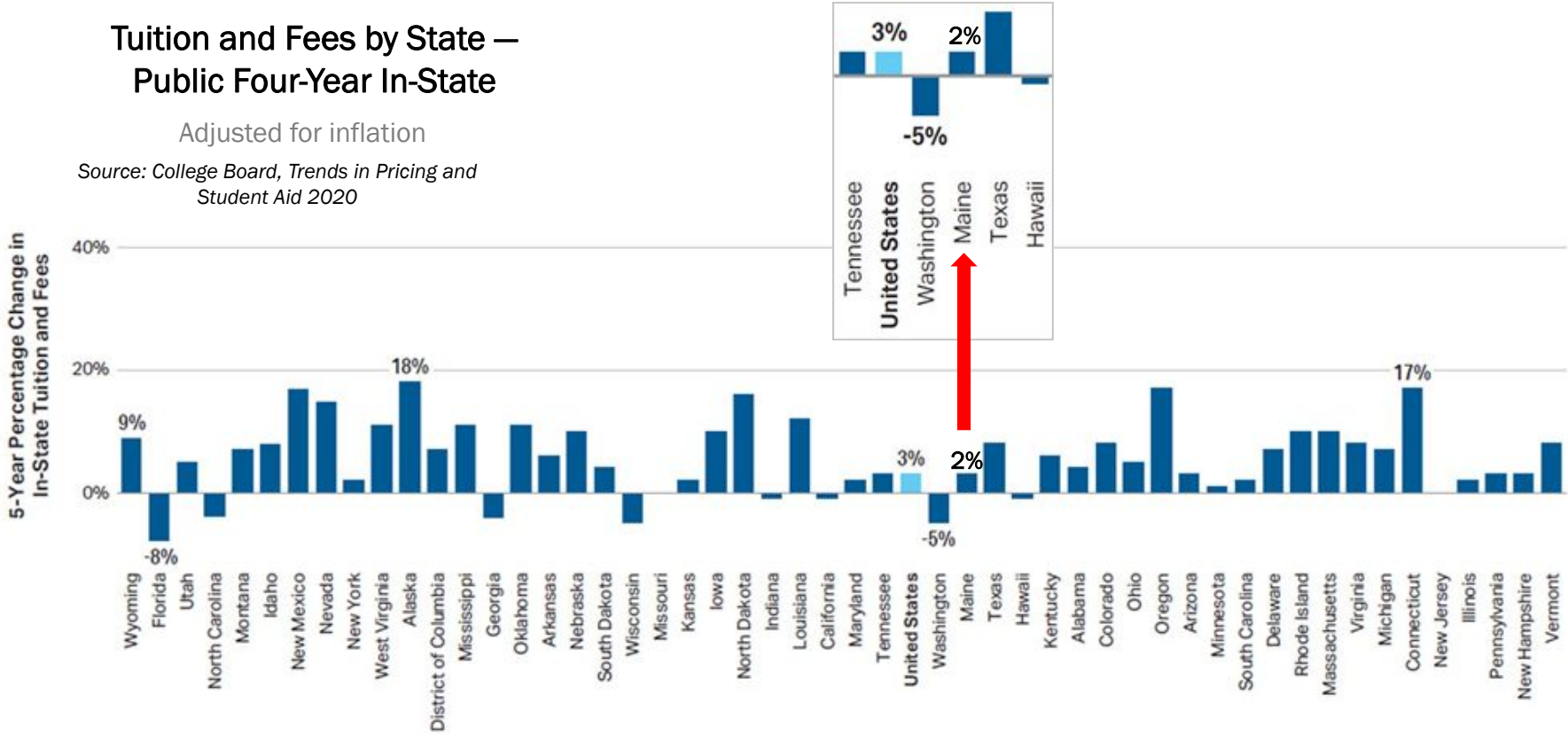


# 2019-20 Average Annual Tuition Growth Rates

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

Adjusted for inflation

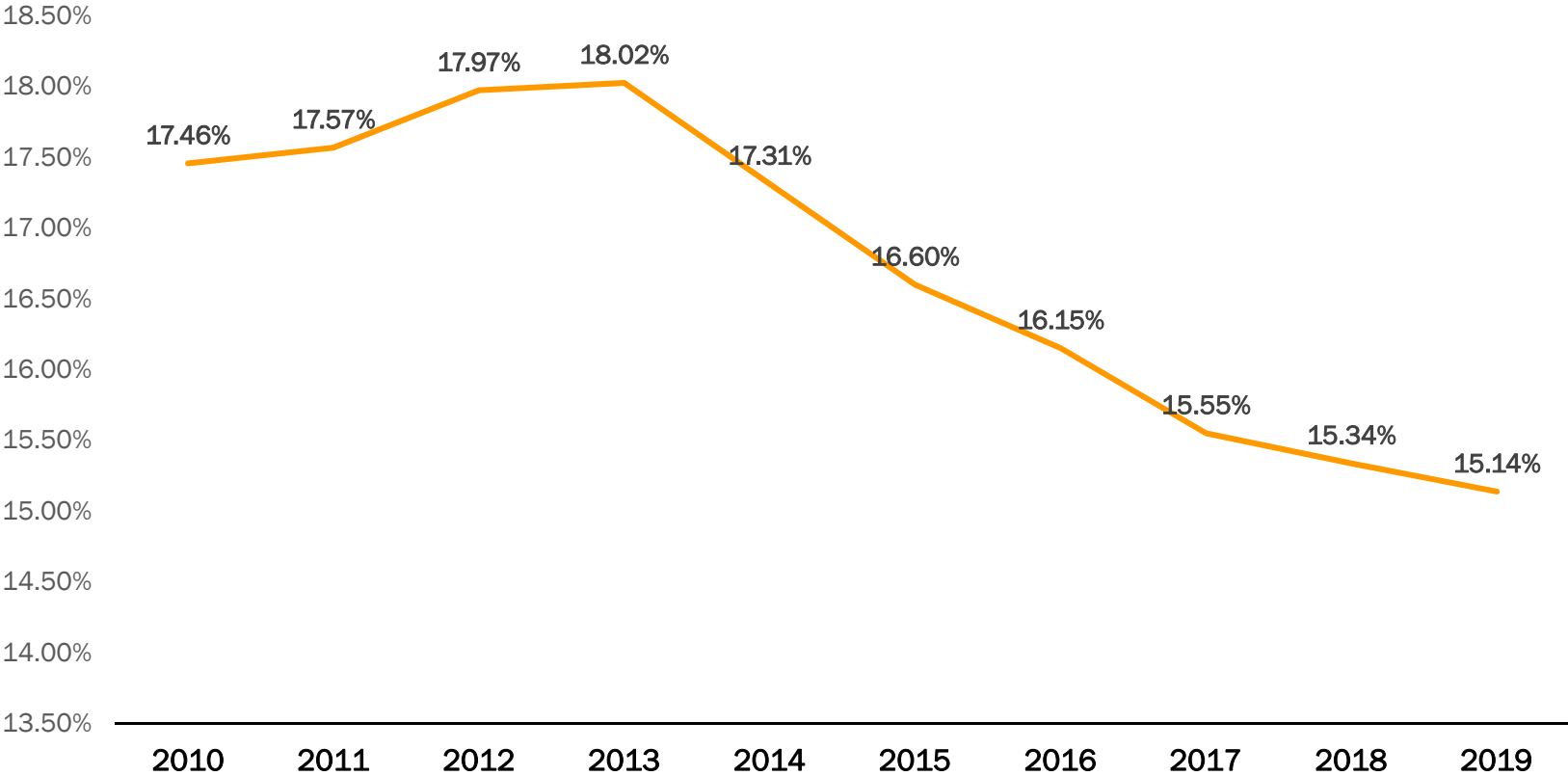
Source: College Board, Trends in Pricing and  
Student Aid 2020



SOURCE: College Board, Annual Survey of Colleges; NCES, IPEDS Fall 2018 Enrollment data.



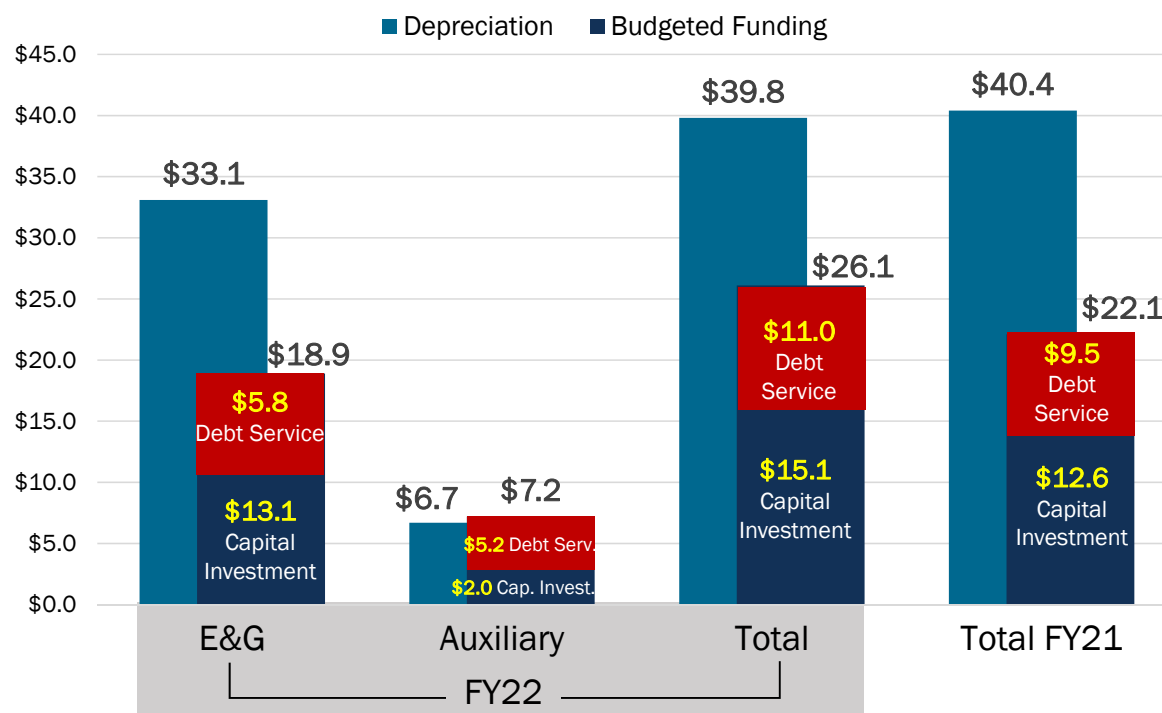
# UMS In-State Tuition as a % of Maine Per Capita Income





## Funding Depreciation

Funding Depreciation by Fund  
(\$ in millions)



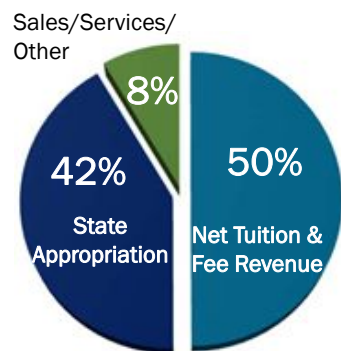
- FY22 required capital funding sources – 1) restored curtailment 2) minimum 5% campus increase
- Total investment increase is \$4M or 18%
- Depreciation expense decreased by \$0.6M - from \$40.4M in FY21 to \$39.8M in FY22.
- E&G and Auxiliary budgeted capital investment = \$15.1M; an increase of \$2.5M.
- Funding through Debt Service increasing by \$1.5M.
- 66% of the total depreciation expense is funded in the FY22 budget – up 11% from the FY21 budget.



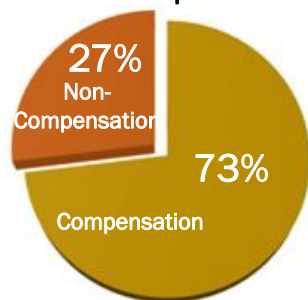


## FY22 Proposed Budget: E&G

**FY22 Revenue**



**FY22 Expense**

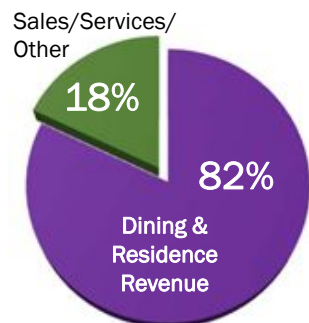


	FY21 Base	FY22 Base	\$ Change	% Change
<b>Revenue:</b> Tuition & Fees	\$ 321,379,167	\$ 328,295,584	\$ 6,916,417	2.2%
Tuition Waivers/Scholarships	(92,599,588)	(90,416,727)	2,182,861	-2.4%
State Appropriation	195,862,398	198,111,388	2,248,990	1.1%
Sales/Services/Other	37,887,432	40,406,432	2,519,000	6.6%
<b>Total Revenue</b>	<b>462,529,409</b>	<b>476,396,677</b>	<b>13,867,268</b>	<b>3.0%</b>
<b>Expense:</b> Personnel (net of \$5.3M attrition)	356,748,462	362,190,086	5,441,624	1.5%
Fuel & Electricity	15,122,044	15,341,162	219,118	1.4%
Supplies & Services	31,999,003	33,417,462	1,418,459	4.4%
Travel	4,668,359	4,920,501	252,142	5.4%
Memberships, Contributions & Sponsorships	1,123,242	1,107,351	(15,891)	-1.4%
Maintenance & Alterations	11,935,435	11,653,073	(282,362)	-2.4%
Interest Expense	1,390,267	1,239,890	(150,377)	-10.8%
Depreciation	33,945,343	33,110,943	(834,400)	-2.5%
Other Expenses & Transfers	28,055,885	33,521,270	5,465,385	19.5%
<b>Total Operating Expenses &amp; Transfers</b>	<b>484,988,040</b>	<b>496,501,738</b>	<b>11,513,698</b>	<b>2.4%</b>
<b>Operating Increase (Decrease)</b>	<b>\$ (22,458,631)</b>	<b>\$ (20,105,061)</b>	<b>\$ 2,353,570</b>	<b>-10.5%</b>
<b>Modified Cash Flow:</b> Add back Depreciation	33,945,343	33,110,943	(834,400)	-2.5%
Less Capital Expenditures	(8,455,934)	(12,110,919)	(3,654,985)	43.2%
Less Capital Reserve Funding	(3,249,979)	(1,000,000)	2,249,979	-69.2%
Less Debt Service Principal	(4,252,774)	(5,773,560)	(1,520,786)	35.8%
<b>Net Change Before Other Adj &amp; Transfers</b>	<b>(4,471,975)</b>	<b>(5,878,597)</b>	<b>(1,406,622)</b>	
Transfer from/(to) Budget Stabilization	4,277,470	4,204,608	(72,862)	
<b>Net Change Subtotal</b>	<b>(194,505)</b>	<b>(1,673,989)</b>	<b>(1,479,484)</b>	
Other Strategic Transfers from/(to) Reserves	6,116,261	145,961	(5,970,300)	
<b>Net Change in Cash &amp; Reserve Transfers</b>	<b>\$ 5,921,756</b>	<b>\$ 1,528,028</b>	<b>\$ (7,449,784)</b>	
<b>Net Change after CARES</b>		<b>\$ 465,911</b>		

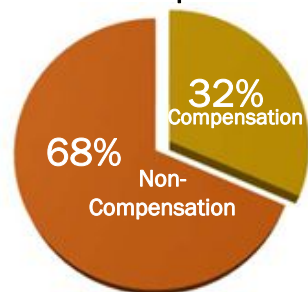


## FY22 Proposed Budget: Auxiliary

### FY22 Revenue



### FY22 Expense

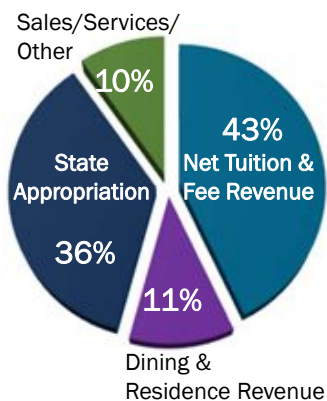


	FY21 Base	FY22 Base	\$ Change	% Change
<b>Revenue:</b> Tuition & Fees	\$ 173,175	\$ 873,175	\$ 700,000	404.2%
Dining	22,303,302	29,116,970	6,813,668	30.6%
Residence	25,922,961	32,607,901	6,684,940	25.8%
Tuition Waivers/Scholarships	(2,482,475)	(2,537,292)	(54,817)	2.2%
Sales/Services/Other	13,664,146	13,077,359	(586,787)	-4.3%
<b>Total Revenue</b>	<b>59,581,109</b>	<b>73,138,113</b>	<b>13,557,004</b>	<b>22.8%</b>
<b>Expense:</b> Personnel Expense	23,214,007	23,569,334	355,327	1.5%
Fuel & Electricity	5,500,894	5,434,242	(66,652)	-1.2%
Supplies & Services	18,092,382	19,880,644	1,788,262	9.9%
Travel	84,211	56,181	(28,030)	-33.3%
Memberships, Contributions & Sponsorships	18,957	18,747	(210)	-1.1%
Maintenance & Alterations	4,005,603	4,061,672	56,069	1.4%
Interest Expense	3,194,793	2,994,902	(199,891)	-6.3%
Depreciation	6,434,198	6,655,351	221,153	3.4%
Other Expenses & Transfers	11,174,430	11,975,587	801,157	7.2%
<b>Total Operating Expenses &amp; Transfers</b>	<b>71,719,475</b>	<b>74,646,660</b>	<b>2,927,185</b>	<b>4.1%</b>
<b>Operating Increase (Decrease)</b>	<b>\$ (12,138,366)</b>	<b>\$ (1,508,547)</b>	<b>\$ 10,629,819</b>	<b>-87.6%</b>
<b>Modified Cash Flow:</b> Add back Depreciation	6,434,198	6,655,351	221,153	3.4%
Less Capital Expenditures	(944,587)	(959,410)	(14,823)	1.6%
Less Capital Reserve Funding	-	(1,000,629)	(1,000,629)	-%
Less Debt Service Principal	(5,210,461)	(5,214,144)	(3,683)	0.1%
<b>Net Change Before Other Adj &amp; Transfers</b>	<b>(11,859,216)</b>	<b>(2,027,379)</b>	<b>9,831,837</b>	
Transfer from/to Budget Stabilization	643,635	-	(643,635)	
Other Strategic Transfers from/(to) Reserves	5,362,282	-	(5,362,282)	
<b>Net Change in Cash &amp; Reserve Transfers</b>	<b>\$ (5,853,299)</b>	<b>\$ (2,027,379)</b>	<b>\$ 3,825,920</b>	
<b>Net Change after CARES</b>		<b>\$ (451,082)</b>		

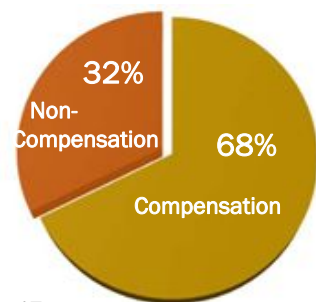


## FY22 Proposed Budget: E&G and Auxiliary

**FY22 Revenue**



**FY22 Expense**



	FY21 Base	FY22 Base	\$ Change	% Change
<b>Revenue:</b> Tuition & Fee	\$ 321,552,342	\$ 329,168,759	\$ 7,616,417	2.4%
Dining	22,303,302	29,116,970	6,813,668	30.6%
Residence	25,922,961	32,607,901	6,684,940	25.8%
Tuition Waivers/Scholarships	(95,082,063)	(92,954,019)	2,128,044	-2.2%
State Appropriation	195,862,398	198,111,388	2,248,990	1.1%
Sales/Services/Auxiliary	51,551,578	53,483,791	1,932,213	3.7%
<b>Total Revenue</b>	<b>522,110,518</b>	<b>549,534,790</b>	<b>27,424,272</b>	<b>5.3%</b>
<b>Expense:</b> Personnel (net of \$5.3M attrition)	379,962,469	385,759,420	5,796,951	1.5%
Fuel & Electricity	20,622,938	20,775,404	152,466	0.7%
Supplies & Services	50,091,385	53,298,106	3,206,721	6.4%
Travel	4,752,570	4,976,682	224,112	4.7%
Memberships, Contributions & Sponsorships	1,142,199	1,126,098	(16,101)	-1.4%
Maintenance & Alterations	15,941,038	15,714,745	(226,293)	-1.4%
Interest Expense	4,585,060	4,234,792	(350,268)	-7.6%
Depreciation	40,379,541	39,766,294	(613,247)	-1.5%
Other Expenses & Transfers:	39,230,315	45,496,857	6,266,542	16.0%
<b>Total Operating Expenses &amp; Transfers</b>	<b>556,707,515</b>	<b>571,148,398</b>	<b>14,440,883</b>	<b>2.6%</b>
<b>Operating Increase (Decrease)</b>	<b>\$ (34,596,997)</b>	<b>\$ (21,613,608)</b>	<b>\$ 12,983,389</b>	<b>-37.5%</b>
<b>Modified Cash Flow:</b> Add back Depreciation	40,379,541	39,766,294	(613,247)	-1.5%
Less Capital Expenditures	(9,400,521)	(13,070,329)	(3,669,808)	39.0%
Less Capital Reserve Funding	(3,249,979)	(2,000,629)	1,249,350	-38.4%
Less Debt Service Principal	(9,463,235)	(10,987,704)	(1,524,469)	16.1%
<b>Net Change Before Other Adj &amp; Transfers</b>	<b>(16,331,191)</b>	<b>(7,905,976)</b>	<b>8,425,215</b>	
Transfer from/(to) Budget Stabilization	4,921,105	4,204,608	(716,497)	
<b>Net Change Subtotal</b>	<b>(11,410,086)</b>	<b>(3,701,368)</b>	<b>7,708,718</b>	
Transfer from/(to) Admin Savings Rsrv	11,478,543	145,961	(11,332,582)	
<b>Net Change in Cash &amp; Reserve Transfers</b>	<b>\$ 68,457</b>	<b>\$ (3,555,407)</b>	<b>\$ (3,623,864)</b>	
<b>Net Change after CARES</b>		<b>\$ 14,829</b>		



## Quasi-Independent State Entities Budget Requirement

- Public Law 2011, Chapter 616 mandates:
  - Board of Trustees approval of the annual budget for travel, meals, and entertainment costs.
  - Board of Trustees approval of the annual budget for contribution expenses – defined by this Public Law as membership dues & fees, gifts, donations, and sponsorships.
  - Periodic reporting of the actual travel and contribution costs by the UMS to the Board of Trustees.
  - Annual reporting to the Legislature by the UMS of contributions made to persons in the preceding year that were greater than \$1,000, and the total contributed to each.

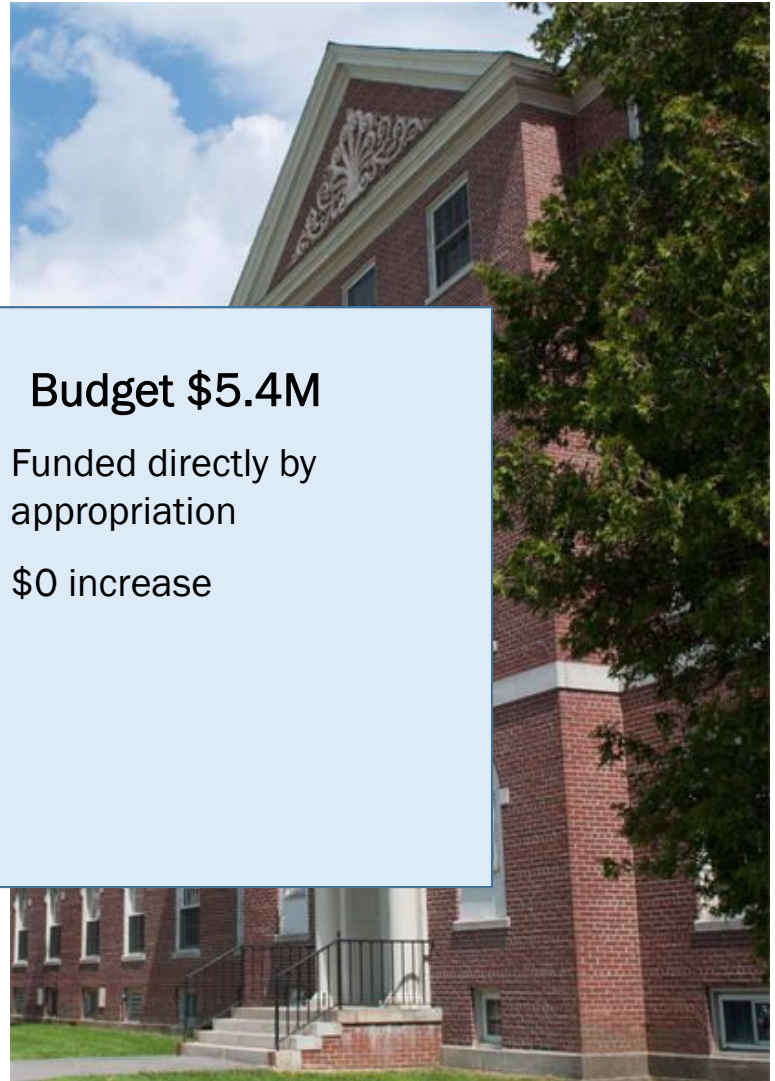
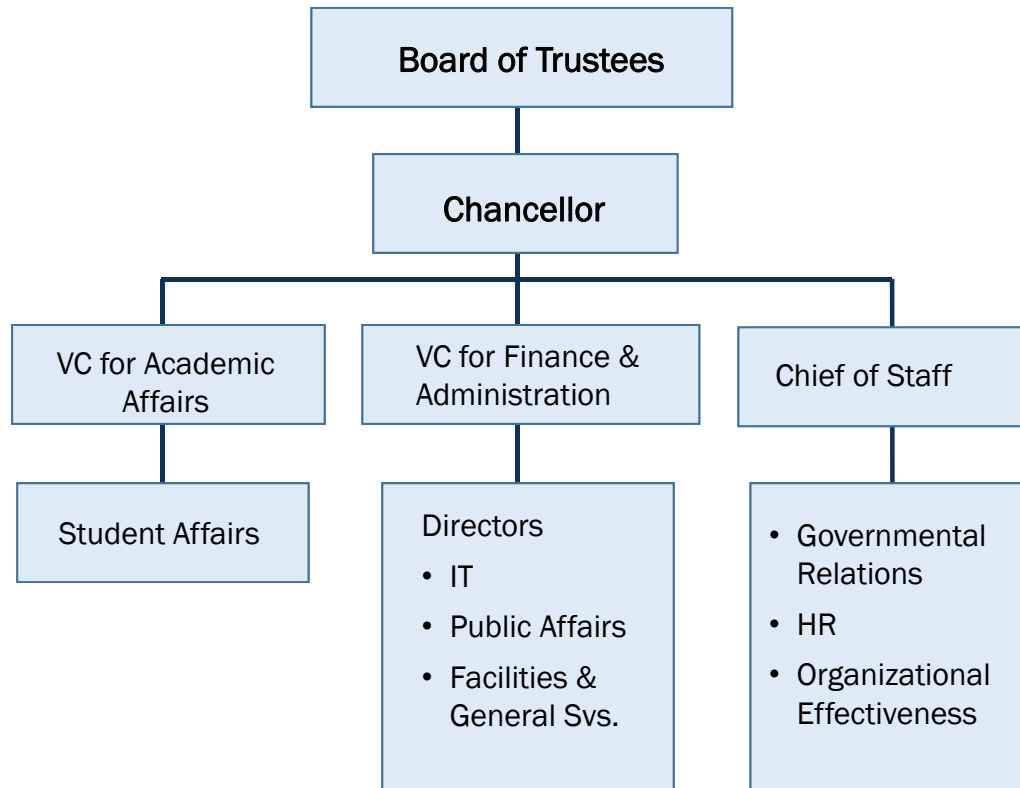
FY22 Budget		(\$000's)
Fund	Travel, Meals, Entertainment	Memberships, Gifts, Donations, & Sponsorships
E&G/Auxiliary	\$4,977	\$ 1,126
Restricted/Other	4,000	550
<b>Total</b>	<b>\$8,977</b>	<b>\$ 1,676</b>

E&G/Auxiliary are included in the proposed operating budgets. Restricted/Other includes grants & contracts, MEIF, Coop. Ext, etc. and is not included in the operating budgets.

- UMS “Use of University funds” policy generally prohibits charitable contributions; Sponsorships which advance the University’s mission are allowed. UMS “Travel & Expense” policy defines what constitutes allowable travel, meals, and entertainment expenses.



## Governance



### Budget \$5.4M

- Funded directly by appropriation
- \$0 increase



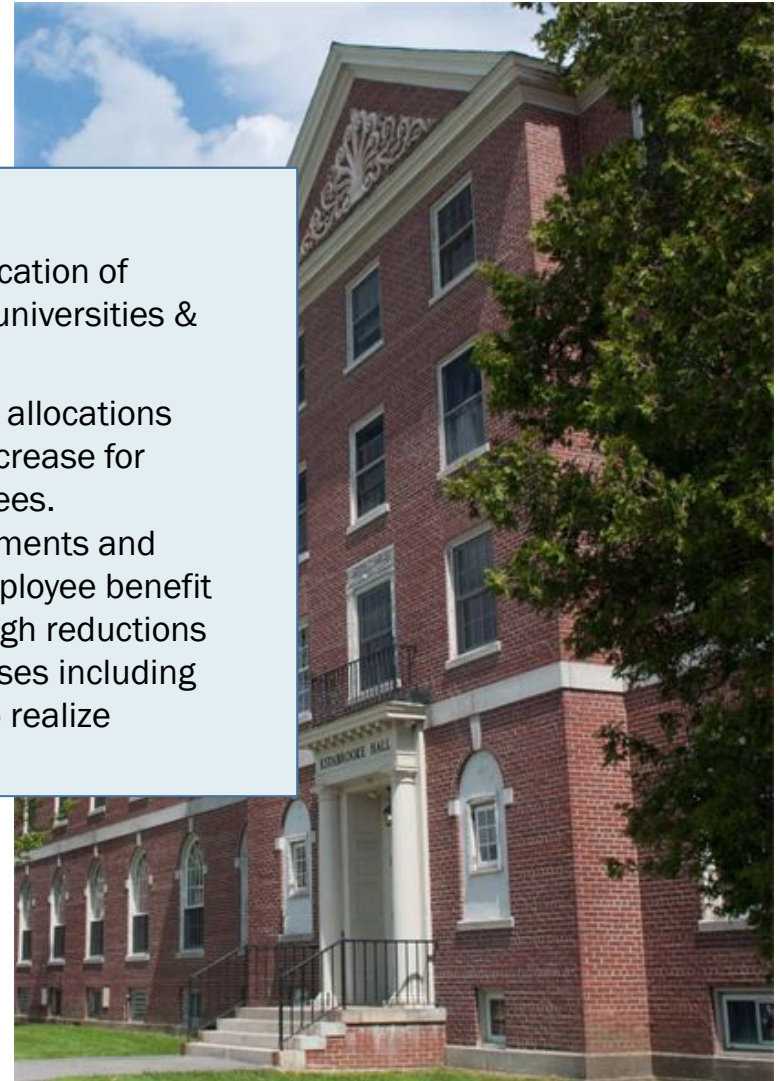


## University Services - Allocated

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

### Budget \$48.7M

- Funded through cost allocation of services provided to the universities & governance
- No increase in FY22 cost allocations except for benefit cost increase for campus services employees.
- Increases for IT enhancements and non-campus services employee benefit costs are mitigated through reductions in travel and other expenses including renegotiated contracts to realize savings.







## Appendix

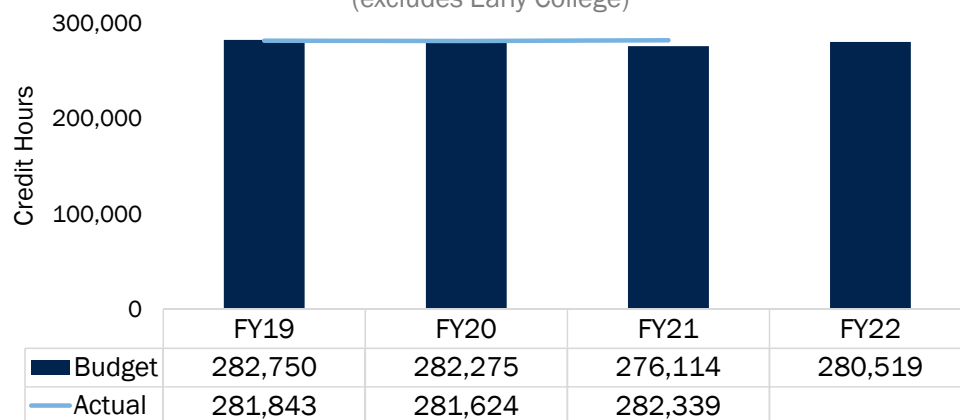
- Detailed Information by Campus for FY22:
  - Enrollment & Residence Hall Occupancy
  - Operating Budgets
  - Enrollment Worksheets
  - Student Cost Report
  - Unrestricted Net Position
  - Campus Profiles
  - Core Financial Ratios



## UMaine Enrollment

### Total Credit Hour Enrollment

(excludes Early College)



### FY22 Enrollment Budget

Budget Actual

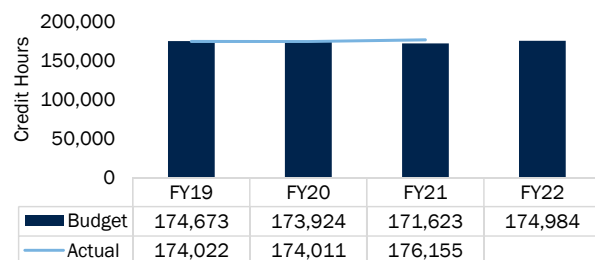


1.6%  
Above  
FY21

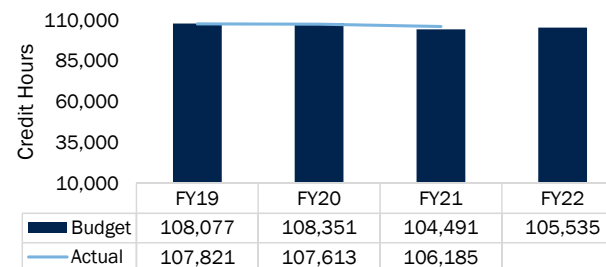
-0.6%  
below  
FY21



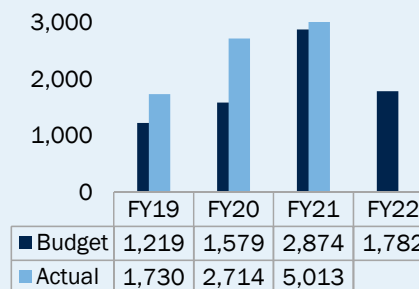
### In-State (excludes EC)



### Out-of-State



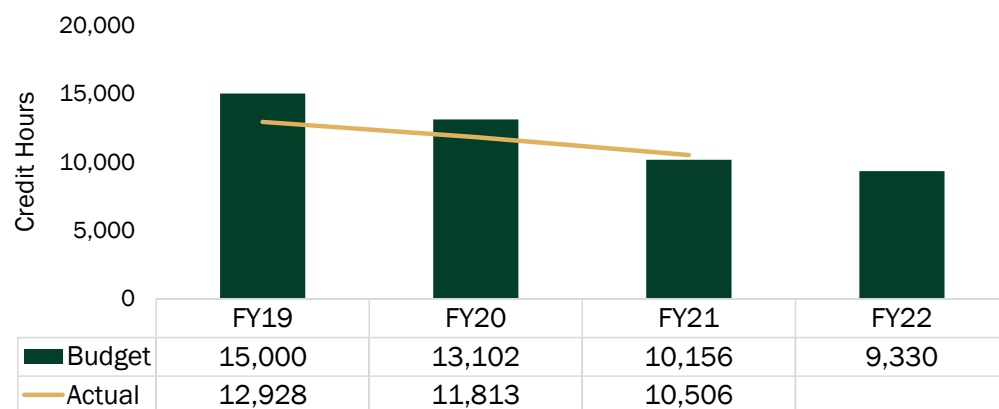
### Early College



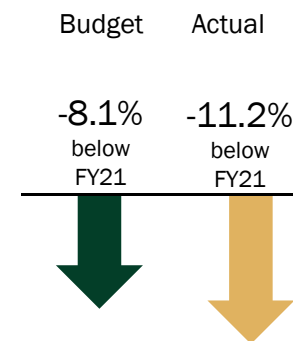


## UMM Enrollment

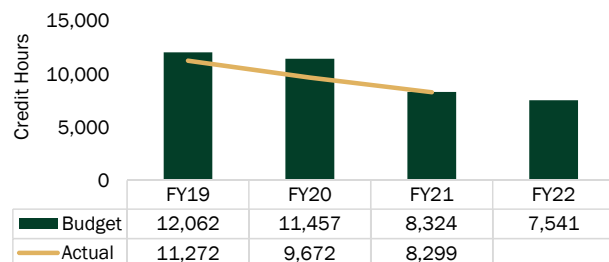
### Total Credit Hour Enrollment (excludes Early College)



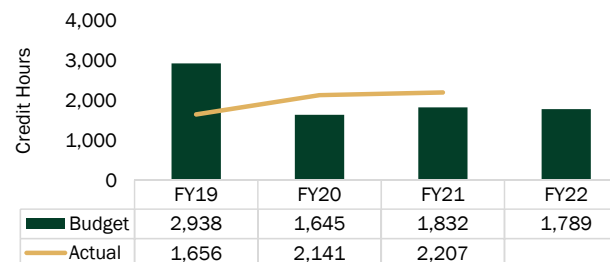
### FY22 Enrollment Budget



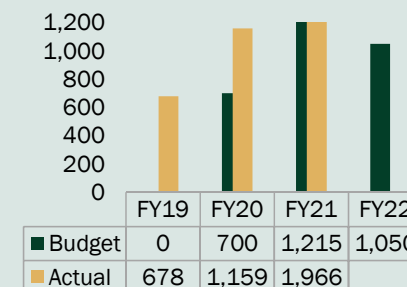
### In-State (excludes EC)



### Out-of-State



### Early College

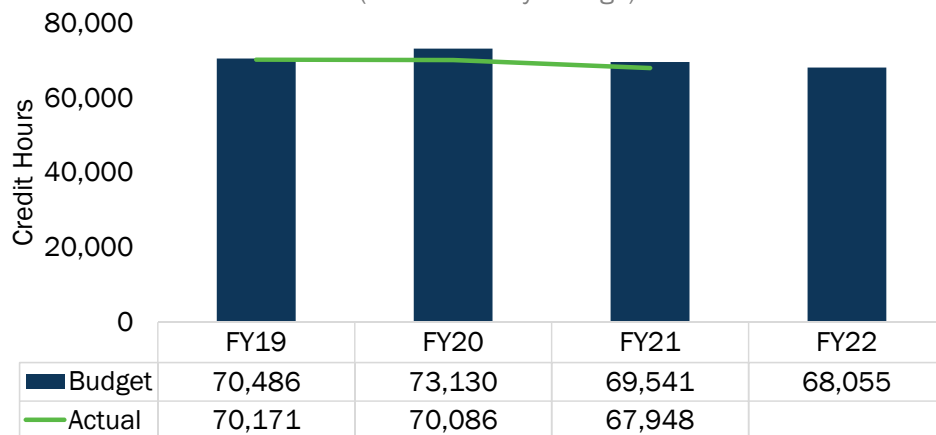




## UMA Enrollment

### Total Credit Hour Enrollment

(excludes Early College)



### FY22 Enrollment Budget

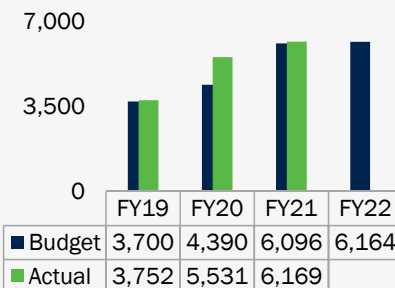
Budget Actual

-2.1%  
below  
FY21

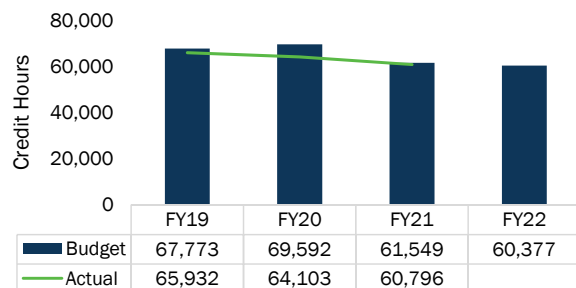
0.2%  
above  
FY21



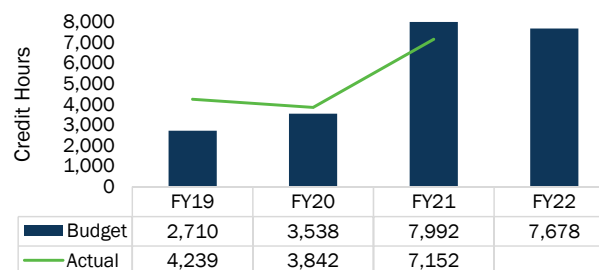
### Early College



### In-State (excludes EC)



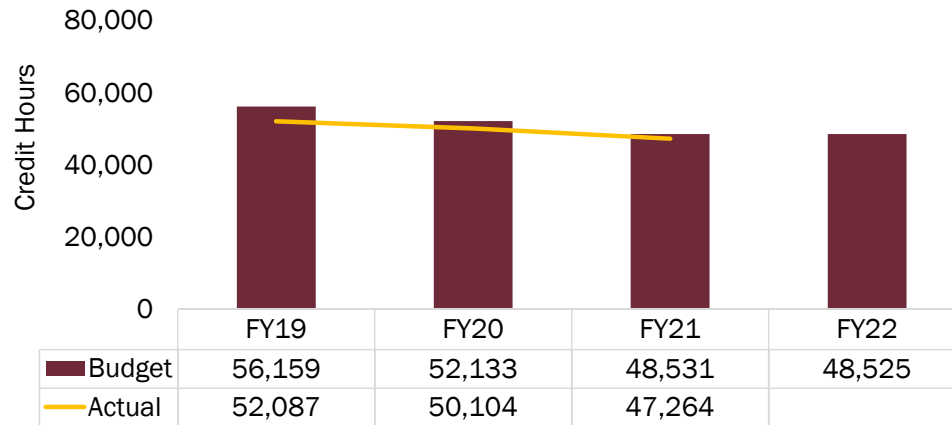
### Out-of-State



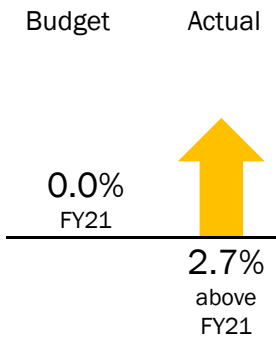


## UMF Enrollment

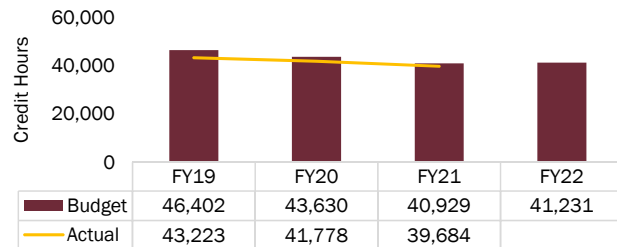
### Total Credit Hour Enrollment (excludes Early College)



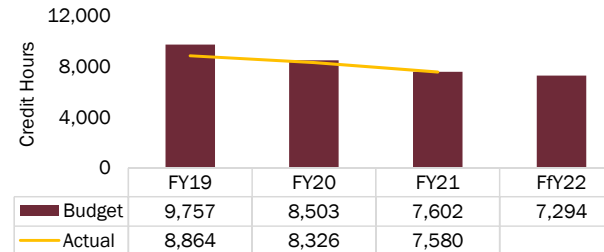
### FY22 Enrollment Budget



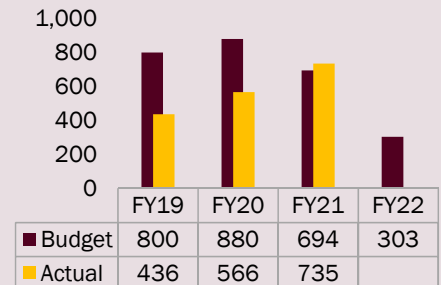
### In-State (excludes EC)



### Out-of-State



### Early College

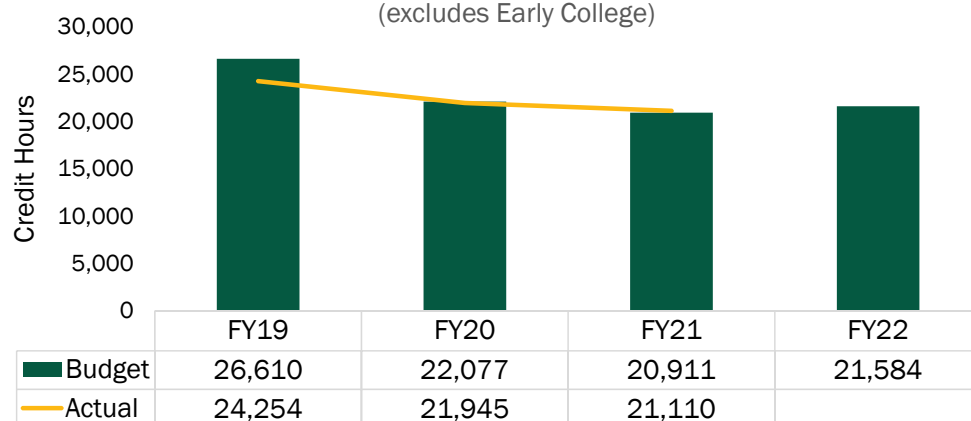




## UMFK Enrollment

### Total Credit Hour Enrollment

(includes Academic Partnership)  
(excludes Early College)



### FY22 Enrollment Budget

Budget

Actual



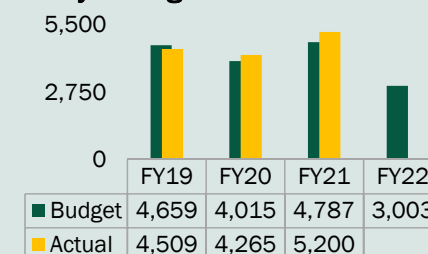
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above  
FY21



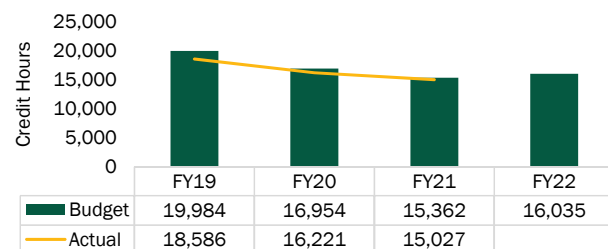
2.2%  
above  
FY21



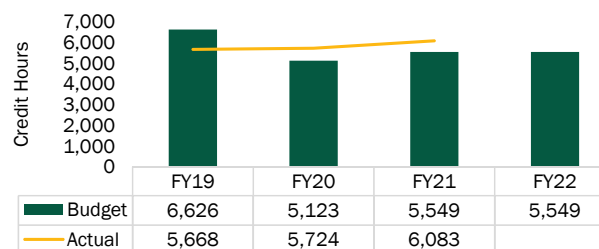
### Early College



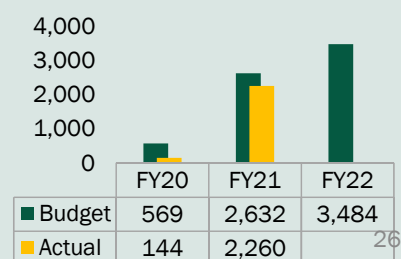
### In-State (excludes EC)



### Out-of-State



### AP



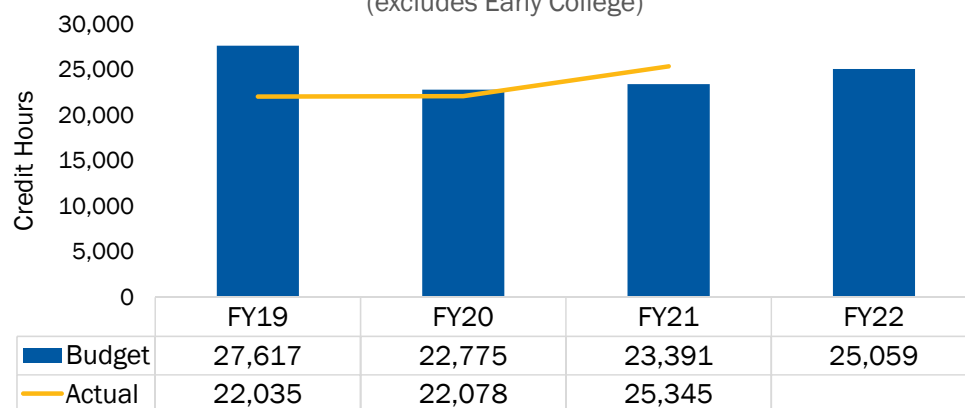




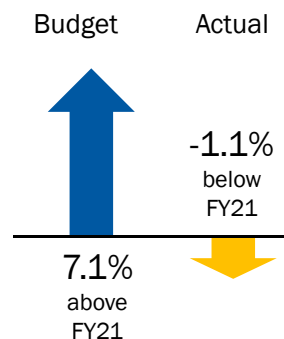
## UMPI Enrollment

### Total Credit Hour Enrollment

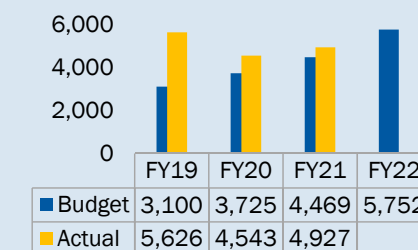
(includes CBE, Academic Partnership)  
(excludes Early College)



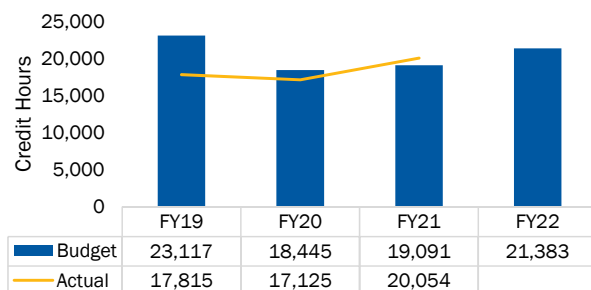
### FY22 Enrollment Budget



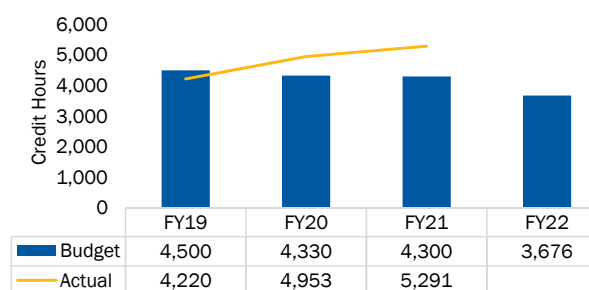
### Early College



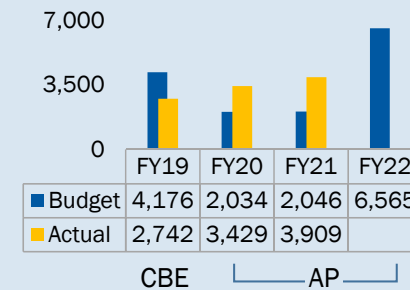
### In-State (excludes EC)



### Out-of-State



### CBE/AP

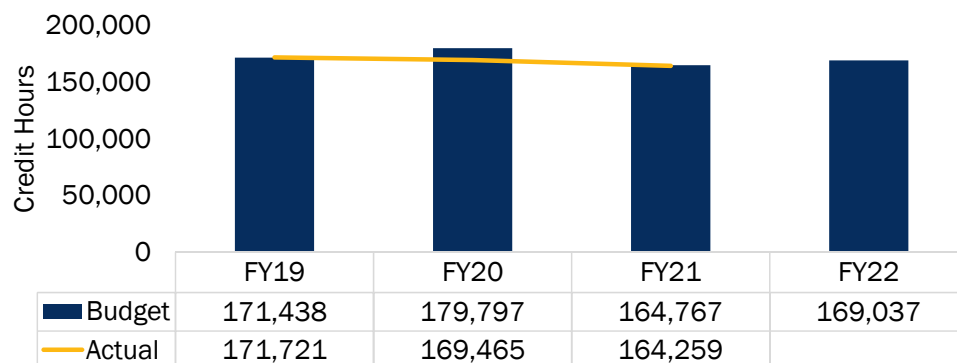




## USM Enrollment

### Total Credit Hour Enrollment

(includes Academic Partnership)  
(excludes Early College)



### FY22 Enrollment Budget

Budget Actual

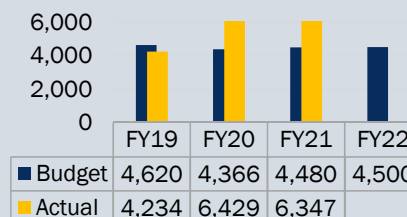


2.6%  
above  
FY21

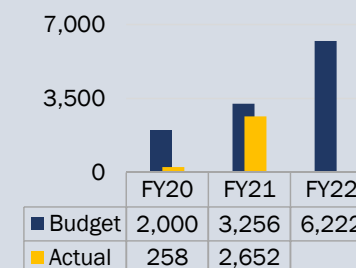
2.9%  
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FY21



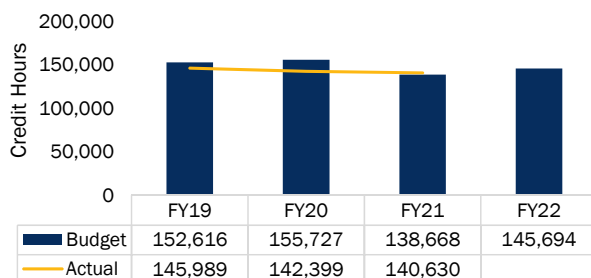
### Early College



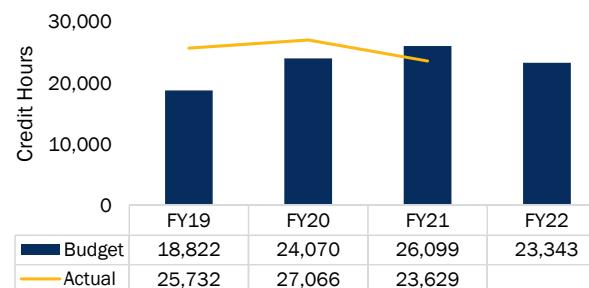
### AP



### In-State (excludes EC)



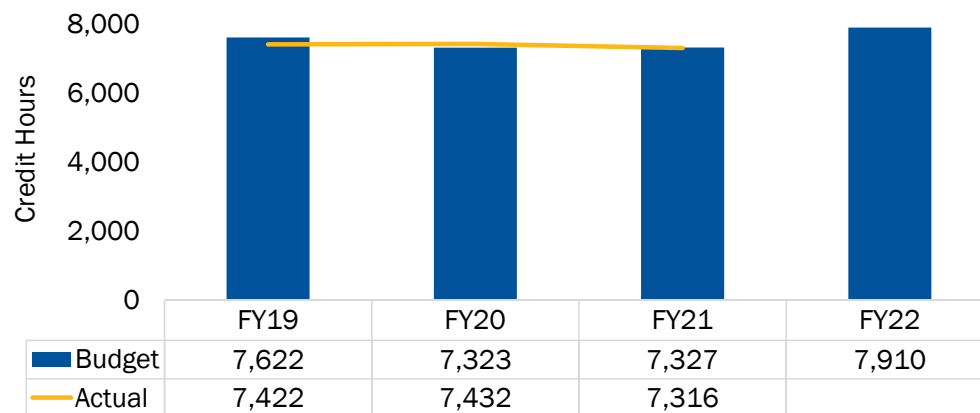
### Out-of-State



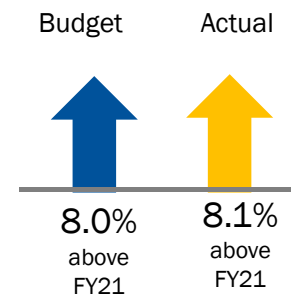


## Maine Law Enrollment

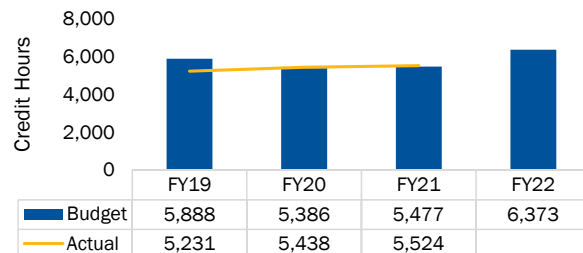
### Total Credit Hour Enrollment



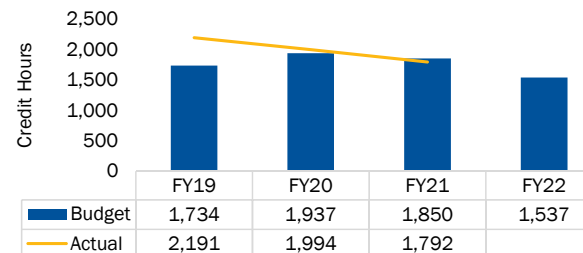
### FY22 Enrollment Budget



### In-State

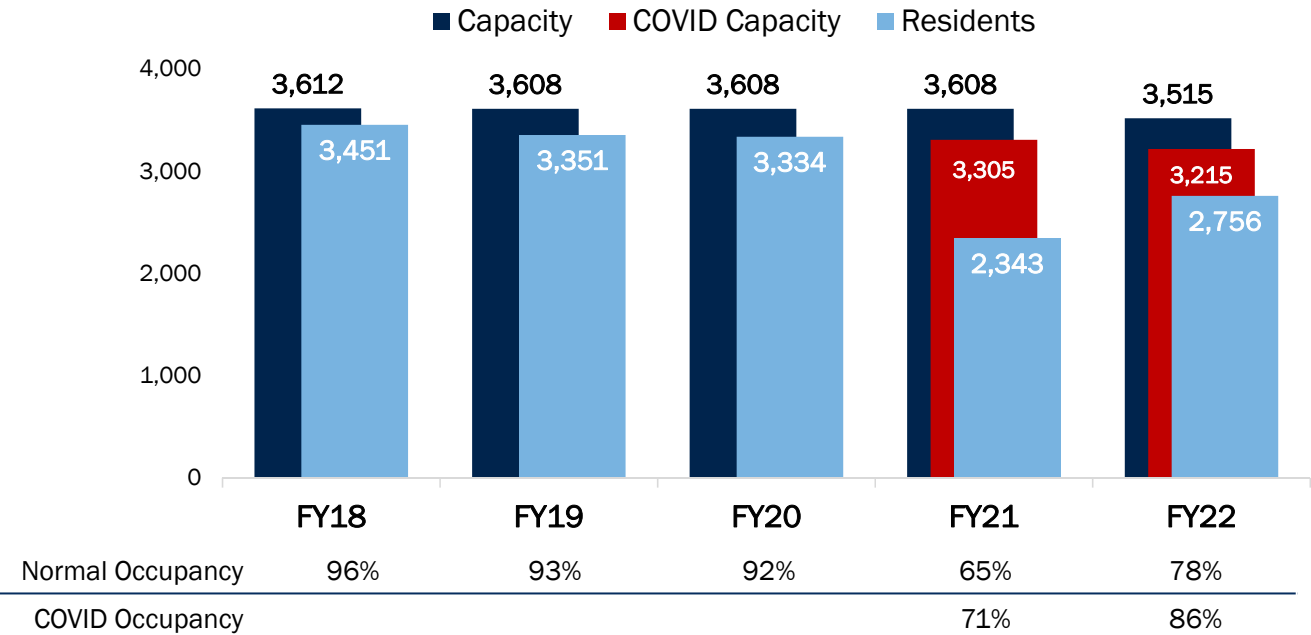


### Out-of-State



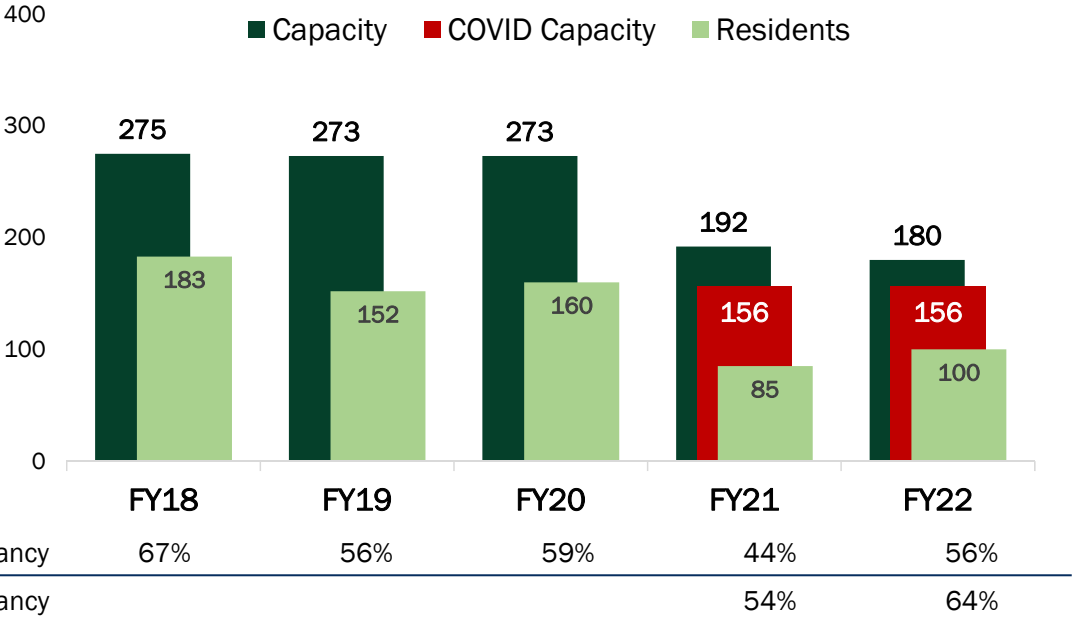


Residence Hall Occupancy (Annual Average)





Residence Hall Occupancy (Annual Average)



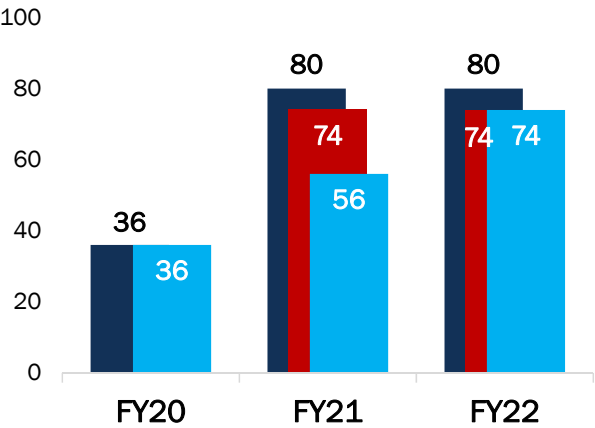




Residence Hall Occupancy (Annual Average)



■ Capacity ■ COVID Capacity ■ Residents



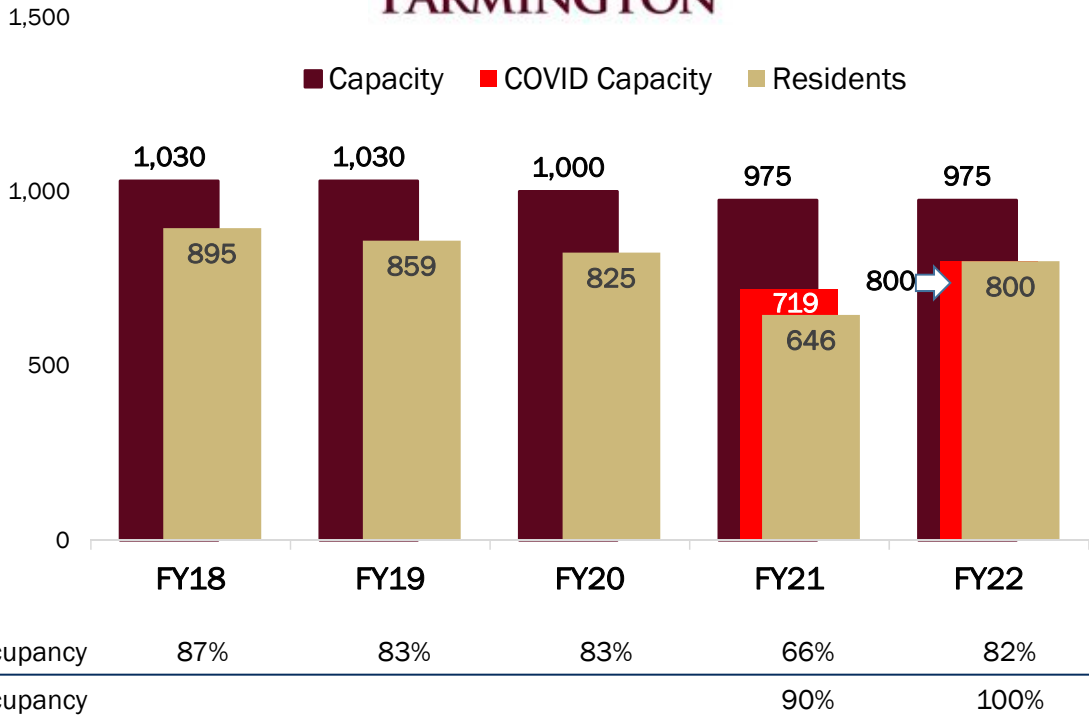
Normal Occupancy	100%	70%	93%
COVID Occupancy		76%	100%





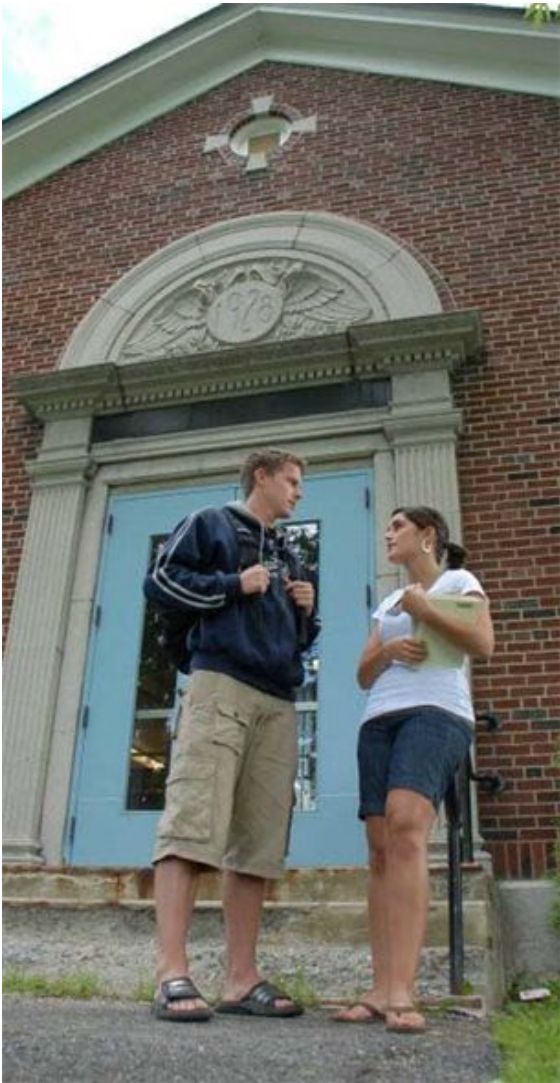
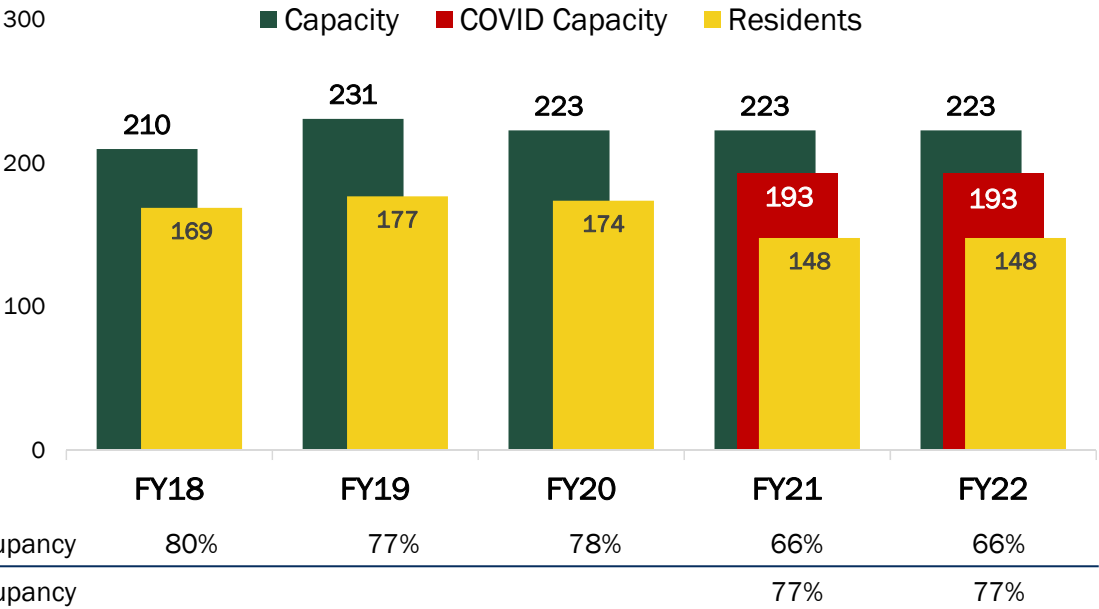


# Residence Hall Occupancy (Annual Average)



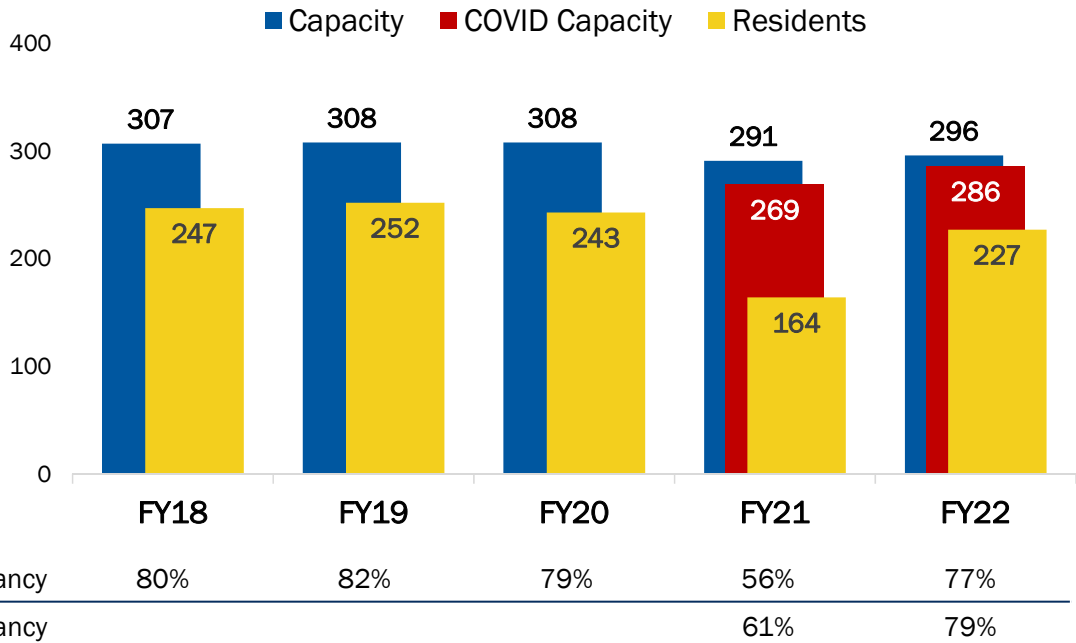


Residence Hall Occupancy (Annual Average)



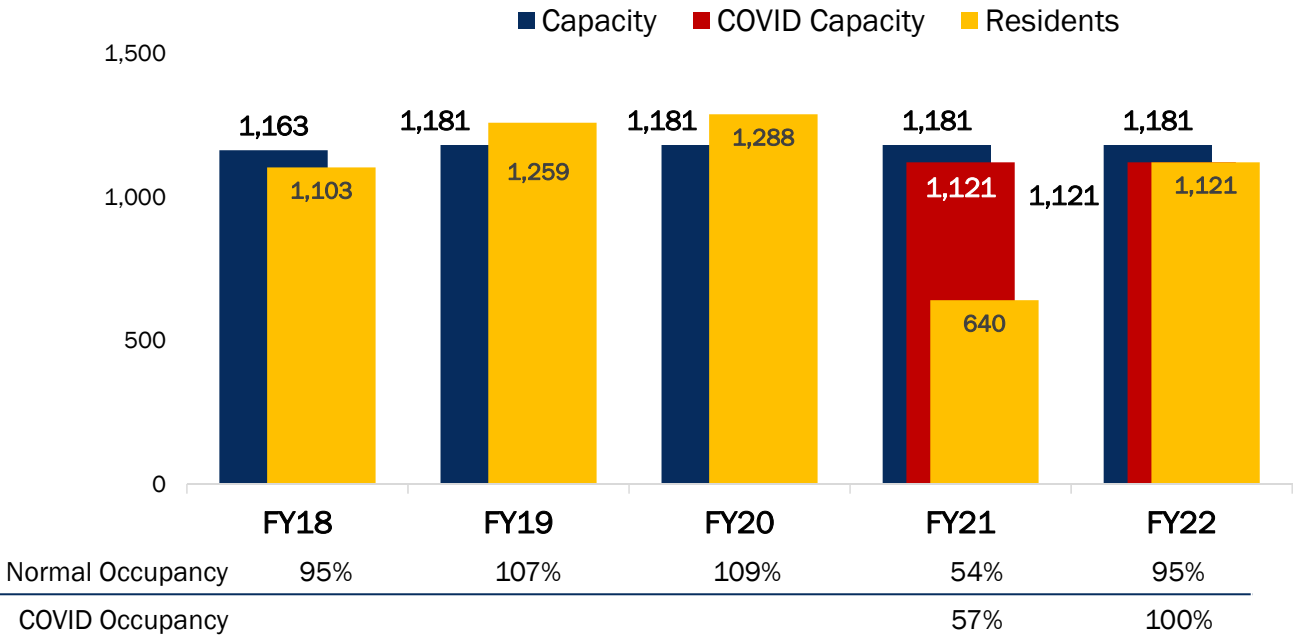


Residence Hall Occupancy (Annual Average)





Residence Hall Occupancy (Annual Average)



# FY22 OPERATING BUDGETS



3/16/21

	TOTAL							
	E&G							
	FY17 ACTUALS	FY18 ACTUALS	FY19 ACTUALS	FY20 ACTUALS	FY21 BUDGET	FY22 BUDGET	BUDGET CHANGE	
<b>Revenues</b>								
Tuition & Fee Revenue	\$ 280,024,068	\$ 299,124,061	\$ 312,243,463	\$ 319,016,811	\$ 321,379,167	\$ 328,295,584	\$ 6,916,417	2.2%
Dining Revenue	4,609	1,614	1,915	(739)	-	-	-	-%
Residence Revenue	10,651	14,359	10,228	9,874	-	-	-	-%
Tuition Waivers/Scholarships	(67,944,934)	(80,737,436)	(87,682,269)	(95,303,121)	(92,599,588)	(90,416,727)	2,182,861	-2.4%
Net Student Charges Revenue	212,094,394	218,402,598	224,573,338	223,722,825	228,779,579	237,878,857	9,099,278	4.0%
State Appropriation	189,670,534	188,920,534	188,920,534	197,899,372	195,862,398	198,111,388	2,248,990	1.1%
Indirect Cost Recovery	12,355,375	12,277,559	13,595,333	14,680,200	14,126,362	16,124,819	1,998,457	14.1%
Investment Income/Gifts	10,475,233	7,005,550	11,694,013	9,278,280	4,400,115	3,800,999	(599,116)	-13.6%
Sales/Services/Auxiliary	23,524,325	23,738,945	23,086,426	19,101,027	19,360,955	20,480,614	1,119,659	5.8%
<b>Total Revenue</b>	<b>448,119,869</b>	<b>450,345,186</b>	<b>461,869,643</b>	<b>464,681,704</b>	<b>462,529,409</b>	<b>476,396,677</b>	<b>13,867,268</b>	<b>3.0%</b>
<b>Expenses</b>								
Salaries & Wages	\$217,545,242	\$224,400,522	\$231,607,838	\$238,280,079	\$248,903,515	\$244,245,385	(\$4,658,130)	-1.9%
Attrition (Salary Only)	-	-	-	-	(4,304,609)	(3,443,614)	860,995	-20.0%
Employee Benefits Including Attrition	96,160,506	100,079,279	104,223,963	107,409,277	112,149,556	121,388,315	9,238,759	8.2%
Pandemic Pay	-	-	-	1,487,858	-	-	-	-%
Personnel	313,705,749	324,479,801	335,831,801	347,177,214	356,748,462	362,190,086	5,441,624	1.5%
Other Expenses & Transfers:								
Fuel & Electricity	13,425,125	13,529,287	14,299,233	12,492,563	15,122,044	15,341,162	219,118	1.4%
Supplies & Services	31,155,067	32,951,197	34,300,921	33,987,849	32,056,341	33,329,315	1,272,974	4.0%
Shared Services	(59,908)	(29,905)	(4,115)	(4,838)	(57,338)	88,147	145,485	-253.7%
Travel	6,985,290	6,833,355	8,080,413	5,587,554	4,668,359	4,920,501	252,142	5.4%
Memberships, Contributions & Sponsorships	1,413,096	1,311,537	1,437,786	1,098,283	1,123,242	1,107,351	(15,891)	-1.4%
Maintenance & Alterations	12,415,256	12,882,090	12,744,534	12,062,682	11,935,435	11,653,073	(282,362)	-2.4%
Interest	2,069,763	1,760,344	1,711,106	1,532,721	1,390,267	1,239,890	(150,377)	-10.8%
Depreciation	28,973,453	32,128,069	33,121,470	32,866,002	33,945,343	33,110,943	(834,400)	-2.5%
Other Expenses & Transfers	30,334,983	30,499,904	27,992,658	21,694,065	27,301,083	33,059,936	5,758,853	21.1%
Unassigned Budget	376	17,189	5,005	5,334	754,802	461,334	(293,468)	-38.9%
<b>Total Other Expenses &amp; Transfers</b>	<b>126,826,183</b>	<b>125,567,762</b>	<b>135,120,193</b>	<b>109,225,931</b>	<b>128,239,578</b>	<b>134,311,652</b>	<b>6,072,074</b>	<b>4.7%</b>
<b>Total Operating Expenses &amp; Transfers</b>	<b>440,531,932</b>	<b>450,047,563</b>	<b>470,951,994</b>	<b>456,403,145</b>	<b>484,988,040</b>	<b>496,501,738</b>	<b>11,513,698</b>	<b>2.4%</b>
<b>Operating Increase (Decrease)</b>	<b>\$ 7,587,938</b>	<b>\$ 297,622</b>	<b>\$ (9,082,351)</b>	<b>\$ 8,278,559</b>	<b>\$ (22,458,631)</b>	<b>\$ (20,105,061)</b>	<b>\$ 2,353,570</b>	<b>-10.5%</b>
<b>Modified Cash Flow</b>								
Operating Increase (Decrease)	\$ 7,587,938	\$ 297,622	\$ (9,082,351)	\$ 8,278,559	\$ (22,458,631)	\$ (20,105,061)	\$ 2,353,570	-10.5%
Add Back Depreciation	28,973,453	32,128,069	33,121,470	32,866,002	33,945,343	33,110,943	(834,400)	-2.5%
Less Capital Expenditures	(12,511,773)	(8,468,070)	(7,817,931)	(8,557,236)	(8,455,934)	(12,110,919)	(3,654,985)	43.2%
Less Capital Reserve Funding	(3,337,729)	(5,017,317)	(6,767,182)	-	(3,249,979)	(1,000,000)	2,249,979	-69.2%
Less Debt Service Principal	(4,908,690)	(4,974,456)	(4,215,513)	(4,168,229)	(4,252,774)	(5,773,560)	(1,520,786)	35.8%
<b>Net Change Before Other Adjustments &amp; Transfers</b>	<b>15,803,198</b>	<b>13,965,848</b>	<b>5,238,494</b>	<b>28,419,096</b>	<b>(4,471,975)</b>	<b>(5,878,597)</b>	<b>(1,406,622)</b>	
Transfer from/(to) Administrative Savings Rsrv	(2,792,912)	(2,558,792)	(2,638,839)	(2,530,716)	-	-	-	
Transfer from/(to) Budget Stabilization	300,000	(1,724,680)	202,546	860,760	4,277,470	4,204,608	(72,862)	
<b>Net Change Subtotal</b>	<b>13,310,287</b>	<b>9,682,376</b>	<b>2,802,201</b>	<b>26,749,140</b>	<b>(194,505)</b>	<b>(1,673,989)</b>	<b>(1,479,484)</b>	
Other Strategic Transfers from/(to) Reserves	(5,488,601)	(5,400,949)	3,959,603	(11,752,808)	6,116,261	145,961	(5,970,300)	
<b>Net Change in Cash &amp; Reserve Transfers</b>	<b>\$ 7,821,685</b>	<b>\$ 4,281,426</b>	<b>\$ 6,761,804</b>	<b>\$ 14,996,332</b>	<b>\$ 5,921,756</b>	<b>\$ (1,528,028)</b>	<b>\$ (7,449,784)</b>	



