Board of Trustees Finance, Facilities & Technology Committee

March 20, 2024 9:00am ZOOM Meeting – No Physical Location

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 – 9:30am **EXECUTIVE SESSION**

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

9:30am - 10:10am

TAB 1 FY2025 Proposed Operating Budget – First Reading

10:10am - 10:50am

TAB 2 UMFK

10:50am - 11:00am BREAK

11:00am - 12:00pm

TAB 3 USM

12:00pm - 12:40pm

TAB 4 UMPI

12:40pm – 1:10pm BREAK

1:10pm - 1:50pm

TAB 5 UMA

1:50pm - 3:00pm

TAB 6 UM

3:00pm - 3:10pm BREAK

3:10pm - 3:50pm

TAB 7 LAW

3:50pm - 4:30pm

TAB 8 UMF

4:30pm – 4:45pm **EXECUTIVE SESSION**

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

Action items within the Committee purview are noted in green. Items for Committee decisions and recommendations are noted in red.

University of Maine System Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: FY2025 Proposed Operating Budget – First Reading

INITIATED BY: Roger J. Katz, Chair

BOARD INFORMATION: X BOARD ACTION:

BOARD POLICY:

UNIFIED ACCREDITATION CONNECTION:

BACKGROUND:

Vice Chancellor for Finance and Administration, Ryan Low, will present the FY2025 Proposed Operating Budget for the University of Maine System.

This is the first reading of the FY2025 Proposed Operating Budget and does not require a vote of the Committee at this time. There is a special Finance, Facilities and Technology Committee meeting on April 17, 2024 for any budget changes that occur and for any additional questions. Then, a second reading and vote of the Finance, Facilities and Technology Committee will occur at the May 8, 2024 Committee meeting, prior to a request for approval by the Board of Trustees at the May 19-20, 2024 meeting.

Attachment

UMS FFT Presentation March 2024 combined

3/13/2024

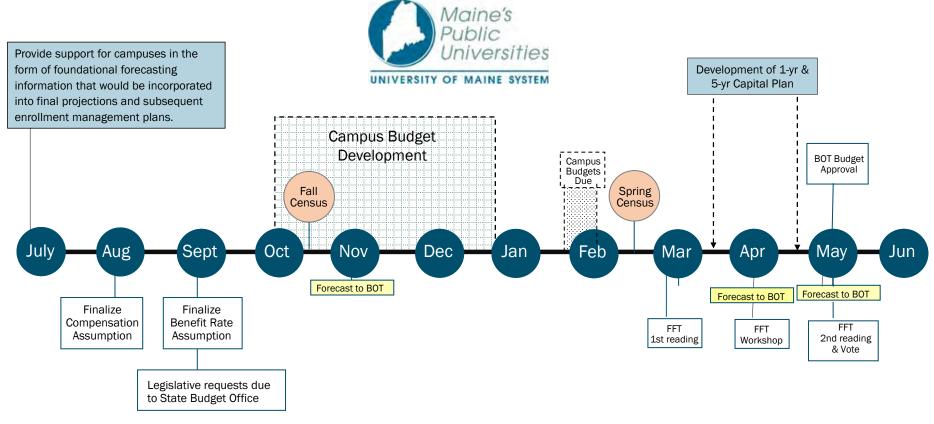




FY25 Operating Budget, First Reading

Finance, Facilities & Technology Committee March 20, 2024

Unified Budget Timeline



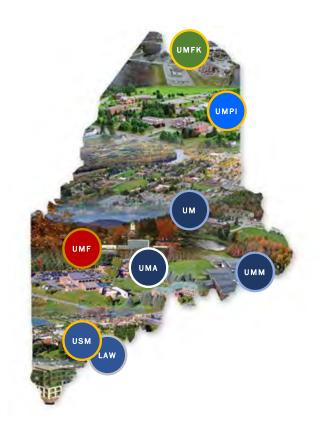
BOT - Board of Trustees

FFT - Finance, Facilities & Technology

2 Spring 2024



FY25 Budget Pressures

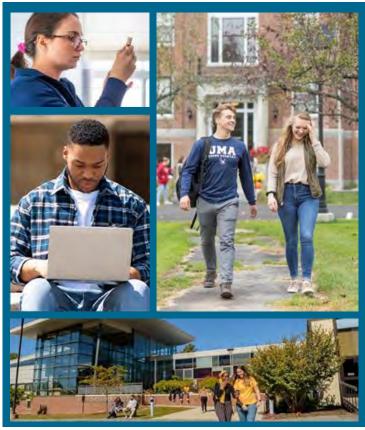


- Lack of growth in credit hour generation
- Number of on-campus residents continues to impact auxiliary revenues for dining and residence halls – especially at the smaller campuses.
- Labor shortages and financial pressures to attract and retain employees.

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FY25 Budget Assumptions



Systemwide Budget Assumptions

(used by all campuses)

- In-State, undergraduate tuition rate
- Appropriation
- Compensation & Benefits
- CPI
- Capital Expenditures

Campus-specific budget assumptions

- Enrollment
- · Out-of-State tuition rate
- Financial Aid

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FY25 Budget Overview

Enrollment

Enrollment budgeting process focuses on realistic trends in a post-COVID 19 environment with increased remote learning.

FY25 budgeted credit hours are basically flat – slightly above FY24 budgeted hours and slightly below FY24 actual hours.

- Occupancy Low student housing occupancy continues to be an issue at some of the smaller campuses.
- **Appropriation** Governor's FY24-FY25 biennial budget includes a \$9.97 million (4.3%) base increase.
- Capital Unrestricted investments are increasing by \$1.7 million or 5.5% over the FY24 budget

Budget Balancing

- For the first time since FY14, campuses budgets are balanced without the utilization of Budget Stabilization Funds
- Utilization of Reserves UM \$4.7 (net)
- UMA & UMPI are budgeting positive operating results





FY25 Budget Overview

| | E&G | Auxiliary | Total | Campus Reserves | Proposed Budget Stabilization | Total |
|------------------------|----------------|--------------|----------------|--------------------|-------------------------------------|--------------|
| UMaine | \$ (4,831,102) | \$ 102,948 | \$ (4,728,154) | \$ 4,831,102 | \$ 0 | \$ 102,948 |
| UMA | 1,520,876 | (392,590) | 1,128,286 | - | - | 1,128,286 |
| UMF | (341,142) | 341,142 | - | - | - | 0 |
| UMFK | 835,798 | (835,798) | - | - | - | 0 |
| UMPI | 2,144,663 | (445,482) | 1,699,181 | - | - | 1,699,181 |
| USM | (356,494) | 356,494 | - | - | - | 0 |
| Maine Law | - | - | - | - | - | 0 |
| Governance/Univ. Serv. | (500,505) | | (500,505) | 500,505* | - | 0 |
| Total | \$(1,527,906) | \$ (873,286) | \$ (2,401,192) | \$ 5,331,607 | \$0 | \$ 2,930,415 |

 $[\]hbox{*Early College \& Interpersonal Violence Prevention} - \hbox{State Restricted Appropriation carry forward}$



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 & strategic needs 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 FY24.

Balance 6/30/23 \$4,996,700

| Utilization | FY24 (approved) | | |
|-------------|-----------------|--|--|
| UMFK | (500,000) | | |

Projected Balance 6/30/24 \$4,496,700

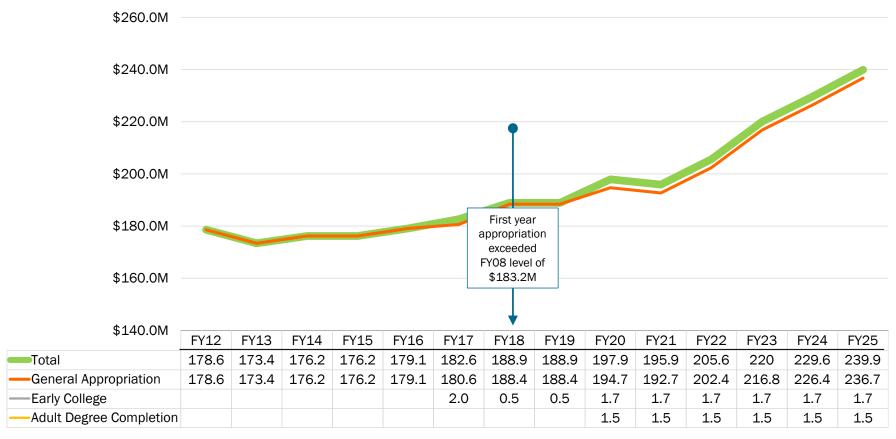


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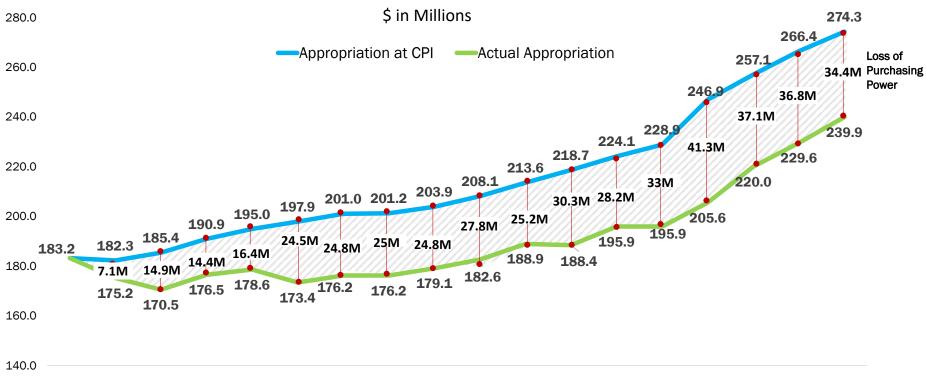
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E&G State Appropriation (Excludes restricted funds - , i.e. MEIF & Debt Service)



2008 Appropriation at CPI vs Actual through 2025

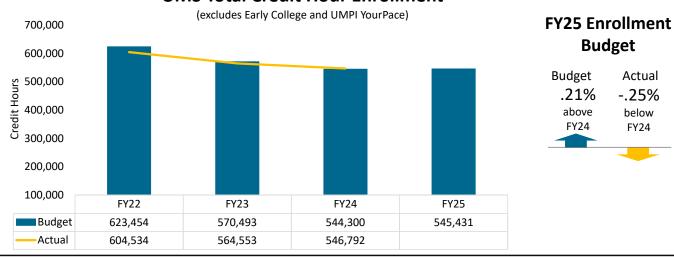


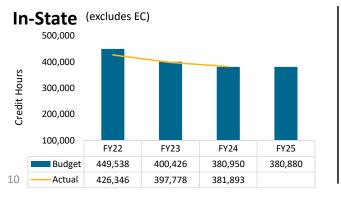
2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020 2021 2022 2023 2024 2025

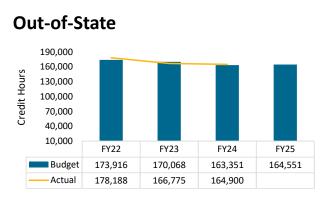


UMS Enrollment

UMS Total Credit Hour Enrollment







Major factors impacting enrollment:

- -FY25 Credit hours are basically flat to both the FY24 budget & actuals
- -Credit hours for all years have been adjusted to exclude UMPI's YourPace enrollments. These courses are based on a flat fee per session rather than credit hours

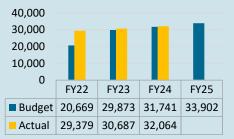
Early College

Actual

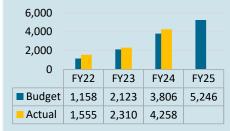
-.25%

below

FY24



UMPI YourPace Subscriptions

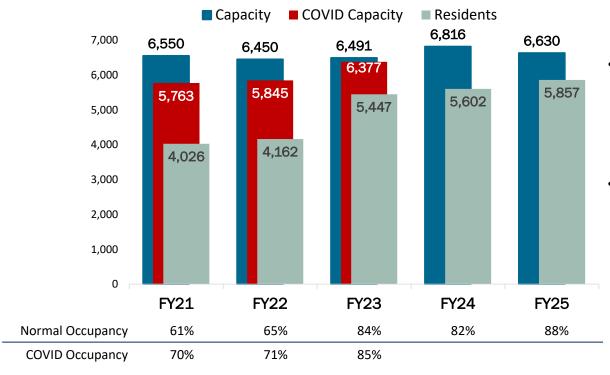


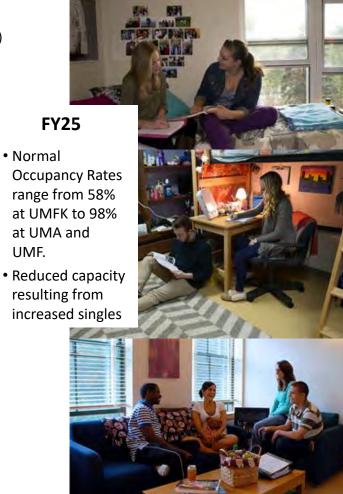
Actuals are at end of term vs. at census due to the timing of session II enrollment



Residence Hall Occupancy (Annual Average)

UMS Total





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FY25 Recommended Tuition Credit Hour Rates

Undergraduate

Graduate

| In-State | FY24 | FY25 | Increa | ase |
|--------------|-------|-------|--------|------|
| UMaine | \$400 | \$412 | \$12 | 3.0% |
| UMM | \$290 | \$299 | \$9 | 3.1% |
| UMA/UMF/UMPI | \$252 | \$260 | \$8 | 3.2% |
| UMF/USM | \$297 | \$306 | \$9 | 3.0% |

| Out-of-State | FY24 | FY25 | Increa | se |
|--------------|---------|---------|--------|------|
| UMaine | \$1,158 | \$1,193 | \$35 | 3.0% |
| UMM | \$565 | \$582 | \$17 | 3.0% |
| UMA | \$683 | \$703 | \$20 | 2.9% |
| UMF | \$700 | \$725 | \$25 | 3.6% |
| UMFK/UMPI | \$428 | \$442 | \$14 | 3.3% |
| USM | \$875 | \$901 | \$26 | 3.0% |

| In-Sta | ate | FY24 | FY25 | Increa | ise |
|--------|-----------|---------|---------|--------|------|
| | UMaine | \$557 | \$557 | \$0 | 0.0% |
| | UMA | \$445 | \$458 | \$13 | 2.9% |
| | UMF | \$440 | \$453 | \$13 | 3.0% |
| | USM | \$445 | \$459 | \$14 | 3.1% |
| | Law-3L | \$773 | \$773 | \$0 | 0.0% |
| _ | Law-2L | \$796 | \$796 | \$0 | 0.0% |
| | Law-New | \$796 | \$820 | \$24 | 3.0% |
| | | | | | |
| Out-c | of-State | FY24 | FY25 | Increa | ise |
| | UMaine | \$1,696 | \$1,696 | \$0 | 0.0% |
| | UMA | \$587 | \$605 | \$18 | 3.1% |
| | UMF | \$440 | \$453 | \$13 | 3.0% |
| | USM | \$1,350 | \$1,390 | \$40 | 3.0% |
| | Maine Law | \$1,200 | \$1,200 | \$0 | 0.0% |



Special/Differential Tuition Rates

| | | | | | | Increase | |
|--------|-----------------------------|------------------|------|-------|----------|----------|---------|
| Campus | Program/N | lodality | FY24 | FY25 | Unit | \$ | % |
| UMaine | MBS Business School | Graduate program | 679 | 750 | СН | 71 | 10.5 |
| | Res'd Online | | 400 | 400 | СН | 0 | 0.0 |
| | NR Online (e-rate) | | 500 | 500 | СН | 0 | 0.0 |
| | Graduate On line | MBA | 679 | 750 | СН | 71 | 10.5 |
| | | ENGINEERING | 732 | 732 | СН | 0 | 0.0 |
| | | EDUCATION | 567 | 567 | СН | 0 | 0.0 |
| | | ALL OTHER | 608 | 608 | CH | 0 | 0.0 |
| | Undergrad Diff Tuition | BUSINESS | 309 | 0 | Semester | (309) | (100.0) |
| | | ENGINEERING | 335 | 0 | Semester | (335) | (100.0) |
| | | NURSING | 397 | 0 | Semester | (397) | (100.0) |
| | Grad Differential Tuition | ENGINEERING | 335 | 335 | Semester | 0 | 0.0 |
| | | NURSING | 397 | 397 | Semester | 0 | 0.0 |
| UMA | Dental Health (DEH) | Elim Course fee | 853 | 1,060 | CH | 207 | 24.3 |
| | Dental Assisting (DEA) | Elim Course fee | 353 | 410 | CH | 57 | 16.1 |
| | Expanded Function Dental | Elim Course fee | 252 | 410 | CH | 158 | 62.7 |
| | Computer Info Systems (CIS) | Elim Course fee | 252 | 285 | CH | 33 | 13.1 |
| | Data Science (DSC) | Elim Course fee | 252 | 285 | CH | 33 | 13.1 |
| | Cybersecurity (CYB) | Elim Course fee | 252 | 315 | CH | 63 | 25.0 |
| | Infoformation Systems (ISS) | Elim Course fee | 252 | 315 | СН | 63 | 25.0 |
| | Architecture (ARC) | Elim Course fee | 439 | 470 | СН | 31 | 7.1 |
| | Non Res'd UG On Line | | 329 | 390 | CH | 61 | 18.5 |



Special/Differential Tuition Rates

| | | | | | | Incre | ease |
|--------|---------------------------|----------------------|-------|-------|------------|-------|---------|
| Campus | Program/I | Modality | FY24 | FY25 | Unit | \$ | % |
| UMFK | Undergrad-Flat Rate | RN_BSN | 309 | 318 | CH-no fees | 9 | 2.9 |
| | Graduate Online-Flat Rate | MSN and DNP | 500 | 500 | CH-no fees | 0 | 0.0 |
| UMPI | YourPace | UG | 1,500 | 1,700 | Session | 200 | 13.3 |
| | | GRAD | 2,150 | 2,350 | Session | 200 | 9.3 |
| USM | Non Res'd UG On Line | | 486 | 343 | СН | (143) | (29.4) |
| | NR GR e-rate | | 729 | 509 | СН | (220) | (30.2) |
| | BS Nursing | In-State | 306 | 0 | СН | (306) | (100.0) |
| | | Out-of-State | 901 | 0 | СН | (901) | (100.0) |
| | Accelerated Nursing | In-State | 306 | 0 | СН | (306) | (100.0) |
| | | Out-of-State | 901 | 0 | СН | (901) | (100.0) |
| | Differential 2 | UG In-State/Canadian | | 325 | СН | 325 | |
| | Differential 2 | UG NEHBE | | 569 | CH | 569 | |
| | Differential 2 | UG Out of State | | 956 | CH | 956 | |
| | Differential 3 | UG In-State/Canadian | | 343 | CH | 343 | |
| | Differential 3 | UG NEHBE | | 600 | CH | 600 | |
| | Differential 3 | UG Out of State | | 1,010 | CH | 1,010 | |
| | Differential 2 | G In-State/Canadian | | 486 | СН | 486 | |
| | Differential 2 | G NEHBE | | 851 | СН | 851 | |
| | Differential 2 | G Out of State | | 1,474 | СН | 1,474 | |
| | Differential 3 | G In-State/Canadian | | 515 | СН | 515 | |
| | Differential 3 | G NEHBE | | 901 | СН | 901 | |
| | Differential 3 | G Out of State | | 1,557 | СН | 1,557 | |

Increase



Annual Mandatory Fees

| | | | | Hicicasc |
|--------------|---------------------------------|---------|---------|----------|
| <u>Under</u> | graduate_ | FY24 | FY25 | \$ |
| UM | Student Activity | \$156 | \$156 | |
| | Infrastructure & Technology Fee | 450 | 810 | |
| | Total | \$606 | \$966 | 360 |
| UMM | Student Activity | \$270 | \$270 | |
| | Infrastructure & Technology Fee | 450 | 810 | |
| | Total | \$720 | \$1,080 | 360 |
| UMA | Student Activity | \$68 | \$68 | |
| | Unified Fee | 990 | 1,020 | |
| | Total | \$1,058 | \$1,088 | 30 |
| UMF | Academic Support Fee | \$740 | \$762 | |
| | Student Activity | 160 | 160 | |
| | Student Support Fee | 879 | 906 | |
| | Technology Fee | 300 | 300 | |
| | Total | \$2,079 | \$2,128 | 49 |
| UMFK | Student Activity | \$225 | \$225 | |
| | Technology Fee | 300 | 360 | |
| | Unified Fee | 960 | 1,020 | |
| | Total | \$1,485 | \$1,605 | 120 |
| UMPI | Student Activity | \$170 | \$176 | |
| | Technology Fee | 300 | 360 | |
| | Unified Fee - Campus | 960 | 1,020 | |
| | Total | \$1,430 | \$1,556 | 126 |
| USM | Comprehensive Fee | \$2,400 | \$2,490 | |
| | Student Activity | 150 | 150 | |
| | Technology Fee | 240 | 270 | |
| | Total | \$2,790 | \$2,910 | 120 |
| Averag | ge | \$1,453 | \$1,619 | 166 |

| | | | | Increase |
|------------|---------------------------------------|---------|---------|----------|
| Gradu | <u>ate</u> | FY24 | FY25 | \$ |
| UM | Infrastructure & Technology Fee | \$270 | \$486 | |
| | Student Activity | 150 | 150 | |
| | Total | \$420 | \$636 | 216 |
| | | | | |
| UMA | Student Activity | \$41 | \$41 | |
| | Unified Fee | 594 | 612 | |
| | Total | \$635 | \$653 | 18 |
| | | | | |
| UMF | Technology Fee | \$180 | \$180 | |
| | Academic Support Fee (Formerly Unifie | 377 | 388 | |
| | Total | \$557 | \$568 | 11 |
| | | | | |
| USM | Comprehensive Fee | \$1,440 | \$1,494 | |
| | Technology Fee | 144 | 162 | |
| | Total | \$1,584 | \$1,656 | 72 |
| Avera | ge | \$799 | \$878 | 79 |
| | | | | |
| <u>Law</u> | | | | |
| | Comprehensive Fee | \$1,350 | \$1,800 | |
| | Student Activity | 150 | 150 | |
| | Technology Fee | 210 | 210 | 456 |
| Avera | ge | \$1,710 | \$2,160 | 450 |



FY25 Recommended Room & Board Rates

Room & Board rates shown are based on the room types & meal plans with the greatest projected number of students.



| UMaine | FY24 | FY25 | Increase | % |
|---------------|----------|----------|----------|------|
| Room | \$6,320 | \$6,670 | \$350 | |
| Board | \$6,076 | \$6,490 | \$414 | |
| Total | \$12,396 | \$13,160 | \$764 | 6.2% |

| UMA | FY24 | FY25 | Increase | % |
|-------|---------|---------|----------|------|
| Room | \$7,914 | \$8,152 | \$238 | |
| Board | \$651 | \$651 | \$0 | |
| Total | \$7,914 | \$8,803 | \$238 | 3.0% |

| UMF | FY24 | FY25 | Increase | % |
|-------|----------|----------|----------|------|
| Room | \$6,950 | \$7,090 | \$140 | |
| Board | \$5,360 | \$5,588 | \$228 | |
| Total | \$10,970 | \$12,678 | \$368 | 3.4% |

| UMFK | FY24 | FY25 | Increase | % |
|-------|---------|---------|----------|------|
| Room | \$5,140 | \$5,140 | \$0 | |
| Board | \$4,450 | \$4,450 | \$0 | |
| Total | \$9,590 | \$9,590 | \$0 | 0.0% |

| UMM | FY24 | FY25 | Increase | % |
|-------|----------|----------|----------|------|
| Room | \$4,890 | \$4,890 | \$0 | |
| Board | \$5,960 | \$6,258 | \$298 | |
| Total | \$10,850 | \$11,148 | \$298 | 2.7% |

| UMPI | FY24 | FY25 | Increase | % |
|-------|----------|----------|----------|------|
| Room | \$5,300 | \$5,460 | \$160 | |
| Board | \$5,000 | \$5,250 | \$250 | |
| Total | \$10,300 | \$10,710 | \$410 | 4.0% |

| USM | FY24 | FY25 | Increase | % |
|-------|----------|----------|----------|------|
| Room | \$6,130 | \$6,380 | \$250 | |
| Board | \$5,520 | \$5,741 | \$221 | |
| Total | \$11,650 | \$12,121 | \$471 | 4.0% |

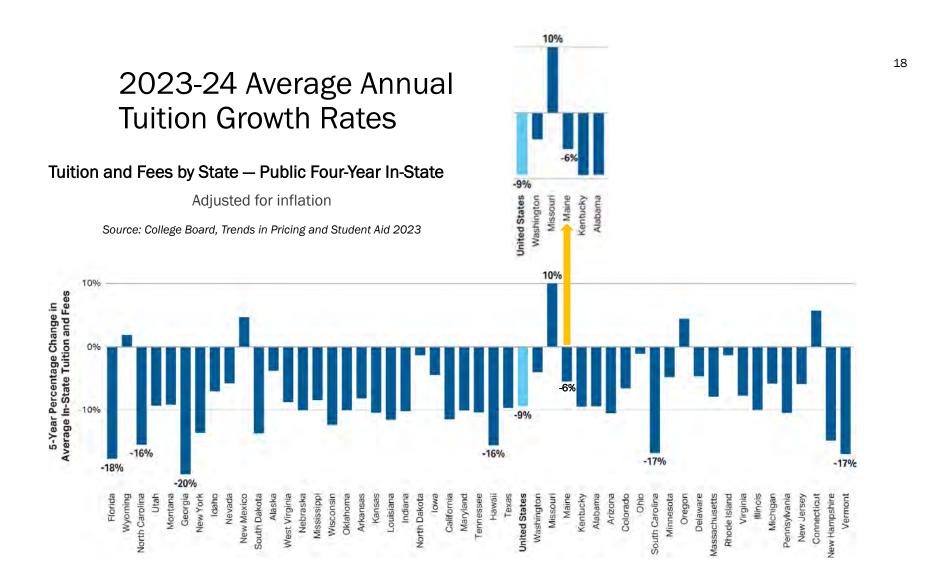


Annual Comprehensive Student Charges

(Includes Tuition, Mandatory Fees, Room & Board)

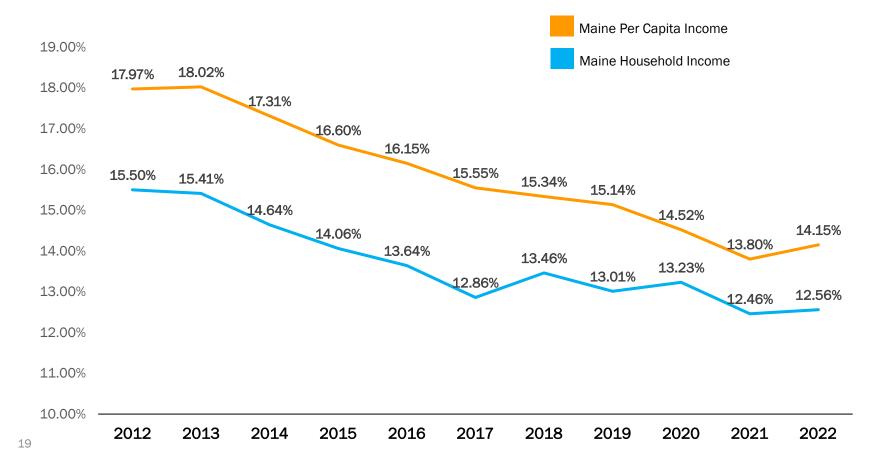
| RGRADUATE | FY24 | FY25 | FY25 Incre | FY25 Increases | |
|---------------------|----------|----------|------------|----------------|--|
| In-State & Canadian | Rate | Rate | \$ | % | |
| UM | \$25,002 | \$26,486 | 1,484 | 5.9 | |
| UMM | 20,270 | 21,198 | 928 | 4.6 | |
| UMA | 16,532 | 17,691 | 1,159 | 7.0 | |
| UMF | 23,299 | 23,986 | 687 | 2.9 | |
| UMFK | 18,635 | 18,995 | 360 | 1.9 | |
| UMPI | 19,290 | 20,060 | 770 | 4.0 | |
| USM | 23,350 | 24,211 | 861 | 3.7 | |
| Average | 21,155 | 22,199 | 1,044 | 4.9 | |
| Out-of-State | | | | | |
| UM | \$47,742 | \$49,916 | 2,174 | 4.6 | |
| UMM | 28,520 | 29,688 | 1,168 | 4.3 | |
| UMA | 29,462 | 30,981 | 1,519 | 5.2 | |
| UMF | 35,389 | 36,556 | 1,167 | 3.3 | |
| UMFK | 23,915 | 24,455 | 540 | 2.3 | |
| UMPI | 24,570 | 25,520 | 950 | 3.9 | |
| USM | 40,690 | 42,061 | 1,371 | 3.4 | |
| Average | 33,142 | 34,563 | 1,421 | 4.3 | |
| NEBHE | | | | | |
| UM | \$34,002 | \$35,756 | 1,754 | 5.2 | |
| UMM | 26,810 | 27,918 | 1,108 | 4.3 | |
| UMA | 21,812 | 23,151 | 1,339 | 6.3 | |
| UMF | 29,509 | 30,406 | 897 | 3.0 | |
| UMFK | 23,915 | 24,455 | 540 | 2.3 | |
| UMPI | 24,570 | 25,520 | 950 | 3.9 | |
| USM | 29,590 | 30,631 | 1,041 | 3.5 | |
| Average | 27,416 | 28,658 | 1,242 | 4.5 | |

| ATE . | FY24 | FY25 | FY25 Increa | FY25 Increases | | |
|-----------------------------|----------|----------|-------------|----------------|--|--|
| In-State & Canadian | Rate | Rate | \$ | % | | |
| UM | \$22,842 | \$23,822 | 980 | 4.3 | | |
| UMA | 16,559 | 17,700 | 1,141 | 6.9 | | |
| UMF | 20,787 | 21,400 | 613 | 2.9 | | |
| USM | 21,244 | 22,039 | 795 | 3. | | |
| Average | 20,963 | 22,203 | 1,240 | 5. | | |
| Out-of-State | | | | | | |
| UM | \$43,344 | \$44,324 | 980 | 2. | | |
| UMA | 19,115 | 20,346 | 1,231 | 6. | | |
| UMF | 20,787 | 21,400 | 613 | 2. | | |
| USM | 37,534 | 38,797 | 1,263 | 3. | | |
| Average | 30,800 | 32,179 | 1,379 | 4 | | |
| NEBHE | | | | | | |
| UM | \$30,366 | \$31,346 | 980 | 3. | | |
| UMA | 22,175 | 23,478 | 1,303 | 5 | | |
| USM | 26,860 | 27,817 | 957 | 3 | | |
| Average | 27,837 | 28,827 | 990 | 3 | | |
| | | | | | | |
| In-State/Canadian - Cont. 3 | \$36,550 | \$37,471 | 921 | 2 | | |
| In-State/Canadian - Cont. 2 | \$37,240 | \$38,161 | 921 | 2 | | |
| In-State/Canadian New | \$37,240 | \$38,881 | 1,641 | 4 | | |
| Out-of-State | \$49,360 | \$50,281 | 921 | 1 | | |
| NEBHE | \$45,010 | \$45,931 | 921 | 2 | | |





UMS In-State Tuition as a Percentage



FY25 Budgeted Attrition

All active positions are budgeted at 100% in "Salaries, Wages & Benefits"

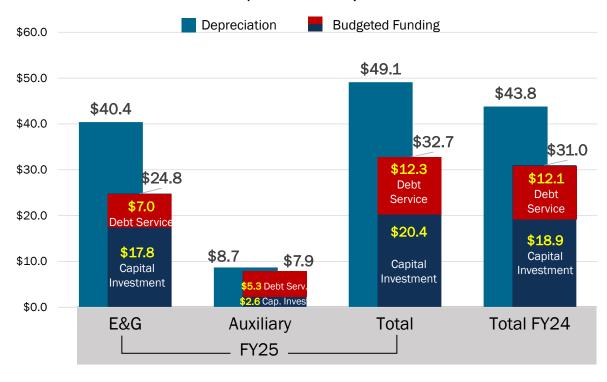
"Attrition" calculation is based on:

Estimated salary savings based on past experience

| | (\$ in Millions) | | | |
|--------|------------------------|-------------------------------|--|--|
| _ | Salary & Wages Only | Salary & Wages incl. Benefits | | |
| UMaine | \$1.00 | \$1.44 | | |
| UMA | 1.44 | 2.07 | | |
| UMF | 0.90 | 1.29 | | |
| UMFK | 0.31 | 0.45 | | |
| UMPI | - | - | | |
| USM | 2.58 | 3.70 | | |
| LAW | 0.10 | 0.15 | | |
| GUS | 0.70 | 1.00 | | |
| TOTAL | \$7.03 | \$10.1 | | |

Funding Depreciation

Funding Depreciation by Fund (\$ in millions)



- Total investment increase is \$1.7M or 5.5%
- Depreciation expense increased by \$5.3
- E&G and Auxiliary budgeted capital investment = \$20.4M
 an increase of \$1.5M
- Funding through Debt Service increasing by \$0.2M
- 67% of the total depreciation expense is funded in the FY25 budget – down 4% from the FY24 budget.



FY25 Proposed Budget: E&G

FY25 Revenue



FY25 Expense



| | FY24 BASE FY25 BASE | | BUDGET CHANGE | | |
|---|---------------------|----------------|--------------------|--|--|
| Revenues | | | | | |
| Tuition & Fee Revenue | \$322,990,724 | \$ 341,581,278 | \$ 18,590,554 5.8% | | |
| Tuition Waivers/Scholarships | (88,947,661) | (97,890,797) | (8,943,136) 10.1% | | |
| Net Student Charges Revenue | 234,043,063 | 243,690,481 | 9,647,418 4.1% | | |
| State Appropriation | 229,563,631 | 239,938,728 | 10,375,097 4.5% | | |
| Indirect Cost Recovery | 25,858,985 | 27,009,985 | 1,151,000 4.5% | | |
| Investment Income/Gifts | 4,047,173 | 4,435,894 | 388,721 9.6% | | |
| Sales/Services/Auxiliary | 20,247,160 | 22,859,900 | 2,612,740 12.9% | | |
| Total Revenue | 513,760,012 | 537,934,988 | 24,174,976 4.7% | | |
| Expenses | | | | | |
| Compensation (net of attrition) | 389,554,265 | 393,906,944 | 4,352,679 1.1% | | |
| Fuel & Electricity | 18,990,737 | 17,846,972 | (1,143,765) -6.0% | | |
| Supplies & Services | 40,007,257 | 45,773,524 | 5,766,267 14.4% | | |
| Shared Services | (627,515) | (438,970) | 188,545 -30.0% | | |
| Travel | 7,220,596 | 8,213,526 | 992,930 13.8% | | |
| Memberships/ Contributions | 1,136,690 | 1,084,627 | (52,064) -4.6% | | |
| Maintenance & Alterations | 12,082,292 | 12,578,427 | 496,135 4.1% | | |
| Interest | 2,079,683 | 2,022,808 | (56,875) -2.7% | | |
| Depreciation | 36,970,312 | 40,368,162 | 3,397,850 9.2% | | |
| Other Expenses | 10,469,773 | 10,959,853 | 490,080 4.7% | | |
| Unassigned Budget | 584,458 | 431,468 | (152,990) -26.2% | | |
| Transfers to/(from) MAFES/CES | 12,080,893 | 11,481,771 | (599,122) -5.0% | | |
| Transfers to/(from) MEIF | 5,650,262 | 5,314,415 | (335,847) -5.9% | | |
| Transfers - Other | 511,601 | 5,535,510 | 5,023,909 982.0% | | |
| Total Expenses & Transfers | 536,711,305 | 555,079,037 | 18,367,732 3.4% | | |
| Operating Increase (Decrease) | (22,951,293) | (17,144,049) | 5,807,243 -25.3% | | |
| Modified Cash Flow | | | | | |
| Add Back Depreciation | 36,970,312 | 40,368,162 | 3,397,850 9.2% | | |
| Less Capital Expenditures | (14,198,426) | (15,703,905) | (1,505,479) 10.6% | | |
| Less Capital Reserve Funding | (1,991,557) | (2,078,203) | (86,646) 4.4% | | |
| Less Debt Service Principal | (6,565,495) | (6,969,912) | (404,417) 6.2% | | |
| Net Change Before Other Adjustment: | (8,736,459) | (1,527,906) | 7,208,552 | | |
| Transfer from/(to) Strategic Rsrv | 340,000 | - | (340,000) | | |
| Transfer from/(to) Budget Stabilization | 500,000 | | (500,000) | | |
| Net Change Subtotal | (7,896,459) | (1,527,906) | 6,368,552 | | |
| Other Transfers from/(to) Reserves | 7,863,573 | 5,331,607 | (2,531,966) | | |
| Net Change in Cash & Rsrv Transfers | (32,886) | 3,803,701 | 3,836,586 | | |

22



FY25 Proposed Budget: Auxiliary

FY25 Revenue



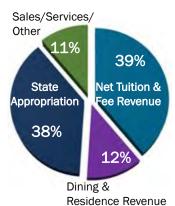


FY24 BASE FY25 BASE BUDGET CHANGE Revenues Tuition & Fee Revenue \$ 1,000,000 \$ 1,050,000 50,000 5.0% **Dining Revenue** 30,055,831 32,483,885 2,428,054 8.1% Residence Revenue 44,172,202 46,670,094 2,497,892 5.7% Tuition Waivers/Scholarships (2,744,739)(2,937,004)(192,265)7.0% Net Student Charges Revenue 72.483.294 77,266,975 4,783,681 6.6% Sales/Services/Auxiliary 10,788,740 12,752,133 1,963,393 18.2% **Total Revenue** 83,272,034 90,019,108 6,747,074 8.1% Expenses 15,879,544 15,834,880 (44,664)-0.3% Compensation (net of attrition) **Fuel & Electricity** 6,760,984 8,388,914 1,627,930 24.1% Supplies & Services 31,088,718 35,460,808 4,372,090 14.1% **Shared Services** 67,854 74,550 6,696 9.9% Travel 61,559 56,234 1056.0% 5,325 Memberships/Contributions 12,244 9,381 2,863 30.5% Maintenance & Alterations 4,188,361 4,238,631 (50,270)-1.2% Interest 6,596,380 6,444,843 (151,537)-2.3% 26.5% Depreciation 6,863,456 8,680,706 1,817,250 Other Expenses 6,814,982 7,325,084 510,102 7.5% **Unassigned Budget** 118,197 118,197 0.0% Transfers - Other 5,005,406 5,078,495 73,089 1.5% 83,448,858 91,668,642 **Total Expenses & Transfers** 8,219,783 9.9% **Operating Increase (Decrease)** (176,824) (1,649,534) \$(1,472,709) 832.9% **Modified Cash Flow** Add Back Depreciation 6,863,456 26.5% 8,680,706 1,817,250 Less Capital Expenditures 160,049 -5.9% (2,705,736)(2,545,687)Less Capital Reserve Funding (3,982)(29,949)(25,967)652.1% Less Debt Service Principal (5,554,316)(5,328,822)225,494 -4.1% **Net Change Before Other Trans** 704,116 (1,577,402)(873,286)From/(to) Budget Stabilization 214,628 (214,628)(873,286)489,488 **Net Change Subtotal** (1,362,774)Net Chng- Cash & Resrv Transfer 32,886 (873, 286)(906, 172)

23

Malne's Public Universities UNIVERSITY OF MAINE SYSTEM

FY25 Revenue





| et. Eag and Auxiliary | FY24 BASE | FY25 BASE | BUDGET CHANGE | | |
|--------------------------------------|-----------------|-----------------|---------------|-------------|--------|
| Revenues | | | | | |
| Tuition & Fee Revenue | \$ 323,990,724 | \$ 342,631,278 | \$ | 18,640,554 | 5.8% |
| Dining Revenue | 30,055,831 | 32,483,885 | | 2,428,054 | 8.1% |
| Residence Revenue | 44,172,202 | 46,670,094 | | 2,497,892 | 5.7% |
| Tuition Waivers/Scholarships | (91,692,400) | (100,827,801) | | (9,135,401) | 10.0% |
| Net Student Charges Revenue | 306,526,357 | 320,957,456 | | 14,431,099 | 4.7% |
| State Appropriation | 229,563,631 | 239,938,728 | | 10,375,097 | 4.5% |
| Indirect Cost Recovery | 25,858,985 | 27,009,985 | | 1,151,000 | 4.5% |
| Investment Income/Gifts | 4,047,173 | 4,435,894 | | 388,721 | 9.6% |
| Sales/Services/Auxiliary | 31,035,900 | 35,612,033 | | 4,576,133 | 14.7% |
| Total Revenue | 597,032,046 | 627,954,096 | | 30,922,050 | 5.2% |
| Expenses | | | | | |
| Compensation (net of attrition) | 405,433,809 | 409,741,824 | | 4,308,015 | 1.1% |
| Fuel & Electricity | 25,751,721 | 26,235,886 | | 484,165 | 1.9% |
| Supplies & Services | 71,095,975 | 81,234,332 | | 10,138,357 | 14.3% |
| Shared Services | (559,661) | (364,420) | | 195,241 | -34.9% |
| Travel | 7,225,921 | 8,275,085 | | 1,049,164 | 14.5% |
| Memberships/Contributions | 1,146,071 | 1,096,871 | | (49,201) | -4.3% |
| Maintenance & Alterations | 16,320,923 | 16,766,788 | | 445,865 | 2.7% |
| Interest | 8,676,063 | 8,467,652 | | (208,411) | -2.4% |
| Depreciation | 43,833,768 | 49,048,868 | | 5,215,100 | 11.9% |
| Other Expenses | 17,284,756 | 18,284,937 | | 1,000,182 | 5.8% |
| Unassigned Budget | 702,655 | 549,665 | | (152,990) | -21.8% |
| Transfers to/(from) MAFES/CES | 12,080,893 | 11,481,771 | | (599,122) | -5.0% |
| Transfers to/(from) MEIF | 5,650,262 | 5,314,415 | | (335,847) | -5.9% |
| Transfers - Other | 5,517,007 | 10,614,005 | | 5,096,998 | 92.4% |
| Total Operating Expenses & Transfers | 620,160,163 | 646,747,679 | | 26,587,515 | 4.3% |
| Operating Increase (Decrease) | \$ (23,128,117) | \$ (18,793,583) | \$ | 4,334,534 | -18.7% |
| Modified Cash Flow | | | | | |
| Add Back Depreciation | 43,833,768 | 49,048,868 | | 5,215,100 | 11.9% |
| Less Capital Expenditures | (16,904,162) | (18,249,592) | | (1,345,430) | 8.0% |
| Less Capital Reserve Funding | (1,995,539) | (2,108,152) | | (112,613) | 5.6% |
| Less Debt Service Principal | (12,119,811) | (12,298,734) | | (178,923) | 1.5% |
| Net Change Before Other Transfers | (10,313,861) | (2,401,192) | | 7,912,669 | |
| From/(to) Strategic Rsrv | 340,000 | - | | (340,000) | |
| From/(to) Budget Stabilization | 714,628 | | | (714,628) | |
| Net Change Subtotal | (9,259,233) | (2,401,192) | | 6,858,041 | |
| Other Transfers from/(to) Reserves | 9,259,233 | 5,331,607 | | (3,927,626) | |
| Net Change in Cash & Rsrv Transfers | \$ 0 | \$ 2,930,415 | \$ | 2,930,415 | |



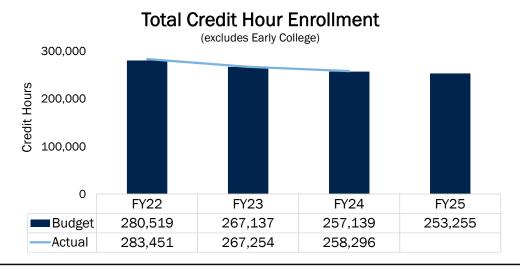


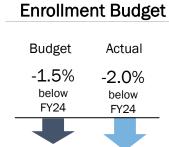
Appendix

- Detailed Information by Campus for FY25:
 - Enrollment & Residence Hall Occupancy
 - Governance & University Services Budget
 - Operating Budgets



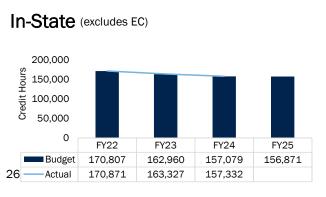
UMaine Enrollment

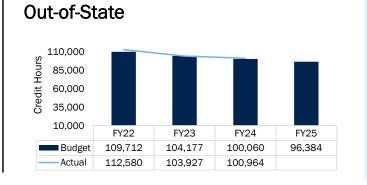


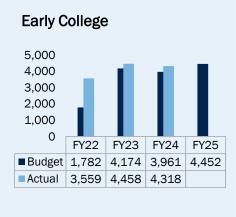


FY25



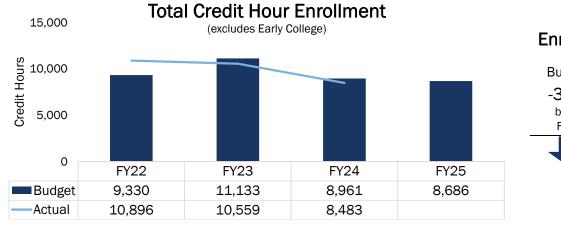


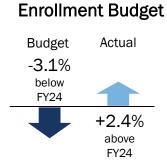






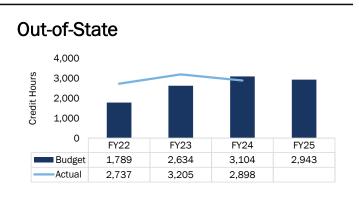
UMM Enrollment



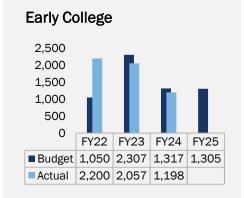


FY25











UMA Enrollment

Total Credit Hour Enrollment

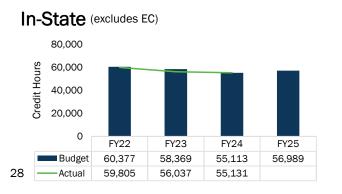
(excludes Early College)

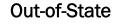


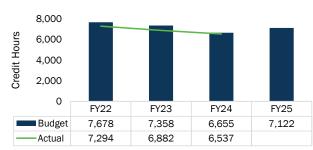
FY25 Enrollment Budget

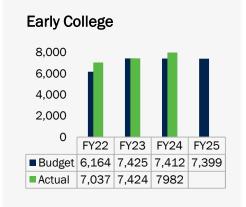






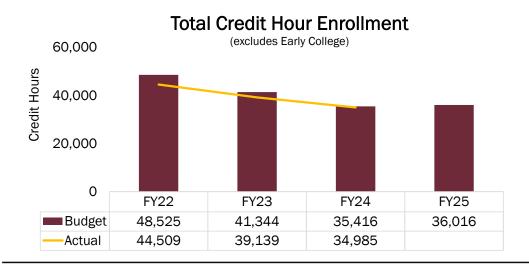


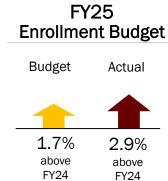


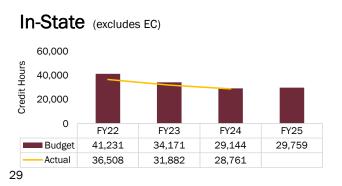


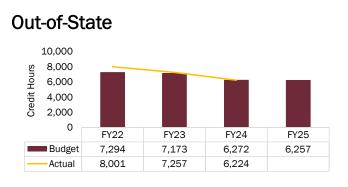


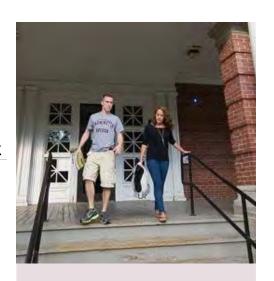
UMF Enrollment

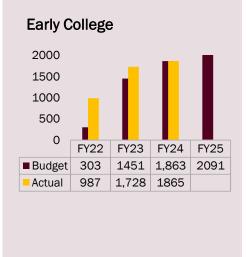






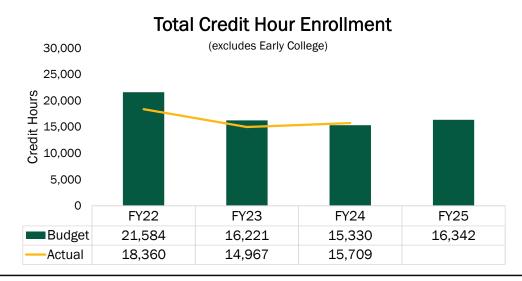


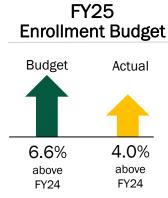




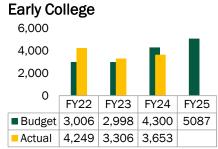


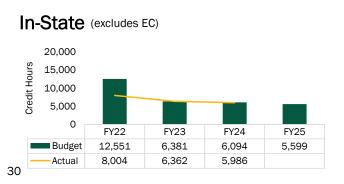
UMFK Enrollment

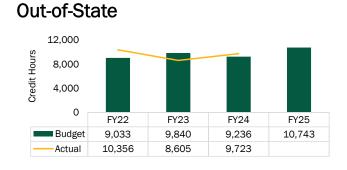






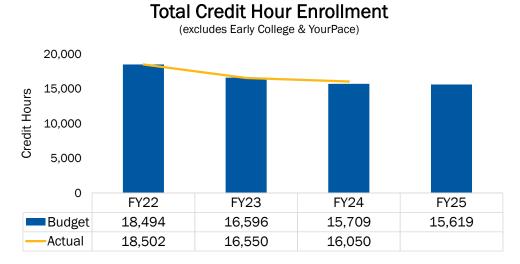


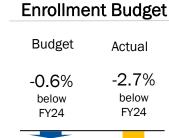




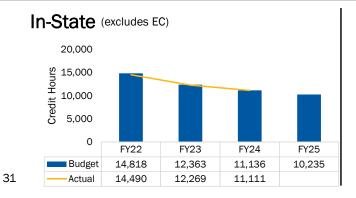


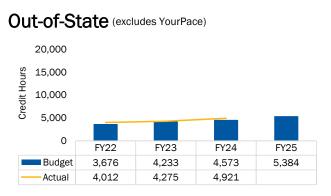
UMPI Enrollment



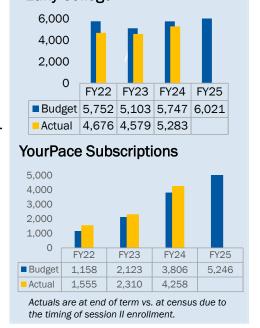


FY25











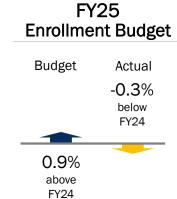
Actual

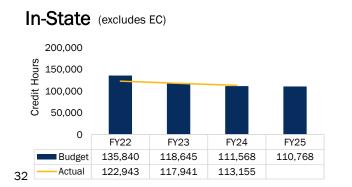
USM Enrollment

143,840

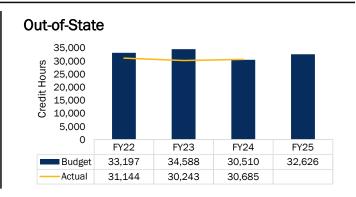
Total Credit Hour Enrollment (excludes Early College) 200,000 \$\frac{150,000}{100,000} \frac{100,000}{50,000} \frac{1}{50,000} \frac{1}{50,0

148,184

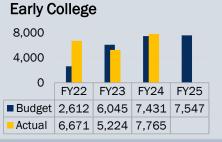




154,087

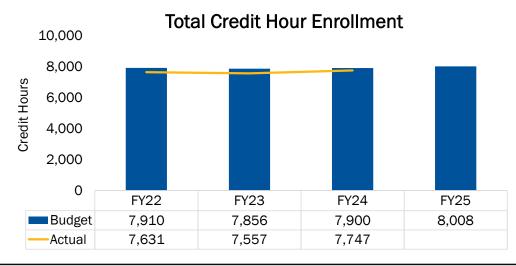


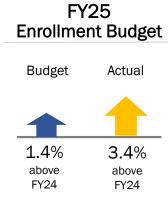




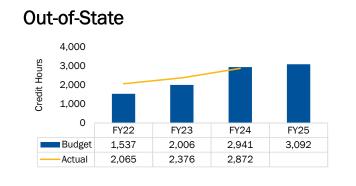


Maine Law Enrollment





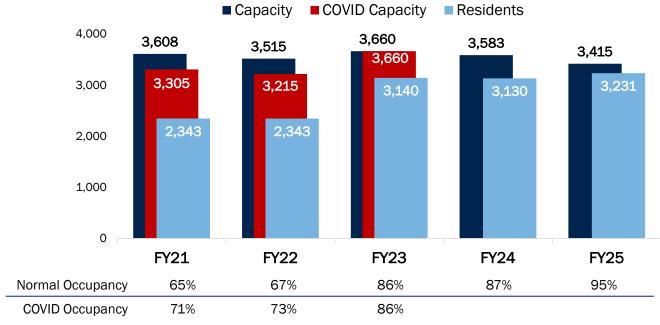






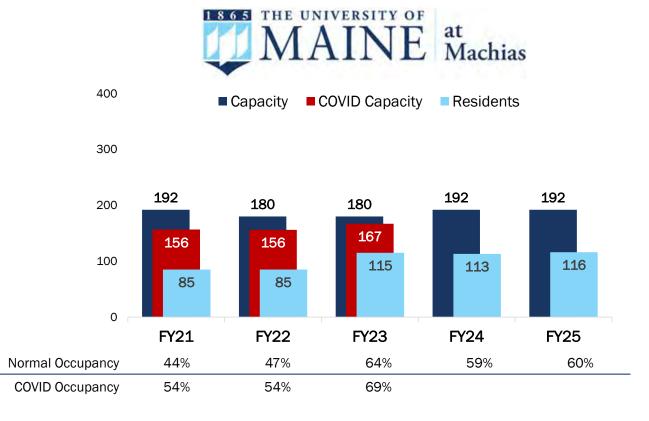








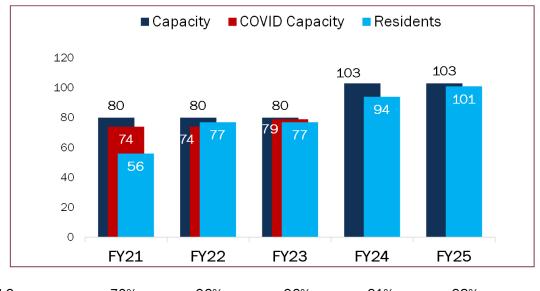








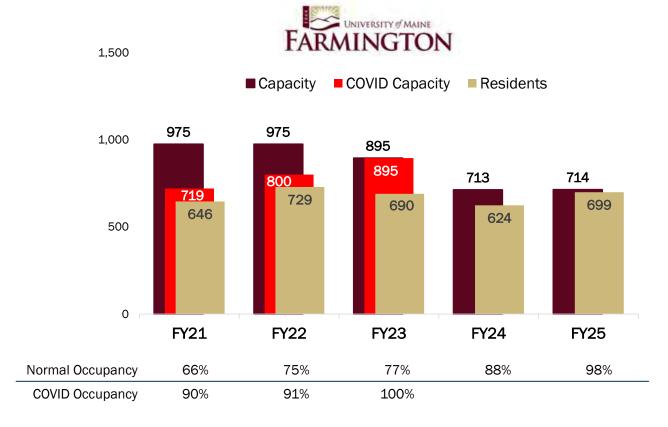




| Normal Occupancy | 70% | 96% | 96% | 91% | 98% |
|------------------|-----|------|-----|-----|-----|
| COVID Occupancy | 76% | 104% | 97% | | |