3/11/21

	TOTAL						3/11/21	
			Auxiliary					
	FY17 ACTUALS	FY18 ACTUALS	FY19 ACTUALS	FY20 ACTUALS	FY21 BUDGET	FY22 BUDGET	BUDGET CHANGE	
<b>Revenues</b>								
Tuition & Fee Revenue	\$ 1,126,277	\$ 1,133,614	\$ 1,130,062	\$ 1,053,562	\$ 173,175	\$ 873,175	\$ 700,000	404.2%
Dining Revenue	28,792,734	29,577,135	31,051,752	25,360,470	22,303,302	29,116,970	6,813,668	30.6%
Residence Revenue	33,413,858	34,249,346	34,420,322	34,334,542	25,922,961	32,607,901	6,684,940	25.8%
Tuition Waivers/Scholarships	(2,346,459)	(2,594,361)	(2,333,667)	(2,268,624)	(2,482,475)	(2,537,292)	(54,817)	2.2%
Net Student Charges Revenue	60,986,409	62,365,734	64,268,469	58,479,949	45,916,963	60,060,754	14,143,791	30.8%
State Appropriation	-	-	-	-	-	-	-	-%
Indirect Cost Recovery	-	-	-	-	-	-	-	-%
Investment Income/Gifts	-	-	-	-	-	-	-	-%
Sales/Services/Auxiliary	18,004,628	17,045,583	16,744,889	14,242,832	13,664,146	13,077,359	(586,787)	-4.3%
<b>Total Revenue</b>	<b>78,991,037</b>	<b>79,411,316</b>	<b>81,013,358</b>	<b>72,722,781</b>	<b>59,581,109</b>	<b>73,138,113</b>	<b>13,557,004</b>	<b>22.8%</b>
<b>Expenses</b>								
Salaries & Wages	\$14,599,534	\$14,949,001	\$15,628,775	\$14,570,859	\$15,922,531	\$15,426,983	(\$495,548)	-3.1%
Attrition (Salary Only)	-	-	-	-	(98,035)	-	98,035	-100.0%
Employee Benefits Including Attrition	6,336,886	6,667,271	6,903,775	6,472,576	7,389,511	8,142,351	752,840	10.2%
Pandemic Pay	-	-	-	826,714	-	-	-	-%
Personnel	20,936,420	21,616,272	22,532,550	21,870,149	23,214,007	23,569,334	355,327	1.5%
Other Expenses & Transfers:								
Fuel & Electricity	5,668,679	5,706,171	6,263,138	5,538,221	5,500,894	5,434,242	(66,652)	-1.2%
Supplies & Services	23,641,250	23,191,009	23,885,188	20,935,335	18,092,382	19,880,644	1,788,262	9.9%
Shared Services	-	-	-	-	-	-	-	-%
Travel	123,626	129,660	190,582	173,049	84,211	56,181	(28,030)	-33.3%
Memberships, Contributions & Sponsorships	20,357	17,449	21,257	13,295	18,957	18,747	(210)	-1.1%
Maintenance & Alterations	4,655,737	4,409,689	4,862,301	3,926,960	4,005,603	4,061,672	56,069	1.4%
Interest	4,154,325	3,922,381	3,700,111	3,466,453	3,194,793	2,994,902	(199,891)	-6.3%
Depreciation	5,243,267	5,660,872	5,991,956	6,320,307	6,434,198	6,655,351	221,153	3.4%
Other Expenses & Transfers	10,523,963	10,381,614	10,117,563	16,012,000	11,143,690	11,944,847	801,157	7.2%
Unassigned Budget	-	-	-	-	30,740	30,740	-	0.0%
<b>Total Other Expenses &amp; Transfers</b>	<b>54,031,204</b>	<b>53,418,844</b>	<b>55,032,098</b>	<b>56,385,619</b>	<b>48,505,468</b>	<b>51,077,326</b>	<b>2,571,858</b>	<b>5.3%</b>
<b>Total Operating Expenses &amp; Transfers</b>	<b>74,967,624</b>	<b>75,035,116</b>	<b>77,564,648</b>	<b>78,255,768</b>	<b>71,719,475</b>	<b>74,646,660</b>	<b>2,927,185</b>	<b>4.1%</b>
<b>Operating Increase (Decrease)</b>	<b>\$ 4,023,412</b>	<b>\$ 4,376,201</b>	<b>\$ 3,448,710</b>	<b>\$ (5,532,987)</b>	<b>\$ (12,138,366)</b>	<b>\$ (1,508,547)</b>	<b>\$ 10,629,819</b>	<b>-87.6%</b>
<b>Modified Cash Flow</b>								
Operating Increase (Decrease)	\$ 4,023,412	\$ 4,376,201	\$ 3,448,710	\$ (5,532,987)	\$ (12,138,366)	\$ (1,508,547)	\$ 10,629,819	-87.6%
Add Back Depreciation	5,243,267	5,660,872	5,991,956	6,320,307	6,434,198	6,655,351	221,153	3.4%
Less Capital Expenditures	(1,391,717)	(2,010,486)	(3,079,073)	(1,007,950)	(944,587)	(959,410)	(14,823)	1.6%
Less Capital Reserve Funding	(1,538,075)	(1,504,056)	(519,100)	-	-	(1,000,629)	(1,000,629)	-%
Less Debt Service Principal	(4,955,928)	(5,162,411)	(5,450,898)	(5,901,036)	(5,210,461)	(5,214,144)	(3,683)	0.1%
<b>Net Change Before Other Adjustments &amp; Transfers</b>	<b>1,380,960</b>	<b>1,360,120</b>	<b>391,596</b>	<b>(6,121,666)</b>	<b>(11,859,216)</b>	<b>(2,027,379)</b>	<b>9,831,837</b>	
Transfer from/(to) Administrative Savings Rsrv	-	-	-	-	-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-	-	643,635	-	(643,635)	
<b>Net Change Subtotal</b>	<b>1,380,960</b>	<b>1,360,120</b>	<b>391,596</b>	<b>(6,121,666)</b>	<b>(11,215,581)</b>	<b>(2,027,379)</b>	<b>9,188,202</b>	
Other Strategic Transfers from/(to) Reserves	20,560	-	-	(150,000)	5,362,282	-	(5,362,282)	
<b>Net Change in Cash &amp; Reserve Transfers</b>	<b>\$ 1,401,520</b>	<b>\$ 1,360,120</b>	<b>\$ 391,596</b>	<b>\$ (6,271,666)</b>	<b>\$ (5,853,299)</b>	<b>\$ (2,027,379)</b>	<b>\$ 3,825,920</b>	

3/16/21

	TOTAL					3/16/21		
	E&G and Auxiliary							
	FY17 ACTUALS	FY18 ACTUALS	FY19 ACTUALS	FY20 ACTUALS	FY21 BUDGET	FY22 BUDGET	BUDGET CHANGE	
<u>Revenues</u>								
Tuition & Fee Revenue	\$ 281,150,344	\$ 300,257,675	\$ 313,373,526	\$ 320,070,373	\$ 321,552,342	\$ 329,168,759	\$ 7,616,417	2.4%
Dining Revenue	28,797,343	29,578,749	31,053,667	25,359,731	22,303,302	29,116,970	6,813,668	30.6%
Residence Revenue	33,424,509	34,263,705	34,430,550	34,344,416	25,922,961	32,607,901	6,684,940	25.8%
Tuition Waivers/Scholarships	(70,291,394)	(83,331,797)	(90,015,936)	(97,571,746)	(95,082,063)	(92,954,019)	2,128,044	-2.2%
Net Student Charges Revenue	273,080,802	280,768,332	288,841,807	282,202,774	274,696,542	297,939,611	23,243,069	8.5%
State Appropriation	189,670,534	188,920,534	188,920,534	197,899,372	195,862,398	198,111,388	2,248,990	1.1%
Indirect Cost Recovery	12,355,375	12,277,559	13,595,333	14,680,200	14,126,362	16,124,819	1,998,457	14.1%
Investment Income/Gifts	10,475,233	7,005,550	11,694,013	9,278,280	4,400,115	3,800,999	(599,116)	-13.6%
Sales/Services/Auxiliary	41,528,952	40,784,528	39,831,314	33,343,859	33,025,101	33,557,973	532,872	1.6%
Total Revenue	527,110,906	529,756,502	542,883,001	537,404,485	522,110,518	549,534,790	27,424,271	5.3%
<u>Expenses</u>								
Salaries & Wages	\$232,144,776	\$239,349,524	\$247,236,613	\$252,850,938	\$264,826,046	\$259,672,368	(\$5,153,678)	-1.9%
Attrition (Salary Only)	-	-	-	-	(4,402,644)	(3,443,614)	959,030	-21.8%
Employee Benefits Including Attrition	102,497,392	106,746,550	111,127,738	113,881,853	119,539,067	129,530,666	9,991,599	8.4%
Pandemic Pay	-	-	-	2,314,572	-	-	-	-%
Personnel	334,642,169	346,096,073	358,364,350	369,047,363	379,962,469	385,759,420	5,796,951	1.5%
Other Expenses & Transfers:								
Fuel & Electricity	19,093,804	19,235,457	20,562,372	18,030,785	20,622,938	20,775,404	152,466	0.7%
Supplies & Services	54,796,317	56,142,206	58,186,110	54,923,184	50,148,723	53,209,959	3,061,236	6.1%
Shared Services	(59,908)	(29,905)	(4,115)	(4,838)	(57,338)	88,147	145,485	-253.7%
Travel	7,108,916	6,963,015	8,270,996	5,760,603	4,752,570	4,976,682	224,112	4.7%
Memberships, Contributions & Sponsorships	1,433,453	1,328,987	1,459,043	1,111,577	1,142,199	1,126,098	(16,101)	-1.4%
Maintenance & Alterations	17,070,994	17,291,778	17,606,835	15,989,642	15,941,038	15,714,745	(226,293)	-1.4%
Interest	6,224,088	5,682,725	5,411,217	4,999,173	4,585,060	4,234,792	(350,268)	-7.6%
Depreciation	34,216,720	37,788,941	39,113,426	39,186,310	40,379,541	39,766,294	(613,247)	-1.5%
Other Expenses & Transfers	40,858,946	40,881,518	38,110,222	37,706,065	38,444,773	45,004,783	6,560,010	17.1%
Unassigned Budget	376	17,189	5,005	5,334	785,542	492,074	(293,468)	-37.4%
Total Other Expenses & Transfers	180,857,388	178,986,606	190,152,291	165,611,551	176,745,046	185,388,978	8,643,932	4.9%
Total Operating Expenses & Transfers	515,499,556	525,082,679	548,516,641	534,658,914	556,707,515	571,148,398	14,440,883	2.6%
Operating Increase (Decrease)	\$ 11,611,350	\$ 4,673,823	\$ (5,633,641)	\$ 2,745,571	\$ (34,596,997)	\$ (21,613,608)	\$ 12,983,389	-37.5%
<u>Modified Cash Flow</u>								
Operating Increase (Decrease)	\$ 11,611,350	\$ 4,673,823	\$ (5,633,641)	\$ 2,745,571	\$ (34,596,997)	\$ (21,613,608)	\$ 12,983,389	-37.5%
Add Back Depreciation	34,216,720	37,788,941	39,113,426	39,186,310	40,379,541	39,766,294	(613,247)	-1.5%
Less Capital Expenditures	(13,903,490)	(10,478,556)	(10,897,004)	(9,565,186)	(9,400,521)	(13,070,329)	(3,669,808)	39.0%
Less Capital Reserve Funding	(4,875,804)	(6,521,373)	(7,286,282)	-	(3,249,979)	(2,000,629)	1,249,350	-38.4%
Less Debt Service Principal	(9,864,618)	(10,136,867)	(9,666,410)	(10,069,265)	(9,463,235)	(10,987,704)	(1,524,469)	16.1%
Net Change Before Other Adjustments & Transfers	17,184,158	15,325,968	5,630,090	22,297,430	(16,331,191)	(7,905,976)	8,425,215	
Transfer from/(to) Administrative Savings Rsrv	(2,792,912)	(2,558,792)	(2,638,839)	(2,530,716)	-	-	-	
Transfer from/(to) Budget Stabilization	300,000	(1,724,680)	202,546	860,760	4,921,105	4,204,608	(716,497)	
Net Change Subtotal	14,691,247	11,042,496	3,193,797	20,627,473	(11,410,086)	(3,701,368)	7,708,718	
Other Strategic Transfers from/(to) Reserves	(5,468,041)	(5,400,949)	3,959,603	(11,902,808)	11,478,543	145,961	(11,332,582)	
Net Change in Cash & Reserve Transfers	\$ 9,223,206	\$ 5,641,546	\$ 7,153,400	\$ 8,724,666	\$ 68,457	\$ (3,555,407)	\$ (3,623,864)	

## University of Maine (incl UMM)

3/9/21

	E&G							
	FY17 ACTUALS	FY18 ACTUALS	FY19 ACTUALS	FY20 ACTUALS	FY21 BUDGET	FY22 BUDGET	BUDGET CHANGE	
<b>Revenues</b>								
Tuition & Fee Revenue	\$ 155,996,402	\$ 169,109,748	\$ 176,767,390	\$ 180,746,515	\$ 182,190,170	\$ 189,427,726	\$ 7,237,556	4.0%
Dining Revenue	1,368	1,614	1,915	-	-	-	-	-%
Residence Revenue	-	-	-	-	-	-	-	-%
Tuition Waivers/Scholarships	(45,076,516)	(52,842,062)	(57,039,355)	(63,005,894)	(62,824,919)	(62,524,919)	300,000	-0.5%
Net Student Charges Revenue	110,921,254	116,269,299	119,729,950	117,740,622	119,365,251	126,902,807	7,537,556	6.3%
State Appropriation	87,380,069	89,106,776	88,797,945	89,437,962	89,426,672	89,876,052	449,380	0.5%
Indirect Cost Recovery	8,152,804	8,271,101	9,691,701	10,612,907	9,831,276	11,831,276	2,000,000	20.3%
Investment Income/Gifts	946,066	934,075	937,325	940,988	953,043	953,043	-	0.0%
Sales/Services/Auxiliary	16,563,829	16,853,103	15,997,205	12,907,520	14,652,571	14,652,571	-	0.0%
<b>Total Revenue</b>	<b>223,964,022</b>	<b>231,434,354</b>	<b>235,154,126</b>	<b>231,639,998</b>	<b>234,228,813</b>	<b>244,215,749</b>	<b>9,986,936</b>	<b>4.3%</b>
<b>Expenses</b>								
Salaries & Wages	\$96,397,004	\$99,192,899	\$101,956,763	\$104,606,403	\$106,346,104	\$101,392,718	(\$4,953,386)	-4.7%
Attrition (Salary Only)	-	-	-	-	-	-	-	-%
Employee Benefits Including Attrition	41,713,659	43,329,140	45,054,818	46,118,983	48,246,936	54,752,068	6,505,132	13.5%
Pandemic Pay	-	-	-	778,489	-	-	-	-%
Personnel	138,110,663	142,522,039	147,011,581	151,503,874	154,593,040	156,144,786	1,551,746	1.0%
Other Expenses & Transfers:								
Fuel & Electricity	8,938,623	8,604,470	9,371,646	8,096,226	10,276,753	10,340,019	63,266	0.6%
Supplies & Services	16,459,845	18,065,379	18,417,971	17,351,210	15,581,732	15,424,330	(157,402)	-1.0%
Shared Services	18,426,772	19,327,750	19,923,395	20,573,372	22,013,757	22,053,106	39,349	0.2%
Travel	3,597,182	3,447,773	4,395,917	3,002,271	2,799,256	2,809,868	10,612	0.4%
Memberships, Contributions & Sponsorships	341,848	394,046	441,411	385,004	379,850	359,175	(20,675)	-5.4%
Maintenance & Alterations	4,868,919	5,677,160	5,959,760	5,420,288	4,884,825	4,934,825	50,000	1.0%
Interest	787,402	654,513	661,707	613,864	552,104	488,957	(63,147)	-11.4%
Depreciation	14,114,324	16,028,224	16,724,242	16,568,523	17,304,144	16,720,686	(583,458)	-3.4%
Other Expenses & Transfers	22,649,430	22,223,031	19,858,633	14,500,251	20,850,888	23,998,595	3,147,707	15.1%
Unassigned Budget	-	-	1,083	-	-	-	-	-%
<b>Total Other Expenses &amp; Transfers</b>	<b>90,184,346</b>	<b>94,422,347</b>	<b>95,755,765</b>	<b>86,511,008</b>	<b>94,643,309</b>	<b>97,129,561</b>	<b>2,486,252</b>	<b>2.6%</b>
<b>Total Operating Expenses &amp; Transfers</b>	<b>228,295,009</b>	<b>236,944,386</b>	<b>242,767,346</b>	<b>238,014,882</b>	<b>249,236,349</b>	<b>253,274,347</b>	<b>4,037,998</b>	<b>1.6%</b>
<b>Operating Increase (Decrease)</b>	<b>\$ (4,330,987)</b>	<b>\$ (5,510,032)</b>	<b>\$ (7,613,220)</b>	<b>\$ (6,374,884)</b>	<b>\$ (15,007,536)</b>	<b>\$ (9,058,598)</b>	<b>\$ 5,948,938</b>	<b>-39.6%</b>
<b>Modified Cash Flow</b>								
Operating Increase (Decrease)	\$ (4,330,987)	\$ (5,510,032)	\$ (7,613,220)	\$ (6,374,884)	\$ (15,007,536)	\$ (9,058,598)	\$ 5,948,938	-39.6%
Add Back Depreciation	14,114,324	16,028,224	16,724,242	16,568,523	17,304,144	16,720,686	(583,458)	-3.4%
Less Capital Expenditures	(5,846,156)	(5,062,018)	(4,448,291)	(4,411,988)	(5,258,193)	(6,039,123)	(780,930)	14.9%
Less Capital Reserve Funding	(989,870)	(1,950,000)	(1,575,000)	-	-	-	-	-%
Less Debt Service Principal	(1,442,101)	(1,558,609)	(1,297,240)	(1,466,936)	(1,557,171)	(1,622,965)	(65,794)	4.2%
<b>Net Change Before Other Adjustments &amp; Transfers</b>	<b>1,505,210</b>	<b>1,947,565</b>	<b>1,790,490</b>	<b>4,314,715</b>	<b>(4,518,756)</b>	<b>-</b>	<b>4,518,756</b>	
Transfer from/(to) Administrative Savings Rsrv	1,000,000	-	-	-	-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-	-	-	-	-	
<b>Net Change Subtotal</b>	<b>2,505,210</b>	<b>1,947,565</b>	<b>1,790,490</b>	<b>4,314,715</b>	<b>(4,518,756)</b>	<b>-</b>	<b>4,518,756</b>	
Other Strategic Transfers from/(to) Reserves	235,241	300,446	211,527	148,324	4,518,756	-	(4,518,756)	
<b>Net Change in Cash &amp; Reserve Transfers</b>	<b>\$ 2,740,451</b>	<b>\$ 2,248,011</b>	<b>\$ 2,002,017</b>	<b>\$ 4,463,039</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	

## University of Maine (incl UMM)

3/9/21

	FY17 ACTUALS	FY18 ACTUALS	Auxiliary FY19 ACTUALS	FY20 ACTUALS	FY21 BUDGET	FY22 BUDGET	BUDGET CHANGE	
<b>Revenues</b>								
Tuition & Fee Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-%
Dining Revenue	19,373,154	19,795,473	20,402,633	15,988,497	14,677,363	18,627,248	3,949,885	26.9%
Residence Revenue	20,173,974	21,015,736	20,722,667	20,652,691	15,440,588	18,584,225	3,143,637	20.4%
Tuition Waivers/Scholarships	(1,155,344)	(1,428,094)	(1,221,519)	(1,316,066)	(1,367,847)	(1,408,984)	(41,137)	3.0%
Net Student Charges Revenue	38,391,784	39,383,115	39,903,781	35,325,123	28,750,104	35,802,489	7,052,385	24.5%
State Appropriation	-	-	-	-	-	-	-	-%
Indirect Cost Recovery	-	-	-	-	-	-	-	-%
Investment Income/Gifts	-	-	-	-	-	-	-	-%
Sales/Services/Auxiliary	13,465,355	12,971,660	13,472,292	11,693,358	12,530,250	11,977,921	(552,329)	-4.4%
<b>Total Revenue</b>	<b>51,857,139</b>	<b>52,354,775</b>	<b>53,376,073</b>	<b>47,018,480</b>	<b>41,280,354</b>	<b>47,780,410</b>	<b>6,500,056</b>	<b>15.7%</b>
<b>Expenses</b>								
Salaries & Wages	\$11,486,392	\$11,815,223	\$12,266,133	\$11,133,419	\$12,475,106	\$11,947,751	(\$527,355)	-4.2%
Attrition (Salary Only)	-	-	-	-	(98,035)	-	98,035	-100.0%
Employee Benefits Including Attrition	4,954,425	5,229,266	5,357,276	4,896,239	5,761,564	6,451,785	690,221	12.0%
Pandemic Pay	-	-	-	715,259	-	-	-	-%
Personnel	16,440,817	17,044,488	17,623,409	16,744,917	18,138,635	18,399,536	260,901	1.4%
Other Expenses & Transfers:								
Fuel & Electricity	3,707,513	3,965,249	4,252,868	3,656,079	3,604,189	3,530,396	(73,793)	-2.0%
Supplies & Services	12,905,345	12,479,133	13,105,439	11,328,240	10,459,120	10,347,579	(111,541)	-1.1%
Shared Services	-	-	-	-	-	-	-	-%
Travel	85,333	80,376	134,098	136,956	69,044	38,514	(30,530)	-44.2%
Memberships, Contributions & Sponsorships	15,264	11,971	16,480	10,153	13,784	13,684	(100)	-0.7%
Maintenance & Alterations	3,168,684	3,312,447	3,776,119	2,897,446	2,653,110	2,646,074	(7,036)	-0.3%
Interest	2,218,213	2,089,980	1,972,570	1,855,059	1,715,676	1,590,770	(124,906)	-7.3%
Depreciation	3,570,518	3,708,566	3,878,267	4,046,144	4,228,105	4,157,223	(70,882)	-1.7%
Other Expenses & Transfers	6,421,412	6,414,356	6,341,573	10,935,928	6,242,163	7,156,994	914,831	14.7%
Unassigned Budget	-	-	-	-	-	-	-	-%
<b>Total Other Expenses &amp; Transfers</b>	<b>32,092,281</b>	<b>32,062,079</b>	<b>33,477,415</b>	<b>34,866,005</b>	<b>28,985,191</b>	<b>29,481,234</b>	<b>496,043</b>	<b>1.7%</b>
<b>Total Operating Expenses &amp; Transfers</b>	<b>48,533,098</b>	<b>49,106,567</b>	<b>51,100,824</b>	<b>51,610,922</b>	<b>47,123,826</b>	<b>47,880,770</b>	<b>756,944</b>	<b>1.6%</b>
<b>Operating Increase (Decrease)</b>	<b>\$ 3,324,040</b>	<b>\$ 3,248,208</b>	<b>\$ 2,275,249</b>	<b>\$ (4,592,441)</b>	<b>\$ (5,843,472)</b>	<b>\$ (100,360)</b>	<b>\$ 5,743,112</b>	<b>-98.3%</b>
<b>Modified Cash Flow</b>								
Operating Increase (Decrease)	\$ 3,324,040	\$ 3,248,208	\$ 2,275,249	\$ (4,592,441)	\$ (5,843,472)	\$ (100,360)	\$ 5,743,112	-98.3%
Add Back Depreciation	3,570,518	3,708,566	3,878,267	4,046,144	4,228,105	4,157,223	(70,882)	-1.7%
Less Capital Expenditures	(808,506)	(1,261,860)	(1,866,484)	(623,781)	(585,989)	(207,102)	378,887	-64.7%
Less Capital Reserve Funding	(1,538,075)	(1,504,056)	(500,000)	-	-	(1,000,629)	(1,000,629)	-%
Less Debt Service Principal	(2,589,363)	(2,692,767)	(2,841,824)	(3,096,560)	(2,784,147)	(2,849,132)	(64,985)	2.3%
<b>Net Change Before Other Adjustments &amp; Transfers</b>	<b>1,958,614</b>	<b>1,498,091</b>	<b>945,208</b>	<b>(4,266,638)</b>	<b>(4,985,503)</b>	<b>-</b>	<b>4,985,503</b>	
Transfer from/(to) Administrative Savings Rsrv	-	-	-	-	-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-	-	-	-	-	
<b>Net Change Subtotal</b>	<b>1,958,614</b>	<b>1,498,091</b>	<b>945,208</b>	<b>(4,266,638)</b>	<b>(4,985,503)</b>	<b>-</b>	<b>4,985,503</b>	
Other Strategic Transfers from/(to) Reserves	26,606	-	-	(150,000)	4,985,503	-	(4,985,503)	
<b>Net Change in Cash &amp; Reserve Transfers</b>	<b>\$ 1,985,221</b>	<b>\$ 1,498,091</b>	<b>\$ 945,208</b>	<b>\$ (4,416,638)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	

## University of Maine (incl UMM)

3/9/21

	FY17 ACTUALS	FY18 ACTUALS	E&G & Auxiliary FY19 ACTUALS	FY20 ACTUALS	FY21 BUDGET	FY22 BUDGET	BUDGET CHANGE	
<b>Revenues</b>								
Tuition & Fee Revenue	\$ 155,996,402	\$ 169,109,748	\$ 176,767,390	\$ 180,746,515	\$ 182,190,170	\$ 189,427,726	\$ 7,237,556	4.0%
Dining Revenue	19,374,522	19,797,087	20,404,548	15,988,497	14,677,363	18,627,248	3,949,885	26.9%
Residence Revenue	20,173,974	21,015,736	20,722,667	20,652,691	15,440,588	18,584,225	3,143,637	20.4%
Tuition Waivers/Scholarships	(46,231,860)	(54,270,156)	(58,260,874)	(64,321,960)	(64,192,766)	(63,933,903)	258,863	-0.4%
Net Student Charges Revenue	149,313,038	155,652,414	159,633,731	153,065,744	148,115,355	162,705,296	14,589,941	9.9%
State Appropriation	87,380,069	89,106,776	88,797,945	89,437,962	89,426,672	89,876,052	449,380	0.5%
Indirect Cost Recovery	8,152,804	8,271,101	9,691,701	10,612,907	9,831,276	11,831,276	2,000,000	20.3%
Investment Income/Gifts	946,066	934,075	937,325	940,988	953,043	953,043	-	0.0%
Sales/Services/Auxiliary	30,029,184	29,824,763	29,469,498	24,600,878	27,182,821	26,630,492	(552,329)	-2.0%
<b>Total Revenue</b>	<b>275,821,160</b>	<b>283,789,129</b>	<b>288,530,200</b>	<b>278,658,479</b>	<b>275,509,167</b>	<b>291,996,159</b>	<b>16,486,992</b>	<b>6.0%</b>
<b>Expenses</b>								
Salaries & Wages	\$107,883,396	\$111,008,122	\$114,222,896	\$115,739,822	\$118,821,210	\$113,340,469	(\$5,480,741)	-4.6%
Attrition (Salary Only)	-	-	-	-	(98,035)	-	98,035	-100.0%
Employee Benefits Including Attrition	46,668,084	48,558,405	50,412,094	51,015,222	54,008,500	61,203,853	7,195,353	13.3%
Pandemic Pay	-	-	-	1,493,748	-	-	-	-%
Personnel	154,551,480	159,566,527	164,634,990	168,248,792	172,731,675	174,544,322	1,812,647	1.0%
Other Expenses & Transfers:								
Fuel & Electricity	12,646,137	12,569,719	13,624,515	11,752,305	13,880,942	13,870,415	(10,527)	-0.1%
Supplies & Services	29,365,189	30,544,512	31,523,410	28,679,450	26,040,852	25,771,909	(268,943)	-1.0%
Shared Services	18,426,772	19,327,750	19,923,395	20,573,372	22,013,757	22,053,106	39,349	0.2%
Travel	3,682,515	3,528,149	4,530,016	3,139,226	2,868,300	2,848,382	(19,918)	-0.7%
Memberships, Contributions & Sponsorships	357,112	406,017	457,891	395,156	393,634	372,859	(20,775)	-5.3%
Maintenance & Alterations	8,037,603	8,989,607	9,735,879	8,317,734	7,537,935	7,580,899	42,964	0.6%
Interest	3,005,615	2,744,494	2,634,277	2,468,923	2,267,780	2,079,727	(188,053)	-8.3%
Depreciation	17,684,843	19,736,790	20,602,508	20,614,667	21,532,249	20,877,909	(654,340)	-3.0%
Other Expenses & Transfers	29,070,842	28,637,387	26,200,206	25,436,179	27,093,051	31,155,589	4,062,538	15.0%
Unassigned Budget	-	-	1,083	-	-	-	-	-%
<b>Total Other Expenses &amp; Transfers</b>	<b>122,276,627</b>	<b>126,484,426</b>	<b>129,233,180</b>	<b>121,377,013</b>	<b>123,628,500</b>	<b>126,610,795</b>	<b>2,982,295</b>	<b>2.4%</b>
<b>Total Operating Expenses &amp; Transfers</b>	<b>276,828,107</b>	<b>286,050,953</b>	<b>293,868,170</b>	<b>289,625,804</b>	<b>296,360,175</b>	<b>301,155,117</b>	<b>4,794,942</b>	<b>1.6%</b>
<b>Operating Increase (Decrease)</b>	<b>\$ (1,006,947)</b>	<b>\$ (2,261,824)</b>	<b>\$ (5,337,970)</b>	<b>\$ (10,967,326)</b>	<b>\$ (20,851,008)</b>	<b>\$ (9,158,958)</b>	<b>\$ 11,692,050</b>	<b>-56.1%</b>
<b>Modified Cash Flow</b>								
Operating Increase (Decrease)	\$ (1,006,947)	\$ (2,261,824)	\$ (5,337,970)	\$ (10,967,326)	\$ (20,851,008)	\$ (9,158,958)	\$ 11,692,050	-56.1%
Add Back Depreciation	17,684,843	19,736,790	20,602,508	20,614,667	21,532,249	20,877,909	(654,340)	-3.0%
Less Capital Expenditures	(6,654,663)	(6,323,878)	(6,314,775)	(5,035,769)	(5,844,182)	(6,246,225)	(402,043)	6.9%
Less Capital Reserve Funding	(2,527,945)	(3,454,056)	(2,075,000)	-	-	(1,000,629)	(1,000,629)	-%
Less Debt Service Principal	(4,031,464)	(4,251,376)	(4,139,065)	(4,563,496)	(4,341,318)	(4,472,097)	(130,779)	3.0%
<b>Net Change Before Other Adjustments &amp; Transfers</b>	<b>3,463,824</b>	<b>3,445,656</b>	<b>2,735,698</b>	<b>48,077</b>	<b>(9,504,259)</b>	<b>-</b>	<b>9,504,259</b>	
Transfer from/(to) Administrative Savings Rsrv	1,000,000	-	-	-	-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-	-	-	-	-	
<b>Net Change Subtotal</b>	<b>4,463,824</b>	<b>3,445,656</b>	<b>2,735,698</b>	<b>48,077</b>	<b>(9,504,259)</b>	<b>-</b>	<b>9,504,259</b>	
Other Strategic Transfers from/(to) Reserves	261,848	300,446	211,527	(1,676)	9,504,259	-	(9,504,259)	
<b>Net Change in Cash &amp; Reserve Transfers</b>	<b>\$ 4,725,672</b>	<b>\$ 3,746,103</b>	<b>\$ 2,947,225</b>	<b>\$ 46,401</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	

## University of Maine at Augusta

3/9/21

## E&amp;G

	FY17 ACTUALS	FY18 ACTUALS	FY19 ACTUALS	FY20 ACTUALS	FY21 BUDGET	FY22 BUDGET	BUDGET CHANGE	
<b>Revenues</b>								
Tuition & Fee Revenue	\$ 20,924,255	\$ 20,370,378	\$ 21,454,377	\$ 22,216,371	\$ 23,941,841	\$ 23,029,173	\$ (912,668)	-3.8%
Dining Revenue	-	-	-	-	-	-	-	-%
Residence Revenue	-	-	-	-	-	-	-	-%
Tuition Waivers/Scholarships	(2,691,731)	(3,431,893)	(3,445,212)	(3,360,663)	(3,886,549)	(3,056,188)	830,361	-21.4%
Net Student Charges Revenue	18,232,524	16,938,485	18,009,165	18,855,708	20,055,292	19,972,985	(82,307)	-0.4%
State Appropriation	16,803,125	17,193,899	17,428,401	18,366,360	18,373,781	18,466,112	92,331	0.5%
Indirect Cost Recovery	159,416	156,968	149,667	120,525	164,928	160,885	(4,043)	-2.5%
Investment Income/Gifts	-	-	-	-	-	-	-	-%
Sales/Services/Auxiliary	549,466	476,336	376,085	293,245	259,684	503,564	243,880	93.9%
<b>Total Revenue</b>	<b>35,744,531</b>	<b>34,765,688</b>	<b>35,963,318</b>	<b>37,635,837</b>	<b>38,853,685</b>	<b>39,103,546</b>	<b>249,861</b>	<b>0.6%</b>
<b>Expenses</b>								
Salaries & Wages	\$17,392,864	\$17,417,042	\$17,977,816	\$18,757,336	\$19,671,355	\$19,445,574	(\$225,781)	-1.1%
Attrition (Salary Only)	-	-	-	-	(918,572)	(918,572)	-	0.0%
Employee Benefits Including Attrition	7,207,588	7,309,754	7,504,474	7,967,779	8,029,617	8,221,822	192,205	2.4%
Pandemic Pay	-	-	-	80,029	-	-	-	-%
Personnel	24,600,452	24,726,796	25,482,290	26,805,144	26,782,400	26,748,824	(33,576)	-0.1%
Other Expenses & Transfers:								
Fuel & Electricity	615,403	694,926	826,393	674,034	713,162	738,162	25,000	3.5%
Supplies & Services	1,788,560	1,602,182	1,573,719	1,699,644	1,574,562	1,674,515	99,953	6.3%
Shared Services	4,476,201	4,608,719	4,806,306	4,729,346	4,804,276	4,901,412	97,136	2.0%
Travel	357,547	344,505	309,789	216,211	120,640	114,639	(6,001)	-5.0%
Memberships, Contributions & Sponsorships	52,206	76,265	62,558	72,819	74,395	59,947	(14,448)	-19.4%
Maintenance & Alterations	445,018	496,396	627,993	827,752	752,223	682,098	(70,125)	-9.3%
Interest	42,550	34,540	30,228	25,619	21,999	13,068	(8,931)	-40.6%
Depreciation	1,555,419	1,703,223	1,738,994	1,787,413	1,883,660	2,134,517	250,857	13.3%
Other Expenses & Transfers	2,151,204	2,031,111	1,748,979	1,422,612	2,137,003	2,232,082	95,079	4.4%
Unassigned Budget	-	-	-	5,387	225,928	147,779	(78,149)	-34.6%
<b>Total Other Expenses &amp; Transfers</b>	<b>11,484,107</b>	<b>11,591,867</b>	<b>11,724,960</b>	<b>11,460,837</b>	<b>12,307,848</b>	<b>12,698,219</b>	<b>390,371</b>	<b>3.2%</b>
<b>Total Operating Expenses &amp; Transfers</b>	<b>36,084,559</b>	<b>36,318,663</b>	<b>37,207,250</b>	<b>38,265,981</b>	<b>39,090,248</b>	<b>39,447,043</b>	<b>356,795</b>	<b>0.9%</b>
<b>Operating Increase (Decrease)</b>	<b>\$ (340,028)</b>	<b>\$ (1,552,974)</b>	<b>\$ (1,243,932)</b>	<b>\$ (630,144)</b>	<b>\$ (236,563)</b>	<b>\$ (343,497)</b>	<b>\$ (106,934)</b>	<b>45.2%</b>
<b>Modified Cash Flow</b>								
Operating Increase (Decrease)	\$ (340,028)	\$ (1,552,974)	\$ (1,243,932)	\$ (630,144)	\$ (236,563)	\$ (343,497)	\$ (106,934)	45.2%
Add Back Depreciation	1,555,419	1,703,223	1,738,994	1,787,413	1,883,660	2,134,517	250,857	13.3%
Less Capital Expenditures	(724,844)	(821,025)	(813,789)	(545,419)	(610,637)	(941,790)	(331,153)	54.2%
Less Capital Reserve Funding	-	-	-	-	-	-	-	-%
Less Debt Service Principal	(278,035)	(286,330)	(328,372)	(357,047)	(372,538)	(383,319)	(10,781)	2.9%
<b>Net Change Before Other Adjustments &amp; Transfers</b>	<b>212,511</b>	<b>(957,105)</b>	<b>(647,098)</b>	<b>254,804</b>	<b>663,922</b>	<b>465,911</b>	<b>(198,011)</b>	
Transfer from/(to) Administrative Savings Rsrv	-	-	-	-	-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-	-	-	-	-	
<b>Net Change Subtotal</b>	<b>212,511</b>	<b>(957,105)</b>	<b>(647,098)</b>	<b>254,804</b>	<b>663,922</b>	<b>465,911</b>	<b>(198,011)</b>	
Other Strategic Transfers from/(to) Reserves	405,923	(12,902)	505,817	(134,367)	-	-	-	
<b>Net Change in Cash &amp; Reserve Transfers</b>	<b>\$ 618,435</b>	<b>\$ (970,008)</b>	<b>\$ (141,281)</b>	<b>\$ 120,436</b>	<b>\$ 663,922</b>	<b>\$ 465,911</b>	<b>\$ (198,011)</b>	



## University of Maine at Augusta

3/9/21

	Auxiliary							
	FY17 ACTUALS	FY18 ACTUALS	FY19 ACTUALS	FY20 ACTUALS	FY21 BUDGET	FY22 BUDGET	BUDGET CHANGE	
<b>Revenues</b>								
Tuition & Fee Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-%
Dining Revenue	5,511	6,794	5,694	3,447	7,637	7,000	(637)	-8.3%
Residence Revenue	-	-	-	255,783	423,415	521,791	98,376	23.2%
Tuition Waivers/Scholarships	-	-	-	(12,320)	(27,420)	(46,100)	(18,680)	68.1%
Net Student Charges Revenue	5,511	6,794	5,694	246,910	403,632	482,691	79,059	19.6%
State Appropriation	-	-	-	-	-	-	-	-%
Indirect Cost Recovery	-	-	-	-	-	-	-	-%
Investment Income/Gifts	-	-	-	-	-	-	-	-%
Sales/Services/Auxiliary	1,160,982	1,040,118	1,064,604	946,336	71,050	66,954	(4,096)	-5.8%
<b>Total Revenue</b>	<b>1,166,494</b>	<b>1,046,912</b>	<b>1,070,298</b>	<b>1,193,246</b>	<b>474,682</b>	<b>549,645</b>	<b>74,963</b>	<b>15.8%</b>
<b>Expenses</b>								
Salaries & Wages	\$184,686	\$186,109	\$190,981	\$314,570	\$114,116	\$78,120	(\$35,996)	-31.5%
Attrition (Salary Only)	-	-	-	-	-	-	-	-%
Employee Benefits Including Attrition	92,557	95,261	98,608	139,656	59,684	39,443	(20,241)	-33.9%
Pandemic Pay	-	-	-	625	-	-	-	-%
Personnel	277,243	281,370	289,590	454,850	173,800	117,563	(56,237)	-32.4%
Other Expenses & Transfers:								
Fuel & Electricity	694	723	697	657	1,500	2,000	500	33.3%
Supplies & Services	826,060	728,808	754,064	943,583	94,999	100,603	5,604	5.9%
Shared Services	-	-	-	-	-	-	-	-%
Travel	26	-	-	739	-	-	-	-%
Memberships, Contributions & Sponsorships	885	685	940	640	-	-	-	-%
Maintenance & Alterations	9,604	3,880	5,623	4,171	2,000	11,000	9,000	450.0%
Interest	2,284	1,882	1,468	1,433	1,415	498	(917)	-64.8%
Depreciation	15,986	17,335	17,335	16,336	15,771	-	(15,771)	-100.0%
Other Expenses & Transfers	112,607	108,810	136,871	437,145	779,608	763,422	(16,186)	-2.1%
Unassigned Budget	-	-	-	-	-	-	-	-%
<b>Total Other Expenses &amp; Transfers</b>	<b>968,145</b>	<b>862,122</b>	<b>916,999</b>	<b>1,404,704</b>	<b>895,293</b>	<b>877,523</b>	<b>(17,770)</b>	<b>-2.0%</b>
<b>Total Operating Expenses &amp; Transfers</b>	<b>1,245,388</b>	<b>1,143,493</b>	<b>1,206,588</b>	<b>1,859,554</b>	<b>1,069,093</b>	<b>995,086</b>	<b>(74,007)</b>	<b>-6.9%</b>
<b>Operating Increase (Decrease)</b>	<b>\$ (78,895)</b>	<b>\$ (96,580)</b>	<b>\$ (136,290)</b>	<b>\$ (666,308)</b>	<b>\$ (594,411)</b>	<b>\$ (445,441)</b>	<b>\$ 148,970</b>	<b>-25.1%</b>
<b>Modified Cash Flow</b>								
Operating Increase (Decrease)	\$ (78,895)	\$ (96,580)	\$ (136,290)	\$ (666,308)	\$ (594,411)	\$ (445,441)	\$ 148,970	-25.1%
Add Back Depreciation	15,986	17,335	17,335	16,336	15,771	-	(15,771)	-100.0%
Less Capital Expenditures	(22,399)	(5,000)	(5,000)	(2,917)	-	-	-	-%
Less Capital Reserve Funding	-	-	-	-	-	-	-	-%
Less Debt Service Principal	(10,066)	(10,345)	(10,904)	(13,961)	(16,825)	(5,641)	11,184	-66.5%
<b>Net Change Before Other Adjustments &amp; Transfers</b>	<b>(95,373)</b>	<b>(94,591)</b>	<b>(134,860)</b>	<b>(666,851)</b>	<b>(595,465)</b>	<b>(451,082)</b>	<b>144,383</b>	
Transfer from/(to) Administrative Savings Rsrv	-	-	-	-	-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-	-	-	-	-	
<b>Net Change Subtotal</b>	<b>(95,373)</b>	<b>(94,591)</b>	<b>(134,860)</b>	<b>(666,851)</b>	<b>(595,465)</b>	<b>(451,082)</b>	<b>144,383</b>	
Other Strategic Transfers from/(to) Reserves	-	-	-	-	-	-	-	
<b>Net Change in Cash &amp; Reserve Transfers</b>	<b>\$ (95,373)</b>	<b>\$ (94,591)</b>	<b>\$ (134,860)</b>	<b>\$ (666,851)</b>	<b>\$ (595,465)</b>	<b>\$ (451,082)</b>	<b>\$ 144,383</b>	

## University of Maine at Augusta

3/9/21

## E&amp;G and Auxiliary

	FY17 ACTUALS	FY18 ACTUALS	FY19 ACTUALS	FY20 ACTUALS	FY21 BUDGET	FY22 BUDGET	BUDGET CHANGE	
<b>Revenues</b>								
Tuition & Fee Revenue	\$ 20,924,255	\$ 20,370,378	\$ 21,454,377	\$ 22,216,371	\$ 23,941,841	\$ 23,029,173	\$ (912,668)	-3.8%
Dining Revenue	5,511	6,794	5,694	3,447	7,637	7,000	(637)	-8.3%
Residence Revenue	-	-	-	255,783	423,415	521,791	98,376	23.2%
Tuition Waivers/Scholarships	(2,691,731)	(3,431,893)	(3,445,212)	(3,372,983)	(3,913,969)	(3,102,288)	811,681	-20.7%
Net Student Charges Revenue	18,238,035	16,945,279	18,014,859	19,102,618	20,458,924	20,455,676	(3,248)	0.0%
State Appropriation	16,803,125	17,193,899	17,428,401	18,366,360	18,373,781	18,466,112	92,331	0.5%
Indirect Cost Recovery	159,416	156,968	149,667	120,525	164,928	160,885	(4,043)	-2.5%
Investment Income/Gifts	-	-	-	-	-	-	-	-%
Sales/Services/Auxiliary	1,710,448	1,516,455	1,440,690	1,239,581	330,734	570,518	239,784	72.5%
<b>Total Revenue</b>	<b>36,911,025</b>	<b>35,812,601</b>	<b>37,033,616</b>	<b>38,829,083</b>	<b>39,328,367</b>	<b>39,653,191</b>	<b>324,824</b>	<b>0.8%</b>
<b>Expenses</b>								
Salaries & Wages	\$17,577,551	\$17,603,151	\$18,168,797	\$19,071,906	\$19,785,471	\$19,523,694	(\$261,777)	-1.3%
Attrition (Salary Only)	-	-	-	-	(918,572)	(918,572)	-	0.0%
Employee Benefits Including Attrition	7,300,145	7,405,015	7,603,083	8,107,435	8,089,301	8,261,265	171,964	2.1%
Pandemic Pay	-	-	-	80,653	-	-	-	-%
Personnel	24,877,695	25,008,166	25,771,880	27,259,994	26,956,200	26,866,387	(89,813)	-0.3%
Other Expenses & Transfers:								
Fuel & Electricity	616,097	695,649	827,090	674,691	714,662	740,162	25,500	3.6%
Supplies & Services	2,614,619	2,330,990	2,327,783	2,643,227	1,669,561	1,775,118	105,557	6.3%
Shared Services	4,476,201	4,608,719	4,806,306	4,729,346	4,804,276	4,901,412	97,136	2.0%
Travel	357,573	344,505	309,789	216,950	120,640	114,639	(6,001)	-5.0%
Memberships, Contributions & Sponsorships	53,091	76,950	63,498	73,459	74,395	59,947	(14,448)	-19.4%
Maintenance & Alterations	454,622	500,276	633,616	831,923	754,223	693,098	(61,125)	-8.1%
Interest	44,834	36,422	31,696	27,052	23,414	13,566	(9,848)	-42.1%
Depreciation	1,571,405	1,720,558	1,756,329	1,803,749	1,899,431	2,134,517	235,086	12.4%
Other Expenses & Transfers	2,263,811	2,139,921	1,885,850	1,859,757	2,916,611	2,995,504	78,893	2.7%
Unassigned Budget	-	-	-	5,387	225,928	147,779	(78,149)	-34.6%
<b>Total Other Expenses &amp; Transfers</b>	<b>12,452,253</b>	<b>12,453,989</b>	<b>12,641,958</b>	<b>12,865,541</b>	<b>13,203,141</b>	<b>13,575,742</b>	<b>372,601</b>	<b>2.8%</b>
<b>Total Operating Expenses &amp; Transfers</b>	<b>37,329,948</b>	<b>37,462,155</b>	<b>38,413,838</b>	<b>40,125,535</b>	<b>40,159,341</b>	<b>40,442,129</b>	<b>282,788</b>	<b>0.7%</b>
<b>Operating Increase (Decrease)</b>	<b>\$ (418,923)</b>	<b>\$ (1,649,554)</b>	<b>\$ (1,380,222)</b>	<b>\$ (1,296,452)</b>	<b>\$ (830,974)</b>	<b>\$ (788,938)</b>	<b>\$ 42,036</b>	<b>-5.1%</b>
<b>Modified Cash Flow</b>								
Operating Increase (Decrease)	\$ (418,923)	\$ (1,649,554)	\$ (1,380,222)	\$ (1,296,452)	\$ (830,974)	\$ (788,938)	\$ 42,036	-5.1%
Add Back Depreciation	1,571,405	1,720,558	1,756,329	1,803,749	1,899,431	2,134,517	235,086	12.4%
Less Capital Expenditures	(747,243)	(826,025)	(818,789)	(548,336)	(610,637)	(941,790)	(331,153)	54.2%
Less Capital Reserve Funding	-	-	-	-	-	-	-	-%
Less Debt Service Principal	(288,101)	(296,675)	(339,276)	(371,008)	(389,363)	(388,960)	403	-0.1%
<b>Net Change Before Other Adjustments &amp; Transfers</b>	<b>117,138</b>	<b>(1,051,696)</b>	<b>(781,958)</b>	<b>(412,047)</b>	<b>68,457</b>	<b>14,829</b>	<b>(53,628)</b>	
Transfer from/(to) Administrative Savings Rsv	-	-	-	-	-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-	-	-	-	-	
<b>Net Change Subtotal</b>	<b>117,138</b>	<b>(1,051,696)</b>	<b>(781,958)</b>	<b>(412,047)</b>	<b>68,457</b>	<b>14,829</b>	<b>(53,628)</b>	
Other Strategic Transfers from/(to) Reserves	405,923	(12,902)	505,817	(134,367)	-	-	-	
<b>Net Change in Cash &amp; Reserve Transfers</b>	<b>\$ 523,061</b>	<b>\$ (1,064,598)</b>	<b>\$ (276,141)</b>	<b>\$ (546,414)</b>	<b>\$ 68,457</b>	<b>\$ 14,829</b>	<b>\$ (53,628)</b>	

## Univ of Maine at Farmington

3/9/21

	E&G							
	FY17 ACTUALS	FY18 ACTUALS	FY19 ACTUALS	FY20 ACTUALS	FY21 BUDGET	FY22 BUDGET	BUDGET CHANGE	
<b>Revenues</b>								
Tuition & Fee Revenue	\$ 18,920,211	\$ 19,365,705	\$ 19,421,490	\$ 18,881,476	\$ 18,189,107	\$ 18,308,044	\$ 118,937	0.7%
Dining Revenue	-	-	-	(186)	-	-	-	-%
Residence Revenue	-	-	-	-	-	-	-	-%
Tuition Waivers/Scholarships	(4,063,233)	(4,599,672)	(4,773,421)	(4,887,993)	(4,516,249)	(4,516,249)	-	0.0%
Net Student Charges Revenue	14,856,979	14,766,034	14,648,068	13,993,297	13,672,858	13,791,795	118,937	0.9%
State Appropriation	12,253,931	12,296,865	12,380,248	12,978,593	12,985,843	13,051,098	65,255	0.5%
Indirect Cost Recovery	260,117	220,402	211,347	250,659	225,000	225,000	-	0.0%
Investment Income/Gifts	3,340	-	4,549	1,000	-	-	-	-%
Sales/Services/Auxiliary	1,028,611	1,013,835	1,193,520	1,130,553	850,675	850,675	-	0.0%
<b>Total Revenue</b>	<b>28,402,978</b>	<b>28,297,136</b>	<b>28,437,732</b>	<b>28,354,102</b>	<b>27,734,376</b>	<b>27,918,568</b>	<b>184,192</b>	<b>0.7%</b>
<b>Expenses</b>								
Salaries & Wages	\$15,797,383	\$16,341,129	\$16,731,907	\$16,767,514	\$16,765,875	\$16,604,976	(\$160,899)	-1.0%
Attrition (Salary Only)	-	-	-	-	(100,000)	-	100,000	-100.0%
Employee Benefits Including Attrition	7,135,133	7,398,377	7,611,369	7,739,592	7,822,903	8,144,276	321,373	4.1%
Pandemic Pay	-	-	-	117,474	-	-	-	-%
Personnel	22,932,516	23,739,506	24,343,276	24,624,580	24,488,778	24,749,252	260,474	1.1%
Other Expenses & Transfers:								
Fuel & Electricity	693,341	659,140	762,964	606,026	697,904	656,222	(41,682)	-6.0%
Supplies & Services	1,484,184	1,384,180	1,345,709	1,397,972	1,171,485	1,277,964	106,479	9.1%
Shared Services	3,081,149	3,316,799	3,658,022	3,709,521	3,909,948	3,926,348	16,400	0.4%
Travel	766,832	596,438	789,477	453,720	295,680	297,630	1,950	0.7%
Memberships, Contributions & Sponsorships	91,914	92,599	101,535	91,880	94,059	94,059	-	0.0%
Maintenance & Alterations	208,231	113,453	124,370	67,652	50,981	50,981	-	0.0%
Interest	226,986	213,133	198,430	183,988	164,183	148,650	(15,533)	-9.5%
Depreciation	1,818,821	1,881,502	1,873,593	1,884,475	1,984,535	2,036,441	51,906	2.6%
Other Expenses & Transfers	(718,837)	(848,711)	(624,021)	(912,307)	(1,498,443)	(1,075,152)	423,291	-28.2%
Unassigned Budget	-	-	-	-	-	5,000	5,000	-%
<b>Total Other Expenses &amp; Transfers</b>	<b>7,652,620</b>	<b>7,408,534</b>	<b>8,230,080</b>	<b>7,482,926</b>	<b>6,870,332</b>	<b>7,418,143</b>	<b>547,811</b>	<b>8.0%</b>
<b>Total Operating Expenses &amp; Transfers</b>	<b>30,585,136</b>	<b>31,148,041</b>	<b>32,573,355</b>	<b>32,107,506</b>	<b>31,359,110</b>	<b>32,167,395</b>	<b>808,285</b>	<b>2.6%</b>
<b>Operating Increase (Decrease)</b>	<b>\$ (2,182,159)</b>	<b>\$ (2,850,904)</b>	<b>\$ (4,135,623)</b>	<b>\$ (3,753,404)</b>	<b>\$ (3,624,734)</b>	<b>\$ (4,248,827)</b>	<b>\$ (624,093)</b>	<b>17.2%</b>
<b>Modified Cash Flow</b>								
Operating Increase (Decrease)	\$ (2,182,159)	\$ (2,850,904)	\$ (4,135,623)	\$ (3,753,404)	\$ (3,624,734)	\$ (4,248,827)	\$ (624,093)	17.2%
Add Back Depreciation	1,818,821	1,881,502	1,873,593	1,884,475	1,984,535	2,036,441	51,906	2.6%
Less Capital Expenditures	(55,514)	(30,893)	(9,730)	(5,853)	(445,232)	(533,653)	(88,421)	19.9%
Less Capital Reserve Funding	(376,964)	-	-	-	-	-	-	-%
Less Debt Service Principal	(304,888)	(323,021)	(343,939)	(412,075)	(340,595)	(356,720)	(16,125)	4.7%
<b>Net Change Before Other Adjustments &amp; Transfers</b>	<b>(1,100,704)</b>	<b>(1,323,317)</b>	<b>(2,615,698)</b>	<b>(2,286,857)</b>	<b>(2,426,026)</b>	<b>(3,102,759)</b>	<b>(676,733)</b>	
Transfer from/(to) Administrative Savings Rsrv	-	-	-	-	-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-	500,000	2,316,026	1,778,222	(537,804)	
<b>Net Change Subtotal</b>	<b>(1,100,704)</b>	<b>(1,323,317)</b>	<b>(2,615,698)</b>	<b>(1,786,857)</b>	<b>(110,000)</b>	<b>(1,324,537)</b>	<b>(1,214,537)</b>	
Other Strategic Transfers from/(to) Reserves	749,764	-	-	(124,926)	110,000	145,961	35,961	
<b>Net Change in Cash &amp; Reserve Transfers</b>	<b>\$ (350,939)</b>	<b>\$ (1,323,317)</b>	<b>\$ (2,615,698)</b>	<b>\$ (1,911,783)</b>	<b>\$ 0</b>	<b>\$ (1,178,576)</b>	<b>\$ (1,178,576)</b>	

## Univ of Maine at Farmington

3/11/21

	FY17 ACTUALS	FY18 ACTUALS	Auxiliary FY19 ACTUALS	FY20 ACTUALS	FY21 BUDGET	FY22 BUDGET	BUDGET CHANGE	
<b>Revenues</b>								
Tuition & Fee Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-%
Dining Revenue	3,514,160	3,753,956	3,720,627	3,028,180	3,441,239	3,896,718	455,479	13.2%
Residence Revenue	4,557,563	4,832,326	4,838,538	4,675,530	4,279,096	4,729,274	450,178	10.5%
Tuition Waivers/Scholarships	(406,057)	(463,922)	(356,055)	(247,320)	(267,208)	(267,208)	-	0.0%
Net Student Charges Revenue	7,665,666	8,122,360	8,203,110	7,456,390	7,453,127	8,358,784	905,657	12.2%
State Appropriation	-	-	-	-	-	-	-	-%
Indirect Cost Recovery	-	-	-	-	-	-	-	-%
Investment Income/Gifts	-	-	-	-	-	-	-	-%
Sales/Services/Auxiliary	767,671	656,971	520,235	466,827	264,825	261,950	(2,875)	-1.1%
<b>Total Revenue</b>	<b>8,433,337</b>	<b>8,779,331</b>	<b>8,723,345</b>	<b>7,923,217</b>	<b>7,717,952</b>	<b>8,620,734</b>	<b>902,782</b>	<b>11.7%</b>
<b>Expenses</b>								
Salaries & Wages	\$1,310,886	\$1,282,119	\$1,315,330	\$1,223,205	\$1,237,870	\$1,272,345	\$34,475	2.8%
Attrition (Salary Only)	-	-	-	-	-	-	-	-%
Employee Benefits Including Attrition	548,265	541,854	554,524	526,231	538,160	574,251	36,091	6.7%
Pandemic Pay	-	-	-	40,442	-	-	-	-%
Personnel	1,859,151	1,823,973	1,869,855	1,789,878	1,776,030	1,846,596	70,566	4.0%
Other Expenses & Transfers:								
Fuel & Electricity	436,328	455,506	508,072	480,728	519,542	506,517	(13,025)	-2.5%
Supplies & Services	3,182,964	3,320,728	3,346,936	2,775,840	2,685,960	3,378,066	692,106	25.8%
Shared Services	-	-	-	-	-	-	-	-%
Travel	21,759	24,463	14,702	23,373	7,239	7,239	-	0.0%
Memberships, Contributions & Sponsorships	1,800	2,775	1,731	1,093	2,875	2,875	-	0.0%
Maintenance & Alterations	109,375	150,951	57,795	35,040	47,407	47,407	-	0.0%
Interest	474,577	445,091	421,967	390,782	356,558	353,593	(2,965)	-0.8%
Depreciation	524,441	633,192	696,981	686,497	751,775	790,475	38,700	5.1%
Other Expenses & Transfers	1,830,773	1,611,867	1,566,089	1,590,195	2,062,851	1,955,423	(107,428)	-5.2%
Unassigned Budget	-	-	-	-	-	-	-	-%
<b>Total Other Expenses &amp; Transfers</b>	<b>6,582,019</b>	<b>6,644,575</b>	<b>6,614,273</b>	<b>5,983,547</b>	<b>6,434,207</b>	<b>7,041,595</b>	<b>607,388</b>	<b>9.4%</b>
<b>Total Operating Expenses &amp; Transfers</b>	<b>8,441,170</b>	<b>8,468,548</b>	<b>8,484,127</b>	<b>7,773,425</b>	<b>8,210,237</b>	<b>8,888,191</b>	<b>677,954</b>	<b>8.3%</b>
<b>Operating Increase (Decrease)</b>	<b>\$ (7,832)</b>	<b>\$ 310,783</b>	<b>\$ 239,218</b>	<b>\$ 149,792</b>	<b>\$ (492,285)</b>	<b>\$ (267,457)</b>	<b>\$ 224,828</b>	<b>-45.7%</b>
<b>Modified Cash Flow</b>								
Operating Increase (Decrease)	\$ (7,832)	\$ 310,783	\$ 239,218	\$ 149,792	\$ (492,285)	\$ (267,457)	\$ 224,828	-45.7%
Add Back Depreciation	524,441	633,192	696,981	686,497	751,775	790,475	38,700	5.1%
Less Capital Expenditures	(275,574)	(380,162)	(270,990)	(154,029)	(230,748)	(359,458)	(128,710)	55.8%
Less Capital Reserve Funding	-	-	-	-	-	-	-	-%
Less Debt Service Principal	(606,100)	(638,566)	(708,278)	(795,398)	(672,377)	(673,824)	(1,447)	0.2%
<b>Net Change Before Other Adjustments &amp; Transfers</b>	<b>(365,065)</b>	<b>(74,753)</b>	<b>(43,069)</b>	<b>(113,138)</b>	<b>(643,635)</b>	<b>(510,264)</b>	<b>133,371</b>	
Transfer from/(to) Administrative Savings Rsrv	-	-	-	-	-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-	-	643,635	-	(643,635)	
<b>Net Change Subtotal</b>	<b>(365,065)</b>	<b>(74,753)</b>	<b>(43,069)</b>	<b>(113,138)</b>	<b>-</b>	<b>(510,264)</b>	<b>(510,264)</b>	
Other Strategic Transfers from/(to) Reserves	-	-	-	-	-	-	-	
<b>Net Change in Cash &amp; Reserve Transfers</b>	<b>\$ (365,065)</b>	<b>\$ (74,753)</b>	<b>\$ (43,069)</b>	<b>\$ (113,138)</b>	<b>\$ -</b>	<b>\$ (510,264)</b>	<b>\$ (510,264)</b>	

## Univ of Maine at Farmington

3/11/21

## E&amp;G and Auxiliary

	FY17 ACTUALS	FY18 ACTUALS	FY19 ACTUALS	FY20 ACTUALS	FY21 BUDGET	FY22 BUDGET	BUDGET CHANGE	
<b>Revenues</b>								
Tuition & Fee Revenue	\$ 18,920,211	\$ 19,365,705	\$ 19,421,490	\$ 18,881,476	\$ 18,189,107	\$ 18,308,044	\$ 118,937	0.7%
Dining Revenue	3,514,160	3,753,956	3,720,627	3,027,994	3,441,239	3,896,718	455,479	13.2%
Residence Revenue	4,557,563	4,832,326	4,838,538	4,675,530	4,279,096	4,729,274	450,178	10.5%
Tuition Waivers/Scholarships	(4,469,289)	(5,063,594)	(5,129,476)	(5,135,313)	(4,783,457)	(4,783,457)	-	0.0%
Net Student Charges Revenue	22,522,645	22,888,394	22,851,179	21,449,687	21,125,985	22,150,579	1,024,594	4.8%
State Appropriation	12,253,931	12,296,865	12,380,248	12,978,593	12,985,843	13,051,098	65,255	0.5%
Indirect Cost Recovery	260,117	220,402	211,347	250,659	225,000	225,000	-	0.0%
Investment Income/Gifts	3,340	-	4,549	1,000	-	-	-	-%
Sales/Services/Auxiliary	1,796,282	1,670,806	1,713,755	1,597,380	1,115,500	1,112,625	(2,875)	-0.3%
<b>Total Revenue</b>	<b>36,836,315</b>	<b>37,076,467</b>	<b>37,161,078</b>	<b>36,277,319</b>	<b>35,452,328</b>	<b>36,539,302</b>	<b>1,086,974</b>	<b>3.1%</b>
<b>Expenses</b>								
Salaries & Wages	\$17,108,269	\$17,623,248	\$18,047,237	\$17,990,720	\$18,003,745	\$17,877,321	(\$126,424)	-0.7%
Attrition (Salary Only)	-	-	-	-	(100,000)	-	100,000	-100.0%
Employee Benefits Including Attrition	7,683,398	7,940,231	8,165,893	8,265,823	8,361,063	8,718,527	357,464	4.3%
Pandemic Pay	-	-	-	157,915	-	-	-	-%
Personnel	24,791,667	25,563,479	26,213,130	26,414,458	26,264,808	26,595,848	331,040	1.3%
Other Expenses & Transfers:								
Fuel & Electricity	1,129,669	1,114,647	1,271,035	1,086,754	1,217,446	1,162,739	(54,707)	-4.5%
Supplies & Services	4,667,148	4,704,908	4,692,645	4,173,812	3,857,445	4,656,030	798,585	20.7%
Shared Services	3,081,149	3,316,799	3,658,022	3,709,521	3,909,948	3,926,348	16,400	0.4%
Travel	788,591	620,902	804,180	477,093	302,919	304,869	1,950	0.6%
Memberships, Contributions & Sponsorships	93,714	95,374	103,266	92,972	96,934	96,934	-	0.0%
Maintenance & Alterations	317,606	264,405	182,166	102,692	98,388	98,388	-	0.0%
Interest	701,563	658,224	620,397	574,770	520,741	502,243	(18,498)	-3.6%
Depreciation	2,343,262	2,514,694	2,570,574	2,570,972	2,736,310	2,826,916	90,606	3.3%
Other Expenses & Transfers	1,111,936	763,157	942,068	677,888	564,408	880,271	315,863	56.0%
Unassigned Budget	-	-	-	-	-	5,000	5,000	-%
<b>Total Other Expenses &amp; Transfers</b>	<b>14,234,639</b>	<b>14,053,109</b>	<b>14,844,352</b>	<b>13,466,474</b>	<b>13,304,539</b>	<b>14,459,738</b>	<b>1,155,199</b>	<b>8.7%</b>
<b>Total Operating Expenses &amp; Transfers</b>	<b>39,026,306</b>	<b>39,616,588</b>	<b>41,057,482</b>	<b>39,880,931</b>	<b>39,569,347</b>	<b>41,055,586</b>	<b>1,486,239</b>	<b>3.8%</b>
<b>Operating Increase (Decrease)</b>	<b>\$ (2,189,991)</b>	<b>\$ (2,540,121)</b>	<b>\$ (3,896,405)</b>	<b>\$ (3,603,612)</b>	<b>\$ (4,117,019)</b>	<b>\$ (4,516,284)</b>	<b>\$ (399,265)</b>	<b>9.7%</b>
<b>Modified Cash Flow</b>								
Operating Increase (Decrease)	\$ (2,189,991)	\$ (2,540,121)	\$ (3,896,405)	\$ (3,603,612)	\$ (4,117,019)	\$ (4,516,284)	\$ (399,265)	9.7%
Add Back Depreciation	2,343,262	2,514,694	2,570,574	2,570,972	2,736,310	2,826,916	90,606	3.3%
Less Capital Expenditures	(331,088)	(411,055)	(280,720)	(159,882)	(675,980)	(893,111)	(217,131)	32.1%
Less Capital Reserve Funding	(376,964)	-	-	-	-	-	-	-%
Less Debt Service Principal	(910,988)	(961,587)	(1,052,217)	(1,207,474)	(1,012,972)	(1,030,544)	(17,572)	1.7%
<b>Net Change Before Other Adjustments &amp; Transfers</b>	<b>(1,465,769)</b>	<b>(1,398,069)</b>	<b>(2,658,768)</b>	<b>(2,399,996)</b>	<b>(3,069,661)</b>	<b>(3,613,023)</b>	<b>(543,362)</b>	
Transfer from/(to) Administrative Savings Rsrv	-	-	-	-	-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-	500,000	2,959,661	1,778,222	(1,181,439)	
<b>Net Change Subtotal</b>	<b>(1,465,769)</b>	<b>(1,398,069)</b>	<b>(2,658,768)</b>	<b>(1,899,996)</b>	<b>(110,000)</b>	<b>(1,834,801)</b>	<b>(1,724,801)</b>	
Total Net Transfers from/(to) Reserves	\$749,764	\$0	\$0	\$375,074	\$3,069,661	\$1,924,183	1,145,478	
Other Strategic Transfers from/(to) Reserves	749,764	-	-	(124,926)	110,000	145,961	35,961	
<b>Net Change in Cash &amp; Reserve Transfers</b>	<b>\$ (716,005)</b>	<b>\$ (1,398,069)</b>	<b>\$ (2,658,768)</b>	<b>\$ (2,024,922)</b>	<b>\$ 0</b>	<b>\$ (1,688,840)</b>	<b>\$ (1,688,840)</b>	

## Univ of Maine at Fort Kent

3/16/21

	E&G							
	FY17 ACTUALS	FY18 ACTUALS	FY19 ACTUALS	FY20 ACTUALS	FY21 BUDGET	FY22 BUDGET	BUDGET CHANGE	
<b>Revenues</b>								
Tuition & Fee Revenue	\$ 8,782,839	\$ 8,674,237	\$ 8,678,189	\$ 8,200,008	\$ 7,501,555	\$ 7,572,151	\$ 70,596	0.9%
Dining Revenue	-	-	-	-	-	-	-	-%
Residence Revenue	-	-	-	-	-	-	-	-%
Tuition Waivers/Scholarships	(976,618)	(1,447,188)	(1,571,238)	(1,659,449)	(1,066,900)	(1,066,900)	-	0.0%
Net Student Charges Revenue	7,806,221	7,227,049	7,106,951	6,540,560	6,434,655	6,505,251	70,596	1.1%
State Appropriation	5,308,503	6,513,346	6,877,413	7,818,910	7,818,908	7,858,199	39,291	0.5%
Indirect Cost Recovery	49,376	43,369	37,775	48,544	35,000	37,500	2,500	7.1%
Investment Income/Gifts	-	-	-	-	-	-	-	-%
Sales/Services/Auxiliary	407,501	337,260	583,364	396,928	284,350	295,900	11,550	4.1%
<b>Total Revenue</b>	<b>13,571,602</b>	<b>14,121,024</b>	<b>14,605,503</b>	<b>14,804,941</b>	<b>14,572,913</b>	<b>14,696,850</b>	<b>123,937</b>	<b>0.9%</b>
<b>Expenses</b>								
Salaries & Wages	\$6,293,134	\$6,465,395	\$6,315,596	\$6,431,856	\$7,063,547	\$7,065,733	\$2,186	0.0%
Attrition (Salary Only)	-	-	-	-	(403,881)	(173,302)	230,579	-57.1%
Employee Benefits Including Attrition	2,603,692	2,735,132	2,700,317	2,733,909	2,794,836	2,994,869	200,033	7.2%
Pandemic Pay	-	-	-	17,689	-	-	-	-%
Personnel	8,896,826	9,200,527	9,015,914	9,183,454	9,454,502	9,887,300	432,798	4.6%
Other Expenses & Transfers:								
Fuel & Electricity	428,252	408,864	450,819	446,265	467,359	458,690	(8,669)	-1.9%
Supplies & Services	640,315	594,458	935,315	913,534	983,312	1,116,345	133,033	13.5%
Shared Services	1,514,685	1,677,758	1,810,651	1,910,969	2,089,035	2,089,035	-	0.0%
Travel	298,363	343,488	362,050	248,253	158,800	340,138	181,338	114.2%
Memberships, Contributions & Sponsorships	59,992	59,695	64,144	32,236	59,390	70,280	10,890	18.3%
Maintenance & Alterations	201,312	184,222	161,979	149,487	172,873	155,927	(16,946)	-9.8%
Interest	45,615	38,563	35,206	30,739	25,477	20,327	(5,150)	-20.2%
Depreciation	666,633	628,754	718,358	720,247	730,121	775,864	45,743	6.3%
Other Expenses & Transfers	1,466,569	367,036	800,284	12,074	(161,152)	55,096	216,248	-134.2%
Unassigned Budget	-	-	-	-	28,997	21,576	(7,421)	-25.6%
<b>Total Other Expenses &amp; Transfers</b>	<b>5,321,736</b>	<b>4,302,838</b>	<b>5,338,804</b>	<b>4,463,805</b>	<b>4,554,212</b>	<b>5,103,278</b>	<b>549,066</b>	<b>12.1%</b>
<b>Total Operating Expenses &amp; Transfers</b>	<b>14,218,562</b>	<b>13,503,364</b>	<b>14,354,718</b>	<b>13,647,259</b>	<b>14,008,714</b>	<b>14,990,578</b>	<b>981,864</b>	<b>7.0%</b>
<b>Operating Increase (Decrease)</b>	<b>\$ (646,960)</b>	<b>\$ 617,659</b>	<b>\$ 250,785</b>	<b>\$ 1,157,682</b>	<b>\$ 564,199</b>	<b>\$ (293,728)</b>	<b>\$ (857,927)</b>	<b>-152.1%</b>
<b>Modified Cash Flow</b>								
Operating Increase (Decrease)	\$ (646,960)	\$ 617,659	\$ 250,785	\$ 1,157,682	\$ 564,199	\$ (293,728)	\$ (857,927)	-152.1%
Add Back Depreciation	666,633	628,754	718,358	720,247	730,121	775,864	45,743	6.3%
Less Capital Expenditures	(452,098)	(270,688)	(259,427)	(301,000)	(259,000)	(337,842)	(78,842)	30.4%
Less Capital Reserve Funding	(27,445)	-	-	-	-	-	-	-%
Less Debt Service Principal	(366,256)	(327,341)	(345,488)	(355,677)	(356,954)	(358,701)	(1,747)	0.5%
<b>Net Change Before Other Adjustments &amp; Transfers</b>	<b>(826,126)</b>	<b>648,385</b>	<b>364,228</b>	<b>1,221,252</b>	<b>678,366</b>	<b>(214,407)</b>	<b>(892,773)</b>	
Transfer from/(to) Administrative Savings Rsrv	1,000,000	-	-	-	-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-	-	-	-	-	
<b>Net Change Subtotal</b>	<b>173,874</b>	<b>648,385</b>	<b>364,228</b>	<b>1,221,252</b>	<b>678,366</b>	<b>(214,407)</b>	<b>(892,773)</b>	
Other Strategic Transfers from/(to) Reserves	-	-	-	(281,670)	-	-	-	
<b>Net Change in Cash &amp; Reserve Transfers</b>	<b>\$ 173,874</b>	<b>\$ 648,385</b>	<b>\$ 364,228</b>	<b>\$ 939,583</b>	<b>\$ 678,366</b>	<b>\$ (214,407)</b>	<b>\$ (892,773)</b>	



## Univ of Maine at Fort Kent

3/9/21

	Auxiliary							
	FY17 ACTUALS	FY18 ACTUALS	FY19 ACTUALS	FY20 ACTUALS	FY21 BUDGET	FY22 BUDGET	BUDGET CHANGE	
<b>Revenues</b>								
Tuition & Fee Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-%
Dining Revenue	694,019	601,689	651,798	627,923	508,763	584,185	75,422	14.8%
Residence Revenue	818,121	695,912	740,055	725,799	613,532	697,310	83,778	13.7%
Tuition Waivers/Scholarships	(59,545)	(54,275)	(50,795)	(54,460)	(135,000)	(130,000)	5,000	-3.7%
Net Student Charges Revenue	1,452,596	1,243,326	1,341,057	1,299,262	987,295	1,151,495	164,200	16.6%
State Appropriation	-	-	-	-	-	-	-	-%
Indirect Cost Recovery	-	-	-	-	-	-	-	-%
Investment Income/Gifts	-	-	-	-	-	-	-	-%
Sales/Services/Auxiliary	127,520	132,830	136,286	159,234	120,431	92,944	(27,487)	-22.8%
<b>Total Revenue</b>	<b>1,580,115</b>	<b>1,376,156</b>	<b>1,477,343</b>	<b>1,458,496</b>	<b>1,107,726</b>	<b>1,244,439</b>	<b>136,713</b>	<b>12.3%</b>
<b>Expenses</b>								
Salaries & Wages	\$200,297	\$194,492	\$225,426	\$224,262	\$245,071	\$242,175	(\$2,896)	-1.2%
Attrition (Salary Only)	-	-	-	-	-	-	-	-%
Employee Benefits Including Attrition	82,525	89,505	106,813	107,326	112,240	114,478	2,238	2.0%
Pandemic Pay	-	-	-	5,158	-	-	-	-%
Personnel	282,821	283,997	332,239	336,746	357,311	356,653	(658)	-0.2%
Other Expenses & Transfers:								
Fuel & Electricity	183,105	159,377	178,141	177,814	177,775	181,080	3,305	1.9%
Supplies & Services	661,996	677,975	706,004	666,078	726,332	709,042	(17,290)	-2.4%
Shared Services	-	-	-	-	-	-	-	-%
Travel	5,503	4,433	1,816	2,032	500	3,000	2,500	500.0%
Memberships, Contributions & Sponsorships	51	249	200	180	200	90	(110)	-55.0%
Maintenance & Alterations	93,673	78,605	45,587	25,933	25,162	22,300	(2,862)	-11.4%
Interest	228,183	215,139	207,200	197,445	186,017	173,912	(12,105)	-6.5%
Depreciation	215,847	218,773	230,322	233,443	229,661	234,767	5,106	2.2%
Other Expenses & Transfers	65,940	60,788	76,508	67,927	57,091	63,046	5,955	10.4%
Unassigned Budget	-	-	-	-	-	-	-	-%
<b>Total Other Expenses &amp; Transfers</b>	<b>1,454,298</b>	<b>1,415,338</b>	<b>1,445,777</b>	<b>1,370,852</b>	<b>1,402,738</b>	<b>1,387,237</b>	<b>(15,501)</b>	<b>-1.1%</b>
<b>Total Operating Expenses &amp; Transfers</b>	<b>1,737,119</b>	<b>1,699,335</b>	<b>1,778,016</b>	<b>1,707,598</b>	<b>1,760,049</b>	<b>1,743,890</b>	<b>(16,159)</b>	<b>-0.9%</b>
<b>Operating Increase (Decrease)</b>	<b>\$ (157,004)</b>	<b>\$ (323,179)</b>	<b>\$ (300,673)</b>	<b>\$ (249,103)</b>	<b>\$ (652,323)</b>	<b>\$ (499,451)</b>	<b>\$ 152,872</b>	<b>-23.4%</b>
<b>Modified Cash Flow</b>								
Operating Increase (Decrease)	\$ (157,004)	\$ (323,179)	\$ (300,673)	\$ (249,103)	\$ (652,323)	\$ (499,451)	\$ 152,872	-23.4%
Add Back Depreciation	215,847	218,773	230,322	233,443	229,661	234,767	5,106	2.2%
Less Capital Expenditures	(19,000)	(19,000)	(19,000)	(11,242)	-	-	-	-%
Less Capital Reserve Funding	-	-	-	-	-	-	-	-%
Less Debt Service Principal	(213,717)	(213,826)	(210,000)	(237,895)	(255,704)	(270,909)	(15,205)	5.9%
<b>Net Change Before Other Adjustments &amp; Transfers</b>	<b>(173,874)</b>	<b>(337,232)</b>	<b>(299,350)</b>	<b>(264,797)</b>	<b>(678,366)</b>	<b>(535,593)</b>	<b>142,773</b>	
Transfer from/(to) Administrative Savings Rsrv	-	-	-	-	-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-	-	-	-	-	
<b>Net Change Subtotal</b>	<b>(173,874)</b>	<b>(337,232)</b>	<b>(299,350)</b>	<b>(264,797)</b>	<b>(678,366)</b>	<b>(535,593)</b>	<b>142,773</b>	
Other Strategic Transfers from/(to) Reserves	-	-	-	-	-	-	-	
<b>Net Change in Cash &amp; Reserve Transfers</b>	<b>\$ (173,874)</b>	<b>\$ (337,232)</b>	<b>\$ (299,350)</b>	<b>\$ (264,797)</b>	<b>\$ (678,366)</b>	<b>\$ (535,593)</b>	<b>\$ 142,773</b>	

## Univ of Maine at Fort Kent

3/16/21

## E&amp;G and Auxiliary

	FY17 ACTUALS	FY18 ACTUALS	FY19 ACTUALS	FY20 ACTUALS	FY21 BUDGET	FY22 BUDGET	BUDGET CHANGE	
<b>Revenues</b>								
Tuition & Fee Revenue	\$ 8,782,839	\$ 8,674,237	\$ 8,678,189	\$ 8,200,008	\$ 7,501,555	\$ 7,572,151	\$ 70,596	0.9%
Dining Revenue	694,019	601,689	651,798	627,923	508,763	584,185	75,422	14.8%
Residence Revenue	818,121	695,912	740,055	725,799	613,532	697,310	83,778	13.7%
Tuition Waivers/Scholarships	(1,036,163)	(1,501,463)	(1,622,033)	(1,713,909)	(1,201,900)	(1,196,900)	5,000	-0.4%
Net Student Charges Revenue	9,258,817	8,470,375	8,448,008	7,839,822	7,421,950	7,656,746	234,796	3.2%
State Appropriation	5,308,503	6,513,346	6,877,413	7,818,910	7,818,908	7,858,199	39,291	0.5%
Indirect Cost Recovery	49,376	43,369	37,775	48,544	35,000	37,500	2,500	7.1%
Investment Income/Gifts	-	-	-	-	-	-	-	-%
Sales/Services/Auxiliary	535,021	470,090	719,650	556,161	404,781	388,844	(15,937)	-3.9%
<b>Total Revenue</b>	<b>15,151,717</b>	<b>15,497,180</b>	<b>16,082,846</b>	<b>16,263,437</b>	<b>15,680,639</b>	<b>15,941,289</b>	<b>260,650</b>	<b>1.7%</b>
<b>Expenses</b>								
Salaries & Wages	\$6,493,431	\$6,659,887	\$6,541,023	\$6,656,118	\$7,308,618	\$7,307,908	(\$710)	0.0%
Attrition (Salary Only)	-	-	-	-	(403,881)	(173,302)	230,579	-57.1%
Employee Benefits Including Attrition	2,686,217	2,824,637	2,807,130	2,841,236	2,907,076	3,109,347	202,271	7.0%
Pandemic Pay	-	-	-	22,847	-	-	-	-%
Personnel	9,179,647	9,484,524	9,348,153	9,520,201	9,811,813	10,243,953	432,140	4.4%
Other Expenses & Transfers:								
Fuel & Electricity	611,357	568,240	628,959	624,079	645,134	639,770	(5,364)	-0.8%
Supplies & Services	1,302,311	1,272,433	1,641,318	1,579,612	1,709,644	1,825,387	115,743	6.8%
Shared Services	1,514,685	1,677,758	1,810,651	1,910,969	2,089,035	2,089,035	-	0.0%
Travel	303,866	347,921	363,866	250,284	159,300	343,138	183,838	115.4%
Memberships, Contributions & Sponsorships	60,043	59,944	64,344	32,416	59,590	70,370	10,780	18.1%
Maintenance & Alterations	294,985	262,827	207,565	175,420	198,035	178,227	(19,808)	-10.0%
Interest	273,798	253,702	242,406	228,184	211,494	194,239	(17,255)	-8.2%
Depreciation	882,480	847,527	948,680	953,691	959,782	1,010,631	50,849	5.3%
Other Expenses & Transfers	1,532,509	427,824	876,791	80,002	(104,061)	118,142	222,203	-213.5%
Unassigned Budget	-	-	-	-	28,997	21,576	(7,421)	-25.6%
<b>Total Other Expenses &amp; Transfers</b>	<b>6,776,034</b>	<b>5,718,176</b>	<b>6,784,581</b>	<b>5,834,657</b>	<b>5,956,950</b>	<b>6,490,515</b>	<b>533,565</b>	<b>9.0%</b>
<b>Total Operating Expenses &amp; Transfers</b>	<b>15,955,681</b>	<b>15,202,700</b>	<b>16,132,734</b>	<b>15,354,858</b>	<b>15,768,763</b>	<b>16,734,468</b>	<b>965,705</b>	<b>6.1%</b>
<b>Operating Increase (Decrease)</b>	<b>\$ (803,964)</b>	<b>\$ 294,480</b>	<b>\$ (49,888)</b>	<b>\$ 908,579</b>	<b>\$ (88,124)</b>	<b>\$ (793,179)</b>	<b>\$ (705,055)</b>	<b>800.1%</b>
<b>Modified Cash Flow</b>								
Operating Increase (Decrease)	\$ (803,964)	\$ 294,480	\$ (49,888)	\$ 908,579	\$ (88,124)	\$ (793,179)	\$ (705,055)	800.1%
Add Back Depreciation	882,480	847,527	948,680	953,691	959,782	1,010,631	50,849	5.3%
Less Capital Expenditures	(471,098)	(289,688)	(278,427)	(312,242)	(259,000)	(337,842)	(78,842)	30.4%
Less Capital Reserve Funding	(27,445)	-	-	-	-	-	-	-%
Less Debt Service Principal	(579,973)	(541,167)	(555,488)	(593,573)	(612,658)	(629,610)	(16,952)	2.8%
<b>Net Change Before Other Adjustments &amp; Transfers</b>	<b>(1,000,000)</b>	<b>311,153</b>	<b>64,878</b>	<b>956,455</b>	<b>-</b>	<b>(750,000)</b>	<b>(750,000)</b>	
Transfer from/(to) Administrative Savings Rsrv	1,000,000	-	-	-	-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-	-	-	-	-	
<b>Net Change Subtotal</b>	<b>0</b>	<b>311,153</b>	<b>64,878</b>	<b>956,455</b>	<b>-</b>	<b>(750,000)</b>	<b>(750,000)</b>	
Other Strategic Transfers from/(to) Reserves	-	-	-	(281,670)	-	-	-	
<b>Net Change in Cash &amp; Reserve Transfers</b>	<b>\$ 0</b>	<b>\$ 311,153</b>	<b>\$ 64,878</b>	<b>\$ 674,785</b>	<b>\$ -</b>	<b>\$ (750,000)</b>	<b>\$ (750,000)</b>	