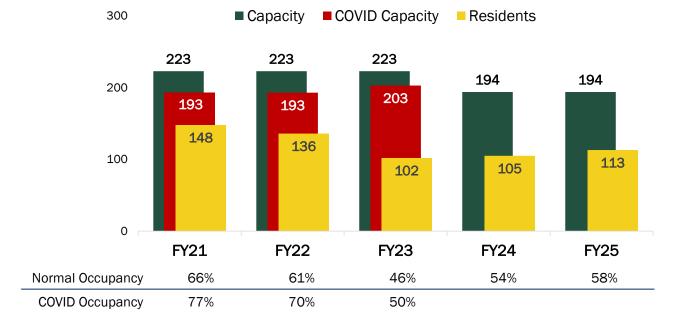






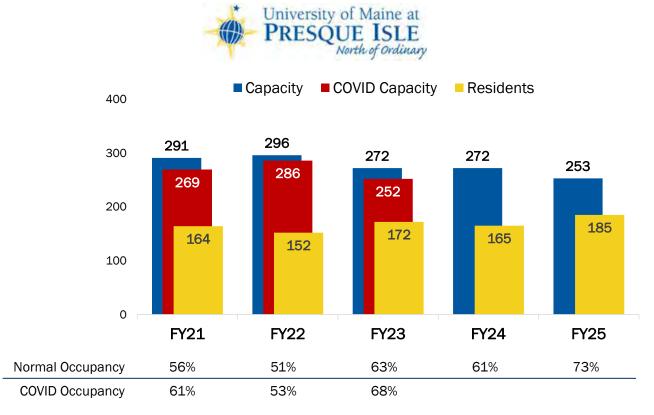








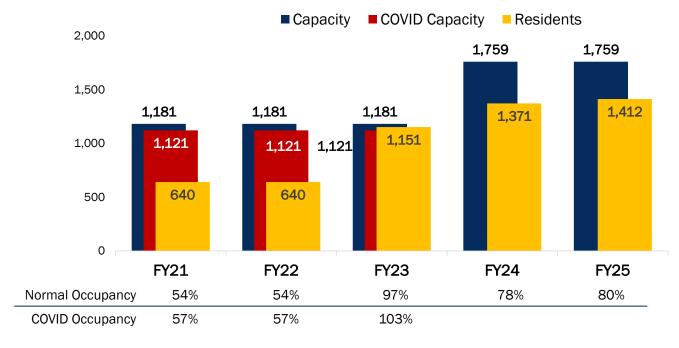


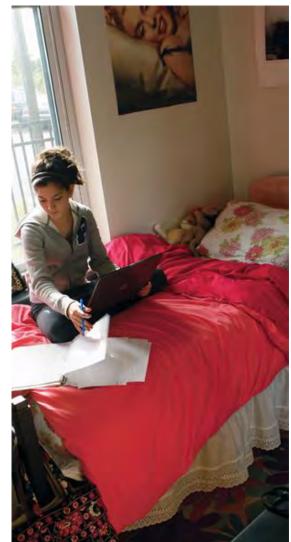


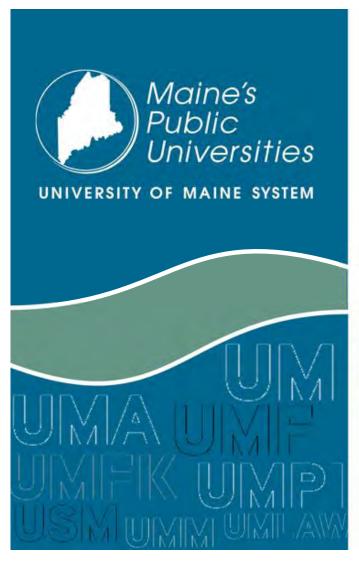














The "System Office" is Comprised of 3 Units



Governance - \$6.7M

Funded directly with State Appropriation



26 Positions

| Board of Trustees | |
|-------------------|----------------|
| Chancellor | 17 |
| Senior Leadership | _ - |
| Supporting Staff | 9 |

Governance

| | FY24 BASE | | FY25 BASE | | BUDGET CHA | NGE | - |
|---|-----------|-------------|-------------|----|------------|---------|---------------------|
| <u>Revenues</u> | | | | | | | |
| State Appropriation | | \$6,714,619 | \$6,714,619 | | \$0 | 0.0% | |
| Expenses | | | | | | | |
| Salaries, Wages & Benefits | | 5,477,660 | 5,395,467 | | (82,193) | -1.5% | Benefit Rate |
| Attrition (Salary Only) | | - | (26,603) | | (26,603) | -% | |
| Personnel | | 5,477,660 | 5,368,864 | | (108,796) | -2.0% | |
| Other Expenses & Transfers: | | | | | | | |
| Supplies & Services | | 117,165 | 117,165 | | - | 0.0% | |
| Shared Services | | 1,131,231 | 1,109,255 | | (21,976) | -1.9% | Benefit Rate |
| Travel | | 132,750 | 132,551 | | (199) | -0.1% | |
| Memberships | | 76,300 | 76,300 | | - | 0.0% | |
| Maintenance | | 2,100 | 2,100 | | - | 0.0% | |
| Other Expenses | | 93,183 | 93,184 | | 1 | 0.0% | |
| Transfers - Other | | (215,000) | (184,800) | | 30,200 | -14.0% | offset by attrition |
| Total Other Expenses & Transfers | | 1,337,729 | 1,345,755 | | 8,026 | 0.6% | |
| Total Operating Expenses & Transfers | | 6,815,389 | 6,714,619 | | (100,770) | -1.5% | |
| Operating Increase (Decrease) | \$ | (100,770) | \$ - | \$ | 100,770 | -100.0% | |
| Other Strategic Transfers from/(to) Reserves | | 100,770 | - | | (100,770) | | |
| Net | \$ | - | \$ - | \$ | - | • | |

University Services – <u>Allocated</u> \$53M Operating Budget



Administrative oversight and direct support for System and Campus operations including:

386 Positions

| 206 |
|-----|
| 53 |
| 46 |
| 11 |
| 16 |
| 26 |
| 8 |
| 20 |
| |

Unified Services vs Campus Services

Allocated University Services are further designated as Unified Services or Campus Services

\$39M

Unified Services include individuals that are responsible for oversight and support for <u>all</u> campuses; costs are allocated to campuses based on appropriate metrics (# of employees, square footage, etc.)

Examples

Controller's Office – central financial activities including audited financial statements, cash management, investments, System policies, etc. The expense budget for this department is allocated across all campuses.

\$14M

Campus Services include individuals that are part of University Services yet their primary responsibility is to the specific campus where they are located. Segments of IT, HR, Facilities, and Finance are classified as Campus Services.

UMA Campus CBO & staff - these individuals are part of the University Services overall budget, but they are classified as Campus Services as their primary responsibility is the financial oversight of UMA. The UMA Finance Office expense budget is allocated directly to UMA.

Allocated Services

| | FY24 BASE | FY25 BASE | BUDGET CHA | ANGE | |
|---|--------------|--------------|-------------|--------|---------------------------------------|
| Revenues | | | | | |
| Indirect Cost Recovery | \$ 1,000 | \$ 1,000 | \$ - | 0.0% | |
| Investment Income/Gifts | 264,155 | 264,155 | - | 0.0% | |
| Sales/Services/Auxiliary | 645,582 | 615,582 | (30,000) | -4.6% | IT Revenue |
| Total Revenue | 910,737 | 880,737 | (30,000) | -3.3% | |
| Expenses | | | | | |
| Salaries, Wages & Benefits | \$41,704,814 | \$40,930,299 | (\$774,515) | -1.9% | Benefit Reduction |
| Attrition (Salary Only) | (598,493) | (669,894) | (71,401) | 11.9% | |
| Personnel | 41,106,321 | 40,260,405 | (845,916) | -2.1% | |
| Other Expenses & Transfers: | | | | | |
| Fuel & Electricity | 11,530 | 11,830 | 300 | 2.6% | |
| Supplies & Services | 6,595,600 | 7,784,705 | 1,189,105 | 18.0% | IT; Former Benefit Pool Consulting |
| Shared Services | (53,171,771) | (53,376,284) | (204,513) | 0.4% | Benefit Reduction |
| Travel | 178,030 | 177,313 | (717) | -0.4% | |
| Memberships | 105,096 | 104,836 | (260) | -0.2% | |
| Maintenance | 2,648,746 | 2,552,056 | (96,690) | -3.7% | Shift to equipment |
| Interest | 7,026 | 176 | (6,850) | -97.5% | |
| Other Expenses | 1,865,159 | 2,221,070 | 355,911 | 19.1% | IT non-cap infrastructure |
| Transfers - Other | 531,463 | 157,499 | (373,964) | -70.4% | Transfer in of TII |
| Total Other Expenses & Transfers | (41,229,121) | (40,366,799) | 862,322 | -2.1% | |
| Total Operating Expenses & Transfers | (122,800) | (106,394) | 16,406 | -13.4% | |
| Operating Increase (Decrease) | \$ 1,033,537 | \$ 987,131 | \$ (46,406) | -4.5% | |
| Less Capital Expenditures | (838,875) | (973,315) | (134,440) | 16.0% | |
| Less Debt Service Principal | (194,662) | (13,816) | 180,846 | -92.9% | |
| Net | - | - | - | | |

University Services - <u>Unallocated - \$16.5 Million</u>



Appropriation - \$14M (*\$4.3M ADC, EC, IVP; \$9.7M Strategic)
Investment Income \$2.5M

| *Adult Degree Completion | 1.50M |
|---|-------|
| *UMS-Early College | 1.65M |
| *Interpersonal Violence Prevention | 400K |
| *Medical School Research | 75K |
| UMS-Systemwide Marketing | 750K |
| UMS-Institutional Research | 500K |
| UMS-Research Reinvestment Funds | 2.1M |
| Capital Planning | 1.3M |
| Demolition | 850K |
| Other: Diversity, Bonding, Library Ops, Exec Tran | |
| Financial Literacy, Distance Ed | 550K |
| Maine Center | 2.0M |
| Systemwide Research Support | 875K |
| Library Software Investments | 1.0M |
| Capital Investment | 2.5M |
| | |

TOTAL 3/6/24
Unrestricted E&G and Auxiliary

| | Unrest | ricted E&G and A | uxiliary | | | | |
|---|-----------------|------------------|-----------------|-----------------|---------------|--------|--|
| | FY22 ACTUALS | FY23 ACTUALS | FY24 BASE | FY25 BASE | BUDGET CHANGE | | |
| Revenues | | | | | | | |
| Tuition & Fee Revenue | \$ 327,577,495 | \$ 313,421,677 | \$ 323,990,724 | \$ 342,631,278 | \$ 18,640,554 | 5.8% | |
| Dining Revenue | 30,109,442 | 31,783,630 | 30,055,831 | 32,483,885 | 2,428,054 | 8.1% | |
| Residence Revenue | 35,050,813 | 35,493,903 | 44,172,202 | 46,670,094 | 2,497,892 | 5.7% | |
| Tuition Waivers/Scholarships | (100,802,939) | (96,609,654) | (91,692,400) | (100,827,801) | (9,135,401) | 10.0% | |
| Net Student Charges Revenue | 291,934,810 | 284,089,555 | 306,526,357 | 320,957,456 | 14,431,099 | 4.7% | |
| State Appropriation | 205,554,730 | 220,005,476 | 229,563,631 | 239,938,728 | 10,375,097 | 4.5% | |
| HEERF Relief - Lost Revenue | 13,824,390 | 1,065,090 | - | - | - | -% | |
| Indirect Cost Recovery | 23,517,394 | 24,923,064 | 25,858,985 | 27,009,985 | 1,151,000 | 4.5% | |
| Investment Income/Gifts | (12,697,487) | 11,017,978 | 4,047,173 | 4,435,894 | 388,721 | 9.6% | |
| Sales/Services/Auxiliary | 28,407,768 | 30,548,497 | 31,035,900 | 35,612,033 | 4,576,133 | 14.7% | |
| Total Revenue | 550,541,606 | 571,649,659 | 597,032,046 | 627,954,096 | 30,922,050 | 5.2% | |
| <u>Expenses</u> | | | | | | | |
| Salaries, Wages & Benefits | \$397,979,713 | \$406,775,118 | \$415,418,677 | \$416,773,887 | \$1,355,210 | 0.3% | |
| Attrition (Salary Only) | - | - | (9,984,868) | (7,032,063) | 2,952,805 | -29.6% | |
| Personnel | 397,979,713 | 406,775,118 | 405,433,809 | 409,741,824 | 4,308,015 | 1.1% | |
| Other Expenses & Transfers: | | | | | | | |
| Fuel & Electricity | 19,018,037 | 16,841,530 | 25,751,721 | 26,235,886 | 484,165 | 1.9% | |
| Supplies & Services | 61,341,617 | 70,473,542 | 71,095,975 | 81,234,332 | 10,138,357 | 14.3% | |
| Shared Services | 95 | 512 | (559,661) | (364,420) | 195,241 | -34.9% | |
| Travel | 5,555,807 | 7,925,602 | 7,225,921 | 8,275,085 | 1,049,164 | 14.5% | |
| Memberships, Contributions & Sponsorships | 1,161,454 | 1,100,215 | 1,146,071 | 1,096,871 | (49,201) | -4.3% | |
| Maintenance & Alterations | 16,175,058 | 15,902,283 | 16,320,923 | 16,766,788 | 445,865 | 2.7% | |
| Interest | 4,206,999 | 3,952,856 | 8,676,063 | 8,467,652 | (208,411) | -2.4% | |
| Depreciation | 38,636,296 | 40,757,288 | 43,833,768 | 49,048,868 | 5,215,100 | 11.9% | |
| Other Expenses | 15,642,240 | 15,860,834 | 17,284,756 | 18,284,937 | 1,000,182 | 5.8% | |
| Unassigned Budget | 13,130 | 7,261 | 702,655 | 549,665 | (152,990) | -21.8% | |
| Transfers to/(from) MAFES/CES | 13,501,367 | 12,261,900 | 12,080,893 | 11,481,771 | (599,122) | -5.0% | |
| Transfers to/(from) MEIF | 7,276,249 | 5,975,913 | 5,650,262 | 5,314,415 | (335,847) | -5.9% | |
| Transfers - Other | 3,223,254 | 6,540,217 | 5,517,007 | 10,614,005 | 5,096,998 | 92.4% | |
| Total Other Expenses & Transfers | 184,843,053 | 190,040,636 | 214,726,354 | 237,005,855 | 22,279,500 | 10.4% | |
| Total Operating Expenses & Transfers | 582,822,765 | 596,815,754 | 620,160,163 | 646,747,679 | 26,587,515 | 4.3% | |
| Operating Increase (Decrease) | \$ (32,281,160) | \$ (25,166,095) | \$ (23,128,117) | \$ (18,793,583) | \$ 4,334,534 | -18.7% | |
| Modified Cash Flow | | | | | | | |
| Operating Increase (Decrease) | \$ (32,281,160) | \$ (25,166,095) | \$ (23,128,117) | \$ (18,793,583) | \$ 4,334,534 | -18.7% | |
| Add Back Depreciation | 38,636,296 | 40,757,288 | 43,833,768 | 49,048,868 | 5,215,100 | 11.9% | |
| Less Capital Expenditures | (13,370,956) | (17,766,036) | (16,904,162) | (18,249,592) | (1,345,430) | 8.0% | |
| Less Capital Reserve Funding | (1,993,235) | (2,637,125) | (1,995,539) | (2,108,152) | (112,613) | 5.6% | |
| Less Debt Service Principal | (9,511,991) | (10,081,136) | (12,119,811) | (12,298,734) | (178,923) | 1.5% | |
| Net Change Before Other Adjustments & Transfers | (18,521,045) | (14,893,104) | (10,313,861) | (2,401,192) | 7,912,669 | | |
| Transfer from/(to) Administrative Savings Rsrv | (1,647,974) | - | 340,000 | - | (340,000) | | |
| Transfer from/(to) Budget Stabilization | 5,054,425 | (123,858) | 714,628 | - | (714,628) | | |
| Net Change Subtotal | (15,114,594) | (15,016,962) | (9,259,233) | (2,401,192) | 6,858,041 | | |
| Other Strategic Transfers from/(to) Reserves | 1,578,479 | (7,300,992) | 9,259,233 | 5,331,607 | (3,927,626) | | |
| Net Change in Cash & Reserve Transfers | \$ (13,536,115) | \$ (22,317,955) | \$ 0 | \$ 2,930,415 | \$ 2,930,415 | | |

| TOTAL | 3/6/24 |
|-------|--------|
| ES.C | |

| | | E&G | | | | |
|---|-----------------|-----------------|-----------------|-----------------|---------------|--------|
| | FY22 ACTUALS | FY23 ACTUALS | FY24 BASE | FY25 BASE | BUDGET CHAN | GE |
| <u>Revenues</u> | | | | | | |
| Tuition & Fee Revenue | \$ 327,578,994 | \$ 313,421,814 | \$ 322,990,724 | \$ 341,581,278 | \$ 18,590,554 | 5.8% |
| Dining Revenue | (225) | - | - | - | - | -% |
| Residence Revenue | 26,668 | 36,064 | - | - | - | -% |
| Tuition Waivers/Scholarships | (97,987,130) | (93,937,630) | (88,947,661) | (97,890,797) | (8,943,136) | 10.1% |
| Net Student Charges Revenue | 229,618,306 | 219,520,249 | 234,043,063 | 243,690,481 | 9,647,418 | 4.1% |
| State Appropriation | 205,554,730 | 220,005,476 | 229,563,631 | 239,938,728 | 10,375,097 | 4.5% |
| HEERF Relief - Lost Revenue | 5,040,979 | 713,226 | - | - | - | -% |
| Indirect Cost Recovery | 23,517,394 | 24,923,064 | 25,858,985 | 27,009,985 | 1,151,000 | 4.5% |
| Investment Income/Gifts | (12,697,487) | 11,017,978 | 4,047,173 | 4,435,894 | 388,721 | 9.6% |
| Sales/Services/Auxiliary | 17,572,332 | 19,992,719 | 20,247,160 | 22,859,900 | 2,612,740 | 12.9% |
| Total Revenue | 468,606,254 | 496,172,712 | 513,760,012 | 537,934,988 | 24,174,976 | 4.7% |
| <u>Expenses</u> | | | | | | |
| Salaries, Wages & Benefits | \$374,604,008 | \$382,621,268 | \$399,452,851 | \$400,939,007 | \$1,486,156 | 0.4% |
| Attrition (Salary Only) | - | - | (9,898,586) | (7,032,063) | 2,866,523 | -29.0% |
| Personnel | 374,604,008 | 382,621,268 | 389,554,265 | 393,906,944 | 4,352,679 | 1.1% |
| Other Expenses & Transfers: | | | | | | |
| Fuel & Electricity | 12,776,897 | 11,812,652 | 18,990,737 | 17,846,972 | (1,143,765) | -6.0% |
| Supplies & Services | 39,268,697 | 44,799,814 | 40,007,257 | 45,773,524 | 5,766,267 | 14.4% |
| Shared Services | (42,015) | (67,342) | (627,515) | (438,970) | 188,545 | -30.0% |
| Travel | 5,444,629 | 7,883,235 | 7,220,596 | 8,213,526 | 992,930 | 13.8% |
| Memberships, Contributions & Sponsorships | 1,145,619 | 1,090,195 | 1,136,690 | 1,084,627 | (52,064) | -4.6% |
| Maintenance & Alterations | 12,362,690 | 11,709,533 | 12,082,292 | 12,578,427 | 496,135 | 4.1% |
| Interest | 1,239,691 | 1,844,962 | 2,079,683 | 2,022,808 | (56,875) | -2.7% |
| Depreciation | 32,113,885 | 34,116,733 | 36,970,312 | 40,368,162 | 3,397,850 | 9.2% |
| Other Expenses | 6,891,036 | 6,907,001 | 10,469,773 | 10,959,853 | 490,080 | 4.7% |
| Unassigned Budget | 13,130 | 7,261 | 584,458 | 431,468 | (152,990) | -26.2% |
| Transfers to/(from) MAFES/CES | 13,501,367 | 12,261,900 | 12,080,893 | 11,481,771 | (599,122) | -5.0% |
| Transfers to/(from) MEIF | 7,276,249 | 5,975,913 | 5,650,262 | 5,314,415 | (335,847) | -5.9% |
| Transfers - Other | (918,297) | 1,759,702 | 511,601 | 5,535,510 | 5,023,909 | 982.0% |
| Total Other Expenses & Transfers | 130,165,029 | 132,542,244 | 147,157,040 | 161,172,093 | 14,015,053 | 9.5% |
| Total Operating Expenses & Transfers | 504,769,038 | 515,163,512 | 536,711,305 | 555,079,037 | 18,367,732 | 3.4% |
| Operating Increase (Decrease) | \$ (36,162,784) | \$ (18,990,800) | \$ (22,951,293) | \$ (17,144,049) | \$ 5,807,243 | -25.3% |
| Modified Cash Flow | | | | | | |
| Operating Increase (Decrease) | \$ (36,162,784) | \$ (18,990,800) | \$ (22,951,293) | \$ (17,144,049) | \$ 5,807,243 | -25.3% |
| Add Back Depreciation | 32,113,885 | 34,116,733 | 36,970,312 | 40,368,162 | 3,397,850 | 9.2% |
| Less Capital Expenditures | (10,498,766) | (15,104,123) | (14,198,426) | (15,703,905) | (1,505,479) | 10.6% |
| Less Capital Reserve Funding | (1,313,141) | (2,637,125) | (1,991,557) | (2,078,203) | (86,646) | 4.4% |
| Less Debt Service Principal | (4,261,884) | (5,495,941) | (6,565,495) | (6,969,912) | (404,417) | 6.2% |
| Net Change Before Other Adjustments & Transfers | (20,122,690) | (8,111,256) | (8,736,459) | (1,527,906) | 7,208,552 | |
| Transfer from/(to) Administrative Savings Rsrv | (1,647,974) | - | 340,000 | - | (340,000) | |
| Transfer from/(to) Budget Stabilization | 4,828,321 | (1,694,896) | 500,000 | | (500,000) | |
| Net Change Subtotal | (16,942,343) | (9,806,152) | (7,896,459) | (1,527,906) | 6,368,552 | |
| Other Strategic Transfers from/(to) Reserves | 993,679 | (7,297,435) | 7,863,573 | 5,331,607 | (2,531,966) | |
| Net Change in Cash & Reserve Transfers | \$ (15,948,664) | \$ (17,103,587) | \$ (32,886) | \$ 3,803,701 | \$ 3,836,586 | |

| TOTAL | 3/6/24 |
|-----------|--------|
| Auviliana | |

| | | | Auxiliary | | | | |
|---|-----------------|----|--------------|-----------------|-------------------|-------------------|---------|
| | Y22 ACTUALS | F | Y23 ACTUALS | FY24 BASE | FY25 BASE | BUDGET CHAN | IGE |
| Revenues | | | | | | | |
| Tuition & Fee Revenue | \$ (1,499) | \$ | (138) | \$ 1,000,000 | \$ 1,050,000 | \$ 50,000 | 5.0% |
| Dining Revenue | 30,109,667 | | 31,783,630 | 30,055,831 | 32,483,885 | 2,428,054 | 8.1% |
| Residence Revenue | 35,024,145 | | 35,457,839 | 44,172,202 | 46,670,094 | 2,497,892 | 5.7% |
| Tuition Waivers/Scholarships | (2,815,809) | | (2,672,025) | (2,744,739) | (2,937,004) | (192,265) | 7.0% |
| Net Student Charges Revenue | 62,316,504 | | 64,569,306 | 72,483,294 | 77,266,975 | 4,783,681 | 6.6% |
| HEERF Relief - Lost Revenue | 8,783,411 | | 351,863 | - | - | - | -% |
| Sales/Services/Auxiliary | 10,835,436 | | 10,555,778 | 10,788,740 | 12,752,133 | 1,963,393 | 18.2% |
| Total Revenue | 81,935,352 | | 75,476,947 | 83,272,034 | 90,019,108 | 6,747,074 | 8.1% |
| Expenses | | | | | | | |
| Salaries, Wages & Benefits | \$23,375,704 | | \$24,153,850 | \$15,965,826 | \$15,834,880 | (\$130,946) | -0.8% |
| Attrition (Salary Only) | - | | - | (86,282) | - | 86,282 | -100.0% |
| Personnel | 23,375,704 | | 24,153,850 | 15,879,544 | 15,834,880 | (44,664) | -0.3% |
| Other Expenses & Transfers: | | | | | | | |
| Fuel & Electricity | 6,241,140 | | 5,028,878 | 6,760,984 | 8,388,914 | 1,627,930 | 24.1% |
| Supplies & Services | 22,072,921 | | 25,673,728 | 31,088,718 | 35,460,808 | 4,372,090 | 14.1% |
| Shared Services | 42,109 | | 67,854 | 67,854 | 74,550 | 6,696 | 9.9% |
| Travel | 111,178 | | 42,367 | 5,325 | 61,559 | 56,234 | 1056.0% |
| Memberships, Contributions & Sponsorships | 15,835 | | 10,020 | 9,381 | 12,244 | 2,863 | 30.5% |
| Maintenance & Alterations | 3,812,368 | | 4,192,749 | 4,238,631 | 4,188,361 | (50,270) | -1.2% |
| Interest | 2,967,308 | | 2,107,895 | 6,596,380 | 6,444,843 | (151,537) | -2.3% |
| Depreciation | 6,522,411 | | 6,640,555 | 6,863,456 | 8,680,706 | 1,817,250 | 26.5% |
| Other Expenses | 8,751,203 | | 8,953,832 | 6,814,982 | 7,325,084 | 510,102 | 7.5% |
| Unassigned Budget | - | | - | 118,197 | 118,197 | - | 0.0% |
| Transfers - Other | 4,141,551 | | 4,780,515 | 5,005,406 | 5,078,495 | 73,089 | 1.5% |
| Total Other Expenses & Transfers | 54,678,023 | | 57,498,393 | 67,569,314 | 75,833,762 | 8,264,447 | 12.2% |
| Total Operating Expenses & Transfers | 78,053,728 | | 81,652,242 | 83,448,858 | 91,668,642 | 8,219,783 | 9.9% |
| Operating Increase (Decrease) | \$ 3,881,624 | \$ | (6,175,295) | \$ (176,824) | \$ (1,649,534) | \$ (1,472,709) | 832.9% |
| Modified Cash Flow | | | | | | | |
| Operating Increase (Decrease) | \$ 3,881,624 | \$ | (6,175,295) | \$ (176,824) | \$ (1,649,534) | \$ (1,472,709) | 832.9% |
| Add Back Depreciation | 6,522,411 | | 6,640,555 | 6,863,456 | 8,680,706 | 1,817,250 | 26.5% |
| Less Capital Expenditures | (2,872,189) | | (2,661,912) | (2,705,736) | (2,545,687) | 160,049 | -5.9% |
| Less Capital Reserve Funding | (680,094) | | - | (3,982) | (29,949) | (25,967) | 652.1% |
| Less Debt Service Principal | (5,250,107) | | (4,585,195) | (5,554,316) | (5,328,822) | 225,494 | -4.1% |
| Net Change Before Other Adjustments & Transfers | 1,601,645 | | (6,781,848) | (1,577,402) | (873,286) | 704,116 | |
| Transfer from/(to) Administrative Savings Rsrv | - | | - | - | - | - | |
| Transfer from/(to) Budget Stabilization | 226,104 | | 1,571,038 | 214,628 | - | (214,628) | |
| Net Change Subtotal | 1,827,749 | | (5,210,810) | (1,362,774) | (873,286) | 489,488 | |
| Other Strategic Transfers from/(to) Reserves | 584,801 | | (3,558) | 1,395,660 | - | (1,395,660) | |
| Net Change in Cash & Reserve Transfers | \$ 2,412,549 | \$ | (5,214,367) | \$ 32,886 | \$ (873,286) | \$ (906,172) | |

University of Maine

| | | E&G & Auxiliary | | | | |
|--|----------------|-----------------|-----------------|-----------------|--------------|---------|
| | FY22 ACTUALS | FY23 ACTUALS | FY24 BASE | FY25 BASE | BUDGET CHAN | GE |
| <u>Revenues</u> | | | | | | |
| Tuition & Fee Revenue | \$ 195,359,309 | \$ 184,267,119 | \$ 186,485,532 | \$ 192,633,222 | \$ 6,147,690 | 3.3% |
| Dining Revenue | 20,366,487 | 21,226,416 | 18,750,346 | 20,514,502 | 1,764,156 | 9.4% |
| Residence Revenue | 21,719,604 | 21,646,323 | 21,974,108 | 23,906,100 | 1,931,992 | 8.8% |
| Tuition Waivers/Scholarships | (70,144,718 | (68,248,719) | (64,439,481) | (70,735,275) | (6,295,794) | 9.8% |
| Net Student Charges Revenue | 167,300,681 | 158,891,138 | 162,770,505 | 166,318,549 | 3,548,044 | 2.2% |
| State Appropriation | 90,449,439 | 95,967,855 | 100,544,640 | 105,351,892 | 4,807,252 | 4.8% |
| HEERF Relief - Lost Revenue | 273 | (273) | - | - | - | -% |
| Indirect Cost Recovery | 18,532,602 | 19,945,384 | 20,993,600 | 22,153,600 | 1,160,000 | 5.5% |
| Investment Income/Gifts | 1,054,009 | 1,077,564 | 1,107,708 | 1,144,016 | 36,308 | 3.3% |
| Sales/Services/Auxiliary | 21,668,824 | 23,008,447 | 21,904,259 | 26,136,086 | 4,231,827 | 19.3% |
| Total Revenue | 299,005,829 | 298,890,116 | 307,320,712 | 321,104,143 | 13,783,431 | 4.5% |
| <u>Expenses</u> | | | | | | |
| Salaries, Wages & Benefits | \$180,362,791 | \$192,206,935 | \$186,975,181 | \$187,913,665 | \$938,484 | 0.5% |
| Attrition (Salary Only) | - | - | (3,115,036) | (1,000,000) | 2,115,036 | -67.9% |
| Personnel | 180,362,791 | 192,206,935 | 183,860,145 | 186,913,665 | 3,053,520 | 1.7% |
| Other Expenses & Transfers: | | | | | | |
| Fuel & Electricity | 12,372,244 | 10,575,524 | 16,860,184 | 16,665,470 | (194,714) | -1.2% |
| Supplies & Services | 31,786,954 | 36,251,803 | 39,216,699 | 46,652,826 | 7,436,127 | 19.0% |
| Shared Services | 21,934,346 | 22,575,248 | 23,645,414 | 23,909,916 | 264,502 | 1.1% |
| Travel | 3,326,243 | 5,077,520 | 4,720,303 | 5,111,015 | 390,712 | 8.3% |
| Memberships, Contributions & Sponsorships | 499,357 | 438,269 | 443,480 | 425,013 | (18,467) | -4.2% |
| Maintenance & Alterations | 8,302,201 | 9,387,681 | 8,517,617 | 8,988,675 | 471,058 | 5.5% |
| Interest | 2,079,449 | 2,033,953 | 1,901,359 | 1,730,542 | (170,817) | -9.0% |
| Depreciation | 20,328,742 | 21,404,976 | 22,173,571 | 22,840,373 | 666,802 | 3.0% |
| Other Expenses | 5,188,325 | 3,226,011 | 3,650,714 | 2,063,928 | (1,586,786) | -43.5% |
| Unassigned Budget | 96 | - | 469,942 | - | (469,942) | -100.0% |
| Transfers to/(from) MAFES/CES | 13,501,367 | 12,261,900 | 12,080,893 | 11,481,771 | (599,122) | -5.0% |
| Transfers to/(from) MEIF | 7,276,249 | 5,975,913 | 5,650,262 | 5,314,415 | (335,847) | -5.9% |
| Transfers - Other | 4,849,164 | 2,977,281 | 892,823 | 3,051,290 | 2,158,467 | 241.8% |
| Total Other Expenses & Transfers | 131,444,737 | 132,186,079 | 140,223,261 | 148,235,234 | 8,011,973 | 5.7% |
| Total Operating Expenses & Transfers | 311,807,528 | 324,393,014 | 324,083,406 | 335,148,899 | 11,065,493 | 3.4% |
| Operating Increase (Decrease) | \$ (12,801,699 | \$ (25,502,898) | \$ (16,762,694) | \$ (14,044,756) | \$ 2,717,938 | -16.2% |
| Modified Cash Flow | | | | | | |
| Operating Increase (Decrease) | \$ (12,801,699 | \$ (25,502,898) | \$ (16,762,694) | \$ (14,044,756) | \$ 2,717,938 | -16.2% |
| Add Back Depreciation | 20,328,742 | 21,404,976 | 22,173,571 | 22,840,373 | 666,802 | 3.0% |
| Less Capital Expenditures | (7,554,000 | | (8,405,445) | (8,732,988) | (327,543) | 3.9% |
| Less Capital Reserve Funding | (869,604 | , , , , | (5, 155, 115, | (0).02)300) | (527,5.5) | -% |
| Less Debt Service Principal | (4,477,944 | | (5,127,929) | (4,790,783) | 337,146 | -6.6% |
| Net Change Before Other Adjustments & Transfers | (5,374,504 | | (8,122,497) | (4,728,154) | 3,394,343 | 0.070 |
| | | . , , | , | , | , , - | |
| Transfer from/(to) Administrative Savings Rsrv | - | - | - | - | - | |
| Transfer from/(to) Budget Stabilization Net Change Subtotal | /E 274 F04 | (17 227 102) | (0 122 407) | (A 720 1FA) | 2 204 242 | |
| Net Change Subtotal | (5,374,504 | | (8,122,497) | (4,728,154) | 3,394,343 | |
| Other Strategic Transfers from/(to) Reserves | 122,553 | (27,496) | 8,122,497 | 4,831,102 | (3,291,395) | |
| Net Change in Cash & Reserve Transfers | \$ (5,251,951 | \$ (17,364,679) | \$ - | \$ 102,948 | \$ 102,948 | |

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University of Maine

E&G

FY25 BASE **FY22 ACTUALS FY23 ACTUALS FY24 BASE BUDGET CHANGE** Revenues Tuition & Fee Revenue 195,359,309 \$ 184,267,119 \$ 186,485,532 192,633,222 6,147,690 3.3% **Tuition Waivers/Scholarships** (68,720,947)(67,024,739)(63,198,334)(69,416,095)(6,217,761)9.8% Net Student Charges Revenue 126,638,362 117,242,380 123,287,198 123,217,127 (70,071)-0.1% State Appropriation 90.449.439 95,967,855 100,544,640 105,351,892 4,807,252 4.8% HEERF Relief - Lost Revenue -% Indirect Cost Recovery 5.5% 18,532,602 19,945,384 20,993,600 22,153,600 1,160,000 Investment Income/Gifts 1,054,009 1,077,564 1,107,708 1,144,016 36,308 3.3% Sales/Services/Auxiliary 13,724,347 12,726,247 14,974,631 2,248,384 17.7% 12,365,054 **Total Revenue** 249,039,466 247,957,530 258,659,393 266,841,266 8,181,873 3.2% **Expenses** Salaries, Wages & Benefits \$162,439,858 \$173,666,996 \$177,232,173 \$178,136,679 \$904,506 0.5% Attrition (Salary Only) (3,115,036)(1,000,000)2,115,036 -67.9% 162,439,858 173,666,996 174,117,137 177,136,679 3,019,542 1.7% Personnel Other Expenses & Transfers: Fuel & Electricity (1,652,379) 8,178,022 7,437,500 12,897,820 -12.8% 11,245,441 **Supplies & Services** 19,290,235 21,054,928 19,122,891 22,777,321 3,654,430 19.1% Shared Services 21,892,237 22,507,394 23,577,560 23,835,366 257,806 1.1% 3,231,154 5,046,683 4,674,953 5,069,165 394,212 8.4% Memberships, Contributions & Sponsorships 486,398 431,076 435,880 417.413 (18,467)-4.2% Maintenance & Alterations 5,420,576 6,391,054 5,668,560 6,233,147 564,587 10.0% Interest 488,957 1,191,598 1,148,769 1,138,523 -0.9% (10,246)Depreciation 16,203,866 17,194,170 18,113,073 18,721,129 608,056 3.4% Other Expenses 1,413,875 (153,948)500,266 (1,379,463)(1,879,729) -375.7% **Unassigned Budget** 96 469,942 (469,942) -100.0% Transfers to/(from) MAFES/CES 13,501,367 12,261,900 12,080,893 11,481,771 (599,122)-5.0% Transfers to/(from) MEIF 7,276,249 5,975,913 5,650,262 5,314,415 (335,847)-5.9% Transfers - Other 4,699,662 (2,242,649)(3,686,671)(1,504,945)2,181,726 -59.2% 97,095,618 2.7% **Total Other Expenses & Transfers** 102,082,695 100,654,198 103,349,283 2,695,085 **Total Operating Expenses & Transfers** 264,522,553 270,762,614 274,771,335 280,485,962 5,714,627 2.1% Operating Increase (Decrease) (15,483,087)(22,805,084) (16,111,942)(13,644,696)\$ 2,467,246 -15.3% **Modified Cash Flow** Operating Increase (Decrease) (15,483,087)\$ (22,805,084) (16,111,942) (13,644,696)2,467,246 -15.3% Add Back Depreciation 16,203,866 17,194,170 18,113,073 18,721,129 608,056 3.4% Less Capital Expenditures (5,686,898)(6,277,770)(6,623,004)(6,978,188)(355, 184)5.4% Less Capital Reserve Funding (300,318)-% Less Debt Service Principal (1,622,965)(3,056,737)(3,002,778)(2,929,347)73,431 -2.4% **Net Change Before Other Adjustments & Transfers** (6,889,402)(14,945,420) (7,624,651)(4,831,102)2,793,549 Transfer from/(to) Administrative Savings Rsrv Transfer from/(to) Budget Stabilization **Net Change Subtotal** (6,889,402)(14,945,420) (7,624,651) (4,831,102)2,793,549 Other Strategic Transfers from/(to) Reserves 129,808 (23,939)7,624,651 4,831,102 (2,793,549)**Net Change in Cash & Reserve Transfers** (6,759,594) \$ (14,969,359) \$ \$ 0 \$ 0

University of Maine

3/6/24

| | | _ | | Auxiliary | | | | 3, 0, 24 |
|---|----|--------------|----|--------------|-----------------|-----------------|---------------|----------|
| | FY | 22 ACTUALS | | Y23 ACTUALS | FY24 BASE | FY25 BASE | BUDGET CHAN | GE |
| Revenues | | | | | | | | |
| Tuition & Fee Revenue | \$ | - | \$ | - | \$ - | \$ - | \$ - | -% |
| Dining Revenue | | 20,366,487 | | 21,226,416 | 18,750,346 | 20,514,502 | 1,764,156 | 9.4% |
| Residence Revenue | | 21,719,604 | | 21,646,323 | 21,974,108 | 23,906,100 | 1,931,992 | 8.8% |
| Tuition Waivers/Scholarships | | (1,423,771) | | (1,223,980) | (1,241,147) | (1,319,180) | (78,033) | 6.3% |
| Net Student Charges Revenue | | 40,662,320 | | 41,648,758 | 39,483,307 | 43,101,422 | 3,618,115 | 9.2% |
| HEERF Relief - Lost Revenue | | 273 | | (273) | - | - | - | -% |
| Sales/Services/Auxiliary | | 9,303,770 | | 9,284,100 | 9,178,012 | 11,161,455 | 1,983,443 | 21.6% |
| Total Revenue | | 49,966,363 | | 50,932,585 | 48,661,319 | 54,262,877 | 5,601,558 | 11.5% |
| Expenses | | | | | | | | |
| Salaries, Wages & Benefits | 9 | \$17,922,933 | | \$18,539,938 | \$9,743,008 | \$9,776,986 | \$33,978 | 0.3% |
| Attrition (Salary Only) | | - | | - | - | - | - | -% |
| Personnel | | 17,922,933 | | 18,539,938 | 9,743,008 | 9,776,986 | 33,978 | 0.3% |
| Other Expenses & Transfers: | | | | | | | | |
| Fuel & Electricity | | 4,194,222 | | 3,138,024 | 3,962,364 | 5,420,029 | 1,457,665 | 36.8% |
| Supplies & Services | | 12,496,719 | | 15,196,875 | 20,093,808 | 23,875,505 | 3,781,697 | 18.8% |
| Shared Services | | 42,109 | | 67,854 | 67,854 | 74,550 | 6,696 | 9.9% |
| Travel | | 95,088 | | 30,837 | 45,350 | 41,850 | (3,500) | -7.7% |
| Memberships, Contributions & Sponsorships | | 12,959 | | 7,194 | 7,600 | 7,600 | - | 0.0% |
| Maintenance & Alterations | | 2,881,625 | | 2,996,627 | 2,849,057 | 2,755,528 | (93,529) | -3.3% |
| Interest | | 1,590,492 | | 842,356 | 752,590 | 592,019 | (160,571) | -21.3% |
| Depreciation | | 4,124,876 | | 4,210,805 | 4,060,498 | 4,119,244 | 58,746 | 1.4% |
| Other Expenses | | 3,774,450 | | 3,379,959 | 3,150,448 | 3,443,391 | 292,943 | 9.3% |
| Unassigned Budget | | - | | - | - | - | - | -% |
| Transfers - Other | | 149,502 | | 5,219,930 | 4,579,494 | 4,556,235 | (23,259) | -0.5% |
| Total Other Expenses & Transfers | | 29,362,042 | | 35,090,462 | 39,569,063 | 44,885,951 | 5,316,888 | 13.4% |
| Total Operating Expenses & Transfers | | 47,284,975 | | 53,630,400 | 49,312,071 | 54,662,937 | 5,350,866 | 10.9% |
| Operating Increase (Decrease) | \$ | 2,681,388 | \$ | (2,697,815) | \$ (650,752) | \$ (400,060) | \$ 250,692 | -38.5% |
| Modified Cash Flow | | | | | | | | |
| Operating Increase (Decrease) | \$ | 2,681,388 | \$ | (2,697,815) | \$ (650,752) | \$ (400,060) | \$ 250,692 | -38.5% |
| Add Back Depreciation | | 4,124,876 | | 4,210,805 | 4,060,498 | 4,119,244 | 58,746 | 1.4% |
| Less Capital Expenditures | | (1,867,101) | | (1,830,618) | (1,782,441) | (1,754,800) | 27,641 | -1.6% |
| Less Capital Reserve Funding | | (569,286) | | - | - | - | - | -% |
| Less Debt Service Principal | | (2,854,979) | | (2,074,136) | (2,125,151) | (1,861,436) | 263,715 | -12.4% |
| Net Change Before Other Adjustments & Transfers | | 1,514,898 | | (2,391,763) | (497,846) | 102,948 | 600,794 | |
| Transfer from/(to) Administrative Savings Rsrv | | - | | - | - | - | - | |
| Transfer from/(to) Budget Stabilization | | - | | - | - | _ | - | |
| Net Change Subtotal | | 1,514,898 | | (2,391,763) | (497,846) | 102,948 | 600,794 | |
| Other Strategic Transfers from/(to) Reserves | | (7,255) | _ | (3,558) | 497,846 | - | (497,846) | |

1,507,643 \$ (2,395,320) \$

102,948 \$

102,948

Net Change in Cash & Reserve Transfers

University of Maine at Augusta

| | | | E&(| G & Auxiliary | | | | | | | |
|---|----|--------------|-----|---------------|----|--------------|----|--------------|----|-------------|---------|
| | | Y22 ACTUALS | F | Y23 ACTUALS | | FY24 BASE | | FY25 BASE | | BUDGET CHAN | GE |
| Revenues | | | | | | | | | | | |
| Tuition & Fee Revenue | \$ | 22,433,422 | \$ | 21,514,274 | \$ | 21,915,564 | \$ | 24,003,640 | \$ | 2,088,076 | 9.5% |
| Dining Revenue | | 12,428 | | 26,826 | | 31,200 | | 190,000 | | 158,800 | 509.0% |
| Residence Revenue | | 537,979 | | 554,879 | | 676,404 | | 732,208 | | 55,804 | 8.3% |
| Tuition Waivers/Scholarships | | (3,224,340) | | (3,078,174) | | (2,505,725) | | (2,608,408) | | (102,683) | 4.1% |
| Net Student Charges Revenue | | 19,759,489 | | 19,017,805 | | 20,117,443 | | 22,317,440 | | 2,199,997 | 10.9% |
| State Appropriation | | 19,466,151 | | 21,193,991 | | 22,945,305 | | 23,921,100 | | 975,795 | 4.3% |
| HEERF Relief - Lost Revenue | | - | | - | | - | | - | | - | -% |
| Indirect Cost Recovery | | 154,265 | | 112,524 | | 160,885 | | 160,885 | | - | 0.0% |
| Investment Income/Gifts | | - | | - | | - | | - | | - | -% |
| Sales/Services/Auxiliary | | 381,233 | | 447,033 | | 697,659 | | 732,851 | | 35,192 | 5.0% |
| Total Revenue | | 39,761,138 | | 40,771,353 | | 43,921,292 | | 47,132,276 | | 3,210,984 | 7.3% |
| <u>Expenses</u> | | | | | | | | | | | |
| Salaries, Wages & Benefits | | \$29,281,239 | | \$28,604,705 | | \$31,111,518 | : | \$32,128,162 | | \$1,016,644 | 3.3% |
| Attrition (Salary Only) | | - | | - | | (1,442,818) | | (1,442,818) | | - | 0.0% |
| Personnel | | 29,281,239 | | 28,604,705 | | 29,668,700 | | 30,685,344 | | 1,016,644 | 3.4% |
| Other Expenses & Transfers: | | | | | | | | | | | |
| Fuel & Electricity | | 853,187 | | 759,950 | | 835,006 | | 898,475 | | 63,469 | 7.6% |
| Supplies & Services | | 1,554,905 | | 1,928,952 | | 1,799,374 | | 1,985,649 | | 186,275 | 10.4% |
| Shared Services | | 4,858,709 | | 5,030,097 | | 5,081,487 | | 4,996,083 | | (85,404) | -1.7% |
| Travel | | 179,623 | | 217,972 | | 230,760 | | 266,252 | | 35,492 | 15.4% |
| Memberships, Contributions & Sponsorships | | 54,692 | | 60,551 | | 66,018 | | 67,085 | | 1,067 | 1.6% |
| Maintenance & Alterations | | 761,627 | | 550,663 | | 969,099 | | 974,396 | | 5,297 | 0.5% |
| Interest | | 13,190 | | 3,152 | | 45,054 | | 52,357 | | 7,303 | 16.2% |
| Depreciation | | 1,917,549 | | 2,166,430 | | 2,335,870 | | 2,448,329 | | 112,459 | 4.8% |
| Other Expenses | | 2,001,686 | | 3,210,432 | | 3,508,495 | | 4,118,200 | | 609,705 | 17.4% |
| Unassigned Budget | | 13,034 | | 7,261 | | 9,000 | | 74,361 | | 65,361 | 726.2% |
| Transfers - Other | | (1,175,195) | | (289,632) | | 108,892 | | 135,647 | | 26,755 | 24.6% |
| Total Other Expenses & Transfers | | 11,033,008 | _ | 13,645,828 | | 14,989,055 | | 16,016,834 | | 1,027,779 | 6.9% |
| Total Operating Expenses & Transfers | | 40,314,246 | _ | 42,250,532 | | 44,657,755 | | 46,702,178 | | 2,044,423 | 4.6% |
| Operating Increase (Decrease) | \$ | (553,109) | \$ | (1,479,179) | \$ | (736,463) | \$ | 430,098 | \$ | 1,166,561 | -158.4% |
| Modified Cash Flow | | | | | | | | | | | |
| Operating Increase (Decrease) | \$ | (553,109) | \$ | (1,479,179) | \$ | (736,463) | \$ | 430,098 | \$ | 1,166,561 | -158.4% |
| Add Back Depreciation | 7 | 1,917,549 | 7 | 2,166,430 | 7 | 2,335,870 | 7 | 2,448,329 | Ψ. | 112,459 | 4.8% |
| Less Capital Expenditures | | (679,037) | | (1,342,388) | | (1,305,955) | | (1,372,284) | | (66,329) | 5.1% |
| Less Capital Reserve Funding | | - | | - | | (2,000,000, | | - | | (00)020) | -% |
| Less Debt Service Principal | | (273,029) | | (64,680) | | (293,452) | | (377,857) | | (84,405) | 28.8% |
| Net Change Before Other Adjustments & Transfers | | 412,375 | _ | (719,817) | | - (233,432) | _ | 1,128,286 | | 1,128,286 | 20.070 |
| | | ,5,5 | | (= ==,0=,) | | | | _,0,_00 | | _,, | |
| Transfer from/(to) Administrative Savings Rsrv | | - | | - | | - | | - | | - | |
| Transfer from/(to) Budget Stabilization | | - | _ | | | | | - | | - | |
| Net Change Subtotal | | 412,375 | | (719,817) | | - | | 1,128,286 | | 1,128,286 | |
| Other Strategic Transfers from/(to) Reserves | | (1,106) | | - | | - | | - | | - | |
| Net Change in Cash & Reserve Transfers | \$ | 411,269 | \$ | (719,817) | \$ | - | \$ | 1,128,286 | \$ | 1,128,286 | |

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University of Maine at Augusta

F&G

FY22 ACTUALS FY23 ACTUALS FY24 BASE FY25 BASE BUDGET CHANGE Revenues Tuition & Fee Revenue 22,433,422 21,514,274 21,915,564 \$ 24,003,640 2,088,076 9.5% **Tuition Waivers/Scholarships** (3,183,340)(3,035,984)(2,433,989)(2,533,489)(99,500)4.1% Net Student Charges Revenue 19,250,082 18,478,290 19,481,575 21,470,151 1,988,576 10.2% 23,921,100 State Appropriation 19,466,151 21,193,991 22,945,305 975,795 4.3% HEERF Relief - Lost Revenue Indirect Cost Recovery 154,265 112,524 160,885 160,885 0.0% Investment Income/Gifts -% Sales/Services/Auxiliary 256,444 394,293 622,459 681,651 59,192 9.5% **Total Revenue** 39,126,942 40,179,098 43,210,224 46,233,787 3,023,563 7.0% **Expenses** Salaries, Wages & Benefits \$29,116,413 \$28,478,130 \$30,989,072 \$31,986,664 \$997,592 3.2% Attrition (Salary Only) (1,442,818)(1,442,818)0.0% 29,116,413 28,478,130 29,546,254 30,543,846 997,592 3.4% Personnel Other Expenses & Transfers: Fuel & Electricity 851,440 758,236 833,006 896,475 63,469 7.6% Supplies & Services 1,548,431 1,777,407 1,740,436 1,826,711 86,275 5.0% Shared Services 4,858,709 5,030,097 5,081,487 4,996,083 (85,404)-1.7% Travel 177,298 217,572 230,760 266,252 35,492 15.4% Memberships, Contributions & Sponsorships 54,692 60,551 66,018 67,085 1,067 1.6% Maintenance & Alterations 747,492 545,971 958,099 959,396 1,297 0.1% Interest 12,809 2,890 44,914 52,333 7,419 16.5% Depreciation 1,904,481 2,154,496 2,325,178 2,438,149 112,971 4.9% Other Expenses 1,281,849 2,348,191 2,706,542 3,149,127 442,585 16.4% **Unassigned Budget** 13,034 7,261 9,000 74,361 65,361 726.2% Transfers - Other 26,755 (1,175,195)(289,853)108,892 135,647 24.6% **Total Other Expenses & Transfers** 10,275,040 12,612,819 14,104,332 14,861,619 757,287 5.4% **Total Operating Expenses & Transfers** 39,391,453 41,090,949 45,405,465 1,754,879 43,650,586 4.0% **Operating Increase (Decrease)** \$ (264,511)(911,851)(440,362)828,322 \$ 1,268,684 \$ \$ \$ -288.1% **Modified Cash Flow** Operating Increase (Decrease) \$ (264,511)(911,851) (440,362) 828,322 \$ 1,268,684 -288.1% Add Back Depreciation 112,971 1,904,481 2,154,496 2,325,178 2,438,149 4.9% Less Capital Expenditures (676,120)(1,339,471)(1,305,955)(1,370,784)(64,829)5.0% Less Capital Reserve Funding -% Less Debt Service Principal (58,802)(374,811)(267,271)(287,453)(87,358)30.4% **Net Change Before Other Adjustments & Transfers** 696,578 (155,628) 291,408 1,520,876 1,229,468 Transfer from/(to) Administrative Savings Rsrv Transfer from/(to) Budget Stabilization **Net Change Subtotal** 696,578 (155,628)291,408 1,520,876 1,229,468 Other Strategic Transfers from/(to) Reserves (1,106)**Net Change in Cash & Reserve Transfers** 695,472 (155,628)\$ 291,408 \$ 1,520,876 1,229,468

University of Maine at Augusta

| Διινί | liary |
|-------|--------|
| Auxi | ııaı y |

| | FY | 22 ACTUALS | FY | 23 ACTUALS | FY24 BASE | FY25 BASE | BUDGET CHAN | GE |
|---|----|------------|----|------------|-----------------|-----------------|-----------------|--------|
| <u>Revenues</u> | | | | | | | | |
| Tuition & Fee Revenue | \$ | - | \$ | - | \$ - | \$ - | \$ - | -% |
| Dining Revenue | | 12,428 | | 26,826 | 31,200 | 190,000 | 158,800 | 509.0% |
| Residence Revenue | | 537,979 | | 554,879 | 676,404 | 732,208 | 55,804 | 8.3% |
| Tuition Waivers/Scholarships | | (41,000) | | (42,190) | (71,736) | (74,919) | (3,183) | 4.4% |
| Net Student Charges Revenue | | 509,407 | | 539,515 | 635,868 | 847,289 | 211,421 | 33.2% |
| HEERF Relief - Lost Revenue | | - | | - | - | - | - | -% |
| Sales/Services/Auxiliary | | 124,789 | | 52,740 | 75,200 | 51,200 | (24,000) | -31.9% |
| Total Revenue | | 634,196 | | 592,255 | 711,068 | 898,489 | 187,421 | 26.4% |
| <u>Expenses</u> | | | | | | | | |
| Salaries, Wages & Benefits | | \$164,825 | | \$126,575 | \$122,446 | \$141,498 | \$19,052 | 15.6% |
| Attrition (Salary Only) | | - | | - | - | - | - | -% |
| Personnel | | 164,825 | | 126,575 | 122,446 | 141,498 | 19,052 | 15.6% |
| Other Expenses & Transfers: | | | | | | | | |
| Fuel & Electricity | | 1,747 | | 1,714 | 2,000 | 2,000 | - | 0.0% |
| Supplies & Services | | 6,473 | | 151,545 | 58,938 | 158,938 | 100,000 | 169.7% |
| Shared Services | | - | | - | - | - | - | -% |
| Travel | | 2,325 | | 399 | - | - | - | -% |
| Memberships, Contributions & Sponsorships | | - | | - | - | - | - | -% |
| Maintenance & Alterations | | 14,135 | | 4,692 | 11,000 | 15,000 | 4,000 | 36.4% |
| Interest | | 381 | | 262 | 140 | 24 | (116) | -83.2% |
| Depreciation | | 13,069 | | 11,934 | 10,692 | 10,180 | (512) | -4.8% |
| Other Expenses | | 719,837 | | 862,241 | 801,953 | 969,073 | 167,120 | 20.8% |
| Unassigned Budget | | - | | - | - | - | - | -% |
| Transfers - Other | | - | | 221 | - | - | - | -% |
| Total Other Expenses & Transfers | | 757,968 | | 1,033,008 | 884,723 | 1,155,215 | 270,492 | 30.6% |
| Total Operating Expenses & Transfers | | 922,793 | | 1,159,584 | 1,007,169 | 1,296,713 | 289,544 | 28.7% |
| Operating Increase (Decrease) | \$ | (288,597) | \$ | (567,329) | \$ (296,101) | \$ (398,224) | \$ (102,123) | 34.5% |
| Modified Cash Flow | | | | | | | | |
| Operating Increase (Decrease) | \$ | (288,597) | \$ | (567,329) | \$ (296,101) | \$ (398,224) | \$ (102,123) | 34.5% |
| Add Back Depreciation | | 13,069 | | 11,934 | 10,692 | 10,180 | (512) | -4.8% |
| Less Capital Expenditures | | (2,917) | | (2,917) | - | (1,500) | (1,500) | -% |
| Less Capital Reserve Funding | | - | | - | - | - | - | -% |
| Less Debt Service Principal | | (5,758) | | (5,878) | (5,999) | (3,046) | 2,953 | -49.2% |
| Net Change Before Other Adjustments & Transfers | | (284,204) | | (564,189) | (291,408) | (392,590) | (101,182) | |
| Transfer from/(to) Administrative Savings Rsrv | | - | | - | - | - | - | |
| Transfer from/(to) Budget Stabilization | | - | | - | - | - | - | |
| Net Change Subtotal | | (284,204) | | (564,189) | (291,408) | (392,590) | (101,182) | |
| Other Strategic Transfers from/(to) Reserves | | - | | - | - | - | - | |
| Net Change in Cash & Reserve Transfers | \$ | (284,204) | \$ | (564,189) | \$ (291,408) | \$ (392,590) | \$ (101,182) | |