## Univ of Maine at Presque Isle

3/9/21

## E&amp;G

	FY17 ACTUALS	FY18 ACTUALS	FY19 ACTUALS	FY20 ACTUALS	FY21 BUDGET	FY22 BUDGET	BUDGET CHANGE	
<b>Revenues</b>								
Tuition & Fee Revenue	\$ 6,750,613	\$ 7,539,255	\$ 7,621,876	\$ 7,674,168	\$ 8,105,473	\$ 8,448,312	\$ 342,839	4.2%
Dining Revenue	3,241	-	-	-	-	-	-	-%
Residence Revenue	8,176	10,759	7,753	5,224	-	-	-	-%
Tuition Waivers/Scholarships	(1,405,510)	(1,488,961)	(1,543,944)	(1,398,522)	(953,000)	(910,500)	42,500	-4.5%
Net Student Charges Revenue	5,356,521	6,061,053	6,085,685	6,280,870	7,152,473	7,537,812	385,339	5.4%
State Appropriation	6,999,217	7,936,764	7,508,452	8,017,134	8,013,478	8,053,747	40,269	0.5%
Indirect Cost Recovery	146,435	154,225	138,977	174,054	155,000	155,000	-	0.0%
Investment Income/Gifts	-	100	-	-	-	-	-	-%
Sales/Services/Auxiliary	602,896	641,160	608,219	464,327	351,403	291,600	(59,803)	-17.0%
<b>Total Revenue</b>	<b>13,105,069</b>	<b>14,793,302</b>	<b>14,341,332</b>	<b>14,936,384</b>	<b>15,672,354</b>	<b>16,038,159</b>	<b>365,805</b>	<b>2.3%</b>
<b>Expenses</b>								
Salaries & Wages	\$6,747,327	\$6,889,113	\$7,061,041	\$7,310,303	\$7,220,043	\$7,513,508	\$293,465	4.1%
Attrition (Salary Only)	-	-	-	-	-	-	-	-%
Employee Benefits Including Attrition	2,965,106	3,054,668	3,175,455	3,294,908	3,257,405	3,503,098	245,693	7.5%
Pandemic Pay	-	-	-	22,316	-	-	-	-%
Personnel	9,712,434	9,943,781	10,236,496	10,627,527	10,477,448	11,016,606	539,158	5.1%
Other Expenses & Transfers:								
Fuel & Electricity	449,116	427,647	509,809	465,884	461,800	590,800	129,000	27.9%
Supplies & Services	1,305,921	1,065,177	871,354	1,009,941	1,220,347	1,741,312	520,965	42.7%
Shared Services	1,781,732	1,967,428	2,047,479	2,150,304	2,253,211	2,274,703	21,492	1.0%
Travel	332,250	321,935	293,733	185,296	218,081	217,069	(1,012)	-0.5%
Memberships, Contributions & Sponsorships	61,693	61,725	66,910	72,863	73,805	75,665	1,860	2.5%
Maintenance & Alterations	1,168,807	461,143	436,550	373,890	300,650	303,850	3,200	1.1%
Interest	63,816	60,380	58,866	56,794	53,276	49,454	(3,822)	-7.2%
Depreciation	845,286	918,182	830,981	807,004	840,870	918,771	77,901	9.3%
Other Expenses & Transfers	(594,818)	206,434	(514,301)	(311,676)	337,597	404,476	66,879	19.8%
Unassigned Budget	-	13,048	-	-	-	-	-	-%
<b>Total Other Expenses &amp; Transfers</b>	<b>5,413,803</b>	<b>5,503,099</b>	<b>4,601,381</b>	<b>4,810,301</b>	<b>5,759,637</b>	<b>6,576,100</b>	<b>816,463</b>	<b>14.2%</b>
<b>Total Operating Expenses &amp; Transfers</b>	<b>15,126,236</b>	<b>15,446,879</b>	<b>14,837,877</b>	<b>15,437,827</b>	<b>16,237,085</b>	<b>17,592,706</b>	<b>1,355,621</b>	<b>8.3%</b>
<b>Operating Increase (Decrease)</b>	<b>\$ (2,021,167)</b>	<b>\$ (653,578)</b>	<b>\$ (496,544)</b>	<b>\$ (501,444)</b>	<b>\$ (564,731)</b>	<b>\$ (1,554,547)</b>	<b>\$ (989,816)</b>	<b>175.3%</b>
<b>Modified Cash Flow</b>								
Operating Increase (Decrease)	\$ (2,021,167)	\$ (653,578)	\$ (496,544)	\$ (501,444)	\$ (564,731)	\$ (1,554,547)	\$ (989,816)	175.3%
Add Back Depreciation	845,286	918,182	830,981	807,004	840,870	918,771	77,901	9.3%
Less Capital Expenditures	(244,755)	(121,702)	(62,747)	(139,468)	(185,000)	(238,272)	(53,272)	28.8%
Less Capital Reserve Funding	-	-	(804,845)	-	-	-	-	-%
Less Debt Service Principal	(59,718)	(60,395)	(74,049)	(87,445)	(91,139)	(91,943)	(804)	0.9%
<b>Net Change Before Other Adjustments &amp; Transfers</b>	<b>(1,480,354)</b>	<b>82,508</b>	<b>(607,204)</b>	<b>78,647</b>	<b>-</b>	<b>(965,991)</b>	<b>(965,991)</b>	
Transfer from/(to) Administrative Savings Rsrv	1,000,000	-	-	-	-	-	-	
Transfer from/(to) Budget Stabilization	300,000	-	-	-	-	-	-	
<b>Net Change Subtotal</b>	<b>(180,354)</b>	<b>82,508</b>	<b>(607,204)</b>	<b>78,647</b>	<b>-</b>	<b>(965,991)</b>	<b>(965,991)</b>	
Other Strategic Transfers from/(to) Reserves	-	-	-	(29,465)	-	-	-	
<b>Net Change in Cash &amp; Reserve Transfers</b>	<b>\$ (180,354)</b>	<b>\$ 82,508</b>	<b>\$ (607,204)</b>	<b>\$ 49,182</b>	<b>\$ -</b>	<b>\$ (965,991)</b>	<b>\$ (965,991)</b>	

## Univ of Maine at Presque Isle

3/9/21

	Auxiliary							
	FY17 ACTUALS	FY18 ACTUALS	FY19 ACTUALS	FY20 ACTUALS	FY21 BUDGET	FY22 BUDGET	BUDGET CHANGE	
Revenues								
Tuition & Fee Revenue	\$ 450	\$ 550	\$ 450	\$ -	\$ -	\$ -	\$ -	-%
Dining Revenue	843,418	794,926	883,268	798,286	717,885	781,286	63,401	8.8%
Residence Revenue	1,255,987	1,179,985	1,274,666	1,156,482	999,525	1,287,572	288,047	28.8%
Tuition Waivers/Scholarships	(232,615)	(239,169)	(236,728)	(234,900)	(235,000)	(235,000)	-	0.0%
Net Student Charges Revenue	1,867,240	1,736,292	1,921,657	1,719,868	1,482,410	1,833,858	351,448	23.7%
State Appropriation	-	-	-	-	-	-	-	-%
Indirect Cost Recovery	-	-	-	-	-	-	-	-%
Investment Income/Gifts	-	-	-	-	-	-	-	-%
Sales/Services/Auxiliary	155,377	146,793	129,518	146,121	63,000	63,000	-	0.0%
Total Revenue	2,022,617	1,883,085	2,051,175	1,865,990	1,545,410	1,896,858	351,448	22.7%
Expenses								
Salaries & Wages	\$234,532	\$172,426	\$217,230	\$230,704	\$200,555	\$243,281	\$42,726	21.3%
Attrition (Salary Only)	-	-	-	-	-	-	-	-%
Employee Benefits Including Attrition	93,041	56,594	86,226	98,745	86,063	107,072	21,009	24.4%
Pandemic Pay	-	-	-	6,865	-	-	-	-%
Personnel	327,573	229,020	303,457	336,315	286,618	350,353	63,735	22.2%
Other Expenses & Transfers:								
Fuel & Electricity	309,219	312,067	369,681	322,987	312,000	308,750	(3,250)	-1.0%
Supplies & Services	884,538	812,877	841,810	879,892	783,303	856,786	73,483	9.4%
Shared Services	-	-	-	-	-	-	-	-%
Travel	4,157	4,402	3,488	1,638	-	-	-	-%
Memberships, Contributions & Sponsorships	-	-	-	-	-	-	-	-%
Maintenance & Alterations	458,547	225,125	156,758	140,518	235,900	232,500	(3,400)	-1.4%
Interest	-	-	392	851	784	559	(225)	-28.7%
Depreciation	66,629	62,270	69,085	74,231	75,181	72,520	(2,661)	-3.5%
Other Expenses & Transfers	114,613	111,785	197,515	488,102	188,656	192,641	3,985	2.1%
Unassigned Budget	-	-	-	-	-	-	-	-%
Total Other Expenses & Transfers	1,837,701	1,528,526	1,638,729	1,908,219	1,595,824	1,663,756	67,932	4.3%
Total Operating Expenses & Transfers	2,165,274	1,757,546	1,942,186	2,244,533	1,882,442	2,014,109	131,667	7.0%
Operating Increase (Decrease)	\$ (142,657)	\$ 125,539	\$ 108,989	\$ (378,544)	\$ (337,032)	\$ (117,251)	\$ 219,781	-65.2%
Modified Cash Flow								
Operating Increase (Decrease)	\$ (142,657)	\$ 125,539	\$ 108,989	\$ (378,544)	\$ (337,032)	\$ (117,251)	\$ 219,781	-65.2%
Add Back Depreciation	66,629	62,270	69,085	74,231	75,181	72,520	(2,661)	-3.5%
Less Capital Expenditures	(148,044)	(169,620)	(74,152)	(38,235)	(105,000)	(110,520)	(5,520)	5.3%
Less Capital Reserve Funding	-	-	(19,100)	-	-	-	-	-%
Less Debt Service Principal	-	-	(3,291)	(8,411)	(9,928)	(10,154)	(226)	2.3%
Net Change Before Other Adjustments & Transfers	(224,072)	18,189	81,531	(350,959)	(376,779)	(165,405)	211,374	
Transfer from/(to) Administrative Savings Rsrv	-	-	-	-	-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-	-	-	-	-	
Net Change Subtotal	(224,072)	18,189	81,531	(350,959)	(376,779)	(165,405)	211,374	
Other Strategic Transfers from/(to) Reserves	-	-	-	-	376,779	-	(376,779)	
Net Change in Cash & Reserve Transfers	\$ (224,072)	\$ 18,189	\$ 81,531	\$ (350,959)	\$ -	\$ (165,405)	\$ (165,405)	

## Univ of Maine at Presque Isle

3/9/21

	E&G and Auxiliary							
	FY17 ACTUALS	FY18 ACTUALS	FY19 ACTUALS	FY20 ACTUALS	FY21 BUDGET	FY22 BUDGET	BUDGET CHANGE	
<b>Revenues</b>								
Tuition & Fee Revenue	\$ 6,751,063	\$ 7,539,805	\$ 7,622,326	\$ 7,674,168	\$ 8,105,473	\$ 8,448,312	\$ 342,839	4.2%
Dining Revenue	846,659	794,926	883,268	798,286	717,885	781,286	63,401	8.8%
Residence Revenue	1,264,163	1,190,744	1,282,420	1,161,706	999,525	1,287,572	288,047	28.8%
Tuition Waivers/Scholarships	(1,638,125)	(1,728,130)	(1,780,672)	(1,633,422)	(1,188,000)	(1,145,500)	42,500	-3.6%
Net Student Charges Revenue	7,223,761	7,797,345	8,007,342	8,000,738	8,634,883	9,371,670	736,787	8.5%
State Appropriation	6,999,217	7,936,764	7,508,452	8,017,134	8,013,478	8,053,747	40,269	0.5%
Indirect Cost Recovery	146,435	154,225	138,977	174,054	155,000	155,000	-	0.0%
Investment Income/Gifts	-	100	-	-	-	-	-	-%
Sales/Services/Auxiliary	758,273	787,952	737,737	610,448	414,403	354,600	(59,803)	-14.4%
<b>Total Revenue</b>	<b>15,127,686</b>	<b>16,676,386</b>	<b>16,392,507</b>	<b>16,802,373</b>	<b>17,217,764</b>	<b>17,935,017</b>	<b>717,253</b>	<b>4.2%</b>
<b>Expenses</b>								
Salaries & Wages	\$6,981,860	\$7,061,539	\$7,278,271	\$7,541,007	\$7,420,598	\$7,756,789	\$336,191	4.5%
Attrition (Salary Only)	-	-	-	-	-	-	-	-%
Employee Benefits Including Attrition	3,058,147	3,111,261	3,261,681	3,393,653	3,343,468	3,610,170	266,702	8.0%
Pandemic Pay	-	-	-	29,181	-	-	-	-%
Personnel	10,040,006	10,172,800	10,539,953	10,963,841	10,764,066	11,366,959	602,893	5.6%
Other Expenses & Transfers:								
Fuel & Electricity	758,335	739,714	879,490	788,872	773,800	899,550	125,750	16.3%
Supplies & Services	2,190,459	1,878,055	1,713,164	1,889,834	2,003,650	2,598,098	594,448	29.7%
Shared Services	1,781,732	1,967,428	2,047,479	2,150,304	2,253,211	2,274,703	21,492	1.0%
Travel	336,407	326,337	297,221	186,934	218,081	217,069	(1,012)	-0.5%
Memberships, Contributions & Sponsorships	61,693	61,725	66,910	72,863	73,805	75,665	1,860	2.5%
Maintenance & Alterations	1,627,353	686,268	593,308	514,408	536,550	536,350	(200)	0.0%
Interest	63,816	60,380	59,258	57,645	54,060	50,013	(4,047)	-7.5%
Depreciation	911,915	980,451	900,066	881,235	916,051	991,291	75,240	8.2%
Other Expenses & Transfers	(480,206)	318,218	(316,786)	176,426	526,253	597,117	70,864	13.5%
Unassigned Budget	-	13,048	-	-	-	-	-	-%
<b>Total Other Expenses &amp; Transfers</b>	<b>7,251,504</b>	<b>7,031,625</b>	<b>6,240,110</b>	<b>6,718,519</b>	<b>7,355,461</b>	<b>8,239,856</b>	<b>884,395</b>	<b>12.0%</b>
<b>Total Operating Expenses &amp; Transfers</b>	<b>17,291,510</b>	<b>17,204,425</b>	<b>16,780,062</b>	<b>17,682,361</b>	<b>18,119,527</b>	<b>19,606,815</b>	<b>1,487,288</b>	<b>8.2%</b>
<b>Operating Increase (Decrease)</b>	<b>\$ (2,163,824)</b>	<b>\$ (528,039)</b>	<b>\$ (387,555)</b>	<b>\$ (879,987)</b>	<b>\$ (901,763)</b>	<b>\$ (1,671,798)</b>	<b>\$ (770,035)</b>	<b>85.4%</b>
<b>Modified Cash Flow</b>								
Operating Increase (Decrease)	\$ (2,163,824)	\$ (528,039)	\$ (387,555)	\$ (879,987)	\$ (901,763)	\$ (1,671,798)	\$ (770,035)	85.4%
Add Back Depreciation	911,915	980,451	900,066	881,235	916,051	991,291	75,240	8.2%
Less Capital Expenditures	(392,799)	(291,321)	(136,899)	(177,703)	(290,000)	(348,792)	(58,792)	20.3%
Less Capital Reserve Funding	-	-	(823,945)	-	-	-	-	-%
Less Debt Service Principal	(59,718)	(60,395)	(77,340)	(95,857)	(101,067)	(102,097)	(1,030)	1.0%
<b>Net Change Before Other Adjustments &amp; Transfers</b>	<b>(1,704,426)</b>	<b>100,696</b>	<b>(525,673)</b>	<b>(272,312)</b>	<b>(376,779)</b>	<b>(1,131,396)</b>	<b>(754,617)</b>	
Transfer from/(to) Administrative Savings Rsrv	1,000,000	-	-	-	-	-	-	
Transfer from/(to) Budget Stabilization	300,000	-	-	-	-	-	-	
<b>Net Change Subtotal</b>	<b>(404,426)</b>	<b>100,696</b>	<b>(525,673)</b>	<b>(272,312)</b>	<b>(376,779)</b>	<b>(1,131,396)</b>	<b>(754,617)</b>	
Other Strategic Transfers from/(to) Reserves	-	-	-	(29,465)	376,779	-	(376,779)	
<b>Net Change in Cash &amp; Reserve Transfers</b>	<b>\$ (404,426)</b>	<b>\$ 100,696</b>	<b>\$ (525,673)</b>	<b>\$ (301,777)</b>	<b>\$ -</b>	<b>\$ (1,131,396)</b>	<b>\$ (1,131,396)</b>	

## University of Southern Maine

3/9/21

	FY17 ACTUALS	FY18 ACTUALS	E&G FY19 ACTUALS	FY20 ACTUALS	FY21 BUDGET	FY22 BUDGET	BUDGET CHANGE	
<b>Revenues</b>								
Tuition & Fee Revenue	\$ 62,602,040	\$ 67,980,844	\$ 71,893,964	\$ 74,653,271	\$ 75,312,732	\$ 75,274,407	\$ (38,325)	-0.1%
Dining Revenue	-	-	-	(553)	-	-	-	-%
Residence Revenue	2,475	3,600	2,475	4,650	-	-	-	-%
Tuition Waivers/Scholarships	(12,276,891)	(15,132,311)	(17,428,968)	(18,975,993)	(17,251,971)	(16,241,971)	1,010,000	-5.9%
Net Student Charges Revenue	50,327,624	52,852,134	54,467,472	55,681,375	58,060,761	59,032,436	971,675	1.7%
State Appropriation	48,032,552	47,783,008	47,775,142	48,098,693	46,874,076	47,109,624	235,548	0.5%
Indirect Cost Recovery	3,579,669	3,424,630	3,357,629	3,470,573	3,525,000	3,525,000	-	0.0%
Investment Income/Gifts	125,675	127,698	125,934	129,457	114,448	114,448	-	0.0%
Sales/Services/Auxiliary	3,498,369	3,540,360	3,594,863	3,131,924	2,165,698	3,289,730	1,124,032	51.9%
<b>Total Revenue</b>	<b>105,563,898</b>	<b>107,727,829</b>	<b>109,321,040</b>	<b>110,512,022</b>	<b>110,739,983</b>	<b>113,071,238</b>	<b>2,331,255</b>	<b>2.1%</b>
<b>Expenses</b>								
Salaries & Wages	\$49,010,360	\$50,428,422	\$53,449,292	\$55,583,315	\$58,899,866	\$58,952,556	\$52,690	0.1%
Attrition (Salary Only)	-	-	-	-	(2,182,663)	(1,753,247)	429,416	-19.7%
Employee Benefits Including Attrition	21,348,584	21,940,169	23,570,682	24,636,835	25,346,280	26,373,887	1,027,607	4.1%
Pandemic Pay	-	-	-	354,519	-	-	-	-%
Personnel	70,358,944	72,368,591	77,019,974	80,574,669	82,063,483	83,573,196	1,509,713	1.8%
Other Expenses & Transfers:								
Fuel & Electricity	2,277,018	2,668,953	2,343,803	2,182,350	2,493,536	2,547,739	54,203	2.2%
Supplies & Services	5,335,376	6,189,136	6,441,163	6,167,566	5,478,662	5,398,947	(79,715)	-1.5%
Shared Services	12,507,766	11,810,828	12,139,152	12,217,682	12,698,591	12,792,857	94,266	0.7%
Travel	1,196,675	1,324,700	1,428,646	1,082,772	453,104	653,024	199,920	44.1%
Memberships, Contributions & Sponsorships	236,530	216,754	325,245	228,968	172,592	173,889	1,297	0.8%
Maintenance & Alterations	1,865,937	2,546,105	1,857,174	1,914,879	2,037,499	2,156,444	118,945	5.8%
Interest	843,995	729,015	725,757	602,746	546,640	499,199	(47,441)	-8.7%
Depreciation	6,102,457	6,410,113	6,653,437	6,741,610	7,099,059	6,572,221	(526,838)	-7.4%
Other Expenses & Transfers	2,490,974	2,519,302	3,428,813	2,236,231	(1,729,210)	884,614	2,613,824	-151.2%
Unassigned Budget	376	4,141	3,923	(30)	269,344	149,097	(120,247)	-44.6%
<b>Total Other Expenses &amp; Transfers</b>	<b>32,856,727</b>	<b>34,419,047</b>	<b>35,347,112</b>	<b>33,374,774</b>	<b>29,519,817</b>	<b>31,828,031</b>	<b>2,308,214</b>	<b>7.8%</b>
<b>Total Operating Expenses &amp; Transfers</b>	<b>103,215,671</b>	<b>106,787,638</b>	<b>112,367,085</b>	<b>113,949,442</b>	<b>111,583,300</b>	<b>115,401,227</b>	<b>3,817,927</b>	<b>3.4%</b>
<b>Operating Increase (Decrease)</b>	<b>\$ 2,348,227</b>	<b>\$ 940,192</b>	<b>\$ (3,046,046)</b>	<b>\$ (3,437,420)</b>	<b>\$ (843,317)</b>	<b>\$ (2,329,989)</b>	<b>\$ (1,486,672)</b>	<b>176.3%</b>
<b>Modified Cash Flow</b>								
Operating Increase (Decrease)	\$ 2,348,227	\$ 940,192	\$ (3,046,046)	\$ (3,437,420)	\$ (843,317)	\$ (2,329,989)	\$ (1,486,672)	176.3%
Add Back Depreciation	6,102,457	6,410,113	6,653,437	6,741,610	7,099,059	6,572,221	(526,838)	-7.4%
Less Capital Expenditures	(3,811,093)	(1,613,575)	(1,744,499)	(1,204,001)	(1,019,997)	(2,494,364)	(1,474,367)	144.5%
Less Capital Reserve Funding	-	-	-	-	-	-	-	-%
Less Debt Service Principal	(1,727,693)	(1,663,761)	(1,818,557)	(1,311,543)	(1,359,277)	(1,382,833)	(23,556)	1.7%
<b>Net Change Before Other Adjustments &amp; Transfers</b>	<b>2,911,897</b>	<b>4,072,969</b>	<b>44,335</b>	<b>788,646</b>	<b>3,876,468</b>	<b>365,035</b>	<b>(3,511,433)</b>	
Transfer from/(to) Administrative Savings Rsrv	-	-	-	-	-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-	-	-	-	-	
<b>Net Change Subtotal</b>	<b>2,911,897</b>	<b>4,072,969</b>	<b>44,335</b>	<b>788,646</b>	<b>3,876,468</b>	<b>365,035</b>	<b>(3,511,433)</b>	
Other Strategic Transfers from/(to) Reserves	155,435	272,078	(32,045)	(85,047)	703,000	-	(703,000)	
<b>Net Change in Cash &amp; Reserve Transfers</b>	<b>\$ 3,067,333</b>	<b>\$ 4,345,046</b>	<b>\$ 12,290</b>	<b>\$ 703,599</b>	<b>\$ 4,579,468</b>	<b>\$ 365,035</b>	<b>\$ (4,214,433)</b>	



## University of Southern Maine

3/9/21

	FY17 ACTUALS	FY18 ACTUALS	Auxiliary FY19 ACTUALS	FY20 ACTUALS	FY21 BUDGET	FY22 BUDGET	BUDGET CHANGE	
<b>Revenues</b>								
Tuition & Fee Revenue	\$ 1,125,827	\$ 1,133,064	\$ 1,129,612	\$ 1,053,562	\$ 173,175	\$ 873,175	\$ 700,000	404.2%
Dining Revenue	4,362,471	4,624,297	5,387,732	4,914,136	2,950,415	5,220,533	2,270,118	76.9%
Residence Revenue	6,608,212	6,525,387	6,844,396	6,868,257	4,166,805	6,787,729	2,620,924	62.9%
Tuition Waivers/Scholarships	(492,898)	(408,901)	(468,570)	(403,558)	(450,000)	(450,000)	-	0.0%
Net Student Charges Revenue	11,603,612	11,873,847	12,893,170	12,432,397	6,840,395	12,431,437	5,591,042	81.7%
State Appropriation	-	-	-	-	-	-	-	-%
Indirect Cost Recovery	-	-	-	-	-	-	-	-%
Investment Income/Gifts	-	-	-	-	-	-	-	-%
Sales/Services/Auxiliary	2,327,723	2,097,211	1,421,953	830,956	614,590	614,590	-	0.0%
<b>Total Revenue</b>	<b>13,931,335</b>	<b>13,971,058</b>	<b>14,315,123</b>	<b>13,263,353</b>	<b>7,454,985</b>	<b>13,046,027</b>	<b>5,591,042</b>	<b>75.0%</b>
<b>Expenses</b>								
Salaries & Wages	\$1,182,741	\$1,298,633	\$1,413,674	\$1,444,699	\$1,649,813	\$1,643,311	(\$6,502)	-0.4%
Attrition (Salary Only)	-	-	-	-	-	-	-	-%
Employee Benefits Including Attrition	566,074	654,791	700,327	704,380	831,800	855,322	23,522	2.8%
Pandemic Pay	-	-	-	58,365	-	-	-	-%
Personnel	1,748,815	1,953,423	2,114,000	2,207,443	2,481,613	2,498,633	17,020	0.7%
Other Expenses & Transfers:								
Fuel & Electricity	1,031,819	813,249	953,679	899,957	885,888	905,499	19,611	2.2%
Supplies & Services	5,180,348	5,171,487	5,130,935	4,341,702	3,342,668	4,488,568	1,145,900	34.3%
Shared Services	-	-	-	-	-	-	-	-%
Travel	6,849	15,985	36,478	8,312	7,428	7,428	-	0.0%
Memberships, Contributions & Sponsorships	2,357	1,769	1,906	1,229	2,098	2,098	-	0.0%
Maintenance & Alterations	815,855	638,681	820,419	823,853	1,042,024	1,102,391	60,367	5.8%
Interest	1,231,067	1,170,288	1,096,513	1,020,883	934,343	875,570	(58,773)	-6.3%
Depreciation	849,846	1,020,736	1,099,967	1,263,656	1,133,705	1,400,366	266,661	23.5%
Other Expenses & Transfers	1,978,618	2,074,008	1,799,008	2,492,702	1,813,321	1,813,321	-	0.0%
Unassigned Budget	-	-	-	-	30,740	30,740	-	0.0%
<b>Total Other Expenses &amp; Transfers</b>	<b>11,096,760</b>	<b>10,906,205</b>	<b>10,938,906</b>	<b>10,852,293</b>	<b>9,192,215</b>	<b>10,625,981</b>	<b>1,433,766</b>	<b>15.6%</b>
<b>Total Operating Expenses &amp; Transfers</b>	<b>12,845,574</b>	<b>12,859,628</b>	<b>13,052,907</b>	<b>13,059,736</b>	<b>11,673,828</b>	<b>13,124,614</b>	<b>1,450,786</b>	<b>12.4%</b>
<b>Operating Increase (Decrease)</b>	<b>\$ 1,085,760</b>	<b>\$ 1,111,430</b>	<b>\$ 1,262,216</b>	<b>\$ 203,617</b>	<b>\$ (4,218,843)</b>	<b>\$ (78,587)</b>	<b>\$ 4,140,256</b>	<b>-98.1%</b>
<b>Modified Cash Flow</b>								
Operating Increase (Decrease)	\$ 1,085,760	\$ 1,111,430	\$ 1,262,216	\$ 203,617	\$ (4,218,843)	\$ (78,587)	\$ 4,140,256	-98.1%
Add Back Depreciation	849,846	1,020,736	1,099,967	1,263,656	1,133,705	1,400,366	266,661	23.5%
Less Capital Expenditures	(118,194)	(174,844)	(843,446)	(177,745)	(22,850)	(282,330)	(259,480)	1135.6%
Less Capital Reserve Funding	-	-	-	-	-	-	-	-%
Less Debt Service Principal	(1,536,682)	(1,606,907)	(1,676,600)	(1,748,810)	(1,471,480)	(1,404,484)	66,996	-4.6%
<b>Net Change Before Other Adjustments &amp; Transfers</b>	<b>280,730</b>	<b>350,415</b>	<b>(157,863)</b>	<b>(459,283)</b>	<b>(4,579,468)</b>	<b>(365,035)</b>	<b>4,214,433</b>	
Transfer from/(to) Administrative Savings Rsrv	-	-	-	-	-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-	-	-	-	-	
<b>Net Change Subtotal</b>	<b>280,730</b>	<b>350,415</b>	<b>(157,863)</b>	<b>(459,283)</b>	<b>(4,579,468)</b>	<b>(365,035)</b>	<b>4,214,433</b>	
Other Strategic Transfers from/(to) Reserves	(6,046)	-	-	-	-	-	-	
<b>Net Change in Cash &amp; Reserve Transfers</b>	<b>\$ 274,684</b>	<b>\$ 350,415</b>	<b>\$ (157,863)</b>	<b>\$ (459,283)</b>	<b>\$ (4,579,468)</b>	<b>\$ (365,035)</b>	<b>\$ 4,214,433</b>	

## University of Southern Maine

3/9/21

	E&G and Auxiliary							
	FY17 ACTUALS	FY18 ACTUALS	FY19 ACTUALS	FY20 ACTUALS	FY21 BUDGET	FY22 BUDGET	BUDGET CHANGE	
<b>Revenues</b>								
Tuition & Fee Revenue	\$ 63,727,867	\$ 69,113,908	\$ 73,023,577	\$ 75,706,833	\$ 75,485,907	\$ 76,147,582	\$ 661,675	0.9%
Dining Revenue	4,362,471	4,624,297	5,387,732	4,913,583	2,950,415	5,220,533	2,270,118	76.9%
Residence Revenue	6,610,687	6,528,987	6,846,871	6,872,907	4,166,805	6,787,729	2,620,924	62.9%
Tuition Waivers/Scholarships	(12,769,789)	(15,541,212)	(17,897,538)	(19,379,551)	(17,701,971)	(16,691,971)	1,010,000	-5.7%
Net Student Charges Revenue	61,931,236	64,725,981	67,360,642	68,113,772	64,901,156	71,463,873	6,562,717	10.1%
State Appropriation	48,032,552	47,783,008	47,775,142	48,098,693	46,874,076	47,109,624	235,548	0.5%
Indirect Cost Recovery	3,579,669	3,424,630	3,357,629	3,470,573	3,525,000	3,525,000	-	0.0%
Investment Income/Gifts	125,675	127,698	125,934	129,457	114,448	114,448	-	0.0%
Sales/Services/Auxiliary	5,826,091	5,637,571	5,016,816	3,962,880	2,780,288	3,904,320	1,124,032	40.4%
Total Revenue	119,495,233	121,698,888	123,636,163	123,775,375	118,194,968	126,117,265	7,922,297	6.7%
<b>Expenses</b>								
Salaries & Wages	\$50,193,101	\$51,727,055	\$54,862,966	\$57,028,014	\$60,549,679	\$60,595,867	\$46,188	0.1%
Attrition (Salary Only)	-	-	-	-	(2,182,663)	(1,753,247)	429,416	-19.7%
Employee Benefits Including Attrition	21,914,657	22,594,960	24,271,008	25,341,214	26,178,080	27,229,209	1,051,129	4.0%
Pandemic Pay	-	-	-	412,884	-	-	-	-%
Personnel	72,107,759	74,322,015	79,133,974	82,782,112	84,545,096	86,071,829	1,526,733	1.8%
Other Expenses & Transfers:								
Fuel & Electricity	3,308,837	3,482,202	3,297,482	3,082,307	3,379,424	3,453,238	73,814	2.2%
Supplies & Services	10,515,723	11,360,623	11,572,098	10,509,268	8,821,330	9,887,515	1,066,185	12.1%
Shared Services	12,507,766	11,810,828	12,139,152	12,217,682	12,698,591	12,792,857	94,266	0.7%
Travel	1,203,524	1,340,686	1,465,124	1,091,084	460,532	660,452	199,920	43.4%
Memberships, Contributions & Sponsorships	238,887	218,523	327,151	230,197	174,690	175,987	1,297	0.7%
Maintenance & Alterations	2,681,792	3,184,786	2,677,593	2,738,732	3,079,523	3,258,835	179,312	5.8%
Interest	2,075,062	1,899,304	1,822,270	1,623,629	1,480,983	1,374,769	(106,214)	-7.2%
Depreciation	6,952,303	7,430,849	7,753,404	8,005,266	8,232,764	7,972,587	(260,177)	-3.2%
Other Expenses & Transfers	4,469,592	4,593,310	5,227,822	4,728,932	84,111	2,697,935	2,613,824	3107.6%
Unassigned Budget	376	4,141	3,923	(30)	300,084	179,837	(120,247)	-40.1%
Total Other Expenses & Transfers	43,953,487	45,325,251	46,286,018	44,227,067	38,712,032	42,454,012	3,741,980	9.7%
Total Operating Expenses & Transfers	116,061,246	119,647,266	125,419,992	127,009,179	123,257,128	128,525,841	5,268,713	4.3%
Operating Increase (Decrease)	\$ 3,433,987	\$ 2,051,622	\$ (1,783,829)	\$ (3,233,804)	\$ (5,062,160)	\$ (2,408,576)	\$ 2,653,584	-52.4%
<b>Modified Cash Flow</b>								
Operating Increase (Decrease)	\$ 3,433,987	\$ 2,051,622	\$ (1,783,829)	\$ (3,233,804)	\$ (5,062,160)	\$ (2,408,576)	\$ 2,653,584	-52.4%
Add Back Depreciation	6,952,303	7,430,849	7,753,404	8,005,266	8,232,764	7,972,587	(260,177)	-3.2%
Less Capital Expenditures	(3,929,287)	(1,788,419)	(2,587,946)	(1,381,747)	(1,042,847)	(2,776,694)	(1,733,847)	166.3%
Less Capital Reserve Funding	-	-	-	-	-	-	-	-%
Less Debt Service Principal	(3,264,375)	(3,270,668)	(3,495,157)	(3,060,353)	(2,830,757)	(2,787,317)	43,440	-1.5%
Net Change Before Other Adjustments & Transfers	3,192,628	4,423,384	(113,528)	329,362	(703,000)	-	703,000	
Transfer from/(to) Administrative Savings Rsrv	-	-	-	-	-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-	-	-	-	-	
Net Change Subtotal	3,192,628	4,423,384	(113,528)	329,362	(703,000)	-	703,000	
Other Strategic Transfers from/(to) Reserves	149,389	272,078	(32,045)	(85,047)	703,000	-	(703,000)	
Net Change in Cash & Reserve Transfers	\$ 3,342,017	\$ 4,695,462	\$ (145,573)	\$ 244,316	\$ -	\$ -	\$ -	

3/9/21

## University of Maine Law

			E&G					
	FY17 ACTUALS	FY18 ACTUALS	FY19 ACTUALS	FY20 ACTUALS	FY21 BUDGET	FY22 BUDGET	BUDGET CHANGE	
<b>Revenues</b>								
Tuition & Fee Revenue	\$ 6,047,708	\$ 6,083,894	\$ 6,406,176	\$ 6,645,003	\$ 6,138,289	\$ 6,235,771	\$ 97,482	1.6%
Dining Revenue	-	-	-	-	-	-	-	-%
Residence Revenue	-	-	-	-	-	-	-	-%
Tuition Waivers/Scholarships	(1,454,437)	(1,795,349)	(1,879,691)	(2,014,608)	(2,100,000)	(2,100,000)	-	0.0%
Net Student Charges Revenue	4,593,272	4,288,545	4,526,486	4,630,394	4,038,289	4,135,771	97,482	2.4%
State Appropriation	-	-	-	-	856,808	1,281,808	425,000	49.6%
Indirect Cost Recovery	-	-	-	-	-	-	-	-%
Investment Income/Gifts	66,161	64,645	63,515	62,362	64,645	65,063	418	0.6%
Sales/Services/Auxiliary	19,092	8,653	8,985	7,432	8,270	8,270	-	0.0%
<b>Total Revenue</b>	<b>4,678,525</b>	<b>4,361,842</b>	<b>4,598,986</b>	<b>4,700,189</b>	<b>4,968,012</b>	<b>5,490,912</b>	<b>522,900</b>	<b>10.5%</b>
<b>Expenses</b>								
Salaries & Wages	\$3,642,937	\$3,501,489	\$3,531,770	\$3,590,338	\$4,331,208	\$4,439,434	\$108,226	2.5%
Attrition (Salary Only)	-	-	-	-	(101,000)	-	101,000	-100.0%
Employee Benefits Including Attrition	1,702,717	1,697,029	1,724,751	1,720,079	2,072,554	2,221,692	149,138	7.2%
Pandemic Pay	-	-	-	5,019	-	-	-	-%
Personnel	5,345,655	5,198,518	5,256,521	5,315,436	6,302,762	6,661,126	358,364	5.7%
Other Expenses & Transfers:								
Fuel & Electricity	-	-	-	-	-	-	-	-%
Supplies & Services	298,393	267,223	199,513	170,276	273,943	412,840	138,897	50.7%
Shared Services	-	-	-	-	-	-	-	-%
Travel	113,699	91,195	78,240	59,477	33,500	90,250	56,750	169.4%
Memberships, Contributions & Sponsorships	53,347	41,467	13,805	32,796	28,800	35,400	6,600	22.9%
Maintenance & Alterations	15,203	36,209	15,616	11,477	3,250	10,250	7,000	215.4%
Interest	-	-	-	-	-	-	-	-%
Depreciation	-	-	-	-	-	-	-	-%
Other Expenses & Transfers	728,580	795,329	(68,717)	(103,512)	712,201	707,432	(4,769)	-0.7%
Unassigned Budget	-	-	-	-	-	-	-	-%
<b>Total Other Expenses &amp; Transfers</b>	<b>1,209,222</b>	<b>1,231,422</b>	<b>238,457</b>	<b>170,513</b>	<b>1,051,694</b>	<b>1,256,172</b>	<b>204,478</b>	<b>19.4%</b>
<b>Total Operating Expenses &amp; Transfers</b>	<b>6,554,877</b>	<b>6,429,940</b>	<b>5,494,978</b>	<b>5,485,949</b>	<b>7,354,456</b>	<b>7,917,298</b>	<b>562,842</b>	<b>7.7%</b>
<b>Operating Increase (Decrease)</b>	<b>\$ (1,876,352)</b>	<b>\$ (2,068,098)</b>	<b>\$ (895,992)</b>	<b>\$ (785,760)</b>	<b>\$ (2,386,444)</b>	<b>\$ (2,426,386)</b>	<b>\$ (39,942)</b>	<b>1.7%</b>
<b>Modified Cash Flow</b>								
Operating Increase (Decrease)	\$ (1,876,352)	\$ (2,068,098)	\$ (895,992)	\$ (785,760)	\$ (2,386,444)	\$ (2,426,386)	\$ (39,942)	1.7%
Add Back Depreciation	-	-	-	-	-	-	-	-%
Less Capital Expenditures	(941)	(1,466)	-	-	-	-	-	-%
Less Capital Reserve Funding	-	-	-	-	-	-	-	-%
Less Debt Service Principal	-	-	-	-	-	-	-	-%
<b>Net Change Before Other Adjustments &amp; Transfers</b>	<b>(1,877,293)</b>	<b>(2,069,564)</b>	<b>(895,992)</b>	<b>(785,760)</b>	<b>(2,386,444)</b>	<b>(2,426,386)</b>	<b>(39,942)</b>	
Transfer from/(to) Administrative Savings Rsrv	-	105,000	-	-	-	-	-	
Transfer from/(to) Budget Stabilization	-	275,320	202,546	360,760	1,961,444	2,426,386	464,942	
<b>Net Change Subtotal</b>	<b>(1,877,293)</b>	<b>(1,689,244)</b>	<b>(693,446)</b>	<b>(425,000)</b>	<b>(425,000)</b>	<b>-</b>	<b>425,000</b>	
Other Strategic Transfers from/(to) Reserves	662,934	-	693,446	425,000	425,000	-	(425,000)	
<b>Net Change in Cash &amp; Reserve Transfers</b>	<b>\$ (1,214,358)</b>	<b>\$ (1,689,244)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	

3/9/21

	Governance						3/9/21	
			E&G					
	FY17 ACTUALS	FY18 ACTUALS	FY19 ACTUALS	FY20 ACTUALS	FY21 BUDGET	FY22 BUDGET	BUDGET CHANGE	
Revenues								
Tuition & Fee Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-%
Dining Revenue	-	-	-	-	-	-	-	-%
Residence Revenue	-	-	-	-	-	-	-	-%
Tuition Waivers/Scholarships	-	-	-	-	-	-	-	-%
Net Student Charges Revenue	-	-	-	-	-	-	-	-%
State Appropriation	4,342,115	4,288,136	4,351,193	5,355,335	5,355,335	5,355,335	-	0.0%
Indirect Cost Recovery	-	-	-	-	-	-	-	-%
Investment Income/Gifts	-	-	-	-	-	-	-	-%
Sales/Services/Auxiliary	-	-	-	-	-	-	-	-%
Total Revenue	4,342,115	4,288,136	4,351,193	5,355,335	5,355,335	5,355,335	-	0.0%
Expenses								
Salaries & Wages	\$2,162,034	\$2,666,997	\$2,720,131	\$2,602,639	\$2,590,894	\$2,679,394	\$88,500	3.4%
Attrition (Salary Only)	-	-	-	-	-	-	-	-%
Employee Benefits Including Attrition	1,126,487	1,362,875	1,433,947	1,329,402	1,337,359	1,420,493	83,134	6.2%
Pandemic Pay	-	-	-	-	-	-	-	-%
Personnel	3,288,521	4,029,873	4,154,078	3,932,041	3,928,253	4,099,887	171,634	4.4%
Other Expenses & Transfers:								
Fuel & Electricity	2,431	1,924	2,379	229	-	-	-	-%
Supplies & Services	82,555	84,117	128,428	133,649	358,909	349,474	(9,435)	-2.6%
Shared Services	641,998	511,319	638,302	700,758	777,299	789,667	12,368	1.6%
Travel	108,754	139,496	142,108	122,326	153,680	113,200	(40,480)	-26.3%
Memberships, Contributions & Sponsorships	42,617	31,197	25,694	40,268	25,825	24,325	(1,500)	-5.8%
Maintenance & Alterations	4,883	4,752	4,583	3,397	2,100	2,100	-	0.0%
Interest	-	-	-	-	-	-	-	-%
Depreciation	-	-	-	-	-	-	-	-%
Other Expenses & Transfers	(187,002)	(148,453)	(474,142)	140,481	143,805	(23,318)	(167,123)	-116.2%
Unassigned Budget	-	-	-	-	(34,536)	-	34,536	-100.0%
Total Other Expenses & Transfers	696,236	624,352	467,351	1,141,108	1,427,082	1,255,448	(171,634)	-12.0%
Total Operating Expenses & Transfers	3,984,758	4,654,225	4,621,429	5,073,150	5,355,335	5,355,335	-	0.0%
Operating Increase (Decrease)	\$ 357,357	\$ (366,089)	\$ (270,236)	\$ 282,185	\$ -	\$ -	\$ -	-%
Modified Cash Flow								
Operating Increase (Decrease)	\$ 357,357	\$ (366,089)	\$ (270,236)	\$ 282,185	\$ -	\$ -	\$ -	-%
Add Back Depreciation	-	-	-	-	-	-	-	-%
Less Capital Expenditures	-	(895)	(837)	-	-	-	-	-%
Less Capital Reserve Funding	-	-	-	-	-	-	-	-%
Less Debt Service Principal	-	-	-	-	-	-	-	-%
Net Change Before Other Adjustments & Transfers	357,357	(366,984)	(271,073)	282,185	-	-	-	
Transfer from/(to) Administrative Savings Rsrv	-	-	-	-	-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-	-	-	-	-	
Net Change Subtotal	357,357	(366,984)	(271,073)	282,185	-	-	-	
Other Strategic Transfers from/(to) Reserves	(257,499)	263,457	191,884	33,671	-	-	-	
Net Change in Cash & Reserve Transfers	\$ 99,858	\$ (103,528)	\$ (79,189)	\$ 315,857	\$ -	\$ -	\$ -	

## Allocated University Services

3/9/21

	E&G							
	FY17 ACTUALS	FY18 ACTUALS	FY19 ACTUALS	FY20 ACTUALS	FY21 BUDGET	FY22 BUDGET	BUDGET CHANGE	
<b>Revenues</b>								
Tuition & Fee Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-%
Dining Revenue	-	-	-	-	-	-	-	-%
Residence Revenue	-	-	-	-	-	-	-	-%
Tuition Waivers/Scholarships	-	-	-	-	-	-	-	-%
Net Student Charges Revenue	-	-	-	-	-	-	-	-%
State Appropriation	-	-	-	-	-	-	-	-%
Indirect Cost Recovery	7,556	6,864	8,237	2,939	190,158	190,158	-	0.0%
Investment Income/Gifts	18,611	18,160	17,846	17,498	18,000	272,819	254,819	1415.7%
Sales/Services/Auxiliary	852,144	866,585	722,336	767,998	788,304	588,304	(200,000)	-25.4%
<b>Total Revenue</b>	<b>878,311</b>	<b>891,608</b>	<b>748,420</b>	<b>788,435</b>	<b>996,462</b>	<b>1,051,281</b>	<b>54,819</b>	<b>5.5%</b>
<b>Expenses</b>								
Salaries & Wages	\$20,102,198	\$21,483,592	\$21,766,566	\$22,414,922	\$25,599,290	\$25,686,159	\$86,869	0.3%
Attrition (Salary Only)	-	-	-	-	(598,493)	(598,493)	-	0.0%
Employee Benefits Including Attrition	10,356,236	11,244,479	11,410,022	11,759,886	13,034,907	13,510,231	475,324	3.6%
Pandemic Pay	-	-	-	110,895	-	-	-	-%
Personnel	30,458,434	32,728,071	33,176,588	34,285,702	38,035,704	38,597,897	562,193	1.5%
Other Expenses & Transfers:								
Fuel & Electricity	20,942	63,362	31,422	21,549	11,530	9,530	(2,000)	-17.3%
Supplies & Services	3,673,321	3,697,533	4,239,358	4,582,428	4,723,776	4,901,348	177,572	3.8%
Shared Services	(42,490,211)	(43,250,506)	(45,027,421)	(45,996,790)	(48,603,455)	(48,738,981)	(135,526)	0.3%
Travel	213,434	229,613	252,348	185,735	372,618	239,183	(133,435)	-35.8%
Memberships, Contributions & Sponsorships	472,950	337,789	334,984	140,580	214,376	214,461	85	0.0%
Maintenance & Alterations	3,636,947	3,362,631	3,556,510	3,293,860	3,731,034	3,356,598	(374,436)	-10.0%
Interest	59,400	30,200	912	18,970	26,588	20,235	(6,353)	-23.9%
Depreciation	-	-	-	-	-	-	-	-%
Other Expenses & Transfers	2,197,932	2,731,727	3,126,005	3,067,557	1,636,629	1,593,682	(42,947)	-2.6%
Unassigned Budget	-	-	-	(23)	-	-	-	-%
<b>Total Other Expenses &amp; Transfers</b>	<b>(32,767,653)</b>	<b>(33,306,347)</b>	<b>(33,819,303)</b>	<b>(34,860,952)</b>	<b>(37,886,904)</b>	<b>(38,403,944)</b>	<b>(517,040)</b>	<b>1.4%</b>
<b>Total Operating Expenses &amp; Transfers</b>	<b>(2,309,219)</b>	<b>(578,276)</b>	<b>(642,715)</b>	<b>(575,250)</b>	<b>148,800</b>	<b>193,953</b>	<b>45,153</b>	<b>30.3%</b>
<b>Operating Increase (Decrease)</b>	<b>\$ 3,187,530</b>	<b>\$ 1,469,884</b>	<b>\$ 1,391,135</b>	<b>\$ 1,363,685</b>	<b>\$ 847,662</b>	<b>\$ 857,328</b>	<b>\$ 9,666</b>	<b>1.1%</b>
<b>Modified Cash Flow</b>								
Operating Increase (Decrease)	\$ 3,187,530	\$ 1,469,884	\$ 1,391,135	\$ 1,363,685	\$ 847,662	\$ 857,328	\$ 9,666	1.1%
Add Back Depreciation	-	-	-	-	-	-	-	-%
Less Capital Expenditures	(893,098)	(545,809)	(478,611)	(249,508)	(677,875)	(675,875)	2,000	-0.3%
Less Capital Reserve Funding	-	-	-	-	-	-	-	-%
Less Debt Service Principal	-	-	(7,868)	(177,505)	(175,100)	(181,453)	(6,353)	3.6%
<b>Net Change Before Other Adjustments &amp; Transfers</b>	<b>2,294,432</b>	<b>924,075</b>	<b>904,656</b>	<b>936,672</b>	<b>(5,313)</b>	<b>-</b>	<b>5,313</b>	
Transfer from/(to) Administrative Savings Rsrv	283,828	25,000	-	-	-	-	-	
Transfer from/(to) Budget Stabilization	-	-	-	-	-	-	-	
<b>Net Change Subtotal</b>	<b>2,578,260</b>	<b>949,075</b>	<b>904,656</b>	<b>936,672</b>	<b>(5,313)</b>	<b>-</b>	<b>5,313</b>	
Other Strategic Transfers from/(to) Reserves	288,637	57,273	772,373	1,249,716	5,313	-	(5,313)	
<b>Net Change in Cash &amp; Reserve Transfers</b>	<b>\$ 2,866,897</b>	<b>\$ 1,006,348</b>	<b>\$ 1,677,029</b>	<b>\$ 2,186,388</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	

## Other Univ Svcs &amp; Activities

3/9/21

	FY17 ACTUALS	FY18 ACTUALS	E&G FY19 ACTUALS	FY20 ACTUALS	FY21 BUDGET	FY22 BUDGET	BUDGET CHANGE	
<b>Revenues</b>								
Tuition & Fee Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-%
Dining Revenue	-	-	-	-	-	-	-	-%
Residence Revenue	-	-	-	-	-	-	-	-%
Tuition Waivers/Scholarships	-	-	(439)	-	-	-	-	-%
Net Student Charges Revenue	-	-	(439)	-	-	-	-	-%
State Appropriation	8,551,022	3,801,740	3,801,740	7,826,385	6,157,497	7,059,413	901,916	14.6%
Indirect Cost Recovery	-	-	-	-	-	-	-	-%
Investment Income/Gifts	9,315,380	5,860,872	10,544,843	8,126,974	3,249,979	2,395,626	(854,353)	-26.3%
Sales/Services/Auxiliary	2,416	1,654	1,848	1,102	-	-	-	-%
<b>Total Revenue</b>	<b>17,868,819</b>	<b>9,664,265</b>	<b>14,347,992</b>	<b>15,954,461</b>	<b>9,407,476</b>	<b>9,455,039</b>	<b>47,563</b>	<b>0.5%</b>
<b>Expenses</b>								
Salaries & Wages	(\$0)	\$14,444	\$96,956	\$215,453	\$415,333	\$465,333	\$50,000	12.0%
Attrition (Salary Only)	-	-	-	-	-	-	-	-%
Employee Benefits Including Attrition	1,305	7,656	38,128	107,904	206,759	245,879	39,120	18.9%
Pandemic Pay	-	-	-	1,430	-	-	-	-%
Personnel	1,305	22,100	135,083	324,786	622,092	711,212	89,120	14.3%
Other Expenses & Transfers:								
Fuel & Electricity	-	-	-	-	-	-	-	-%
Supplies & Services	86,597	1,812	148,393	561,629	689,613	1,032,240	342,627	49.7%
Shared Services	-	-	-	-	-	-	-	-%
Travel	553	(5,788)	28,104	31,494	63,000	45,500	(17,500)	-27.8%
Memberships, Contributions & Sponsorships	-	-	1,500	870	150	150	-	0.0%
Maintenance & Alterations	-	18	-	-	-	-	-	-%
Interest	-	-	-	-	-	-	-	-%
Depreciation	3,870,513	4,558,071	4,581,865	4,356,730	4,102,954	3,952,443	(150,511)	-3.7%
Other Expenses & Transfers	150,950	623,098	711,125	1,642,355	4,871,765	4,282,429	(589,336)	-12.1%
Unassigned Budget	-	-	-	-	265,069	137,882	(127,187)	-48.0%
<b>Total Other Expenses &amp; Transfers</b>	<b>4,775,038</b>	<b>(629,397)</b>	<b>7,235,587</b>	<b>(5,328,389)</b>	<b>9,992,551</b>	<b>9,450,644</b>	<b>(541,907)</b>	<b>-5.4%</b>
<b>Total Operating Expenses &amp; Transfers</b>	<b>4,776,343</b>	<b>(607,297)</b>	<b>7,370,670</b>	<b>(5,003,602)</b>	<b>10,614,643</b>	<b>10,161,856</b>	<b>(452,787)</b>	<b>-4.3%</b>
<b>Operating Increase (Decrease)</b>	<b>\$ 13,092,476</b>	<b>\$ 10,271,562</b>	<b>\$ 6,977,322</b>	<b>\$ 20,958,063</b>	<b>\$ (1,207,167)</b>	<b>\$ (706,817)</b>	<b>\$ 500,350</b>	<b>-41.4%</b>
<b>Modified Cash Flow</b>								
Operating Increase (Decrease)	\$ 13,092,476	\$ 10,271,562	\$ 6,977,322	\$ 20,958,063	\$ (1,207,167)	\$ (706,817)	\$ 500,350	-41.4%
Add Back Depreciation	3,870,513	4,558,071	4,581,865	4,356,730	4,102,954	3,952,443	(150,511)	-3.7%
Less Capital Expenditures	(483,272)	-	-	(1,700,000)	-	(850,000)	(850,000)	-%
Less Capital Reserve Funding	(1,943,449)	(3,067,317)	(4,387,337)	-	(3,249,979)	(1,000,000)	2,249,979	-69.2%
Less Debt Service Principal	(730,000)	(755,000)	-	-	-	(1,395,626)	(1,395,626)	-%
<b>Net Change Before Other Adjustments &amp; Transfers</b>	<b>13,806,267</b>	<b>11,007,316</b>	<b>7,171,850</b>	<b>23,614,793</b>	<b>(354,192)</b>	<b>-</b>	<b>354,192</b>	
Transfer from/(to) Administrative Savings Rsrv	(6,076,740)	(2,688,792)	(2,638,839)	(2,530,716)	-	-	-	
Transfer from/(to) Budget Stabilization	-	(2,000,000)	-	-	-	-	-	
<b>Net Change Subtotal</b>	<b>7,729,527</b>	<b>6,318,524</b>	<b>4,533,011</b>	<b>21,084,076</b>	<b>(354,192)</b>	<b>-</b>	<b>354,192</b>	
Other Strategic Transfers from/(to) Reserves	(7,729,038)	(6,281,301)	1,616,601	(12,954,044)	354,192	-	(354,192)	
<b>Net Change in Cash &amp; Reserve Transfers</b>	<b>\$ 489</b>	<b>\$ 37,223</b>	<b>\$ 6,149,612</b>	<b>\$ 8,130,032</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	



# FY22

## ENROLLMENT PROJECTION WORKSHEETS

## Finance, Facilities, &amp; Technology Committee Meeting - FY2022 Proposed Operating Budget – First Reading

## UM

	Fall 2020	4-Year Avg.	4-Year Avg.	FY22	Summer			Fall					Spring			Tot. Ann.
Student by level	Census	Depart Rate	Return Rate	Projected	Proj	Chng	Revised	Return	New	Proj	Chng	Revised	Proj	Chng	Revised	Credit Hours
Undergraduate				Return Rate												
In-State Total	75,032	35.1%	64.9%		6,093	905	6,998	48,665	25,739	74,404	43	74,447	68,812	424	69,236	150,681
In-Coming Class	-	0.0%	0.0%		6,093	905	6,998		25,739	25,739	(41)	25,698	23,780		23,780	56,476
Early College	1,551	0.0%	0.0%		594		594		594	594		594	594		594	1,782
U-Grad Cr Hrs - zero	7,975	39.3%	60.7%	60.7%			-	4,842		4,842		4,842	4,481		4,481	9,323
U-Grad Cr Hrs - 1-29	14,042	24.8%	75.2%	75.2%			-	10,554		10,554		10,554	9,766		9,766	20,320
U-Grad Cr Hrs - 30-59	19,602	14.6%	85.4%	84.4%			-	16,544		16,544		16,544	15,309		15,309	31,853
U-Grad Cr Hrs - 60-89	16,596	20.3%	79.7%	78.7%			-	13,061		13,061		13,061	12,086		12,086	25,147
U-Grad Cr Hrs - 90+	16,818	71.1%	28.9%	21.8%			-	3,664		3,664		3,664	3,390		3,390	7,054
Enrollment Initiatives							-				84	84		424	424	508
Out-of-State/Int'l Total	40,763	31.2%	68.8%		3,333	(436)	2,897	26,816	13,389	40,205	1,018	41,223	38,145	192	38,337	82,457
In-Coming Class	-	0.0%	0.0%		3,333	(436)	2,897		13,389	13,389	982	14,371	13,298		13,298	30,566
U-Grad Cr Hrs - zero	7,643	34.8%	65.2%	65.2%			-	4,980		4,980		4,980	4,608		4,608	9,588
U-Grad Cr Hrs - 1-29	6,567	23.1%	76.9%	76.9%			-	5,047		5,047		5,047	4,670		4,670	9,717
U-Grad Cr Hrs - 30-59	9,973	12.8%	87.2%	87.2%			-	8,692		8,692		8,692	8,043		8,043	16,735
U-Grad Cr Hrs - 60-89	8,977	20.5%	79.5%	78.5%			-	7,047		7,047		7,047	6,521		6,521	13,568
U-Grad Cr Hrs - 90+	7,604	77.7%	22.3%	13.8%			-	1,050		1,050		1,050	972		972	2,022
Enrollment Initiatives							-				36	36		192	192	228
CANADIAN Total	695	33.8%	66.2%		64	-	64	500	221	721	60	781	722	4	726	1,571
In-Coming Class	-	0.0%	0.0%		64		64		221	221	60	281	260		260	605
U-Grad Cr Hrs - zero	76	50.0%	87.5%	87.5%			-	67		67		67	62		62	129
U-Grad Cr Hrs - 1-29	152	37.5%	90.6%	90.6%			-	138		138		138	128		128	266
U-Grad Cr Hrs - 30-59	205	24.1%	81.9%	81.9%			-	168		168		168	155		155	323
U-Grad Cr Hrs - 60-89	124	15.6%	84.4%	84.4%			-	105		105		105	97		97	202
U-Grad Cr Hrs - 90+	138	84.3%	20.9%	20.9%			-	22		22		22	20		20	42
Enrollment Initiatives							-					-		4	4	4
NEBHE Total	7,541	30.0%	70.0%		548	(221)	327	4,848	2,266	7,114	(421)	6,693	6,182	42	6,224	13,244
In-Coming Class	-	0.0%	0.0%		548	(221)	327		2,266	2,266	(433)	1,833	1,696		1,696	3,856
U-Grad Cr Hrs - zero	1,015	27.0%	73.0%	73.0%			-	741		741		741	686		686	1,427
U-Grad Cr Hrs - 1-29	1,094	18.6%	81.4%	81.4%			-	891		891		891	824		824	1,715
U-Grad Cr Hrs - 30-59	1,737	9.6%	90.4%	90.4%			-	1,570		1,570		1,570	1,453		1,453	3,023
U-Grad Cr Hrs - 60-89	1,878	20.5%	79.5%	77.5%			-	1,455		1,455		1,455	1,346		1,346	2,801
U-Grad Cr Hrs - 90+	1,817	81.7%	18.3%	10.5%			-	191		191		191	177		177	368
Enrollment Initiatives							-				12	12		42	42	54
Non-Resident Online	1,013	38.4%	71.2%		247	-	247	-	1,013	1,013	307	1,320	1,199	29	1,228	2,795
In-Coming Class	-	0.0%	0.0%		247		247		1,013	1,013	283	1,296	1,199		1,199	2,742
U-Grad Cr Hrs - zero	97	62.5%	58.3%	0.0%			-	-		-		-	-		-	-
U-Grad Cr Hrs - 1-29	82	77.8%	66.7%	0.0%			-	-		-		-	-		-	-
U-Grad Cr Hrs - 30-59	127	31.7%	76.2%	0.0%			-	-		-		-	-		-	-
U-Grad Cr Hrs - 60-89	196	35.0%	91.3%	0.0%			-	-		-		-	-		-	-

## Finance, Facilities, &amp; Technology Committee Meeting - FY2022 Proposed Operating Budget – First Reading

## UM

	Fall 2020	4-Year Avg.	4-Year Avg.	FY22	Summer			Fall					Spring			Tot. Ann.
Student by level	Census	Depart Rate	Return Rate	Projected	Proj	Chng	Revised	Return	New	Proj	Chng	Revised	Proj	Chng	Revised	Credit
U-Grad Cr Hrs - 90+	511	53.6%	79.7%	0.0%			-	-		-		-	-		-	-
Enrollment Initiatives							-				24	24		29	29	53
Graduate	-															
<b>In-State Total</b>	<b>7,773</b>	<b>50.0%</b>	<b>50.0%</b>		<b>3,188</b>	<b>376</b>	<b>3,564</b>	<b>4,145</b>	<b>3,776</b>	<b>7,921</b>	<b>529</b>	<b>8,450</b>	<b>7,672</b>	<b>440</b>	<b>8,112</b>	<b>20,126</b>
<i>In-Coming Class</i>	-				3,188	376	3,564		3,776	3,776	354	4,130	3,829		3,829	11,523
Grad Cr Hrs - zero	2,234	48.7%	51.3%	54.1%			-	1,208		1,208		1,208	1,120		1,120	2,328
Grad Cr Hrs - 1-29	4,035	47.7%	52.3%	55.1%			-	2,222		2,222		2,222	2,060		2,060	4,282
Grad Cr Hrs - 30+	1,504	55.1%	44.9%	47.6%			-	715		715		715	663		663	1,378
Enrollment Initiatives							-				175	175		440	440	615
<b>Out-of-State/Int'l Total</b>	<b>2,902</b>	<b>30.4%</b>	<b>69.6%</b>		<b>1,079</b>	<b>(503)</b>	<b>576</b>	<b>1,803</b>	<b>938</b>	<b>2,741</b>	<b>119</b>	<b>2,860</b>	<b>2,652</b>	<b>94</b>	<b>2,746</b>	<b>6,182</b>
<i>In-Coming Class</i>	-				1,079	(503)	576		938	938	119	1,057	980		980	2,613
Grad Cr Hrs - zero	865	12.6%	87.4%	87.4%			-	756		756		756	701		701	1,457
Grad Cr Hrs - 1-29	1,428	36.7%	63.3%	51.9%			-	741		741		741	687		687	1,428
Grad Cr Hrs - 30+	609	36.1%	63.9%	50.3%			-	306		306		306	284		284	590
Enrollment Initiatives							-					-		94	94	94
<b>CANADIAN Total</b>	<b>90</b>	<b>50.4%</b>	<b>49.6%</b>		<b>28</b>	<b>-</b>	<b>28</b>	<b>33</b>	<b>44</b>	<b>77</b>	<b>96</b>	<b>173</b>	<b>161</b>	<b>5</b>	<b>166</b>	<b>367</b>
<i>In-Coming Class</i>	-				28		28		44	44	96	140	130		130	298
Grad Cr Hrs - zero	21	22.5%	88.8%	88.8%			-	19		19		19	18		18	37
Grad Cr Hrs - 1-29	48	87.5%	25.0%	25.0%			-	6		6		6	6		6	12
Grad Cr Hrs - 30+	21	61.7%	51.1%	51.1%			-	8		8		8	7		7	15
Enrollment Initiatives							-					-		5	5	5
<b>NEBHE Total</b>	<b>330</b>	<b>38.1%</b>	<b>61.9%</b>		<b>119</b>	<b>(70)</b>	<b>49</b>	<b>162</b>	<b>133</b>	<b>295</b>	<b>22</b>	<b>317</b>	<b>261</b>	<b>43</b>	<b>304.00</b>	<b>670</b>
<i>In-Coming Class</i>	-				119	(70)	49		133	133	(13)	120	111		111	280
Grad Cr Hrs - zero	129	14.3%	96.4%	87.0%			-	112		112		112	104		104	216
Grad Cr Hrs - 1-29	167	53.3%	46.7%	26.0%			-	43		43		43	40		40	83
Grad Cr Hrs - 30+	34	46.7%	65.0%	21.0%			-	7		7		7	6		6	13
Enrollment Initiatives							-				35	35		43	43	78
<b>Non-Resident Online</b>	<b>825</b>	<b>42.3%</b>	<b>57.7%</b>		<b>296</b>	<b>-</b>	<b>296</b>	<b>-</b>	<b>825</b>	<b>825</b>	<b>261</b>	<b>1,086</b>	<b>956</b>	<b>87</b>	<b>1,043</b>	<b>2,425</b>
<i>In-Coming Class</i>	-				296		296		825	825	206	1,031	956		956	2,283
Grad Cr Hrs - zero	429	47.1%	52.9%	0.0%			-	-		-		-	-		-	-
Grad Cr Hrs - 1-29	396	40.2%	59.8%	0.0%			-	-		-		-	-		-	-
Grad Cr Hrs - 30+	-	100.0%		0.0%			-	-		-		-	-		-	-
Enrollment Initiatives							-				55	55		87	87	142
<b>Totals</b>	<b>138,515</b>				<b>15,589</b>	<b>51</b>	<b>15,640</b>	<b>86,972</b>	<b>48,938</b>	<b>135,910</b>	<b>2,034</b>	<b>137,944</b>	<b>127,356</b>	<b>1,360</b>	<b>128,716</b>	<b>282,300</b>

## UMM

Student by level	Fall 2020 Census	3-Yr Wtd. Avg. Depart Rate	4-Year Avg. Return Rate	FY22 Projected Return Rate	Summer			Fall					Spring			Tot. Ann. Credit Hours
Undergraduate					Proj	Chng	Revised	Return	New	Proj	Chng	Revised	Proj	Chng	Revised	
<b>In-State Total</b>	<b>4,212</b>	<b>51.1%</b>	<b>48.9%</b>		<b>413</b>	<b>(69)</b>	<b>344</b>	<b>2,025</b>	<b>2,022</b>	<b>4,047</b>	<b>(101)</b>	<b>3,946</b>	<b>3,251</b>	<b>-</b>	<b>3,251</b>	<b>7,541</b>
<i>In-Coming Class</i>	-	0.0%	0.0%		413	(69)	344		2,022	2,022	(101)	1,921	1,583		1,583	3,848
<i>Early College</i>	915	0.0%	0.0%		350		350		350	350		350	350		350	1,050
U-Grad Cr Hrs - zero	658	62.2%	37.8%	37.8%			-	249		249		249	205		205	454
U-Grad Cr Hrs - 1-29	1,003	51.3%	48.7%	44.6%			-	447		447		447	368		368	815
U-Grad Cr Hrs - 30-59	939	33.6%	66.4%	62.2%			-	584		584		584	481		481	1,065
U-Grad Cr Hrs - 60-89	769	29.3%	70.7%	66.6%			-	512		512		512	422		422	934
U-Grad Cr Hrs - 90+	843	68.3%	31.7%	27.6%			-	233		233		233	192		192	425
<i>Enrollment Initiatives</i>							-					-			-	-
<b>Out-of-State/Int'l Total</b>	<b>695</b>	<b>57.3%</b>	<b>42.7%</b>		<b>73</b>	<b>(22)</b>	<b>51</b>	<b>241</b>	<b>356</b>	<b>597</b>	<b>103</b>	<b>700</b>	<b>577</b>	<b>-</b>	<b>577</b>	<b>1,328</b>
<i>In-Coming Class</i>	-	0.0%	0.0%		73	(22)	51		356	356	103	459	378		378	888
U-Grad Cr Hrs - zero	237	73.7%	26.3%	16.2%			-	38		38		38	31		31	69
U-Grad Cr Hrs - 1-29	225	48.4%	51.6%	41.5%			-	93		93		93	77		77	170
U-Grad Cr Hrs - 30-59	116	33.4%	74.9%	64.9%			-	75		75		75	62		62	137
U-Grad Cr Hrs - 60-89	71	46.4%	53.6%	43.6%			-	31		31		31	26		26	57
U-Grad Cr Hrs - 90+	46	82.1%	17.9%	7.9%			-	4		4		4	3		3	7
<i>Enrollment Initiatives</i>							-					-			-	-
<b>NEBHE Total</b>	<b>350</b>	<b>43.5%</b>	<b>56.5%</b>		<b>39</b>	<b>(33)</b>	<b>6</b>	<b>214</b>	<b>158</b>	<b>372</b>	<b>(122)</b>	<b>250</b>	<b>205</b>	<b>-</b>	<b>205</b>	<b>461</b>
<i>In-Coming Class</i>	-	0.0%	0.0%		39	(33)	6		158	158	(122)	36	30		30	72
U-Grad Cr Hrs - zero	8	46.2%	53.8%	53.8%			-	4		4		4	3		3	7
U-Grad Cr Hrs - 1-29	54	55.0%	72.5%	72.5%			-	39		39		39	32		32	71
U-Grad Cr Hrs - 30-59	86	47.2%	64.6%	64.6%			-	56		56		56	46		46	102
U-Grad Cr Hrs - 60-89	112	41.7%	79.2%	79.2%			-	89		89		89	73		73	162
U-Grad Cr Hrs - 90+	90	70.8%	58.3%	29.2%			-	26		26		26	21		21	47
<i>Enrollment Initiatives</i>							-					-			-	-
<b>Totals</b>	<b>6,172</b>				<b>875</b>	<b>(124)</b>	<b>751</b>	<b>2,480</b>	<b>2,886</b>	<b>5,366</b>	<b>(120)</b>	<b>5,246</b>	<b>4,383</b>	<b>-</b>	<b>4,383</b>	<b>10,380</b>

## Finance, Facilities, &amp; Technology Committee Meeting - FY2022 Proposed Operating Budget – First Reading

## UMA

	Fall 2020	4-Year Avg.	4-Year Avg.	FY22	Summer			Fall					Spring			Tot. Ann. Credit Hours
Student by level	Census	Depart Rate	Return Rate	Projected Return Rate	Proj	Chng	Revised	Return	New	Proj	Chng	Revised	Proj	Chng	Revised	
Undergraduate																
<b>In-State Total</b>	<b>26,901</b>	<b>49.3%</b>	<b>50.7%</b>		<b>7,056</b>	<b>224</b>	<b>7,280</b>	<b>13,930</b>	<b>12,529</b>	<b>26,459</b>	<b>955</b>	<b>27,414</b>	<b>23,984</b>	<b>775</b>	<b>24,759</b>	<b>59,453</b>
<i>In-Coming Class</i>	-	0.0%	0.0%		7,056	134	7,190		12,529	12,529	515	13,044	11,598	435	12,033	32,267
<i>Early College</i>	3,921	0.0%	0.0%		1,502	(1,122)	380		1,502	1,502	2,414	3,916	1,502	366	1,868	6,164
U-Grad Cr Hrs - zero	2,830	66.9%	33.1%	33.1%			-	938		938		938	834		834	1,772
U-Grad Cr Hrs - 1-29	4,969	49.9%	50.1%	50.1%			-	2,489		2,489		2,489	2,213		2,213	4,702
U-Grad Cr Hrs - 30-59	5,336	34.7%	65.3%	65.3%			-	3,482		3,482		3,482	3,096		3,096	6,578
U-Grad Cr Hrs - 60-89	6,083	35.5%	64.5%	64.5%			-	3,926		3,926		3,926	3,491		3,491	7,417
U-Grad Cr Hrs - 90+	7,683	59.7%	40.3%	40.3%			-	3,095		3,095		3,095	2,752		2,752	5,847
<i>Enrollment Initiatives</i>						90	90				440	440		340	340	870
<b>Out-of-State/Int'l Total</b>	<b>2,898</b>	<b>50.4%</b>	<b>49.6%</b>		<b>813</b>	-	<b>813</b>	<b>1,448</b>	<b>1,532</b>	<b>2,980</b>	<b>115</b>	<b>3,095</b>	<b>2,751</b>	<b>100</b>	<b>2,851</b>	<b>6,759</b>
<i>In-Coming Class</i>	-	0.0%	0.0%		813		813		1,532	1,532	115	1,647	1,464	100	1,564	4,024
U-Grad Cr Hrs - zero	385	81.1%	18.9%	18.9%			-	73		73		73	65		65	138
U-Grad Cr Hrs - 1-29	350	48.8%	51.2%	51.2%			-	179		179		179	159		159	338
U-Grad Cr Hrs - 30-59	502	44.8%	55.2%	55.2%			-	277		277		277	246		246	523
U-Grad Cr Hrs - 60-89	545	24.3%	75.7%	75.7%			-	412		412		412	366		366	778
U-Grad Cr Hrs - 90+	1,116	54.6%	45.4%	45.4%			-	507		507		507	451		451	958
<i>Enrollment Initiatives</i>							-					-			-	-
<b>CANADIAN Total</b>	<b>38</b>	<b>91.7%</b>	<b>33.3%</b>		<b>10</b>	-	<b>10</b>	-	<b>38</b>	<b>38</b>	-	<b>38</b>	<b>34</b>	-	<b>34</b>	<b>82</b>
<i>In-Coming Class</i>	-	0.0%	0.0%		10		10		38	38		38	34		34	82
U-Grad Cr Hrs - zero	14	87.5%	50.0%	0.0%			-	-		-		-	-		-	-
U-Grad Cr Hrs - 1-29	-			0.0%			-	-		-		-	-		-	-
U-Grad Cr Hrs - 30-59	-			0.0%			-	-		-		-	-		-	-
U-Grad Cr Hrs - 60-89	12	100.0%		0.0%			-	-		-		-	-		-	-
U-Grad Cr Hrs - 90+	12	100.0%		0.0%			-	-		-		-	-		-	-
<i>Enrollment Initiatives</i>							-					-			-	-
<b>NEBHE Total</b>	<b>395</b>	<b>28.5%</b>	<b>71.5%</b>		<b>94</b>	-	<b>94</b>	<b>256</b>	<b>115</b>	<b>371</b>	<b>16</b>	<b>387</b>	<b>344</b>	<b>12</b>	<b>356</b>	<b>837</b>
<i>In-Coming Class</i>	-	0.0%			94		94		115	115	16	131	116	12	128	353
U-Grad Cr Hrs - zero	78	50.0%	75.0%	0.0%			-	-		-		-	-		-	-
U-Grad Cr Hrs - 1-29	63		100.0%	100.0%			-	63		63		63	56		56	119
U-Grad Cr Hrs - 30-59	99	33.3%	91.7%	91.7%			-	91		91		91	81		81	172
U-Grad Cr Hrs - 60-89	85	30.0%	77.5%	77.5%			-	66		66		66	59		59	125
U-Grad Cr Hrs - 90+	70	48.1%	51.9%	51.9%			-	36		36		36	32		32	68
<i>Enrollment Initiatives</i>							-					-			-	-
<b>Graduate</b>	-															
<b>In-State Total</b>	<b>231</b>				<b>59</b>	-	<b>59</b>	-	<b>231</b>	<b>231</b>	<b>150</b>	<b>381</b>	<b>334</b>	<b>150</b>	<b>484</b>	<b>924</b>
<i>In-Coming Class</i>	-				59		59		231	231	150	381	334	150	484	924
Grad Cr Hrs - zero	210			0.0%			-	-		-		-	-		-	-
Grad Cr Hrs - 1-29	3			0.0%			-	-		-		-	-		-	-
Grad Cr Hrs - 30+	18			0.0%			-	-		-		-	-		-	-
<i>Enrollment Initiatives</i>							-					-			-	-
<b>Totals</b>	<b>34,384</b>				<b>9,534</b>	<b>(898)</b>	<b>8,636</b>	<b>15,634</b>	<b>15,947</b>	<b>31,581</b>	<b>3,650</b>	<b>35,231</b>	<b>28,949</b>	<b>1,403</b>	<b>30,352</b>	<b>74,219</b>

## UMF

	Fall 2020	4-Year Avg.	4-Year Avg.	FY22	Summer			Fall					Spring			Tot. Ann.
Student by level	Census	Depart Rate	Return Rate	Projected	Proj	Chng	Revised	Return	New	Proj	Chng	Revised	Proj	Chng	Revised	Credit Hours
Undergraduate				Return Rate												
<b>In-State Total</b>	<b>18,283</b>	<b>37.1%</b>	<b>62.9%</b>		<b>1,485</b>	<b>(62)</b>	<b>1,423</b>	<b>11,411</b>	<b>6,606</b>	<b>18,017</b>	<b>733</b>	<b>18,750</b>	<b>16,738</b>	<b>733</b>	<b>17,471</b>	<b>37,644</b>
<i>In-Coming Class</i>	-	0.0%	0.0%		1,485	(62)	1,423		6,606	6,606		6,606	6,137		6,137	14,166
<i>Early College</i>	264	0.0%	0.0%		101		101		101	101		101	101		101	303
U-Grad Cr Hrs - zero	2,901	36.4%	63.6%	63.6%			-	1,846		1,846		1,846	1,715		1,715	3,561
U-Grad Cr Hrs - 1-29	3,310	29.3%	70.7%	70.7%			-	2,339		2,339		2,339	2,173		2,173	4,512
U-Grad Cr Hrs - 30-59	3,785	15.1%	84.9%	84.9%			-	3,214		3,214		3,214	2,986		2,986	6,200
U-Grad Cr Hrs - 60-89	3,855	16.4%	83.6%	83.6%			-	3,222		3,222		3,222	2,993		2,993	6,215
U-Grad Cr Hrs - 90+	4,432	82.2%	17.8%	17.8%			-	790		790		790	734		734	1,524
<i>Enrollment Initiatives</i>							-				733	733		733	733	1,466
<b>Out-of-State/Int'l Total</b>	<b>2,122</b>	<b>38.0%</b>	<b>62.0%</b>		<b>165</b>	<b>-</b>	<b>165</b>	<b>1,279</b>	<b>804</b>	<b>2,083</b>	<b>19</b>	<b>2,102</b>	<b>1,953</b>	<b>-</b>	<b>1,953</b>	<b>4,220</b>
<i>In-Coming Class</i>	-	0.0%	0.0%		165		165		804	804		804	747		747	1,716
U-Grad Cr Hrs - zero	341	48.6%	51.4%	51.4%			-	175		175		175	163		163	338
U-Grad Cr Hrs - 1-29	445	26.2%	73.8%	73.8%			-	328		328		328	305		305	633
U-Grad Cr Hrs - 30-59	482	21.7%	78.3%	78.3%			-	378		378		378	351		351	729
U-Grad Cr Hrs - 60-89	378	15.1%	84.9%	84.9%			-	321		321		321	298		298	619
U-Grad Cr Hrs - 90+	476	83.8%	16.2%	16.2%			-	77		77		77	72		72	149
<i>Enrollment Initiatives</i>							-				19	19			-	19
<b>NEBHE Total</b>	<b>1,558</b>	<b>33.5%</b>	<b>66.5%</b>		<b>121</b>	<b>-</b>	<b>121</b>	<b>997</b>	<b>518</b>	<b>1,515</b>	<b>13</b>	<b>1,528</b>	<b>1,407</b>	<b>13</b>	<b>1,420</b>	<b>3,070</b>
<i>In-Coming Class</i>	-	0.0%	0.0%		121		121		518	518		518	481		481	1,120
U-Grad Cr Hrs - zero	192	29.7%	70.3%	70.3%			-	135		135		135	125		125	260
U-Grad Cr Hrs - 1-29	220	20.9%	79.1%	79.1%			-	174		174		174	162		162	336
U-Grad Cr Hrs - 30-59	324	14.7%	85.3%	85.3%			-	276		276		276	256		256	532
U-Grad Cr Hrs - 60-89	400	8.6%	91.4%	91.4%			-	365		365		365	339		339	704
U-Grad Cr Hrs - 90+	422	88.9%	11.1%	11.1%			-	47		47		47	44		44	91
<i>Enrollment Initiatives</i>							-				13	13		13	13	27
<b>Graduate</b>	<b>-</b>															
<b>In-State Total</b>	<b>1,083</b>	<b>59.4%</b>	<b>40.6%</b>		<b>1,408</b>	<b>(304)</b>	<b>1,104</b>	<b>434</b>	<b>668</b>	<b>1,102</b>	<b>246</b>	<b>1,348</b>	<b>889</b>	<b>246</b>	<b>1,135</b>	<b>3,586</b>
<i>In-Coming Class</i>	-				1,408	(304)	1,104		668	668		668	539		539	2,311
Grad Cr Hrs - zero	282	67.9%	32.1%	32.1%			-	91		91		91	73		73	164
Grad Cr Hrs - 1-29	747	55.6%	44.4%	44.4%			-	332		332		332	268		268	600
Grad Cr Hrs - 30+	54	79.2%	20.8%	20.8%			-	11		11		11	9		9	20
<i>Enrollment Initiatives</i>							-				246	246		246	246	491
<b>Out-of-State/Int'l Total</b>	<b>3</b>	<b>100.0%</b>	<b>100.0%</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3</b>	<b>3</b>	<b>-</b>	<b>3</b>	<b>2</b>	<b>-</b>	<b>2</b>	<b>5</b>
<i>In-Coming Class</i>	-				-		-		3	3		3	2		2	5
Grad Cr Hrs - zero	-	100.0%		0.0%			-	-		-		-	-		-	-
Grad Cr Hrs - 1-29	3		100.0%	0.0%			-	-		-		-	-		-	-
Grad Cr Hrs - 30+	-			0.0%			-	-		-		-	-		-	-
<i>Enrollment Initiatives</i>							-					-			-	-
<b>Totals</b>	<b>23,313</b>				<b>3,280</b>	<b>(366)</b>	<b>2,914</b>	<b>14,121</b>	<b>8,700</b>	<b>22,821</b>	<b>1,011</b>	<b>23,832</b>	<b>21,090</b>	<b>992</b>	<b>22,082</b>	<b>48,827</b>



## UMFK

Student by level	Fall 2020 Census	4-Year Avg. Depart Rate	4-Year Avg. Return Rate	FY22 Projected Return Rate	Summer			Fall					Spring			Tot. Ann. Credit Hours
Undergraduate					Proj	Chng	Revised	Return	New	Proj	Chng	Revised	Proj	Chng	Revised	
<b>In-State Total</b>	<b>5,999</b>	<b>46.1%</b>	<b>53.9%</b>		<b>1,490</b>	-	<b>1,490</b>	<b>3,293</b>	<b>2,664</b>	<b>5,957</b>	-	<b>5,957</b>	<b>5,104</b>	-	<b>5,104</b>	<b>12,551</b>
<i>In-Coming Class</i>	-	0.0%	0.0%		1,490		1,490		2,664	2,664		2,664	2,283		2,283	6,437
<i>Early College</i>	2,613	0.0%	0.0%		1,001	(701)	300		1,001	1,001	500	1,501	1,001	201	1,202	3,003
U-Grad Cr Hrs - zero	641	53.5%	46.5%	46.5%			-	298		298		298	255		255	553
U-Grad Cr Hrs - 1-29	987	42.1%	57.9%	57.9%			-	571		571		571	489		489	1,060
U-Grad Cr Hrs - 30-59	1,079	33.1%	66.9%	66.9%			-	722		722		722	619		619	1,341
U-Grad Cr Hrs - 60-89	985	28.5%	71.5%	71.5%			-	704		704		704	603		603	1,307
U-Grad Cr Hrs - 90+	2,307	56.7%	43.3%	43.3%			-	998		998		998	855		855	1,853
<i>Enrollment Initiatives</i>							-					-			-	-
<b>Out-of-State/Int'l Total</b>	<b>2,577</b>	<b>42.2%</b>	<b>57.8%</b>		<b>598</b>	-	<b>598</b>	<b>1,498</b>	<b>1,135</b>	<b>2,633</b>	<b>(243)</b>	<b>2,390</b>	<b>2,049</b>	-	<b>2,049</b>	<b>5,037</b>
<i>In-Coming Class</i>	-	0.0%	0.0%		598		598		1,135	1,135	(243)	892	765		765	2,255
U-Grad Cr Hrs - zero	379	49.3%	50.7%	50.7%			-	192		192		192	165		165	357
U-Grad Cr Hrs - 1-29	251	26.4%	73.6%	73.6%			-	184		184		184	158		158	342
U-Grad Cr Hrs - 30-59	427	28.3%	71.7%	71.7%			-	306		306		306	262		262	568
U-Grad Cr Hrs - 60-89	634	30.6%	69.4%	69.4%			-	440		440		440	377		377	817
U-Grad Cr Hrs - 90+	888	57.6%	42.4%	42.4%			-	376		376		376	322		322	698
<i>Enrollment Initiatives</i>							-					-			-	-
<b>CANADIAN Total</b>	<b>-</b>				<b>61</b>	-	<b>61</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>243</b>	<b>243</b>	<b>208</b>	-	<b>208</b>	<b>512</b>
<i>In-Coming Class</i>	-				61		61		-	-	243	243	208		208	512
U-Grad Cr Hrs - zero	-			0.0%			-	-		-		-	-		-	-
U-Grad Cr Hrs - 1-29	-			0.0%			-	-		-		-	-		-	-
U-Grad Cr Hrs - 30-59	-			0.0%			-	-		-		-	-		-	-
U-Grad Cr Hrs - 60-89	-			0.0%			-	-		-		-	-		-	-
U-Grad Cr Hrs - 90+	-			0.0%			-	-		-		-	-		-	-
<i>Enrollment Initiatives</i>							-					-			-	-
<b>Academic Partnerships</b>	<b>997</b>	<b>42.3%</b>	<b>57.7%</b>		<b>997</b>	<b>(61)</b>	<b>936</b>	<b>-</b>	<b>997</b>	<b>997</b>	<b>248</b>	<b>1,245</b>	<b>1,067</b>	<b>236</b>	<b>1,303</b>	<b>3,484</b>
<i>In-Coming Class</i>	-				997	(61)	936		997	997	248	1,245	1,067	236	1,303	3,484
U-Grad Cr Hrs - zero	21			0.0%			-	-		-		-	-		-	-
U-Grad Cr Hrs - 1-29	-			0.0%			-	-		-		-	-		-	-
U-Grad Cr Hrs - 30-59	15		100.0%	0.0%			-	-		-		-	-		-	-
U-Grad Cr Hrs - 60-89	57	33.3%	66.7%	0.0%			-	-		-		-	-		-	-
U-Grad Cr Hrs - 90+	57	33.3%	66.7%	0.0%			-	-		-		-	-		-	-
<i>Enrollment Initiatives</i>							-					-			-	-
<b>Totals</b>	<b>12,186</b>				<b>4,147</b>	<b>(762)</b>	<b>3,385</b>	<b>4,791</b>	<b>5,797</b>	<b>10,588</b>	<b>748</b>	<b>11,336</b>	<b>9,429</b>	<b>437</b>	<b>9,866</b>	<b>24,587</b>