Univ of Maine at Farmington

3/6/24

E&G & Auxiliary

| | EV | 22 ACTUALS | Y23 ACTUALS | FY24 BASE | FY25 BASE | BUDGET CHAN | ICE |
|---|----|-------------|-------------------|------------------|-------------------|------------------|---------|
| | | ZZ ACTUALS | 123 ACTUALS | F124 DASE | F123 BASE | BODGET CHAIN | IGE |
| Revenues | | | | | | | |
| Tuition & Fee Revenue | \$ | 17,418,391 | \$ 15,923,394 | \$ 16,115,952 | \$ 16,313,603 | \$ 197,651 | 1.2% |
| Dining Revenue | | 3,393,989 | 3,360,965 | 3,282,661 | 3,631,696 | 349,035 | 10.6% |
| Residence Revenue | | 4,135,431 | 4,142,030 | 4,178,057 | 4,792,604 | 614,547 | 14.7% |
| Tuition Waivers/Scholarships | | (5,106,520) | (4,331,677) | (3,832,029) | (4,029,456) | (197,427) | 5.2% |
| Net Student Charges Revenue | | 19,841,291 | 19,094,713 | 19,744,641 | 20,708,447 | 963,806 | 4.9% |
| State Appropriation | | 13,950,935 | 14,521,745 | 14,664,284 | 14,810,927 | 146,643 | 1.0% |
| HEERF Relief - Lost Revenue | | 2,040,397 | 119,391 | - | - | - | -% |
| Indirect Cost Recovery | | 411,137 | 294,204 | 275,000 | 275,000 | - | 0.0% |
| Investment Income/Gifts | | - | - | - | - | - | -% |
| Sales/Services/Auxiliary | | 1,278,359 | 1,328,656 | 1,429,945 | 1,720,054 | 290,109 | 20.3% |
| Total Revenue | | 37,522,118 | 35,358,708 | 36,113,870 | 37,514,428 | 1,400,558 | 3.9% |
| Expenses | | | | | | | |
| Salaries, Wages & Benefits | Ş | 27,990,094 | \$25,615,543 | \$23,850,985 | \$ 523,412,276 | (\$438,709) | -1.8% |
| Attrition (Salary Only) | | - | - | (679,047) | (900,000) | (220,953) | 32.5% |
| Personnel | | 27,990,094 | 25,615,543 | 23,171,938 | 22,512,276 | (659,662) | -2.8% |
| Other Expenses & Transfers: | | | | | | | |
| Fuel & Electricity | | 1,175,254 | 1,134,952 | 1,271,915 | 1,413,924 | 142,009 | 11.2% |
| Supplies & Services | | 4,071,879 | 4,125,829 | 3,892,304 | 4,699,541 | 807,237 | 20.7% |
| Shared Services | | 3,887,481 | 3,875,416 | 4,077,766 | 4,156,247 | 78,481 | 1.9% |
| Travel | | 488,271 | 608,798 | 229,908 | 309,730 | 79,822 | 34.7% |
| Memberships, Contributions & Sponsorships | | 90,703 | 94,600 | 50,344 | 72,503 | 22,159 | 44.0% |
| Maintenance & Alterations | | 104,044 | 86,696 | 49,081 | 94,535 | 45,454 | 92.6% |
| Interest | | 475,043 | 427,773 | 730,886 | 683,260 | (47,626) | -6.5% |
| Depreciation | | 2,606,945 | 2,602,645 | 2,759,732 | 3,626,469 | 866,737 | 31.4% |
| Other Expenses | | 1,084,664 | 1,242,702 | 817,732 | 1,478,422 | 660,690 | 80.8% |
| Unassigned Budget | | - | - | - | - | - | -% |
| Transfers - Other | | (787,427) | (470,009) | (247,245) | (168,475) | 78,770 | -31.9% |
| Total Other Expenses & Transfers | | 13,196,857 | 13,729,401 | 13,632,423 | 16,366,156 | 2,733,733 | 20.1% |
| Total Operating Expenses & Transfers | | 41,186,951 | 39,344,944 | 36,804,361 | 38,878,432 | 2,074,071 | 5.6% |
| Operating Increase (Decrease) | \$ | (3,664,833) | \$ (3,986,236) | \$ (690,491) | \$ (1,364,004) | \$ (673,513) | 97.5% |
| Modified Cash Flow | | | | | | | |
| Operating Increase (Decrease) | \$ | (3,664,833) | \$ (3,986,236) | \$ (690,491) | \$ (1,364,004) | \$ (673,513) | 97.5% |
| Add Back Depreciation | | 2,606,945 | 2,602,645 | 2,759,732 | 3,626,469 | 866,737 | 31.4% |
| Less Capital Expenditures | | (559,338) | (168,703) | (505,000) | (719,325) | (214,325) | 42.4% |
| Less Capital Reserve Funding | | (467,461) | - | (3,982) | (104,949) | (100,967) | 2535.6% |
| Less Debt Service Principal | | (1,060,543) | (1,116,989) | (1,560,259) | (1,438,191) | 122,068 | -7.8% |
| Net Change Before Other Adjustments & Transfers | | (3,145,230) | (2,669,284) | - | - | - | |
| Transfer from/(to) Administrative Savings Rsrv | | - | - | - | - | - | |
| Transfer from/(to) Budget Stabilization | | 2,414,277 | 1,861,630 | - | - | - | |
| Net Change Subtotal | | (730,952) | (807,654) | - | - | - | |
| Other Strategic Transfers from/(to) Reserves | | 730,952 | - | - | - | - | |
| Net Change in Cash & Reserve Transfers | \$ | - | \$ (807,654) | \$ - | \$ - | \$ - | |

Univ of Maine at Farmington E&G

| | | E&G | | | | |
|---|----------------|----------------|----------------|----------------|--------------|--------|
| | FY22 ACTUALS | FY23 ACTUALS | FY24 BASE | FY25 BASE | BUDGET CHANG | GE |
| Revenues | | | | | | |
| Tuition & Fee Revenue | \$ 17,418,391 | \$ 15,923,394 | \$ 16,115,952 | \$ 16,313,603 | \$ 197,651 | 1.2% |
| Dining Revenue | (225) | - | - | - | - | -% |
| Tuition Waivers/Scholarships | (4,646,603) | (3,835,119) | (3,439,941) | (3,555,168) | (115,227) | 3.3% |
| Net Student Charges Revenue | 12,771,563 | 12,088,276 | 12,676,011 | 12,758,435 | 82,424 | 0.7% |
| State Appropriation | 13,950,935 | 14,521,745 | 14,664,284 | 14,810,927 | 146,643 | 1.0% |
| HEERF Relief - Lost Revenue | - | - | - | - | - | -% |
| Indirect Cost Recovery | 411,137 | 294,204 | 275,000 | 275,000 | - | 0.0% |
| Investment Income/Gifts | - | - | - | - | - | -% |
| Sales/Services/Auxiliary | 793,026 | 954,849 | 1,172,945 | 1,469,054 | 296,109 | 25.2% |
| Total Revenue | 27,926,660 | 27,859,073 | 28,788,240 | 29,313,416 | 525,176 | 1.8% |
| <u>Expenses</u> | | | | | | |
| Salaries, Wages & Benefits | \$26,120,395 | \$23,645,450 | \$21,910,136 | \$21,478,056 | (\$432,080) | -2.0% |
| Attrition (Salary Only) | - | - | (592,765) | (900,000) | (307,235) | 51.8% |
| Personnel | 26,120,395 | 23,645,450 | 21,317,371 | 20,578,056 | (739,315) | -3.5% |
| Other Expenses & Transfers: | | | | | | |
| Fuel & Electricity | 682,399 | 642,193 | 703,078 | 821,295 | 118,217 | 16.8% |
| Supplies & Services | 1,108,319 | 1,063,667 | 637,203 | 1,212,191 | 574,988 | 90.2% |
| Shared Services | 3,887,481 | 3,875,416 | 4,077,766 | 4,156,247 | 78,481 | 1.9% |
| Travel | 479,753 | 610,434 | 288,830 | 309,168 | 20,338 | 7.0% |
| Memberships, Contributions & Sponsorships | 89,357 | 94,450 | 50,344 | 69,675 | 19,331 | 38.4% |
| Maintenance & Alterations | 63,028 | 49,413 | 49,081 | 46,951 | (2,130) | -4.3% |
| Interest | 148,650 | 132,490 | 388,229 | 362,983 | (25,246) | -6.5% |
| Depreciation | 1,929,855 | 1,941,544 | 2,065,878 | 2,858,326 | 792,448 | 38.4% |
| Other Expenses | (849,293) | (1,116,709) | 782,687 | 1,169,192 | 386,505 | 49.4% |
| Unassigned Budget | - | - | - | - | - | -% |
| Transfers - Other | (787,427) | (470,009) | (241,120) | (168,475) | 72,645 | -30.1% |
| Total Other Expenses & Transfers | 6,752,121 | 6,822,888 | 8,801,976 | 10,837,553 | 2,035,577 | 23.1% |
| Total Operating Expenses & Transfers | 32,872,516 | 30,468,338 | 30,119,347 | 31,415,609 | 1,296,262 | 4.3% |
| Operating Increase (Decrease) | \$ (4,945,857) | \$ (2,609,265) | \$ (1,331,107) | \$ (2,102,193) | \$ (771,086) | 57.9% |
| Modified Cash Flow | | | | | | |
| Operating Increase (Decrease) | \$ (4,945,857) | \$ (2,609,265) | \$ (1,331,107) | \$ (2,102,193) | \$ (771,086) | 57.9% |
| Add Back Depreciation | 1,929,855 | 1,941,544 | 2,065,878 | 2,858,326 | 792,448 | 38.4% |
| Less Capital Expenditures | (247,260) | (14,674) | - | (354,325) | (354,325) | -% |
| Less Capital Reserve Funding | (356,653) | - | - | (75,000) | (75,000) | -% |
| Less Debt Service Principal | (356,720) | (380,617) | (734,771) | (667,950) | 66,821 | -9.1% |
| Net Change Before Other Adjustments & Transfers | (3,976,636) | (1,063,012) | - | (341,142) | (341,142) | |
| Transfer from/(to) Administrative Savings Rsrv | - | - | - | - | - | |
| Transfer from/(to) Budget Stabilization | 2,414,277 | 1,057,166 | | - | | |
| Net Change Subtotal | (1,562,358) | (5,846) | - | (341,142) | (341,142) | |
| Other Strategic Transfers from/(to) Reserves | 730,952 | - | - | - | - | |
| Net Change in Cash & Reserve Transfers | \$ (831,406) | \$ (5,846) | \$ - | \$ (341,142) | \$ (341,142) | |

Univ of Maine at Farmington

ton 3/6/24

| | | | | Auxiliary | | | | | | | |
|---|----|-------------|----|-------------|----|-------------|----|-------------|----|-------------|---------|
| | F | Y22 ACTUALS | F | Y23 ACTUALS | | FY24 BASE | | FY25 BASE | | BUDGET CHAN | IGE |
| Revenues | | | | | | | | | | | |
| Tuition & Fee Revenue | \$ | - | \$ | - | \$ | - | \$ | - | \$ | - | -% |
| Dining Revenue | | 3,394,214 | | 3,360,965 | | 3,282,661 | | 3,631,696 | | 349,035 | 10.6% |
| Residence Revenue | | 4,135,431 | | 4,142,030 | | 4,178,057 | | 4,792,604 | | 614,547 | 14.7% |
| Tuition Waivers/Scholarships | | (459,918) | | (496,559) | | (392,088) | | (474,288) | | (82,200) | 21.0% |
| Net Student Charges Revenue | | 7,069,728 | | 7,006,437 | | 7,068,630 | | 7,950,012 | | 881,382 | 12.5% |
| HEERF Relief - Lost Revenue | | 2,040,397 | | 119,391 | | - | | - | | - | -% |
| Sales/Services/Auxiliary | | 485,333 | | 373,807 | | 257,000 | | 251,000 | | (6,000) | -2.3% |
| Total Revenue | | 9,595,458 | | 7,499,635 | | 7,325,630 | | 8,201,012 | | 875,382 | 11.9% |
| <u>Expenses</u> | | | | | | | | | | | |
| Salaries, Wages & Benefits | | \$1,869,699 | | \$1,970,093 | | \$1,940,849 | | \$1,934,220 | | (\$6,629) | -0.3% |
| Attrition (Salary Only) | | - | | - | | (86,282) | | - | | 86,282 | -100.0% |
| Personnel | | 1,869,699 | | 1,970,093 | | 1,854,567 | | 1,934,220 | | 79,653 | 4.3% |
| Other Expenses & Transfers: | | | | | | | | | | | |
| Fuel & Electricity | | 492,855 | | 492,759 | | 568,837 | | 592,629 | | 23,792 | 4.2% |
| Supplies & Services | | 2,963,561 | | 3,062,162 | | 3,255,101 | | 3,487,350 | | 232,249 | 7.1% |
| Shared Services | | - | | - | | - | | - | | - | -% |
| Travel | | 8,518 | | (1,636) | | (58,922) | | 562 | | 59,484 | -101.0% |
| Memberships, Contributions & Sponsorships | | 1,347 | | 150 | | - | | 2,828 | | 2,828 | -% |
| Maintenance & Alterations | | 41,016 | | 37,283 | | - | | 47,584 | | 47,584 | -% |
| Interest | | 326,393 | | 295,283 | | 342,657 | | 320,277 | | (22,380) | -6.5% |
| Depreciation | | 677,090 | | 661,101 | | 693,854 | | 768,143 | | 74,289 | 10.7% |
| Other Expenses | | 1,933,956 | | 2,359,411 | | 35,045 | | 309,230 | | 274,185 | 782.4% |
| Unassigned Budget | | - | | - | | - | | - | | - | -% |
| Transfers - Other | | - | | - | | (6,125) | | - | | 6,125 | -100.0% |
| Total Other Expenses & Transfers | | 6,444,736 | | 6,906,513 | | 4,830,447 | | 5,528,603 | | 698,156 | 14.5% |
| Total Operating Expenses & Transfers | | 8,314,434 | | 8,876,606 | | 6,685,014 | | 7,462,823 | | 777,809 | 11.6% |
| Operating Increase (Decrease) | \$ | 1,281,024 | \$ | (1,376,971) | \$ | 640,616 | \$ | 738,189 | \$ | 97,573 | 15.2% |
| Modified Cash Flow | | | | | | | | | | | |
| Operating Increase (Decrease) | \$ | 1,281,024 | \$ | (1,376,971) | \$ | 640,616 | \$ | 738,189 | \$ | 97,573 | 15.2% |
| Add Back Depreciation | * | 677,090 | * | 661,101 | * | 693,854 | Ψ | 768,143 | * | 74,289 | 10.7% |
| Less Capital Expenditures | | (312,078) | | (154,029) | | (505,000) | | (365,000) | | 140,000 | -27.7% |
| Less Capital Reserve Funding | | (110,808) | | (13.)013) | | (3,982) | | (29,949) | | (25,967) | 652.1% |
| Less Debt Service Principal | | (703,823) | | (736,372) | | (825,488) | | (770,241) | | 55,247 | -6.7% |
| Net Change Before Other Adjustments & Transfers | | 831,406 | _ | (1,606,271) | | - | _ | 341,142 | | 341,142 | |
| | | , | | ., ., ., | | | | , | | , - | |
| Transfer from/(to) Administrative Savings Rsrv | | - | | - | | - | | - | | - | |
| Transfer from/(to) Budget Stabilization | | - | | 804,464 | | - | | - | | - | |
| Net Change Subtotal | | 831,406 | | (801,807) | | - | | 341,142 | | 341,142 | |
| Other Strategic Transfers from/(to) Reserves | | - | | - | | - | | - | | - | |
| Net Change in Cash & Reserve Transfers | \$ | 831,406 | \$ | (801,807) | \$ | - | \$ | 341,142 | \$ | 341,142 | |

Univ of Maine at Fort Kent E&G & Auxiliary

| | | | E&(| G & Auxiliary | | | | | | | |
|---|----|-------------|-----|---------------|----|--------------|----|--------------|----|--------------|--------|
| | F | Y22 ACTUALS | | Y23 ACTUALS | | FY24 BASE | | FY25 BASE | | BUDGET CHANG | GE |
| Revenues | | | | | | | | | | | |
| Tuition & Fee Revenue | \$ | 6,709,721 | \$ | 5,723,620 | \$ | 6,126,110 | \$ | 6,934,463 | \$ | 808,353 | 13.2% |
| Dining Revenue | | 534,142 | | 411,908 | | 480,967 | | 535,780 | | 54,813 | 11.4% |
| Residence Revenue | | 655,507 | | 556,776 | | 619,748 | | 638,962 | | 19,214 | 3.1% |
| Tuition Waivers/Scholarships | | (1,209,714) | | (1,005,703) | | (1,018,484) | | (1,026,091) | | (7,607) | 0.7% |
| Net Student Charges Revenue | | 6,689,656 | | 5,686,602 | | 6,208,341 | | 7,083,114 | | 874,773 | 14.1% |
| State Appropriation | | 8,590,375 | | 8,737,138 | | 8,823,901 | | 8,912,140 | | 88,239 | 1.0% |
| HEERF Relief - Lost Revenue | | 1,225,790 | | 853,884 | | - | | - | | - | -% |
| Indirect Cost Recovery | | 46,782 | | 33,949 | | 33,500 | | 24,500 | | (9,000) | -26.9% |
| Investment Income/Gifts | | - | | - | | - | | - | | - | -% |
| Sales/Services/Auxiliary | | 389,029 | | 160,797 | | 281,959 | | 369,295 | | 87,336 | 31.0% |
| Total Revenue | | 16,941,632 | | 15,472,369 | | 15,347,701 | | 16,389,049 | | 1,041,348 | 6.8% |
| <u>Expenses</u> | | | | | | | | | | | |
| Salaries, Wages & Benefits | | \$9,406,034 | | \$8,999,860 | | \$10,054,726 | , | \$10,063,564 | | \$8,838 | 0.1% |
| Attrition (Salary Only) | | - | | - | | (150,000) | | (312,193) | | (162,193) | 108.1% |
| Personnel | | 9,406,034 | | 8,999,860 | | 9,904,726 | | 9,751,371 | | (153,355) | -1.5% |
| Other Expenses & Transfers: | | | | | | | | | | | |
| Fuel & Electricity | | 627,466 | | 414,529 | | 644,840 | | 641,927 | | (2,913) | -0.5% |
| Supplies & Services | | 2,257,884 | | 2,292,264 | | 1,962,076 | | 1,721,975 | | (240,101) | -12.2% |
| Shared Services | | 2,114,866 | | 2,058,205 | | 2,177,322 | | 2,208,738 | | 31,416 | 1.4% |
| Travel | | 299,619 | | 426,891 | | 358,008 | | 376,013 | | 18,005 | 5.0% |
| Memberships, Contributions & Sponsorships | | 49,038 | | 39,933 | | 48,545 | | 46,730 | | (1,815) | -3.7% |
| Maintenance & Alterations | | 173,237 | | 203,659 | | 194,550 | | 213,150 | | 18,600 | 9.6% |
| Interest | | 194,239 | | 175,747 | | 142,128 | | 141,589 | | (539) | -0.4% |
| Depreciation | | 1,039,351 | | 1,118,772 | | 1,111,515 | | 1,245,969 | | 134,454 | 12.1% |
| Other Expenses | | 372,265 | | 432,839 | | 472,157 | | 428,486 | | (43,671) | -9.2% |
| Unassigned Budget | | - | | - | | 23,244 | | 13,050 | | (10,194) | -43.9% |
| Transfers to/(from) MAFES/CES | | - | | - | | - | | - | | - | -% |
| Transfers to/(from) MEIF | | - | | - | | - | | - | | - | -% |
| Transfers - Other | | (127,342) | | (238,006) | | (189,749) | | (181,720) | | 8,029 | -4.2% |
| Total Other Expenses & Transfers | | 7,000,623 | | 6,924,831 | | 6,944,636 | | 6,855,907 | | (88,729) | -1.3% |
| Total Operating Expenses & Transfers | | 16,406,657 | | 15,924,691 | | 16,849,362 | | 16,607,278 | | (242,084) | -1.4% |
| Operating Increase (Decrease) | \$ | 534,975 | \$ | (452,322) | \$ | (1,501,661) | \$ | (218,229) | \$ | 1,283,432 | -85.5% |
| Modified Cash Flow | | | | | | | | | | | |
| Operating Increase (Decrease) | \$ | 534,975 | \$ | (452,322) | \$ | (1,501,661) | \$ | (218,229) | \$ | 1,283,432 | -85.5% |
| Add Back Depreciation | | 1,039,351 | | 1,118,772 | · | 1,111,515 | · | 1,245,969 | · | 134,454 | 12.1% |
| Less Capital Expenditures | | (392,879) | | (304,686) | | (455,434) | | (489,000) | | (33,566) | 7.4% |
| Less Capital Reserve Funding | | | | · · · · | | - | | - | | - | -% |
| Less Debt Service Principal | | (629,609) | | (564,040) | | (611,420) | | (538,740) | | 72,680 | -11.9% |
| Net Change Before Other Adjustments & Transfers | | 551,838 | | (202,276) | | (1,457,000) | | - | | 1,457,000 | |
| Transfer from/(to) Administrative Savings Rsrv | | - | | - | | - | | - | | - | |
| Transfer from/(to) Budget Stabilization | | - | | 202,276 | | 500,000 | | - | | (500,000) | |
| Net Change Subtotal | | 551,838 | | (0) | | (957,000) | | - | | 957,000 | |
| Other Strategic Transfers from/(to) Reserves | | (415) | | - | | 957,000 | | - | | (957,000) | |
| Net Change in Cash & Reserve Transfers | \$ | 551,423 | \$ | (0) | \$ | (0) | \$ | - | \$ | 0 | |

3/6/24

Univ of Maine at Fort Kent

F&G

FY22 ACTUALS FY23 ACTUALS FY24 BASE FY25 BASE BUDGET CHANGE Revenues Tuition & Fee Revenue 6,709,721 5,723,620 6,126,110 6,934,463 \$ 808,353 13.2% **Tuition Waivers/Scholarships** (1,050,884)(893,885)(879,484)(903,242)(23,758)2.7% Net Student Charges Revenue 5,658,837 4,829,735 5,246,626 6,031,221 784,595 15.0% State Appropriation 8,823,901 8,590,375 8,737,138 8,912,140 88,239 1.0% HEERF Relief - Lost Revenue 928,261 621,138 -% 46,782 Indirect Cost Recovery 33,949 33,500 24,500 (9,000)-26.9% Investment Income/Gifts Sales/Services/Auxiliary 279,446 73,344 205,309 289,695 84,386 41.1% **Total Revenue** 15,503,701 14,295,304 14,309,336 15,257,556 948,220 6.6% **Expenses** Salaries, Wages & Benefits \$9,055,921 \$8,595,472 \$9,665,976 \$9,691,402 \$25,426 0.3% Attrition (Salary Only) (150,000)(312,193)(162, 193)108.1% 9,055,921 8,595,472 9,515,976 9,379,209 (136,767)-1.4% Personnel Other Expenses & Transfers: **Fuel & Electricity** -1.5% 462,330 259,753 427,802 421,219 (6,583)Supplies & Services 1,379,682 1,431,193 1,177,076 840,553 (336,523) -28.6% Shared Services 2,114,866 2,058,205 2,177,322 2,208,738 31,416 1.4% Travel 299,530 426,891 355,008 373,013 18,005 5.1% Memberships, Contributions & Sponsorships 48,948 39,808 48,455 46,605 (1,850)-3.8% Maintenance & Alterations 123,670 158,426 142,950 161,550 18,600 13.0% Interest 20,328 15,044 10,230 7,194 (3,036)-29.7% Depreciation 806,310 887,864 882,116 1,023,670 141,554 16.0% Other Expenses 323,265 370,443 424,684 382,473 (42,211)-9.9% **Unassigned Budget** 23,244 13,050 (10,194)-43.9% Transfers - Other 294,207 368,914 (189,749)(181,720)8,029 -4.2% **Total Other Expenses & Transfers** 5,873,135 6,016,541 5,479,139 5,296,345 (182,794) -3.3% **Total Operating Expenses & Transfers** 14,929,056 14,675,554 (319,561) 14,612,013 14,995,115 -2.1% 574,645 **Operating Increase (Decrease)** \$ \$ (316,709)(685,779)582,002 \$ 1,267,781 -184.9% \$ \$ **Modified Cash Flow** Operating Increase (Decrease) \$ 574,645 \$ (316,709) (685,779) 582,002 \$ 1,267,781 -184.9% Add Back Depreciation 887,864 141,554 806,310 882,116 1,023,670 16.0% Less Capital Expenditures (385,501)(293,603)(455,434)(489,000)(33,566)7.4% Less Capital Reserve Funding -% Less Debt Service Principal (358,701) (277,923)(300,089)(280,874)19,215 -6.4% **Net Change Before Other Adjustments & Transfers** 636,753 (370)(559,186)835,798 1,394,984 Transfer from/(to) Administrative Savings Rsrv Transfer from/(to) Budget Stabilization 370 500,000 (500,000)**Net Change Subtotal** 636,753 (0) 835,798 894,984 (59,186)Other Strategic Transfers from/(to) Reserves (415)59,186 (59,186)**Net Change in Cash & Reserve Transfers** \$ 636,338 \$ (0) \$ \$ 835,798 \$ 835,798

Univ of Maine at Fort Kent

| | | Univ | of N | /laine at Fort | Kent | i . | | | 3/6/24 | |
|---|----|------------|------|----------------|------|-----------|-----------------|-----------------|--------|--|
| | | | | Auxiliary | | | | | | |
| | F | 22 ACTUALS | F | Y23 ACTUALS | | FY24 BASE | FY25 BASE | BUDGET CHAN | GE | |
| Revenues | | | | | | | | | | |
| Tuition & Fee Revenue | \$ | - | \$ | - | \$ | - | \$ - | \$ - | -% | |
| Dining Revenue | | 534,142 | | 411,908 | | 480,967 | 535,780 | 54,813 | 11.4% | |
| Residence Revenue | | 655,507 | | 556,776 | | 619,748 | 638,962 | 19,214 | 3.1% | |
| Tuition Waivers/Scholarships | | (158,830) | | (111,818) | | (139,000) | (122,849) | 16,151 | -11.6% | |
| Net Student Charges Revenue | | 1,030,819 | | 856,867 | | 961,715 | 1,051,893 | 90,178 | 9.4% | |
| HEERF Relief - Lost Revenue | | 297,529 | | 232,746 | | - | - | - | -% | |
| Sales/Services/Auxiliary | | 109,582 | | 87,453 | | 76,650 | 79,600 | 2,950 | 3.8% | |
| Total Revenue | | 1,437,931 | | 1,177,066 | | 1,038,365 | 1,131,493 | 93,128 | 9.0% | |
| Expenses | | | | | | | | | | |
| Salaries, Wages & Benefits | | \$350,113 | | \$404,389 | | \$388,750 | \$372,162 | (\$16,588) | -4.3% | |
| Attrition (Salary Only) | | - | | - | | - | - | - | -% | |
| Personnel | | 350,113 | | 404,389 | | 388,750 | 372,162 | (16,588) | -4.3% | |
| Other Expenses & Transfers: | | | | | | | | | | |
| Fuel & Electricity | | 165,136 | | 154,775 | | 217,038 | 220,708 | 3,670 | 1.7% | |
| Supplies & Services | | 878,202 | | 861,071 | | 785,000 | 881,422 | 96,422 | 12.3% | |
| Shared Services | | - | | - | | - | - | - | -% | |
| Travel | | 89 | | - | | 3,000 | 3,000 | - | 0.0% | |
| Memberships, Contributions & Sponsorships | | 90 | | 125 | | 90 | 125 | 35 | 38.9% | |
| Maintenance & Alterations | | 49,567 | | 45,233 | | 51,600 | 51,600 | - | 0.0% | |
| Interest | | 173,912 | | 160,703 | | 131,898 | 134,395 | 2,497 | 1.9% | |
| Depreciation | | 233,041 | | 230,907 | | 229,399 | 222,299 | (7,100) | -3.1% | |
| Other Expenses | | 49,000 | | 62,396 | | 47,472 | 46,013 | (1,459) | -3.1% | |
| Unassigned Budget | | - | | - | | - | - | - | -% | |
| Transfers - Other | | (421,549) | | (606,920) | | - | - | - | -% | |
| Total Other Expenses & Transfers | | 1,127,487 | | 908,290 | | 1,465,497 | 1,559,562 | 94,065 | 6.4% | |
| Total Operating Expenses & Transfers | | 1,477,600 | | 1,312,679 | | 1,854,247 | 1,931,724 | 77,477 | 4.2% | |
| Operating Increase (Decrease) | \$ | (39,670) | \$ | (135,613) | \$ | (815,882) | \$ (800,231) | \$ 15,651 | -1.9% | |
| Modified Cash Flow | | | | | | | | | | |
| Operating Increase (Decrease) | \$ | (39,670) | \$ | (135,613) | \$ | (815,882) | \$ (800,231) | \$ 15,651 | -1.9% | |
| Add Back Depreciation | | 233,041 | | 230,907 | | 229,399 | 222,299 | (7,100) | -3.1% | |
| Less Capital Expenditures | | (7,378) | | (11,083) | | - | - | - | -% | |
| Less Capital Reserve Funding | | - | | - | | - | - | - | -% | |
| Less Debt Service Principal | | (270,909) | | (286,118) | | (311,331) | (257,866) | 53,465 | -17.2% | |
| Net Change Before Other Adjustments & Transfers | | (84,915) | | (201,906) | | (897,814) | (835,798) | 62,016 | | |
| Transfer from/(to) Administrative Savings Rsrv | | - | | - | | - | - | - | | |
| Transfer from/(to) Budget Stabilization | | - | | 201,906 | | - | - | - | | |
| Net Change Subtotal | | (84,915) | | - | | (897,814) | (835,798) | 62,016 | | |
| | | | | | | | | | | |