## UMPI

Student by level	Fall 2020 Census	4-Year Avg. Depart Rate	4-Year Avg. Return Rate	FY22 Projected Return Rate	Summer			Fall					Spring			Tot. Ann. Credit Hours
Undergraduate					Proj	Chng	Revised	Return	New	Proj	Chng	Revised	Proj	Chng	Revised	
<b>In-State Total</b>	<b>7,982</b>	<b>50.1%</b>	<b>49.9%</b>		<b>1,076</b>	-	<b>1,076</b>	<b>4,103</b>	<b>3,802</b>	<b>7,905</b>	<b>(531)</b>	<b>7,374</b>	<b>5,723</b>	<b>645</b>	<b>6,368</b>	<b>14,818</b>
<i>In-Coming Class</i>	-	0.0%	0.0%		1,076		1,076		3,802	3,802	(831)	2,971	2,403	375	2,778	6,825
<i>Early College</i>	2,573	0.0%	0.0%		985	(985)	-		985	985	1,891	2,876	985	1,891	2,876	5,752
U-Grad Cr Hrs - zero	1,155	61.8%	38.2%	38.2%			-	441		441		441	357		357	798
U-Grad Cr Hrs - 1-29	1,936	48.5%	51.5%	51.5%			-	996		996		996	806		806	1,802
U-Grad Cr Hrs - 30-59	1,733	30.7%	69.3%	69.3%			-	1,201		1,201		1,201	972		972	2,173
U-Grad Cr Hrs - 60-89	1,596	32.4%	67.6%	67.6%			-	1,079		1,079		1,079	873		873	1,952
U-Grad Cr Hrs - 90+	1,562	75.3%	24.7%	24.7%			-	386		386		386	312		312	698
<i>Enrollment Initiatives</i>							-				300	300		270	270	570
<b>Out-of-State/Int'l Total</b>	<b>1,663</b>	<b>40.9%</b>	<b>59.1%</b>		<b>239</b>	-	<b>239</b>	<b>898</b>	<b>739</b>	<b>1,637</b>	<b>113</b>	<b>1,750</b>	<b>1,416</b>	-	<b>1,416</b>	<b>3,405</b>
<i>In-Coming Class</i>	-	0.0%	0.0%		239		239		739	739	113	852	689		689	1,780
U-Grad Cr Hrs - zero	474	51.6%	48.4%	48.4%			-	230		230		230	186		186	416
U-Grad Cr Hrs - 1-29	268	31.9%	68.1%	68.1%			-	183		183		183	148		148	331
U-Grad Cr Hrs - 30-59	295	28.9%	71.1%	71.1%			-	210		210		210	170		170	380
U-Grad Cr Hrs - 60-89	238	23.9%	76.1%	76.1%			-	181		181		181	146		146	327
U-Grad Cr Hrs - 90+	388	75.9%	24.1%	24.1%			-	94		94		94	76		76	170
<i>Enrollment Initiatives</i>							-					-			-	-
<b>CANADIAN Total</b>	<b>299</b>	<b>53.0%</b>	<b>47.0%</b>		<b>41</b>	<b>(41)</b>	-	<b>150</b>	<b>299</b>	<b>449</b>	<b>(299)</b>	<b>150</b>	<b>121</b>	-	<b>121</b>	<b>271</b>
<i>In-Coming Class</i>	-	0.0%	0.0%		41	(41)	-		299	299	(299)	-	-		-	-
U-Grad Cr Hrs - zero	34	71.4%	85.7%	48.4%			-	16		16		16	13		13	29
U-Grad Cr Hrs - 1-29	43	37.5%	75.0%	68.1%			-	29		29		29	23		23	52
U-Grad Cr Hrs - 30-59	75	58.3%	75.0%	71.1%			-	53		53		53	43		43	96
U-Grad Cr Hrs - 60-89	31	31.7%	68.3%	76.1%			-	24		24		24	19		19	43
U-Grad Cr Hrs - 90+	116	72.0%	28.0%	24.1%			-	28		28		28	23		23	51
<i>Enrollment Initiatives</i>							-					-			-	-
<b>Academic Partnerships</b>	<b>1,650</b>	<b>57.1%</b>	<b>42.9%</b>		<b>1,227</b>	<b>994</b>	<b>2,221</b>	<b>1,432</b>	<b>1,650</b>	<b>3,082</b>	<b>(870)</b>	<b>2,212</b>	<b>1,789</b>	<b>343</b>	<b>2,132</b>	<b>6,565</b>
<i>In-Coming Class</i>	-				1,227	994	2,221		1,650	1,650	(870)	780	631	343	974	3,975
U-Grad Cr Hrs - zero	109			100.0%			-	109		109		109	88		88	197
U-Grad Cr Hrs - 1-29	306	66.7%	33.3%	100.0%			-	306		306		306	248		248	554
U-Grad Cr Hrs - 30-59	475	40.0%	60.0%	100.0%			-	475		475		475	384		384	859
U-Grad Cr Hrs - 60-89	271	50.0%	50.0%	100.0%			-	271		271		271	219		219	490
U-Grad Cr Hrs - 90+	271	50.0%	50.0%	100.0%			-	271		271		271	219		219	490
<i>Enrollment Initiatives</i>							-					-			-	-
<b>Totals</b>	<b>14,167</b>				<b>3,568</b>	<b>(32)</b>	<b>3,536</b>	<b>6,583</b>	<b>7,475</b>	<b>14,058</b>	<b>304</b>	<b>14,362</b>	<b>10,034</b>	<b>2,879</b>	<b>12,913</b>	<b>30,811</b>

## Finance, Facilities, &amp; Technology Committee Meeting - FY2022 Proposed Operating Budget – First Reading

## USM

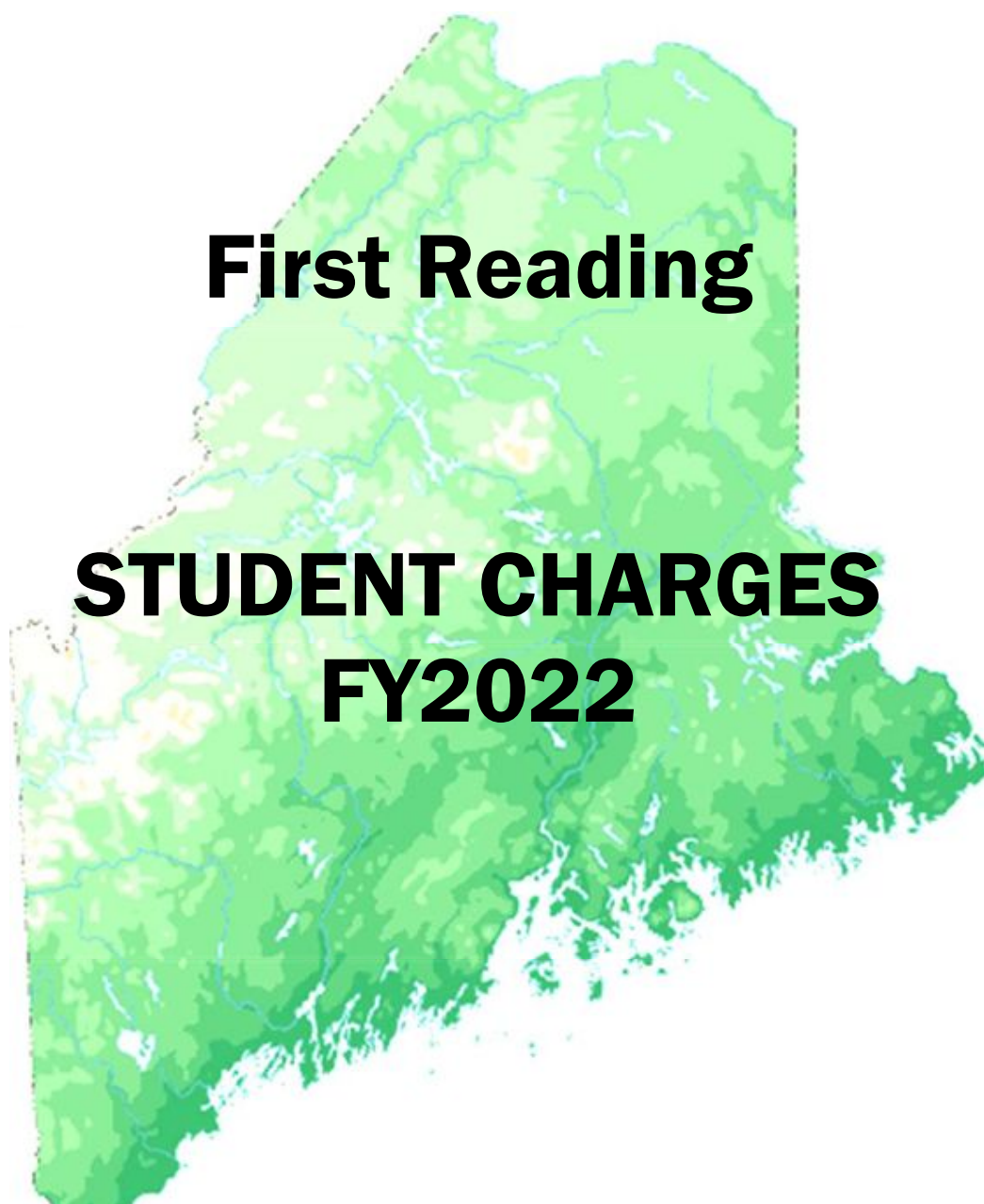
	Fall 2020	4-Year Avg.	4-Year Avg.	FY22	Summer			Fall					Spring			Tot. Ann.
Student by level	Census	Depart Rate	Return Rate	Projected	Proj	Chng	Revised	Return	New	Proj	Chng	Revised	Proj	Chng	Revised	Credit
Undergraduate				Return Rate												Hours
In-State Total	53,358	42.3%	57.7%		10,989	-	10,989	31,384	21,822	53,206	-	53,206	51,110	-	51,110	115,305
In-Coming Class	-	0.0%	0.0%		10,989		10,989		21,822	21,822		21,822	20,962		20,962	53,773
Early College	3,274	0.0%	0.0%		1,254	(1,000)	254		1,254	1,254	1,888	3,142	1,254	(150)	1,104	4,500
U-Grad Cr Hrs - zero	5,391	50.0%	50.0%	50.0%			-	2,694		2,694		2,694	2,588		2,588	5,282
U-Grad Cr Hrs - 1-29	8,809	36.5%	63.5%	63.5%			-	5,591		5,591		5,591	5,371		5,371	10,962
U-Grad Cr Hrs - 30-59	10,510	22.0%	78.0%	78.0%			-	8,199		8,199		8,199	7,876		7,876	16,075
U-Grad Cr Hrs - 60-89	12,429	26.3%	73.7%	73.7%			-	9,159		9,159		9,159	8,798		8,798	17,957
U-Grad Cr Hrs - 90+	16,220	64.6%	35.4%	35.4%			-	5,741		5,741		5,741	5,515		5,515	11,256
Enrollment Initiatives							-					-			-	-
Out-of-State/Int'l Total	7,748	37.7%	62.3%		1,572	-	1,572	4,548	3,065	7,613	-	7,613	7,312	-	7,312	16,497
In-Coming Class	-	0.0%	0.0%		1,572		1,572		3,065	3,065		3,065	2,944		2,944	7,581
U-Grad Cr Hrs - zero	1,330	45.1%	54.9%	54.9%			-	730		730		730	701		701	1,431
U-Grad Cr Hrs - 1-29	956	30.7%	69.3%	69.3%			-	662		662		662	636		636	1,298
U-Grad Cr Hrs - 30-59	1,530	18.9%	81.1%	81.1%			-	1,241		1,241		1,241	1,192		1,192	2,433
U-Grad Cr Hrs - 60-89	1,960	29.2%	70.8%	70.8%			-	1,388		1,388		1,388	1,333		1,333	2,721
U-Grad Cr Hrs - 90+	1,973	73.3%	26.7%	26.7%			-	527		527		527	506		506	1,033
Enrollment Initiatives							-					-			-	-
CANADIAN Total	152	35.1%	64.9%		31	-	31	95	54	149	-	149	143	-	143	323
In-Coming Class	-	0.0%	0.0%		31		31		54	54		54	52		52	137
U-Grad Cr Hrs - zero	33	37.3%	72.0%	72.0%			-	23		23		23	22		22	45
U-Grad Cr Hrs - 1-29	-	50.0%	66.7%	66.7%			-	-		-		-	-		-	-
U-Grad Cr Hrs - 30-59	25	16.7%	95.8%	95.8%			-	24		24		24	23		23	47
U-Grad Cr Hrs - 60-89	55	63.9%	57.4%	57.4%			-	32		32		32	31		31	63
U-Grad Cr Hrs - 90+	39	77.8%	55.6%	41.7%			-	16		16		16	15		15	31
Enrollment Initiatives							-					-			-	-
NEBHE Total	1,996	36.5%	63.5%		429	-	429	1,319	758	2,077	-	2,077	1,995	-	1,995	4,501
In-Coming Class	-	0.0%	0.0%		429		429		758	758		758	728		728	1,915
U-Grad Cr Hrs - zero	439	34.0%	66.0%	66.0%			-	290		290		290	279		279	569
U-Grad Cr Hrs - 1-29	308	23.4%	76.6%	76.6%			-	236		236		236	227		227	463
U-Grad Cr Hrs - 30-59	466	14.4%	85.6%	85.6%			-	398		398		398	382		382	780
U-Grad Cr Hrs - 60-89	387	21.2%	78.8%	78.8%			-	305		305		305	293		293	598
U-Grad Cr Hrs - 90+	396	77.2%	22.8%	22.8%			-	90		90		90	86		86	176
Enrollment Initiatives							-					-			-	-
Non-Resident Online	147	61.1%	51.9%		30	148	178	14	147	161	-	161	154	-	154	493
In-Coming Class	-	0.0%	0.0%		30	148	178		147	147		147	141		141	466
U-Grad Cr Hrs - 30-59	12		100.0%	0.0%			-	-		-		-	-		-	-
U-Grad Cr Hrs - 60-89	70	50.0%	75.0%	0.0%			-	-		-		-	-		-	-
U-Grad Cr Hrs - 90+	65	79.2%	27.8%	20.8%			-	14		14		14	13		13	27

## USM

Student by level	Fall 2020 Census	4-Year Avg. Depart Rate	4-Year Avg. Return Rate	FY22 Projected	Summer			Fall					Spring			Tot. Ann. Credit
					Proj	Chng	Revised	Return	New	Proj	Chng	Revised	Proj	Chng	Revised	
Enrollment Initiatives							-					-			-	-
Graduate	-															
<b>In-State Total</b>	<b>7,952</b>	<b>49.6%</b>	<b>50.4%</b>		<b>3,752</b>	<b>1,629</b>	<b>5,381</b>	<b>4,048</b>	<b>3,890</b>	<b>7,938</b>	-	<b>7,938</b>	<b>7,216</b>	-	<b>7,216</b>	<b>20,535</b>
<i>In-Coming Class</i>	-				3,752	1,629	5,381		3,890	3,890		3,890	3,536		3,536	12,807
Grad Cr Hrs - zero	1,900	31.7%	68.3%	68.3%			-	1,298		1,298		1,298	1,180		1,180	2,478
Grad Cr Hrs - 1-29	3,706	45.6%	54.4%	54.4%			-	2,015		2,015		2,015	1,832		1,832	3,847
Grad Cr Hrs - 30+	2,346	68.7%	31.3%	31.3%			-	735		735		735	668		668	1,403
Enrollment Initiatives							-					-			-	-
<b>Out-of-State/Int'l Total</b>	<b>751</b>	<b>49.7%</b>	<b>50.3%</b>		<b>411</b>	-	<b>411</b>	<b>352</b>	<b>358</b>	<b>710</b>	-	<b>710</b>	<b>645</b>	-	<b>645</b>	<b>1,766</b>
<i>In-Coming Class</i>	-				411		411		358	358		358	325		325	1,094
Grad Cr Hrs - zero	132	25.3%	74.7%	74.7%			-	99		99		99	90		90	189
Grad Cr Hrs - 1-29	291	34.2%	65.8%	65.8%			-	192		192		192	175		175	367
Grad Cr Hrs - 30+	328	81.3%	18.7%	18.7%			-	61		61		61	55		55	116
Enrollment Initiatives							-					-			-	-
<b>CANADIAN Total</b>	<b>9</b>	<b>62.5%</b>	<b>87.5%</b>		<b>4</b>	-	<b>4</b>	-	<b>9</b>	<b>9</b>	-	<b>9</b>	<b>8</b>	-	<b>8</b>	<b>21</b>
<i>In-Coming Class</i>	-				4		4		9	9		9	8		8	21
Grad Cr Hrs - 1-29	-	100.0%	100.0%	0.0%			-	-		-		-	-		-	-
Grad Cr Hrs - 30+	9	75.0%	50.0%	0.0%			-	-		-		-	-		-	-
Enrollment Initiatives							-					-			-	-
<b>NEBHE Total</b>	<b>94</b>	<b>41.5%</b>	<b>58.5%</b>		<b>48</b>	-	<b>48</b>	<b>57</b>	<b>41</b>	<b>98</b>	-	<b>98</b>	<b>89</b>	-	<b>89</b>	<b>235</b>
<i>In-Coming Class</i>	-				48		48		41	41		41	37		37	126
Grad Cr Hrs - zero	23		100.0%	100.0%			-	23		23		23	21		21	44
Grad Cr Hrs - 1-29	33	32.1%	67.9%	67.9%			-	22		22		22	20		20	42
Grad Cr Hrs - 30+	38	69.6%	40.5%	30.4%			-	12		12		12	11		11	23
Enrollment Initiatives							-					-			-	-
<b>Non-Resident Online</b>	<b>674</b>	<b>33.9%</b>	<b>66.1%</b>		<b>600</b>	<b>89</b>	<b>689</b>	-	<b>674</b>	<b>674</b>	<b>400</b>	<b>1,074</b>	<b>976</b>	<b>400</b>	<b>1,376</b>	<b>3,139</b>
<i>In-Coming Class</i>	-				600	89	689		674	674	400	1,074	976	400	1,376	3,139
Grad Cr Hrs - zero	153	11.9%	92.1%	0.0%			-	-		-		-	-		-	-
Grad Cr Hrs - 1-29	448	55.2%	67.1%	0.0%			-	-		-		-	-		-	-
Grad Cr Hrs - 30+	73	100.0%		0.0%			-	-		-		-	-		-	-
Enrollment Initiatives							-					-			-	-
<b>Academic Partnerships</b>	<b>1,188</b>	<b>30.8%</b>	<b>69.2%</b>		<b>771</b>	<b>274</b>	<b>1,045</b>	-	<b>1,188</b>	<b>1,188</b>	<b>1,000</b>	<b>2,188</b>	<b>1,989</b>	<b>1,000</b>	<b>2,989</b>	<b>6,222</b>
<i>In-Coming Class</i>	-	0.0%	0.0%		771	274	1,045		1,188	1,188	1,000	2,188	1,989	1,000	2,989	6,222
Grad Cr Hrs - zero	423	0.0%	0.0%	0.0%			-	-		-		-	-		-	-
Grad Cr Hrs - 1-29	747	0.0%	0.0%	0.0%			-	-		-		-	-		-	-
Grad Cr Hrs - 30+	18	0.0%	0.0%	0.0%			-	-		-		-	-		-	-
Enrollment Initiatives							-					-			-	-
<b>Totals</b>	<b>77,342</b>				<b>19,891</b>	<b>1,140</b>	<b>21,031</b>	<b>41,817</b>	<b>33,260</b>	<b>75,077</b>	<b>3,288</b>	<b>78,365</b>	<b>72,891</b>	<b>1,250</b>	<b>74,141</b>	<b>173,537</b>

## LAW

Student by level	Fall 2020 Census	4-Year Avg. Depart Rate	4-Year Avg. Return Rate	FY22 Projected	Summer			Fall					Spring			Tot. Ann. Credit
Law				Return Rate	Proj	Chng	Revised	Return	New	Proj	Chng	Revised	Proj	Chng	Revised	
<b>In-State Total</b>	<b>2,748</b>	<b>34.5%</b>	<b>65.5%</b>		<b>172</b>	<b>(4)</b>	<b>168</b>	<b>1,881</b>	<b>938</b>	<b>2,819</b>	<b>367</b>	<b>3,186</b>	<b>3,049</b>	<b>(30)</b>	<b>3,019</b>	<b>6,373</b>
<i>In-Coming Class</i>	-				172		172		938	938	367	1,305	1,249		1,249	2,726
Grad Cr Hrs - zero	1,052	5.3%	94.7%	94.7%			-	996		996		996	953		953	1,949
Grad Cr Hrs - 1-29	117	37.5%	81.3%	81.3%			-	95		95		95	91		91	186
Grad Cr Hrs - 30+	1,579	50.0%	50.0%	50.0%			-	790		790		790	756		756	1,546
<i>Enrollment Initiatives</i>						(4)	(4)					-			-	(4)
<b>Out-of-State/Int'l Total</b>	<b>830</b>	<b>40.1%</b>	<b>59.9%</b>		<b>77</b>	-	<b>77</b>	<b>472</b>	<b>339</b>	<b>811</b>	<b>(114)</b>	<b>697</b>	<b>667</b>	<b>(30)</b>	<b>637</b>	<b>1,411</b>
<i>In-Coming Class</i>	-				77		77		339	339	(114)	225	215	(30)	185	487
Grad Cr Hrs - zero	225	26.2%	73.8%	73.8%			-	166		166		166	159		159	325
Grad Cr Hrs - 1-29	13	72.2%	61.1%	45.8%			-	6		6		6	6		6	12
Grad Cr Hrs - 30+	592	49.3%	50.7%	50.7%			-	300		300		300	287		287	587
<i>Enrollment Initiatives</i>							-					-			-	-
<b>CANADIAN Total</b>	<b>16</b>	<b>100.0%</b>	<b>100.0%</b>		<b>1</b>	-	<b>1</b>	-	<b>16</b>	<b>16</b>	-	<b>16</b>	<b>15</b>	<b>1</b>	<b>16</b>	<b>33</b>
<i>In-Coming Class</i>	-				1		1		16	16		16	15	1	16	33
Grad Cr Hrs - zero	-		100.0%	0.0%			-	-		-		-	-		-	-
Grad Cr Hrs - 1-29	-			0.0%			-	-		-		-	-		-	-
Grad Cr Hrs - 30+	16	100.0%	100.0%	0.0%			-	-		-		-	-		-	-
<i>Enrollment Initiatives</i>							-					-			-	-
<b>NEBHE Total</b>	<b>60</b>	<b>37.1%</b>	<b>62.9%</b>		<b>6</b>	-	<b>6</b>	<b>24</b>	<b>22</b>	<b>46</b>	<b>(2)</b>	<b>44</b>	<b>42</b>	<b>1</b>	<b>43</b>	<b>93</b>
<i>In-Coming Class</i>	-				6		6		22	22	(2)	20	19	1	20	46
Grad Cr Hrs - zero	15	50.0%	83.3%	0.0%			-	-		-		-	-		-	-
Grad Cr Hrs - 1-29	-			0.0%			-	-		-		-	-		-	-
Grad Cr Hrs - 30+	45	45.8%	54.2%	54.2%			-	24		24		24	23		23	47
<i>Enrollment Initiatives</i>							-					-			-	-
<b>Totals</b>	<b>3,654</b>				<b>256</b>	<b>(4)</b>	<b>252</b>	<b>2,377</b>	<b>1,315</b>	<b>3,692</b>	<b>251</b>	<b>3,943</b>	<b>3,773</b>	<b>(58)</b>	<b>3,715</b>	<b>7,910</b>



# **First Reading**

# **STUDENT CHARGES FY2022**



***March 26, 2021***





## UNIVERSITY OF MAINE SYSTEM

**STUDENT CHARGES**

FY22

## TABLE OF CONTENTS

Preface .....	1
Total Student Charges .....	2-3
Credit Hour Tuition Rates .....	4-5
Annual Tuition Rates .....	6-7
Annual Mandatory Fees .....	8-9
Annual Tuition and Mandatory Fees .....	10-11
Annual Room and Board Charges .....	12
Annual Comprehensive Student Charges .....	13-14
Overview of Student Fees .....	15
Narrative Description of Mandatory Fees .....	16

## UNIVERSITY OF MAINE SYSTEM STUDENT COST REPORT

### PREFACE

The UMS Student Pricing task force considering the restructuring of Tuition and Fees

- Restructuring of tuition and fees is a trend across public higher education institutions.
- Task Force is reviewing the large volume of fees across the system (500 + separate fees)
- Proposing to collapse most fees into a single tuition charge with a neutral impact to students' bills.
- Intent is to simplify bills, for more transparency to students and parents
- Cost savings will occur as a result of a more streamlined billing process

Therefore, in FY22 UMaine & UMM consolidated most student fees (except for the two listed below) into a single tuition charge:

- Student Activity fee which is approved by the students
- Technology fee which will be designated to support campus technology and educational environment

**Therefore, when reviewing the Tuition & Fee increases in this report for UM & UMM, the reader should note that the \$ and % increase in the tuition rate from FY21 to FY22 includes the revenue neutral “roll-up” of the mandatory fees into the tuition rate.**

## UNIVERSITY OF MAINE SYSTEM FY22 TOTAL STUDENT CHARGES

	Annual Tuition	Mandatory Fees	Tuition & Mandatory Fees <sup>1</sup>	Room & Board <sup>2</sup>	Total
<b><u>I. Undergraduate</u></b>					
<b><u>In-State &amp; Canadian</u></b>					
UM	\$11,940	\$346	\$12,286	\$11,274	\$23,560
UMA	7,530	1,028	8,558	7,430	15,988
UMF	9,440	950	10,390	10,336	20,726
UMFK	7,530	1,155	8,685	8,970	17,655
UMM	8,580	470	9,050	9,963	19,013
UMPI	7,530	1,100	8,630	8,832	17,462
USM	8,850	1,150	10,000	10,465	20,465
Average	8,771	886	9,657	9,973	19,630
<b><u>Out-of-State</u></b>					
UM	\$33,240	\$346	\$33,586	\$11,274	\$44,860
UMA	18,210	1,028	19,238	7,430	26,668
UMF	21,152	950	22,102	10,336	32,438
UMFK	12,060	1,155	13,215	8,970	22,185
UMM	16,110	470	16,580	9,963	26,543
UMPI	12,060	1,100	13,160	8,832	21,992
USM	23,640	1,150	24,790	10,465	35,255
Average	19,496	886	20,382	9,973	30,355
<b><u>NEBHE</u></b>					
UM	\$18,570	\$346	\$18,916	\$11,274	\$30,190
UMA	12,060	1,028	13,088	7,430	\$20,518
UMF	15,584	950	16,534	10,336	26,870
UMFK	12,060	1,155	13,215	8,970	22,185
UMM	13,110	470	13,580	9,963	23,543
UMPI	12,060	1,100	13,160	8,832	21,992
USM	14,610	1,150	15,760	10,465	26,225
Average	14,008	886	14,893	9,973	24,866

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

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

**UNIVERSITY OF MAINE SYSTEM  
FY22 TOTAL STUDENT CHARGES**

	Annual Tuition	Mandatory Fees	Tuition & Mandatory Fees <sup>1</sup>	Room & Board <sup>2</sup>	Total
<b>II. Graduate</b>					
<b>In-State &amp; Canadian</b>					
UM	\$9,990	\$276	\$10,266	\$11,274	\$21,540
UMA	7,974	617	8,591	7,430	16,021
UMF	7,884	377	8,261	10,336	18,597
USM	7,974	594	8,568	10,465	19,033
Average	8,456	466	8,922	10,692	19,614
<b>Out-of-State</b>					
UM	\$29,214	\$276	\$29,490	\$11,274	\$40,764
UMA	9,972	617	10,589	7,430	18,019
UMF	7,884	377	8,261	10,336	18,597
USM	21,888	594	22,482	10,465	32,947
Average	17,240	466	17,706	10,692	28,398
<b>NEBHE</b>					
UM	\$15,948	\$276	\$16,224	\$11,274	\$27,498
UMA	13,158	617	13,775	7,430	21,205
USM	13,158	594	13,752	10,465	24,217
Average	14,088	496	14,584	10,870	25,454

**III. Law School**

<b>In-State</b>	\$23,190	\$1,090	\$24,280	\$10,465	\$34,745
<b>Out-of-State</b>	\$34,680	\$1,090	\$35,770	\$10,465	\$46,235
<b>NEBHE &amp; Canadian</b>	\$31,650	\$1,090	\$32,740	\$10,465	\$43,205

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

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

UNIVERSITY OF MAINE SYSTEM  
**FY22 TUITION RATES - PER CREDIT HOUR**

	FY21 Rate	FY22 Rate	FY22 Increases	
			\$	%
In-State				
Undergraduate				
UM	\$308	\$398	90	29.2
UMA/UMFK/UMPI	245	251	6	2.4
UMF/USM	288	295	7	2.4
UMM	245	286	41	16.7
Graduate				
UM	461	555	94	20.4
UMA/USM	432	443	11	2.5
UMF	427	438	11	2.6
Law	773	773	-	-
Out-of-State				
Undergraduate				
UM	1001	1108	107	10.7
UMA	592	607	15	2.5
UMF	645	661	16	2.5
UMFK/UMPI	392	402	10	2.6
UMM	490	537	47	9.6
USM	769	788	19	2.5
Graduate				
UM	1,503	1,623	120	8.0
UMA	540	554	14	2.6
UMF	427	438	11	2.6
USM	1,186	1,216	30	2.5
Law	1,156	1,156	-	-

Academic Partnership rates vary by program.

UNIVERSITY OF MAINE SYSTEM  
**FY22 TUITION RATES - PER CREDIT HOUR**

	<b>FY21 Rate</b>	<b>FY22 Rate</b>	<b>FY22 Increases</b>	
			<b>\$</b>	<b>%</b>
NEBHE				
Undergraduate				
UM	\$524	\$619	95	18.1
UMA/UMFK	392	402	10	2.6
UMF	475	487	12	2.5
UMM	392	437	45	11.5
UMPI	392	402	10	2.6
USM	475	487	12	2.5
Graduate				
UM	784	886	102	13.0
UMA	713	731	18	2.5
USM	713	731	18	2.5
Law	1,055	1,055	-	-
Canadian				
Undergraduate				
UM	308	398	90	29.2
UMA/UMFK	245	251	6	2.4
UMF	288	295	7	2.4
UMM	245	286	41	16.7
UMPI	245	251	6	2.4
USM	288	295	7	2.4
Graduate				
UM	461	555	94	20.4
UMA	432	443	11	2.5
USM	432	443	11	2.5
Law	1,055	1,055	-	-

**UNIVERSITY OF MAINE SYSTEM  
ANNUAL TUITION RATES**

<b>UNDERGRADUATE</b>			<b>FY21 to FY22</b>	
			<b>Annual Increase</b>	
<b><u>In-State &amp; Canadian</u></b>	<b><u>FY21</u></b>	<b><u>FY22</u></b>	<b><u>\$</u></b>	<b><u>%</u></b>
UM	\$9,240	\$11,940	2,700	29.2
UMA	7,350	7,530	180	2.4
UMF	9,216	9,440	224	2.4
UMFK	7,350	7,530	180	2.4
UMM	7,350	8,580	1,230	16.7
UMPI	7,350	7,530	180	2.4
USM	8,640	8,850	210	2.4
<b>Average</b>	<b>8,071</b>	<b>8,771</b>	<b>700</b>	<b>8.7</b>
<b><u>Out-of-State</u></b>				
UM	\$30,030	\$33,240	3,210	10.7
UMA	17,760	18,210	450	2.5
UMF	20,640	21,152	512	2.5
UMFK	11,760	12,060	300	2.6
UMM	14,700	16,110	1,410	9.6
UMPI	11,760	12,060	300	2.6
USM	23,070	23,640	570	2.5
<b>Average</b>	<b>18,531</b>	<b>19,496</b>	<b>965</b>	<b>5.2</b>
<b><u>NEBHE</u></b>				
UM	\$15,720	\$18,570	2,850	18.1
UMA	11,760	12,060	300	2.6
UMF	15,200	15,584	384	2.5
UMFK	11,760	12,060	300	2.6
UMM	11,760	13,110	1,350	11.5
UMPI	11,760	12,060	300	2.6
USM	14,250	14,610	360	2.5
<b>Average</b>	<b>13,173</b>	<b>14,008</b>	<b>835</b>	<b>6.3</b>

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**

			<b>FY21 to FY22</b>	
			<b>Annual Increase</b>	
<b>GRADUATE</b>				
<u>In-State &amp; Canadian</u>	<u>FY21</u>	<u>FY22</u>	<u>\$</u>	<u>%</u>
UM	\$8,298	\$9,990	1,692	20.4
UMA	7,776	7,974	198	2.5
UMF	7,686	7,884	198	2.6
USM	7,776	7,974	198	2.5
<b>Average</b>	<b>7,884</b>	<b>8,456</b>	<b>572</b>	<b>7.3</b>
<b>Out-of-State</b>				
UM	\$27,054	\$29,214	2,160	8.0
UMA	9,720	9,972	252	2.6
UMF	7,686	7,884	198	2.6
USM	21,348	21,888	540	2.5
<b>Average</b>	<b>16,452</b>	<b>17,240</b>	<b>788</b>	<b>4.8</b>
<b>NEBHE</b>				
UM	\$14,112	\$15,948	1,836	13.0
UMA	12,834	13,158	324	2.5
USM	12,834	13,158	324	2.5
<b>Average</b>	<b>13,260</b>	<b>14,088</b>	<b>828</b>	<b>6.2</b>
<b>LAW</b>				
<u>In-State</u>	\$23,190	\$23,190	-	-
<u>Out-of-State</u>	34,680	34,680	-	-
<u>NEBHE &amp; Canadian</u>	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<sup>1</sup>**

University	Fee	Credit Hours	FY21	FY22	\$ Increase
<b>UM</b>	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	-
	Technology Fee	Per Credit Hour	0.00	7.00	7.00
	Recreation Center Fee	0 to 5 Credit Hours	184.00	0.00	(184.00)
		6 or More Credit Hours	308.00	0.00	(308.00)
	Unified Fee	0 to 5 Credit Hours	274.00	0.00	(274.00)
		6 to 11 Credit Hours	840.00	0.00	(840.00)
		12 to 15 Credit Hours	2,060.00	0.00	(2,060.00)
		16 or More Credit Hours	2,114.00	0.00	(2,114.00)
<b>UMA</b>	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	32.00	32.00	-
	Unified Fee - University College	Per Credit Hour	14.00	0.00	(14.00)
<b>UMF</b>	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	184.00	189.00	5.00
		7 to 11 Credit Hours	368.00	377.00	9.00
		12 or More Credit Hours	722.00	740.00	18.00
<b>UMFK</b>	Student Activity Fee	Per Credit Hour	\$7.50	\$7.50	-
	Unified Fee	Per Credit Hour	31.00	31.00	-
<b>UMM</b>	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	-
	Technology Fee	Per Credit Hour	0.00	7.00	7.00
	Unified Fee	Flat Fee + Per Credit Hour	642.00	0.00	(642.00)
<b>UMPI</b>	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	31.00	31.00	-
	Unified Fee - Outreach	Per Credit Hour	0.00	0.00	-
<b>USM</b>	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	-
	Unified Fee	Per Credit Hour	33.00	33.00	-

<sup>1</sup> Annual unless listed as per credit hour.

**UNIVERSITY OF MAINE SYSTEM**  
**ANNUAL MANDATORY FEES**

<u>Undergraduate</u>		FY21	FY22	FY22 Increases	
				\$	%
UM	Communications	\$30	\$30		
	Recreation Center Fee	308	0		
	Technology Fee	0	210		
	Unified Fee	2,060	0		
	Student Activity	106	106		
	<b>Total</b>	<b>\$2,504</b>	<b>\$346</b>	(2,158)	(86.2)
UMA	Unified Fee	\$960	\$960		
	Student Activity	68	68		
	<b>Total</b>	<b>\$1,028</b>	<b>\$1,028</b>	-	-
UMF	Student Health & Fitness Fee	\$50	\$50		
	Unified Fee	722	740		
	Student Activity	160	160		
	<b>Total</b>	<b>\$932</b>	<b>\$950</b>	18	1.9
UMFK	Unified Fee	\$930	\$930		
	Student Activity	225	225		
	<b>Total</b>	<b>\$1,155</b>	<b>\$1,155</b>	-	-
UMM	Unified Fee	\$642	\$0		
	Green Fee	20	20		
	Technology Fee	0	210		
	Student Activity	240	240		
	<b>Total</b>	<b>\$902</b>	<b>\$470</b>	(432)	(47.9)
UMPI	Unified Fee	\$930	\$930		
	Student Activity	170	170		
	<b>Total</b>	<b>\$1,100</b>	<b>\$1,100</b>	-	-
USM	Unified Fee	\$990	\$990		
	Student Activity	160	160		
	<b>Total</b>	<b>\$1,150</b>	<b>\$1,150</b>	-	-
<b>Average</b>		<b>\$1,253</b>	<b>\$886</b>	<b>(367)</b>	<b>(29.3)</b>
<u>Graduate</u>					
UM	Communications	\$30	\$30		
	Recreation Center Fee	308	0		
	Technology Fee	0	126		
	Unified Fee	840	0		
	Student Activity	120	120		
	<b>Total</b>	<b>\$1,298</b>	<b>\$276</b>	(1,022)	(78.7)
UMA	Student Activity	\$41	\$41		
	Unified Fee	576	576		
	<b>Total</b>	<b>\$617</b>	<b>\$617</b>	-	-
UMF	Unified Fee	\$368	\$377	9	2.4
USM	Unified Fee	\$594	\$594		
<b>Average</b>		<b>\$719</b>	<b>\$466</b>	<b>(253)</b>	<b>(35.2)</b>
<u>Law</u>					
USM	Unified Fee	\$990	\$990		
	Student Activity	100	100		
<b>Average</b>		<b>\$1,090</b>	<b>\$1,090</b>	-	-

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 gradua

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

<b>UNDERGRADUATE</b>		<b>FY21</b>	<b>FY22</b>	<b>FY22 Increases</b>	
<b><u>In-State &amp; Canadian</u></b>		<b>Rate</b>	<b>Rate</b>	<b>\$</b>	<b>%</b>
UM		\$11,744	\$12,286	542	4.6
UMA		8,378	8,558	180	2.1
UMF		10,148	10,390	242	2.4
UMFK		8,505	8,685	180	2.1
UMM		8,252	9,050	798	9.7
UMPI		8,450	8,630	180	2.1
USM		9,790	10,000	210	2.1
<b>Average</b>		<b>9,324</b>	<b>9,657</b>	<b>333</b>	<b>3.6</b>
<b><u>Out-of-State</u></b>					
UM		\$32,534	\$33,586	1,052	3.2
UMA		18,788	19,238	450	2.4
UMF		21,572	22,102	530	2.5
UMFK		12,915	13,215	300	2.3
UMM		15,602	16,580	978	6.3
UMPI		12,860	13,160	300	2.3
USM		24,220	24,790	570	2.4
<b>Average</b>		<b>19,784</b>	<b>20,382</b>	<b>598</b>	<b>3.0</b>
<b><u>NEBHE</u></b>					
UM		\$18,224	\$18,916	692	3.8
UMA		12,788	13,088	300	2.3
UMF		16,132	16,534	402	2.5
UMFK		12,915	13,215	300	2.3
UMM		12,662	13,580	918	7.3
UMPI		12,860	13,160	300	2.3
USM		15,400	15,760	360	2.3
<b>Average</b>		<b>14,426</b>	<b>14,893</b>	<b>467</b>	<b>3.2</b>

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

<b>GRADUATE</b>		<b>FY21</b>	<b>FY22</b>	<b>FY22 Increases</b>	
<b><u>In-State &amp; Canadian</u></b>	<b><u>Rate</u></b>	<b><u>Rate</u></b>	<b><u>\$</u></b>	<b><u>%</u></b>	
UM	\$9,596	\$10,266	670	7.0	
UMA	8,393	8,591	198	2.4	
UMF	8,054	8,261	207	2.6	
USM	8,370	8,568	198	2.4	
<b>Average</b>	<b>8,603</b>	<b>8,922</b>	<b>319</b>	<b>3.7</b>	
<b><u>Out-of-State</u></b>					
UM	\$28,352	\$29,490	1,138	4.0	
UMA	10,337	10,589	252	2.4	
UMF	8,054	8,261	207	2.6	
USM	21,942	22,482	540	2.5	
<b>Average</b>	<b>17,171</b>	<b>17,706</b>	<b>535</b>	<b>3.1</b>	
<b><u>NEBHE</u></b>					
UM	\$15,410	\$16,224	814	5.3	
UMA	13,451	13,775	324	2.4	
USM	13,428	13,752	324	2.4	
<b>Average</b>	<b>14,096</b>	<b>14,584</b>	<b>488</b>	<b>3.5</b>	
<b>LAW</b>					
<b>In-State</b>	\$24,280	\$24,280	-	-	
<b>Out-of-State</b>	35,770	35,770	-	-	
<b>NEBHE &amp; Canadian</b>	32,740	32,740	-	-	

**UNIVERSITY OF MAINE SYSTEM  
ANNUAL ROOM & BOARD CHARGES<sup>1</sup>**

	<b>ROOM CHARGES</b>		<b>FY22 Increases</b>	
	<b>FY21</b>	<b>FY22</b>	<b>\$</b>	<b>%</b>
UM	\$5,670	\$5,814	144	2.5
UMF	5,356	5,356	-	-
UMFK	4,700	4,820	120	2.6
UMM	4,726	4,980	254	5.4
UMPI	5,000	5,000	-	-
USM	5,350 <sup>2</sup>	5,460	110	2.1
<b>Average</b>	<b>5,134</b>	<b>5,238</b>	<b>104</b>	<b>2.0</b>

UMA 7,430 7,430

**BOARD CHARGES**

	<b>FY21</b>	<b>FY22</b>		
UM	\$5,302	\$5,460	158	3.0
UMF	4,882	4,980	98	2.0
UMFK	4,050	4,150	100	2.5
UMM	4,861	4,983	122	2.5
UMPI	3,738	3,832	94	2.5
USM	4,880 <sup>2</sup>	5,005	125	2.6
<b>Average</b>	<b>4,619</b>	<b>4,735</b>	<b>116</b>	<b>2.5</b>

	<b>FY21</b>	<b>FY22</b>		
UM	\$10,972	\$11,274	302	2.8
UMF	10,238	10,336	98	1.0
UMFK	8,750	8,970	220	2.5
UMM	9,587	9,963	376	3.9
UMPI	8,738	8,832	94	1.1
USM	10,230 <sup>2</sup>	10,465	235	2.3
<b>Average</b>	<b>9,753</b>	<b>9,973</b>	<b>220</b>	<b>2.3</b>

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

<sup>2</sup>FY21 restated to reflect Doubles Rate and 19 Meal Plans

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

<b>UNDERGRADUATE</b>		<b>FY21</b>	<b>FY22</b>	<b>FY22 Increases</b>	
<b><u>In-State &amp; Canadian</u></b>		<b>Rate</b>	<b>Rate</b>	<b>\$</b>	<b>%</b>
UM		\$22,716	\$23,560	844	3.7
UMA		15,808	15,988	180	1.1
UMF		20,386	20,726	340	1.7
UMFK		17,255	17,655	400	2.3
UMM		17,840	19,013	1,173	6.6
UMPI		17,188	17,462	274	1.6
USM		18,820	20,465	1,645	8.7
<b>Average</b>		<b>18,877</b>	<b>19,630</b>	<b>753</b>	<b>4.0</b>
<b><u>Out-of-State</u></b>					
UM		\$43,506	\$44,860	1,354	3.1
UMA		26,218	26,668	450	1.7
UMF		31,810	32,438	628	2.0
UMFK		21,665	22,185	520	2.4
UMM		25,190	26,543	1,353	5.4
UMPI		21,598	21,992	394	1.8
USM		33,250	35,255	2,005	6.0
<b>Average</b>		<b>29,337</b>	<b>30,355</b>	<b>1,018</b>	<b>3.5</b>
<b><u>NEBHE</u></b>					
UM		\$29,196	\$30,190	994	3.4
UMA		20,218	20,518	300	1.5
UMF		26,370	26,870	500	1.9
UMFK		21,665	22,185	520	2.4
UMM		22,250	23,543	1,293	5.8
UMPI		21,598	21,992	394	1.8
USM		24,430	26,225	1,795	7.3
<b>Average</b>		<b>23,979</b>	<b>24,866</b>	<b>887</b>	<b>3.7</b>

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)**

<b>GRADUATE</b>	<b><u>In-State &amp; Canadian</u></b>	<b>FY21</b>	<b>FY22</b>	<b>FY22 Increases</b>	
		<b>Rate</b>	<b>Rate</b>	<b>\$</b>	<b>%</b>
	UM	\$20,568	\$21,540	972	4.7
	UMA	15,823	16,021	198	1.3
	UMF	18,292	18,597	305	1.7
	USM	17,400	19,033	1,633	9.4
	<b>Average</b>	<b>18,683</b>	<b>19,614</b>	<b>931</b>	<b>5.0</b>
	<b><u>Out-of-State</u></b>				
	UM	\$39,324	\$40,764	1,440	3.7
	UMA	17,767	18,019	252	1.4
	UMF	18,292	18,597	305	1.7
	USM	30,972	32,947	1,975	6.4
	<b>Average</b>	<b>27,251</b>	<b>28,398</b>	<b>1,147</b>	<b>4.2</b>
	<b><u>NEBHE</u></b>				
	UM	\$26,382	\$27,498	1,116	4.2
	UMA	20,881	21,205	324	1.6
	USM	22,458	24,217	1,759	7.8
	<b>Average</b>	<b>24,097</b>	<b>25,454</b>	<b>1,357</b>	<b>5.6</b>
<b>LAW</b>					
	<b>In-State</b>	\$33,310	\$34,745	1,435	4.3
	<b>Out-of-State</b>	44,800	46,235	1,435	3.2
	<b>NEBHE &amp; Canadian</b>	41,770	43,205	1,435	3.4

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

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

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

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

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

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

**UNIVERSITY OF MAINE SYSTEM  
NARRATIVE DESCRIPTION OF EACH MANDATORY FEE**

<u>Name</u>	<u>University Charging Fee</u>
<u>Communications Fee</u> 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
<u>Green Fee</u> 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
<u>Student Activity Fee</u> 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
<u>Student Health &amp; Wellness Fee</u> 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
<u>Technology Fee</u> This fee supports the campus technology and educational environment necessary to meet the technological demands of the University of Maine community.	UM/UMM
<u>Unified Fee</u> This fee is used to cover fixed costs of providing educational services that may not be directly related to the number of credit hours for which a student is enrolled. This fee supports activities such as student services, the operation of facilities such as student and fitness centers, and student-utilized, instruction-related technologies.	UMA/UMF/UMFK/UMPI/USM

University of Maine System  
**COMPOSITION OF UNRESTRICTED NET POSITION**  
 As of June 30, 2020 and 2019  
 (\$ in thousands)

		UM	UMM	UMA	UMF	UMFK	UMPI	USM	GUS	TOTAL 2020	TOTAL 2019
Educational & General	a	\$ 34,668	\$ 839	\$ 9,725	\$ (5,595)	\$ 2,707	\$ (204)	\$ 7,084	\$ 31,874	\$ 81,098	\$ 67,873
Auxiliary Enterprises	d	11,856	(192)	(206)	(701)	(2,666)	320	(545)	-	7,865	14,116
<b>Subtotal E&amp;G/Auxiliary</b>		<b>46,524</b>	<b>647</b>	<b>9,519</b>	<b>(6,296)</b>	<b>41</b>	<b>116</b>	<b>6,539</b>	<b>31,874</b>	<b>88,963</b>	<b>81,989</b>
Internally Designated Projects	h	6,431	174	507	457	783	270	2,684	2,228	13,535	15,389
Facility Projects & Capital Planning	i	13,648	294	2,467	(19)	656	1,172	3,168	4,807	26,193	33,630
Funds Functioning as Endowments	j	14,554	-	51	871	7	31	380	859	16,754	17,165
Cost Sharing & Other	k	6,174	(54)	(11)	(176)	(35)	(19)	(560)	(105)	5,213	4,871
Benefit Pool Carryover	e	-	-	-	-	-	-	-	19,564	19,564	12,202
Risk Management	b	-	-	-	-	-	-	-	2,450	2,450	2,551
Budget Stabilization	c	-	-	-	-	-	-	-	12,114	12,114	12,975
IT Initiatives	g	-	-	-	-	-	-	-	1,199	1,199	792
Collateral for Internal Loans	m	-	-	-	-	-	-	-	226	226	465
Reclassified to 'Net Investment in Capital Assets'	n	-	-	-	-	-	-	-	(194)	(194)	(417)
<b>Total Before OPEB Adj</b>		<b>87,331</b>	<b>1,061</b>	<b>12,533</b>	<b>(5,163)</b>	<b>1,452</b>	<b>1,570</b>	<b>12,211</b>	<b>75,022</b>	<b>186,017</b>	<b>181,612</b>
Implementation of GASB 75 for OPEB	f	(38,599)	(1,342)	(5,666)	(5,922)	(2,001)	(2,332)	(18,447)	(8,954)	(83,264)	(87,824)
<b>Total Unrestricted Net Position as of June 30, 2020</b>		<b>\$ 48,730</b>	<b>\$ (282)</b>	<b>\$ 6,866</b>	<b>\$ (11,085)</b>	<b>\$ (550)</b>	<b>\$ (762)</b>	<b>\$ (6,234)</b>	<b>\$ 66,068</b>	<b>\$ 102,752</b>	
<b>Total Unrestricted Net Position as of June 30, 2019</b>		<b>\$ 49,719</b>	<b>\$ (365)</b>	<b>\$ 7,037</b>	<b>\$ (9,174)</b>	<b>\$ (2,232)</b>	<b>\$ (564)</b>	<b>\$ (6,313)</b>	<b>\$ 55,680</b>		<b>\$ 93,787</b>

Note: Totals have not been adjusted for rounding.

a = Represents accumulated surpluses from educational and general (E&G) operations. These amounts are designated to fund one-time initiatives, budget shortfalls, or unexpected financial needs.

b = UMS business insurance reserve designated to assist the campuses in paying deductibles on claims. The UMS utilizes high insurance deductibles to reduce insurance premium costs.

c = This reserve is funded from investment income. This reserve was established to enable UMS to smooth the financial impacts of adverse investment markets, State of Maine economic conditions, and other financial challenges.

d = Represents accumulated surpluses from auxiliary operations which by definition are self-sustaining. The reserves cover unanticipated budget challenges and allow for capital renewal and replacement. The largest auxiliary operations are residence halls, dining services, and bookstores.

e = Reserve established to counter major cost fluctuations associated with the UMS' benefit plans including its self-insured health plan. The UMS' actuary recommends a reserve level sufficient to cover three to six months of expected paid health claims and expenses.

f = Represents the remaining impact of the 7/1/16 adoption of Governmental Accounting Standards Board Statement No. 75 (GASB 75), related to the UMS' postemployment health plan (OPEB). The \$89 million reduction of unrestricted net position from adopting GASB 75 was allocated to each campus and UMSGUS and isolated in a special E&G reserve. The goal is to reduce this deficit over time.

g = Includes a reserve established from service revenues of the Regional Optical Network to provide for capital renewal of the network. Also includes monies from a prior long-term fixed price contract that have been designated for information technology initiatives.

h = This category consists of several major categories that include unrestricted gifts and endowment distributions designated for scholarships and other purposes, faculty research awards, and strategic investment fund awards.

i = Includes funding for facility projects that are underway. Also includes monies earmarked for future capital planning as a certain level of project funding must be accumulated before the project(s) can begin.

j = Includes the full market value of unrestricted gift monies that management chose to endow for strategic purposes and the unrestricted market appreciation on gifts the donor required to be endowed.

k = Includes matching commitments for various federal, state, and private grants as well as the federal appropriation for UM's Maine Agricultural and Forest Experiment Station and the UM Cooperative Extension operations.

l = Represents UMM's accumulated E&G and Auxiliary operating deficits as of June 30, 2008.

m = Represents net position set aside as collateral for certain outstanding internal loans made to the campuses. This balance fluctuates as the internal loans are repaid and as new loans are advanced.

n = Represents a temporary reclassification of net position from 'unrestricted' to 'net investment in capital assets'. This amount is related to the internal loans made to the campuses for construction projects. In the campuses' financial statements, the internal loans payable for construction are a component of 'net investment in capital assets'; therefore, the internal loan receivable in UMSGUS' financial statements is classified in the same manner.

# CAMPUS PROFILES

## UNIVERSITY OF MAINE SYSTEM

Budgeted State Support		FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
	E&G	\$ 176,460,388	\$ 178,530,506	\$ 173,659,570	\$ 176,194,798	\$ 176,194,798	\$ 179,159,600	\$ 188,813,726	\$ 188,063,726	\$ 188,063,726	\$ 197,042,564	\$ 195,862,398
	Debt Service	2,500,000	2,500,000	2,500,000	3,267,950	3,267,950	3,267,950	767,950	3,267,950	5,267,950	8,267,950	8,267,950
	MEIF	14,700,000	14,700,000	14,700,000	14,700,000	14,700,000	17,350,000	17,350,000	17,350,000	17,350,000	17,350,000	17,350,000
	Casco Bay Estuary	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
	Maine New Ventures	-	-	-	-	841,975	864,475	864,475	897,600	914,650	914,650	1,134,666
	<b>Total</b>	<b>\$ 193,695,388</b>	<b>\$ 195,765,506</b>	<b>\$ 190,894,570</b>	<b>\$ 194,197,748</b>	<b>\$ 195,039,723</b>	<b>\$ 200,677,025</b>	<b>\$ 207,831,151</b>	<b>\$ 209,614,276</b>	<b>\$ 211,631,326</b>	<b>\$ 223,610,164</b>	<b>\$ 222,650,014</b>
Budgeted University Support		FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
	Gross Tuition & Fees	\$ 254,805,057	\$ 262,905,764	\$ 264,038,899	\$ 270,722,537	\$ 271,968,282	\$ 271,722,601	\$ 275,318,450	\$ 297,511,943	\$ 314,176,615	\$ 314,478,533	\$ 321,365,974
	E&G Fin. Aid	(42,340,356)	(45,296,530)	(48,204,549)	(51,876,190)	(58,184,613)	(64,001,855)	(69,007,100)	(76,997,718)	(84,371,144)	(87,135,090)	(92,589,588)
	E&G-Other	33,515,119	34,481,828	37,283,906	36,227,643	36,702,328	34,416,515	36,036,172	39,425,367	40,578,955	41,094,817	37,887,931
	Auxiliary	88,772,138	86,272,820	84,855,178	83,494,333	80,950,890	79,167,587	78,845,771	79,854,368	81,648,579	81,703,249	59,581,109
	<b>Total</b>	<b>\$ 334,751,958</b>	<b>\$ 338,363,882</b>	<b>\$ 337,973,434</b>	<b>\$ 338,568,323</b>	<b>\$ 331,436,887</b>	<b>\$ 321,304,848</b>	<b>\$ 321,193,293</b>	<b>\$ 339,793,960</b>	<b>\$ 352,033,005</b>	<b>\$ 350,141,509</b>	<b>\$ 326,245,426</b>
Employee (FTE) (as of October 31)		Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020
	Administrators	127	123	115	113	105	97	96	96	100	98	96
	Faculty - Full-Time	1,282	1,282	1,260	1,236	1,195	1,115	1,137	1,142	1,187	1,184	1,034
	Faculty - Part-Time ***	291	302	317	308	307	319	321	325	328	326	334
	Staff	1,701	1,731	1,740	1,714	1,666	1,609	1,676	1,692	1,779	1,814	1,875
	Hourly	1,568	1,567	1,530	1,493	1,423	1,372	1,379	1,377	1,360	1,326	1,270
	<b>Total</b>	<b>4,969</b>	<b>5,005</b>	<b>4,962</b>	<b>4,864</b>	<b>4,696</b>	<b>4,512</b>	<b>4,609</b>	<b>4,632</b>	<b>4,754</b>	<b>4,748</b>	<b>4,609</b>
***Part-time faculty (FTE) is calculated based on teaching load, rather than HR classification. As a result, these numbers can differ from those published in the HR Statistical Report												
Undergrad Tuition & Fees		FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
	In-State	\$7,930	\$8,295	\$8,296	\$8,301	\$8,309	\$8,310	\$8,313	\$8,630	\$8,833	\$9,089	\$9,324
	Out-of-State	\$18,714	\$19,459	\$19,623	\$19,697	\$17,879	\$17,935	\$18,169	\$18,817	\$18,654	\$19,193	\$19,784
	Room & Board	\$7,837	\$8,103	\$8,206	\$8,418	\$8,528	\$8,698	\$8,753	\$8,890	\$9,153	\$9,206	\$9,249
Fall Enrollment		Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020
	FTE (Excluding Early College)	23,455	22,842	22,891	22,399	21,805	21,122	21,048	21,085	21,120	20,884	20,612
	In-State	20,054	19,525	19,454	18,755	17,815	16,870	16,398	15,899	15,685	15,439	15,003
	Out-of-State	3,402	3,318	3,437	3,644	3,990	4,253	4,650	5,186	5,434	5,444	5,609
	Full-time	19,288	18,754	18,901	18,512	18,121	17,762	17,781	18,038	18,092	17,947	17,656
	Part-time	4,167	4,089	3,990	3,886	3,685	3,361	3,267	3,047	3,027	2,935	2,956
	Graduate	2,946	2,838	2,807	2,619	2,561	2,349	2,424	2,495	2,598	2,601	2,900
	Undergraduate	20,509	20,005	20,084	19,779	19,245	18,773	18,624	18,589	18,521	18,282	17,713
	Early College	80	83	102	127	231	506	819	727	914	1,042	1,006
	Headcount	31,672	30,787	30,628	29,849	28,842	27,476	27,064	26,725	26,762	26,407	26,252
	Credit Hours	337,772	329,183	330,001	323,584	314,820	305,811	304,175	304,285	304,185	300,550	294,620
Early College is reported separately and not included in any other categories												
IR provides FTE data in categories normally reported as headcount in the Fall Enrollment Report												
Core Financial Ratios & Composite Financial Index		FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
	Primary Reserve Ratio	0.37	0.38	0.40	0.41	0.39	0.39	0.29	0.29	0.28	0.30	Not yet available
	Net Operating Revenues Ratio	5.16%	2.24%	0.55%	0.94%	-3.00%	-0.20%	2.28%	-0.08%	-1.66%	0.01%	
	Return on Net Position Ratio	9.04%	3.12%	1.78%	0.63%	-3.04%	-0.69%	0.89%	-0.92%	-1.94%	-0.40%	
	Viability Ratio	1.28	1.33	1.51	1.69	1.52	1.62	1.12	1.27	1.41	1.62	
	Composite Financial Index	3.90	2.90	2.70	3.00	1.80	2.40	2.50	2.00	1.70	2.30	
Return Rates		FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
	First Year					56.9%	57.4%	59.7%	61.8%	59.2%	61.2%	Not yet available
	Sophomore					78.2%	79.9%	79.8%	79.0%	80.0%	79.8%	
Physical Facilities (Sightlines)		FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
	Maintained Sq. Footage**	8,740,657	8,786,690	8,719,679	8,725,655	8,621,702	8,615,322	8,591,699	8,601,791	8,600,795	8,584,844	Not yet available
	Net Asset Value	60%	59%	58%	58%	57%	56%	55%	54%	54%	54%	
	Space +50 years	33%	34%	39%	38%	41%	42%	46%	49%	51%	53%	

\*\* Maintained Sq. Footage is defined by Sightlines as the gross square footage of any building that receives custodial/janitorial maintenance on a daily or routine/regular basis for daily operations.

Note: Physical Facilities data has been restated for the period FY2011 to FY2020 to align with data represented in Sightlines reporting.

University of Maine System data includes the universities, governance, and university services.

The formula for calculating Fall FTE (for all campuses except UMF starting in Fall 2006) is as follows: Fall Undergraduate Credit Hours/15; Fall Professional (Law) Credit Hours/15; Fall Graduate Credit Hours/9  
UMF: Fall Undergraduate Credit Hours/16; Fall Graduate Credit Hours/9.

## Finance, Facilities, &amp; Technology Committee Meeting - FY2022 Proposed Operating Budget – First Reading

## UNIVERSITY OF MAINE

Budgeted State Support		FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
	E&G	\$ 81,218,921	\$ 80,378,568	\$ 79,159,943	\$ 80,076,553	\$ 78,278,965	\$ 77,520,337	\$ 82,897,718	\$ 83,854,217	\$ 83,592,496	\$ 84,071,731	\$ 84,067,571
	Debt Service	1,916,000	1,916,000	1,916,000	2,683,950	2,683,950	767,950	767,950	767,950	2,767,950	5,767,950	5,767,950
	MEIF	11,680,000	11,600,000	11,600,000	11,466,000	11,466,000	13,263,600	13,263,600	13,289,194	13,289,194	13,289,194	13,263,600
	Casco Bay Estuary	-	-	-	-	-	-	-	-	-	-	-
	Maine New Ventures											
	<b>Total</b>	<b>\$ 94,814,921</b>	<b>\$ 93,894,568</b>	<b>\$ 92,675,943</b>	<b>\$ 94,226,503</b>	<b>\$ 92,428,915</b>	<b>\$ 91,551,887</b>	<b>\$ 96,929,268</b>	<b>\$ 97,911,361</b>	<b>\$ 99,649,640</b>	<b>\$ 103,128,875</b>	<b>\$ 103,099,121</b>
Budgeted University Support		FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
	Gross Tuition & Fees	\$ 116,738,054	\$ 118,535,595	\$ 119,139,941	\$ 125,472,306	\$ 136,938,027	\$ 142,253,956	\$ 147,211,502	\$ 158,866,957	\$ 172,126,005	\$ 176,868,400	\$ 178,549,257
	E&G Fin. Aid	(27,598,912)	(29,537,402)	(30,815,542)	(33,200,888)	(38,323,940)	(43,233,996)	(45,593,145)	(49,180,484)	(54,516,538)	(58,258,672)	(61,700,166)
	E&G-Other	21,408,937	21,861,705	23,820,413	23,278,471	23,750,220	21,880,457	23,249,890	24,045,931	25,317,116	26,527,663	25,177,932
	Auxiliary	50,056,727	48,531,930	49,119,494	48,105,608	48,496,799	48,915,429	49,602,410	50,299,000	51,180,154	51,549,253	39,924,655
	<b>Total</b>	<b>\$ 160,604,806</b>	<b>\$ 159,391,828</b>	<b>\$ 161,264,306</b>	<b>\$ 163,655,497</b>	<b>\$ 170,861,106</b>	<b>\$ 169,815,846</b>	<b>\$ 174,470,657</b>	<b>\$ 184,031,404</b>	<b>\$ 194,106,737</b>	<b>\$ 196,686,644</b>	<b>\$ 181,951,678</b>
Employee (FTE) (as of October 31)		Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020
	Administrators	52	48	43	43	35	28	29	26	27	27	26
	Faculty - Full-Time	567	565	551	551	553	543	558	570	581	586	459
	Faculty - Part-Time ***	89	96	100	101	97	92	95	88	97	90	89
	Staff	696	686	725	714	711	674	694	696	744	780	796
	Hourly	853	861	848	823	789	768	760	743	737	710	685
	<b>Total</b>	<b>2,257</b>	<b>2,256</b>	<b>2,267</b>	<b>2,232</b>	<b>2,185</b>	<b>2,105</b>	<b>2,136</b>	<b>2,123</b>	<b>2,186</b>	<b>2,193</b>	<b>2,055</b>
***Part-time faculty (FTE) is calculated based on teaching load, rather than HR classification. As a result, these numbers can differ from those published in the HR Statistical Report												
Undergrad. Tuition & Fees		FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
	In-State	\$10,142	\$10,588	\$10,594	\$10,600	\$10,606	\$10,610	\$10,628	\$10,902	\$11,170	\$11,438	\$11,744
	Out-of-State	\$25,172	\$26,308	\$27,454	\$27,970	\$28,486	\$28,880	\$29,498	\$30,282	\$30,970	\$31,748	\$32,534
	Room & Board	\$8,766	\$8,944	\$9,148	\$9,412	\$9,296	\$9,575	\$9,864	\$10,145	\$10,418	\$10,666	\$10,972
Fall Enrollment		Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020
	FTE (Excluding Early College)	9,327	9,087	9,008	9,316	9,415	9,312	9,543	9,686	9,694	9,708	9,670
	In-State	7,639	7,310	7,096	7,097	6,792	6,482	6,432	6,156	5,953	5,997	5,872
	Out-of-State	1,687	1,777	1,912	2,219	2,624	2,830	3,111	3,531	3,740	3,711	3,798
	Full-time	8,486	8,258	8,241	8,573	8,724	8,711	8,864	8,992	8,971	8,945	8,835
	Part-time	840	829	767	743	691	601	679	694	723	763	835
	Graduate	1,365	1,292	1,236	1,171	1,119	993	1,068	1,085	1,132	1,188	1,324
	Undergraduate	7,961	7,795	7,772	8,145	8,297	8,319	8,476	8,601	8,562	8,519	8,346
	Early College	32	33	33	40	97	59	51	34	56	75	103
	Headcount	11,356	11,019	10,762	11,064	11,023	10,688	10,989	11,096	11,164	11,241	11,326
	Credit Hours	131,705	128,552	127,701	132,715	134,517	133,723	136,744	138,781	138,613	138,484	136,964
Early College is reported separately and not included in any other categories												
IR provides FTE data in categories normally reported as headcount in the Fall Enrollment Report												
Core Financial Ratios & Composite Financial Index		FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
	Primary Reserve Ratio	0.41	0.43	0.43	0.42	0.40	0.40	0.30	0.31	0.30	0.30	Not yet available
	Net Operating Revenues Ratio	4.06%	2.53%	-1.19%	-2.20%	-1.98%	-0.65%	-1.01%	-0.35%	-1.70%	-1.23%	
	Return on Net Position Ratio	10.35%	4.25%	2.10%	-1.22%	-1.68%	-0.57%	-1.63%	-0.58%	-1.60%	-1.91%	
	Viability Ratio	1.44	1.47	1.60	1.74	1.77	1.91	1.53	1.75	1.90	2.09	
	Composite Financial Index	4.10	3.30	2.70	2.40	2.30	2.60	2.10	2.50	2.20	2.40	
Return Rates		FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
	First Year					69.5%	68.5%	69.5%	71.3%	68.7%	71.4%	Not yet available
	Sophomore					86.1%	86.8%	86.3%	85.1%	86.0%	87.4%	
Physical Facilities (Sightlines)		FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
	Maintained Sq. Footage**	4,415,841	4,438,632	4,409,796	4,422,771	4,434,246	4,427,266	4,424,936	4,422,158	4,424,834	4,429,259	Not yet available
	Net Asset Value	57%	57%	57%	57%	56%	55%	53%	52%	52%	51%	
	Space +50 years	40%	42%	48%	45%	49%	49%	57%	59%	59%	60%	

\*\* Maintained Sq. Footage is defined by Sightlines as the gross square footage of any building that receives custodial/janitorial maintenance on a daily or routine/regular basis for daily operations.

Note: Physical Facilities data has been restated for the period FY2011 to FY2020 to align with data represented in Sightlines reporting.

University of Maine System data includes the universities, governance, and university services.

The formula for calculating Fall FTE (for all campuses except UMF starting in Fall 2006) is as follows: Fall Undergraduate Credit Hours/15; Fall Professional (Law) Credit Hours/15; Fall Graduate Credit Hours/9

UMF: Fall Undergraduate Credit Hours/16; Fall Graduate Credit Hours/9.



## UNIVERSITY OF MAINE MACHIAS

Budgeted State Support		FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
	E&G	\$ 4,285,925	\$ 4,242,749	\$ 4,228,054	\$ 4,183,377	\$ 4,123,290	\$ 4,291,396	\$ 4,482,351	\$ 5,252,559	\$ 5,205,449	\$ 5,366,231	\$ 5,359,101
	Debt Service	-	-	-	-	-	-	-	-	-	-	-
	MEIF	53,000	110,000	100,000	200,000	209,484	661,426	292,890	563,853	585,598	250,000	250,000
	Casco Bay Estuary	-	-	-	-	-	-	-	-	-	-	-
	Maine New Ventures	-	-	-	-	-	-	-	-	-	-	-
	<b>Total</b>	<b>\$ 4,338,925</b>	<b>\$ 4,352,749</b>	<b>\$ 4,328,054</b>	<b>\$ 4,383,377</b>	<b>\$ 4,332,774</b>	<b>\$ 4,952,822</b>	<b>\$ 4,775,241</b>	<b>\$ 5,816,412</b>	<b>\$ 5,791,047</b>	<b>\$ 5,616,231</b>	<b>\$ 5,609,101</b>
Budgeted University Support		FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
	Gross Tuition & Fees	\$ 5,519,567	\$ 5,804,477	\$ 5,909,460	\$ 6,049,889	\$ 5,199,190	\$ 5,196,702	\$ 4,735,596	\$ 4,839,337	\$ 4,621,822	\$ 4,102,676	\$ 3,640,913
	E&G Fin. Aid	(1,452,721)	(1,740,281)	(1,893,060)	(2,009,968)	(1,603,168)	(1,568,485)	(1,422,762)	(1,468,193)	(1,168,193)	(1,168,193)	(1,124,753)
	E&G-Other	309,489	487,364	390,480	393,734	348,311	373,921	334,600	311,780	358,667	344,597	258,958
	Auxiliary	2,057,389	2,080,163	2,052,149	2,080,046	2,074,016	2,119,495	1,882,402	1,849,457	1,703,826	1,627,453	1,355,699
	<b>Total</b>	<b>\$ 6,433,724</b>	<b>\$ 6,631,723</b>	<b>\$ 6,459,029</b>	<b>\$ 6,513,701</b>	<b>\$ 6,018,349</b>	<b>\$ 6,121,633</b>	<b>\$ 5,529,836</b>	<b>\$ 5,532,381</b>	<b>\$ 5,516,122</b>	<b>\$ 4,906,533</b>	<b>\$ 4,130,817</b>
Employee (FTE) (as of October 31)		Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020
	Administrators	3	3	3	3	3	3	2	1	1	2	1
	Faculty - Full-Time	30	34	33	32	33	31	28	30	28	27	24
	Faculty - Part-Time ***	13	11	13	12	10	9	10	11	10	11	8
	Staff	30	33	30	30	27	19	20	23	24	21	18
	Hourly	29	27	26	23	21	18	19	19	17	20	16
	<b>Total</b>	<b>105</b>	<b>108</b>	<b>105</b>	<b>100</b>	<b>94</b>	<b>80</b>	<b>79</b>	<b>84</b>	<b>80</b>	<b>81</b>	<b>67</b>
***Part-time faculty (FTE) is calculated based on teaching load, rather than HR classification. As a result, these numbers can differ from those published in the HR Statistical Report												
Undergrad. Tuition & Fees		FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
	In-State	\$7,110	\$7,480	\$7,480	\$7,480	\$7,480	\$7,480	\$7,480	\$7,676	\$7,840	\$8,056	\$8,252
	Out-of-State	\$18,390	\$19,300	\$19,300	\$19,300	\$19,300	\$19,300	\$19,300	\$19,316	\$15,086	\$15,136	\$15,602
	Room & Board	\$7,282	\$7,648	\$7,900	\$8,178	\$8,178	\$8,486	\$8,486	\$8,486	\$8,795	\$9,180	\$9,588
Fall Enrollment		Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020
	FTE (Excluding Early College)	562	529	561	523	496	473	475	434	403	375	336
	In-State	438	408	443	417	399	385	375	365	352	307	269
	Out-of-State	125	121	118	105	97	88	100	70	51	68	67
	Full-time	427	416	432	406	399	373	385	340	314	299	253
	Part-time	135	114	129	117	98	100	89	94	89	76	83
	Graduate											
	Undergraduate	562	529	561	523	496	473	474	434	403	375	336
	Early College	7	7	10	19	20	20	18	18	22	28	61
	Headcount	921	834	881	807	729	697	675	632	582	537	498
	Credit Hours	8,436	7,940	8,423	7,845	7,443	7,099	7,118	6,516	6,108	5,701	5,257
	Early College is reported separately and not included in any other categories											
	IR provides FTE data in categories normally reported as headcount in the Fall Enrollment Report											
Core Financial Ratios & Composite Financial Index		FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
	Primary Reserve Ratio	0.00	0.00	0.01	0.06	0.06	0.16	0.13	0.09	0.09	0.08	Not yet available
	Net Operating Revenues Ratio	-3.34%	-2.40%	-3.26%	-7.19%	-0.20%	-1.19%	1.16%	-0.53%	-4.32%	-4.11%	
	Return on Net Position Ratio	-2.04%	-0.49%	-2.28%	1.76%	11.99%	6.45%	5.33%	-3.26%	-5.75%	1.03%	
	Viability Ratio	0.01	0.01	0.03	0.16	0.12	0.39	0.29	0.22	0.23	0.22	
	Composite Financial Index	-0.40	-0.20	-0.40	0.40	1.60	1.40	1.60	0.30	-0.30	0.30	
Return Rates		FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
	First Year					38.8%	45.1%	46.5%	43.1%	40.5%	44.3%	Not yet available
	Sophomore					68.6%	77.7%	73.8%	60.6%	67.4%	65.6%	
Physical Facilities (Sightlines)		FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
	Maintained Sq. Footage**	302,160	302,160	302,160	302,160	274,221	274,221	274,221	274,221	274,221	274,221	Not yet available
	Net Asset Value	57%	56%	55%	55%	52%	51%	56%	56%	56%	55%	
	Space +50 years	24%	28%	35%	37%	37%	40%	38%	46%	46%	60%	

\*\* Maintained Sq. Footage is defined by Sightlines as the gross square footage of any building that receives custodial/janitorial maintenance on a daily or routine/regular basis for daily operations.

Note: Physical Facilities data has been restated for the period FY2011 to FY2020 to align with data represented in Sightlines reporting.

University of Maine System data includes the universities, governance, and university services.

The formula for calculating Fall FTE (for all campuses except UMF starting in Fall 2006) is as follows: Fall Undergraduate Credit Hours/15; Fall Professional (Law) Credit Hours/15; Fall Graduate Credit Hours/9

UMF: Fall Undergraduate Credit Hours/16; Fall Graduate Credit Hours/9.

## UNIVERSITY OF MAINE AUGUSTA

Budgeted State Support	E&G	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
		\$ 13,663,379	\$ 13,525,391	\$ 13,919,184	\$ 13,866,709	\$ 13,991,178	\$ 15,417,697	\$ 16,803,125	\$ 17,193,899	\$ 17,428,401	\$ 18,366,360	\$ 18,373,781
	Debt Service	-	-	-	-	-	-	-	-	-	-	-
	MEIF	-	9,610	-	61,953	30,243	-	-	-	85,129	-	-
	Casco Bay Estuary	-	-	-	-	-	-	-	-	-	-	-
	Maine New Ventures	-	-	-	-	841,975	864,475	864,475	897,600	914,650	914,650	1,134,666
	<b>Total</b>	<b>13,663,379</b>	<b>13,535,001</b>	<b>13,919,184</b>	<b>13,928,662</b>	<b>14,863,396</b>	<b>16,282,172</b>	<b>17,667,600</b>	<b>18,091,499</b>	<b>18,428,180</b>	<b>19,281,010</b>	<b>19,508,447</b>
Budgeted University Support	Gross Tuition & Fees	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
		\$ 21,850,475	\$ 23,311,184	\$ 24,254,886	\$ 24,024,244	\$ 23,761,912	\$ 22,454,509	\$ 23,594,855	\$ 22,457,993	\$ 21,317,704	\$ 22,741,777	\$ 23,941,841
	E&G Fin. Aid	(2,094,244)	(2,188,404)	(2,488,404)	(2,379,920)	(2,343,094)	(2,360,386)	(3,254,202)	(3,150,117)	(3,183,657)	(3,658,646)	(3,886,549)
	E&G-Other	422,864	410,952	542,858	339,408	406,351	359,001	539,751	610,750	547,566	891,419	419,111
	Auxiliary	1,958,433	1,877,741	1,815,089	1,752,165	1,587,225	1,304,359	1,133,302	1,236,961	1,093,637	1,375,412	474,682
	<b>Total</b>	<b>\$ 22,137,528</b>	<b>\$ 23,411,473</b>	<b>\$ 24,124,429</b>	<b>\$ 23,735,897</b>	<b>\$ 23,412,394</b>	<b>\$ 21,757,483</b>	<b>\$ 22,013,706</b>	<b>\$ 21,155,587</b>	<b>\$ 19,775,250</b>	<b>\$ 21,349,962</b>	<b>\$ 20,949,085</b>
Employee (FTE) (as of October 31)	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021
	Administrators	13	14	13	13	13	9	9	9	9	9	8
	Faculty - Full-Time	97	96	94	94	90	89	89	85	88	95	88
	Faculty - Part-Time ***	54	58	61	52	53	52	52	52	47	48	52
	Staff	119	124	124	114	108	107	101	100	107	113	115
	Hourly	111	116	115	101	93	88	90	93	89	88	88
	<b>Total</b>	<b>394</b>	<b>408</b>	<b>407</b>	<b>374</b>	<b>357</b>	<b>345</b>	<b>341</b>	<b>339</b>	<b>340</b>	<b>353</b>	<b>351</b>
***Part-time faculty (FTE) is calculated based on teaching load, rather than HR classification. As a result, these numbers can differ from those published in the HR Statistical Report												
Undergrad. Tuition & Fees	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	
	In-State	\$7,125	\$7,448	\$7,448	\$7,448	\$7,448	\$7,448	\$7,448	\$7,808	\$7,988	\$8,168	\$8,378
	Out-of-State	\$16,005	\$16,688	\$16,688	\$16,688	\$16,688	\$16,688	\$17,048	\$17,498	\$17,918	\$18,338	\$18,788
	Room & Board										\$9,050	\$7,430
Fall Enrollment	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021
	FTE (Excluding Early College)	2,805	2,823	2,862	2,713	2,615	2,448	2,230	2,010	2,067	2,085	2,043
	In-State	2,743	2,740	2,785	2,624	2,526	2,344	2,145	1,915	1,950	1,913	1,821
	Out-of-State	62	83	77	89	88	104	85	95	117	172	222
	Full-time	1,427	1,503	1,608	1,466	1,398	1,335	1,155	1,086	1,192	1,200	1,269
	Part-time	1,378	1,321	1,254	1,247	1,217	1,113	1,075	923	876	885	774
	Graduate											23
	Undergraduate	2,805	2,823	2,862	2,713	2,615	2,448	2,230	2,010	2,067	2,084	2,021
	Early College						178	193	159	180	250	261
	Headcount	5,074	4,974	4,990	4,770	4,664	4,336	4,022	3,617	3,599	3,603	3,407
	Credit Hours	42,070	42,352	42,937	40,690	39,219	36,721	33,443	30,144	30,943	31,187	30,463
Early College is reported separately and not included in any other categories												
IR provides FTE data in categories normally reported as headcount in the Fall Enrollment Report												
Core Financial Ratios & Composite Financial Index	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	
	Primary Reserve Ratio	0.25	0.26	0.32	0.35	0.39	0.38	0.25	0.24	0.23	0.22	Not yet available
	Net Operating Revenues Ratio	5.52%	3.48%	4.07%	0.57%	2.73%	1.12%	-0.78%	-4.06%	-2.49%	-0.99%	
	Return on Net Position Ratio	10.14%	4.23%	4.29%	-0.62%	0.92%	-0.01%	-0.36%	-5.47%	-4.29%	-2.79%	
	Viability Ratio	3.93	4.33	5.82	7.04	8.31	9.98	5.45	7.37	9.42	11.15	
	Composite Financial Index	6.00	5.30	5.50	4.70	5.20	4.80	4.40	3.50	3.60	3.90	
Return Rates	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	
	First Year				48.3%	47.4%	45.0%	45.6%	42.0%	41.2%		Not yet available
	Sophomore				63.9%	62.9%	64.8%	66.3%	66.9%	62.4%		
Physical Facilities (Sightlines)	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	
	Maintained Sq. Footage**	391,278	186,874	386,874	380,410	380,410	380,410	359,117	359,117	359,117	359,117	Not yet available
	Net Asset Value	71%	70%	69%	68%	67%	67%	69%	69%	69%	68%	
	Space +50 years	24%	25%	26%	25%	26%	26%	15%	15%	15%	22%	

\*\* Maintained Sq. Footage is defined by Sightlines as the gross square footage of any building that receives custodial/janitorial maintenance on a daily or routine/regular basis for daily operations.

Note: Physical Facilities data has been restated for the period FY2011 to FY2020 to align with data represented in Sightlines reporting.

University of Maine System data includes the universities, governance, and university services.

The formula for calculating Fall FTE (for all campuses except UMF starting in Fall 2006) is as follows: Fall Undergraduate Credit Hours/15; Fall Professional (Law) Credit Hours/15; Fall Graduate Credit Hours/9

UMF: Fall Undergraduate Credit Hours/16; Fall Graduate Credit Hours/9.

## UNIVERSITY OF MAINE FARMINGTON

Budgeted State Support	E&G	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
		\$ 10,226,984	\$ 10,123,713	\$ 10,168,440	\$ 10,275,346	\$ 10,187,591	\$ 11,345,379	\$ 12,253,931	\$ 12,296,865	\$ 12,380,248	\$ 12,978,593	\$ 12,985,843
	Debt Service	-	-	-	-	-	-	-	-	-	-	-
	MEIF	-	-	-	-	40,000	-	77,000	-	-	-	-
	Casco Bay Estuary	-	-	-	-	-	-	-	-	-	-	-
	Maine New Ventures	-	-	-	-	-	-	-	-	-	-	-
	<b>Total</b>	\$ 10,226,984	\$ 10,123,713	\$ 10,168,440	\$ 10,275,346	\$ 10,227,591	\$ 11,345,379	\$ 12,330,931	\$ 12,296,865	\$ 12,380,248	\$ 12,978,593	\$ 12,985,843
Budgeted University Support	Gross Tuition & Fees	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
		\$ 19,882,137	\$ 20,965,618	\$ 21,351,197	\$ 20,367,979	\$ 18,702,499	\$ 18,386,601	\$ 19,520,872	\$ 20,764,144	\$ 21,401,214	\$ 19,319,267	\$ 18,189,107
	E&G Fin. Aid	(2,654,155)	(2,760,321)	(2,760,321)	(2,838,321)	(2,838,321)	(2,878,321)	(3,207,624)	(3,488,511)	(4,141,336)	(4,605,057)	(4,516,249)
	E&G-Other	936,763	860,763	1,029,393	1,028,763	1,040,763	1,004,763	964,310	854,310	900,310	963,310	1,075,675
	Auxiliary	9,763,350	10,018,626	9,983,373	10,114,831	9,109,089	8,806,099	8,882,548	8,956,823	8,972,025	9,230,326	7,717,952
	<b>Total</b>	\$ 27,928,095	\$ 29,084,686	\$ 29,603,642	\$ 28,673,252	\$ 26,014,030	\$ 25,319,142	\$ 26,160,106	\$ 27,086,766	\$ 27,132,213	\$ 24,907,846	\$ 22,466,485
Employee (FTE) (as of October 31)		Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020
	Administrators	16	15	16	14	11	8	8	9	9	9	9
	Faculty - Full-Time	121	124	121	120	116	114	116	114	117	116	109
	Faculty - Part-Time ***	16	16	16	17	19	17	15	18	18	19	16
	Staff	98	106	97	85	86	83	87	90	89	90	89
	Hourly	110	108	107	104	97	89	90	91	94	94	88
	<b>Total</b>	361	369	357	340	329	311	316	322	327	328	311
***Part-time faculty (FTE) is calculated based on teaching load, rather than HR classification. As a result, these numbers can differ from those published in the HR Statistical Report												
Undergrad. Tuition & Fees		FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
	In-State	\$8,792	\$9,137	\$9,137	\$9,167	\$9,217	\$9,217	\$9,217	\$9,458	\$9,666	\$9,907	\$10,148
	Out-of-State	\$17,528	\$18,225	\$18,225	\$18,225	\$18,305	\$18,305	\$18,305	\$19,026	\$19,778	\$20,755	\$21,572
	Room & Board	\$7,854	\$8,168	\$8,454	\$8,674	\$8,970	\$8,970	\$9,112	\$9,334	\$9,726	\$9,902	\$10,238
Fall Enrollment		Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020
	FTE (Excluding Early College)	2,003	1,983	1,896	1,807	1,695	1,724	1,706	1,711	1,621	1,553	1,493
	In-State	1,672	1,669	1,594	1,526	1,423	1,446	1,428	1,428	1,343	1,297	1,263
	Out-of-State	331	314	301	281	272	278	278	283	278	256	230
	Full-time	1,908	1,881	1,796	1,706	1,596	1,618	1,597	1,595	1,492	1,454	1,375
	Part-time	94	102	99	101	99	106	109	117	129	99	118
	Graduate	21	54	62	62	71	79	83	96	114	101	121
	Undergraduate	1,981	1,929	1,834	1,745	1,624	1,645	1,623	1,615	1,507	1,452	1,373
	Early College							2	12	21	26	17
	Headcount	2,322	2,269	2,179	2,061	1,960	2,016	1,991	2,033	1,965	1,834	1,803
	Credit Hours	31,895	31,353	29,898	28,483	26,624	27,034	26,721	26,708	25,134	24,143	23,049
Early College is reported separately and not included in any other categories												
IR provides FTE data in categories normally reported as headcount in the Fall Enrollment Report												
Core Financial Ratios & Composite Financial Index		FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
	Primary Reserve Ratio	0.34	0.36	0.40	0.37	0.30	0.22	0.04	0.03	-0.01	-0.02	Not yet available
	Net Operating Revenues Ratio	2.41%	3.93%	0.03%	-4.54%	-5.44%	-4.47%	-5.53%	-5.91%	-5.62%	-1.56%	
	Return on Net Position Ratio	4.07%	3.62%	0.19%	-3.46%	-6.35%	-4.19%	-6.75%	-5.79%	-2.23%	-1.89%	
	Viability Ratio	1.60	1.75	1.96	1.89	0.67	0.57	0.12	0.08	-0.02	-0.07	
	Composite Financial Index	3.20	3.50	2.90	2.10	0.50	0.40	-0.50	-0.50	-0.40	-0.30	
Return Rates		FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
	First Year					72.0%	70.6%	67.7%	68.9%	67.6%	69.5%	Not yet available
	Sophomore					84.6%	84.0%	87.7%	84.3%	83.4%	82.0%	
Physical Facilities (Sightlines)		FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
	Maintained Sq. Footage**	778,100	798,465	794,208	794,208	789,778	790,378	790,378	790,378	786,706	786,706	Not yet available
	Net Asset Value	60%	60%	59%	60%	59%	62%	62%	61%	59%	58%	
	Space +50 years	35%	37%	43%	46%	45%	47%	52%		60%	68%	

\*\* Maintained Sq. Footage is defined by Sightlines as the gross square footage of any building that receives custodial/janitorial maintenance on a daily or routine/regular basis for daily operations.

Note: Physical Facilities data has been restated for the period FY2011 to FY2020 to align with data represented in Sightlines reporting.

University of Maine System data includes the universities, governance, and university services.

The formula for calculating Fall FTE (for all campuses except UMF starting in Fall 2006) is as follows: Fall Undergraduate Credit Hours/15; Fall Professional (Law) Credit Hours/15; Fall Graduate Credit Hours/9

UMF: Fall Undergraduate Credit Hours/16; Fall Graduate Credit Hours/9.

## UNIVERSITY OF MAINE FORT KENT

Budgeted State Support	E&G	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
		\$ 4,257,170	\$ 4,214,522	\$ 4,262,405	\$ 4,281,462	\$ 4,238,190	\$ 4,622,357	\$ 5,308,503	\$ 6,513,346	\$ 6,877,413	\$ 7,818,910	\$ 7,818,908
	Debt Service	-	-	-	-	-	-	-	-	-	-	-
	MEIF	47,000	43,990	-	-	-	109,083	-	182,500	-	-	-
	Casco Bay Estuary	-	-	-	-	-	-	-	-	-	-	-
	Maine New Ventures	-	-	-	-	-	-	-	-	-	-	-
	<b>Total</b>	\$ 4,304,170	\$ 4,258,512	\$ 4,262,405	\$ 4,281,462	\$ 4,238,190	\$ 4,731,440	\$ 5,308,503	\$ 6,695,846	\$ 6,877,413	\$ 7,818,910	\$ 7,818,908
Budgeted University Support	Gross Tuition & Fees	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
		\$ 7,153,600	\$ 6,973,884	\$ 6,858,393	\$ 6,931,529	\$ 6,973,820	\$ 7,497,585	\$ 7,728,695	\$ 8,737,323	\$ 9,381,658	\$ 7,976,774	\$ 7,488,362
	E&G Fin. Aid	(905,392)	(883,900)	(954,940)	(968,740)	(961,740)	(1,072,900)	(1,405,900)	(1,530,916)	(1,689,014)	(1,570,071)	(1,066,900)
	E&G-Other	146,522	(40,231)	(29,632)	476,168	316,468	314,468	327,230	283,730	249,382	221,700	325,350
	Auxiliary	1,982,960	1,706,702	1,728,939	1,327,718	1,839,045	1,891,629	1,923,947	1,854,202	1,510,100	1,451,895	1,107,726
	<b>Total</b>	\$ 8,377,690	\$ 7,756,455	\$ 7,602,760	\$ 7,766,675	\$ 8,167,593	\$ 8,630,782	\$ 8,573,972	\$ 9,344,339	\$ 9,452,126	\$ 8,080,298	\$ 7,854,538
Employee (FTE) (as of October 31)		Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020
	Administrators	4	3	3	3	2	1	2	2	3	2	3
	Faculty - Full-Time	36	36	36	33	33	32	29	31	33	32	31
	Faculty - Part-Time ***	12	10	12	16	13	15	14	8	8	8	7
	Staff	32	34	37	37	36	36	36	37	38	39	37
	Hourly	49	47	43	41	42	37	39	37	39	35	33
	<b>Total</b>	133	130	131	130	126	121	120	115	121	116	111
***Part-time faculty (FTE) is calculated based on teaching load, rather than HR classification. As a result, these numbers can differ from those published in the HR Statistical Report												
Undergrad. Tuition & Fees		FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
	In-State	\$7,163	\$7,575	\$7,575	\$7,575	\$7,575	\$7,575	\$7,575	\$7,965	\$8,115	\$8,295	\$8,505
	Out-of-State	\$16,763	\$17,535	\$17,535	\$17,535	\$10,875	\$10,875	\$11,205	\$12,075	\$12,315	\$12,585	\$12,915
	Room & Board	\$7,200	\$7,400	\$7,550	\$7,720	\$7,720	\$7,910	\$7,910	\$7,910	\$8,120	\$8,360	\$8,750
Fall Enrollment		Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020
	FTE (Excluding Early College)	696	680	740	768	764	776	845	774	764	682	638
	In-State	556	577	632	667	637	628	666	605	588	517	466
	Out-of-State	140	103	108	101	127	148	180	169	175	165	172
	Full-time	549	532	597	589	570	581	650	555	546	516	482
	Part-time	147	148	143	179	193	195	195	219	218	167	156
	Graduate											
	Undergraduate	696	680	740	768	764	776	845	774	764	682	638
	Early College	9	22	39	37	74	134	207	177	191	160	174
	Headcount	1,040	1,017	1,054	1,084	1,061	1,083	1,149	1,104	1,102	958	950
	Credit Hours	10,446	10,201	11,102	11,519	11,458	11,642	12,681	11,604	11,455	10,234	9,572
Early College is reported separately and not included in any other categories												
IR provides FTE data in categories normally reported as headcount in the Fall Enrollment Report												
Core Financial Ratios & Composite Financial Index		FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
	Primary Reserve Ratio	0.02	0.01	0.01	0.03	0.02	0.06	-0.07	0.00	0.01	0.10	Not yet available
	Net Operating Revenues Ratio	-4.05%	-3.44%	-3.91%	-0.93%	-2.71%	2.69%	0.50%	4.93%	0.55%	6.72%	
	Return on Net Position Ratio	-1.68%	2.75%	-2.97%	21.08%	-1.49%	4.30%	-1.80%	4.47%	-1.44%	9.46%	
	Viability Ratio	0.05	0.03	0.02	0.07	0.04	0.12	-0.14	-0.01	0.02	0.28	
	Composite Financial Index	-0.30	0.10	-0.50	2.00	-0.30	1.20	-0.10	1.40	0.20	2.60	
Return Rates		FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
	First Year					47.2%	52.0%	56.0%	57.5%	47.9%	53.9%	Not yet available
	Sophomore					71.8%	76.1%	71.2%	72.9%	63.5%	65.0%	
Physical Facilities (Sightlines)		FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
	Maintained Sq. Footage**	260,477	260,477	260,477	260,477	278,395	278,395	278,395	278,395	278,395	270,223	Not yet available
	Net Asset Value	58%	58%	58%	58%	62%	61%	60%	59%	58%	56%	
	Space +50 years	28%	28%	28%	33%	31%	34%	34%	36%	44%	44%	

\*\* Maintained Sq. Footage is defined by Sightlines as the gross square footage of any building that receives custodial/janitorial maintenance on a daily or routine/regular basis for daily operations.

Note: Physical Facilities data has been restated for the period FY2011 to FY2020 to align with data represented in Sightlines reporting.

University of Maine System data includes the universities, governance, and university services.

The formula for calculating Fall FTE (for all campuses except UMF starting in Fall 2006) is as follows: Fall Undergraduate Credit Hours/15; Fall Professional (Law) Credit Hours/15; Fall Graduate Credit Hours/9

UMF: Fall Undergraduate Credit Hours/16; Fall Graduate Credit Hours/9.

## UNIVERSITY OF MAINE PRESQUE ISLE

Budgeted State Support		FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
	E&G	\$ 6,340,532	\$ 6,276,736	\$ 6,268,347	\$ 6,338,938	\$ 6,190,311	\$ 6,469,554	\$ 6,999,217	\$ 7,936,764	\$ 7,508,452	\$ 8,017,134	\$ 8,013,478
	Debt Service	-	-	-	-	-	-	-	-	-	-	-
	MEIF	-	36,400	91,875	-	(92)	-	303,353	24,147	-	-	-
	Casco Bay Estuary	-	-	-	-	-	-	-	-	-	-	-
	Maine New Ventures	-	-	-	-	-	-	-	-	-	-	-
	<b>Total</b>	<b>\$ 6,340,532</b>	<b>\$ 6,313,136</b>	<b>\$ 6,360,222</b>	<b>\$ 6,338,938</b>	<b>\$ 6,190,219</b>	<b>\$ 6,469,554</b>	<b>\$ 7,302,570</b>	<b>\$ 7,960,911</b>	<b>\$ 7,508,452</b>	<b>\$ 8,017,134</b>	<b>\$ 8,013,478</b>
Budgeted University Support		FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
	Gross Tuition & Fees	\$ 7,596,973	\$ 7,908,266	\$ 7,878,543	\$ 7,965,293	\$ 8,192,114	\$ 6,270,410	\$ 7,073,065	\$ 7,538,281	\$ 8,779,897	\$ 7,640,406	\$ 8,105,473
	E&G Fin. Aid	(1,076,182)	(1,234,372)	(1,195,432)	(1,181,503)	(1,317,500)	(1,191,500)	(1,457,200)	(1,405,800)	(1,778,532)	(1,552,900)	(953,000)
	E&G-Other	264,314	264,314	308,885	264,314	345,000	385,000	453,700	453,700	673,722	705,644	506,403
	Auxiliary	2,421,400	2,480,848	2,553,725	2,407,070	2,142,939	2,015,584	2,017,083	1,906,979	2,154,441	2,215,926	1,545,410
	<b>Total</b>	<b>\$ 9,206,505</b>	<b>\$ 9,419,056</b>	<b>\$ 9,545,721</b>	<b>\$ 9,455,174</b>	<b>\$ 9,362,553</b>	<b>\$ 7,479,494</b>	<b>\$ 8,086,648</b>	<b>\$ 8,493,160</b>	<b>\$ 9,829,528</b>	<b>\$ 9,009,076</b>	<b>\$ 9,204,286</b>
Employee (FTE) (as of October 31)		Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020
	Administrators	4	4	3	3	4	3	3	4	4	4	5
	Faculty - Full-Time	49	47	52	49	44	41	41	38	39	38	38
	Faculty - Part-Time ***	17	19	18	18	18	19	18	16	15	14	18
	Staff	52	51	56	50	53	49	49	48	49	55	54
	Hourly	51	53	53	48	42	41	40	40	43	42	38
	<b>Total</b>	<b>173</b>	<b>174</b>	<b>182</b>	<b>168</b>	<b>161</b>	<b>153</b>	<b>151</b>	<b>146</b>	<b>150</b>	<b>153</b>	<b>153</b>
***Part-time faculty (FTE) is calculated based on teaching load, rather than HR classification. As a result, these numbers can differ from those published in the HR Statistical Report												
Undergrad. Tuition & Fees		FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
	In-State	\$7,000	\$7,300	\$7,300	\$7,300	\$7,300	\$7,300	\$7,300	\$7,760	\$7,910	\$8,240	\$8,450
	Out-of-State	\$16,600	\$17,260	\$17,260	\$17,260	\$10,600	\$10,600	\$10,930	\$11,870	\$12,110	\$12,530	\$12,860
	Room & Board	\$6,894	\$7,172	\$7,422	\$7,576	\$7,856	\$7,844	\$7,944	\$8,264	\$8,406	\$8,496	\$8,738
Fall Enrollment		Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020
	FTE (Excluding Early College)	1,044	997	974	843	758	745	699	720	695	676	773
	In-State	810	834	823	740	660	637	586	580	562	544	611
	Out-of-State	234	163	150	103	99	108	113	140	133	131	162
	Full-time	880	802	762	665	622	622	601	626	583	559	640
	Part-time	164	195	212	177	136	122	98	95	112	116	133
	Graduate											
	Undergraduate	1,044	997	974	843	758	745	699	720	695	675	773
	Early College					21	79	186	183	238	184	172
	Headcount	1,434	1,453	1,463	1,263	1,053	1,037	938	949	928	903	1,022
	Credit Hours	15,662	14,954	14,603	12,638	11,374	11,172	10,486	10,801	10,418	10,132	11,594
Early College is reported separately and not included in any other categories												
IR provides FTE data in categories normally reported as headcount in the Fall Enrollment Report												
Core Financial Ratios & Composite Financial Index		FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
	Primary Reserve Ratio	0.31	0.32	0.32	0.26	0.13	0.15	0.01	0.02	0.05	0.04	Not yet available
	Net Operating Revenues Ratio	2.54%	-0.17%	-3.13%	-13.00%	-17.95%	-2.73%	-4.64%	-3.21%	-5.39%	-3.91%	
	Return on Net Position Ratio	5.51%	1.78%	-3.61%	-9.81%	-12.54%	-1.80%	-7.36%	-4.53%	-5.81%	-4.15%	
	Viability Ratio	3.45	3.71	3.87	3.15	1.58	1.86	0.07	0.26	0.59	0.53	
	Composite Financial Index	4.90	4.30	3.50	2.20	0.50	1.50	-0.70	-0.30	-0.10	-0.10	
Return Rates		FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
	First Year					46.0%	43.4%	46.0%	42.9%	48.7%	53.6%	Not yet available
	Sophomore					78.2%	76.5%	69.2%	69.1%	66.7%	73.6%	
Physical Facilities (Sightlines)		FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
	Maintained Sq. Footage**	423,405	423,405	423,405	423,405	423,405	423,405	423,405	429,089	429,089	416,885	Not yet available
	Net Asset Value	68%	68%	67%	67%	67%	66%	65%	64%	63%	61%	
	Space +50 years	15%	15%	26%	26%	27%	31%	32%	36%	43%	43%	

\*\* Maintained Sq. Footage is defined by Sightlines as the gross square footage of any building that receives custodial/janitorial maintenance on a daily or routine/regular basis for daily operations.

Note: Physical Facilities data has been restated for the period FY2011 to FY2020 to align with data represented in Sightlines reporting.

University of Maine System data includes the universities, governance, and university services.

The formula for calculating Fall FTE (for all campuses except UMF starting in Fall 2006) is as follows: Fall Undergraduate Credit Hours/15; Fall Professional (Law) Credit Hours/15; Fall Graduate Credit Hours/9

UMF: Fall Undergraduate Credit Hours/16; Fall Graduate Credit Hours/9.

## UNIVERSITY OF SOUTHERN MAINE

Budgeted State Support		FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
	E&G	\$ 40,764,306	\$ 40,352,456	\$ 40,284,904	\$ 40,997,891	\$ 40,655,348	\$ 44,085,762	\$ 47,175,744	\$ 46,926,200	\$ 46,918,334	\$ 47,241,885	\$ 46,874,076
	Debt Service	479,000	479,000	479,000	479,000	479,000	-	-	-	-	-	-
	MEIF	2,920,000	2,900,000	2,900,000	2,866,500	2,866,500	3,315,900	3,315,900	3,290,306	3,290,306	3,290,306	3,315,900
	Casco Bay Estuary	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
	Maine New Ventures											
Total		44,198,306	43,766,456	43,698,904	44,378,391	44,035,848	47,436,662	50,526,644	50,251,506	50,243,640	50,567,191	50,224,976
Budgeted University Support		FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
	Gross Tuition & Fees	\$ 76,064,251	\$ 79,406,740	\$ 78,646,479	\$ 79,911,297	\$ 72,200,720	\$ 69,662,838	\$ 65,453,865	\$ 74,307,908	\$ 76,548,315	\$ 75,829,233	\$ 75,312,732
	E&G Fin. Aid	(6,558,750)	(6,951,850)	(8,096,850)	(9,296,850)	(10,796,850)	(11,696,267)	(12,666,267)	(16,773,697)	(17,893,874)	(16,321,551)	(17,241,971)
	E&G-Other	7,386,763	8,008,492	8,061,204	7,042,740	6,686,083	6,116,774	6,071,285	8,189,449	7,241,293	7,078,151	5,805,146
	Auxiliary	20,531,879	19,576,810	17,602,409	17,706,895	15,701,777	14,114,992	13,404,079	13,750,946	15,034,396	14,252,984	7,454,985
	Total	\$ 97,424,143	\$ 100,040,192	\$ 96,213,242	\$ 95,364,082	\$ 83,791,730	\$ 78,198,337	\$ 72,262,962	\$ 79,474,606	\$ 80,930,130	\$ 80,838,817	\$ 71,330,892
Employee (FTE) (as of October 31)		Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019*	Fall 2020
	Administrators	26	24	22	23	23	19	17	16	17	16	15
	Faculty - Full-Time	382	380	373	357	326	265	276	274	301	290	267
	Faculty - Part-Time ***	91	91	96	92	97	116	117	132	132	137	142
	Staff	559	581	551	474	439	397	420	419	444	427	445
	Hourly	336	327	308	286	276	254	253	262	253	252	241
	Total	1,394	1,403	1,350	1,232	1,161	1,051	1,083	1,103	1,147	1,122	1,110
***Part-time faculty (FTE) is calculated based on teaching load, rather than HR classification. As a result, these numbers can differ from those published in the HR Statistical Report												
Undergrad. Tuition & Fees		FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
	In-State	\$8,178	\$8,540	\$8,540	\$8,540	\$8,540	\$8,540	\$8,540	\$8,840	\$9,140	\$9,520	\$9,790
	Out-of-State	\$20,538	\$20,900	\$20,900	\$20,900	\$20,900	\$20,900	\$20,900	\$21,650	\$22,400	\$23,260	\$24,220
	Room & Board	\$9,026	\$9,287	\$8,759	\$8,950	\$9,150	\$9,400	\$9,200	\$9,200	\$9,450	\$8,785	\$9,030
Fall Enrollment		Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020
	FTE (Excluding Early College)	6,746	6,471	6,576	6,165	5,816	5,407	5,321	5,521	5,630	5,561	5,415
	In-State	6,006	5,791	5,894	5,491	5,191	4,766	4,598	4,680	4,765	4,683	4,517
	Out-of-State	740	680	682	674	625	641	722	841	865	877	897
	Full-time	5,348	5,098	5,200	4,855	4,573	4,294	4,308	4,624	4,757	4,740	4,569
	Part-time	1,398	1,373	1,375	1,310	1,243	1,112	1,012	898	873	820	846
	Graduate	1,287	1,219	1,235	1,122	1,124	1,040	1,044	1,086	1,106	1,067	1,188
	Undergraduate	5,459	5,252	5,341	5,043	4,692	4,367	4,277	4,435	4,524	4,493	4,227
	Early College	32	20	21	31	20	37	163	144	206	318	218
	Headcount	9,242	8,943	9,017	8,528	8,096	7,365	7,058	7,053	7,169	7,074	6,987
	Credit Hours	93,472	89,748	91,225	85,756	80,503	74,864	73,547	76,305	77,816	77,006	74,068
Early College is reported separately and not included in any other categories												
IR provides FTE data in categories normally reported as headc Highlighted cells restate USM's credit hours, excluding Maine Law credit hours												
Core Financial Ratios & Composite Financial Index		FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
	Primary Reserve Ratio	0.17	0.18	0.19	0.19	0.21	0.25	0.12	0.10	0.07	0.07	Not yet available
	Net Operating Revenues Ratio	4.69%	2.04%	0.63%	-0.37%	0.67%	2.19%	0.28%	-1.51%	-1.46%	-1.17%	
	Return on Net Position Ratio	6.37%	2.82%	0.12%	-2.25%	-1.14%	1.58%	-0.98%	-4.21%	-3.47%	-0.38%	
	Viability Ratio	0.49	0.52	0.57	0.58	0.62	0.71	0.36	0.34	0.30	0.30	
	Composite Financial Index	2.40	1.70	1.20	1.00	1.30	1.90	0.90	0.20	0.10	0.40	
USM ratios include the Law School												
Return Rates		FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
	First Year					46.6%	48.2%	56.5%	60.9%	58.2%	59.5%	Not yet available
	Sophomore					74.5%	78.9%	78.1%	77.4%	80.3%	79.0%	
Physical Facilities (Sightlines)		FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
	Maintained Sq. Footage**	2,169,396	2,176,677	2,142,759	2,142,224	2,041,247	2,041,247	2,041,247	2,048,433	208,433	2,048,433	Not yet available
	Net Asset Value	61%	60%	59%	58%	55%	54%	54%	54%	53%	53%	
	Space +50 years	25%	24%	26%	26%	31%	30%	30%	34%	42%	42%	
	* Data restate to exclude Maine School of Law											
Note: Physical Facilities data has been restated for the period FY2011 to FY2020 to align with data represented in Sightlines reporting.												

University of Maine System data includes the universities, governance, and university services.

The formula for calculating Fall FTE (for all campuses except UMF starting in Fall 2006) is as follows: Fall Undergraduate Credit Hours/15; Fall Professional (Law) Credit Hours/15; Fall Graduate Credit Hours/9

UMF: Fall Undergraduate Credit Hours/16; Fall Graduate Credit Hours/9.

## MAINE SCHOOL OF LAW

Budgeted State Support	E&G	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
	Debt Service							\$ 856,808	\$ 856,808	\$ 856,808	\$ 856,808	\$ 856,808
	MEIF											
	Casco Bay Estuary											
	Maine New Ventures											
	Total	-	-	-	-	-	-	-	856,808	856,808	856,808	856,808
Budgeted University Support		FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
	Gross Tuition & Fees										\$ 6,147,008	\$ 6,138,289
	E&G Fin. Aid										(1,479,914)	(2,100,000)
	E&G-Other											72,915
	Auxiliary											
	Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,667,094	\$ 4,111,204
Employee (FTE) (as of October 31)		Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020
	Administrators	Data not available - included in UMS numbers									1	1
	Faculty - Full-Time										17	18
	Faculty - Part-Time ***										3	2
	Staff										25	25
	Hourly										1	1
	Total										47	47
***Part-time faculty (FTE) is calculated based on teaching load, rather than HR classification. As a result, these numbers can differ from those published in the HR Statistical Report												
Undergrad. Tuition & Fees		FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
	In-State	\$21,580	\$22,570	\$23,230	\$23,230	\$23,230	\$23,230	\$23,230	\$23,260	\$23,290	\$24,220	\$24,280
	Out-of-State	\$32,410	\$33,490	\$34,300	\$34,300	\$34,300	\$34,300	\$34,300	\$34,330	\$34,360	\$35,710	\$35,770
	Room & Board	\$9,026	\$9,287	\$8,759	\$8,950	\$9,150	\$9,400	\$9,200	\$9,200	\$9,450	\$8,785	\$9,030
Fall Enrollment		Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020
	FTE (Excluding Early College)	272	272	274	263	246	237	229	229	247	244	244
	In-State	190	196	187	192	188	183	169	171	171	180	183
	Out-of-State	83	76	87	71	59	54	60	58	75	64	60
	Full-time	263	265	265	251	238	227	219	221	238	234	232
	Part-time	9	7	9	13	8	10	10	8	9	10	12
	Graduate	272	272	274	263	246	237	229	228	247	244	244
	Headcount	283	278	282	272	256	254	242	241	253	257	259
	Credit Hours	4,087	4,084	4,113	3,939	3,683	3,557	3,436	3,427	3,699	3,664	3,654
Early College is reported separately and not included in any other categories					IR provides FTE data in categories normally reported as headcount in the Fall Enrollment Report							
Core Financial Ratios & Composite Financial Index		FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
	Primary Reserve Ratio											Not yet available
	Net Operating Revenues Ratio											
	Return on Net Position Ratio											
	Viability Ratio											
	Composite Financial Index											
Return Rates		FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
	First Year											Not yet available
	Sophomore											
Return Rates for Maine Law have historically been included in USM's return rates.												
Physical Facilities (Sightlines)		FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
	Maintained Sq. Footage**	The Law School does not own any physical facilities										
	Net Asset Value											
	Space +50 years											

\*\* Maintained Sq. Footage is defined by Sightlines as the gross square footage of any building that receives custodial/janitorial maintenance on a daily or routine/regular basis for daily operations.

Note: Physical Facilities data has been restated for the period FY2011 to FY2020 to align with data represented in Sightlines reporting.

University of Maine System data includes the universities, governance, and university services.

The formula for calculating Fall FTE (for all campuses except UMF starting in Fall 2006) is as follows: Fall Undergraduate Credit Hours/15; Fall Professional (Law) Credit Hours/15; Fall Graduate Credit Hours/9

UMF: Fall Undergraduate Credit Hours/16; Fall Graduate Credit Hours/9.

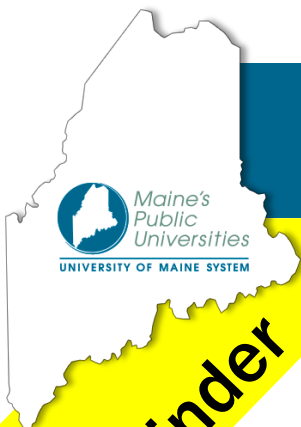




# University of Maine System

## Core Financial Ratios

Ryan Low  
Vice Chancellor for Finance  
and Administration



## Accounting Standard in Review

- GASB Statement No. 75, *Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions* (GASB 75)
- Affects how the UMS measures, reports, and discloses information about its other postemployment benefits (OPEB) other than pensions
- Applies to UMS' retiree health plan
- Required adoption for UMS in FY18
- Due to use of comparative financial statements, UMS adopted the standard effective 7/1/16 and restated FY17 financial results

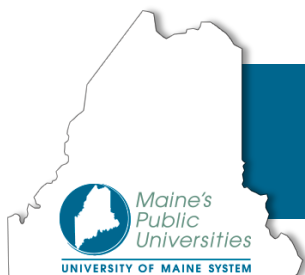
Reminder

**UNIVERSITY OF MAINE SYSTEM**  
**Statement of Revenues, Expenses and Changes in Net Position**  
**Year Ended June 30, 2017**  
**(\$ in thousands)**

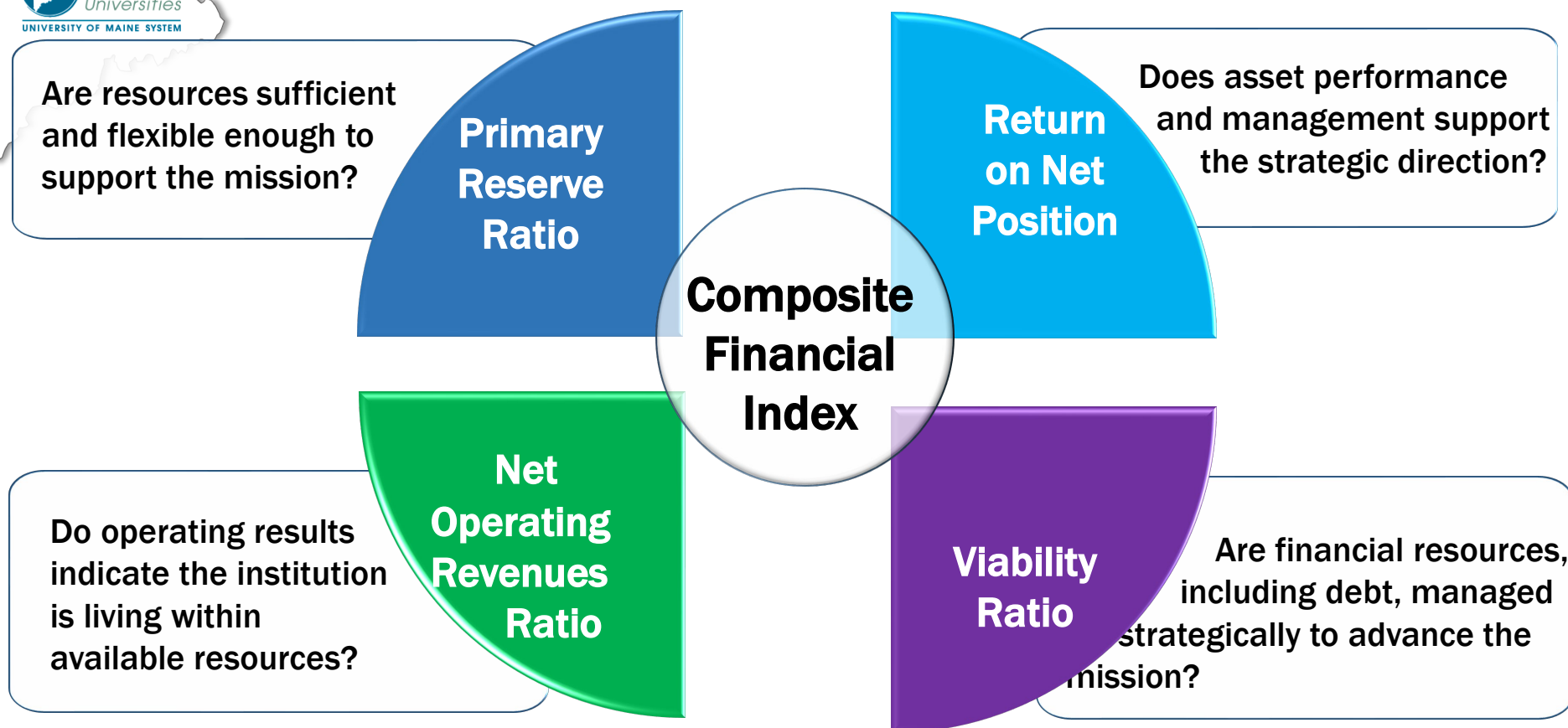
	2017 Original	2017 Restated	Change
<b>Operating Revenues</b>			
Tuition and fees	\$ 280,611	\$ 280,611	
Residence and dining fees	62,222	62,222	
Less: scholarship allowances	(97,344)	(97,344)	
<b>Net student fees</b>	245,489	245,489	
Federal, state and private grants and contracts	137,529	137,529	
Recovery of indirect costs	12,333	12,333	
Educational sales and services and other revenues	34,345	34,345	
Other auxiliary enterprises	18,476	18,476	
<b>Total Operating Revenues</b>	448,172	448,172	
<b>Operating Expenses</b>			
Instruction	170,901	170,901	
Research	73,176	73,176	
Public Service	59,950	59,950	
Academic Support	71,100	71,100	
Student Services	53,983	53,983	
Institutional Support	67,173	55,121	\$ (12,052)
Operation and maintenance of plant	50,638	50,638	
Depreciation and amortization (Note 6)			
Student Aid			
Auxiliary enterprises			
<b>Total Operating Expenses</b>			
<b>Operating Loss</b>			
<b>Nonoperating Revenues (Expenses)</b>			
Noncapital State of Maine appropriations			
Gifts currently expendable			
Endowment return used for operations (Note 3)			
Investment income (Note 3)			
Interest expense, net (Note 7)			
<b>Net Nonoperating Revenues</b>			
<b>Income (Loss) Before Other Changes in Net Position</b>			
<b>Other Changes in Net Position</b>			
State of Maine capital appropriations			
Capital grants and gifts			
Endowment return (loss), net of amount used for operations			
True and quasi endowment gifts			
Gain (Loss) on disposal of capital assets			
<b>Total Other Changes in Net Position</b>			
<b>Change in Net Position</b>			
<b>Net Position - Beginning of the Year</b>			
<b>Net Position - End of Year</b>			

- FY17 beginning of year Net Position was reduced by nearly \$102 million
- With FY17 OPEB expense reduced by \$12 million (going from \$15 million to \$3 million)
- Net impact on previously stated FY17 end of year Net Position was a reduction of nearly \$90 million

	2017 Original	2017 Restated	Change
<b>Income (Loss) Before Other Changes in Net Position</b>	3,645	15,697	\$ 12,052
<b>Other Changes in Net Position</b>			
State of Maine capital appropriations	5,148	5,148	
Capital grants and gifts	3,276	3,276	
Endowment return (loss), net of amount used for operations	7,358	7,358	
True and quasi endowment gifts	1,313	1,313	
Gain (Loss) on disposal of capital assets	1	1	
<b>Total Other Changes in Net Position</b>	17,096	17,096	
<b>Change in Net Position</b>	<b>20,741</b>	<b>32,793</b>	\$ 12,052
<b>Net Position - Beginning of the Year</b>	866,705	765,046	\$ (101,659)
<b>Net Position - End of Year</b>	\$ 887,446	\$ 797,839	\$ (89,607)



## Core Financial Ratios and Composite Financial Index



4



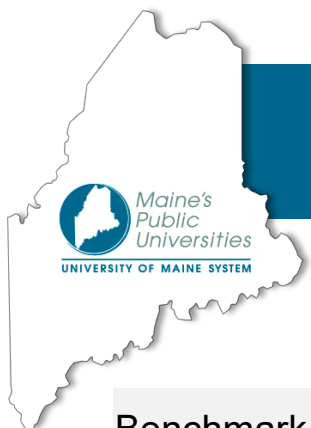
## Primary Reserve Ratio

### Primary Reserve Ratio

The **Primary Reserve Ratio** provides a snapshot of financial strength and flexibility by indicating how long the institution could function using its expendable net position (both unrestricted and restricted, excluding net position restricted for capital investments) without relying on additional net position generated by operations. This ratio is calculated as follows:

$$\frac{\text{Expendable Net Position}^*}{\text{Total Expenses}}$$

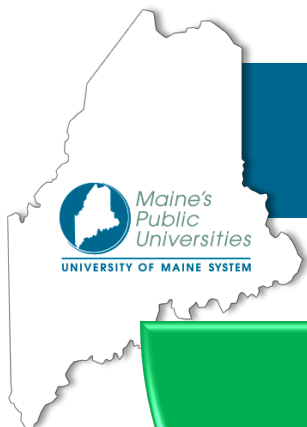
*\*excluding net positions restricted for capital investments*



## Primary Reserve Ratio - All Campuses

	<u>FY11</u>	<u>FY12</u>	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17 - Restated</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>
Benchmark	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40
UM	0.41	0.43	0.43	0.42	0.40	0.40	0.30	0.31	0.30	0.30
UMA	0.25	0.26	0.32	0.35	0.39	0.38	0.25	0.24	0.23	0.22
UMF	0.34	0.36	0.40	0.37	0.30	0.22	0.04	0.03	-0.01	-0.02
UMFK	0.02	0.01	0.01	0.03	0.02	0.06	-0.07	0.00	0.01	0.10
UMM	0.00	0.00	0.01	0.06	0.06	0.16	0.13	0.09	0.09	0.08
UMPI	0.31	0.32	0.32	0.26	0.13	0.15	0.01	0.02	0.05	0.04
USM	0.17	0.18	0.19	0.19	0.21	0.25	0.12	0.10	0.07	0.07
UMSGUS-Op	0.73	0.59	0.54	0.61	0.87	1.19	1.50	1.21	1.84	1.76
UMSGUS	2.15	1.38	1.80	2.60	1.43	1.78	4.13	2.92	2.30	3.23
UMS	0.37	0.38	0.40	0.41	0.39	0.39	0.29	0.29	0.28	0.30

6

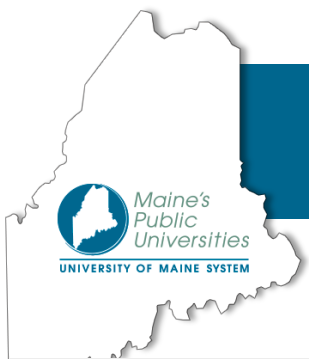


## Net Operating Revenues Ratio

### Net Operating Revenues Ratio

The **Net Operating Revenues Ratio** is a measure of operating results and answers the question, “Do operating results indicate that the University is living within available resources?” Operating results either increase or decrease net position and, thereby, impact the other three core ratios: Primary Reserve, Return on Net Position, and Viability. This ratio is calculated as follows:

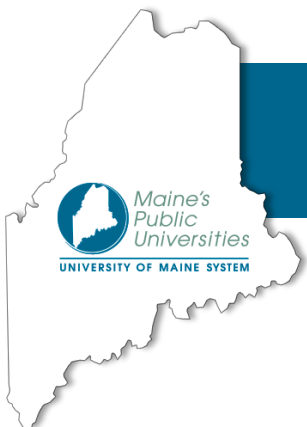
$$\frac{\text{Operating Income (Loss) plus Net Non-Operating Revenues (Expenses)}}{\text{Operating Revenues plus Non-Operating Revenues}}$$



## Net Operating Revenues Ratio – All Campuses

	<u>FY11</u>	<u>FY12</u>	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17 - Restated</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>
Low Benchmark	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
High Benchmark	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
UM	4.06%	2.53%	-1.19%	-2.20%	-1.98%	-0.65%	-1.01%	-0.35%	-1.70%	-1.23%
UMA	5.52%	3.48%	4.07%	0.57%	2.73%	1.12%	-0.78%	-4.06%	-2.49%	-0.99%
UMF	2.41%	3.93%	0.03%	-4.54%	-5.44%	-4.47%	-5.53%	-5.91%	-5.62%	-1.56%
UMFK	-4.05%	-3.44%	-3.91%	-0.93%	-2.71%	2.69%	0.50%	4.93%	0.55%	6.75%
UMM	-3.34%	-2.40%	-3.26%	-7.19%	-0.20%	-1.19%	1.16%	-0.53%	-4.32%	-4.11%
UMPI	2.54%	-0.17%	-3.13%	-13.00%	-17.95%	-2.73%	-4.64%	-3.21%	-5.39%	-3.91%
USM	4.69%	2.04%	0.63%	-0.37%	0.67%	2.19%	0.28%	-1.51%	-1.46%	-1.17%
UMSGUS-Op	6.09%	7.49%	-7.70%	17.66%	9.84%	12.25%	56.13%	1.99%	21.42%	6.47%
UMSGUS	30.62%	1.62%	16.67%	46.73%	-35.91%	-3.37%	65.02%	28.42%	7.48%	25.61%
UMS	5.16%	2.24%	0.55%	0.94%	-3.00%	-0.20%	2.28%	-0.08%	-1.66%	0.01%



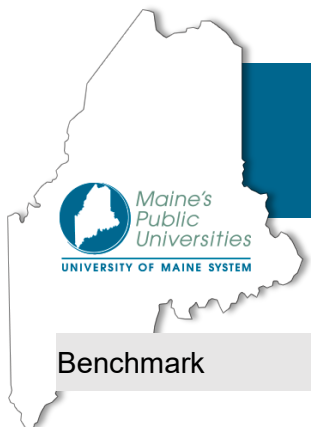


## Return on Net Position

The **Return on Net Position Ratio** measures asset performance and management. It determines whether an institution is financially better off than in the previous year by measuring total economic return. It is based on the level and change in total net position. An improving trend in this ratio indicates that the institution is increasing its net position and is likely to be able to set aside financial resources to strengthen its future financial flexibility. This ratio is calculated as follows:

**Return  
on Net  
Position**

$$\frac{\text{Change in Net Position}}{\text{Total Beginning of the Year Net Position}}$$



## UMS Return on Net Position – All Campuses

	<u>FY11</u>	<u>FY12</u>	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17 - Restated</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>
Benchmark	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%
UM Real Rate	10.35%	4.25%	2.10%	-1.22%	-1.68%	-0.57%	-1.63%	-0.58%	-1.60%	-1.91%
UMA Real Rate	10.14%	4.23%	4.29%	-0.62%	0.92%	-0.01%	-0.36%	-5.47%	-4.29%	-2.79%
UMF Real Rate	4.07%	3.62%	0.19%	-3.46%	-6.35%	-4.19%	-6.75%	-5.79%	-2.23%	-1.89%
UMFK Real Rate	-1.68%	2.75%	-2.97%	21.08%	-1.49%	4.30%	-1.80%	4.47%	-1.44%	9.46%
UMM Real Rate	-2.04%	-0.49%	-2.28%	1.76%	11.99%	6.45%	5.33%	-3.26%	-5.75%	1.03%
UMPI Real Rate	5.51%	1.78%	-3.61%	-9.81%	-12.54%	-1.80%	-7.36%	-4.53%	-5.81%	-4.15%
USM Real Rate	6.37%	2.82%	0.12%	-2.25%	-1.14%	1.58%	-0.98%	-4.21%	-3.47%	-0.38%
UMSGUS-Op Real Rate	5.22%	1.28%	-5.58%	8.59%	3.32%	1.12%	58.69%	2.31%	9.58%	1.91%
UMSGUS Real Rate	15.59%	-2.09%	6.25%	22.79%	-12.55%	-5.62%	33.84%	9.77%	1.68%	7.59%
UMS Real Rate	9.04%	3.12%	1.78%	0.63%	-3.04%	-0.69%	0.89%	-0.92%	-1.94%	-0.40%



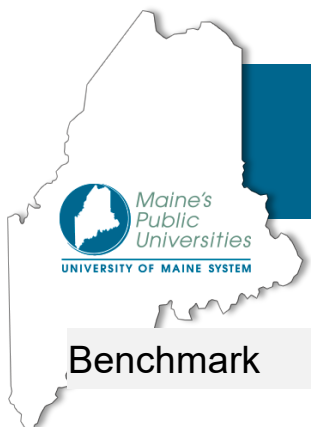
## Viability Ratio

The **Viability Ratio** measures expendable resources that are available to cover debt obligations (e.g., capital leases, notes payable, and bonds payable) and generally is regarded as governing an institution's ability to assume new debt. This ratio is calculated as follows:

**Viability  
Ratio**

$$\frac{\text{Expendable Net Position}^*}{\text{Long-Term Debt}}$$

*\*excluding net positions restricted for capital investments*



## Viability Ratio – All Campuses

12

	<u>FY11</u>	<u>FY12</u>	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17 - Restated</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>
Benchmark	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25
UM	1.44	1.47	1.60	1.74	1.77	1.91	1.53	1.75	1.90	2.09
UMA	3.93	4.33	5.82	7.04	8.31	9.98	5.45	7.37	9.42	11.15
UMF	1.60	1.75	1.96	1.89	0.67	0.57	0.12	0.08	-0.02	-0.07
UMFK	0.05	0.03	0.02	0.07	0.04	0.12	-0.14	-0.01	0.02	0.28
UMM	0.01	0.01	0.03	0.16	0.12	0.39	0.29	0.22	0.23	0.22
UMPI	3.45	3.71	3.87	3.15	1.58	1.86	0.07	0.26	0.59	0.53
USM	0.49	0.52	0.57	0.58	0.62	0.71	0.36	0.34	0.30	0.30
UMSGUS-Op	1.34	1.34	1.86	2.25	3.64	4.73	1.43	1.47	2.45	3.08
UMSGUS	3.69	3.82	6.42	7.78	8.06	9.20	2.76	3.32	4.24	5.64
UMS	1.28	1.33	1.51	1.69	1.52	1.62	1.12	1.27	1.41	1.62



## Composite Financial Index

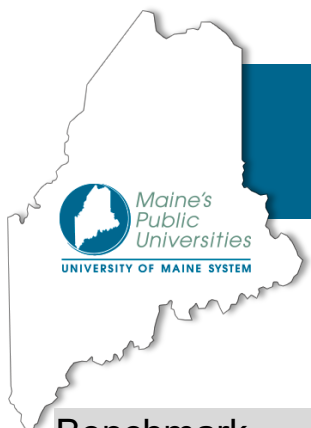
### Composite Financial Index

The **Composite Financial Index (CFI)** creates one overall financial measurement of the institution's health based on the four core ratios: primary reserve ratio, net operating revenues ratio, return on net position ratio, and viability ratio. By blending these four key measures of financial health into a single number, a more balanced view of the state of the institution's finances is possible because a weakness in one measure may be offset by the strength of another measure.

The CFI is calculated by completing the following steps:

1. Compute the values of the four core ratios;
2. Convert the ratio values to strength factors along a common scale;
3. Multiply the strength factors by specific weighting factors; and
4. Total the resulting four numbers (ratio scores) to reach the single CFI score.

13



## Composite Financial Index

	<u>FY11</u>	<u>FY12</u>	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17 - Restated</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>
Benchmark	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
UM	4.1	3.3	2.7	2.4	2.3	2.6	2.1	2.5	2.2	2.4
UMA	6.0	5.3	5.5	4.7	5.2	4.8	4.4	3.5	3.6	3.9
UMF	3.2	3.5	2.9	2.1	0.5	0.4	-0.5	-0.5	-0.4	-0.3
UMFK	-0.3	0.1	-0.5	2.0	-0.3	1.2	-0.1	1.4	0.2	2.6
UMM	-0.4	-0.2	-0.4	0.4	1.6	1.4	1.6	0.3	-0.3	0.3
UMPI	4.9	4.3	3.5	2.2	0.5	1.5	-0.7	-0.3	-0.1	-0.1
USM	2.4	1.7	1.2	1.0	1.3	1.9	0.9	0.2	0.1	0.4
UMSGUS-Op	4.7	4.0	2.2	5.7	6.9	7.9	7.7	5.2	7.8	7.4
UMSGUS	9.4	6.9	8.8	10.0	5.8	6.2	8.8	8.6	8.4	9.0
UMS	3.9	2.9	2.7	3.0	1.8	2.4	2.5	2.0	1.7	2.3



## FY22 Budget Presentation

March 26, 2021







## Review and Reimagine Who We Are

*September Restructuring Concept Paper* – Chancellor Malloy

***Forging Our Future: Academic and Service Excellence***

📖 Guiding Principles – *Becoming a Student-Ready College*

📖 Campus – Strategic Planning Process for 2021-2026

📖 Cabinet – *Dare to Lead* (48 hour training) with Megan Clough

📖 Faculty – Viable Academic Programs

- 11 PowerPoint presentations

📖 Staff – Effective Service Departments

- 21 PowerPoint presentations

📖 January 12 & 14 – Staff and Faculty Sessions: Initial Findings

📖 January 20 – Campus Strategic Planning Session





## Reorganization and Realignment

### *Initial Key Priorities – Actions Making the Biggest Difference*

- Culture of Assessment
  - Goals: academics, services, facilities
- Viable, Career-Focused Academic Programs
  - Goals: workforce needs, leverage collaborations, internships
- Strategic Enrollment Management
  - Goals: recruitment, retention, graduation
- Community Engagement
  - Goals: fundraising – scholarships, and outreach – Acadian Archives
- Diversity, Equity and Inclusion – *Imperative for Change*
  - Goals: diversity council, bias awareness, diverse representation
- **FY23 Budget will highlight progress on metrics**



## Leverage and Highlight Programs

### *Diversify program enrollment beyond the Nursing Program*

- Business; Forestry/Biology/EnvStudies/CLE; Comp App/Cybersecurity

### 📌 Break-Even Analysis and Set Targets

- Goals: program recruitment and retention, and course enrollments

### 📌 Expand Academic Program Webpages

- Goals: video content, graduate testimonials, faculty highlights

### 📌 Collaborate – Academic Programs and Admissions

- Goals: applications to matriculated status, marketing materials

### 📌 Exposure of Academic Programs

- Goals: social media, Rural U Canada

### 📌 High Impact Practices (HIPs)

- Goals: experiential learning, authentic experiences, internships



## Unified Accreditation Opportunities

### *Current*

- UMaine School of Law – 3 years UMFK + 3 years UMaine School of Law
- UMPI – History/Political Science
- UMPI – Education
- UMFK – Nursing: traditional and accelerated at UMPI
- USM – RN to MN: nursing education/administration
- USM – Behavioral Science Graduate Program
- UMA – Substance Abuse Counseling Concentration

### *Developing*

- UMPI – Cybersecurity
- UMaine – French (cooperating departments)
- UMaine and USM – PhD in Nursing
- UMF – Behavioral Health
- UMaine School of Law – Rural Law/Rural Practice (UMFK 3 years, ML 1.5 years, UMFK 1.5 years)



## Strategic Investments

### Student-Ready College

- *Instead of striving and struggling to make students ready for college, we could work hard as a society and locally, on individual campuses, to make college ready for students (p.157).*

### Students – fall 2020: full-time 60% and part-time 40%

- first-generation 44%, TRIO 19%, in-state 75%, out-of-state 25%, 26 countries

### Student Success

- academic growth/achievement, student experience, skills for life, graduation

### A Strong Foundation for Student Success

- Financial Aid Director – phased retirement 6-30-2021 (.30 UMFK/.70 UMPI)
- Enrollment/IR Director – resigned 6-30-2020 (.50 UMFK/.50 UMPI)
- Computer Science Faculty – **new position**
- Mental Health Counselor – **new position**
  - (current: emotional maintenance 90% and 8 hours of clinical counseling)
- Academic Advisor – **new position** (current: 2 positions)
- RN-BSN Professional Advisor – **new position**



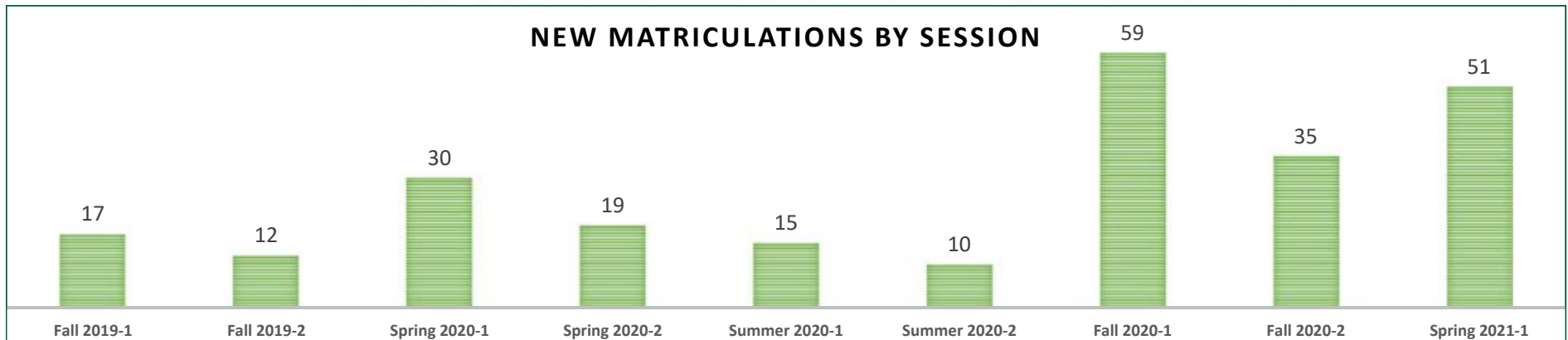
## Strengthen Academic Program and Service Quality

### *Branding Based on SP Steering Committee's findings:*

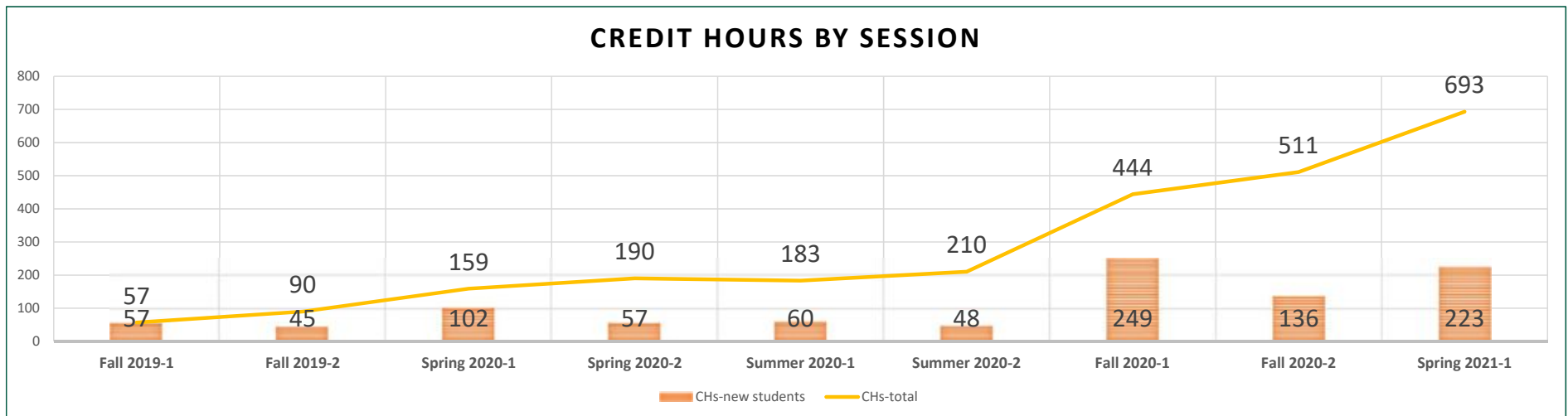
- Website – showcase location, seasons and opportunities
- Impact – transform students into professionals
- Focus – undergraduate program emphasis
- Faculty – priority workload: excellence in teaching
- Staff – shared responsibility, academic support, mentoring
- Classroom Experience – engaged, hands-on, interactive
- Marketing – advertising, materials, campaigns
  - FY21
    - digital marketing – Google adwords \$45,850; targeting ads \$25,500
    - systems grants – BSN marketing \$50,000; supplemental marketing \$50,000

## RN-BSN/Academic Partnerships Performance

### NEW MATRICULATIONS BY SESSION



### CREDIT HOURS BY SESSION





## RN-BSN/Academic Partnerships Analysis

	New headcount	remaining Fall 2020 Session 2	Average CHs taken	retention of new headcount to next session	retention of original headcount to third session	retention of original headcount to fourth session	retention of original headcount to fifth session	retention of original headcount to sixth session	retention of original headcount to seventh session	retention of original headcount to eighth session
2010 S1 (Fall 2019)	17	5	3.17	82.35%	76.47%	41.18%	29.41%	29.41%	35.29%	29.41%
2010 S2 (Fall 2019)	12	5	3.33	50.00%	41.67%	33.33%	33.33%	50.00%	41.67%	
2020 S1 (Spring 2020)	30	17	3.06	83.33%	53.33%	46.67%	60.00%	56.67%		
2020 S2 (Spring 2020)	16	10	3.45	50.00%	43.75%	62.50%	62.50%			
2030 S1 (Summer 2020)	15	7	3.59	86.67%	26.67%	46.67%				
2030 S2 (Summer 2020)	10	5	3.75	80.00%	50.00%					
2110 S1 (Fall 2020)	59	40	3.93	67.80%						
2110 S2 (Fall 2020)	35	35	4.09							
	194	124	3.55	71.45%	48.65%	46.07%	46.31%	45.36%	38.48%	29.41%





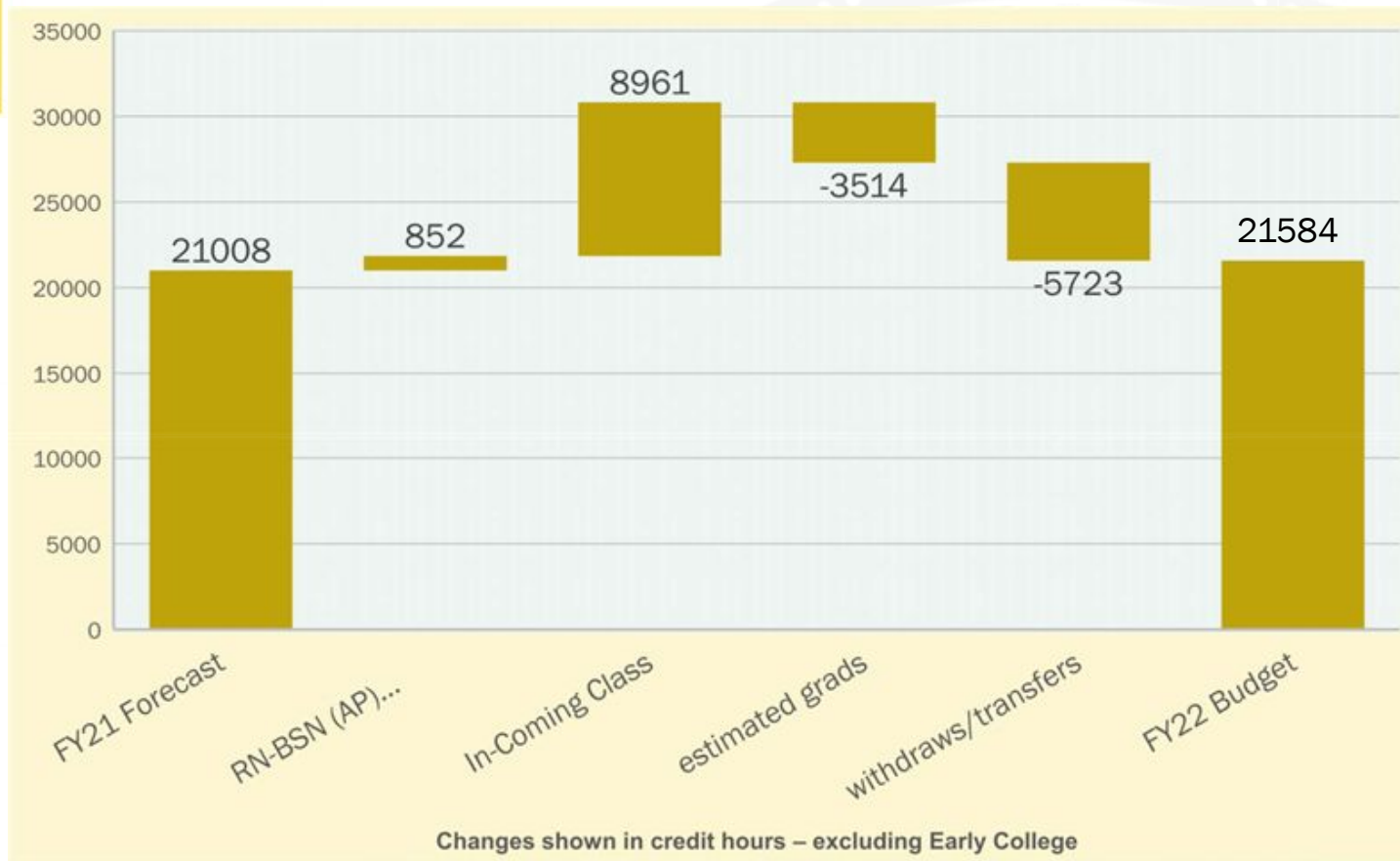
## RN-BSN/Academic Partnerships Forecasting

Grouped by start date	new matrics	summer- 1	summer- 2	fall-1	fall-2	spring-1	spring-2	TOTAL
COHORTS 1-6		76	83	118	106	101	82	566
COHORT 7 (Term 2110-Fall Session 1)		115	113	96	73	40	20	457
COHORT 8 (Term 2110-Fall Session 2)		63	63	62	52	40	20	300
COHORT 9 (Term 2120-Spring Session 1)	51	108	103	103	101	86	66	567
COHORT 10 (Term 2120-Spring Session 2)	20	51	35	33	33	32	27	210
COHORT 11 (Term 2130-Summer Sess 1)	15	53	38	26	25	25	24	191
COHORT 12 (Term 2130-Summer Sess 2)	10		36	25	17	16	16	111
COHORT 13 (Term 2210-Fall Session 1)	50			178	127	86	82	472
COHORT 14 (Term 2210-Fall Session 2)	20				71	51	113	235
COHORT 15 (Term 2220-Spring Session 1)	50					178	127	304
COHORT 16 (Term 2220-Spring Session 2)	20						71	71
FY22 CHs		466	470	640	605	655	648	3,484



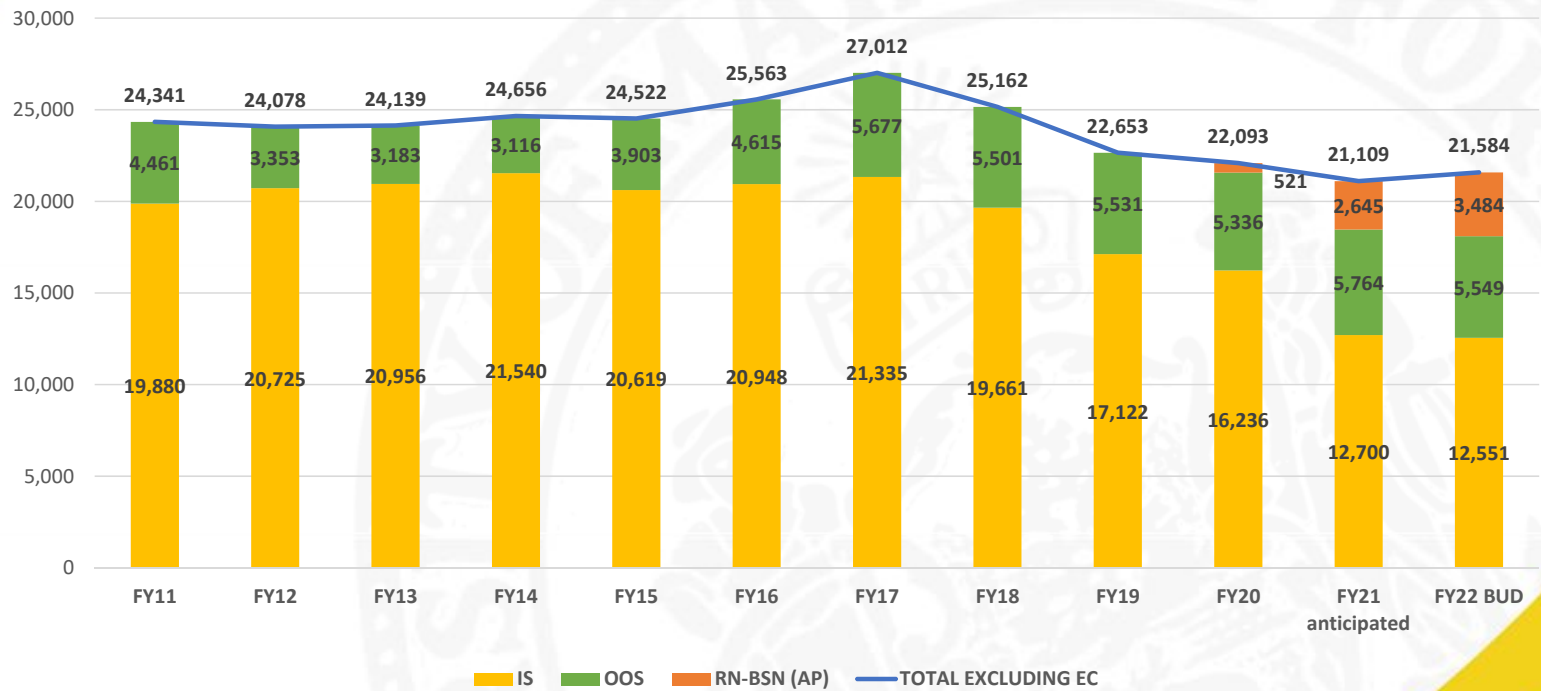


## Components of Change in Enrollment





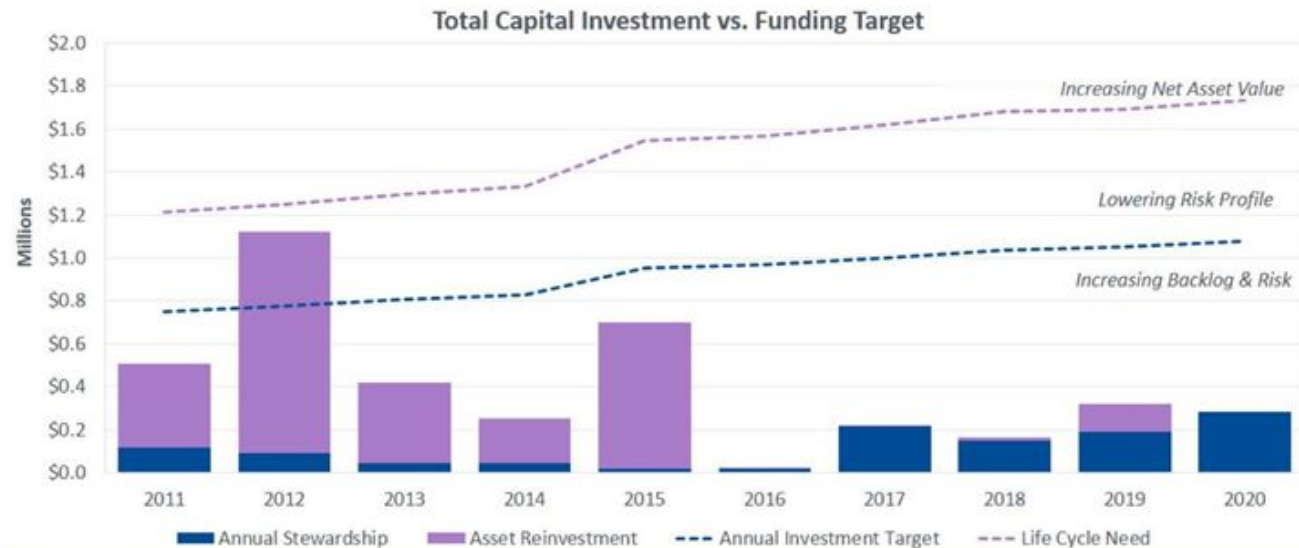
# 10-yr Undergraduate Credit Hour Comparison — TOTAL YEAR





# Sightlines

## UMFK: Capital Targets vs. Annual Performance



**sightlines**  
a GORDIAN company

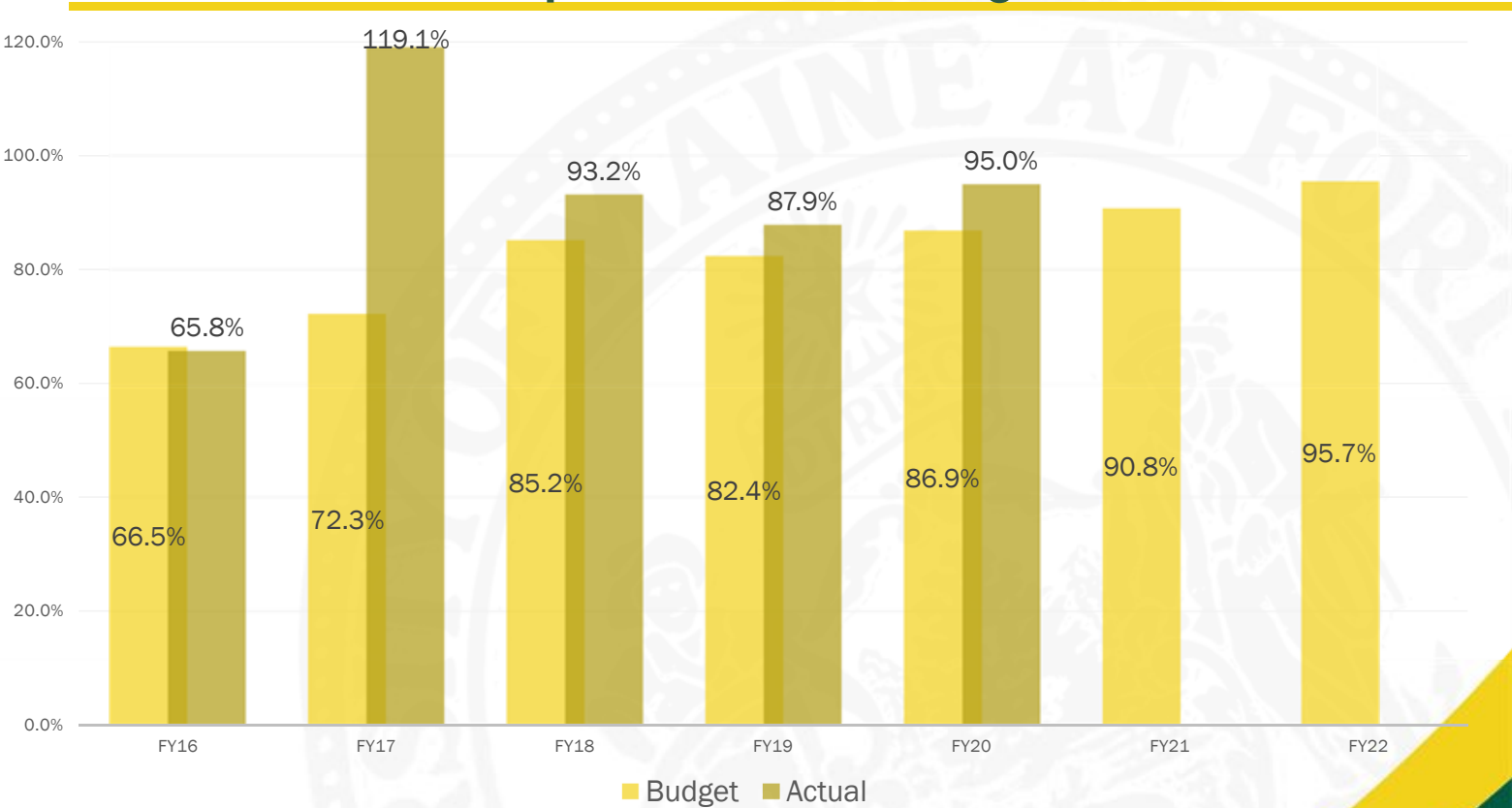
\*\*Excluding Infrastructure, Non-facilities, and New Space

5

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# Depreciation Funding





## Capital Funding

	E&G	Aux	Total
Capital Expenditures	337,842	0	337,842
Debt Service Principal	358,701	270,909	629,610
FY22 Capital Funding	696,543	270,909	967,452
FY21 Capital Funding	615,954	255,704	871,658
Increase in \$	80,589	15,205	95,794
Increase as a %	13.08%	5.95%	10.99%

Also utilized in FY21: 2018 State Bond proceeds \$2,990,000 – Renovation thru Replacement



## Capital Projects

### Projects Currently in Process:

#### Enrollment and Advancement Center (Renovation thru Replacement)



\$2.99M Bond Funding, \$259K FY21  
Budget

Four 2M BTU Propane Boilers –  
synchronized to heat loop automatically  
as needed (funded with efficiencies  
from prior years' projects)



### Capital Investments-FY22 funding:

Violette Wilderness Camp improvements  
(mostly foundation) - **\$75,000**

Replacement of original (1974) gymnasium floor and  
bleachers – **\$TBD** - phase I of funding \$500K project







3.9% of  
UMFK  
square  
footage

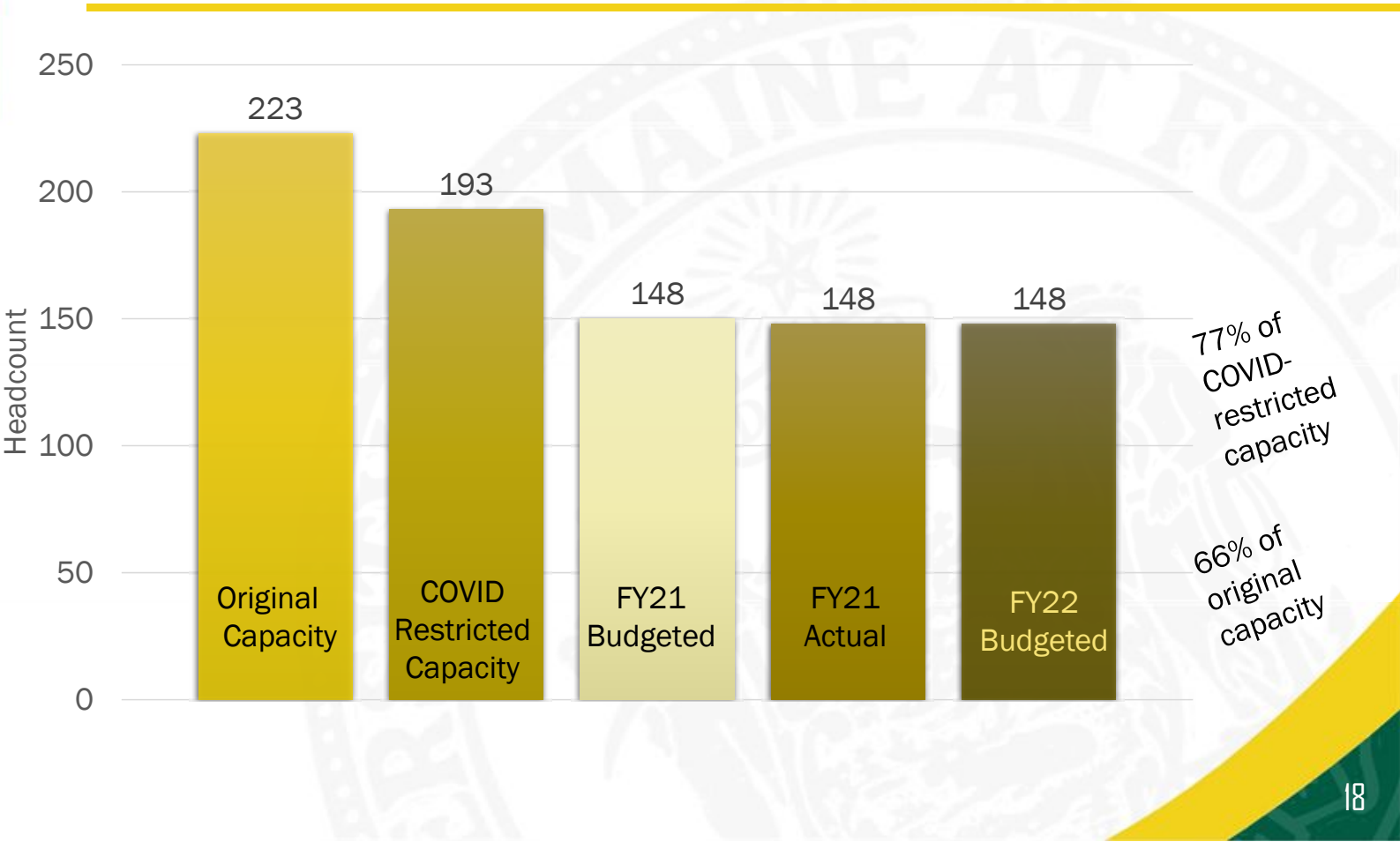
7.8% of Asset  
Reinvestment  
Need

## Space Reduction

MULTI-YEAR PLAN	Sq Ft	Asset Reinv. Need	NAV	Funding	Status
Madawaska House and Garage	4,745	\$888,517	26.4%	SRI - Rnd 1	DONE
St. David House	3,160	\$596,896	36.4%	SRI - Rnd 1	post EAC construction
Cyr House	<u>2,514</u>	<u>\$474,873</u>	36.4%	SRI - Rnd 2	post EAC construction
	10,419	\$1,960,286			
Enrollment and Advancement Center	<u>5,200</u>			\$2.9M Bond, \$259K campus	construction in progress
Renovation thru Replacement Net	5,219	\$1,960,286			
Kelly House	n/a	n/a	n/a	SRI - Rnd 1	razed and seeded, parking lot still in planning stage
Guy House	3,240	\$301,659	35.0%		
Haenssler Honors Center Garage	440	\$71,239	28.2%	SRI - Rnd 1	DONE
Blier Garage	<u>1,820</u>	<u>\$158,590</u>	46.0%		SOLD
Net square footage reduction	10,719	\$2,491,774			



# Residence Hall Occupancy







## Proposed Rate Changes

	FY21	FY22 proposed	increase	impact on IS student	impact on OS student	increase in revenue
Room	4,700	4,820	120	120	120	16,840
Board	4,050	4,150	100	100	100	14,325
IS Tuition	245	251	6	180	--	78,378
OS Tuition	392	402	10	--	300	50,370
				400	520	159,913



## Positions

NOTE: We are planning no layoffs. We are expecting retirements. As retirements occur, we will analyze needs and restructure where appropriate.

UMFK was lean on staffing before the pandemic, and some of the positions held vacant to present a balanced FY21 budget cannot be sustained any longer without causing irreparable, long-term damage to solve a short-term problem.

amounts shown do not include benefits

### POSITIONS HELD VACANT IN FY21:

Professor of Education and English

Associate Professor of Biology and Environmental Studies

Assistant Professor of Business - only .5 was held

Assoc Prof of Electronic Commerce swapped for Assoc Prof Business

Accounting Support Spclst CL2

Enrollment/IR - .5FTE, would like to expand to 1 FTE

Head of Technical Services Librarian

Media Services Technician CL2

Athletic Director

### NEW OR EXPANDED POSITIONS:

Computer Science Faculty

Financial Aid Director - expand from .3 FTE to 1 FTE\*\*

Mental Health Counselor

Academic Advisor

RN-BSN Professional Advisor

Pending Retirement - Acadian Archives Specialist

True Attrition (and \$2 rounding difference)

### TOTAL Positions vacant and held in attrition pending funding

Funded in FY22 Proposed Budget	Held Vacant (in Attrition) in FY22 Proposed Budget	In queue pending prioritization, review, and funding source
eliminated line		
	52,195	Queue
53,000		
53,000		
33,000		
80,000		
	38,982	Queue
	33,553	Queue
60,000		
55,000		
		Queue
		Queue
		Queue
		Queue
	38,570	Queue
	10,002	
	<b>173,302</b>	



## Major Budget Drivers — FY21 to FY22

F  
I  
X  
E  
D

### Revenue:

State Appropriation increase	\$39,291
Room revenue incr–full fall	\$70,438
Tuition rate increase	\$128,748

### Expenses:

Benefit rate increase	\$92,658
Contractual and reclass inc	\$115,500
Capital funding increases	\$95,794
Academic Partnerships comm	\$127,800

### Revenue:

Decrease from CH calcs	(\$90,658)
Room and board increase	\$31,165

### Expenses:

Filling essential positions	\$223,982
Partial restoration of travel – Athletics, employee development, essential conferences, etc.	\$183,838

F  
L  
E  
X  
I  
B  
L  
E



## E&G and Auxiliary Budgets

	E&G	Aux
Net Student Charges Revenue	6,505,251	1,151,495
State Appropriation	7,858,199	--
Other Revenues	333,400	92,944
Total Revenue	<u>14,696,850</u>	<u>1,244,439</u>
Personnel	9,887,300	356,653
Shared Services	2,089,035	--
All other expenses	3,014,243	1,387,237
Total Operating Exp & Trnsfrs	<u>14,990,578</u>	<u>1,743,890</u>
Add back Depreciation	775,864	234,767
Less Capital Expenditures	(337,842)	--
Less Debt Service Principal	(358,701)	(270,909)
	79,321	(36,142)
Net Change in Cash & Res Trnfrs	<u>(214,407)</u>	<u>(535,593)</u>



## Combined Operating Budget

		FY21 Original Submission	FY21 Final Submission	FY22 Proposed Budget	Change	
Revenue	Tuition & Fees	8,398,355	7,501,555	7,572,151	70,596	
	Dining & Residence	1,470,835	1,122,295	1,281,495	159,200	
	Less: Waivers/Scholarships	-1,699,349	-1,201,900	-1,196,900	5,000	
	Appropriation	8,600,477	7,818,908	7,858,199	39,291	State appropriation fell short of needed "right-sizing" calculated by funding model, \$781K and \$742K in FYs 21 and 22.
	Indirect Cost Recovery	35,000	35,000	37,500	2,500	
	Sales/Services/Other	373,750	404,781	388,844	-15,937	
	<b>Total Revenues:</b>	<b>17,179,068</b>	<b>15,680,639</b>	<b>15,941,289</b>	<b>260,650</b>	
Expenses	Personnel Expense	10,351,059	9,811,813	10,243,953	432,140	See details on slides Major Budget Drivers and Positions
	Fuel/Electricity	612,540	645,134	639,770	-5,364	
	Supplies/Services	1,514,600	1,709,644	1,825,387	115,743	Services includes a \$127,800 increase in commission to Academic Partnerships.
	Shared Services	2,089,035	2,089,035	2,089,035	0	
	Travel	400,060	159,300	343,138	183,838	
	Maintenance & Alterations	239,514	198,035	178,227	-19,808	
	Depreciation	959,782	959,782	1,010,631	50,849	
	Other Expenses	1,000,602	196,020	404,327	208,307	
	<b>Total Expense:</b>	<b>17,167,192</b>	<b>15,768,763</b>	<b>16,734,468</b>	<b>965,705</b>	Total expenses remain far below the original FY21 submission
Mod. Cash Flow	Operating Increase (Decrease)	11,876	-88,124	-793,179	-705,055	
	Add back Depreciation	959,782	959,782	1,010,631	50,849	
	Less Capital Expenditures	-259,000	-259,000	-337,842	-78,842	\$78,842 increase in capital spending=31%
	Less Debt Service	-612,658	-612,658	-629,610	-16,952	
	<b>Net Change:</b>	<b>100,000</b>	<b>0</b>	<b>-750,000</b>	<b>-750,000</b>	



# Key Performance Indicators (KPIs)

**Primary Reserve Ratio:** "... representing a ten-year high ... "

**Net Operating Revenues Ratio:** "... maintained positive ... for last four years with the current year rate of 6.72% being the highest ratio in the ten years presented."