(84,915) \$

897,814

(0) \$ (835,798) \$

(897,814) (835,798)

Other Strategic Transfers from/(to) Reserves

Net Change in Cash & Reserve Transfers

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| | | | E&(| G & Auxiliary | | | | | | | |
|---|----|--------------|-----|----------------|----|--------------|----|--------------|----|-------------|---------|
| | F | Y22 ACTUALS | F | Y23 ACTUALS | | FY24 BASE | _ | FY25 BASE | | BUDGET CHAN | IGE |
| Revenues | | | | | | | | | | | |
| Tuition & Fee Revenue | \$ | 8,490,578 | \$ | 9,351,014 | \$ | 11,805,402 | \$ | 15,425,582 | \$ | 3,620,180 | 30.7% |
| Dining Revenue | | 565,732 | | 791,701 | | 870,000 | | 971,250 | | 101,250 | 11.6% |
| Residence Revenue | | 849,948 | | 900,302 | | 1,005,315 | | 1,081,650 | | 76,335 | 7.6% |
| Tuition Waivers/Scholarships | | (1,101,450) | | (1,053,830) | | (1,145,000) | | (1,147,500) | | (2,500) | 0.2% |
| Net Student Charges Revenue | | 8,804,808 | | 9,989,187 | | 12,535,717 | | 16,330,982 | | 3,795,265 | 30.3% |
| State Appropriation | | 8,616,602 | | 8,813,733 | | 8,900,761 | | 8,989,769 | | 89,008 | 1.0% |
| HEERF Relief - Lost Revenue | | 680,474 | | 92,089 | | - | | - | | - | -% |
| Indirect Cost Recovery | | 149,884 | | 152,122 | | 170,000 | | 170,000 | | - | 0.0% |
| Investment Income/Gifts | | - | | - | | - | | - | | - | -% |
| Sales/Services/Auxiliary | | 214,683 | | 334,476 | | 324,668 | | 334,560 | | 9,892 | 3.0% |
| Total Revenue | | 18,466,451 | | 19,381,607 | | 21,931,146 | | 25,825,311 | | 3,894,165 | 17.8% |
| <u>Expenses</u> | | | | | | | | | | | |
| Salaries, Wages & Benefits | | \$12,810,104 | | \$12,661,316 | | \$13,318,979 | | \$15,425,266 | | \$2,106,287 | 15.8% |
| Attrition (Salary Only) | | - | | - | | (4,754) | | - | | 4,754 | -100.0% |
| Personnel | | 12,810,104 | | 12,661,316 | | 13,314,225 | | 15,425,266 | | 2,111,041 | 15.9% |
| Other Expenses & Transfers: | | | | | | | | | | | |
| Fuel & Electricity | | 891,710 | | 1,123,202 | | 901,795 | | 1,010,000 | | 108,205 | 12.0% |
| Supplies & Services | | 2,692,943 | | 3,434,835 | | 3,142,283 | | 2,340,611 | | (801,672) | -25.5% |
| Shared Services | | 2,294,515 | | 2,413,657 | | 2,553,603 | | 2,634,967 | | 81,364 | 3.2% |
| Travel | | 185,121 | | 287,872 | | 291,350 | | 340,669 | | 49,319 | 16.9% |
| Memberships, Contributions & Sponsorships | | 40,785 | | 42,262 | | 75,578 | | 73,018 | | (2,561) | -3.4% |
| Maintenance & Alterations | | 598,822 | | 456,300 | | 636,675 | | 648,067 | | 11,392 | 1.8% |
| Interest | | 50,012 | | 45,876 | | 69,749 | | 79,368 | | 9,619 | 13.8% |
| Depreciation | | 995,219 | | 1,220,566 | | 1,468,743 | | 1,501,212 | | 32,469 | 2.2% |
| Other Expenses | | 689,511 | | 178,961 | | 852,482 | | 1,092,844 | | 240,362 | 28.2% |
| Unassigned Budget | | - | | - | | - | | - | | - | -% |
| Transfers - Other | | (844,840) | | (424,085) | | (449,940) | | (257,350) | | 192,590 | -42.8% |
| Total Other Expenses & Transfers | | 7,593,797 | | 8,779,446 | | 9,542,318 | | 9,463,405 | | (78,913) | -0.8% |
| Total Operating Expenses & Transfers | | 20,403,900 | | 21,440,762 | | 22,856,543 | | 24,888,671 | | 2,032,128 | 8.9% |
| Operating Increase (Decrease) | \$ | (1,937,450) | \$ | (2,059,156) | \$ | (925,397) | \$ | 936,640 | \$ | 1,862,037 | -201.2% |
| Modified Cash Flow | | | | | | | | | | | |
| Operating Increase (Decrease) | \$ | (1,937,450) | \$ | (2,059,156) | \$ | (925,397) | Ś | 936,640 | \$ | 1,862,037 | -201.2% |
| Add Back Depreciation | , | 995,219 | • | 1,220,566 | • | 1,468,743 | , | 1,501,212 | • | 32,469 | 2.2% |
| Less Capital Expenditures | | (269,995) | | (819,415) | | (384,543) | | (403,770) | | (19,227) | 5.0% |
| Less Capital Reserve Funding | | (122,184) | | - | | - | | - | | - | -% |
| Less Debt Service Principal | | (102,096) | | (108,239) | | (373,431) | | (334,901) | | 38,530 | -10.3% |
| Net Change Before Other Adjustments & Transfers | | (1,436,506) | - | (1,766,243) | | (214,628) | _ | 1,699,181 | | 1,913,809 | |
| | | ,/ | | , ,,= <i>j</i> | | , ,1 | | ,, | | ,, | |
| Transfer from/(to) Administrative Savings Rsrv | | - | | - | | - | | - | | - | |
| Transfer from/(to) Budget Stabilization | | 1,425,763 | _ | 1,766,243 | | 214,628 | | - | | (214,628) | |
| Net Change Subtotal | | (10,743) | | - | | - | | 1,699,181 | | 1,699,181 | |
| Other Strategic Transfers from/(to) Reserves | | 10,743 | | - | | - | | - | | - | |
| Net Change in Cash & Reserve Transfers | \$ | (0) | \$ | - | \$ | - | \$ | 1,699,181 | \$ | 1,699,181 | |

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| | F | Y22 ACTUALS | F | Y23 ACTUALS | | FY24 BASE | | FY25 BASE | | BUDGET CHAN | GE |
|---|----|------------------------|----------|--------------------------|----|-------------------------|----|-------------------------|----|---------------------|---------------|
| Payanuas | | | | | | | | | | | |
| Revenues Tuition & Fee Revenue | \$ | 0.400.570 | <u>_</u> | 0.351.014 | ċ | 11 805 403 | ٠, | 15 425 502 | ۲. | 2 (20 100 | 20.70/ |
| | Ş | 8,490,578 | \$ | 9,351,014 | \$ | 11,805,402 | Þ | 15,425,582 | \$ | 3,620,180 | 30.7% |
| Tuition Waivers/Scholarships Net Student Charges Revenue | | (882,308) | | (823,814) 8,527,200 | | (920,000) 10,885,402 | _ | (922,500) | | (2,500) | 0.3% |
| State Appropriation | | 7,608,270 8,616,602 | | 8,813,733 | | 8,900,761 | | 14,503,082 8,989,769 | | 3,617,680 89,008 | 33.2% 1.0% |
| HEERF Relief - Lost Revenue | | 8,010,002 | | | | 8,900,701 | | 6,363,703 | | 65,006 | -% |
| Indirect Cost Recovery | | 149,884 | | 92,089 152,122 | | 170,000 | | 170,000 | | - | 0.0% |
| Investment Income/Gifts | | 145,004 | | 132,122 | | 170,000 | | 170,000 | | - | -% |
| Sales/Services/Auxiliary | | 175,238 | | 299,189 | | 299,668 | | 312,560 | | 12,892 | 4.3% |
| Total Revenue | | 16,549,993 | | 17,884,333 | | 20,255,831 | | 23,975,411 | | 3,719,580 | 18.4% |
| Expenses | | 10,545,555 | | 17,004,333 | | 20,233,631 | | 23,373,411 | | 3,713,360 | 10.470 |
| Salaries, Wages & Benefits | | \$12,436,933 | | \$12,366,483 | | \$12,981,177 | | \$15,092,317 | | \$2,111,140 | 16.3% |
| Attrition (Salary Only) | | - | | Ţ12,300, 1 03 | | (4,754) | , | - | | 4,754 | -100.0% |
| | | 12,436,933 | | 12,366,483 | | 12,976,423 | | 15,092,317 | | 2,115,894 | 16.3% |
| Personnel Other Expenses & Transfers: | | 12,430,333 | | 12,300,403 | | 12,370,423 | | 13,032,317 | | 2,113,034 | 10.570 |
| Fuel & Electricity | | 541,905 | | 699,051 | | 561,295 | | 637,800 | | 76,505 | 13.6% |
| Supplies & Services | | 1,825,654 | | 2,448,213 | | 2,242,101 | | 1,288,724 | | (953,377) | -42.5% |
| Shared Services | | 2,294,515 | | 2,413,657 | | 2,553,603 | | 2,634,967 | | 81,364 | 3.2% |
| Travel | | 184,837 | | 287,097 | | 290,850 | | 339,919 | | 49,069 | 16.9% |
| Memberships, Contributions & Sponsorships | | 40,785 | | 42,262 | | 75,078 | | 72,518 | | (2,561) | -3.4% |
| Maintenance & Alterations | | 417,227 | | 340,594 | | 397,375 | | 409,567 | | 12,192 | 3.1% |
| Interest | | 49,453 | | 45,547 | | 69,634 | | 79,360 | | 9,726 | 14.0% |
| Depreciation | | 923,817 | | 1,156,744 | | 1,416,044 | | 1,373,612 | | (42,432) | -3.0% |
| Other Expenses | | 455,191 | | 75,255 | | 697,303 | | 923,639 | | 226,336 | 32.5% |
| Unassigned Budget | | - | | · - | | - | | · - | | - | -% |
| Transfers - Other | | (844,840) | | (424,085) | | (449,940) | | (257,350) | | 192,590 | -42.8% |
| Total Other Expenses & Transfers | | 5,888,543 | | 7,084,336 | | 7,853,343 | _ | 7,502,755 | | (350,588) | -4.5% |
| Total Operating Expenses & Transfers | | 18,325,476 | - | 19,450,819 | | 20,829,766 | _ | 22,595,072 | | 1,765,306 | 8.5% |
| Operating Increase (Decrease) | \$ | (1,775,483) | \$ | (1,566,486) | \$ | (573,935) | \$ | 1,380,339 | \$ | 1,954,274 | -340.5% |
| | | | | | | | _ | | | | |
| Modified Cash Flow | | | | | | | | | | | |
| Operating Increase (Decrease) | \$ | (1,775,483) | \$ | (1,566,486) | \$ | (573,935) | \$ | 1,380,339 | \$ | 1,954,274 | -340.5% |
| Add Back Depreciation | | 923,817 | | 1,156,744 | | 1,416,044 | | 1,373,612 | | (42,432) | -3.0% |
| Less Capital Expenditures | | (144,610) | | (693,979) | | (262,695) | | (275,830) | | (13,135) | 5.0% |
| Less Capital Reserve Funding | | (122,184) | | - | | - | | - | | - | -% |
| Less Debt Service Principal | | (91,943) | | (97,855) | | (366,516) | _ | (333,459) | | 33,057 | -9.0% |
| Net Change Before Other Adjustments & Transfers | | (1,210,402) | | (1,201,576) | | 212,898 | | 2,144,663 | | 1,931,765 | |
| Transfer from/(to) Administrative Savings Rsrv | | - | | - | | - | | - | | - | |
| Transfer from/(to) Budget Stabilization | | 1,199,659 | | 1,201,576 | | - | | - | | - | |
| Net Change Subtotal | | (10,743) | | - | | 212,898 | | 2,144,663 | | 1,931,765 | |
| Other Strategic Transfers from/(to) Reserves | | 10,743 | | - | | - | | - | | - | |
| Net Change in Cash & Reserve Transfers | \$ | (0) | \$ | - | \$ | 212,898 | \$ | 2,144,663 | \$ | 1,931,765 | |

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| | | | | Auxiliary | | | | | | | |
|---|--------------|-----------|--------------|-----------|-----------|--------------|----|-----------|----|---------------|---------|
| | FY22 ACTUALS | | FY23 ACTUALS | | FY24 BASE | | | FY25 BASE | | BUDGET CHANGE | |
| Revenues | | | | | | | | | | | |
| Tuition & Fee Revenue | \$ | - | \$ | - | \$ | - | \$ | - | \$ | - | -% |
| Dining Revenue | | 565,732 | | 791,701 | | 870,000 | | 971,250 | | 101,250 | 11.6% |
| Residence Revenue | | 849,948 | | 900,302 | | 1,005,315 | | 1,081,650 | | 76,335 | 7.6% |
| Tuition Waivers/Scholarships | | (219,142) | | (230,016) | | (225,000) | | (225,000) | | - | 0.0% |
| Net Student Charges Revenue | | 1,196,538 | | 1,461,987 | | 1,650,315 | | 1,827,900 | | 177,585 | 10.8% |
| HEERF Relief - Lost Revenue | | 680,474 | | - | | - | | - | | - | -% |
| Sales/Services/Auxiliary | | 39,445 | | 35,287 | | 25,000 | | 22,000 | | (3,000) | -12.0% |
| Total Revenue | | 1,916,457 | | 1,497,274 | | 1,675,315 | | 1,849,900 | | 174,585 | 10.4% |
| <u>Expenses</u> | | | | | | | | | | | |
| Salaries, Wages & Benefits | | \$373,171 | | \$294,833 | | \$337,802 | | \$332,949 | | (\$4,853) | -1.4% |
| Attrition (Salary Only) | | - | | - | | - | | - | | - | -% |
| Personnel | | 373,171 | | 294,833 | | 337,802 | | 332,949 | | (4,853) | -1.4% |
| Other Expenses & Transfers: | | | | | | | | | | | |
| Fuel & Electricity | | 349,805 | | 424,151 | | 340,500 | | 372,200 | | 31,700 | 9.3% |
| Supplies & Services | | 867,288 | | 986,622 | | 900,182 | | 1,051,887 | | 151,705 | 16.9% |
| Shared Services | | - | | - | | - | | - | | - | -% |
| Travel | | 284 | | 775 | | 500 | | 750 | | 250 | 50.0% |
| Memberships, Contributions & Sponsorships | | - | | - | | 500 | | 500 | | - | 0.0% |
| Maintenance & Alterations | | 181,595 | | 115,706 | | 239,300 | | 238,500 | | (800) | -0.3% |
| Interest | | 559 | | 328 | | 115 | | 8 | | (107) | -93.3% |
| Depreciation | | 71,402 | | 63,822 | | 52,699 | | 127,600 | | 74,901 | 142.1% |
| Other Expenses | | 234,320 | | 103,707 | | 155,179 | | 169,205 | | 14,026 | 9.0% |
| Unassigned Budget | | - | | - | | - | | - | | - | -% |
| Transfers - Other | | | | - | | - | | - | | - | -% |
| Total Other Expenses & Transfers | | 1,705,253 | | 1,695,110 | | 1,688,975 | | 1,960,650 | | 271,675 | 16.1% |
| Total Operating Expenses & Transfers | | 2,078,424 | | 1,989,944 | | 2,026,777 | | 2,293,599 | | 266,822 | 13.2% |
| Operating Increase (Decrease) | \$ | (161,967) | \$ | (492,670) | \$ | (351,462) | \$ | (443,699) | \$ | (92,237) | 26.2% |
| Modified Cook Flow | | | | | | | | | | | |
| Modified Cash Flow Operating Increase (Decrease) | ć | (161,967) | <u>,</u> | (402.670) | , | (251.462) | , | (442,000) | ć | (02.227) | 26.20/ |
| Add Back Depreciation | \$ | 71,402 | \$ | (492,670) | \$ | (351,462) | \$ | (443,699) | \$ | (92,237) | 26.2% |
| Less Capital Expenditures | | | | 63,822 | | 52,699 | | 127,600 | | 74,901 | 142.1% |
| Less Capital Experioritales Less Capital Reserve Funding | | (125,385) | | (125,436) | | (121,848) | | (127,940) | | (6,092) | 5.0% |
| Less Debt Service Principal | | (10,154) | | (10,384) | | - (6,915) | | (1,443) | | - 5,472 | -79.1% |
| · | | | | | | | _ | (445,482) | | | -/3.1/0 |
| Net Change Before Other Adjustments & Transfers | | (226,104) | | (564,668) | | (427,526) | | (443,462) | | (17,956) | |
| Transfer from/(to) Administrative Savings Rsrv | | - | | - | | - | | - | | - | |
| Transfer from/(to) Budget Stabilization | | 226,104 | | 564,668 | | 214,628 | | - | | (214,628) | |
| Net Change Subtotal | | - | | - | | (212,898) | | (445,482) | | (232,584) | |
| Other Strategic Transfers from/(to) Reserves | | - | | - | | - | | - | | - | |
| Net Change in Cash & Reserve Transfers | \$ | - | \$ | - | \$ | (212,898) | \$ | (445,482) | \$ | (232,584) | |

University of Southern Maine

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E&G & Auxiliary FY22 ACTUALS FY23 ACTUALS FY24 BASE FY25 BASE BUDGET CHANGE Revenues Tuition & Fee Revenue 70,400,694 69,441,317 73,538,571 \$ 78,673,733 \$ 5,135,162 7.0% **Dining Revenue** 5,236,664 5,965,813 6,640,657 6,640,657 0.0% Residence Revenue 7,152,344 7,693,592 15,718,570 15,518,570 (200,000)-1.3% **Tuition Waivers/Scholarships** (17,052,879)(16,411,242)(16,551,681)(17,461,181)(909,500)5.5% Net Student Charges Revenue 65,736,823 66,689,480 79,346,117 83,371,779 4,025,662 5.1% State Appropriation 47,714,871 51,147,985 51,638,080 716,381 1.4% 52,354,461 HEERF Relief - Lost Revenue 9,877,456 -% Indirect Cost Recovery 4,221,959 4,350,425 4,225,000 4,225,000 0.0% Investment Income/Gifts 113,045 118,032 113,769 139,087 25,318 22.3% Sales/Services/Auxiliary 3,067,229 3,879,756 5,520,168 5.452.883 (67,285)-1.2% **Total Revenue** 130,731,382 126,185,679 140,843,134 145,543,210 4,700,076 3.3% **Expenses** Salaries, Wages & Benefits \$89,783,390 \$89,725,883 \$93,211,219 \$91,696,584 (\$1,514,635) -1.6% Attrition (Salary Only) (3,689,438)(2,575,555)1,113,883 -30.2% 89,121,029 89,783,390 89,725,883 89,521,781 (400,752)-0.4% Personnel Other Expenses & Transfers: Fuel & Electricity 2,952,865 2,662,119 5,020,451 342,309 6.8% 5,362,760 Supplies & Services 12,066,590 13,817,210 11,627,235 12,725,184 1,097,949 9.4% 12,941,675 12,631,864 13,511,775 13,571,812 60,037 Shared Services 0.4% Travel 893,210 983,956 883,762 1,344,230 460,468 52.1% Memberships, Contributions & Sponsorships 228,390 203,459 182,450 176,186 (6,264)-3.4% Maintenance & Alterations 2,934,150 3,449,640 3,245,357 3,232,528 (12,829)-0.4% Interest 1,374,830 1,252,707 5,779,861 5,780,360 499 0.0% Depreciation 7,930,517 8,053,018 10,111,243 11,152,583 1,041,340 10.3% Other Expenses 2,698,178 3,877,871 3,752,414 4,151,730 399,316 10.6% **Unassigned Budget** 240,000 129,605 369,605 185.2% Transfers - Other (2,598,006)(547,476)(929, 125)194,431 1,123,556 -120.9% **Total Other Expenses & Transfers** 58,061,409 4,746,381 41,422,400 46,384,366 53,315,028 8.9% **Total Operating Expenses & Transfers** 131,205,790 136,110,250 142,836,809 147,182,438 4,345,629 3.0% Operating Increase (Decrease) \$ (474,408)(9.924.571)(1.993.675)\$ (1,639,228) \$ 354.447 -17.8% **Modified Cash Flow** Operating Increase (Decrease) \$ (474,408)(9,924,571)(1,993,675)\$ (1,639,228) 354,447 -17.8% Add Back Depreciation 7,930,517 8,053,018 10,111,243 11,152,583 1,041,340 10.3% Less Capital Expenditures (2,650,147)(4,070,396)(4,158,910)(4,708,910)(550,000)13.2% Less Capital Reserve Funding (533,986)-% Less Debt Service Principal (2,787,317)(2,908,275)(3,958,658)(4,804,445)(845,787)21.4% **Net Change Before Other Adjustments & Transfers** 1,484,660 (8,850,225) Transfer from/(to) Administrative Savings Rsrv Transfer from/(to) Budget Stabilization **Net Change Subtotal** 1,484,660 (8,850,225) Other Strategic Transfers from/(to) Reserves 1,823,471 32,230 **Net Change in Cash & Reserve Transfers** 3,308,131 \$ (8,817,995) \$ \$ \$

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University of Southern Maine

E&G

FY22 ACTUALS FY23 ACTUALS FY24 BASE FY25 BASE BUDGET CHANGE Revenues Tuition & Fee Revenue 70,402,193 69,441,454 72,538,571 \$ 77,623,733 \$ 5,085,162 7.0% Residence Revenue 26,668 36,064 -% **Tuition Waivers/Scholarships** (16,539,730) (15,843,780) (15,875,913)(16,740,413)(864,500) 5.4% Net Student Charges Revenue 53,889,131 53,633,738 60,883,320 4,220,662 56,662,658 7.4% State Appropriation 47,714,871 51,147,985 51,638,080 52,354,461 716,381 1.4% **HEERF Relief - Lost Revenue** 4,112,718 -% **Indirect Cost Recovery** 4,221,959 4,350,425 4,225,000 4,225,000 0.0% Investment Income/Gifts 113,045 113,769 25,318 22.3% 118,032 139,087 Sales/Services/Auxiliary 2,294,712 3,157,365 4,343,290 4,266,005 (77,285)-1.8% **Total Revenue** 112,346,435 112,407,545 116,982,797 121,867,873 4,885,076 4.2% **Expenses** Salaries, Wages & Benefits \$87,087,720 \$86,907,862 \$89,778,248 \$88,419,519 (\$1,358,729) -1.5% Attrition (Salary Only) (3,689,438)(2,575,555)1,113,883 -30.2% 87,087,720 86,907,862 86,088,810 85,843,964 (244,846)-0.3% Personnel Other Expenses & Transfers: **Fuel & Electricity** 1,915,490 1,844,664 3,350,206 3,581,412 231,206 6.9% **Supplies & Services** 7,205,912 8,401,757 5,631,546 6,719,478 1,087,932 19.3% **Shared Services** 12,941,675 12,631,864 13,511,775 13,571,812 60,037 0.4% 888,337 971,965 868,365 1,328,833 460,468 53.0% Travel Memberships, Contributions & Sponsorships 226,951 200,908 181,259 174,995 (6,264)-3.5% Maintenance & Alterations 2,289,720 2,456,361 2,157,683 2,152,379 (5,304)-0.2% Interest 499,259 443,744 410,881 382,239 (28,642)-7.0% Depreciation 6,527,585 6,591,033 8,294,929 7,719,343 (575,586)-6.9% Other Expenses 658,537 1,691,822 1,127,529 1,763,558 636,029 56.4% **Unassigned Budget** 240,000 11,408 251,408 2103.8% Transfers - Other (7,011,604)(714,760)(1,361,162)(327,829)1,033,333 -75.9% **Total Other Expenses & Transfers** 26,141,862 34,519,358 34,184,419 37,317,628 3,133,209 9.2% **Total Operating Expenses & Transfers** 113,229,583 2,888,363 121,427,219 120,273,229 123,161,592 2.4% **Operating Increase (Decrease)** (883,147) (9,019,674) (3,290,432)(1,293,719) 1,996,713 -60.7% **Modified Cash Flow** Operating Increase (Decrease) \$ (883,147)(3,290,432) \$ (1,293,719) Ś 1,996,713 -60.7% (9,019,674)Add Back Depreciation 6,527,585 6,591,033 8,294,929 7,719,343 (575,586)-6.9% Less Capital Expenditures (2,092,817) (3,532,566)(3,862,463)(4,412,463) (550,000)14.2% Less Capital Reserve Funding (533,986) -% Less Debt Service Principal (1,382,832)(1,435,967)(1,679,226)(2,369,655)(690,429)41.1% **Net Change Before Other Adjustments & Transfers** 1,634,802 (7,397,174) (537,192)(356,494)180,698 Transfer from/(to) Administrative Savings Rsrv Transfer from/(to) Budget Stabilization **Net Change Subtotal** (7,397,174) 1,634,802 (537,192)(356,494) 180,698 Other Strategic Transfers from/(to) Reserves 1,231,416 32,230 2,866,218 (7,364,944) \$ (537,192) \$ 180,698 **Net Change in Cash & Reserve Transfers** (356,494)