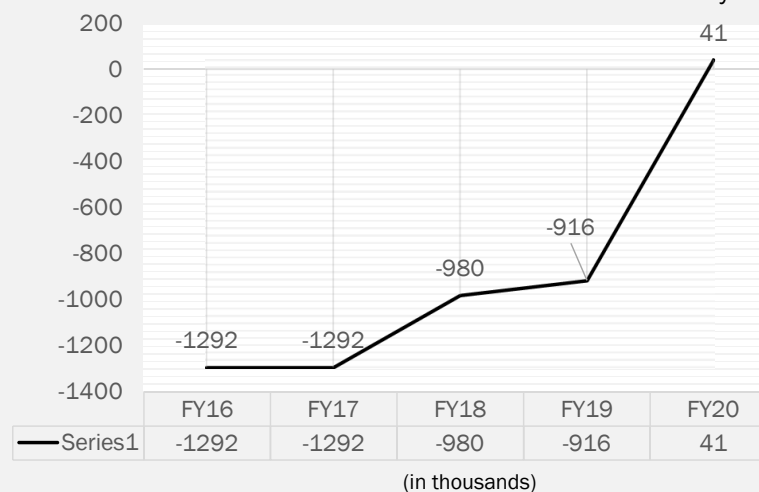
**Return on Net Position Ratio:** "... for each of the five most recent years ... a positive return from operations."

**Viability Ratio:** "... continued to improve ... "

COMPOSITE FINANCIAL INDEX



RESERVES  
Unrestricted Net Position - E&G and Auxiliary

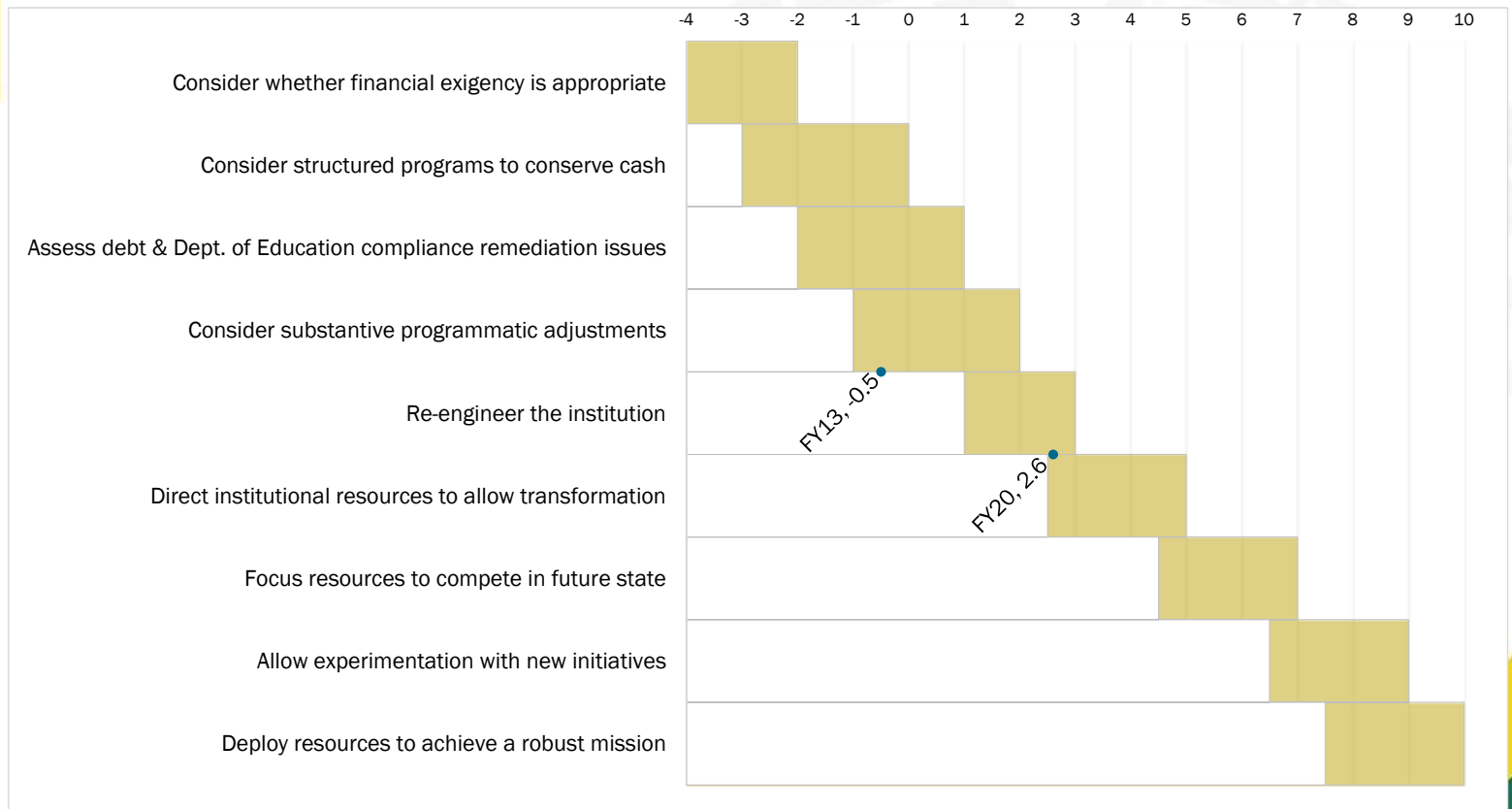


Quotes from 2020 Core Financial Ratios and Composite Financial Index UMS Officer of Finance and Treasurer December 2020



'The overlapping blocks of color represent the ranges of measurement that an institution may find useful in assessing itself. We have overlaid the scale with UMFK's lowest (FY13) and highest (FY20) CFI scores . . . '

## Composite Financial Index as an Action Item



Quote and chart from [2020 Core Financial Ratios and Composite Financial Index](#) UMS Officer of Finance and Treasurer December 2020





## FY2022 Budget First Reading FFT Committee

March 26, 2021

**Joan Ferrini-Mundy**, President

**John Volin**, Executive Vice President for Academic Affairs and  
Provost

**Kody Varahramyan**, Vice President for Research and Dean of  
the Graduate School

**Robert Dana**, Vice President for Student Life and Dean of  
Students

**Kimberly Whitehead**, Vice President and Chief of Staff

**Joanne Yestramski**, Interim Vice President for Finance and Chief  
Business Officer

**Daniel Qualls**, Vice President for Academic Affairs/Head of  
Campus (Machias)



1

University Priorities

2

Enrollment & Student Pricing

3

Unified Accreditation and  
UMaine/UMM Regional Campus  
Project

4

Key Performance Indicators

5

Capital

6

Residence Hall / Dining

7

CARES Part II

8

FY22 Proposed Budget

# 1 University Priorities



## **The University of Maine is unique as a research, land-sea-space grant institution.**

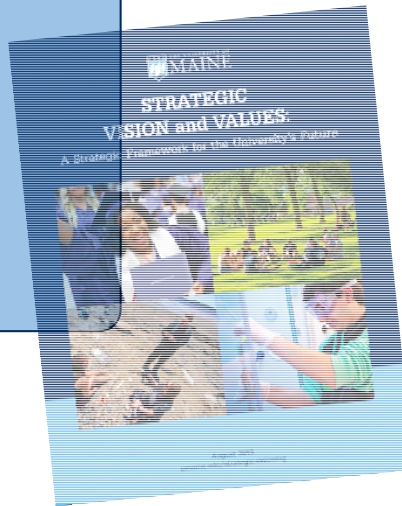
- The FY2022 budget process is inclusive, seeking ideas and sharing information widely.
- In FY2022 the regional campus in Machias is incorporated into the UMaine budget.
- New scenarios for growth and innovation, and new performance metrics for FY2022.



# All budget planning and execution happens within our strategic framework.

## Strategic Vision and Values

- Fostering Learner Success
- Creating and Innovating for Maine and Beyond
- Growing and Stewarding Partnerships



*UMaine 2025*

## Goal 1

- We will welcome and support all learners and engage them in experiential learning.
- We will create new knowledge and apply innovative research and scholarship to enrich lives.

## Goal 2

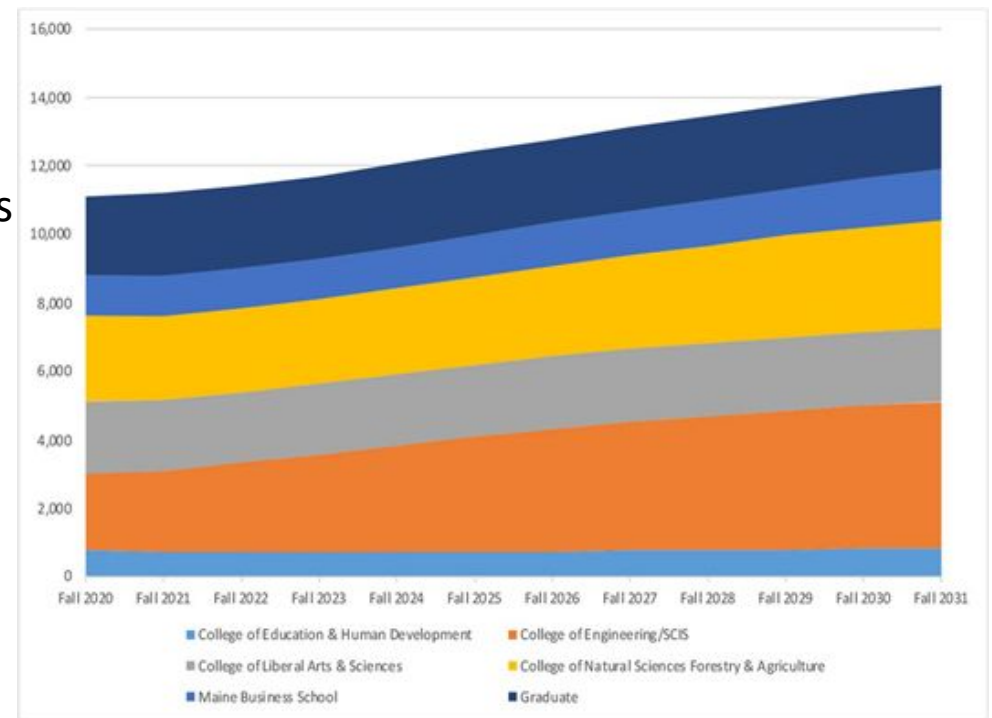
- We will grow and advance partnerships to catalyze the cultural, economic and civic future of Maine and beyond.
- We will optimize management of our infrastructure and enhance it to support the realization of our vision.
- We will communicate effectively with all stakeholders.

## Goal 3

- We will be recognized as a great place to work in Maine.
- Students will form a lifelong relationship with the university.

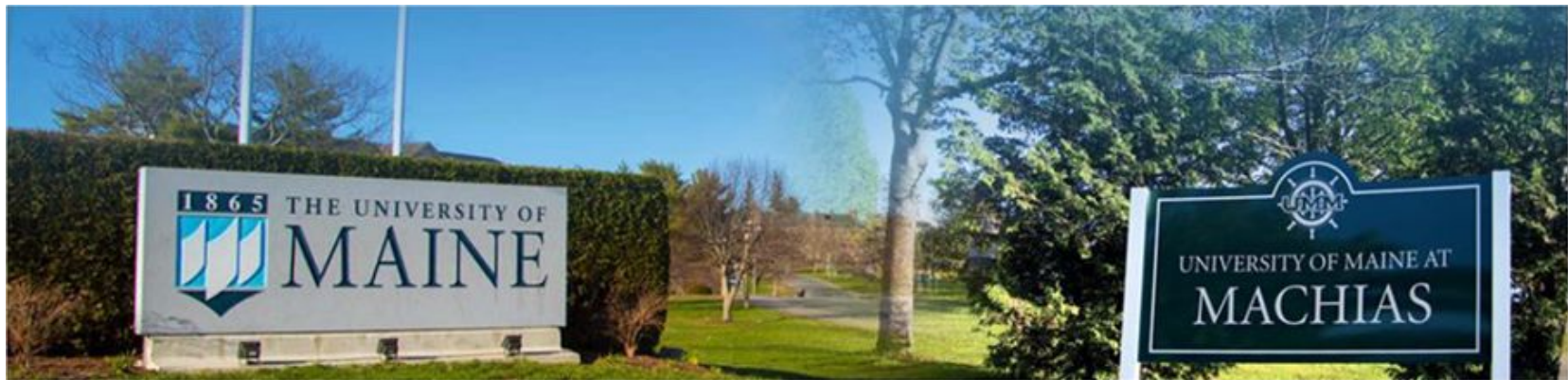
## UMaine has growth potential.

- UMS TRANSFORMS and unified accreditation
- Increased retention and enrollment
- Strong diversity, equity, and inclusion focus
- New corporate partnerships, Portland UMaine Research Gateway
- Entrepreneurial graduate programs
- Improved research reputation and diversified funding portfolio
- Enhanced communication and federal relations efforts



## We are moving to the next levels of the UMaine – UMM partnership.

- April 2016: University of Maine at Machias became a regional campus of the University of Maine.
- Partnership: Machias campus revitalization, increased enrollment, and operational efficiencies and economies of scale between the institutions.
- Integration: On July 1, 2021 UM and UMM's budget will be fully integrated.
- March 2021: Regional Partnership Project task force established.



## Our FY22 budget shows strategic investments for growth, with an initial E&G base budget total gap of \$11M.

Fixed costs	\$5M
Strategic investments	\$6M

- **\$2M** additional faculty and leadership for growth in engineering, business and computer science
- **\$2M** incentive-based reallocation of indirect cost recovery to expand research programs
- **\$450k** diversity, equity, and inclusion initiatives, including financial aid
- **\$200k** strategic software efficiency solutions for academic affairs and research operations
- **\$1.35M** seed funds for HAF match, Roux Institute partnership, Portland Gateway, and other growth opportunities, including student retention efforts

## Our multi-year goal is to invest in a growth plan and to break even by FY2024, including full funding of depreciation.

**\$11 million in additional revenue and cost reductions will result in breakeven cash flow budget in FY2022**

- Mandatory tuition and fee increase and differential tuition for high-cost programs **\$5.5M**
- Incremental net revenue from incentive-based graduate and summer programs **\$0.5M**
- Maximize deployment of restricted scholarships **\$0.5M**
- Strategic programs and position reductions; eliminations, reorganizations and realignments; reduce E&G subsidies **\$4.5M**

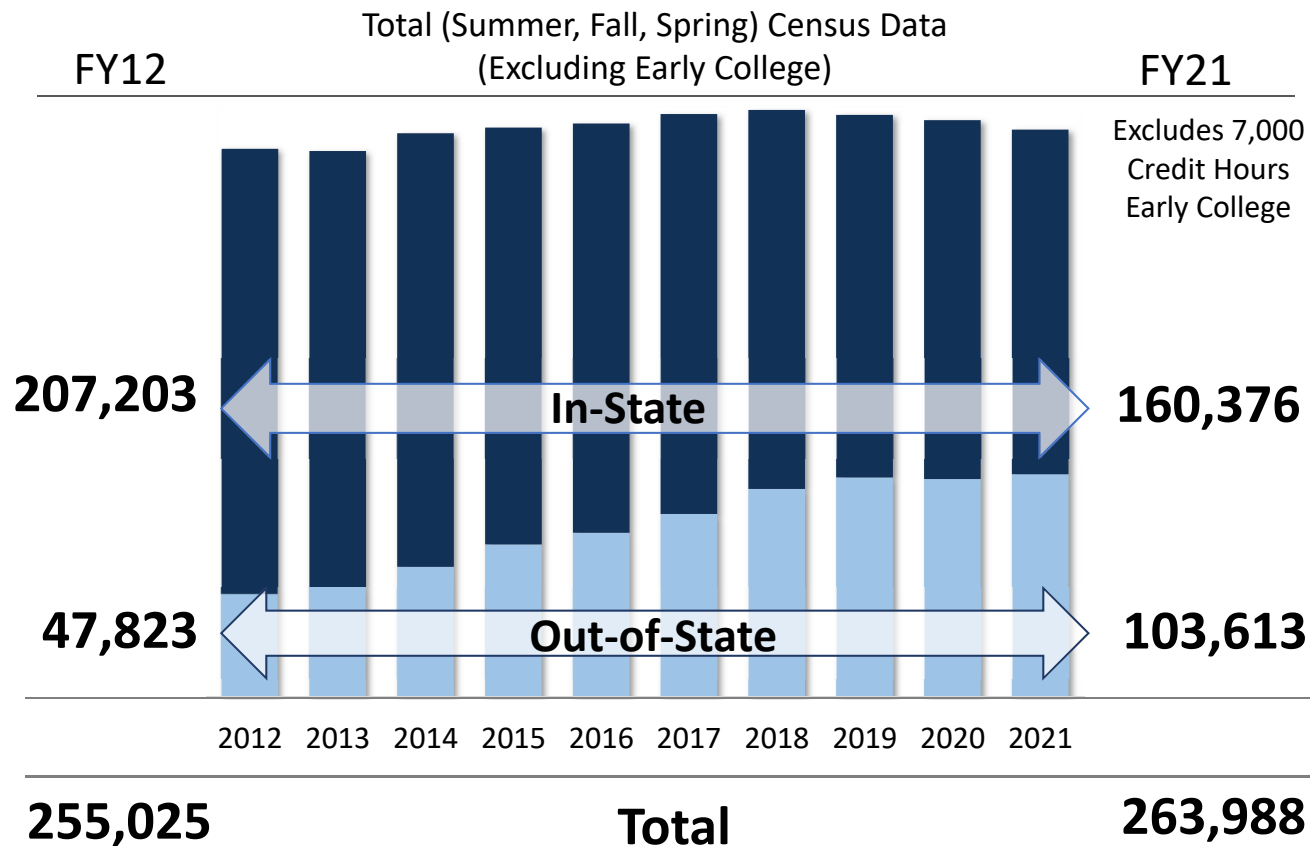


# 2

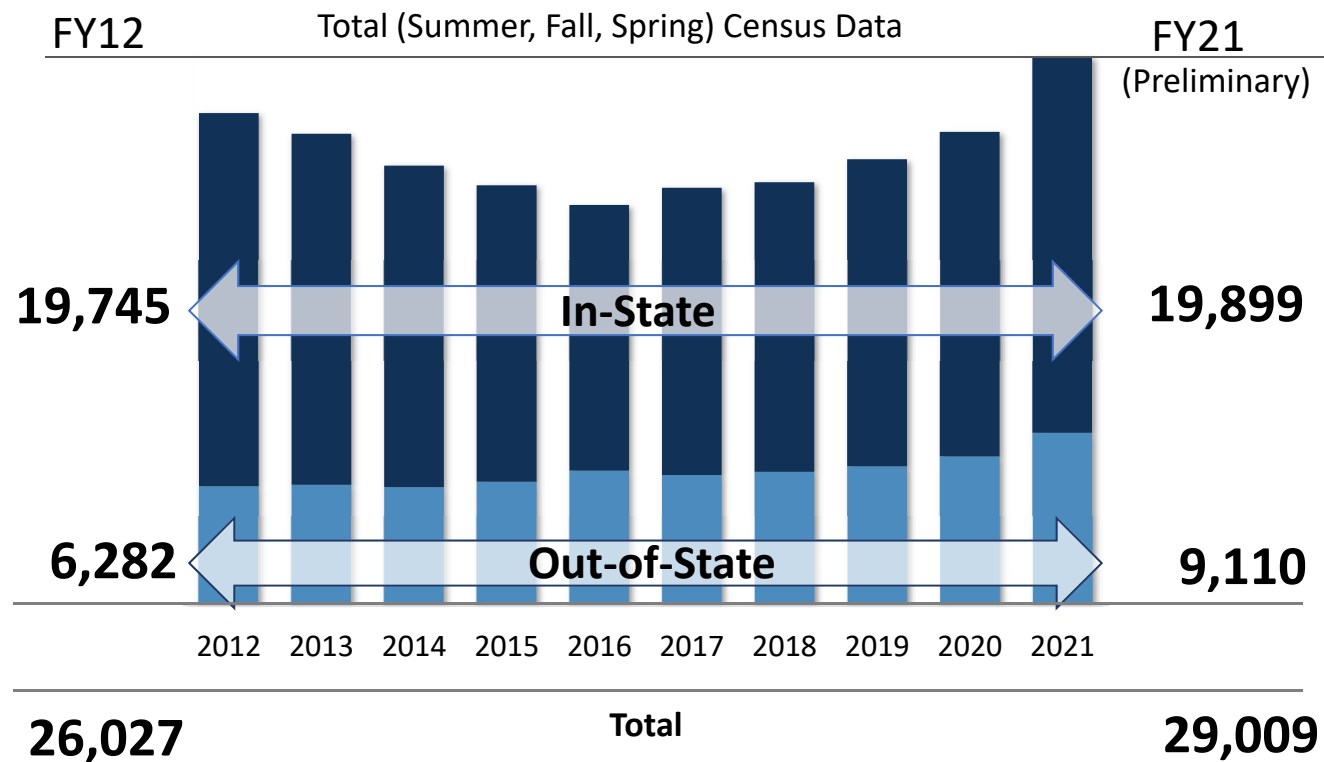
## Enrollment & Student Pricing



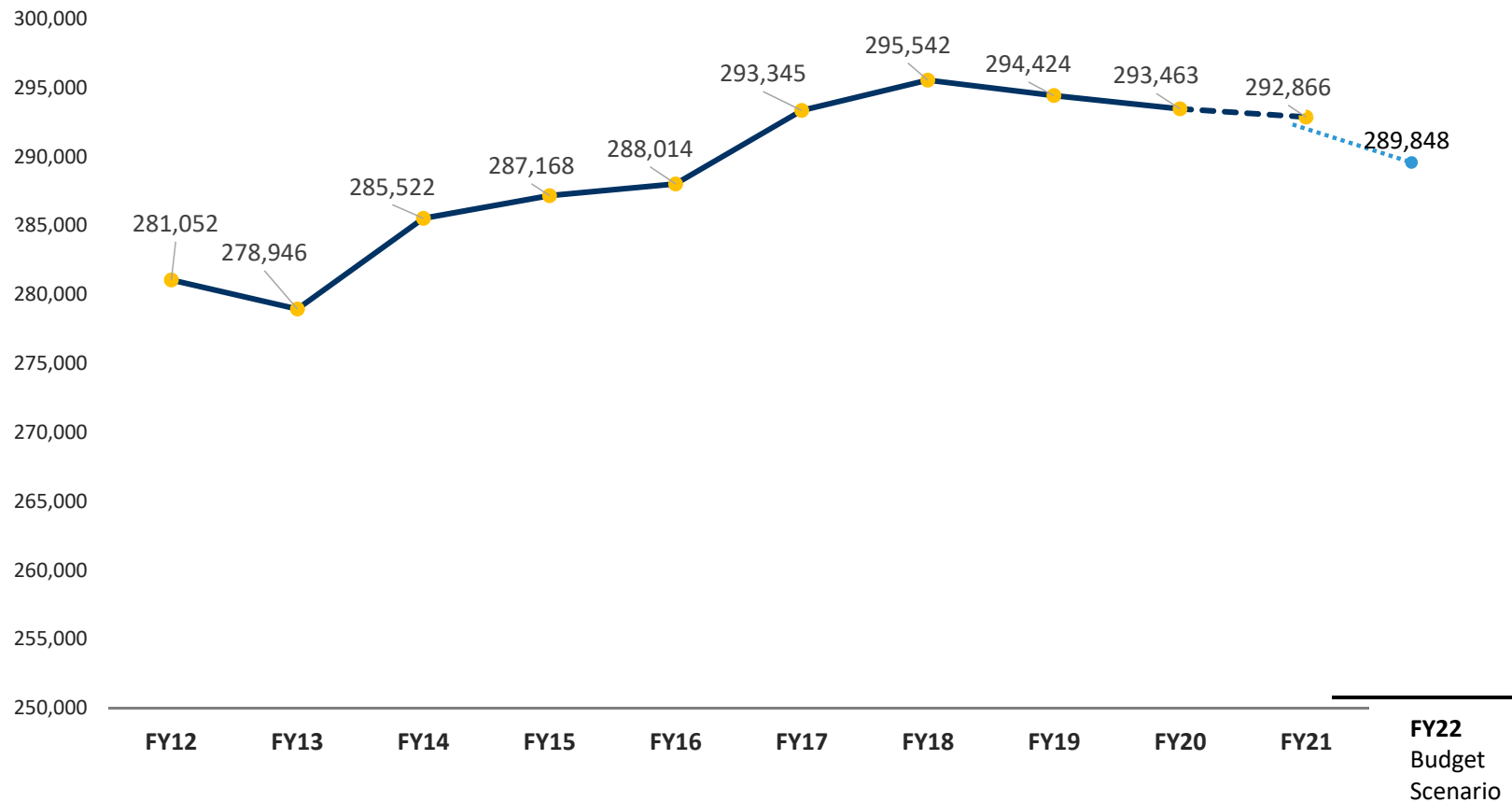
## Undergraduate student credit hours have increased 3% over a ten-year period.



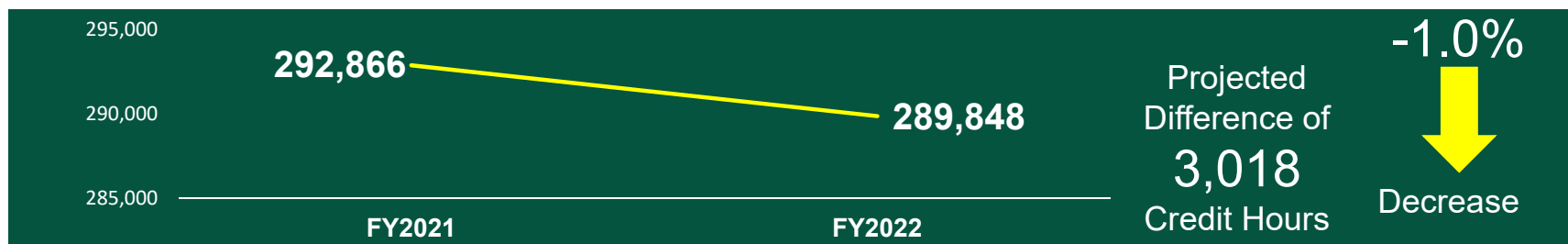
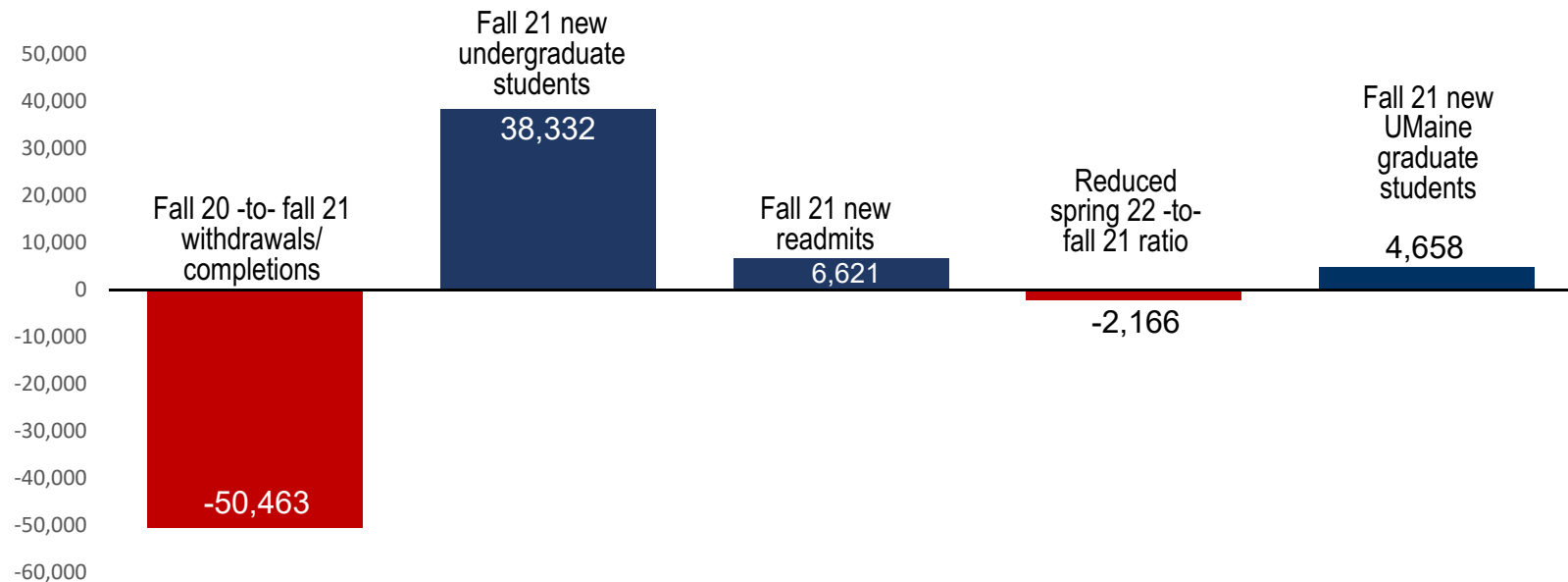
**Total graduate student credit hours have increased by 11% over a ten-year period.**



## We project a decline in total student credit hours. (Excludes Early College credit hours)



## The story of credit hour changes from FY2021-FY2022.



## We project nearly flat enrollment in our student FTEs.

	Fall 2019	Fall 2020	Fall 2021 Projected
<b>Undergraduate</b>			
In-State	5,524	5,277	5,232
Out-of-State	3,371	3,404	3,392
<b>Total</b>	<b>8,895</b>	<b>8,681</b>	<b>8,624</b>
<b>Graduate</b>			
In-State	780	864	943
Out-of-State	408	461	489
<b>Total</b>	<b>1,188</b>	<b>1,325</b>	<b>1,432</b>
<b>Total</b>	<b>10,083</b>	<b>10,006</b>	<b>10,056</b>

## We propose to consolidate separate student fees into a single tuition charge.

UMS Student Pricing task force studying restructuring of tuition and fees and ways of simplifying bills for transparency and cost savings



UMaine's average per credit hour rate for mandatory fees of approximately \$80 (for UMM, \$34) would be consolidated into the per credit hour tuition rate with the exception of two mandatory fees :

- *Student Activity fee* which is approved by the students
- *Technology fee* which will be designated to support campus technology and educational environment

**We propose to convert from a current UMaine course fees in selected engineering, business and nursing courses to an annual differential tuition in:**

- |               |       |
|---------------|-------|
| • Engineering | \$600 |
| • Business    | \$550 |
| • Nursing     | \$600 |

# Communication and discussion with students, including Student Government Association, is key to the success of this restructuring.

## UMaine's Tuition/fee roll up impact

	FY21 credit hour rate		Rolled up credit adj hour rate	FY22 credit hour rate, +2.5%	Student/ Technology annual fee	Annual tuition**
Undergraduate:						
in-state*	\$ 308	\$80	\$ 388	\$ 398	\$ 346	\$12,286
out of state	\$ 1,001	\$80	\$ 1,081	\$ 1,108	\$ 346	\$33,586
NEBHE	\$ 524	\$80	\$ 604	\$ 619	\$ 346	\$18,916
Graduate:						
in-state*	\$ 461	\$80	\$ 541	\$ 555	\$ 276	\$10,266
out of state	\$ 1,503	\$80	\$ 1,583	\$ 1,623	\$ 276	\$29,490
NEBHE	\$ 784	\$80	\$ 864	\$ 886	\$ 276	\$16,224

\*includes Canadians

\*\* 30 credits/year for undergrad; 18 credits/year for grad





# Communication is key to the success of this restructuring.

## UMM's Tuition/fee roll up impact

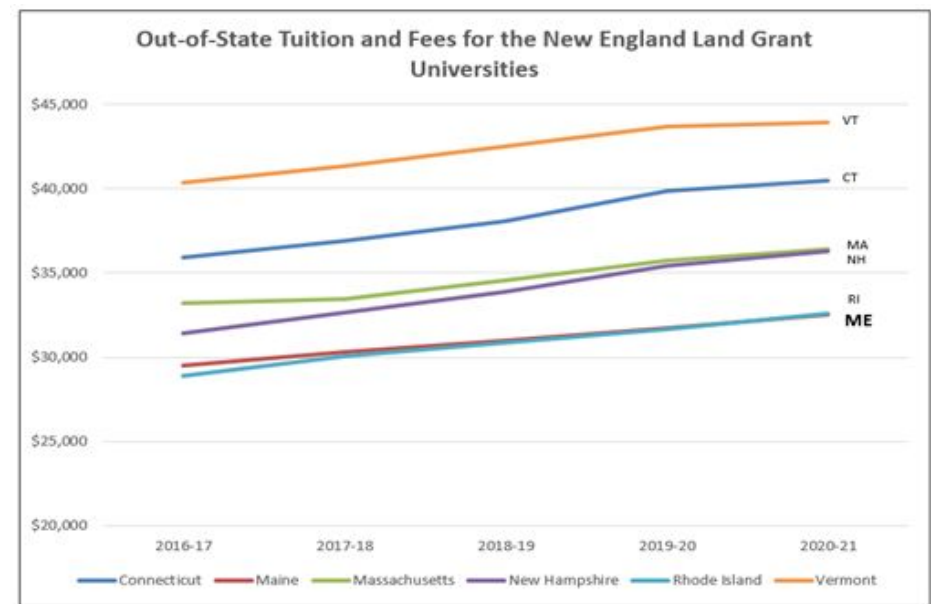
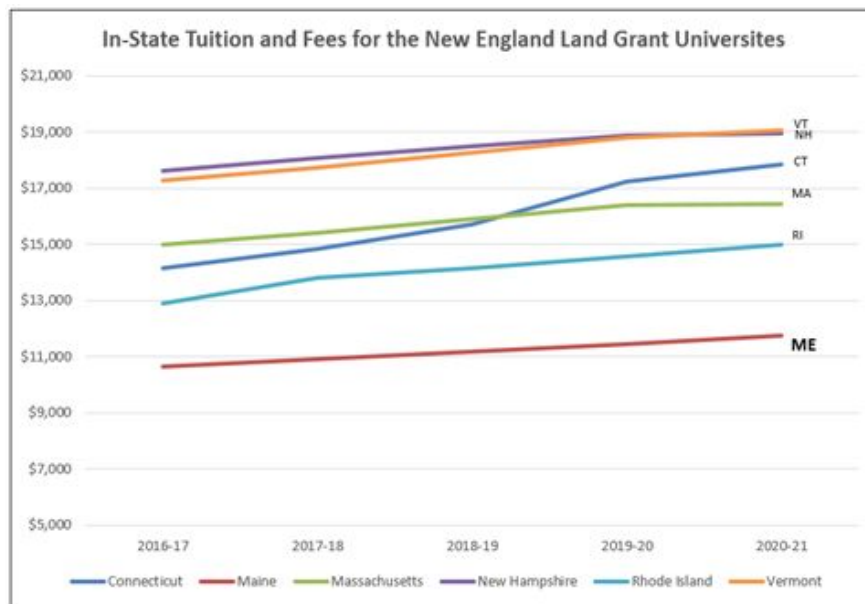


	FY21				Rolled up		FY22 credit	Student/	
	credit				credit		hour rate,	Technology	Annual
	hour rate			adj	hour rate		+2.5%	annual fee	tuition**
Undergraduate:									
in-state*	\$	245	\$	34	\$	279	\$	470	\$ 9,050
out of state	\$	490	\$	34	\$	524	\$	470	\$16,580
NEBHE	\$	392	\$	34	\$	426	\$	470	\$13,580

\*includes Canadians

\*\* 30 credits/year for undergrad

## UMaine's pricing is competitive and the lowest among New England land grant universities.



# 3

## Unified Accreditation and UMaine/UMM Regional Campus Project



## Major components of UM/UMM integration to be effective July 1, 2021.

- Academics
  - Aligned general education core
  - Single catalog initiative
  - Developing program merger pilots
- Shared and trained staff members from facilities and EOC
- Reduce administrative and academic support costs (such as licensing software, library subscriptions, etc.)
- Continuing to merge admissions, enrollment management, financial aid, and marketing
- New reporting lines and supervision with UMaine



## We are using unified accreditation to create relevant options for students, engage faculty, and grow research.

- **Joint NSFA academic programs**
  - agriculture (UMPI)
  - food systems (USM)
  - UMA to UM-NSFA bridge program
- **College of Education degree collaborations**
  - M.Ed. in Instructional Technology (UMF and USM)
  - M.Ed./Ed.S in Rural Educational Leadership (UMPI)
  - MS in Athletic Training (UMPI and USM)
  - Master's (4+1) in Special Education (UMA and UMM)
- **Fogler Library initiatives**

- **Innovation and Economic Development and Portland UMaine Research Gateway**
  - Expanding Top Gun, I-Corps and MIRTA
  - Research learning experiences, 1st year experiences through internships/co-ops
  - MS in Data Science and Engineering
- **Maine College of Engineering, Computing, and Information Science**
  - UMaine College of Engineering
  - UMaine School of Computing and Information Science
  - USM Department of Engineering
- **UMaine Research Faculty Affiliates Program**

# 4

## Key Performance Indicators





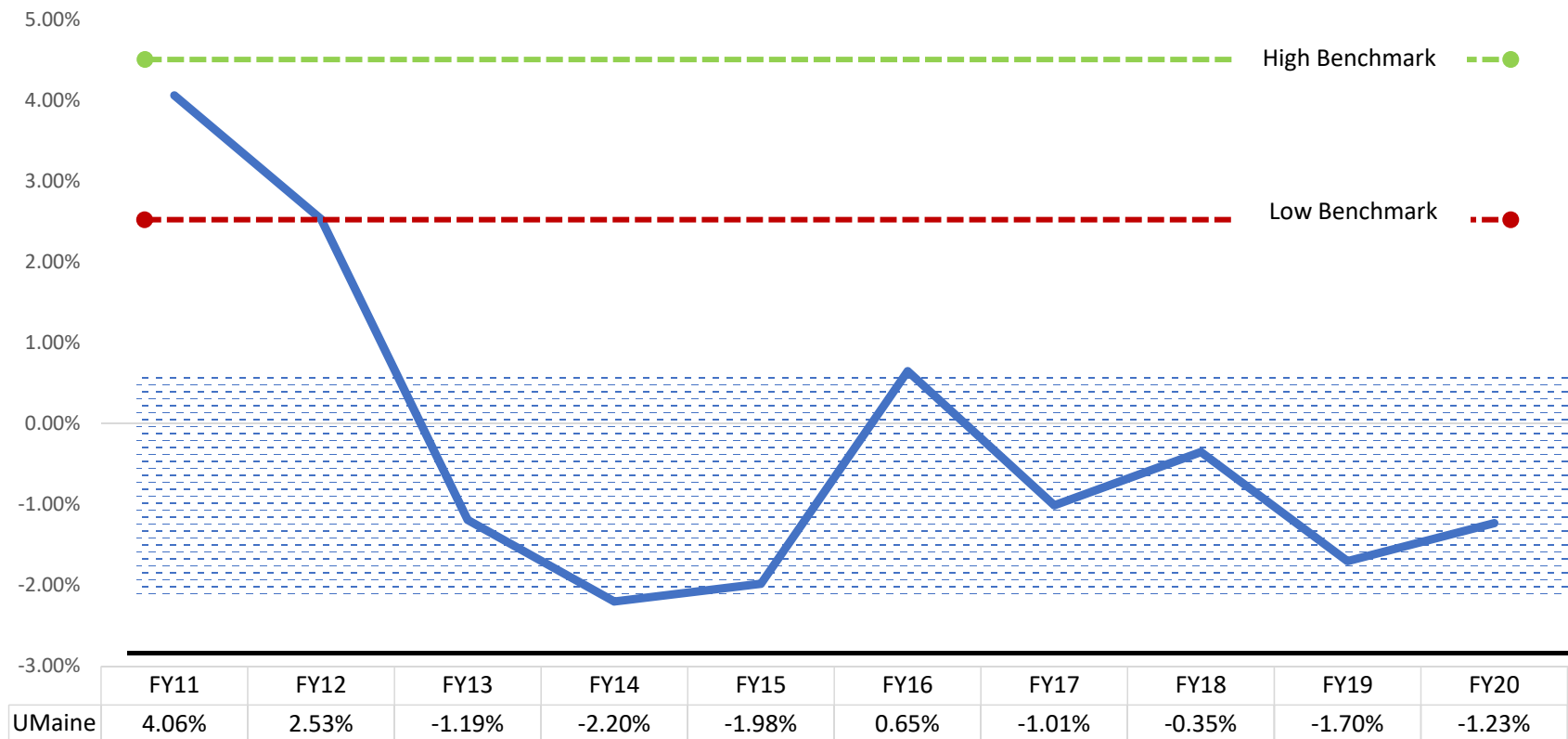
## UMaine is developing plans for a robust and sustainable financial future.

- Target positive operating margins by FY24 and rebuild reserves through multiyear planning
- Fully fund depreciation by FY2024
- Plan for strategic growth and revenue generation
- Accelerate growth through enrollment and retention based on UMS TRANSFORMS
- Develop rolling capital master plan and enable with debt capacity (positive viability ratio)
- Use *Strategic Vision and Values*, *Define Tomorrow*, and *UMaine 2025* to be a more efficient and relevant university for the future
- Incorporate fundraising for UMM and expand corporate and philanthropic fundraising with UMaine Foundation
- Launch entrepreneurial graduate programs



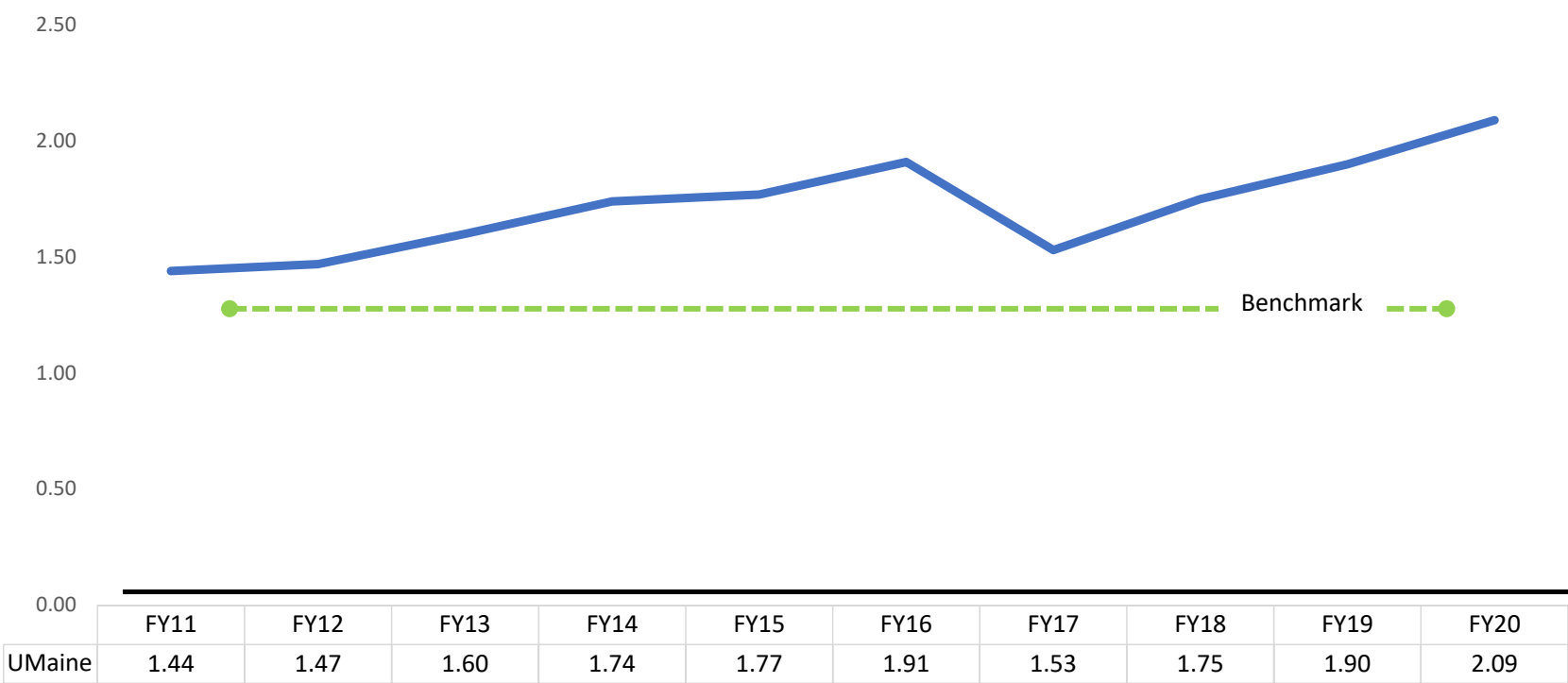
24

**Our goal is to bring our net operating revenues ratio to 0 by FY2024.**





Our goal is to maintain increasing trend on the viability ratio.



# **We are proposing additional UMaine-specific KPIs appropriate to our research and land-sea-space-grant missions.**

## **Alignment with University of Maine System priorities**

- Measures of workforce readiness and economic development contribution
- Innovations using unified accreditation
- Diversity, equity, and inclusion indicators
- Milestones in implementing UMS R&D plan
- Enrollment metrics
- Student success and completion metrics
- Indicators of fiscal positioning
- Maine impacts through research and economic development

## **Alignment with University of Maine *Strategic Vision and Values***

- Fostering learner success
- Discovering and innovating
- Growing and advancing partnerships

- **Research and graduate education**
- **Innovation and economic development**
- **Outreach and partnerships**
- **Student success**
- **Student, faculty, and staff climate**

# These performance metrics are typically tracked at research universities.

## Research and graduate education (including for HERD and Carnegie rankings)

- R&D expenditures per number of faculty
- R&D expenditures in Science and Engineering
- R&D expenditures in non- Science and Engineering
- Number of R&D staff with doctoral degrees
- Number of STEM doctoral degrees awarded
- Number of social sciences doctoral degrees awarded
- Number of humanities doctoral degrees awarded
- Number of other doctoral degrees awarded

## Innovation and economic development

- Number of invention disclosures
- Number of patents filed
- Number of patents awarded
- Number of technology licenses
- Revenue from IP generation

## Student success

- Retention, graduation rates, post-graduation employment
- % of students who conducted research with faculty

## Student and Faculty Climate

- Perceptions as measured by climate surveys (e.g., Great Colleges to Work, National Survey of Student Engagement, DEI-focused campus climate survey)

## Outreach

- Number of Cooperative Extension-related activities, participants, and locations
- Number of K-12-related activities, participants, and locations

## MEIF return on investment:

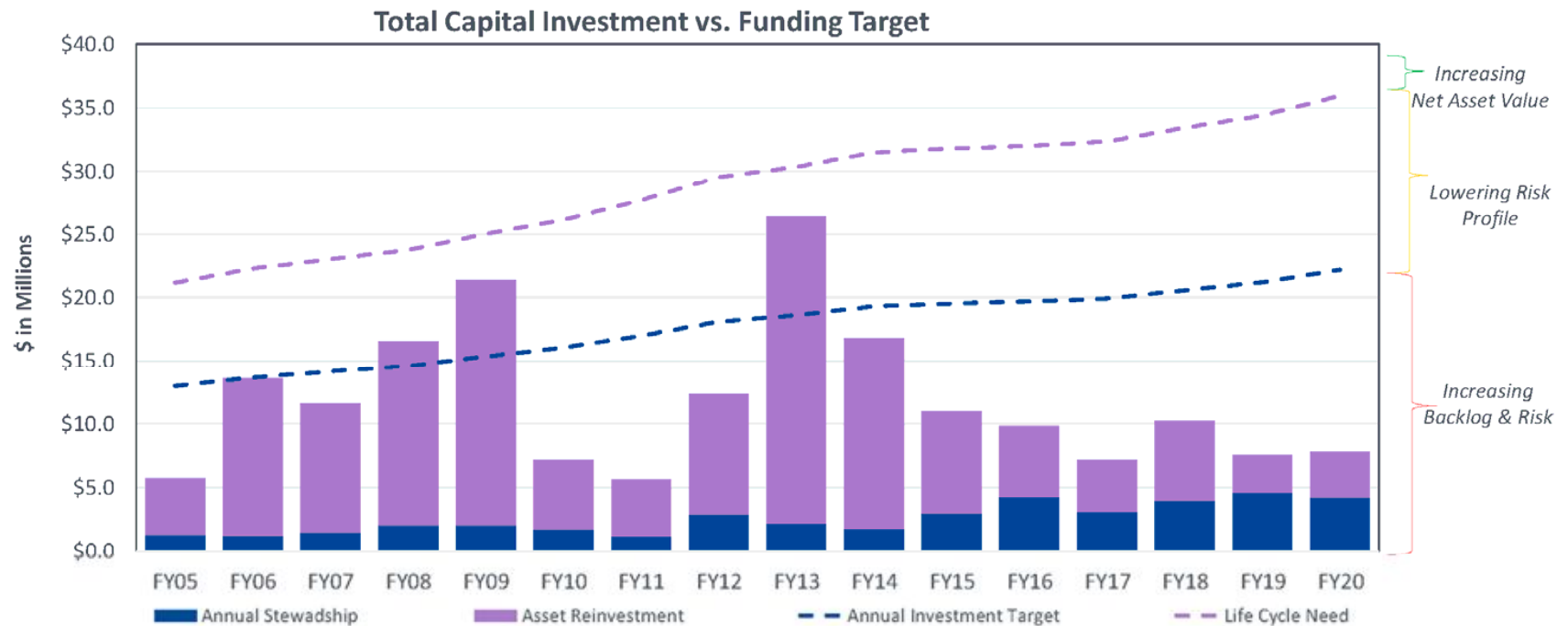
- External dollars leveraged
- Number of FTEs leveraged
- Number of graduate students supported
- Number of undergraduate students supported

# 5

## Capital



## UMaine combined investment below Sightlines' annual investment target over the 7 years totals \$72M.



# **We have renewed attention to capital planning for FY2022.**

## **Space committee appointed to help manage unprecedented capital growth, and space considerations.**

- Complete \$78 million Ferland Engineering, Education and Design Center to open Fall 2022
- FY22 operating budget will fund a 25% increase in capital (\$7.2M)
  - Increase from 47% to nearly 56% funding of depreciation
- Updated Rolling Campus Master Plan to include:
  - UMS TRANSFORMS projects (Engineering, Computing & Information Science, Graduate and Professional Center and Athletics)
  - Research expansion (e.g. GEM facility)
  - UM Energy Center (new power plant)
  - Deferred maintenance and space reduction
  - Public, private partnerships (potential)
  - Renovation and renewal of residence halls
- Determining funding opportunities: debt capacity, state and federal, P3, outsourcing, fundraising including Alfond gift, operating cash flow



## We are considering UMaine Space Reduction Task Force recommendations made in 2020.

	Timing (years)	# of structures	Sq Ft (000)	Preliminary Estimates				UMS space reduction program funding	UM costs minus space reduction program funding
				Demolition	Relocation	Replacement	Total Cost		
Removal	now	10	27.7	\$ 1,054,840	\$ 196,250	\$ 0	\$ 1,251,090	\$ 981,457	\$ 269,633
	1-3	11	96.8	557,535	704,820	0	1,262,355	940,245	317,210
	3-5	23	105.2	1,540,510	703,700	0	2,244,210	1,685,833	415,017
<b>Subtotal</b>		<b>44</b>	<b>169.7</b>	<b>3,152,885</b>	<b>1,604,770</b>	<b>0</b>	<b>4,757,655</b>	<b>3,607,535</b>	<b>1,001,860</b>
Downsize & Modernize	1-3	1	1.2	12,000	30,000	120,000	162,000	141,333	20,667
	3-5	8	24.9	138,770	591,450	2,980,200	3,710,420	2,733,423	976,997
	<b>Subtotal</b>		<b>9</b>	<b>150,770</b>	<b>621,450</b>	<b>3,100,200</b>	<b>3,872,420</b>	<b>2,874,756</b>	<b>997,664</b>
Major Capital Projects							0		
	TBD	4	108.6	6,497,000	2,714,500	68,832,000	78,043,500	2,800,000	75,243,500
							0		
<b>Total</b>		<b>57</b>	<b>304.4</b>	<b>\$ 9,800,655</b>	<b>\$ 4,940,720</b>	<b>\$ 71,932,200</b>	<b>\$ 86,673,575</b>	<b>\$ 9,282,291</b>	<b>\$ 77,243,024</b>



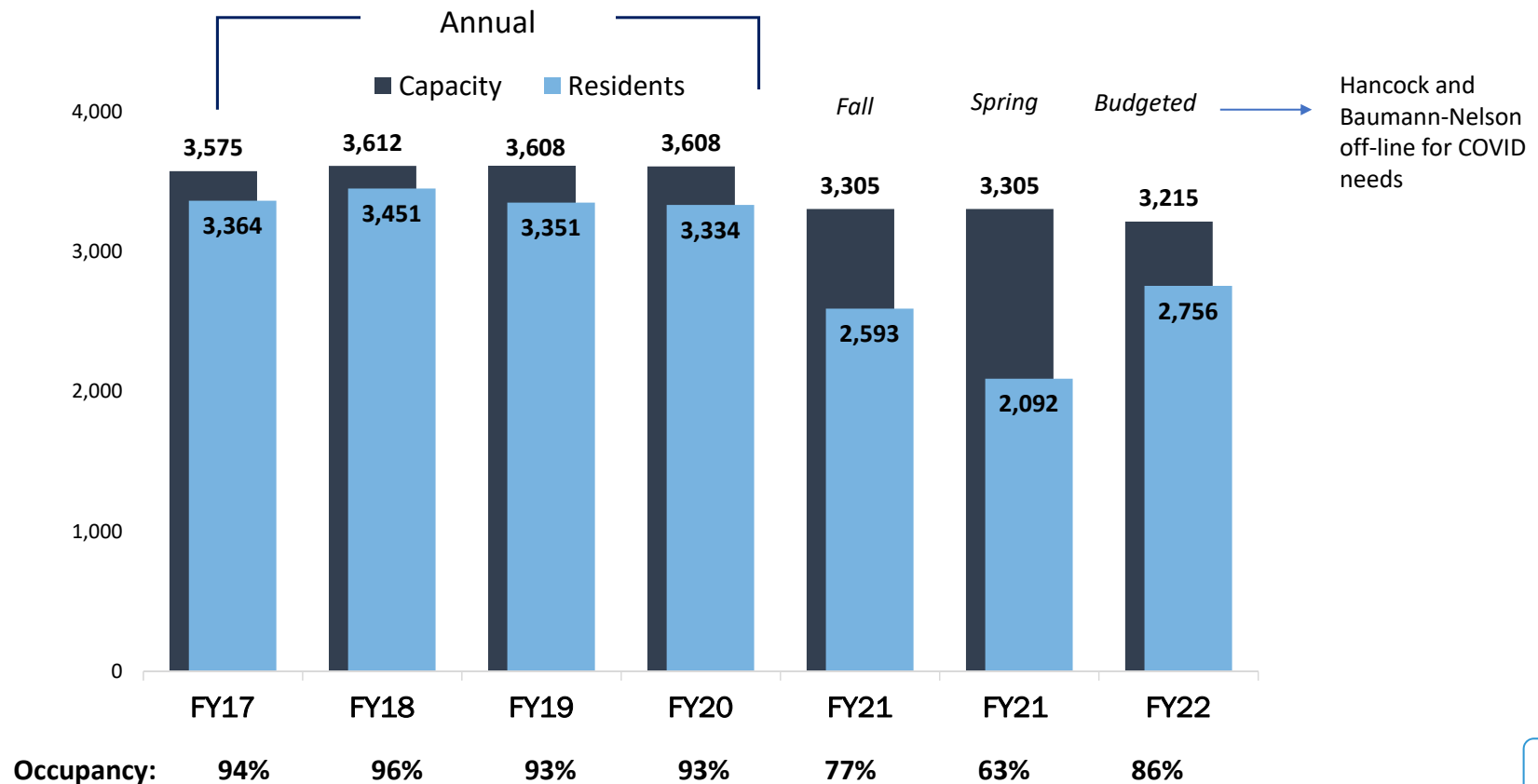
# 6

## Residence Hall / Dining

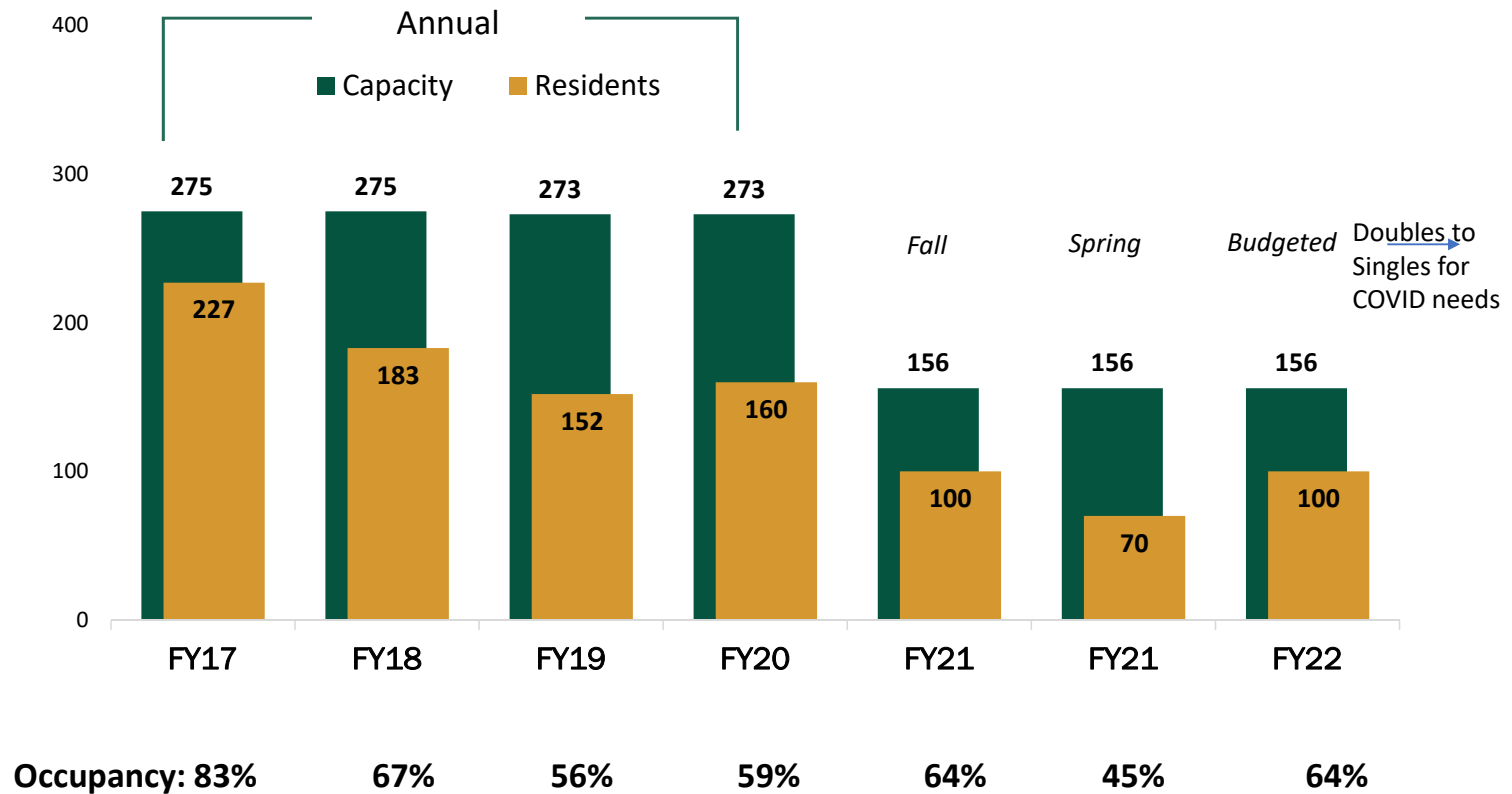




**Because of the pandemic we are below our typical residence hall capacity at UMaine. We project an increase for Fall 2021.**



**Because of decreased enrollments and the pandemic, we are below residence hall capacity at UMM.**



## We propose increased room and board rates at UMaine and UMM.

UMaine Room & Board Rates		FY21 Current	FY22 Proposed	\$ Increase	% Increase
Room		\$5,670	\$5,814	\$144	2.5%
Board		\$5,302	\$5,460	\$158	3.0%
Total		\$10,972	\$11,274	\$302	
Average % Increase					<b>2.8%</b>

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UMM Room & Board Rates		FY21 Current	FY22 Proposed	\$ Increase	% Increase
Room		\$4,726	\$4,980	\$254	5.4%
Board		\$4,861	\$4,983	\$122	2.5%
Total		\$9,587	\$9,963	\$376	
Average % Increase					<b>3.9%</b>

## **We are adjusting our strategies for auxiliary operations at UMaine.**

- Reduce capacity in dining operations to match residence hall occupancy (close Wells Commons residential dining and repurpose facility)
- Introduce additional services including delivery, etc.
- Review all auxiliary operations and consider outsourcing opportunities
- Merge operations under one unit to gain efficiencies and maximize revenue opportunities
- Develop multi-year plan for residential capacity to accommodate enrollment growth model
- Initiate renovation and renewal of residential halls

# 7

## CARES Part II



## CARES Part II: All new CARES Act funding will be used for FY2021.

- Funding is more flexible than CARES Part I, including reimbursements for COVID expenses and lost revenue
- Estimated relief to UMaine is **\$12.8M**
  - **\$3.9M** will go directly to students, including doctoral thesis and international students pending
  - **\$8.9M** will fund COVID expenses and net revenue losses
- Year-to-date COVID expenses: **\$2.3M**
- Estimated net revenue loss FY2021 from Auxiliary and Educational Sales & Services: **\$15M**
- Estimated net revenue loss FY2021 from Research: **\$19.8M**

# 8

## FY22 Proposed Budget

## E&G proposed break even budget

(\$ in thousands)

		FY21	FY22	\$ Change	Explanation
<b>Revenue</b>	Tuition & Fee Revenue	\$ 182,190	\$ 189,428	\$ 7,238	enrollment, tuition increase, summer program growth
	Tuition Waivers/Scholarships	(62,825)	(62,525)	300	shift to restricted
	<b>Net Tuition</b>	<b>119,365</b>	<b>126,903</b>	<b>7,538</b>	
	State Appropriation	89,427	89,876	449	SA increase for capital expenditures
	Indirect Cost Recovery	9,831	11,831	2,000	increased research activity
	Investment Income/Gifts	953	953	-	
	Sales/Services/Auxiliary	14,653	14,653	-	
	<b>Total E&amp;G Revenue</b>	<b>234,229</b>	<b>244,216</b>	<b>9,987</b>	
<b>Expense</b>					P&T; benefit increase; add'l faculty and leadership growth in Engineering, Business and Computer Science
	Personnel	154,593	156,145	1,552	
	Fuel & Electricity	10,277	10,340	63	
	Supplies & Services	15,582	15,424	(157)	
	Shared Services	22,014	22,053	39	
	Travel	2,799	2,810	11	
	Memberships, Contributions & Sponsorships	380	359	(21)	
	Maintenance & Alterations	4,885	4,935	50	
	Interest	552	489	(63)	
	Depreciation	17,304	16,721	(583)	
					Incentive based reallocation of indirect cost recovery to grow research programs
					Diversity Equity and Inclusion
	Other Expenses & Transfers	20,851	23,999	3,148	Seed funds for HAF match and other growth opportunities
	Unassigned Budget	-	-	-	
	<b>Total E&amp;G Expense</b>	<b>249,236</b>	<b>253,274</b>	<b>4,038</b>	
	<b>Operating Increase (Decrease)</b>	<b>(15,008)</b>	<b>(9,059)</b>	<b>5,949</b>	
<b>Modified</b>	Add Back Depreciation	17,304	16,721	(583)	
<b>Cash Flow</b>	Less Capital Expenditures	(5,258)	(6,039)	(781)	5% increase + incremental SA
	Less Debt Service Principal	(1,557)	(1,623)	(66)	
<b>Reserve</b>	<b>Net Change Subtotal</b>	<b>(4,519)</b>	<b>-</b>	<b>4,519</b>	
<b>Transfers</b>	Transfer from Reserve	4,519	-	(4,519)	
	<b>Net Change in Cash &amp; Reserve Transfers</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	



## Our FY22 budget shows strategic investments for growth, with an initial E&G base budget total gap of \$11M.

Fixed costs	\$5M
Strategic investments	\$6M

- **\$2M** additional faculty and leadership for growth in engineering, business and computer science
- **\$2M** incentive-based reallocation of indirect cost recovery to expand research programs
- **\$450k** diversity, equity, and inclusion initiatives, including financial aid
- **\$200k** strategic software efficiency solutions for academic affairs and research operations
- **\$1.35M** seed funds for HAF match, Roux Institute partnership, Portland Gateway, and other growth opportunities, including student retention efforts

## Budget solutions are strategic, not across-the-board cuts.

**Gap, including strategic investments, \$11M**

- Mandatory tuition and fee increase and differential tuition for high-cost programs **\$5.5M**
- Incremental net revenue from incentive-based graduate and summer programs **\$0.5M**
- Maximize deployment of restricted scholarships **\$0.5M**
- Strategic programs and position reductions; eliminations, reorganizations and realignments; reduce E&G subsidies **\$4.5M**

## Auxiliary proposed break even budget

(\$ in thousands)

		FY21	FY22	\$ Change	Explanation
<b>Revenue</b>	Dining Revenue	\$ 14,677	\$ 18,627	\$ 3,950	residents: UM 2,756; UMM 100
	Residence Revenue	15,441	18,584	3,144	UM 2.8% increase; UMM 3.9% increase
	Less: Tuition Waivers/Scholarships	(1,368)	(1,409)	(41)	UM 2.8% increase; UMM 3.9% increase
	Sales/Services/Auxiliary	12,530	11,978	(552)	reduction in Catering, retail sales, no summer camps
	<b>Total Revenue</b>	<b>41,280</b>	<b>47,780</b>	<b>6,500</b>	
<b>Revenue</b>	Personnel	18,139	18,400	261	
	Fuel & Electricity	3,604	3,530	(74)	
	Supplies & Services	10,459	10,348	(112)	
	Travel	69	39	(31)	
	Memberships, Contributions & Sponsorships	14	14	(0)	
	Maintenance & Alterations	2,653	2,646	(7)	
	Interest	1,716	1,591	(125)	
	Depreciation	4,228	4,157	(71)	
	Other Expenses & Transfers	6,242	7,157	915	
	Unassigned Budget	-	-	-	
	<b>Total Auxiliary Expense</b>	<b>47,124</b>	<b>47,881</b>	<b>757</b>	
	<b>Operating Increase (Decrease)</b>	<b>(5,843)</b>	<b>(100)</b>	<b>5,743</b>	
<b>Modified</b>	Add Back Depreciation	4,228	4,157	(71)	
<b>Cash Flow</b>	Less Capital Expenditures	(586)	(207)	379	
	Less Capital Reserve Funding	-	(1,001)	(1,001)	
	Less Debt Service Principal	(2,784)	(2,849)	(65)	
<b>Reserve</b>	<b>Net Change Subtotal</b>	<b>(4,986)</b>	<b>-</b>	<b>4,986</b>	
<b>Transfers</b>	Transfer from Reserve	4,986	-	(4,986)	
	<b>Net Change in Cash &amp; Reserve Transfers</b>	<b>\$ 0</b>	<b>\$ -</b>	<b>\$ 0</b>	

FY21 Forecasted deficit  
of approximately \$10M  
due to COVID

## Consolidated FY22 proposed budget: E&G and Auxiliary

(\$ in thousands)

		FY21	FY22	\$ Change
<b>Revenue</b>	Tuition & Fee Revenue	\$ 182,190	\$ 189,428	\$ 7,238
	Tuition Waivers/Scholarships	(64,193)	(63,934)	259
	<b>Net Tuition</b>	<b>117,997</b>	<b>125,494</b>	<b>7,496</b>
	Dining Revenue	14,677	18,627	3,950
	Residence Revenue	15,441	18,584	3,144
	State Appropriation	89,427	89,876	449
	Indirect Cost Recovery	9,831	11,831	2,000
	Investment Income/Gifts	953	953	0
	Sales/Services/Auxiliary	27,183	26,630	(552)
	<b>Total Revenue</b>	<b>275,509</b>	<b>291,996</b>	<b>16,487</b>
<b>Expense</b>	Personnel	172,732	174,544	1,813
	Fuel & Electricity	13,881	13,870	(11)
	Supplies & Services	26,041	25,772	(269)
	Shared Services	22,014	22,053	39
	Travel	2,868	2,848	(20)
	Memberships, Contributions & Sponsorships	394	373	(21)
	Maintenance & Alterations	7,538	7,581	43
	Interest	2,268	2,080	(188)
	Depreciation	21,532	20,878	(654)
	Other Expenses & Transfers	27,093	31,156	4,063
	Unassigned Budget	-	-	-
	<b>Total E&amp;G and Auxiliary Expense</b>	<b>296,360</b>	<b>301,155</b>	<b>4,795</b>
	<b>Operating Increase (Decrease)</b>	<b>(20,851)</b>	<b>(9,159)</b>	<b>11,692</b>
<b>Modified</b>	Add Back Depreciation	21,532	20,878	(654)
<b>Cash Flow</b>	Less Capital Expenditures	(5,844)	(6,246)	(402)
	Less Capital Reserve Funding	-	(1,001)	(1,001)
	Less Debt Service Principal	(4,341)	(4,472)	(131)
<b>Reserve</b>	<b>Net Change Subtotal</b>	<b>(9,504)</b>	<b>-</b>	<b>9,504</b>
<b>Transfers</b>	Transfer from Reserve	9,504	-	(9,504)
	<b>Net Change in Cash &amp; Reserve Transfers</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



## ***The Importance of Understanding our History & Region***

*Aroostook County (the largest county in the US east of the Mississippi River) is the same size as CT and RI combined with a population of 72,000 (while the population of Portland and South Portland ME is over 500,000). The county is marked with strikingly high rates of poverty and a very low percentage of adults with bachelor's degrees.*

*Maintaining an affordable opportunity for access to education and building the skills for future, successful employment are goals the University of Maine at Presque Isle.*





## ***Unified Accreditation and Support of our Partner Universities***

---

*Building strong alliances for shared access to programs of study, shared positions and shared facilities & support allows UMPI to be successful while increasing the strength of our sister institutions. Current collaborations:*

- *With UMFK, Shared Programs - Nursing, Education, History/Political Science, CBE-RN to BSN (proposed); With UMFK, Shared Positions – Dean of Students, Director of Financial Aid, Registrar, CRM Communications position*
- *With UMFK, UMA, UMF—delivering EDU, HTY, POS, joint-MLT, and PHE programs*
- *With NMCC and UMA – Shared Facility – HHEC*
- *With NMCC – Shared Support - Scholarships and Pathways*
- *Proposed expansion of YourPace CBE programming across UMS*



## ***Internal Strengthening: Where We are Headed***

***In 2019 UMPI was awarded a DOE Title III Grant to build our internal strength and serve the population more successfully (this submission was written by Dr. Deborah Roark). This funding is for over \$2.2 million dollars. The focus of this Funding:***

- 1. Build stronger enrollment through an integrated marketing and branding plan***
- 2. Build higher percentage retention with greater student success.***
- 3. Design, build and offer new academic programs delivered with a variety of modalities which match employment needs of the region and of Maine. Community engagement is essential in defining work force demands.***
- 4. Design and deliver programs to build student career readiness and working skills***
- 5. Design and deliver experiential learning opportunities.***

***These 5 Standards Match our Institutional Strategic Plan***





## ***What has been Accomplished to Date***

### *1. US DOE Title III Grant (in Year Two of Five Years) \$2.25M Computer Science and Health Administration:*

- *Supports two new faculty in each program*
- *Two new instructional labs for each program*
- *Includes funding for University Experience, Career Readiness and Financial Literacy*

### *2. Masters in Organizational Leadership in place and has its first cohort of students*



## What has been Accomplished to Date

### 3. Academic Partnerships:

*While the declining out-of-state student population remains a challenge, the diversification with new program deliveries is providing a successful pathway forward. Building these programs so that our AP commission (50% of tuition revenue) is offset with a large subscription population is our goal.*

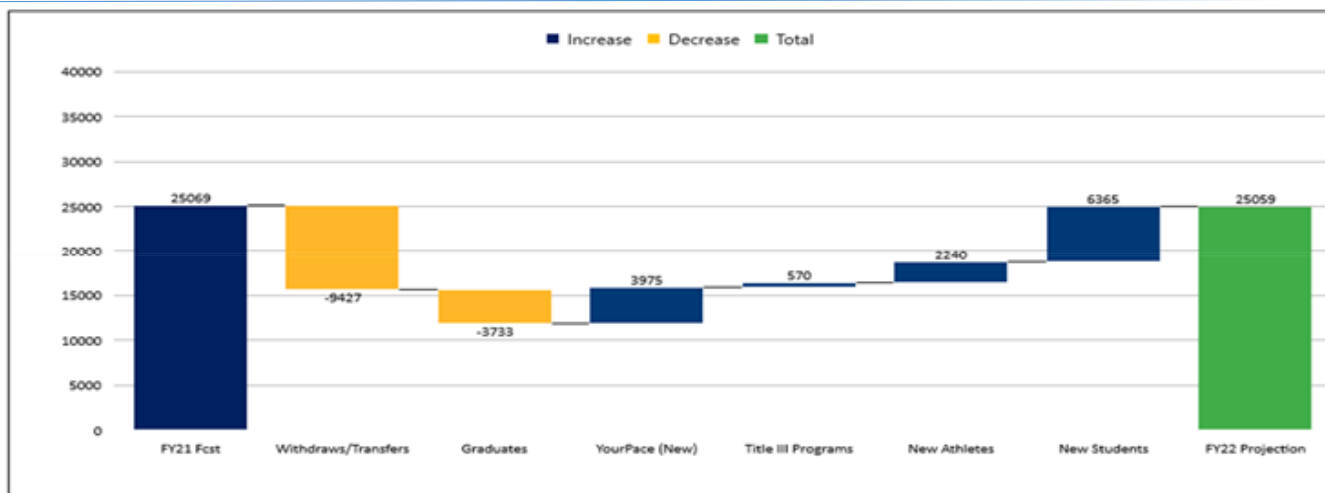
	2018	2019	2020	2021	2022
In-State	20,744	20,546	15,078	16,624	14,818
Out-of-State	4,371	4,220	3,928	4,101	3,676
Your Pace UG	1,864	2,664	3,072	4,344	6,565

*Credit Hour Growth*

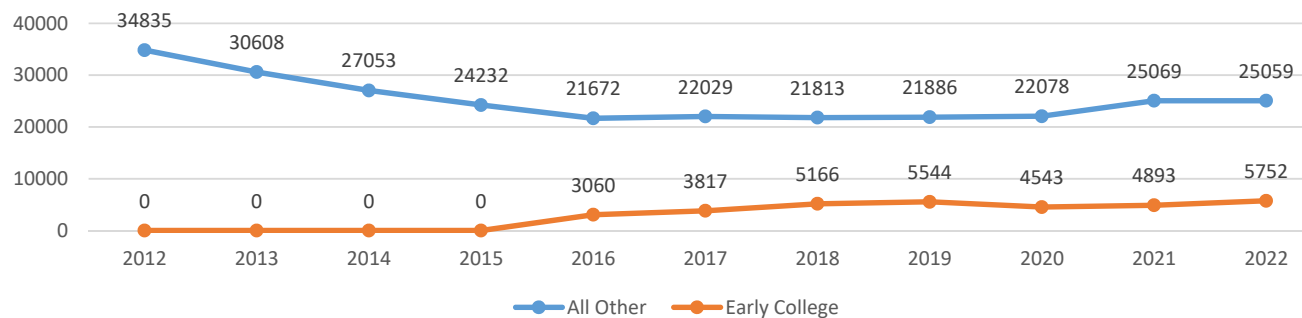


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## Enrollment: Current CH and Projected CH



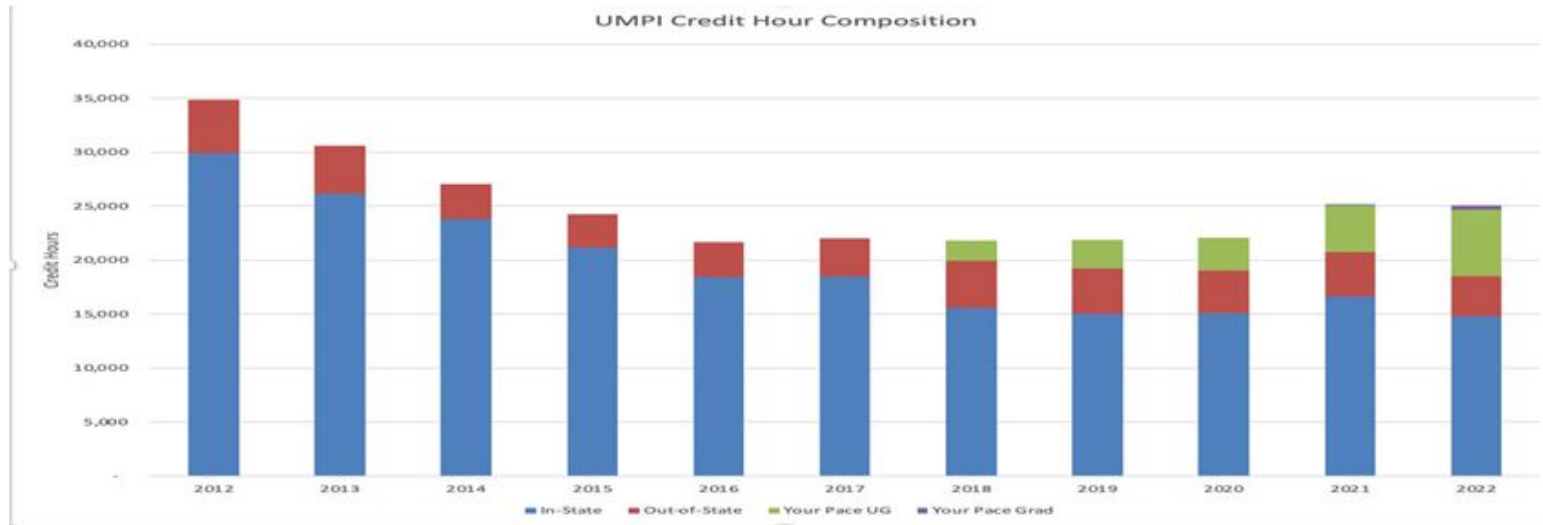
## UMPI ANNUAL CREDIT HOURS WITH EARLY COLLEGE CREDIT HOURS



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## Credit Hours & Auxiliary Participation Projections

4



### Housing:

302 Possible Bed spaces (a floor removed from access for quarantine/isolation housing)

80% Occupancy Predicted for Fall and Spring (FY 2022)

242 Possible Residents is our Base Budget

### Dining:

All will be on a Dining Plan



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# Academic Program Portfolio Performance

Program Field	2018 #majors/degrees avg.	2019 #majors/degrees avg.	2020 #majors/degrees avg.	Change
Agricultural Science	--	--	12/-	N/A
Biology/pre-med	48/7	47/7	44/4	-9%/-43%
Business	186/21	225/30	281/52	+50%/+150%
Criminal Justice	73/10	67/10	63/1	-14%/-90%
Cybersecurity	--	--	11/-	N/A
Education	122/14	133/20	182/30	+50%/+110%
English	49/5	45/6	45/6	-7%/+20%
Environmental Science	28/3	28/4	24/8	-14%/+170%
Fine Art (BFA)	6/1	6/1	13/1	+115%/+0%
History and Political Science	24/2	28/3	34/7	+42%/+42%
Mathematics	14/2	14/1	14/3	+0%/+33%
Psychology	100/16	92/12	82/20	-18%/+25%

Red = programs delivering YourPace CBE modality



## ***FY 2021: Where we are right now***

---

***FY2021 will reflect a balanced outcome at \$0 as of June 30, 2021***

***We are showing a budget deficit of (\$376,779). To offset this we be using a portion of the CARES II funds. Our available addition funds are CARES II \$1,004,752 + CARES III estimated funds of \$1,200,000 (for operational support) + Donation to support operations during the Pandemic \$350,000 or \$2,554,752 Total.***

**Our Largest Challenges:**

- *Compensation represents 59.4% of our budget expense*
- *All budget lines have been reduced to support a balanced outcome for FY2021*
- *Lost Revenue from the Pandemic covers two fiscal years (FY 20 and FY21) and likely will extend into FY22*
- *Building a balance budget with strong revenue streams is urgent*
- *Building our Reserves is essential*
- *We cannot rely upon Federal or State Emergency support to balance our budget*



## FY 2022 Budget Parameters

4

- State Appropriation at FY21 pre-curtailement level
- Tuition Revenue Flat but adjusted for enrollment projections
- Auxiliary Revenue based on adjusted population (COVID diminished housing for quarantine for Fall)
- Other Revenues estimated based on what is normal operating circumstance
- Compensation – 0% across the board but adjust for post-tenure increases and benefit changes
- System Schedules included: Debt Service, Depreciation, Business Insurance, University Services allocations
- Capital investment calculated as a result of FY2021 Cap/Debt Service combined plus 5%, plus any increase in State Appropriation. Remove Debt Service to define minimum capital investment.
- Include unavoidable costs (utility increases for instance)

### Capital Budget

<b>E&amp;G</b>	
Paving	75,000
Building automation upgrade	38,272
Security upgrades	25,000
New Boiler at Campus Center	100,000
	<b>238,272</b>
<b>AUX</b>	
Merriman kitchen & lobby	40,000
Security upgrades	25,520
Building automation upgrade	45,000
	<b>110,520</b>
<b>Total Capital Spend</b>	<b>348,792</b>



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## Additions in Revenue to the Budget

*Tuition*    + 122,958 (2.5% increase)  
*Dining*    + 84,167 (2.5% increase)

Tuition (non AP)		
Flat	5,826,779	
2.5% increase to In-State	5,949,737	
Net Increase	<b>122,958</b>	
2.5% increase to instate tuition raises the CH rate from 245 to 251		
OS rate is 160% of instate so that would raise OS CH rate from 392 to 402		

Dining Rates	Flat	2.5% Increase
Students return after T-Giving	757,399	776,334
Net Change		<b>84,167</b>