University of Southern Maine

| | Auxi | iliar |
|--|------|-------|

| | FY22 ACTUALS | | FY23 ACTUALS | | FY24 BASE | | FY25 BASE | | BUDGET CHANGE | | |
|---|--------------|-------------------|--------------|-----------------|-----------|-----------------|-----------|-----------------|---------------|---------------|---------|
| Revenues | | | | | | | | | | | |
| Tuition & Fee Revenue | \$ | (1,499) | \$ | (138) | \$ | 1,000,000 | \$ | 1,050,000 | \$ | 50,000 | 5.0% |
| Dining Revenue | , | 5,236,664 | , | 5,965,813 | • | 6,640,657 | , | 6,640,657 | , | - | 0.0% |
| Residence Revenue | | 7,125,676 | | 7,657,528 | | 15,718,570 | | 15,518,570 | | (200,000) | -1.3% |
| Tuition Waivers/Scholarships | | (513,149) | | (567,462) | | (675,768) | | (720,768) | | (45,000) | 6.7% |
| Net Student Charges Revenue | | 11,847,692 | | 13,055,742 | | 22,683,459 | | 22,488,459 | | (195,000) | -0.9% |
| HEERF Relief - Lost Revenue | | 5,764,738 | | - | | - | | - | | (133)000) | -% |
| Sales/Services/Auxiliary | | 772,517 | | 722,391 | | 1,176,878 | | 1,186,878 | | 10,000 | 0.8% |
| Total Revenue | | 18,384,947 | | 13,778,133 | | 23,860,337 | _ | 23,675,337 | | (185,000) | -0.8% |
| Expenses | | 10,304,347 | | 13,770,133 | | 23,000,007 | _ | 23,073,337 | | (103,000) | 0.070 |
| Salaries, Wages & Benefits | | \$2,695,670 | | \$2,818,022 | | \$3,432,971 | | \$3,277,065 | | (\$155,906) | -4.5% |
| Attrition (Salary Only) | | - | | - | | - | | - | | (7133,300) | -% |
| | | 2,695,670 | | 2,818,022 | | 3,432,971 | | 3,277,065 | | (155,906) | -4.5% |
| Personnel Other Expenses & Transfers: | | 2,033,070 | | 2,010,022 | | 3,432,371 | | 3,277,003 | | (133,300) | -4.570 |
| Fuel & Electricity | | 1,037,374 | | 817,455 | | 1,670,245 | | 1,781,348 | | 111,103 | 6.7% |
| Supplies & Services | | 4,860,678 | | 5,415,453 | | 5,995,689 | | 6,005,706 | | 10,017 | 0.7% |
| Shared Services | | 4,800,078 | | 5,415,455 | | 3,333,003 | | 0,003,700 | | 10,017 | -% |
| Travel | | 4,873 | | 11 001 | | 15 207 | | 15 207 | | | 0.0% |
| Memberships, Contributions & Sponsorships | | 1,439 | | 11,991 2,551 | | 15,397 1,191 | | 15,397 1,191 | | - | 0.0% |
| Maintenance & Alterations | | • | | | | | | | | (7.535) | |
| | | 644,430 | | 993,279 | | 1,087,674 | | 1,080,149 | | (7,525) | -0.7% |
| Interest | | 875,571 | | 808,963 | | 5,368,980 | | 5,398,121 | | 29,141 | 0.5% |
| Depreciation Other Superses | | 1,402,932 | | 1,461,984 | | 1,816,314 | | 3,433,240 | | 1,616,926 | 89.0% |
| Other Expenses | | 2,039,641 | | 2,186,049 | | 2,624,885 | | 2,388,172 | | (236,713) | -9.0% |
| Unassigned Budget | | - | | 467.204 | | 118,197 | | 118,197 | | - | 0.0% |
| Transfers - Other | | 4,413,598 | | 167,284 | | 432,037 | | 522,260 | | 90,223 | 20.9% |
| Total Other Expenses & Transfers | | 15,280,537 | | 11,865,009 | | 19,130,609 | | 20,743,781 | | 1,613,172 | 8.4% |
| Total Operating Expenses & Transfers | _ | 17,976,207 | _ | 14,683,030 | _ | 22,563,580 | _ | 24,020,846 | _ | 1,457,266 | 6.5% |
| Operating Increase (Decrease) | \$ | 408,740 | \$ | (904,897) | \$ | 1,296,757 | \$ | (345,509) | \$ | (1,642,266) | -126.6% |
| Modified Cash Flow | | | | | | | | | | | |
| Operating Increase (Decrease) | \$ | 408,740 | \$ | (904,897) | \$ | 1,296,757 | \$ | (345,509) | \$ | (1,642,266) | -126.6% |
| Add Back Depreciation | | 1,402,932 | | 1,461,984 | | 1,816,314 | | 3,433,240 | | 1,616,926 | 89.0% |
| Less Capital Expenditures | | (557,330) | | (537,830) | | (296,447) | | (296,447) | | - | 0.0% |
| Less Capital Reserve Funding | | - | | - | | - | | - | | - | -% |
| Less Debt Service Principal | | (1,404,485) | | (1,472,308) | | (2,279,432) | | (2,434,790) | | (155,358) | 6.8% |
| Net Change Before Other Adjustments & Transfers | | (150,142) | | (1,453,051) | | 537,192 | | 356,494 | | (180,698) | |
| Transfer from/(to) Administrative Savings Rsrv | | _ | | - | | - | | - | | - | |
| Transfer from/(to) Budget Stabilization | | _ | | _ | | _ | | _ | | _ | |
| Net Change Subtotal | | (150,142) | | (1,453,051) | | 537,192 | | 356,494 | | (180,698) | |
| Other Strategic Transfers from/(to) Reserves | | 592,056 | | - | | , - | | , - - | | ,, - , | |
| Net Change in Cash & Reserve Transfers | \$ | 441,913 | \$ | (1,453,051) | \$ | 537,192 | \$ | 356,494 | \$ | (180,698) | |
| Her change in cash & neserve Hansiers | Ą | 1 ,513 | Ą | (1,733,031) | Ą | 337,132 | Ą | 330,434 | Ą | (100,030) | |

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University of Maine School of Law

E&G

FY22 ACTUALS FY23 ACTUALS FY24 BASE FY25 BASE BUDGET CHANGE Revenues Tuition & Fee Revenue 6,765,380 7,200,938 8,003,593 8,647,035 643,442 8.0% **Dining Revenue** -% Residence Revenue -% Tuition Waivers/Scholarships (2,200,000) (2,951,318)(2,480,309)(3,819,890)(1,619,890)73.6% Net Student Charges Revenue 3,814,062 4,720,629 5,803,593 4,827,145 (976,448)-16.8% State Appropriation 3,281,808 3,908,237 4,408,237 4,908,237 500,000 11.3% HEERF Relief - Lost Revenue Indirect Cost Recovery -% Investment Income/Gifts 65,198 66,448 569,984 420,799 (149, 185)-26.2% Sales/Services/Auxiliary 9,085 22,979 219,860 (211,590)8.270 -96.2% **Total Revenue** 7,170,153 8,718,293 11,001,674 10,164,451 (837,223)-7.6% **Expenses** Salaries, Wages & Benefits \$8,134,663 2.7% \$6,218,677 \$6,618,177 \$7,919,832 \$214,831 Attrition (Salary Only) (305,282)(105,000)200,282 -65.6% 6,218,677 6,618,177 7,614,550 8,029,663 415,113 5.5% Personnel Other Expenses & Transfers: **Fuel & Electricity** 119,302 152,321 206,000 (206,000) -100.0% Supplies & Services 189,331 466,585 585,000 491,001 (93,999)-16.1% **Shared Services** 289,662 433,512 -2.0% 424.846 (8,666)Travel 11,576 82,797 87,050 91,250 4,200 4.8% Memberships, Contributions & Sponsorships 28,406 30,500 32,400 42,400 10,000 30.9% Maintenance & Alterations 79,676 116,431 54,598 43,401 (11,197)-20.5% Interest -% Depreciation -% Other Expenses 1,737,570 1,041,890 (946,674) 1,999,920 1,988,564 -47.6% **Unassigned Budget** -% Transfers - Other (1,252,336) **Total Other Expenses & Transfers** 2,165,860 3,138,216 3,387,124 2,134,788 -37.0% **Total Operating Expenses & Transfers** 8,384,537 9,756,393 11,001,674 10,164,451 (837,223) -7.6% **Operating Increase (Decrease)** (1,214,384)(1,038,100)\$ \$ \$ -% **Modified Cash Flow** Operating Increase (Decrease) (1,214,384)(1,038,100)-% Add Back Depreciation -% Less Capital Expenditures (7,892)-% Less Capital Reserve Funding -% Less Debt Service Principal -% **Net Change Before Other Adjustments & Transfers** (1,214,384) (1,045,992)Transfer from/(to) Administrative Savings Rsrv Transfer from/(to) Budget Stabilization 1,214,384 1,045,992 **Net Change Subtotal** Other Strategic Transfers from/(to) Reserves **Net Change in Cash & Reserve Transfers** \$ \$ \$ \$ \$

Governance 3/6/24

| | | | G | overnance | | | | | 3/6/24 |
|---|----|-------------|------|--------------|----|-------------|---------------|-----------------|---------|
| | | | Unre | stricted E&G | ì | | | | |
| | F | Y22 ACTUALS | F۱ | 23 ACTUALS | | FY24 BASE | FY25 BASE | BUDGET CHAN | GE |
| Revenues | | | | | | | | | |
| State Appropriation | | 5,533,635 | | 6,739,537 | | 6,714,619 | 6,714,619 | - | 0.0% |
| Sales/Services/Auxiliary | | (115) | | - | | - | - | - | -% |
| Total Revenue | | 5,533,520 | | 6,739,537 | | 6,714,619 | 6,714,619 | - | 0.0% |
| Expenses | | | | | | | | | |
| Salaries, Wages & Benefits | | \$4,687,766 | | \$5,025,791 | | \$5,477,660 | \$5,395,467 | (\$82,193) | -1.5% |
| Attrition (Salary Only) | | - | | - | | - | (26,603) | (26,603) | -% |
| Personnel | | 4,687,766 | | 5,025,791 | | 5,477,660 | 5,368,864 | (108,796) | -2.0% |
| Other Expenses & Transfers: | | | | | | | | | |
| Supplies & Services | | 213,017 | | 568,574 | | 117,165 | 117,165 | - | 0.0% |
| Shared Services | | 793,825 | | 809,877 | | 1,131,231 | 1,109,255 | (21,976) | -1.9% |
| Travel | | 66,227 | | 103,374 | | 132,750 | 132,551 | (199) | -0.1% |
| Memberships, Contributions & Sponsorships | | 68,476 | | 78,894 | | 76,300 | 76,300 | - | 0.0% |
| Maintenance & Alterations | | 1,717 | | 1,782 | | 2,100 | 2,100 | - | 0.0% |
| Other Expenses | | 104,027 | | 129,157 | | 93,183 | 93,184 | 1 | 0.0% |
| Transfers - Other | | (330,137) | | (163,316) | | (215,000) | (184,800) | 30,200 | -14.0% |
| Total Other Expenses & Transfers | | 917,152 | | 1,528,342 | | 1,337,729 | 1,345,755 | 8,026 | 0.6% |
| Total Operating Expenses & Transfers | | 5,604,918 | | 6,554,133 | | 6,815,389 | 6,714,619 | (100,770) | -1.5% |
| Operating Increase (Decrease) | \$ | (71,398) | \$ | 185,404 | \$ | (100,770) | \$ - | \$ 100,770 | -100.0% |
| Modified Cash Flow | | | | | | | | | |
| Operating Increase (Decrease) | \$ | (71,398) | \$ | 185,404 | \$ | (100,770) | \$ - | \$ 100,770 | -100.0% |
| Add Back Depreciation | | - | | - | | - | - | - | -% |
| Less Capital Expenditures | | - | | (5,115) | | - | - | - | -% |
| Less Capital Reserve Funding | | - | | - | | - | - | - | -% |
| Less Debt Service Principal | | - | | - | | - | - | - | -% |
| Net Change Before Other Adjustments & Transfers | | (71,398) | | 180,290 | | (100,770) | - | 100,770 | |
| Transfer from/(to) Administrative Savings Rsrv | | - | | - | | - | - | - | |
| Transfer from/(to) Budget Stabilization | | - | | - | | - | - | - | |
| Net Change Subtotal | | (71,398) | | 180,290 | | (100,770) | - | 100,770 | |

100,770

- \$

180,290 \$

\$

(71,398) \$

(100,770)

- \$

Other Strategic Transfers from/(to) Reserves

Net Change in Cash & Reserve Transfers

Allocated University Services

3/6/24

Unrestricted E&G

| | | | Unre | stricted E&G | | | | | | |
|---|----|--------------|------|--------------|----|--------------|-----|-------------|------------------|--------|
| | F | Y22 ACTUALS | F | /23 ACTUALS | | FY24 BASE | | FY25 BASE | BUDGET CHANG | GE |
| Revenues | | | | | | | | | | |
| Indirect Cost Recovery | \$ | 766 | \$ | 34,457 | \$ | 1,000 | \$ | 1,000 | \$ - | 0.0% |
| Investment Income/Gifts | | 18,242 | | 18,584 | | 264,155 | | 264,155 | - | 0.0% |
| Sales/Services/Auxiliary | | 760,182 | | 917,816 | | 645,582 | | 615,582 | (30,000) | -4.6% |
| Total Revenue | | 779,190 | | 970,857 | | 910,737 | | 880,737 | (30,000) | -3.3% |
| Expenses | | | | | | | | | | |
| Salaries, Wages & Benefits | | \$36,045,546 | | \$35,828,426 | 9 | \$41,704,814 | \$- | 40,930,299 | (\$774,515) | -1.9% |
| Attrition (Salary Only) | | - | | - | | (598,493) | | (669,894) | (71,401) | 11.9% |
| Personnel | | 36,045,546 | | 35,828,426 | | 41,106,321 | | 40,260,405 | (845,916) | -2.1% |
| Other Expenses & Transfers: | | | | | | | | | | |
| Fuel & Electricity | | 26,009 | | 18,933 | | 11,530 | | 11,830 | 300 | 2.6% |
| Supplies & Services | | 5,838,266 | | 6,491,547 | | 6,595,600 | | 7,784,705 | 1,189,105 | 18.0% |
| Shared Services | | (48,825,322) | | (49,683,514) | | (53,171,771) | (| 53,376,284) | (204,513) | 0.4% |
| Travel | | 82,331 | | 91,708 | | 178,030 | | 177,313 | (717) | -0.4% |
| Memberships, Contributions & Sponsorships | | 98,107 | | 98,652 | | 105,096 | | 104,836 | (260) | -0.2% |
| Maintenance & Alterations | | 3,219,579 | | 1,632,604 | | 2,648,746 | | 2,552,056 | (96,690) | -3.7% |
| Interest | | 20,236 | | 13,649 | | 7,026 | | 176 | (6,850) | -97.5% |
| Other Expenses | | 1,707,852 | | 1,515,690 | | 1,865,159 | | 2,221,070 | 355,911 | 19.1% |
| Transfers - Other | | 708,008 | | 959,775 | | 531,463 | | 157,499 | (373,964) | -70.4% |
| Pooled Costs - Insurance | | 221,985 | | (382,714) | | - | | - | - | -% |
| Total Other Expenses & Transfers | | (36,902,949) | | (39,243,670) | | (41,229,121) | (4 | 40,366,799) | 862,322 | -2.1% |
| Total Operating Expenses & Transfers | | (857,403) | | (3,415,244) | | (122,800) | | (106,394) | 16,406 | -13.4% |
| Operating Increase (Decrease) | \$ | 1,636,593 | \$ | 4,386,101 | \$ | 1,033,537 | \$ | 987,131 | \$ (46,406) | -4.5% |
| Modified Cash Flow | | | | | | | | | | |
| Operating Increase (Decrease) | \$ | 1,636,593 | \$ | 4,386,101 | \$ | 1,033,537 | \$ | 987,131 | \$ (46,406) | -4.5% |
| Add Back Depreciation | | - | | - | | - | | - | - | -% |
| Less Capital Expenditures | | (415,559) | | (89,054) | | (838,875) | | (973,315) | (134,440) | 16.0% |
| Less Capital Reserve Funding | | - | | - | | - | | - | - | -% |
| Less Debt Service Principal | | (181,453) | | (188,040) | | (194,662) | | (13,816) | 180,846 | -92.9% |
| Net Change Before Other Adjustments & Transfers | | 1,039,581 | | 4,109,007 | | - | | - | - | |
| Transfer from/(to) Administrative Savings Rsrv | | - | | - | | - | | - | - | |
| Transfer from/(to) Budget Stabilization | | - | | - | | - | | - | - | |
| Net Change Subtotal | | 1,039,581 | | 4,109,007 | | - | | - | - | |
| Other Strategic Transfers from/(to) Reserves | | 906,113 | | 210,083 | | - | | - | - | |
| Net Change in Cash & Reserve Transfers | \$ | 1,945,694 | \$ | 4,319,090 | \$ | - | \$ | - | \$ - | |

Other Univ Svcs & Activities

3/6/24

Unrestricted E&G

| | FY22 ACTUALS | FY23 ACTUALS | FY24 BASE | FY25 BASE | BUDGET CHAN | IGE |
|---|-----------------|---------------|----------------|----------------|----------------|---------|
| | 1122 ACTUALS | 1123 ACTOALS | 1124 BASE | TTZ5 BASE | BODGET CHAIN | |
| Revenues | | | | | | |
| Tuition Waivers/Scholarships | \$ (12,000) | \$ - | \$ - | \$ - | \$ - | -% |
| Net Student Charges Revenue | (12,000) | - | - | - | - | -% |
| State Appropriation | 7,950,914 | 8,975,255 | 10,923,804 | 13,975,583 | 3,051,779 | 27.9% |
| Investment Income/Gifts | (13,947,980) | 9,737,349 | 1,991,557 | 2,467,837 | 476,280 | 23.9% |
| Sales/Services/Auxiliary | 639,261 | 448,537 | 11,800 | 242,452 | 230,652 | 1954.7% |
| Total Revenue | (5,369,806) | 19,161,141 | 12,927,161 | 16,685,872 | 3,758,711 | 29.1% |
| Expenses | | | | | | |
| Salaries, Wages & Benefits | \$1,227,773 | \$1,336,536 | \$1,793,763 | \$1,673,941 | (\$119,822) | -6.7% |
| Attrition (Salary Only) | - | - | - | - | - | -% |
| Personnel | 1,227,773 | 1,336,536 | 1,793,763 | 1,673,941 | (119,822) | -6.7% |
| Other Expenses & Transfers: | | | | | | |
| Fuel & Electricity | - | - | - | 231,500 | 231,500 | -% |
| Supplies & Services | 669,848 | 1,095,943 | 2,158,239 | 2,715,675 | 557,436 | 25.8% |
| Travel | 23,587 | 44,715 | 114,000 | 126,062 | 12,062 | 10.6% |
| Memberships, Contributions & Sponsorships | 3,500 | 13,095 | 65,860 | 12,800 | (53,060) | -80.6% |
| Maintenance & Alterations | 6 | 16,897 | 3,100 | 17,880 | 14,780 | 476.8% |
| Interest | - | - | - | - | - | -% |
| Depreciation | 3,817,972 | 4,190,881 | 3,873,094 | 6,233,933 | 2,360,839 | 61.0% |
| Other Expenses | 58,163 | 47,181 | 283,856 | 1,595,184 | 1,311,328 | 462.0% |
| Unassigned Budget | - | - | 70,864 | 92,649 | 21,785 | 30.7% |
| Transfers - Other | 3,689,325 | 4,886,399 | 6,014,888 | 7,867,483 | 1,852,595 | 30.8% |
| Pooled Costs - Benefits | (1,130,536) | (7,176,601) | - | - | - | -% |
| Total Other Expenses & Transfers | 7,131,865 | 3,118,510 | 12,583,901 | 18,893,166 | 6,309,265 | 50.1% |
| Total Operating Expenses & Transfers | 8,359,637 | 4,455,047 | 14,377,664 | 20,567,107 | 6,189,443 | 43.0% |
| Operating Increase (Decrease) | \$ (13,729,443) | \$ 14,706,095 | \$ (1,450,503) | \$ (3,881,235) | \$ (2,430,732) | 167.6% |
| Modified Cash Flow | | | | | | |
| Operating Increase (Decrease) | \$ (13,729,443) | \$ 14,706,095 | \$ (1,450,503) | \$ (3,881,235) | \$ (2,430,732) | 167.6% |
| Add Back Depreciation | 3,817,972 | 4,190,881 | 3,873,094 | 6,233,933 | 2,360,839 | 61.0% |
| Less Capital Expenditures | (850,000) | (2,850,000) | (850,000) | (850,000) | 2,300,033 | 0.0% |
| Less Capital Reserve Funding | (838,888) | (2,637,125) | (1,991,557) | (2,003,203) | (11,646) | 0.6% |
| Less Debt Service Principal | _ | (2,037,123) | (1,331,337) | (2,003,203) | (11,040) | -% |
| Net Change Before Other Adjustments & Transfers | (10,761,471) | 13,409,851 | (418,966) | (500,505) | (81,539) | -70 |
| | | 13,403,031 | | (500,505) | | |
| Transfer from/(to) Administrative Savings Rsrv | (1,647,974) | - | 340,000 | - | (340,000) | |
| Transfer from/(to) Budget Stabilization | | (5,000,000) | | | | |
| Net Change Subtotal | (12,409,445) | 8,409,851 | (78,966) | (500,505) | (421,539) | |
| Other Strategic Transfers from/(to) Reserves | (2,013,787) | (7,515,809) | 78,966 | 500,505 | 421,539 | |
| Net Change in Cash & Reserve Transfers | \$ (14,423,232) | \$ 894,042 | \$ - | \$ - | \$ - | |



FY25 BUDGET FFT 1st Reading March 20, 2024



UMFK STRATEGIC PLAN 2023-2028

Focus Area #1: Maintain a primary focus on strategic enrollment management.

Focus Area #2: Develop a culture of assessment.

Focus Area #3: Value and demonstrate diversity, equity and inclusion in the context of a respectful, safe and healthy learning and working environment.

Focus Area #4: Establish and maintain viable, career-focused academic programs.

Focus Area #5: Establish and grow opportunities for research, scholarship and creativity among students and faculty.

Focus Area #6: Continue to grow the university's relationship with the community.

FY24 ACCOMPLISHMENTS

Focus Area #1 - Maintain a primary focus on strategic enrollment management.

Student Success:

- Established baseline for Fall to Spring Retention Campaign as well as Completion Campaign for Graduation Applications
- eSports Team designated space; purchased equipment for 10 game stations; Maine Intercollegiate eSports League; eSports Coach
- First USCAA National Volleyball Championship November 2023
- Junior Nursing Students Health Fair 500 K-6th grade students to learn about various health topics aligned with the Health Curriculum

Finance/Facilities:

- LIGHT THE FIELD Dedication of the Michael Simon Soccer Field
- Nursing Immersion Simulation Center and Nursing Multi-Disciplinary Training Center
- FY24 \$1.4M budget deficit balanced in FY25

Focus Area #2 - Develop a Culture of Assessment.

- Submitted Four Core Areas Document
- Aligned UMS Strategic Plan with UMFK Strategic Plan

Focus Area #3 – Value and demonstrate diversity, equity and inclusion in a respectful, safe and healthy learning and working environment. Personnel:

 Successful hiring of the Director of Admissions and Dean of Arts & Sciences and Professional Studies

UMS TRANSFORMS: Student Success and Retention

Focus Area #4: Establish and Maintain Viable, Career Focused Academic Programs

Research Learning Experience (RLE) Courses:

Five Courses

BIO 202 Botany; COS 211 Computer Hardware; ENV 120 Rivers, Relations & Ruins; FOR 226 Forest Operations; GIS 300 GIS Applications I

Gateways to Success (GTS): Learning Assistants and Delivery of Course Materials

Fall 22/Fall 23 - "A" grades earned in MAT 128 21% to 35%; MAT 351 33% to 44%; and PSY 100 13% to 36%

- Assisted students who took the initiative
- Students D,F,W grades did not fully capture the benefits

Pathways to Careers: Bengal Executive Program

- Professional Development, Community Engagement and real-world project contributions
- Developed a 7-part Career Boot Camp Conference

Internship Examples:

- Fort Kent Outdoor Center market the US National Biathlon
- Healthcare Center conduct health assessment
- Holistic Dental provide office support

FY24 ACCOMPLISHMENTS

Focus Area #4 – Establish and maintain viable, career-focused academic programs. Academic Programs:

- Criminal Justice Program name change from Rural Public Safety Administration
- Cooperative Program: UMFK Behavioral Science and UMPI Psychology

Partnerships:

THOR (Tourism, Hospitality, Outdoor Recreation) Program

- January 2024 Course Outdoor Recreation Business in Northern Maine
- May 2024 Course Sustainable Northwoods Ecotourism: Experience & Visioning

Focus Area #5 - Establish and grow opportunities for research, scholarship and creativity among students and faculty.

The Research Focus Area was added to the UMFK Strategic Plan.

Focus Area #6 – Continue to Grow the University's relationship with the Community.

Acadian Archives increased events and educational opportunities.