## FY 2022 Budget E & G

### Capital Budget

<b>E&amp;G</b>	
Paving	75,000
Building automation upgrade	38,272
Security upgrades	25,000
New Boiler at Campus Center	100,000
	<b>238,272</b>
<b>AUX</b>	
Merriman kitchen & lobby	40,000
Security upgrades	25,520
Building automation upgrade	45,000
	<b>110,520</b>
<b>Total Capital Spend</b>	<b>348,792</b>

UNIVERSITY OF MAINE PRESQUE ISLE FY22 BUDGET PROPOSAL					
2.5% In-State Tuition Increase, 2.5% Meal Plan Increase		FY21	FY22	Budget Change	
		Base	Proposed	\$	%
Education and General	Revenue				
	Tuition	6,461,434	5,983,863	(477,571)	-7.4%
	YourPace AP	954,600	1,840,600	886,000	92.8%
	Unified Fee	631,904	573,314	(58,590)	-9.3%
	Online Fee	-	-	-	-
	Other Fees	57,535	50,535	(7,000)	-12.2%
	Less: Waivers/Scholarships	(953,000)	(910,500)	42,500	-4.5%
	Appropriation (Base)	8,013,478	8,053,747	40,269	0.5%
	Indirect Cost Recovery	155,000	155,000	-	0.0%
	Sales/Services/Other	351,403	291,600	(59,803)	-17.0%
	<b>Total E&amp;G Revenue</b>	<b>15,672,354</b>	<b>16,038,159</b>	<b>365,805</b>	<b>2.3%</b>
	Expense				
	Salaries, Wages, & Benefits	10,477,448	11,016,606	539,158	5.1%
	Fuel/Electricity	461,800	590,800	129,000	27.9%
	Supplies/Services	1,220,347	1,741,312	520,965	42.7%
	Shared Services	2,253,211	2,274,703	21,492	1.0%
	Interdepartmental Charges & Credits	(61,000)	(67,000)	(6,000)	9.8%
	Travel	218,081	217,069	(1,012)	-0.5%
	Memberships/Contributions	73,805	75,665	1,860	2.5%
	Maintenance/Alterations	300,650	303,850	3,200	1.1%
	Library Acquisitions	45,000	47,250	2,250	5.0%
	Interest	53,276	49,454	(3,822)	-7.2%
	Depreciation	840,870	918,771	77,901	9.3%
	Other Expense	646,825	672,421	25,596	4.0%
	Net Transfers	(293,228)	(248,195)	45,033	-15.4%
	<b>Total E&amp;G Expense</b>	<b>16,237,085</b>	<b>17,592,706</b>	<b>1,355,621</b>	<b>8.3%</b>
	<b>E&amp;G Operating Increase (Decrease)</b>	<b>(564,731)</b>	<b>(1,554,547)</b>	<b>(989,816)</b>	<b>175.3%</b>
	<b>Modified Cash Flow</b>				
	Add Depreciation	840,870	918,771	77,901	9.3%
	Less Capital Expenditures	(185,000)	(238,272)	(53,272)	28.8%
	Less Capital Reserve Funding	-	-	-	-
	Less Debt Service	(91,139)	(91,943)	(804)	0.9%
	<b>Net Change Before Transfers</b>	<b>-</b>	<b>(965,991)</b>	<b>211,374</b>	<b>-</b>
	Transfer from Reserves	-	-	-	-
	<b>Net Change in Cash &amp; Reserves Transfer</b>	<b>-</b>	<b>(965,991)</b>	<b>(965,991)</b>	<b>-</b>

## FY 2022 Budget Auxiliary

### Capital Budget

<b>ER&amp;G</b>	
Paving	75,000
Building automation upgrade	38,272
Security upgrades	25,000
New Boiler at Campus Center	100,000
	<b>238,272</b>
<b>AUX</b>	
Merriman kitchen & lobby	40,000
Security upgrades	25,520
Building automation upgrade	45,000
	<b>110,520</b>
<b>Total Capital Spend</b>	<b>348,792</b>

UNIVERSITY OF MAINE PRESQUE ISLE FY22 BUDGET PROPOSAL					
2.5% In-State Tuition Increase, 2.5% Meal Plan Increase		FY21	FY22	Budget Change	
		Base	Proposed	\$\$	%
Auxiliary	Revenue				
	Dining	717,885	781,286	63,401	8.8%
	Residence	999,525	1,287,572	288,047	28.8%
	Less: Waivers/Scholarships	(235,000)	(235,000)	-	0.0%
	Sales/Services/Other	63,000	63,000	-	0.0%
	<b>Total AUX Revenue</b>	<b>1,545,410</b>	<b>1,896,858</b>	<b>351,448</b>	<b>22.7%</b>
	Expense				
	Personnel	286,618	350,353	63,735	22.2%
	Fuel/Electricity	312,000	308,750	(3,250)	-1.0%
	Supplies/Services	783,303	856,786	73,483	9.4%
	Shared Services	-	-	-	-
	Interdepartmental Charges & Credits	60,000	60,000	-	0.0%
	Travel	-	-	-	-
	Memberships/Contributions	-	-	-	-
	Maintenance/Alterations	235,900	232,500	(3,400)	-1.4%
	Interest	784	559	(225)	-28.7%
	Depreciation	75,181	72,520	(2,661)	-3.5%
	Other Expense	128,656	132,641	3,985	3.1%
	<b>Total AUX Expense</b>	<b>1,882,442</b>	<b>2,014,109</b>	<b>131,667</b>	<b>7.0%</b>
					-
	<b>AUX Operating Increase (Decrease)</b>	<b>(337,032)</b>	<b>(117,251)</b>	<b>219,781</b>	<b>-65.2%</b>
					-
	<b>Modified Cash Flow</b>				-
	Add Back Depreciation	75,181	72,520	(2,661)	-3.5%
	Less Capital Expenditures	(105,000)	(110,520)	(5,520)	5.3%
	Less Capital Reserve Funding	-	-	-	-
	Less Debt Service	(9,928)	(10,154)	(226)	2.3%
	<b>Net Change Before Transfers</b>	<b>(376,779)</b>	<b>(165,405)</b>	<b>211,374</b>	<b>-56.1%</b>
	Transfer from Reserves	376,779	-	(376,779)	-100.0%
	<b>Net Change in Cash &amp; Reserves Transfer</b>	<b>-</b>	<b>(165,405)</b>	<b>(165,405)</b>	<b>-</b>



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## FY 2022 Budget E & G and Auxiliary

### Capital Budget

<b>E&amp;G</b>	
Paving	75,000
Building automation upgrade	38,272
Security upgrades	25,000
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	<b>238,272</b>
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	<b>110,520</b>
<b>Total Capital Spend</b>	<b>348,792</b>

UNIVERSITY OF MAINE PRESQUE ISLE FY22 BUDGET PROPOSAL						
2.5% In-State Tuition Increase, 2.5% Meal Plan Increase			FY21	FY22	Budget Change	
			Base	Proposed	\$\$	%
TOTAL	Revenue	Total E&G Revenue	15,672,354	16,038,159	365,805	2.3%
		Total AUX Revenue	1,545,410	1,896,858	351,448	22.7%
		Total Revenue	17,217,764	17,935,017	717,253	4.2%
	Expense	Total E&G Expense	16,237,085	17,592,706	1,355,621	8.3%
		Total AUX Expense	1,882,442	2,014,109	131,667	7.0%
		Total Expense	18,119,527	19,606,815	1,487,288	8.2%
	Total Operating Increase (Decrease)		(901,763)	(1,671,798)	(770,035)	85.4%
	Total Net Change Before Transfers		(376,779)	(1,131,396)	(754,617)	
	Total Transfer from Reserves		376,779	-	(376,779)	
	Net Change in Cash & Reserves Tranfser		-	(1,131,396)	(1,131,396)	-



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## ***Funding the Gap***

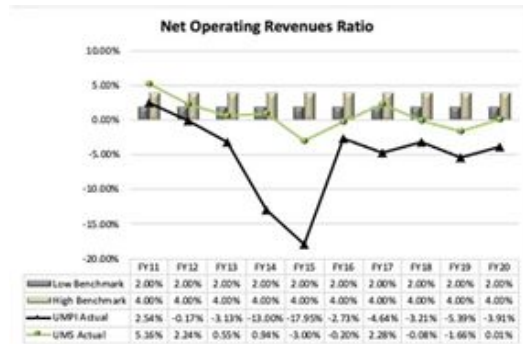
### ***Total Available New Funding***

<b><i>CARES II Institutional Support</i></b>	<b><i>\$1,004,752</i></b>
<b><i>CARES III Institutional Support est.</i></b>	<b><i>1,200,000</i></b>
<b><i>Institutional Operating Donation</i></b>	<b><i><u>350,000</u></i></b>
<b><i>Total Available New Funding</i></b>	<b><i>\$2,554,752</i></b>

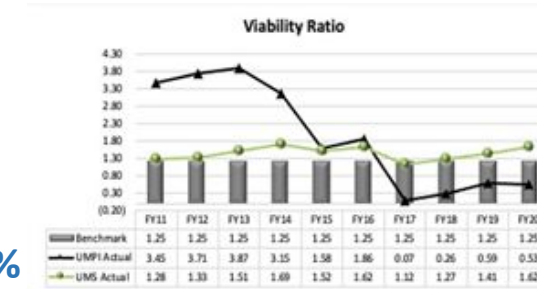
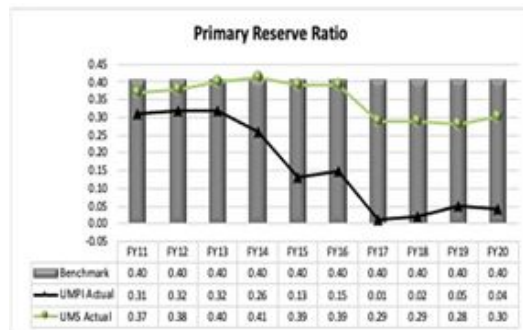
### ***Total Current Additional Funding Demand***

<b><i>FY 2021</i></b>	<b><i>\$ 376,779</i></b>
<b><i>FY 2022</i></b>	<b><i><u>1,131,396</u></i></b>
<b><i>Total Current Additional Funding Demand</i></b>	<b><i>\$1,508,175</i></b>

## KPIs: Our Financial History



*These 4 KPIs are weighted to form a snapshot of the financial position of the University*



**Composite Financial Index**

*These 4 Ratios reflect a strong financial position at the same point in time: our CH demand at this time was over 35,000 annually. In order to recover to that same financial position we must build a diversified enrollment demand to that level.*



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## Composite Financial Index



*Composite Financial Index: "The combination of scores brings us to a 10 point scale. The score of '3' represents minimal financial health and equates to the minimums described for each of the ratios. Scores below '3', including negative scores, are an indication of financial stress."*

*Campus Strategies, LLC  
Strategic Financial Analysis for Higher Education, 7th Ed*



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## Our Reserves - as of June 30, 2020

4

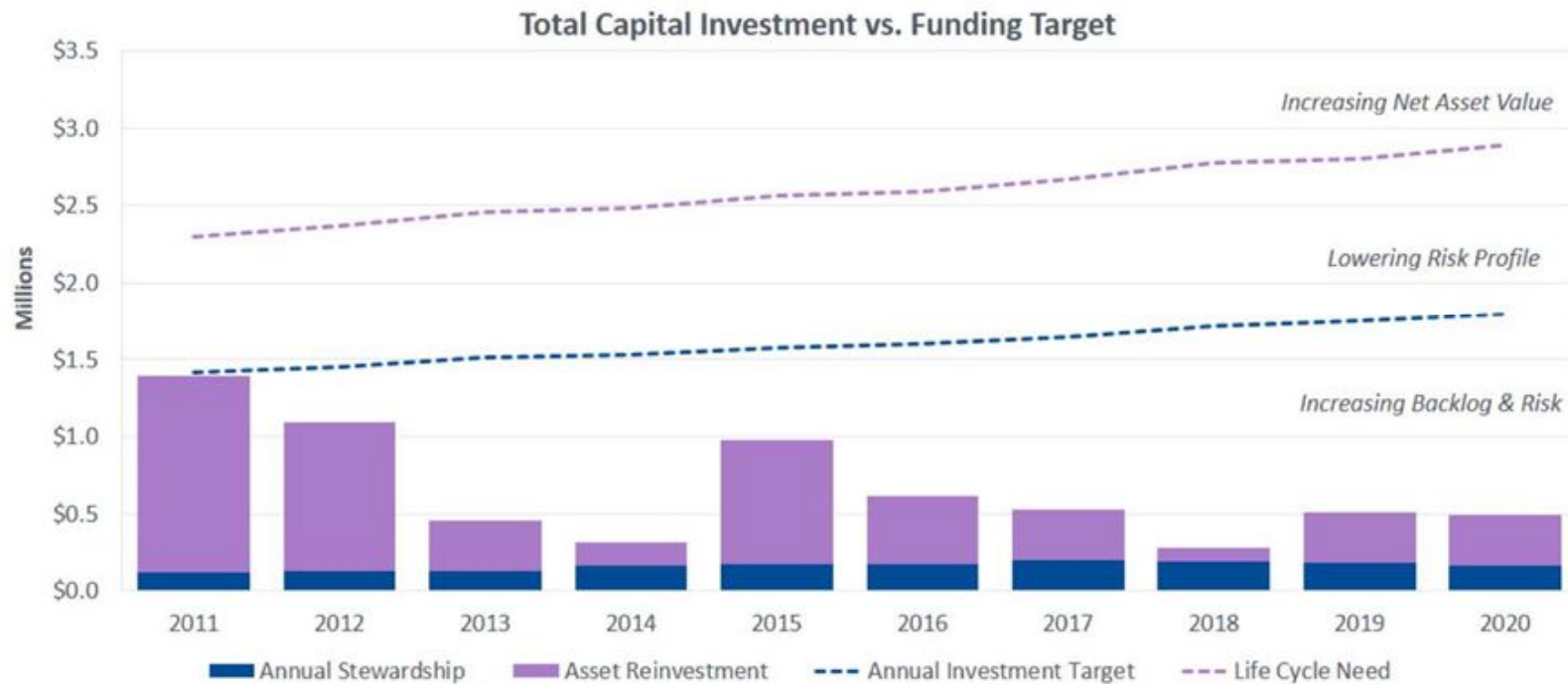
	UMPI Reserves					
	FY15	FY16	FY17	FY18	FY19	FY20
<b>Educational &amp; General</b>						
E&G Operations	\$ 1,392,476	\$ 709,156	\$ 460,217	\$ 304,156	\$ (303,047)	\$ (253,865)
E&G Maintenance	\$ 938,385	\$ 278,827	\$ 278,827	\$ -	\$ -	\$ -
Capital Planning	\$ 30,813	\$ 30,813	\$ 30,813	\$ 30,813	\$ 815,384	\$ 775,038
E&G Vehicle Replacement	\$ -	\$ -	\$ -	\$ -	\$ 20,274	\$ 20,274
Technology Fee	\$ 82,377	\$ 82,377	\$ 82,377	\$ -	\$ -	\$ -
Gentile Hall	\$ 259,067	\$ 259,067	\$ 259,067	\$ -	\$ -	\$ -
Early College	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 29,465
<b>Subtotal</b>	<b>\$ 2,703,118</b>	<b>\$ 1,360,240</b>	<b>\$ 1,111,301</b>	<b>\$ 334,969</b>	<b>\$ 532,611</b>	<b>\$ 570,912</b>
<b>Auxiliaries</b>						
	FY15	FY16	FY17	FY18	FY19	FY20
Residence and Dining Ops	\$ 1,000,271	\$ 1,320,026	\$ 1,142,174	\$ 1,139,052	\$ 1,318,819	\$ 1,036,856
Bookstore	\$ (531,789)	\$ (596,289)	\$ (647,372)	\$ (630,862)	\$ (705,251)	\$ (752,702)
Motor Pool	\$ 26,589	\$ 52,001	\$ 56,863	\$ 61,665	\$ 56,918	\$ 35,372
<b>Subtotal</b>	<b>\$ 495,071</b>	<b>\$ 775,738</b>	<b>\$ 551,665</b>	<b>\$ 569,855</b>	<b>\$ 670,486</b>	<b>\$ 319,526</b>

We are currently reviewing the needs of the University for space assignments including retail space. As part of that evaluation we recognize the financial consequences of keeping a college store active even if all textbooks are managed with an electronic vendor. Our desire is to consolidate our logo goods within another retail space such that we lessen the burden on the University of the ongoing operating costs of a college store.

This evaluation of space assignments also offers us the opportunity to define office and department locations based on what will best support current and incoming students, our academic and our strategic objectives. Diminishing the demand for use of our Reserves is needed while also building/investing in our Reserves for the future. This is essential to our financial stability.

# UMPI: Capital Targets vs. Annual Performance

4



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## UMPI Capital Expenditures

FY20	FY21	FY22
267,383	290,000	348,792 (budgeted)

% change year on year

8.5%	20%
------	-----



## Capital Planning

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### ***Bond Proceeds. \$4.517M***

- *The John Lisnik Nursing Simulation Centre (Folsom Hall Renovation: Planning Partnership with UMFK, WBRC planned the changes to meet our curricular needs). We are within the budgeted \$800,000. Any remainder will be used for Wieden.*
- *Wieden Hall Renovation: WBRC working on design. Remaining Bond Funds are focused on the Wieden needs however the bond money is not sufficient to address all building needs. Our Executive Director of University Advancement & External Affairs is building a campaign in order to supplement funds to support construction..*
- *Solar Array: Installation will begin as soon as the ground thaws. Scheduled to be in place and working as of the end of the summer.*
- *P3 Residence Hall Planning: Presentation will be made to the Board*

## FY 2023

### ***Addressing the Potential Budget Resource Gap FY 2023***

***These are our targets:***

<b><i>Auxiliary Revenue (Housing, Dining and Events) post pandemic:</i></b>	<b><i>\$ 200,000</i></b>
<b><i>Increased Participation in the Your Pace Program:</i></b>	<b><i>\$ 125,000</i></b>
<b><i>Increased UG Enrollment Tuition (back to FY 21 pre pandemic)</i></b>	<b><i>\$ 350,000</i></b>
<b><i>Increased Grad Enrollment</i></b>	<b><i>\$ 50,000</i></b>
<b><i>Retirements (no replacements) (between FY22 and FY 23)</i></b>	<b><i>\$ 350,000</i></b>
<b><i>Partnership with Sodexo for Retail Sales</i></b>	<b><i>\$ 50,000</i></b>



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# THE WAY IT SHOULD BE

—  
UMPI.EDU



# FY2022 Budget Presentation

March 26, 2021



# FY 2022 Overview

- FY 22 credit hours are flat, 158 cr hrs or 0.2% above FY21 actuals
- FY22 revenues are flat, \$325K or 0.9% above FY21
- FY22 expenditures are flat, \$283k or 0.7% above FY21
- Enrollment projection is conservative, utilizes UMS model as the base
- Increased capital investment, \$331,153 or 54.2%
- Built in contingency account, \$100,000
- \$2.9MM in HEERF II federal relief funds available
- \$11MM in reserves



# FY 2022 Budget Summary

## University of Maine at Augusta - FY22

5

### Proposed Educational and General (E&G)

Total Revenue	39,103,546
Total Expense	<u>(39,447,043)</u>
Net Operating	(343,497)
Modified Cash Flow	
Add Back Depreciation	2,134,517
Less Capital & Debt Service	<u>(1,325,109)</u>
	<u>809,408</u>
<b>FY22 Total Net</b>	<b>465,911</b>

### Proposed Auxiliary (AUX)

Total Revenue	549,645
Total Expense	<u>(995,086)</u>
Net Operating	(445,441)
Modified Cash Flow	
Add Back Depreciation	0
Less Capital & Debt Service	<u>(5,641)</u>
	<u>(5,641)</u>
<b>FY22 Total Net</b>	<b>(451,082)</b>

**FY22 E&G and AUX Total Net \$14,829**



# FY 2022 Budget: E&G & Auxiliaries

		<u>FY21</u>	<u>FY22</u>	<u>\$ Change</u>	<u>% Change</u>
Revenue	Tuition & Fees	23,941,841	23,029,173	(912,668)	-3.8%
	Dining & Residence	431,052	528,791	97,739	22.7%
	Less: Waivers/Scholarships	(3,913,969)	(3,102,288)	811,681	-20.7%
	Appropriation	18,373,781	18,466,112	92,331	0.5%
	Indirect Cost Recovery	164,928	160,885	(4,043)	-2.5%
	Sales/Services/Other	330,734	570,518	239,784	72.6%
	<b>Total E&amp;G &amp; AUX Revenue</b>	<b>39,328,367</b>	<b>39,653,191</b>	<b>324,824</b>	<b>0.8%</b>
Expense	Personnel Expense	26,956,200	26,866,387	(89,813)	-0.3%
	Fuel/Electricity	714,662	740,162	25,500	3.6%
	Supplies/Services	1,669,561	1,775,118	105,557	6.3%
	Shared Services	4,804,276	4,901,412	97,136	2.0%
	Travel	120,640	114,639	(6,001)	-5.0%
	Maintenance & Alterations	754,223	693,098	(61,125)	-8.1%
	Depreciation	1,899,431	2,134,517	235,086	12.4%
	Other Expense	3,240,348	3,216,796	(23,552)	-0.7%
<b>Total E&amp;G &amp; AUX Expense</b>	<b>40,159,341</b>	<b>40,442,129</b>	<b>282,788</b>	<b>0.7%</b>	
	Operating Increase (Decrease)	(830,974)	(788,938)	42,036	-5.1%
Modified CashFlow	Add back Depreciation	1,899,431	2,134,517	235,086	12.4%
	Less Capital Expenditures	(610,637)	(941,790)	(331,153)	54.2%
	Less Debt Service	(389,363)	(388,960)	403	-0.1%
	<b>Net Change:</b>	<b>68,457</b>	<b>14,829</b>	<b>(53,628)</b>	<b>-78.3%</b>





# FY 2022 Budget: E&G

		<u>FY21</u>	<u>FY22</u>	<u>\$ Change</u>	<u>% Change</u>
Revenue	Tuition & Fees	23,941,841	23,029,173	(912,668)	-3.8%
	Dining & Residence	-	-	-	0.0%
	Less: Waivers/Scholarships	(3,886,549)	(3,056,188)	830,361	-21.4%
	Appropriation	18,373,781	18,466,112	92,331	0.5%
	Indirect Cost Recovery	164,928	160,885	(4,043)	-2.5%
	Sales/Services/Other	259,684	503,564	243,880	94.0%
	<b>Total E&amp;G Revenue</b>	<b>38,853,685</b>	<b>39,103,546</b>	<b>249,861</b>	<b>0.7%</b>
Expense	Personnel Expense	26,782,400	26,748,824	(33,576)	-0.1%
	Fuel/Electricity	713,162	738,162	25,000	3.5%
	Supplies/Services	1,574,562	1,674,515	99,953	6.4%
	Shared Services	4,804,276	4,901,412	97,136	2.0%
	Travel	120,640	114,639	(6,001)	-5.0%
	Maintenance & Alterations	752,223	682,098	(70,125)	-9.3%
	Depreciation	1,883,660	2,134,517	250,857	13.3%
	Other Expense	2,459,325	2,452,876	(6,449)	-0.3%
	<b>Total E&amp;G Expense</b>	<b>39,090,248</b>	<b>39,447,043</b>	<b>356,795</b>	<b>0.9%</b>
	Operating Increase (Decrease)	(236,563)	(343,497)	(106,934)	45.2%
Modified CashFlow	Add back Depreciation	1,883,660	2,134,517	250,857	13.3%
	Less Capital Expenditures	(610,637)	(941,790)	(331,153)	54.2%
	Less Debt Service	(372,538)	(383,319)	(10,781)	2.9%
	<b>Net Change:</b>	<b>663,922</b>	<b>465,911</b>	<b>(198,011)</b>	<b>-29.8%</b>





# FY 2022 Budget: Auxiliaries

		<u>FY21</u>	<u>FY22</u>	<u>\$ Change</u>	<u>% Change</u>
Revenue	Tuition & Fees	-	-	-	
	Dining & Residence	431,052	528,791	97,739	22.7%
	Less: Waivers/Scholarships	(27,420)	(46,100)	(18,680)	68.1%
	Appropriation	-	-	-	0.0%
	Indirect Cost Recovery	-	-	-	0.0%
	Sales/Services/Other	71,050	66,954	(4,096)	-5.8%
	<b>Total AUX Revenue</b>	<b>474,682</b>	<b>549,645</b>	<b>74,963</b>	<b>15.8%</b>
Expense	Personnel Expense	173,800	117,563	(56,237)	-32.4%
	Fuel/Electricity	1,500	2,000	500	33.3%
	Supplies/Services	94,999	100,603	5,604	5.9%
	Shared Services	-	-	-	0.0%
	Travel	-	-	-	0.0%
	Maintenance & Alterations	2,000	11,000	9,000	450.0%
	Depreciation	15,771	-	(15,771)	-100.0%
	Other Expense	781,023	763,920	(17,103)	-2.2%
	<b>Total AUX Expense</b>	<b>1,069,093</b>	<b>995,086</b>	<b>(74,007)</b>	<b>-6.9%</b>
Operating Increase (Decrease)		(594,411)	(445,441)	148,970	-25.1%
Modified CashFlow	Add back Depreciation	15,771	-	(15,771)	-100.0%
	Less Capital Expenditures	-	-	-	0.0%
	Less Debt Service	(16,825)	(5,641)	11,184	-66.5%
	<b>Net Change:</b>	<b>(595,465)</b>	<b>(451,082)</b>	<b>144,383</b>	<b>-24.3%</b>



# FY 2022 Academic & Budget Priorities

## New for FY 2022:

- Trauma Informed Emergency Management Graduate Certificate
- Elementary & Secondary Education (BS)
- Machine Learning Intro & Advanced Coursework for Data Science
- Data Analytics Coursework for Business Administration
- DEI integration – case studies & data sets
- Aviation: FAA Part 141 Private Pilot License to Support Veterans & Military Students
- Early College Pipeline - Introduction to Architecture
- Dental Assisting/Clinic at LAC
- Second Chance Pell Expansion
  - Bolduc & Mountain View
  - Doris Buffet Education Center at MSP
  - Mellon grant \$941k – Director & Technology

## Continued Efforts:

- Pre-Licensure Nursing (4<sup>th</sup> Year)
- Graduate Programs (2<sup>nd</sup> Year)
  - MS Cybersecurity
  - Substance Use Disorders Grad Cert
- Pursue New Opportunities through Programs of the Future
- Bring Cohort Programs to UMA Centers
- Best Practices for Distance Ed
  - ADA compliance
  - Proctored Exams
  - HyFlex Course Delivery
- Micro Credentials
- Retention Efforts
  - EAB Tools
  - Title III Transition



# FY 2022 Unified Accreditation Collaborations

## UM

- Foundations
- Vet Tech - large animal course

## UMPI

- Cyber Security CBE
- Medical Lab Technology
- History - joint degree (pending)\*
- Psychology - joint degree (pending)\*

## 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

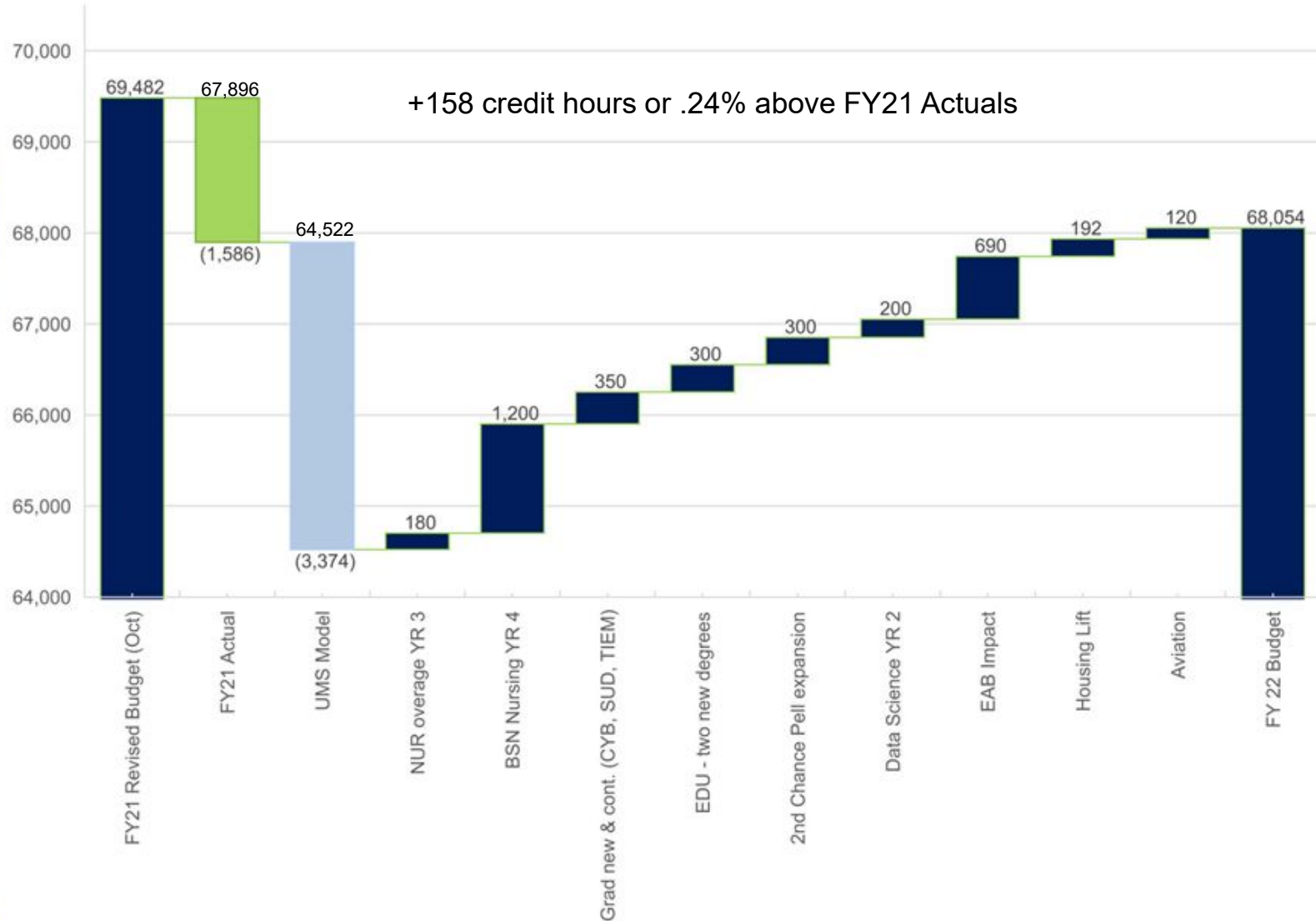
## UMS System wide

- GIS consortium
- Trauma-Informed and Emergency Management\*
- UMS Graduate Faculty Registry
- Maine Engineering Pathways Program

*\* Programs enabled by Unified Accreditation*

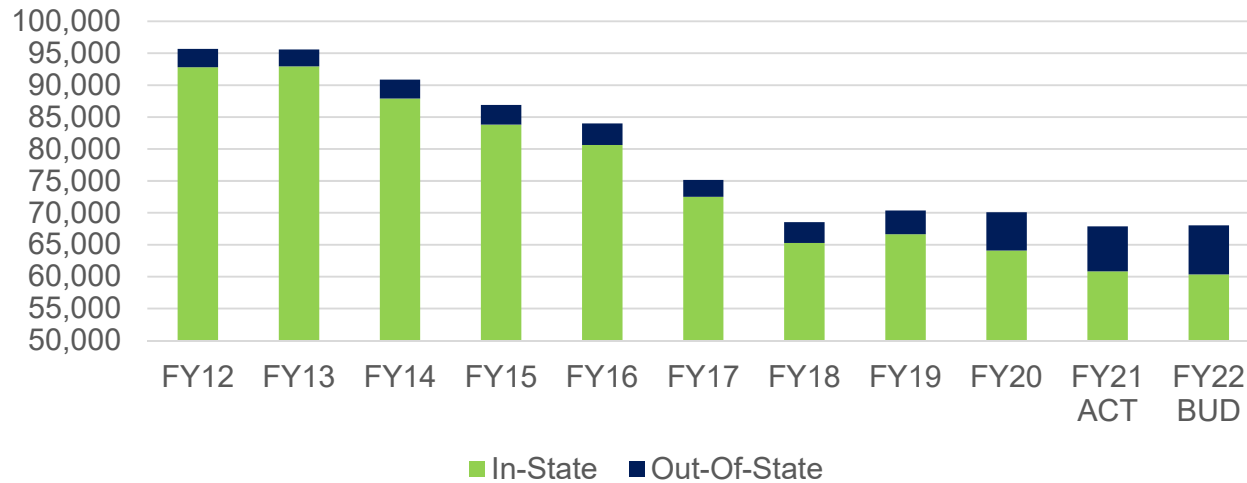


# FY 2022 Enrollment Projection without Early College

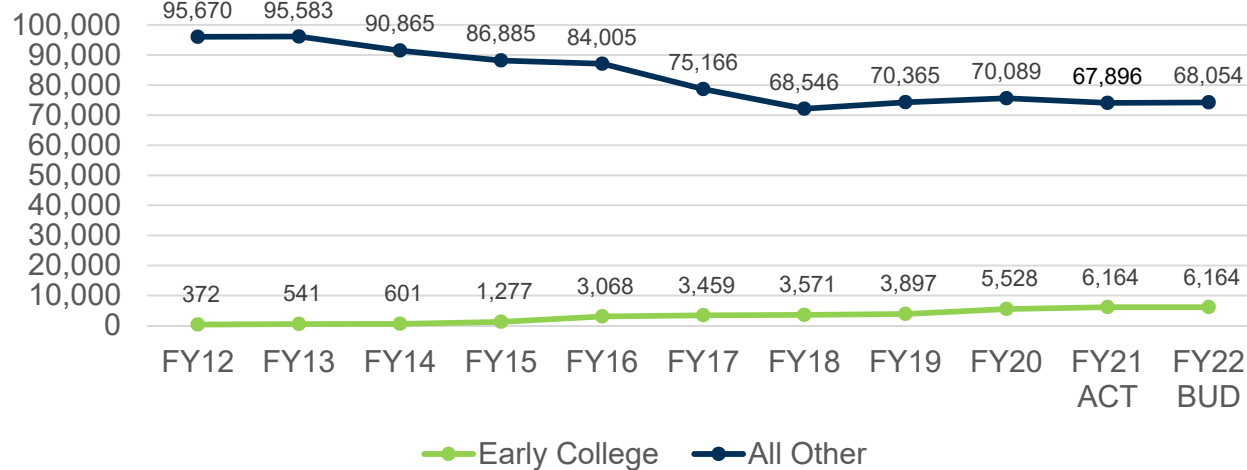


# FY 2022 10-Year Credit Hour Comparison

UMA Credit Hour Composition  
Excluding Early College



UMA Total Annual Credit Hours



## FY22 v FY21 Budget

### In-State



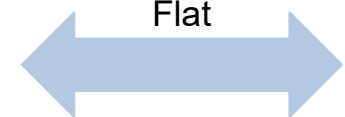
467 CH  
.77%  
Decrease

### Out-of-State



634 CH  
9.00%  
Increase

### Early College



Flat



# FY 2022 Marketing Plan

Channel	Distribution	Total \$
Cable TV	6 – Zones: Augusta, Bangor, Brunswick, Lewiston, Portland, Presque Isle	\$84,500
Digital Display	Statewide	\$74,000
Digital Search	Statewide	\$46,600
Social Media	Boosted posts	\$4,800
On-air Radio	Major Markets: Portland, Lewiston, Augusta, Bangor	\$72,000
Public Radio	Statewide	\$12,000
Direct Mail	UMA Students (75%), UMA Prospects (25%)	\$45,750
Print	Select regional and industry publications	\$22,500
<b>Total Marketing Spend</b>		<b>\$362,150</b>



# FY 2022 Recruitment Plan

- **Admissions Team – (7 FTE)**
- **Recruitment - \$75,000**
  - Direct mail, personalized postcards – high school juniors and seniors
  - Virtual and Live College Fair Registrations (In-state and Out of State)
  - Care Packages with Viewbooks and Program Brochures mailed to High Schools, Community Colleges, Adult Learning Centers and Employers
  - “College Knowledge” virtual sessions with Maine GearUp and JMG Partners
  - UMaine/UMA/UMF/USM/UMPI Graduate Informational Sessions Collaboration
  - UMS On Track for College virtual events
- **Communications & Cultivation -- \$42,000**
  - Prospective, Applicant, and Admitted Student Communications Plan with Email, Text Message, and Social Media
  - Viewbooks, program brochures, special events
  - Artificial Intelligence integration (Chatbot)



# FY 2022 Retention and Graduation

## Engagement Technologies (\$45K)

- Chatbot and Signalvine text platforms
- Online New Student Orientation
- EAB Navigate
- Student TechHub
- Brightspace
- Zoom
- Online UMA Catalog
- eCampus Online Bookstore

## Intervention Strategies (\$45K)

- Class Stewards
- Online Tutoring
- Online Writing Lab
- EAB Early Alerts
- Advising/Program Liaisons
- Make the Grade
- Adult Learner Grant - HS Chemistry

## Student Success (FTE)

- Online Logistics/Proctoring Staff (5)
- Professional Advising Staff (10)
- TRIO (7)
- Counseling & Coaching Services (4)
- Center Student Success Coordinators (7)
- Student & Residence Life Staff (4)
- Financial Literacy (1)
- Accessibility Services (1)
- Veteran/Military Services (1.5)
- Prison Education Program – Mellon grant (1)
- UM Foundations (1.5)

## Faculty Professional Support (FTE)

- Instructional Designers (2)
- Instructional Technology (3)

## Persistence Initiatives

- Pine Tree State Pledge tuition promise (in-state Pell)
- UMA \$10K scholarship (non-Pell)

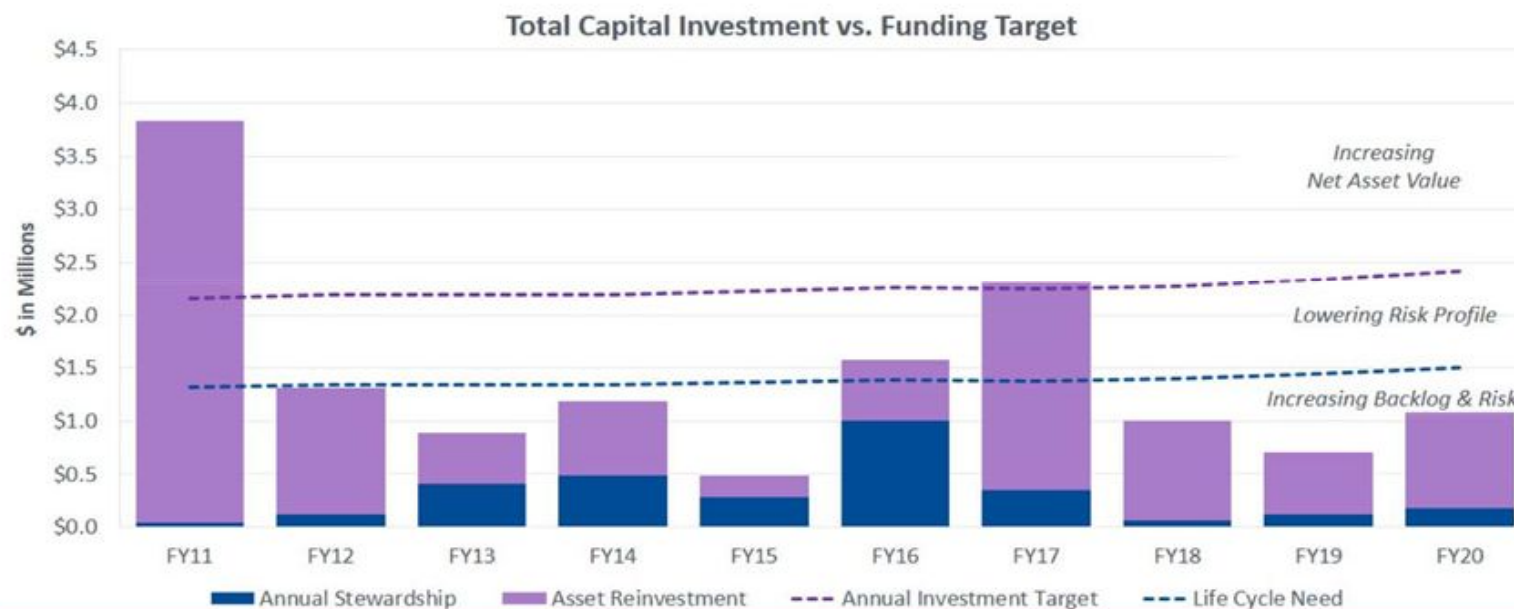




# FY2020 ROPA+ Sightlines Report: Investment Target

5

## UMA: Capital Targets vs. Annual Performance



3

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# FY2020 ROPA+ Sightlines Report: Metrics

5

## Net Asset Value

UMA	68%
Peers	68%
UMS	54%
Trustees Interim Goal	63%
Trustees Long-Term Goal	70%



# FY 2022 Capital Investments

## FY 22 E&G Capital Investments

Handley Hall HVAC	\$	507,320
Katz HVAC	\$	250,291
Bangor Walkways	\$	100,000
Landscaping	\$	50,000
Engineering Fees	\$	8,500
Equipment	\$	<u>25,679</u>
<b>Total</b>	<b>\$</b>	<b>941,790</b>

## 2017 GO Bonds

**Initial amount** **\$ 3,335,000**

### Current Projects

Randall Renovation	\$ 1,523,470
Bangor Welcome Center	\$ 475,000
Augusta Welcome Center	\$ 350,388
Katz Library HVAC	\$ 349,709
Jewett Hall Boiler	\$ 305,000
Randall 2nd Floor/Admissi	\$ 155,000
Randall Student Lounge	\$ 150,000
Handley Hall HVAC Design	\$ <u>26,433</u>
<b>Total GO Bond Projects</b>	<b>\$ 3,335,000</b>



# FY 2022 E&G & Auxiliaries Depreciation Calculation

	<u>FY21 Budget</u>	<u>FY22 Budget</u>	<u>% Change</u>
E&G Depreciation Expense	1,883,660	2,134,517	13.3%
AUX Depreciation Expense	15,771	-	-100.0%
Capital Expenditures	(610,637)	(941,790)	54.2%
Debt Service Principal	<u>(389,363)</u>	<u>(388,959)</u>	-0.1%
Funded E&G Depreciation:	(1,000,000)	(1,330,749)	33.1%
Funded E&G Depreciation %:	53%	62%	



# FY 2022 Space Reduction

## Previous Years

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
<b>Net Growth (Reduction)</b>	<b>(61,755)</b>

## Planned

Stoddard	(2,694)
Acadia	(3,232)
<b>Net Growth (Reduction)</b>	<b>(5,926)</b>

<b>Grand Total</b>	<b>(67,681)</b>
--------------------	-----------------



# FY 2022 Student Tuition and Fees

<u>Tuition</u>	<u>FY21 Rates</u>	<u>FY22 Rates</u>	<u>FY22 Increase</u>	<u>% Change</u>	<u>Memo</u>
In-state (all modalities)	245.00	251.00	6.00	2.4%	
Non-resident online	306.00	314.00	8.00	2.6%	125% of In-state
Out-of-state	592.00	607.00	15.00	2.5%	
International	592.00	607.00	15.00	2.5%	
NEBHE	392.00	402.00	10.00	2.6%	160% of In-state
Canadian	245.00	251.00	6.00	2.4%	
Graduate	432.00	443.00	11.00	2.5%	
Graduate non-resident online	540.00	554.00	14.00	2.6%	

<u>Fees</u>	<u>FY21 Rates</u>	<u>FY22 Rates</u>	<u>FY22 Decrease</u>	<u>% Change</u>
Unified Fee	32.00	32.00	-	0.0%
Distance Unified Fee	14.00	-	(14.00)	100.0%
Distance Tech Fee	6.00	-	(6.00)	100.0%
Distance Learning Fee	12.00	-	(12.00)	100.0%
Web Online Fee	12.00	12.00	-	0.0%



# FY 2022 Student Housing Rates

5

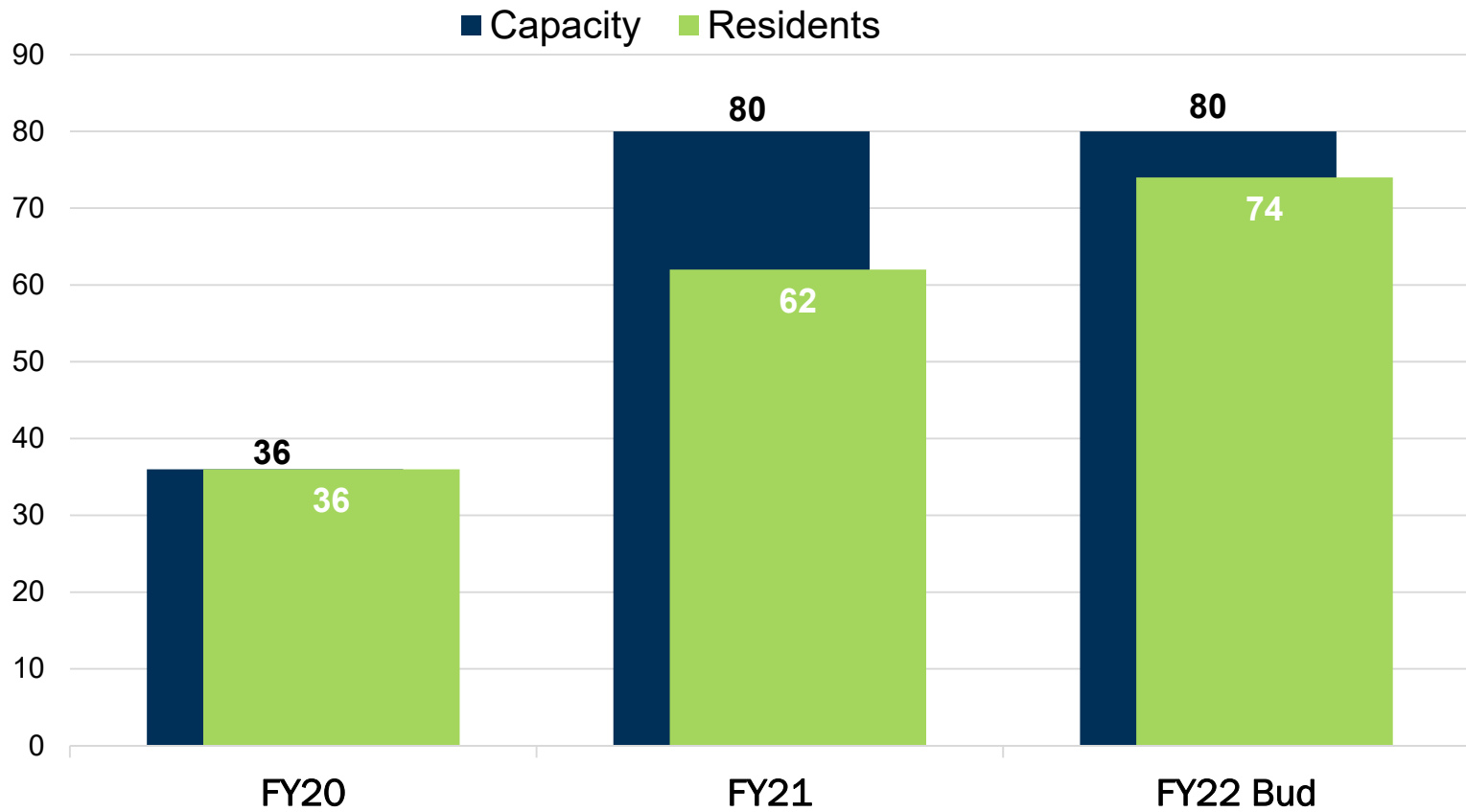
## Housing

Room Type	FY21 <u>Rates</u>	FY22 <u>Rates</u>	FY22 <u>Inc</u>	<u>% Change</u>	FY22 <u>AY Total</u>
Single room suite (one person suite)	4,100	4,100	-	0.0%	8,200
Single bedroom (in a multi-bedroom suite)	3,715	3,715	-	0.0%	7,430
Double bedroom (in a multi-bedroom suite)	3,075	3,075	-	0.0%	6,150
Single room with double occupancy	2,800	2,800	-	0.0%	5,600



# FY 2022 Residence Hall Capacity

5

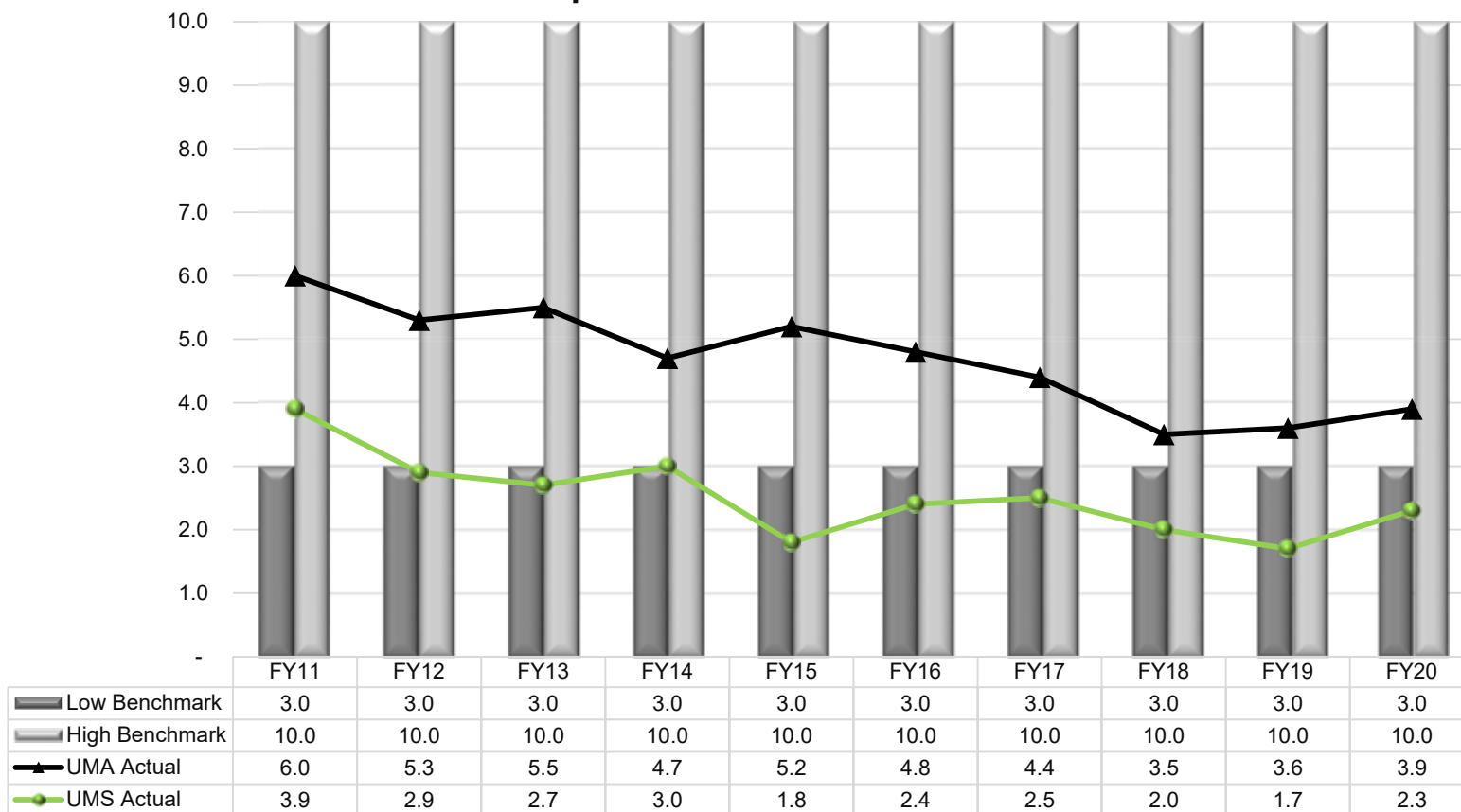




# FY 2020 UMA Composite Financial Index

5

Composite Financial Index



# FY 2022 Reserves

	<u>FY20</u>	<u>FY21 YTD</u>
<b>E&amp;G</b>		
E&G	9,543,299	9,543,299
Capital Planning	1,691,530	1,691,530
Equipment	-	-
University College	<u>46,852</u>	<u>46,852</u>
<b>Total</b>	<b>11,281,681</b>	<b>11,281,681</b>
<b>Auxiliary</b>		
Housing	(285,059)	(285,059)
Bookstore	<u>78,884</u>	<u>78,884</u>
<b>Total</b>	<b>(206,175)</b>	<b>(206,175)</b>
<b>Grand Total</b>	<b>11,075,506</b>	<b>11,075,506</b>









## Progress on Strategic Planning:

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

- ✓ Law School Nested at System Level
- ✓ Dean Hired
- ✓ Academic Success Director Hired
  - **Maine Law Bar Exam Passage Rate- 91%**
- ✓ Funding for Yellow Arrows (Admissions Consultant)
  - **LSAT Median Increased to 156 and GPA Increase**
- ✓ 3% COLA Adjustment
- ✓ Partial Completion
  - Tuition Discounting held at 33% while maintaining class size/quality
  - Faculty Vacancies – some filled, Search underway for final two vacancies



## Cross System & Statewide Collaborations

6

### Graduate & Professional Center/MCV

- Certificate Programming
  - Compliance Certificate, Non-JD Executive;
  - Privacy Certificate, JD; Environmental Law, JD
- Dual Degrees (JD/MBA, JD/MPH, JD/MPPM)
- Cross Disciplinary Courses
  - (Pandemic Law, Marijuana Law, Leveraged Financing Law)
- Cross-Listed Courses
- Increased Student Internships

### Maine Judiciary

- Committee Work
- Cumberland Legal Aid Clinic Relationship

### Maine Legal Service Providers

### 3 + 3 Agreements

- USM
- UMaine
- UMF
- UMPI
- UMA
- UMFK
- Husson
- UNE
- St. Joseph's College

### Maine Legislature

- Law School for Legislators
- Events & Panels

### D1L Partnership with Local Law Firms

### Maine State Bar Association

Rural Lawyering Partnership; CLE Collaboration

# FY21 Projection

6

## Education and General (E&G)

• Est. Tuition Revenue	6,375,496
• Est. Tuition Waivers/Scholarship (2,200,000)	
• Appropriation	856,808
• Investment Income	64,645
• Sales/Service/Other	<u>8,270</u>

**Total Est. Revenue: 5,105,219**

**Total Est. Expense: 6,850,650**

Projected FY21 Gap : **(\$1,745,431)**

USM/SYS Stabilization Funds: 425,000

SYS Stabilization & Rollover Funds: 1,316,871

Cares Act Funds: 3,560

**Current FY21 Projected Balance  
(that could be rolled into FY22): \$589,625**

## Gap Savings Explained

- Unplanned Position Savings due to staff resignations/retirements
- Voluntary Faculty Reduced Time Agreement
- Increase in Tuition Revenue
- Expense budget savings due to pandemic

## CARES ACT Funds

- Proj. 6700100 for Students: \$35,481
- Proj. 6700101 for Students: \$34,211
- Proj. 6700101 for Institution: \$1,780
- Proj. 6700105 SIP Funds for Students: \$1,780
- Proj. 6700105 SIP Funds to Institution: \$1,780

**Balance Remaining of All Funds: \$9,874**  
**Will be all spent by July 2021**



## FY22 E&G Budget Scenarios

6

	*FY21 Unadjusted	FY22 Proposed	\$ Change	% Change	
Revenue	Tuition & Fees	\$6,138,289	\$6,235,771	\$97,482	1.6%
	Less: Waivers/Scholarships	(2,100,000)	(2,100,000)	-	
	Appropriation	856,808	1,281,808	425,000	49.6%
	Indirect Cost Recovery	-	-	-	
	Investment Income	64,645	65,063	418	0.6%
	Sales/Services/Other	8,270	8,270	-	
	Total E&G Revenue	\$4,968,012	\$5,490,912	\$522,900	10.5%
Expense	Personnel Expense	\$6,403,762	\$6,661,126	\$257,364	4.0%
	Attrition	(101,000)	0	\$101,000	-100.0%
	Sales & Services	273,943	412,840	138,897	50.7%
	Travel	33,500	90,250	56,750	169.4%
	Memberships	28,800	35,400	6,600	22.9%
	Maintenance	3,250	10,250	7,000	215.4%
	Library Acquisitions	558,525	502,673	(55,852)	-10.0%
	Other Expenses	153,676	204,759	51,083	33.2%
			-		
	Total Other Expenses & Transfers	1,051,694	1,256,172	204,478	19.4%
Total E&G Expense	\$7,354,456	\$7,917,298	\$562,842	7.7%	
Modified Cash Flow	Operating Increase (Decrease)	(2,386,444)	(2,426,386)	(39,942)	1.7%
	USM Reserves	212,000	-	(212,000)	-100.0%
	System Reserves	213,000	-	(213,000)	-100.0%
	System Stabilization Funds	1,961,444	-	(1,961,444)	-100.0%
	Free Cash Flow	-	(2,426,386)		
Total System Support (Including Appropriation)					
	\$ 3,243,252	\$ 3,708,194			

\*In FY21, Maine Law projects it will save \$400,000 in personnel expenses due to unfilled vacancies & grant funding

**Total projected system stabilization funds needed for FY21 will be \$1,316,871**





## FY22 E&G Budget Overview

6

### **New Investment of \$400,000**

- Increase Marketing Efforts
- Invest in Faculty & Student Success
- Library expenses cut 10%; Library position reduced and repurposed
- Adds no investment in Diversity through Targeted Scholarships & DEI Staffing

- 
- No Dir. Of Innovation & Special Programs
    - Limits or curtails ability to sustain and create new and collaborative programming
  - No Investment in Strategic Plans Next Steps
    - Risks Further Loss of Talented Faculty
    - No Additional Marketing Funds
    - No Additional Funding for Faculty for Expanding Clinics or Certificates



## Future Report Recommendations NOT included in FY22 Budget:

Recommendation	Implemented	Estimated Costs
Maine Community Law Center Acquisition (pg.14)	No	250,000
Incentivize KPI Funding (pg. 16)	No	100,000
Additional Advancement Staff (pg. 17)	No	125,000
Hire Director of Online Education/Innovation (pg. 10)	No	125,000- in FY22 Budget
Transactional Law/Business Clinic (pg. 9)	No	250,000
Rural Semester in Practice (pg. 9)	No	130,000
Long term PLUS Funding (pg. 15)	No	90,000
Additional Course Offerings in Law & Technology (pg. 9)	No	Full Time Professor: \$180,000 with Fringe Alternatively, Professors of Practice x2= \$50,000
		<b>Total Estimated Costs: \$1,250,000</b>



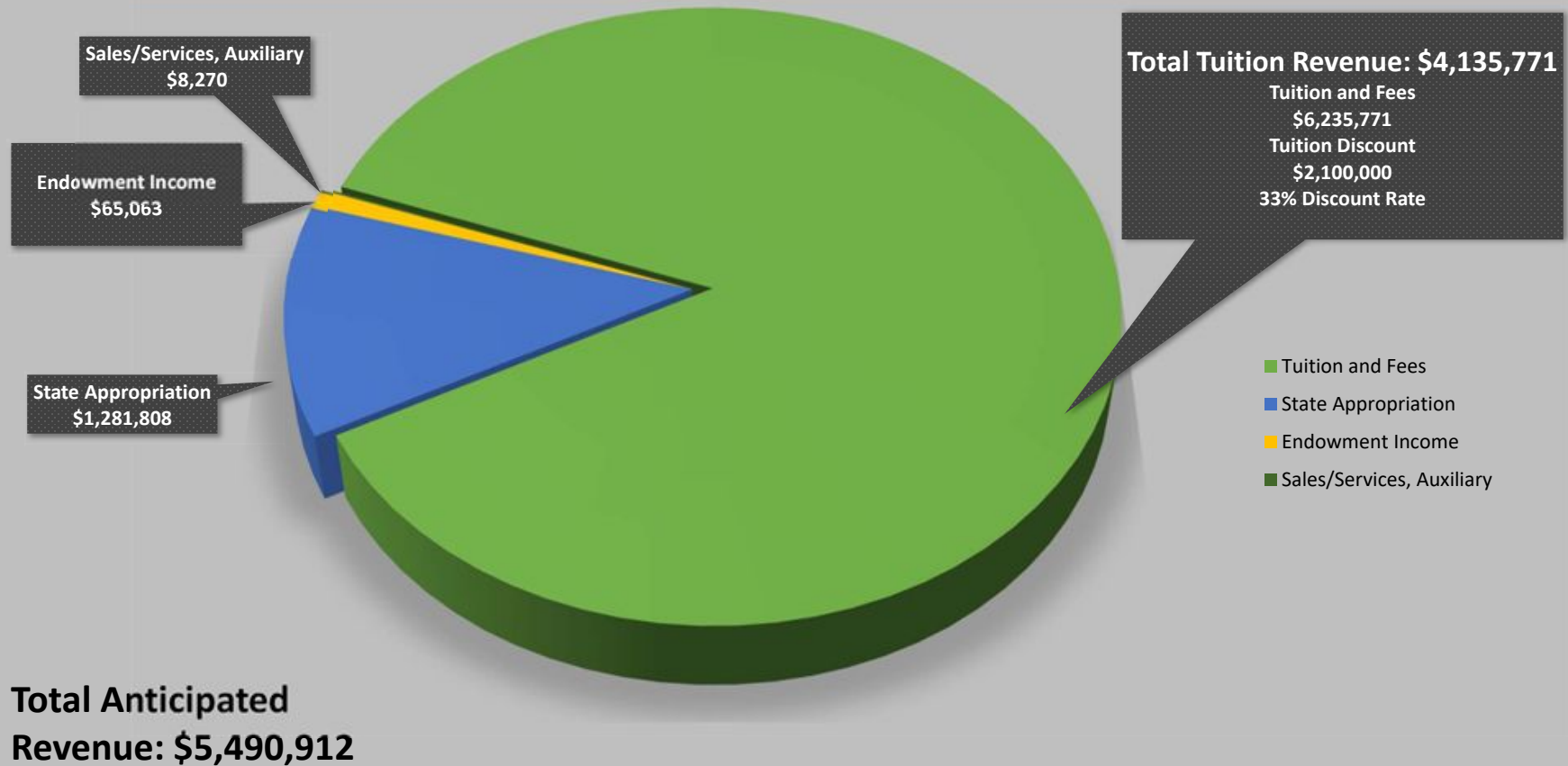
## Other Priorities Not Yet Funded

6

- **Reach 50% tuition discounting (1M)**
  - Maintain and improve New Student Credentials
- **Improve Diversity (1L cost \$120,000)**
  - Tuition & Cost of Attendance Awards to Maine Native Americans and BIPOC students
- **Expand Clinical Program Offerings:**
  - Aroostook General Practice Clinic ( \$123,000)
    - Collaborate with UMFK
  - Business and Community Development Clinic (\$200,000)
  - Reinvigorate Patent & Law + Innovation Clinics (\$425,000)
  - Legislative & Policy Clinic (\$200,000)
  - Center for Law & Climate Science (\$180,000)

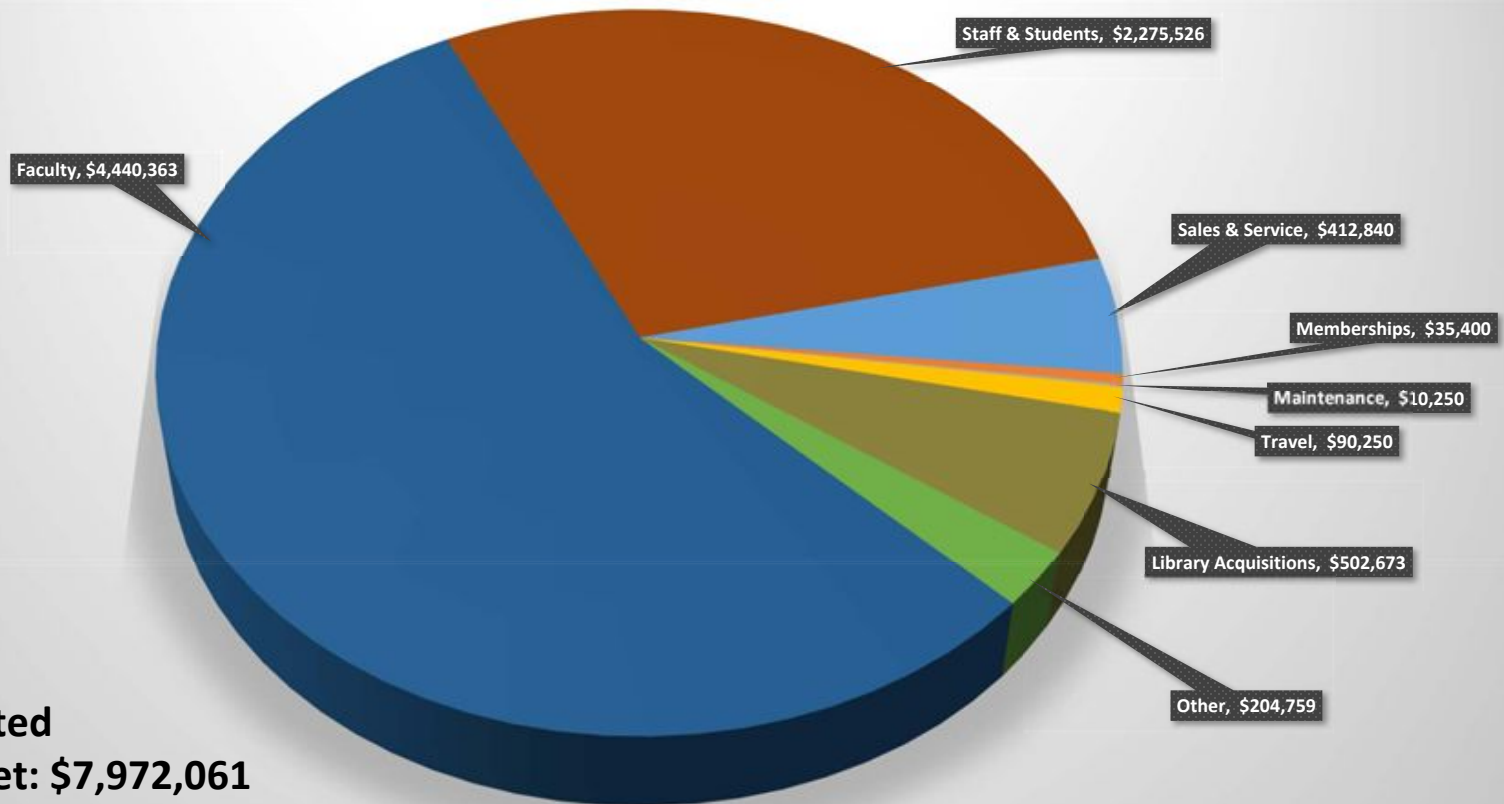
## FY 2022 Anticipated Revenue

6



## FY 2022 Anticipated Expense Budget

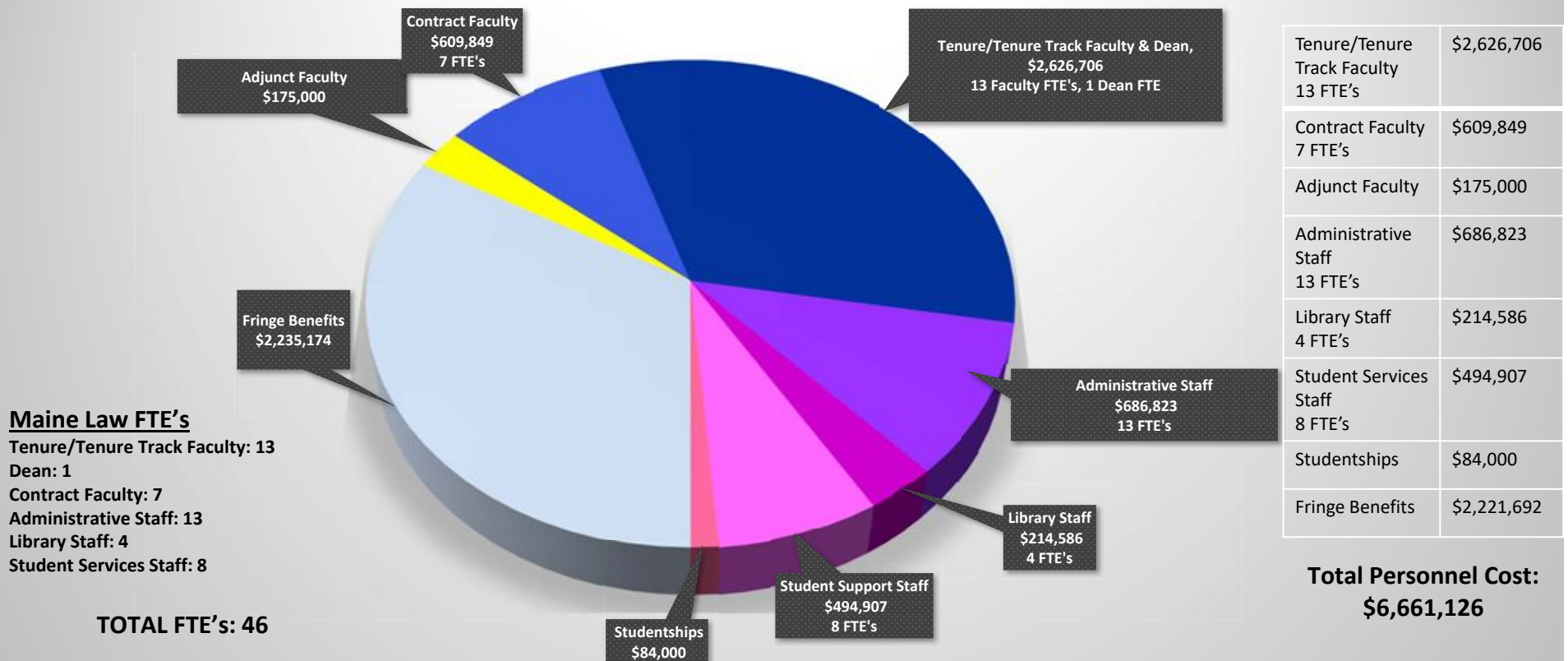
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**Total Anticipated  
Expense Budget: \$7,972,061**

# FY 2022 Personnel Budget

6



## FY2022 Student Tuition and Fees

6

<u>Tuition</u>	<u>FY21</u> <u>Per Credit</u> <u>Rates</u>	<u>FY22</u> <u>Per Credit</u> <u>Rates</u>	<u>FY22</u> <u>Per</u> <u>Semester</u>	<u>FY22</u> <u>Full Time</u> <u>Annual</u>
In-state	773.00	773.00	11,595.00	23,190.00
Non-resident	1,156.00	1,156.00	17,340.00	34,680.00
NEBHE /Canadian	1,055.00	1,055.00	15,825.00	31,650.00

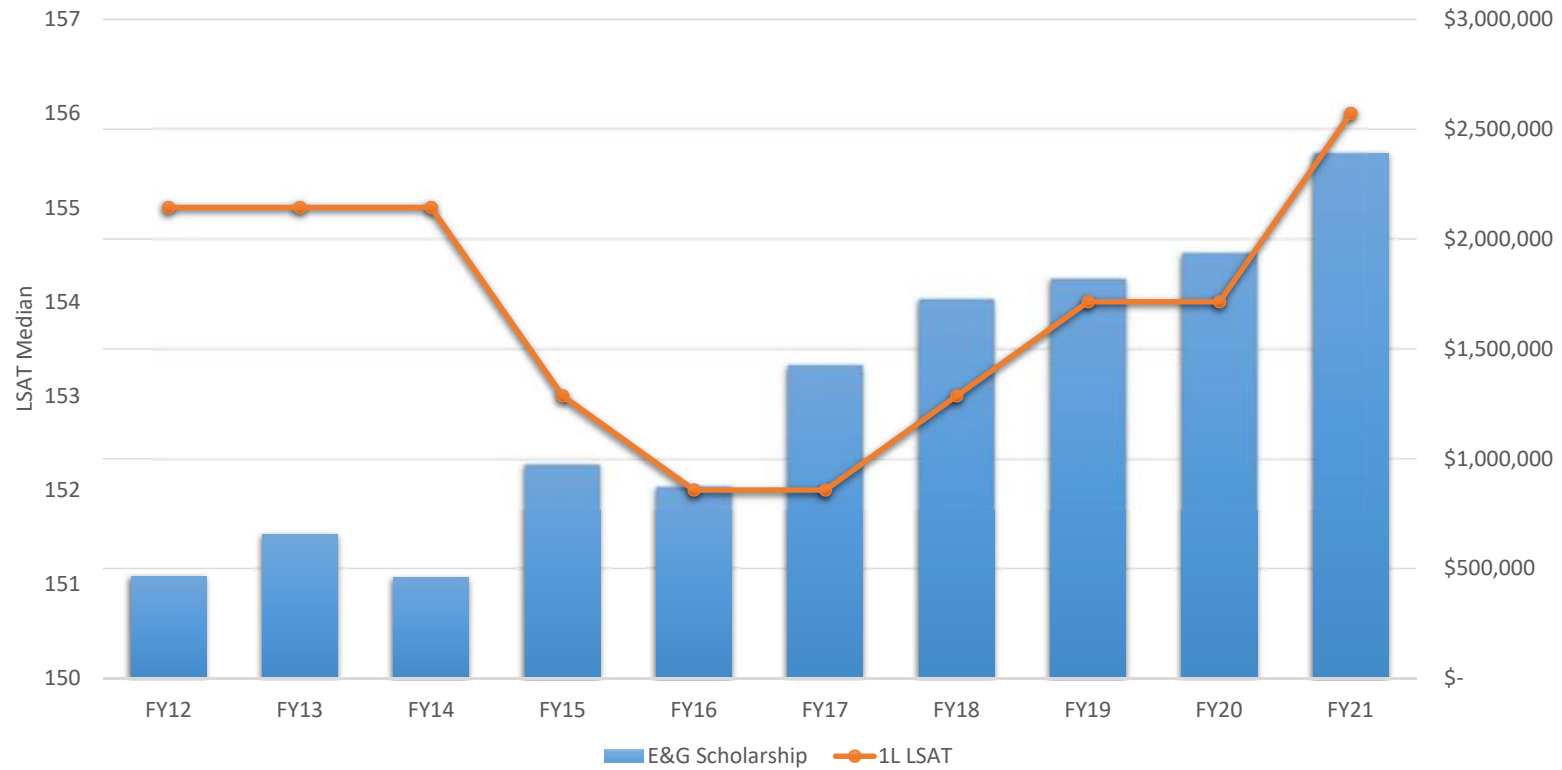
  

<u>Fees</u>	<u>FY21</u> <u>Rates</u>	<u>FY22</u> <u>Rates</u>	<u>FY22</u> <u>Total Fees Collected</u>
Unified Fee	33.00	33.00	Per Credit Hr. \$ 250,107 Paid to USM
Transportation Fee	110.00	110.00	\$ 53,900 Paid to USM
Health Services Fee	80.00	80.00	\$ 39,200 Paid to USM
Student Activity Fee	50.00	50.00	\$ 12,250 Paid to the SBA
<b>\$ 343,207 Estimated Law Student Fees Paid to USM</b>			

### Law Student Debt at Graduation



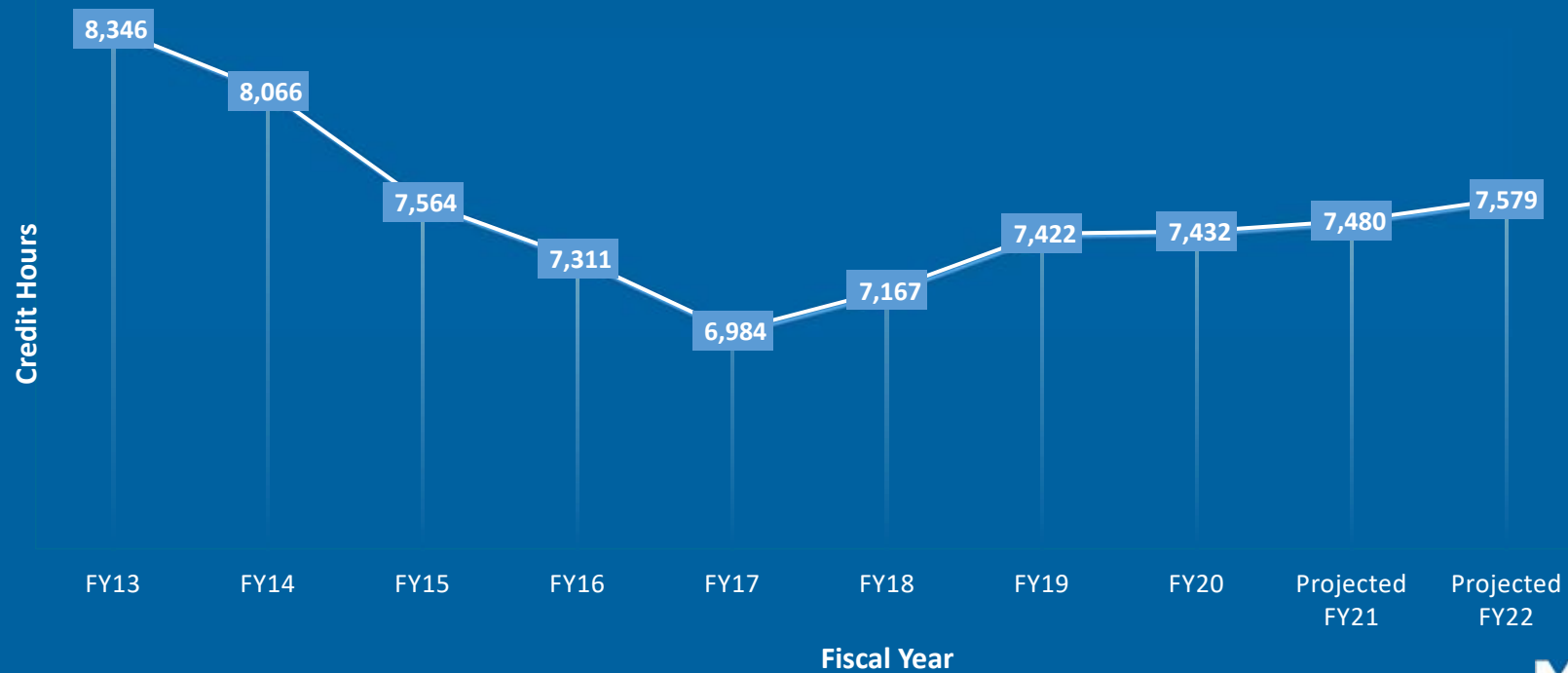
## E&G Scholarship & Median LSAT History





# FY21 Outlook– Enrollment Projection

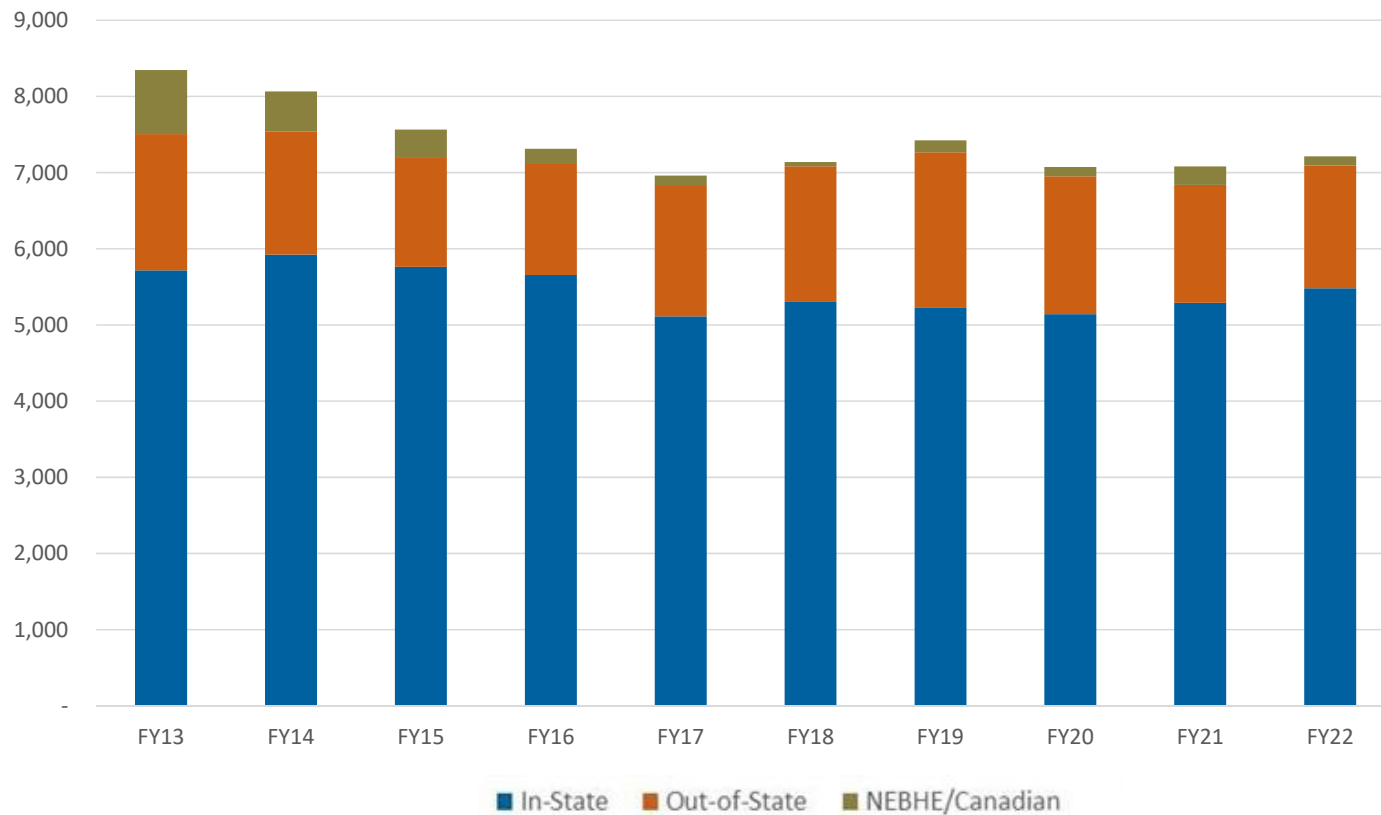
## TOTAL ANNUAL CREDIT HOURS- LAW





## Ten Year Residency Credit Hour History

6





## Renewed Commitment to Maine Connections

### FY22 Scenario C Supports Success by:

- Funds Faculty Research and Community Connections
- Improves Outreach & Marketing

### Scenario C will not:

- Add Director of Innovation & Special Programming
  - Enhance Cross System Collaboration
  - Increase Business Community Support
  - Improve Future Revenue Opportunities









# UNIVERSITY OF SOUTHERN MAINE

*Campus Presentation*  
*Finance/Facilities/Technology Committee*

*March 26, 2021*

## FY 2022 Budget Preparation / Strategy

- USM's FY22 budget utilizes its final FY21 budget as a starting point.
  - Conservative enrollment projection mirrors current FY21 forecast → USM enrollment team is hopeful that University will exceed / adjust upward current FY22 figure
  - Wage / benefit expenses include same levels same level of attrition as FY21 → USM has benefitted from careful consideration of new hiring throughout pandemic
  - Evolving FY21 forecast will inform adjustments to non-compensation revenue / expense lines
- USM responded early to significant pandemic budget implications by taking the following key steps:
  - *Implementing temporary spending measures → FY20 surplus*
  - *Conducting budget scenario modeling → effective FY21 planning*
  - *Mining the University's balance sheet for matching liquidity to meet the moment → resources to close FY21 budget gap*
- University maintains temporary spending measures and proposes to continue utilizing balance sheet assets in FY22 budget proposal.



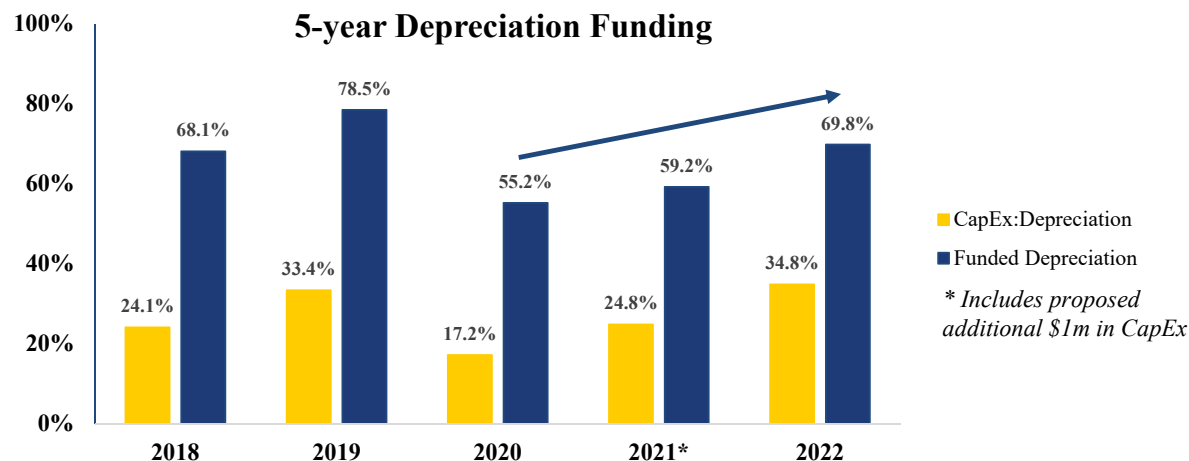
## FY 2022 Key Budget Drivers: Year-over-Year Comps

<u>Category</u>	<u>FY21 - Mar</u>	<u>FY21 – Oct</u>	<u>FY22 Adj</u>	<u>FY22</u>
<b>Tuition/Fees</b>	\$79,021,569	\$75,485,907	\$661,675	<b>\$76,147,582</b>
<b>Appropriation</b>	\$47,542,541	\$46,874,076	\$235,548	<b>\$47,109,624</b>
<b>Auxiliary</b>	\$13,201,965	\$7,117,220	\$4,891,042	<b>\$12,008,262</b>

- USM's FY22 budget proposal falls between its pre-pandemic FY21 budget submission and University's current operating budget.
  - *Tuition/Fees: FY22 proposal more closely aligned with FY21 operating budget*
  - *State Appropriation: FY22 proposal more closely aligned with FY21 operating budget*
  - *Auxiliary Services: FY22 proposal more closely aligned with FY21 March submission*
- FY22 proposal envisions residence halls at 95% occupancy → considerably more than current occupancy but still far less than pre-pandemic occupancy levels.

## FY 2022 Budget Impact: Ratios / Def. Maintenance

- Due to tuition/fee revenue, increased benefit rate, adjustments from FY21, FY22 budget proposal addresses a \$2.7 million budget gap → no utilization of reserves or federal funds to cover gap and balance budget.
- FY22 budget significantly increases funding in CapEx to address deferred maintenance on USM campuses.
  - USM will also use federal relief funds to boost CapEx and address deferred maintenance
  - Following completion of residence hall, USM will transfer annual free cash flow directly to CapEx line, creating an additional annual revenue stream to cover deferred maintenance campus-wide

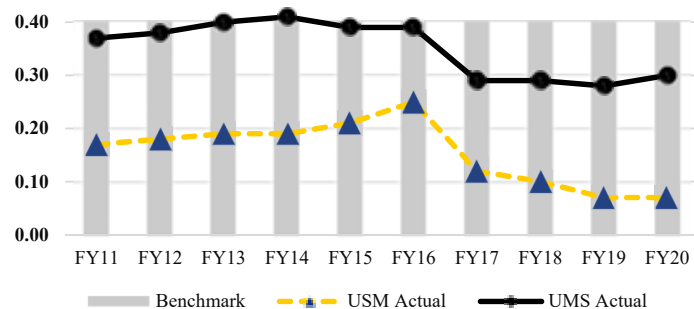




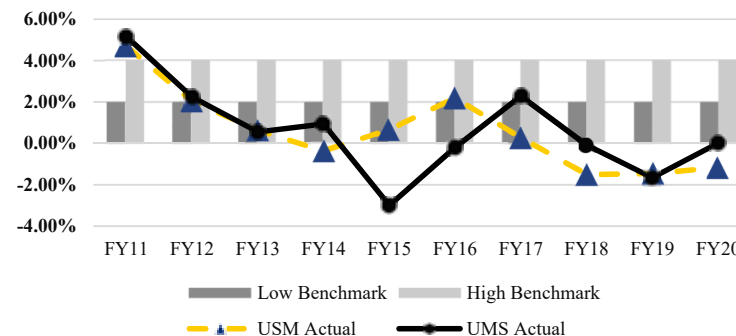
## FY 2022 Budget Impact: Ratios

- USM has maintained its E&G reserve throughout pandemic; does not deploy in FY21/22.
- Keys to improving ratios:
  - Reducing depreciation gap
  - Building reserves

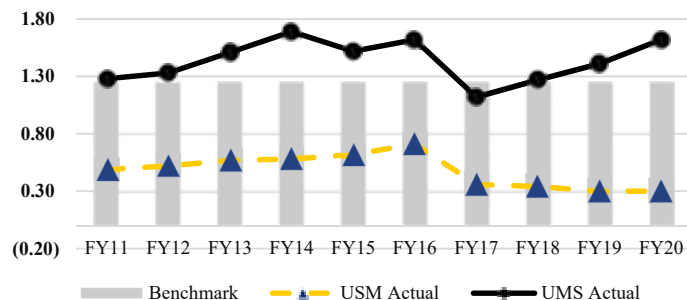
Primary Reserve Ratio



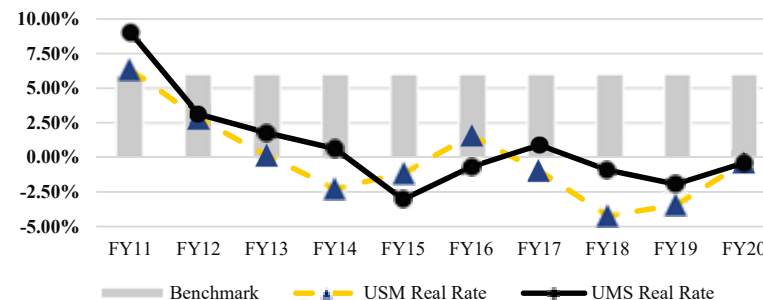
Net Operating Revenues Ratio



Viability Ratio



Return on Net Position Ratio



## Budget Reforms & Key Next Steps

- Pandemic conditions have required USM to drive efficiencies throughout its operations.
  - *Hiring practices that thoroughly evaluate the need to replace positions / create new ones*
  - *Spending controls that ensure expenditures are appropriate and warranted*
  - *Budgeting that prioritizes strategic outlays based on growth objective, not past practices*
- **Maintaining these advancements as pandemic abates and budget conditions improve will be key to USM's future financial health.**
  - *Data driven decision-making*
  - *Increasing use of budget forecasting and program analytics to inform strategic investments*
- Continuing to streamline operations, hire intentionally, and identify campus physical plant inefficiencies will enable USM to improve operating results, curtail depreciation gap.
- Increased partnership between Financial Management, Academic Affairs, Enrollment Management, and Human Resources will be critical to USM's next steps in an increasingly competitive higher education environment.

## Academic Efficiency and Decision Making

### PSYCHOLOGY

	Base-Funded Faculty FTE			Undergraduate Instructional Course Staffing			
	Tenure and Tenure Track	Non-Tenure Track Full-Time	Part-Time	%CredHrs Generated by Part-Time Faculty	College Median Avg Section Size	Median/Ratio Plans to Full-time Faculty	Avg UGRD Credit Hours Generated
AY2019-2020	6.3	0.0	2.0	32.73%	33.3	37.2	4997.5
AY2018-2019	6.3	0.0	1.8	22.81%	33.6	33.4	4867.7
AY2017-2018	5.0	0.0	0.4	8.76%	40.0	37.7	4867.7
<b>3yr average</b>	<b>5.9</b>	<b>0.0</b>	<b>1.4</b>	<b>21.43%</b>	<b>35.6</b>	<b>36.1</b>	<b>4911.0</b>

SCH / FTF

832.37

### ECONOMICS

	Base-Funded Faculty FTE			Undergraduate Instructional Course Staffing			
	Tenure and Tenure Track	Non-Tenure Track Full-Time	Part-Time	%CredHrs Generated by Part-Time Faculty	College Median Avg Section Size	Median/Ratio Plans to Full-time Faculty	Avg UGRD Credit Hours Generated
AY2019-2020	4.0	1.0	0.2	21.44%	30.0	12.5	3183.0
AY2018-2019	3.0	1.0	0.2	7.39%	31.3	15.3	3150.0
AY2017-2018	2.8	0.0	0.4	27.56%	30.1	21.4	3150.0
<b>3yr average</b>	<b>3.3</b>	<b>0.7</b>	<b>0.3</b>	<b>18.80%</b>	<b>30.5</b>	<b>16.4</b>	<b>3161.0</b>

SCH / FTF

790.25

## Data-Informed Strategic Enrollment Growth

### School of Nursing

- **Academic Partnerships Growth:** 15-20 new students per start (with 6 starts per year)
- **70-Student Wait List for Accelerated BSN**  
(Bachelor of Science in Nursing)

### Educational Psychology Program

- **93% headcount growth in MS since 2019**
- **100% growth in credit hours since 2019**
- **MS fully online and ranked, leads to Board Certified Behavior Analyst (BCBA)**



## Collaborations/Partnerships

- 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)
- USM and UM Engineering
- 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

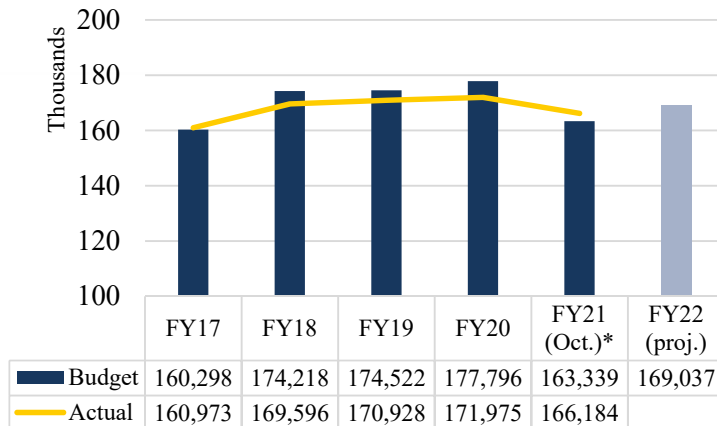




# FY 2022 ENROLLMENT PROJECTIONS

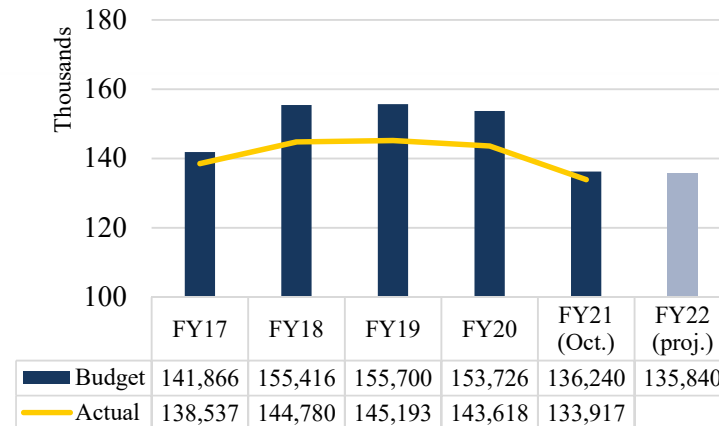
## FY17 – FY22 Credit Hour Summary

### Total Credit Hour Enrollment\*

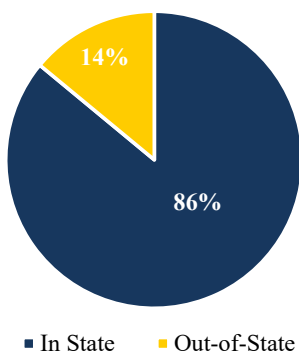


\*Projected FY21 Finish as of 2/5/2021

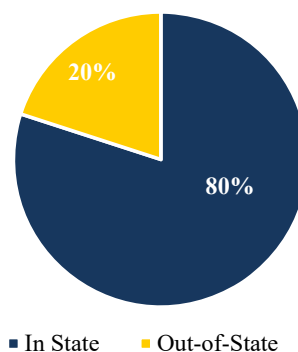
### In-State



### FY17 Credit Hour Mix

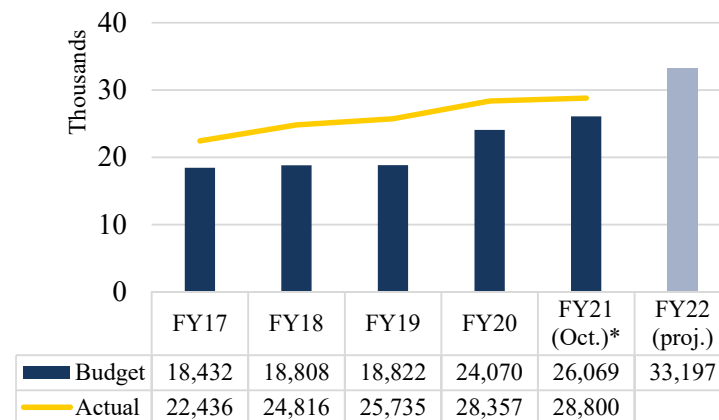


### FY22 Credit Hour Mix



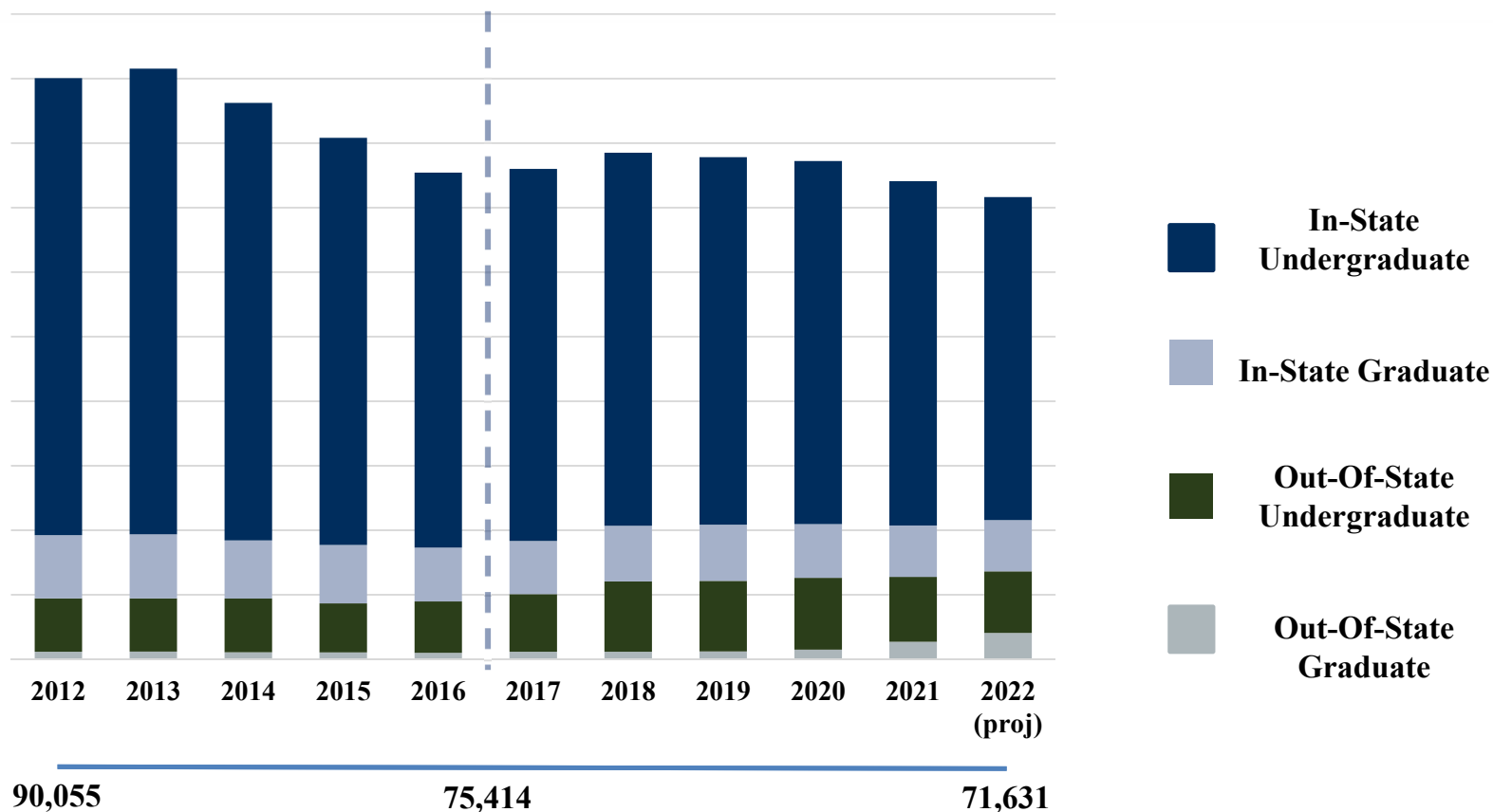
### Out-of-State

*Includes NEBHE/Canadian/International/Online*



# 10-year Credit Hour Comparison

## Fall Census Data

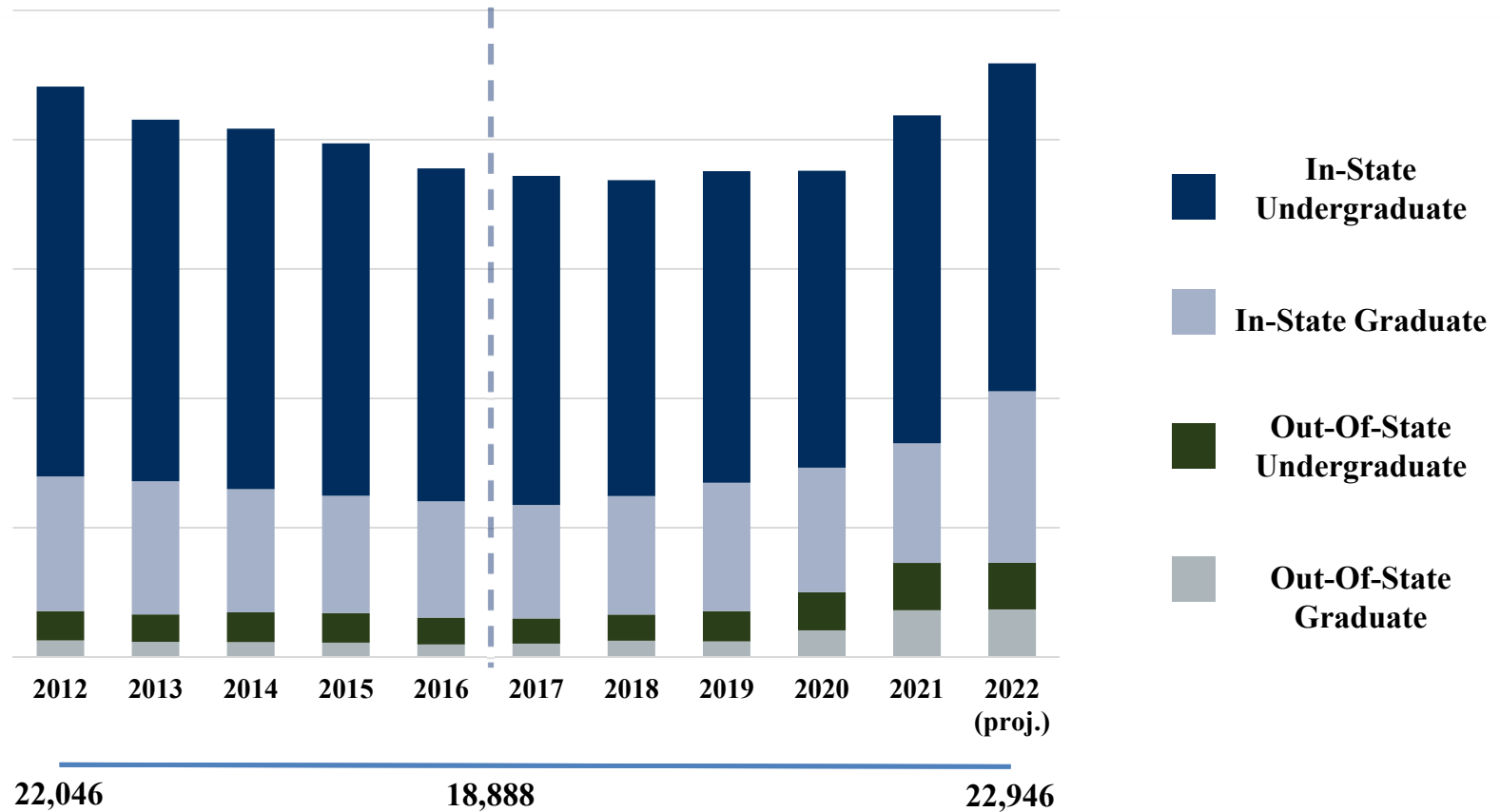


7



# 10-year Credit Hour Comparison

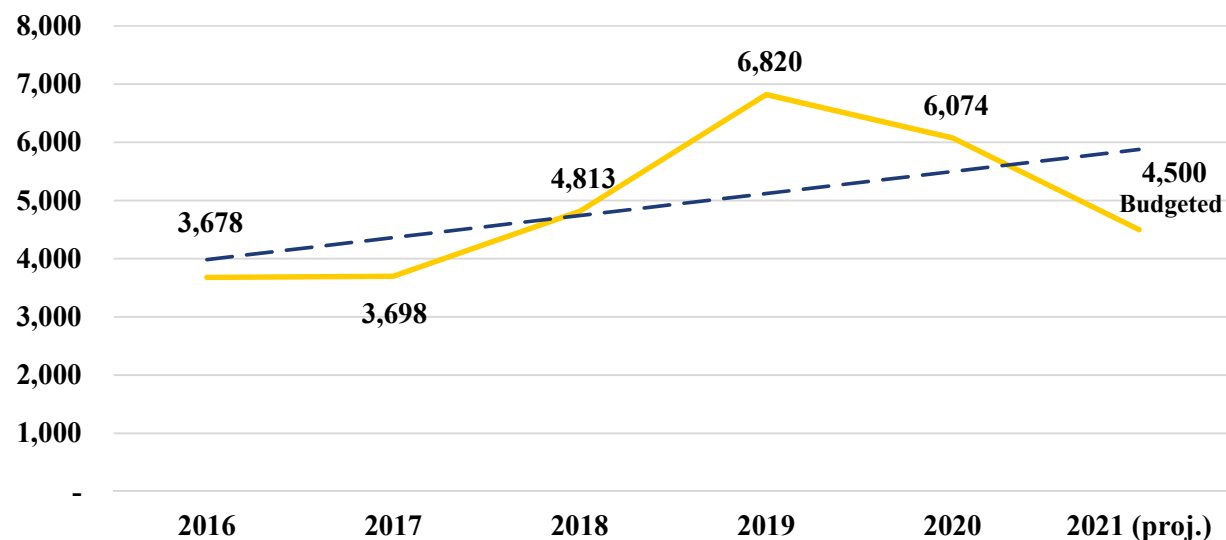
## Summer Census Data



## 2016-2021 USM Early College

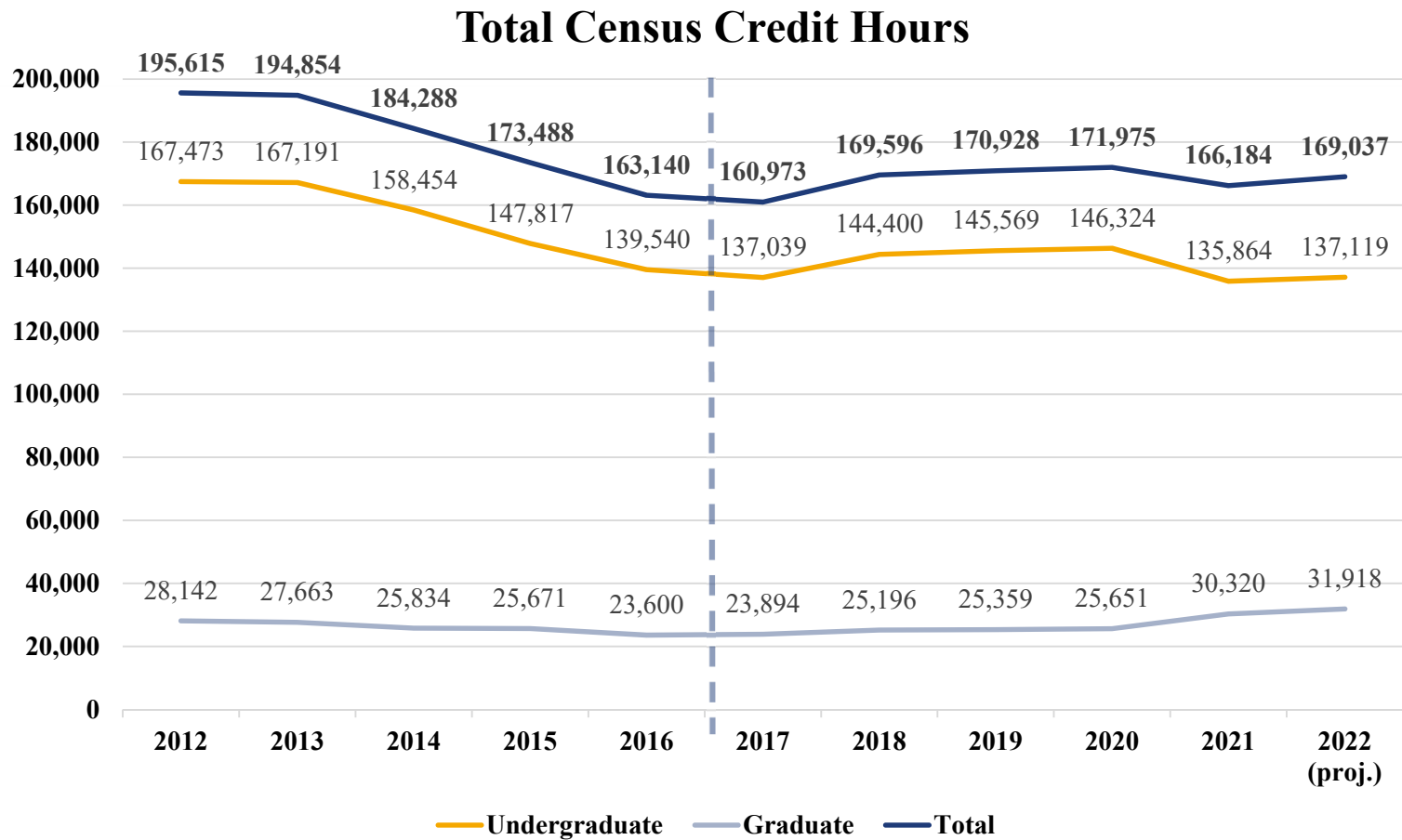
### UMS BOT Strategic Goal 2: Increasing Maine Educational Attainment

Action 2: Expand early college and related programs to reach a participation rate of 5,000 high school juniors and seniors by 2022, and support the development of programmatic capacity by 2025 in at least half all Maine high schools sufficient to allow students in those schools the opportunity to obtain credits to the equivalency of a high quality Associate degree by the time they graduate from high school, enhancing their educational goals and reducing their need for or reliance on student debt.



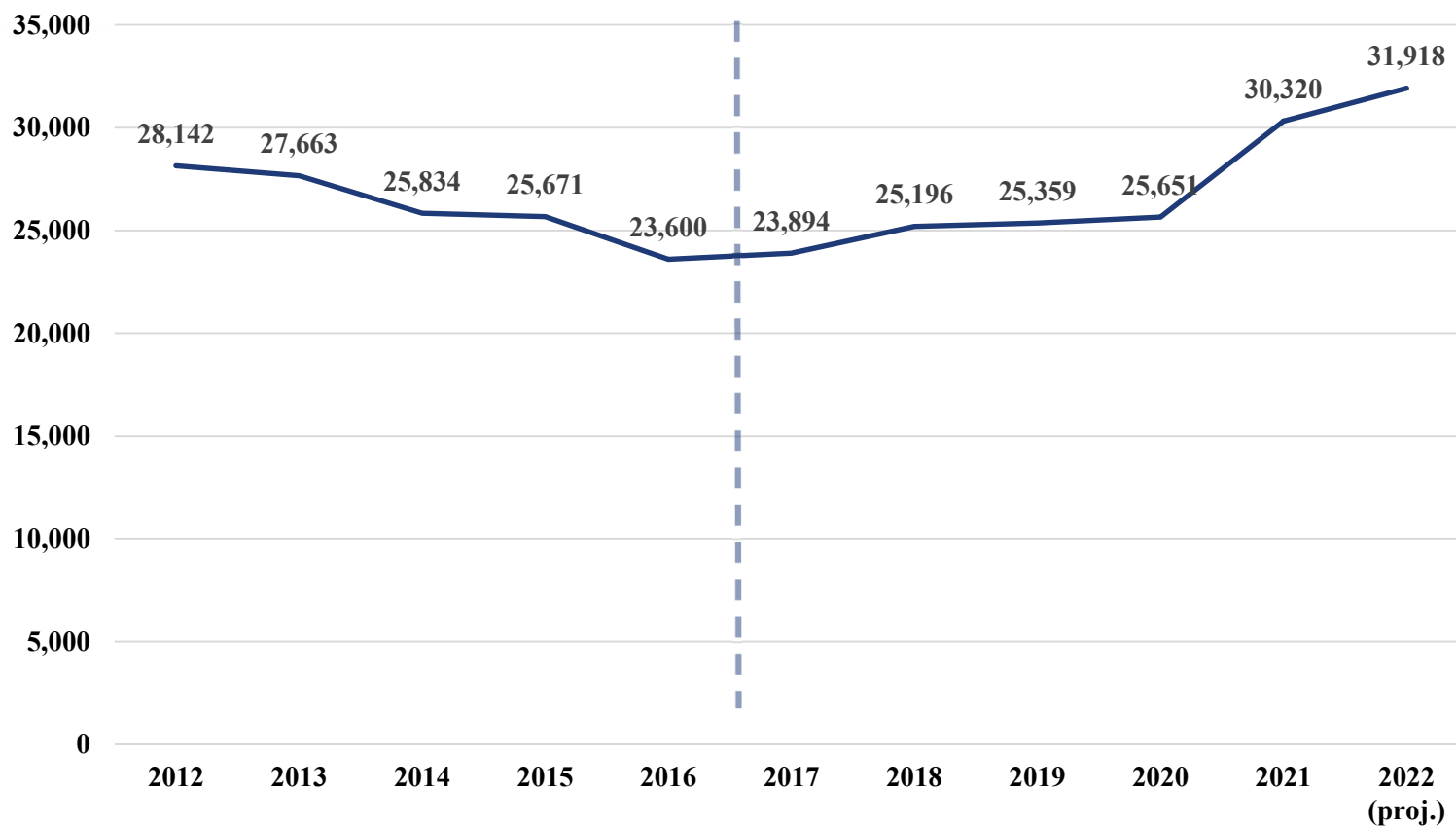
*1. Declaration of Strategic Priorities to Address Critical State Needs, December 2018*

## FY 2022 Outlook: Enrollment Projection

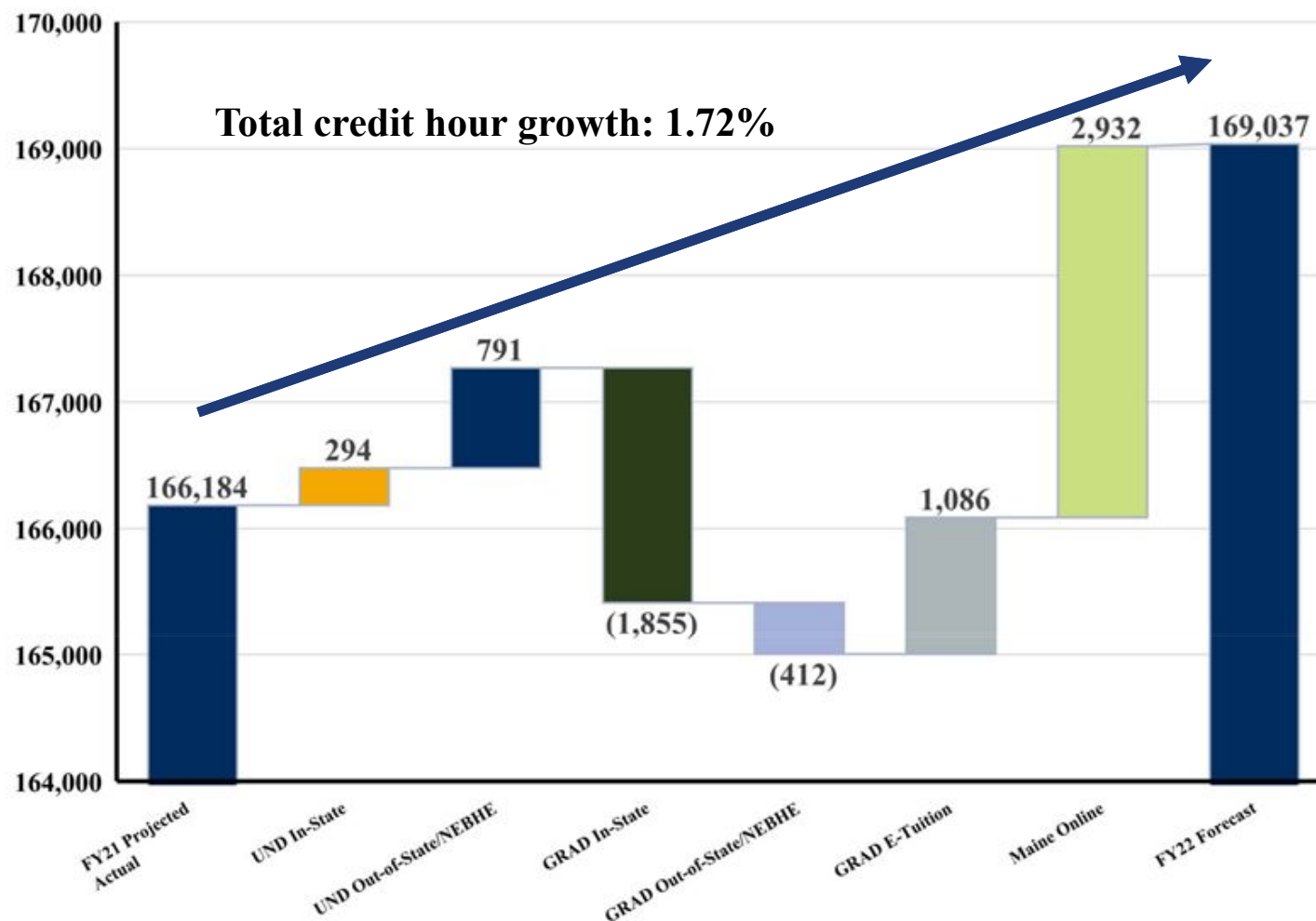


## FY 2022 Outlook: Graduate Enrollment Projection

### Graduate Census Credit Hours



## FY 21 - FY 22 Outlook: Enrollment Projection



53 Undergraduate Majors, 26 Graduate Programs, 29 Certificates



# **FY 2022 FINANCIAL PROJECTIONS**

## USM FY 2022 Base Budget Proposal – Overview

### Summary

- Conservative revenue assumptions; continued cost management and expense offsets; beginning to address capital needs
- Lowers total operating deficit from final FY21 budget by \$1.95 million (44.7%)

### Shortfall Drivers

Reduced E&G Tuition/Fee Revenue	(\$1,038,325)
Benefit rate change	(926,534)
Increased capital expenditure investment	(472,669)
Other net expense adjustments	(217,773)

### Balancing Measures

Additional cohort of accelerated nursing students	\$1,000,000
Deployment of scholarship funds	1,000,000
Additional attrition	700,000
Additional other revenue	394,300
5% expense reduction/Gift fund deployment	845,736
Additional capital expense investment	(1,284,735)
<b>TOTAL</b>	<b>(\$2,655,301)      \$2,655,301</b>

## USM FY 2022 Base Budget Proposal: Total

7

	FY21 (March draft)	FY21	FY22	\$ Change	% Change	
Revenue	Tuition & Fees	\$79,021,569	\$75,485,907	\$76,147,582	\$661,675	0.9%
	Dining & Residence	13,201,965	7,117,220	12,008,262	4,891,042	68.7%
	Less: Waivers/Scholarships	(18,121,971)	(17,691,971)	(16,691,971)	1,000,000	-5.7%
	Appropriation	47,542,541	46,874,076	47,109,624	235,548	0.5%
	Indirect Cost Recovery	3,525,000	3,525,000	3,525,000	-	
	Investment Income	127,165	114,448	114,448	-	
	Sales/Services/Other	4,526,398	2,780,288	3,904,320	1,124,032	40.4%
	Total Revenue	\$129,822,667	\$118,204,968	\$126,117,265	\$7,912,297	6.7%
Expense	Personnel Expense*	85,854,242	84,329,809	86,071,829	1,742,020	2.1%
	Fuel/Electricity	3,453,238	3,379,424	3,453,238	73,814	2.2%
	Supplies/Services	11,154,123	8,794,676	9,887,515	1,092,839	12.4%
	Shared Services	12,698,591	12,698,591	12,792,857	94,266	0.7%
	Travel	1,314,430	460,452	660,452	200,000	43.4%
	Maintenance & Alterations	3,258,835	3,079,523	3,258,835	179,312	5.8%
	Depreciation	8,232,764	8,232,764	7,972,587	(260,177)	-3.2%
	Interest	1,480,983	1,480,983	1,374,769	(106,214)	-7.2%
	Other Expenses & Transfers	5,854,883	107,906	3,053,759	2,945,853	2730.0%
	Total Non-Comp Expense	47,447,847	38,234,319	42,454,012	4,219,693	11.0%
	Total Expense	\$133,302,089	\$122,564,128	\$128,525,841	5,961,713	4.9%
	Operating Increase (Decrease)	(\$3,479,422)	(\$4,359,160)	(\$2,408,576)	\$1,950,584	-44.7%
Modified Cash Flow	Add back: Depreciation	8,232,764	8,232,764	7,972,587	(260,177)	-3.2%
	Less: Capital Expenditures	1,922,585	1,042,847	2,776,694	1,733,847	1280.1%
	Less: Debt Service Principal	2,830,757	2,830,757	2,787,317	(43,440)	-2.8%
	Free Cash Flow	\$0	\$0	\$0		



## USM FY 2022 Base Budget Proposal: E&G

7

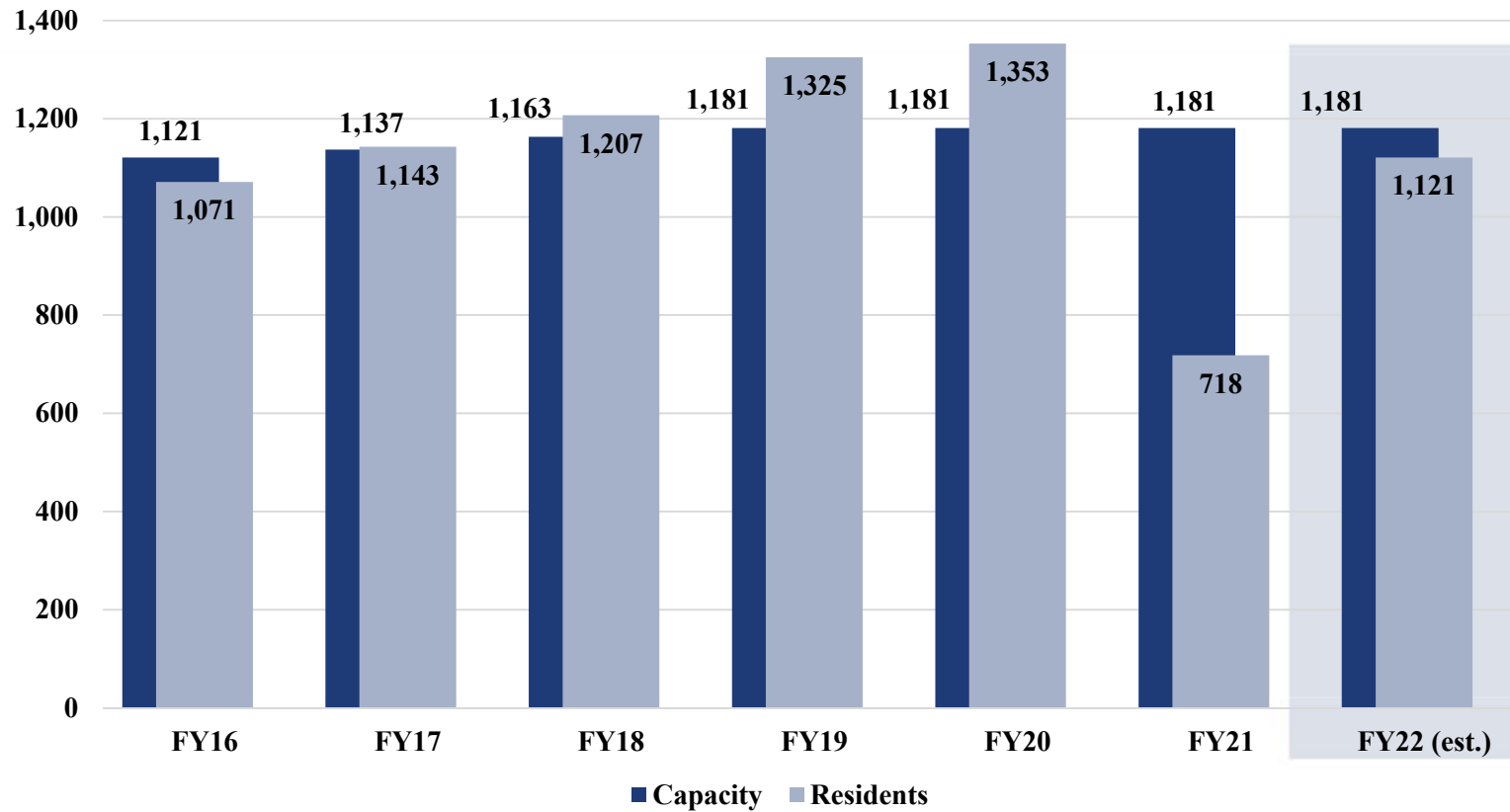
	FY21 (March draft)	FY21	FY22	\$ Change	% Change	
Revenue	Tuition & Fees	\$77,891,911	\$75,312,732	\$75,274,407	(\$38,325)	-0.1%
	Less: Waivers/Scholarships	(17,621,971)	(17,241,971)	(16,241,971)	1,000,000	-5.8%
	Appropriation	47,542,541	46,874,076	47,109,624	235,548	0.5%
	Indirect Cost Recovery	3,525,000	3,525,000	3,525,000	-	
	Investment Income	127,165	114,448	114,448	-	
	Sales/Services/Other	3,843,521	2,165,698	3,289,730	1,124,032	51.9%
	Total E&G Revenue	\$115,308,167	\$110,749,983	\$113,071,238	\$2,321,255	2.1%
Expense	Personnel Expense	83,305,379	81,848,196	83,573,196	\$1,725,000	2.1%
	Fuel/Electricity	2,547,739	2,493,536	2,547,739	54,203	2.2%
	Supplies/Services	6,266,812	5,452,008	5,398,947	(53,061)	-1.0%
	Shared Services	12,698,591	12,698,591	12,792,857	94,266	0.7%
	Travel	1,288,858	453,024	653,024	200,000	44.1%
	Maintenance & Alterations	2,156,444	2,037,499	2,156,444	118,945	5.8%
	Depreciation	7,099,059	7,099,059	6,572,221	(526,838)	-7.4%
	Interest	546,640	546,640	499,199	(47,441)	-8.7%
	Other Expenses & Transfers	3,438,430	(1,738,253)	1,207,600	2,945,853	-169.5%
	Total Non-Comp Expense	36,042,573	29,042,104	31,828,031	2,785,927	9.6%
	Total E&G Expense	\$119,347,952	\$110,890,300	\$115,401,227	\$4,510,927	4.1%
	Operating Increase (Decrease)	(\$4,039,785)	(\$140,317)	(\$2,329,989)	(\$2,189,672)	1560.5%
Modified Cash Flow	Add back: Depreciation	7,099,059	7,099,059	6,572,221	(526,838)	-7.4%
	Less: Capital Expenditures	1,699,997	1,019,997	2,494,364	1,474,367	144.5%
	Less: Debt Service Principal	1,359,277	1,359,277	1,382,833	23,556	1.7%
	Free Cash Flow	\$0	\$4,579,468	\$365,035		

## USM FY 2022 Base Budget Proposal: Auxiliary

7

		FY21 (March draft)	FY21	FY22	\$ Change	% Change
Revenue	Tuition & Fee Revenue	\$1,129,658	\$173,175	\$873,175	\$700,000	404.2%
	Less: Waivers/Scholarships	(500,000)	(450,000)	(450,000)	-	
	Dining & Residence	13,201,965	7,117,220	12,008,262	4,891,042	68.7%
	Sales/Services/Other	682,877	614,590	614,590	-	
	<b>Total Auxiliary Revenue</b>	<b>\$14,514,500</b>	<b>\$7,454,985</b>	<b>\$13,046,027</b>	<b>\$5,591,042</b>	<b>75.0%</b>
Expense	Personnel Expense	2,548,863	2,481,613	2,498,633	17,020	0.7%
	Fuel/Electricity	905,499	885,888	905,499	19,611	2.2%
	Supplies/Services	4,887,311	3,342,668	4,488,568	1,145,900	34.3%
	Travel	25,572	7,428	7,428	-	
	Maintenance & Alterations	1,102,391	1,042,024	1,102,391	60,367	5.8%
	Depreciation	1,133,705	1,133,705	1,400,366	266,661	23.5%
	Interest	934,343	934,343	875,570	(58,773)	-6.3%
	Other Expense	2,416,453	1,846,159	1,846,159	-	
	<b>Total Auxiliary Expense</b>	<b>\$13,954,137</b>	<b>\$11,673,828</b>	<b>\$13,124,614</b>	<b>\$1,450,786</b>	<b>12.4%</b>
	<b>Operating Increase (Decrease)</b>	<b>\$560,363</b>	<b>(\$4,218,843)</b>	<b>(\$78,587)</b>	<b>\$4,140,256</b>	<b>-98.1%</b>
Modified Cash Flow	Add back: Depreciation	1,133,705	1,133,705	1,400,366	266,661	23.5%
	Less: Capital Expenditures	222,588	22,850	282,330	259,480	1135.6%
	Less: Debt Service Principal	1,471,480	1,471,480	1,404,484	(66,996)	-4.6%
	<b>Free Cash Flow</b>	<b>\$0</b>	<b>(\$4,579,468)</b>	<b>(\$365,035)</b>		

## FY 2022 Fall Residence Hall Capacity/Utilization

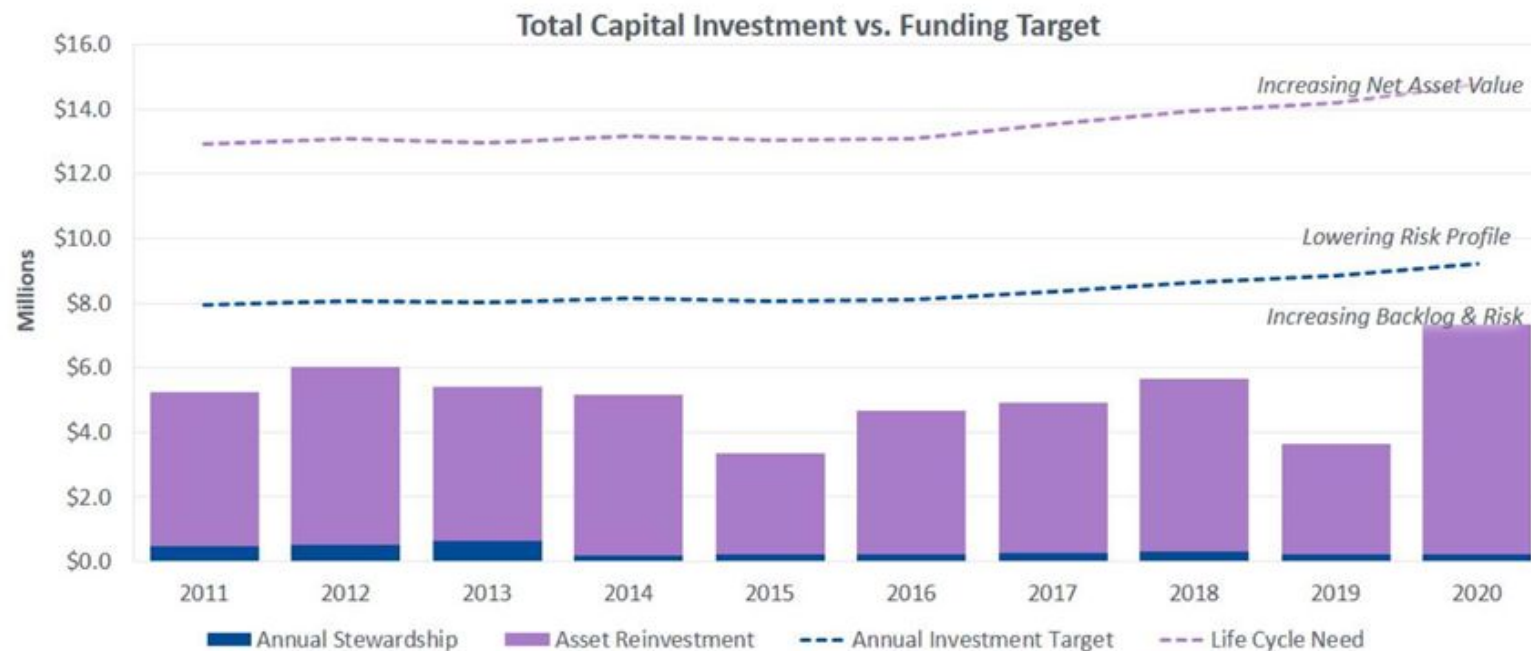




# FY 2022 CAPITAL PROJECTIONS

# Net Asset Value

## USM: Capital Targets vs. Annual Performance



## FY 2022 Capital Investment

	E&G	Auxiliary	Bonding
Salt Shed	\$215,000	\$0	\$0
Bailey Hall Fire Protection Upgrades	750,000	-	-
Gorham Underground Utilities Repairs	50,000	-	-
Portland Underground Utilities Repairs	50,000	-	-
Russel Hall Envelope	280,000	-	-
Glickman Boiler Replacement	30,000	-	-
Science Boiler Replacement	30,000	-	-
Eliminates Luther Bonney Pneumatics	153,500	-	-
Masterton Chiller Replacement/HVAC Upgrades	211,497	-	-
Robie Andrews Renovations	-	222,588	431,605
Career and Student Success Center	-	-	14,839,902
<b>Total</b>	<b>\$1,769,997</b>	<b>\$222,588</b>	<b>\$15,271,507</b>

***Key Focus:*** By continuing to improve net operating results and dedicating Portland residence hall free cash flow to capital expenditures, USM could add up to \$4 million in annual capital investment in the coming years.

## Space Reduction

Building Name	Square Footage	Deferred Maintenance	Reason for Removal	Notes
23 Brighton Avenue	3,026	\$690,328	Space Reduction Initiative Request	Possible building donation instead of demolition
7 College Avenue*	7,001	1,049,781	Space Reduction Initiative Request	Coordination with Town of Gorham required
19 College Avenue*	4,109	772,739	Space Reduction Initiative Request	Coordination with Town of Gorham required
222 Deering Avenue	2,792	443,119	Space Reduction Initiative Request	Pending location for current occupants
62 School Street*	3,336	658,150	Space Reduction Initiative Request	Coordination with Town of Gorham required
128 School Street	9,005	1,860,459	Space Reduction Initiative Request	Planned for end of FY21, possibly early FY22
118 Bedford Street	4,388	879,067	Space Reduction Initiative Request	Planned for end of FY21, possibly early FY22
Salt Storage Shed	504	30,000	Demolition for new Dorm/Student Center	To be completed before end of FY21
Woodbury Campus Center	28,387	3,755,233	Demolition for new Dorm/Student Center	To be completed before end of FY21
25 Bedford Street	9,744	93,417	Demolition for new Dorm/Student Center	To be completed before end of FY21
<b>Total</b>	<b>72,291</b>	<b>\$10,232,292</b>		

*\*Require further discussions with the Town of Gorham*





*FY22 Budget  
FFT Meeting  
March 26, 2021*



The strategic planning process enabled us to recalibrate our shared understanding of the University's mission and reimagine the way we operate.

### Understanding Expectations

- State of Maine Establishing Legislation
- Board of Trustees Strategic Directives
- Maine Economic Development Strategy 2020-2029
- UMF Administration, Faculty, and Staff
- UMF Students
- UMF Alumni
- UMF External Stakeholders and Potential Partners
- UMF Partner Universities

### Pinpointing Desired Outcomes

- Align UMF with the System and System Universities
- Shape UMF as a Unique "Value Add" to the System
- Leverage Existing UMF Assets and Strengths
- Partner with UMS Universities in Order to Maintain and/or Expand Programs
- Acknowledge and Address UMF Weaknesses and Threats
- Be Recognized for Ensuring Student Success
- Increase Enrollment
- Extend Regional, State, and National Impact
- Cultivate Greater Stakeholder Support
- Achieve Long-Term Financial Sustainability and Growth



# The UMF Strategic Plan is a highly detailed, action-oriented blueprint for the University's future.

Key concepts can be summarized as follows:

- **Three-Year Timeline**
  - Specific milestones and objectives measure the success set for each year
- **Budget Integration**
  - Integrated with the UMF's budget and financial planning
- **Focus on the Most Critical Issues**
  - Address the most serious challenges: financial unsustainability, perceived lack of alignment with the UMS, declining enrollments, mismatch between student population and faculty size, erosion of state funding, limited donor support, and destructive competition with other campuses
- **Clear goals and Architecture for Success**
  - Student engagement and success, community engagement, and sustainability and growth
- **System-Wide Collaboration**
  - Taking advantage of the opportunity by Unified accreditation, UMF will provide students the benefits of a big university in a small school setting
- **Practical Structural Framework**
  - Conduct an organizational design review



# UMF is seizing opportunities

## Revising our advising model: Investing Catalyst Fund monies in new initiatives, but *likely* to include:

- First-year Class Dean (Pilot program).
  - Summer scheduling, coordinate other designated first-year faculty/staff advisors, build culture (and structuring) around intentional mentoring, bridge curricular and co-curricular, role in expansion of peer advising program, first-year experience, etc
  - Designated first-year faculty advisors
  - Responsible for first-year students in the major(s), back-up coverage of summer scheduling
- Expanded peer advising/mentoring by program
  - Identify students, provide training and development, pilot coordination through Class Dean
- Professional development targeted for these new roles (faculty and peer advisors)
- Expanded Academic coaching spring 2021 and beyond
- Centralize a location for advising work, establish Advising Council (or similar entity)
- Pilot professional advisors to supplement summer and/or first-year work

## Refocusing Priorities:

- Hiring full time Director of Early College, housed in Division of Graduate and Continuing Education
- Continued success with graduate programs
- Implementation of Strategic Plan objectives and tactics



# Campus Collaborations

## Unified Accreditation outcomes

**Taking advantage of the opportunity created by Unified Accreditation, UMF is undertaking the following initiatives:**

- Nursing collaboration with UMA, Fall 21, targeting cohort of 16 new students in residence and enrolled full-time at UMF while matriculated at UMA
- Renewed MOU with UM and USM for the collaborative MA in Instructional Technology, a UM program directed by UMF faculty member
- New MS Ed in Mathematics Education, discussing intersections with UM's MST program
- New undergraduate degree in School Health Education and Physical Education with UMPI, 11 total admits and 4 confirmed students as of 2/4/21
- Providing pathways for the new 4+1 MS Ed in Special Education program
- UMF will actively reach out to System universities to partner in the delivery of curriculum.
- Additional opportunities are under discussion.





# We are working to refine UMF's structure

**Work done during FY21 helps to inform decisions that need to be made in FY22 and beyond.**

In October 2020, UMF Academic Affairs undertook a self-study of curricular efficiency across all divisions, including graduate studies, for AY 2021-22 and 2022-23. This was informed by a Gray Associates study and workshop that identified areas of inefficiency.

Adjustments to the Spring 2021 schedule also followed a more selective approach to enrollment evaluation and program need.

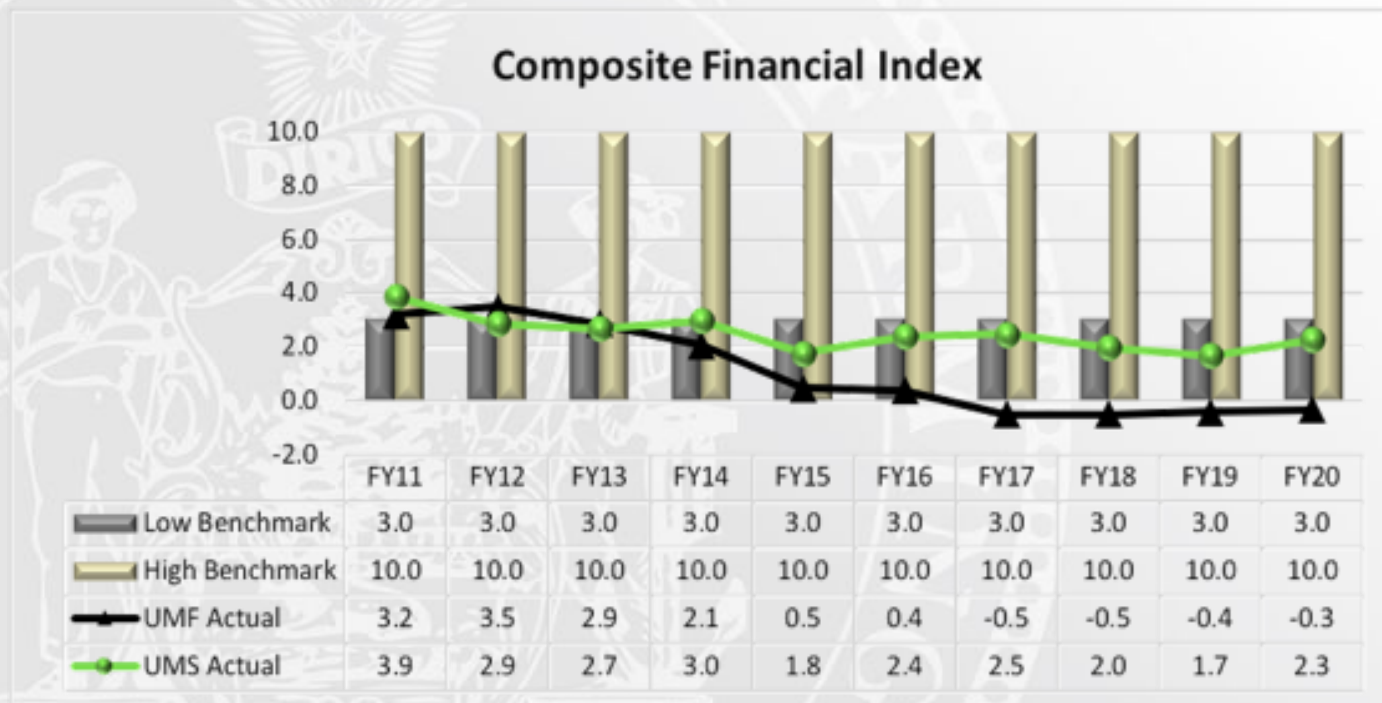
- 18 class sections were cancelled this spring resulting in a savings of **\$64,010 to \$83,083** in part-time and overload salaries, depending on replacement costs. (Some faculty were also reassigned to other service roles.)
- This represents as much as a 27% overall savings on the FY21 PT/OL budget of \$309,064.

As new cycling plans are implemented consistently for the academic years '21-22 and '22-23 with the following outcomes:

- Immediate reduction of approximately **28** course offerings for FY22
  - Humanities: 6; Psychology: 4; Mathematics: 3; VAPA: 4; SSB: 5; NASC: 3; CEHR: 3
  - directly impacting the PT/OL budget by requiring fewer overloads
  - increasing coverage of courses previously assigned to part-time instructors
- Replacement/overload costs are estimated to be \$5,000/course, this would equate to \$140,000 in savings. Combined with a prorated savings based on the Spring 21 reductions applied over both fall 2021 and spring 2022 semesters (but accounting for some overlap in Spring 21 and AY21 efficiencies), an overall reduction in PT/OL expenditures totaling **\$200,000** is the reduction target for FY22.



# Financial Ratios ~ FY20



Primary Reserve -0.02; Net Operating Revenues -1.56%

Return on Net Position -1.89%; Viability -0.07



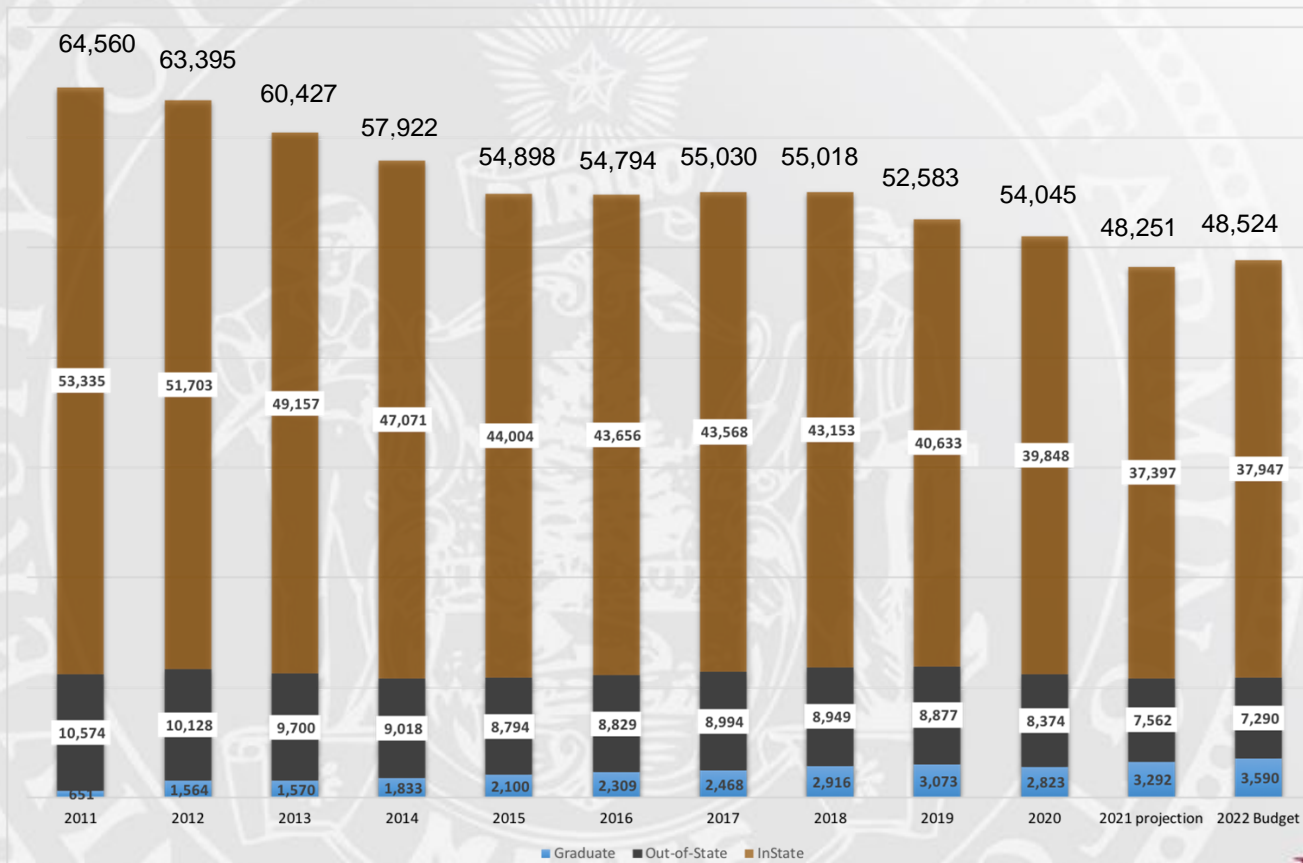
# FY21 Comprehensive E&G and Auxiliary Base Budget

<b>Revenue</b>	Tuition & Fee Revenue	\$ 18,189,107
	Dining & Residence	7,720,335
	Less: Waivers/Scholarships	(4,783,457)
	State Appropriation	12,985,843
	Indirect Cost Recovery	225,000
	Sales/Services/Auxiliary	1,115,500
	<b>Total Revenue</b>	<b>\$ 35,452,328</b>
<b>Expenses</b>	Personnel Expenses	\$ 26,264,808
	Fuel & Electricity	1,217,446
	Supplies & Services	3,857,445
	Shared Services	3,909,948
	Travel	302,919
	Maintenance & Alterations	98,388
	Depreciation	2,736,310
	Other Expenses & Transfers	1,182,083
	<b>Total Expense</b>	<b>\$ 39,569,347</b>
	Operating Increase (Decrease)	(4,117,019)
<b>Modified</b>	Add Back Depreciation	2,736,310
<b>Cash Flow</b>	Less Capital Expenditures	(675,980)
	Less Debt Service	(1,012,972)
	<b>Net change</b>	<b>\$ (3,069,661)</b>
	Transfers from/(to) Budget Stabilization	2,959,661
	Transfers from/(to) Reserves	110,000
	<b>Net Change in Cash &amp; Reserve Transfers</b>	<b>\$ -</b>



# 10 year view of credit hours

FY22 Early College  
budget is 303 credit hours



InState  
↓ 29% Decrease

Out-of-State  
↓ 29% Decrease

Graduate  
↑ 452% Increase

Overall  
↓ 25% Decrease





# Enrollment has declined over the past 10 years

## External factors impacting enrollment:

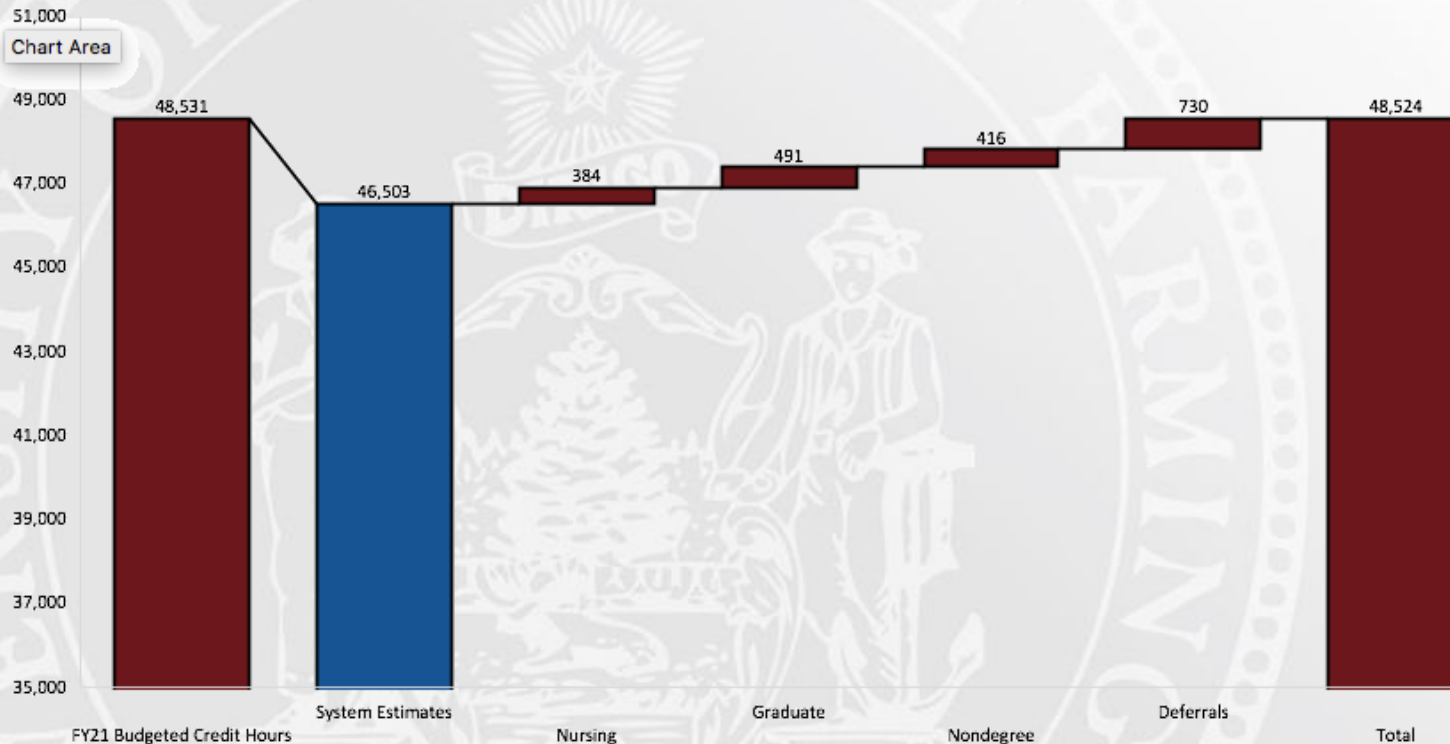
- Decline in the number of traditional age college students, particularly in New England and Maine
- Increased competition from other public and some private institutions in Maine
  - Adding programs that exist at UMF
  - Increased financial aid at these other institutions / shopping financial aid packages
  - Updated / improved / new facilities

## Internal factors impacting enrollment:

- Change in mission to reduce size and focus on traditional age college students
- Infrastructure
- Financial aid program that focuses primarily on non need based aid
  - Program has not been updated for the modern demographic profile
  - Additions to the number of programs in non-need based aid caused the cost of the overall program to increase
  - No increase in merit scholarship raw amounts for over 10 years, resulting in a less impactful program for potential and enrolled students



# FY22 Enrollment Projections



FY22 is -0.8% below FY21 Budgeted Credit Hours

FY22 Early College is budgeted at 303 credit hours and are not included in the system estimates. Total credit hours including Early College is 48,827.

*We are able to generate an additional 197 credit hours or \$29,000 but are not budgeting it due to the lack of available state funds at this time.*

FY21  
694 Early College  
49,225 total



# We are focused on growing enrollment

## **We are updating the residential college mission to reflect our demographic context and expanding our target demographic**

- Return to UMF's previous attention to adult learners, part time students, and commuter students
- Increased graduate programs
- Added NEBHE rates to three majors with growth potential
- Restructure the financial aid program to support our current and immediate future demographic profile
- Improve the Early College program (recognizing the potential impact of lack of DOE funds)

## **We are improving 'first to second year' and 'first generation' student retention rates**

- Increased focus on first year advising
- Expand First Year Fusion programming
- Improve advising and academic support programs; enhance existing academic coaching program and add a mentoring program
- Improve the residential experience (expand Living Learning Communities)
- Added counselors to target students with specific demographic and life experiences
- Fully utilize Navigate
- Enhance life skills programs and expand microcredential programming



### **Reason to be optimistic:**

In June 2020, immediately prior to fall plans being announced, our enrollment numbers demonstrated that we had stopped the enrollment slide.

# We are focused on improving auxiliaries and growing auxiliary dollars

❖ Housing ❖ Dining ❖ Conference Services ❖ University Store ❖

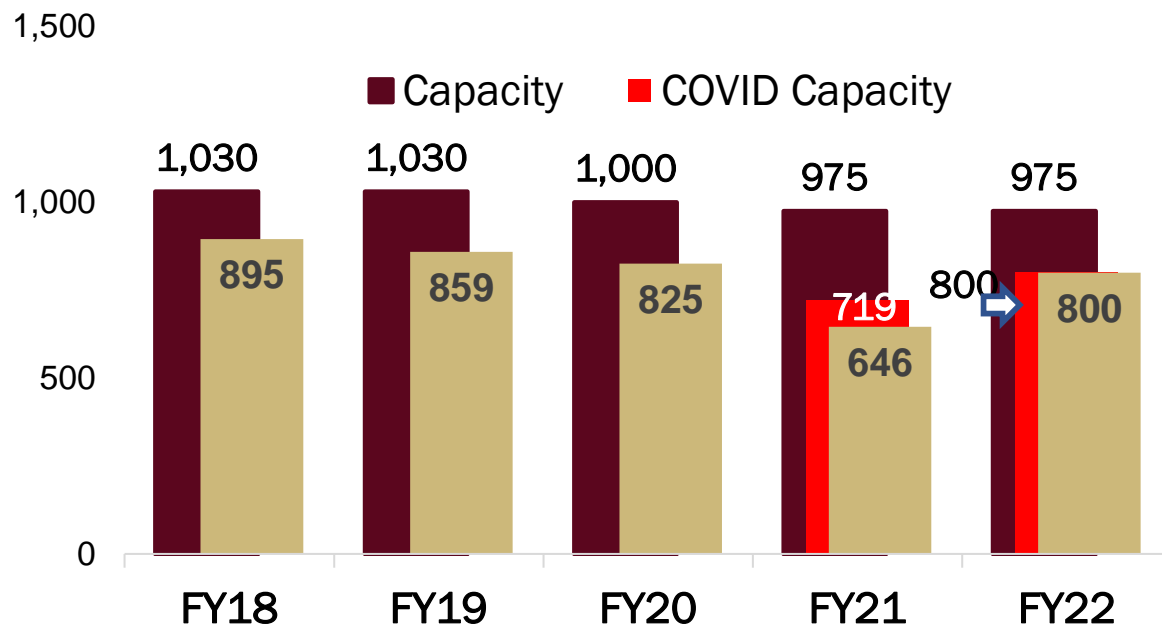
- Engaging in a P3 project with UMPI to increase residential offerings to better meet current student needs and wants and compete in our local market
- Added three living learning communities that will leverage project based learning and immersion programs to enhance student success and workforce engagement
- Turning several clusters of rooms into suites (the most sought after housing option)
- Increased food service offerings for commuters, faculty, and staff
- Move the University Store back to the Student Center



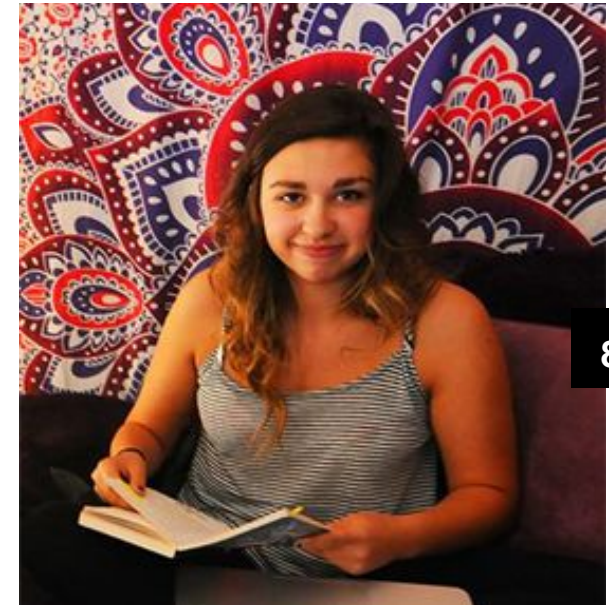




## Residence Hall Occupancy (Annual Average)



Normal Occupancy	87%	83%	83%	66%	82%
COVID Occupancy				90%	100%



# Comprehensive FY22 budget

	E&G	Auxiliary	E&G and Auxiliary
<b>Revenues</b>			
Tuition & Fee Revenue	\$ 18,308,044	\$ -	\$ 18,308,044
Dining & Residence Revenue	0	8,625,992	8,625,992
Less: Tuition Waivers/Scholarships	(4,516,249)	(267,208)	(4,783,457)
State Appropriation	13,051,098	0	13,051,098
Other Revenue	1,075,675	261,950	1,337,625
<b>Total Revenue</b>	<b>\$ 27,918,568</b>	<b>\$ 8,620,734</b>	<b>\$ 36,539,302</b>
<b>Expenses</b>			
Compensation & Benefits	24,749,252	1,846,596	26,595,848
Fuel & Electricity	656,222	506,517	1,162,739
Supplies & Services	1,277,964	3,378,066	4,656,030
Shared Services	3,926,348	0	3,926,348
Travel	297,630	7,239	304,869
Memberships, Contributions & Sponsorships	94,059	2,875	96,934
Maintenance & Alterations	50,981	47,407	98,388
Interest	148,650	353,593	502,243
Depreciation	2,036,441	790,475	2,826,916
Other Expenses & Transfers	(1,075,152)	1,955,423	880,271
Unassigned Budget	5,000	0	5,000
<b>Total Operating Expenses &amp; Transfers</b>	<b>32,167,395</b>	<b>8,888,191</b>	<b>41,055,586</b>
<b>Operating Increase (Decrease)</b>	<b>\$ (4,248,827)</b>	<b>\$ (267,457)</b>	<b>\$ (4,516,284)</b>
<b>Modified Cash Flow</b>			
Add Back Depreciation	2,036,441	790,475	2,826,916
Less Capital Expenditures	(533,653)	(359,458)	(893,111)
Less Debt Service Principal	(356,720)	(673,824)	(1,030,544)
<b>Net Change Before Other Adjustments &amp; Transfers</b>	<b>\$ (3,102,759)</b>	<b>\$ (510,264)</b>	<b>\$ (3,613,023)</b>
Transfer from Cares funding	1,178,576	510,264	1,688,840
Transfer from/(to) Budget Stabilization	1,778,222	0	1,778,222
Other Strategic Transfers from/(to) Reserves	145,961	0	145,961
<b>Net Change in Cash &amp; Reserve Transfers</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## Assumptions

Tuition and Fee increase	2.5%
Fringe Benefit Rate	54% / 8.3%
Room increase	0%
Board increase (~CPI)	2.0%

## Residence Hall Occupancy

Capacity	975
Normal capacity budget	881
COVID capacity budgeted	800

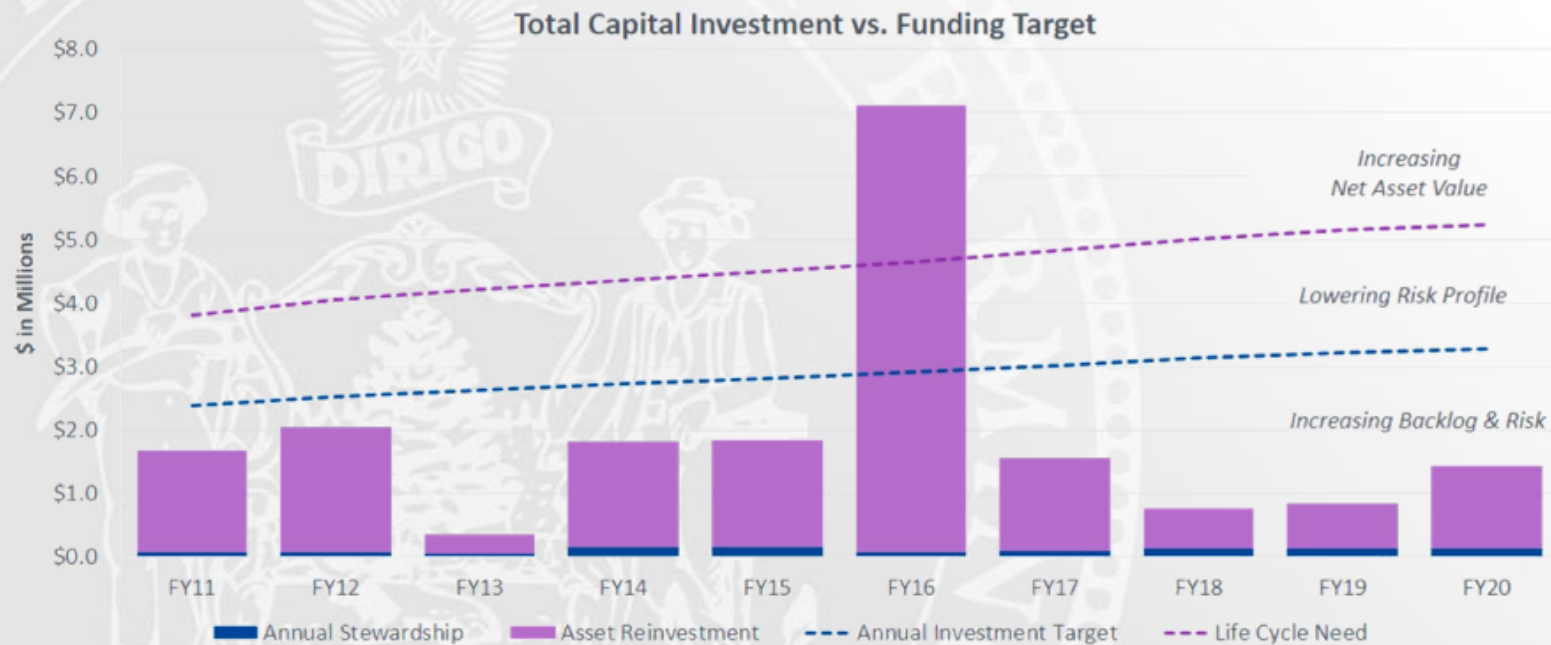
## FY22 Change in Budgeted Positions (FTE)

Faculty		Salaried		Hourly		Total		
+	-	+	-	+	-	+	-	Net
4.11	(5.50)	1.00	-	-	(2.37)	5.11	(7.87)	(2.76)

Estimating gap to be resolved through the Strategic Plan work and Cares III funds – may not realize it all during FY22



## UMF: Capital Targets vs. Annual Performance



\*average excludes FY16

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# FY22 Capital Expenditures

## Capital Investment Goals

<u>E&amp;G</u>	\$ 890,373	
Less Debt Principal	(325,939)	
Less Lease Principal	(30,781)	
Base Budget	\$ 533,653	(19.86% over FY21 budget)

<u>Aux</u>	\$ 948,281	
Less Debt Principal	(633,000)	
Less Lease Principal	(70,823)	
Base Budget	\$ 244,458	(111.2% over FY21 budget)

## Space Reduction Initiative:

*Exploring space reduction opportunities*

## DRAFT projects as of 2/4/2021

### Bond Funding:

FRC - roof replacement	\$445,232
Robert Learning Center - HVAC upgrade	53,000
Olsen Student Center	
University Store relocation	80,000
Visioning process	45,000
274 Front Street - renovation	1,049,220
Residential Halls	
Scott West - windows	75,000
Stone Hall - roof replacement	118,249
Scott Hall - showers	35,000
Merrill Hall	
Exterior	13,236
HVAC upgrades	<u>270,000</u>
	\$2,183,937





# Conclusion

- The UMF Strategic Plan directly addresses difficult issues that have historically hindered outstanding organizational performance:
  - Setting clear expectations
  - Establishing meaningful accountability, making data-informed decisions
  - Committing to objective measures of excellence, advising and mentoring with consistency and quality
  - Collaborating across disciplines and campuses
  - Developing campus-wide financial literacy
- The Plan responds to the seriousness of the challenges facing UMF by setting a timeline of just three years, with specific milestones and objective measures of success set for each year. At the same time, the Plan builds a foundation for what follows those three years.