FY25 PROPOSED REVENUES BUDGET

Unrestricted E&G and Auxiliary

| F | Y24 Budget | - | FY25 Budge | t | CHANGE | | |
|----|-------------|--|--|--|--|---|---|
| \$ | 6,126,110 | \$ | 6,934,463 | \$ | 808,353 | 13.2% | enrollment \$568K, rates \$216K |
| | 480,967 | | 535,780 | | 54,813 | 11.4% | |
| | 619,748 | | 638,962 | | 19,214 | 3.1% | |
| | (1,018,484) | | (1,026,091) | | (7,607) | 0.7% | |
| | 6,208,341 | | 7,083,114 | | 874,773 | 14.1% | |
| | 8,823,901 | | 8,912,140 | | 88,239 | 1.0% | |
| | 33,500 | | 24,500 | | (9,000) | -26.9% | |
| | 281,959 | | 369,295 | | 87,336 | 31.0% | |
| | 15,347,701 | | 16,389,049 | | 1,041,348 | 6.8% | ☆ |
| | | 480,967 619,748 (1,018,484) 6,208,341 8,823,901 33,500 281,959 | \$ 6,126,110 \$ 480,967 619,748 (1,018,484) 6,208,341 8,823,901 33,500 281,959 | \$ 6,126,110 \$ 6,934,463 480,967 535,780 619,748 638,962 (1,018,484) (1,026,091) 6,208,341 7,083,114 8,823,901 8,912,140 33,500 24,500 281,959 369,295 | \$ 6,126,110 \$ 6,934,463 \$ 480,967 535,780 | \$ 6,126,110 \$ 6,934,463 \$ 808,353 480,967 535,780 54,813 619,748 638,962 19,214 (1,018,484) (1,026,091) (7,607) 6,208,341 7,083,114 874,773 8,823,901 8,912,140 88,239 33,500 24,500 (9,000) 281,959 369,295 87,336 | \$ 6,126,110 \$ 6,934,463 \$ 808,353 13.2% 480,967 535,780 54,813 11.4% 619,748 638,962 19,214 3.1% (1,018,484) (1,026,091) (7,607) 0.7% 6,208,341 7,083,114 874,773 14.1% 8,823,901 8,912,140 88,239 1.0% 33,500 24,500 (9,000) -26.9% 281,959 369,295 87,336 31.0% |



FY25 PROPOSED EXPENSE BUDGET

Unrestricted E&G and Auxiliary

| | FY24 Budget | FY25 Budget | CHANGE | | |
|--------------------------------------|--------------|--------------|-----------|--------|------------------------------|
| Salaries & Wages | \$10,054,726 | \$10,063,564 | \$8,838 | 0.1% | |
| Attrition | (150,000) | (312,193) | (162,193) | 108.1% | |
| Personnel | 9,904,726 | 9,751,371 | (153,355) | -1.5% | |
| Other Expenses & Transfers: | | | | | |
| Fuel & Electricity | 644,840 | 641,927 | (2,913) | -0.5% | |
| Supplies & Services | 1,962,076 | 1,721,975 | (240,101) | -12.2% | AP Commission savings \$357K |
| Shared Services | 2,177,322 | 2,208,738 | 31,416 | 1.4% | |
| Travel | 358,008 | 376,013 | 18,005 | 5.0% | |
| Memberships, Contributions & Spons | 48,545 | 46,730 | (1,815) | -3.7% | |
| Maintenance & Alterations | 194,550 | 213,150 | 18,600 | 9.6% | |
| Interest | 142,128 | 141,589 | (539) | -0.4% | |
| Depreciation | 1,111,515 | 1,245,969 | 134,454 | 12.1% | |
| Other Expenses | 472,157 | 428,486 | (43,671) | -9.2% | |
| Unassigned Budget | 23,244 | 13,050 | (10,194) | -43.9% | |
| Transfers - Other | (189,749) | (181,720) | 8,029 | -4.2% | |
| Total Other Expenses & Transfers | 6,944,636 | 6,855,907 | (88,729) | -1.3% | A |
| Total Operating Expenses & Transfers | 16,849,362 | 16,607,278 | (242,084) | -1.4% | × |
| | | | | | |



FY25 PROPOSED NET CHANGE

Unrestricted E&G and Auxiliary

| | FY24 Budget | FY25 Budget | CHANGE | |
|---|-------------------|--------------|-----------|------------|
| | | | | |
| Operating Increase (Decrease) | \$ (1,501,661) \$ | (218,229) \$ | 1,283,432 | -85.5% |
| Add Back Depreciation | 1,111,515 | 1,245,969 | 134,454 | 12.1% |
| Less Capital Expenditures | (455,434) | (489,000) | (33,566) | 7.4% |
| Less Debt Service Principal | (611,420) | (538,740) | 72,680 | -11.9% |
| Net Change Before Other Adjustments & Transfers | (1,457,000) | 0 | 1,457,000 | \bigstar |





FY25 PROPOSED E&G vs AUXILIARY

| | E | &G | Au | xiliary |
|-----------------------------|-------------|-------------|-------------|-------------|
| | FY24 Budget | FY25 Budget | FY24 Budget | FY25 Budget |
| Net Student Revenues | 5,246,626 | 6,031,221 | 961,715 | 1,051,893 |
| State Appropriation | 8,823,901 | 8,912,140 | | |
| Other Revenues | 238,809 | 314,195 | 76,650 | 79,600 |
| TOTAL REVENUES | 14,309,336 | 15,257,556 | 1,038,365 | 1,131,493 |
| | | | | |
| Personnel | 9,515,976 | 9,379,209 | 388,750 | 372,162 |
| Other expenses | 5,479,166 | 5,296,345 | 1,465,470 | 1,559,562 |
| TOTAL EXPENSES | 14,995,142 | 14,675,554 | 1,854,220 | 1,931,724 |
| | | | | |
| Add back depreciation | 882,116 | 1,023,670 | 229,399 | 222,299 |
| Less Capital Expenditures | (455,434) | (489,000) | | |
| Less Debt Service | (300,089) | (280,874) | (311,331) | (257,866) |
| | • | • | | |
| | | | | |
| NET CHANGE BEFORE TRANSFERS | (559,213) | 835,798 | (897,787) | (835,798) |

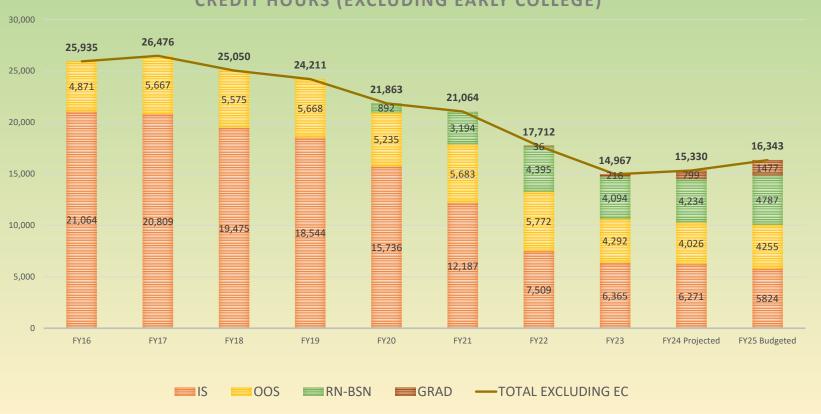
ENROLLMENT FORM

| Student Level, Tuition Residency, Cumulative Credits | | R 2024-25 P | rojected Cre | dit Hours | | Campus 2024-25 Projections | | |
|---|--------|-------------|--------------|-----------|--------|----------------------------------|--------|--------|
| | Summer | Fall | Spring | Total | Summer | Fall | Spring | Total |
| Early College | 134 | 2,644 | 2,309 | 5,087 | 134 | 2,644 | 2,309 | 5,087 |
| Undergraduate | | | | | | | | |
| In-State Total | 608 | 2,626 | 2,365 | 5,599 | 608 | 2,626 | 2,365 | 5,599 |
| Out-of-State/International Total | 361 | 2,020 | 1,874 | 4,255 | 361 | 2,020 | 1,874 | 4,255 |
| Canadian Total | 0 | 104 | 121 | 225 | 0 | 104 | 121 | 225 |
| MEONL - undergrad - RN-BSN | 1,165 | 1,789 | 1,832 | 4,786 | 1,165 | 1,789 | 1,832 | 4,786 |
| MEONL - grad - MSN & DNP | 281 | 546 | 590 | 1,417 | 281 | 576 | 620 | 1,477 |
| Total | 2,550 | 9,729 | 9,091 | 21,370 | 2,550 | 9,759 | 9,121 | 21,430 |
| Total (Excluding Early College) | 2,416 | 7,085 | 6,782 | 16,283 | 2,416 | 7,115 | 6,812 | 16,343 |

Adding new Doctorate of Nursing
Practice: 5 heads @ 6 CHs each
semester

ENROLLMENT HISTORY

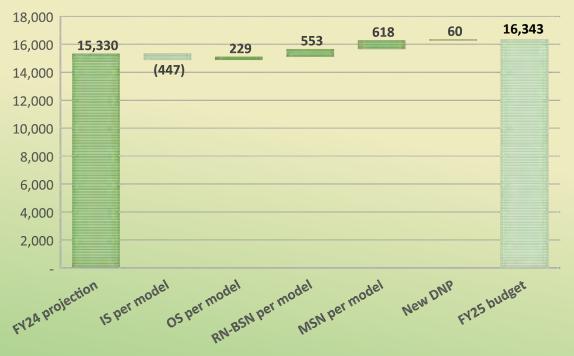
CREDIT HOURS (EXCLUDING EARLY COLLEGE)

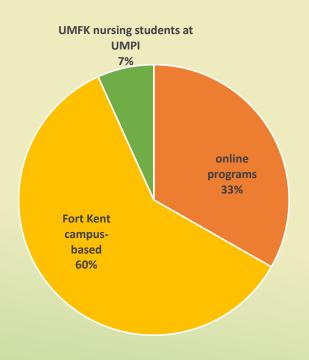


ENROLLMENT: COMPONENTS OF CHANGE

Components of Fall 2023 Program (degree-seeking) Credit Hours

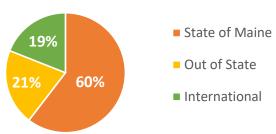
COMPONENTS OF CHANGE IN CREDIT HOURS





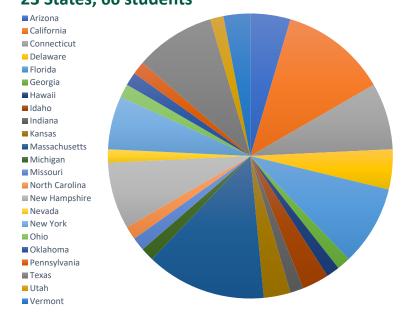
KALEIDOSCOPE OF UMFK

Residency of our 321 Campus-Based Students

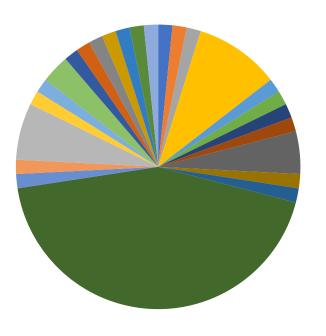


Residency of Out-of-State Campus-Based Students

23 States, 66 students



Residency of Campus-Based International Students



25 Countries, 61 students



■ The Bahamas

Canada

Colombia

■ Ethiopia

■ Germany Ghana

■ Iceland

Jamaica



Netherlands

■ Nigeria

Montenegro

Serbia

Rwanda

Senegal

■ Spain

Saint Vincent and the Grenadines

■ Trinidad and Tobago

■ Turks and Caicos Islands

MARKETING INITIATIVES

RECRUITMENT

- Defined territories for Admissions counselors and integrated them into Salesforce
- New Director of Admissions

HIGHLIGHTS

- New testimonial videos promoting programs and pillars of UMFK
- Streaming Audio Advertising Reach of over 85,000 listeners
- Digital Marketing Cost Per Lead (CPL) \$17.58
 FY 23 \$31.10, FY22 \$82.00

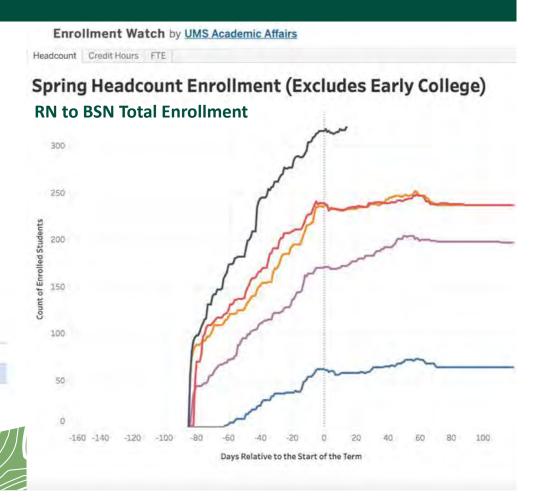


AP Contract Termination - RN to BSN

- Our Spring Term 1 incoming class is on par with previous years
- Total enrollment in this program is up by 36%
- Matriculations all time new high +20% over last year

Most Recent (14 days after the Start of the Term)

| | 2020 | 2021 | 2022 | 2023 | 2024 |
|-------|------|------|------|------|------|
| UMFK | 58 | 172 | 232 | 233 | 320 |
| Total | 58 | 172 | 232 | 233 | 320 |



AREAS OF FOCUS



Targeted Program Marketing

- Evaluation of program web pages
- Identify specific ad placement opportunities

Marketing Plan Development

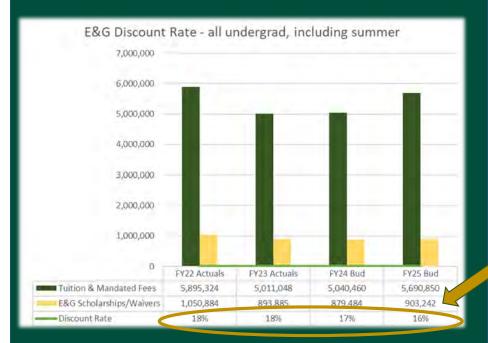
Direct Admit

Adult Learners

- Review of Articulation Agreements
- Aligned Scholarship Opportunities
 - Finish Strong
 - UMS Adult Learner Scholarship Opportunities

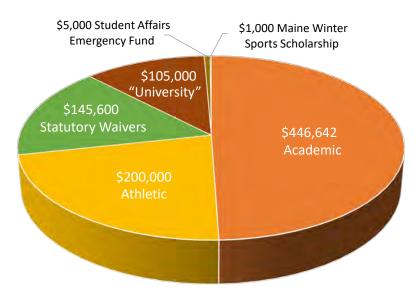
Financial Aid

UMS Calculated Tuition Discount Rate = Total E&G Institutional Aid/Total Gross Tuition & Mandated Fee Charges



For the purpose of consistently tying scholarships/waivers to the E&G financial statements and this budget, the calculation above includes all undergraduate students (including non-degree-seeking, FT/PT, summer term – excluding EC). Includes all E&G scholarships/waivers.

FY25 Budget: E&G Scholarship and Waiver Funding

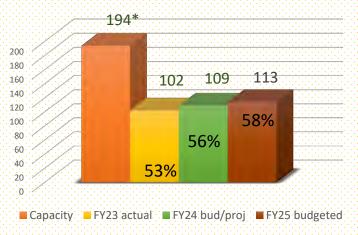


Limited number of differing types (thus limited scholarship managers) creates efficiency and mitigates risk of excessive overlay and over awarding.

Purposeful guidelines for each scholarship ensures effectiveness in our discount dollars serving, attracting, and retaining as many different student populations as possible.

When planning the implementation of a new scholarship initiative, we actively discuss how to leverage restricted state Racino dollars to serve Maine residents with financial need, using funds outside of E&G budgeted discounting dollars.

RESIDENCE HALL OCCUPANCY



*Powell Hall is currently offline – for renovations, and being used by visiting students, teams, and others.

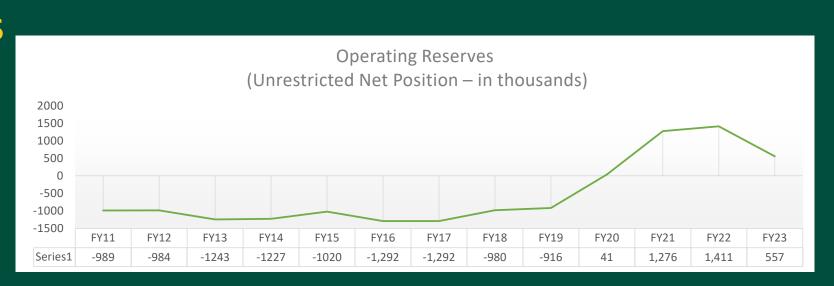
Action items:

- reviewing cohesion in messaging and enforcement of First Year Residency requirement
- empowering Student Senate and Res Hall Council to initiate improvements
- rejuvenating Culinary Council students to meet and eat with Director of Dining Services

Other uses of Res Halls:

- 1. Housing students for Maine Law Rural Practice Clinic
- 2. Lodge separate "short wing" four suites:
 - -Admissions suite for visiting families
 - -Housing for interim from Registry
 - -Short-term rentals temporary housing for incoming employees
- 3. Building summer camps and conferences
- 4. Grad students from other campuses doing research w/UMFK faculty in the summer
- 5. Housing THOR students
- 6. In discussions w/Sodexo regarding staying open all summer will build momentum for campus usage
- 7. Community support housing Can Am veterinarians

RESERVES



Reserves - E&G and Auxiliary



EFFICIENCIES

- Adjuncts/Overloads: Improved two-year course rotation, distributed courses across the week with minimal overlap and eliminated low-enrolled classes: FY22-25 savings of \$438,267 plus benefits (excluding the developing online nursing programs)
- Academic Partnerships commission: elimination resulted in FY24-25 savings of \$357,000
- Scholarships: Recently increased use of restricted Racino monies to fund existing and new scholarship initiatives: FY23-24 savings of \$82,036 YTD – (9% of budgeted scholarships & waivers)
- <u>Budgeted Positions</u>: Constant review of vacant positions: FY20-25 reduction of 7.35 FTE, 7% of campus-funded positions
- Overall Efficiency: Total Operating Expenses & Transfers: FY24-25 decrease of 1.4%
- Renovation thru Replacement & Space Reduction: FY19 to date: square footage reduction of 4% and elimination of \$2.5M asset reinvestment need



SPACE REDUCTION

| Progress to Date: | | | |
|---------------------------------------|---------|--------------|----------------------------|
| Dispose of 7 small buildings | -15,919 | -\$2,491,774 | |
| Enrollment Advancement Center | 5,200 | | |
| Reductions to Date (4% of UMFK SF) | -10,719 | -2,491,774 | |
| | | | |
| Exploring Possibilities | | | |
| Dispose of Gagne House | -1,597 | -\$318,095 | renovation age 72, NAV 16% |
| Remove greenhouse | -581 | -\$36,789 | actual needs are more |
| Replace with greenhouse on the ground | 1,200 | | _ |
| | -978 | -\$354,884 | |
| | | | |
| POSSIBLE TOTALS | -11,697 | -2,846,658 | |
| | | | |
| | | | |



PLANNED INVESTMENTS INCLUDED IN BUDGET

Campus Safety & Security \$ 129,000 Securing exterior doors with key fobs Crocker, Cyr Hall, SportsCenter, exploring options for better securing classrooms and security cameras.

Roads & Walkways \$ 100,000

Utilities/Infrastructure \$ 50,000 Next step: re-routing hot water from old boiler and remove

Nowland Hall \$ 200,000 Replace windows, doors, update HVAC

Transfers to Capital \$ 479,000 Equipment \$ 10,000 Capital Expenditures \$ 489,000

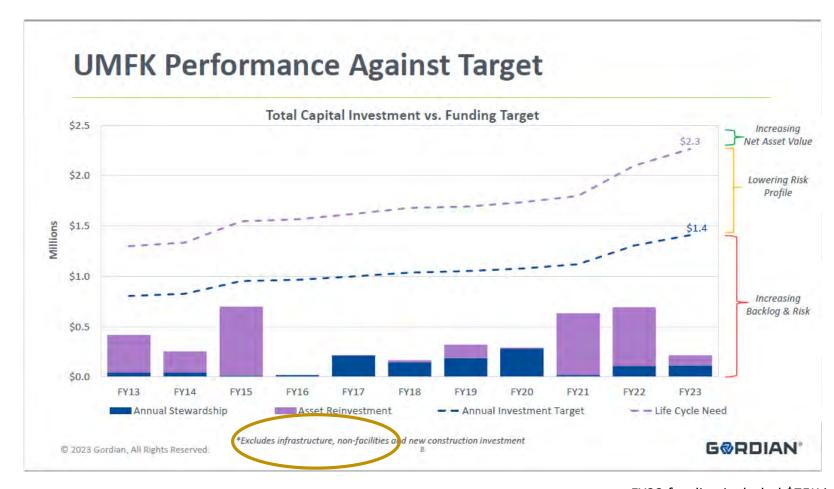
Planned Investments from other sources

(as discussed in FFT Capital Plan briefing)

Fox Auditorium: \$4,000,000 Federal Earmark

Cyr Hall (includes labs, HVAC, greenhouse): \$1,377,842 State Infrastructure Appropriation

Res Halls (3 small renovations in Crocker and Powell): \$640,000 State Infrastructure Appropriation



Fox Auditorium \$4m plus >\$2M in Cyr Hall and Res Halls coming soon!

FY23 Capital Expenditures: Budget \$220,066, Actual \$304,686 FY23 Equipment and Vehicles purchased without incurring debt: \$83,461.

FY23 funding included \$75K in necessary paving (non-facility), and \$187K June funding of propane boiler system (spent in FY24)

STRATEGIC PLAN

FINANCIAL SUSTAINABILITY ACTIONS – FACILITIES



FY24: Propane backup boiler system for Lodge/SportsCenter

- eliminates use of fossil fuel for hot water during off season and shoulder season
- eliminates risk of non-delivery or late delivery of wood pellets
- diversifying source of fuels hedges against price fluctuations

Sale of Land in Harmony

- 85 acres on remote lot in Harmony, ME
- originally donated to UMS in 1997

Sale of Gagne House

- formerly used to temporarily house new employees
- renovation age 72, NAV 16%

FY25 PRIORITIES

Focus Area #1 – Maintain a primary focus on strategic enrollment management.

Student Success:

- Transportation to airports, Walmart, weekend trips, athletic travel
- Food Accessibility Bengal Food Pantry, Align Academic Schedule with Dining Hours

Facilities: The Lodge Residence Hall – 1Mil renovation for HVAC for 2nd and 3rd floors – funding TBD

Focus Area #2 - Develop a Culture of Assessment.

Align UMS Strategic Plan, Four Core Areas and UMFK Strategic Plan for ease in monitoring progress

Focus Area #3 – Value and demonstrate diversity, equity and inclusion in a respectful, safe and healthy learning and working environment.

Personnel: Search for Dean of Students and Volleyball Coach

Students: Continue to diversify recruitment efforts for international, out-of-state and Maine students.



FY25 PRIORITIES

Focus Area #4 – Establish and maintain viable, career-focused academic programs.

Academic Programs:

- Doctor of Nursing Practice (DNP) to begin fall 2024
- Biology and Environmental Science Programs: revising curricula
- Early College Camps Summer 2024

Focus Area #5 – Establish and grow opportunities for research, scholarship and creativity among students and faculty.

Research:

- Faculty have developed a research statement and plan to operationalize the statement
- Increase proposals for Maine Economic Improvement Funds (MEIF)

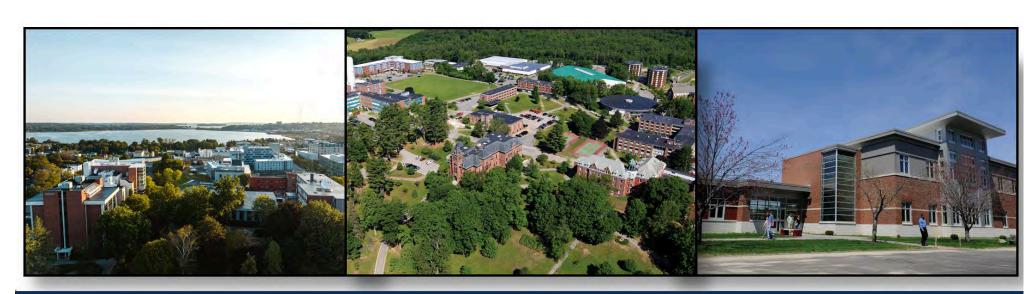
Focus Area #6 - Continue to grow the University's relationship with the community.

Expand fundraising efforts for special projects and initiatives

USM

UNIVERSITY OF SOUTHERN MAINE

FY 2025 Campus Budget March 20, 2024





USM

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Fiscal Year 2025

Growing structural gaps:

- > FY 2019 -- \$12,290
- > FY 2020 -- \$244,316
- > FY 2021 (\$553,369)
- > FY 2022 (\$6,569,325)
- > FY 2023 (\$8,817,995)

FY 2024 – Gap expected to be covered with real estate proceeds FY 2025 – Started with a \$10.3 million gap

- Development of revenue budget models
 - > Accurately establish expectations with departments
 - Many auxiliary enterprises operating at a loss
- · Enhanced financial oversight and control
 - > Preapproval for reimbursement
 - Requisitions not approved without accurate accounting for budget
- Created new process for ensuring all positions are funded and updated weekly
- Standardized budget reporting across campus
- Seated President's Budget Advisory Committee
- Reduced dependence on position attrition savings





USM

Fiscal Year 2025: Budget gap Solutions

FY 2025 – Starting with a \$10.3 Million gap

| Tier 1 Solution (\$ in Millions) | |
|--|--------|
| Departmental Expense Reductions, Revenue Adjustments | \$1.4* |
| Fringe Benefit Reduction (51% \rightarrow 43.7%) | \$3.5* |
| Credit Hour Increase | \$1.4 |
| Total | \$6.3 |
| | |
| Tier 2 Solution | |
| Differential Tuition | \$3.2 |
| Total | \$3.2 |
| Tier 3 Solution | |
| Reorganization/Compensation | \$0.8 |
| Total | \$0.8 |
| Proposed Solution | \$10.3 |
| * Denotes one-time solution | |









3

Financial Reserves

- E&G Reserve (Fund 15) \$144,132
- Auxiliary Reserve (Fund 16) (\$4,610,110)





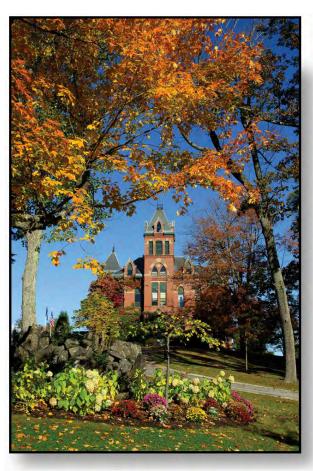


4

Proposed FY25 Tuition and Fees

| | In-State | Out of State | Canadian | NEBHE | E-Tuition |
|----------------------|----------|--------------|----------|-------|-----------|
| Undergraduate | \$306 | \$901 | \$306 | \$536 | \$343 |
| Graduate | \$459 | \$1,390 | \$459 | \$780 | \$509 |
| | | | | | |
| Diff 2 Undergraduate | \$325 | \$956 | \$325 | \$569 | |
| Diff 2 Graduate | \$486 | \$1,474 | \$486 | \$851 | |
| | | | | | |
| Diff 3 Undergraduate | \$343 | \$1,010 | \$343 | \$601 | |
| Diff 3 Graduate | \$515 | \$1,557 | \$515 | \$901 | |

- Comprehensive Fee $\$80 \rightarrow \83
- Technology Fee $\$8 \rightarrow \9
- Tuition is a 3% increase over FY 2024
- E-Tuition and Academic Partnership tuition will merge into a single tuition rate structure over two years.







5

Room and Board Rates (Semester)

| Campus | Room Type | FY24 | FY25 | % Increase |
|----------|--|---------|---------|------------|
| Portland | Unit Type A – Single Bedroom with En Suite Bathroom (1 Bed) | \$4,130 | \$4,295 | 4.00% |
| Portland | Unit Type E – Efficiency / Studio (1 Bed) | \$6,250 | \$6,500 | 4.00% |
| Portland | Unit Type D – 2 Bed / 1 Bath Apt (Single) (2 Beds) | \$5,765 | \$6,000 | 4.08% |
| Portland | Unit Type B – 2 Bed / 2 Bath Apt (Double) (4 Beds) | \$4,590 | \$4,775 | 4.03% |
| Portland | Unit Type C – 4 Bed / 2 Bath Apt (Single) (4 Beds) | \$5,260 | \$5,475 | 4.09% |
| Portland | Unit Type F – 2 Bed with En Suite Bathroom (Single) (2 Beds) | \$3,995 | \$4,155 | 4.01% |
| Gorham | Single | \$3,670 | \$3,820 | 4.09% |
| Gorham | Double | \$3,065 | \$3,190 | 4.08% |
| Gorham | Suite (Single) | \$4,130 | \$4,350 | 5.33% |
| Gorham | Suite (Double) | \$3,890 | \$4,130 | 6.17% |
| Gorham | Apartment (Single) | \$4,750 | \$5,100 | 7.37% |
| Gorham | Apartment (Double) | \$4,500 | \$4,680 | 4.00% |
| Both | Resident Assistant Rate | \$3,065 | \$3,190 | 4.08% |

95% occupancy in Residence Halls: *Gorham: 1,141 Portland: 552*

<u>Housing</u>: Year two of three-year process to bring current residence hall rates towards parity with peer institutions and Portland campus

<u>Dining</u>: Planning 4% increase – Recognizes cost increases related to meal expenses





FY 2025 Base Budget Proposal: E&G

| | | FY 2024 | FY 2025 | \$ CHANGE | % CHANGE |
|--------------|---|--------------------|--------------------|-------------------|----------|
| | TUITION & FEES | \$ 72,538,571 | \$ 77,623,733 | \$ 5,085,162 | 7.0% |
| | LESS TUITION WAIVERS & SCHOLARSHIPS | \$ (15,875,913) | \$ (16,740,413) | \$ (864,500) | 5.4% |
| 40 | APPROPRIATION | \$ 51,638,080 | \$ 52,354,461 | \$ 716,381 | 1.4% |
| REVENUE | INVESTMENT INCOME | \$ 113,769 | \$ 139,087 | \$ 25,318 | 22.3% |
| VE | RECOVERY OF FACILITIES AND ADMINISTRATIVE COSTS | \$ 4,225,000 | \$ 4,225,000 | \$ | 0.0% |
| Æ | SALES, SERVICES, & OTHER | \$ 4,343,290 | \$ 4,266,005 | \$ (77,285) | -1.8% |
| | TOTAL REVENUE | \$ 116,982,797 | \$ 121,867,873 | \$ 4,885,076 | 4.2% |
| | PERSONNEL EXPENSE | \$ 89,778,248 | \$ 88,419,519 | \$ (1,358,729) | -1.5% |
| | ATTRITION | \$ (3,689,438) | \$ (2,575,555) | \$ 1,113,883 | -30.2% |
| | FUEL & ELECTRICITY | \$ 3,350,206 | \$ 3,581,412 | \$ 231,206 | 6.9% |
| | SUPPLIES & SERVICES | \$ 5,631,546 | \$ 6,715,978 | \$ 1,084,431 | 19.3% |
| | SHARED SERVICES | \$ 13,511,775 | \$ 13,575,312 | \$ 63,537 | 0.5% |
| | DEPRECIATION | \$ 8,294,929 | \$ 7,719,343 | \$ (575,586) | -6.9% |
| ä | INTEREST EXPENSE | \$ 410,881 | \$ 382,239 | \$ (28,642) | -7.0% |
| PESI | MAINTENANCE & ALTERATIONS | \$ 2,157,683 | \$ 2,152,379 | \$ (5,304) | -0.2% |
| X | TRAVEL | \$ 868,365 | \$ 1,328,833 | \$ 460,468 | 53.0% |
| | OTHER EXPENSES & TRANSFERS | \$ (40,966) | \$ 1,862,132 | \$ 1,903,098 | -4645.6% |
| | TOTAL EXPESNES | \$ 120,273,229 | \$ 123,161,592 | \$ 2,888,363 | 2.4% |
| | OPERATING INCREASE (DECREASE) | \$ (3,290,432) | \$ (1,293,719) | \$ 1,996,713 | -60.7% |
| 3 | ADD BACK DEPRECIATION | \$ 8,294,929 | \$ 7,719,343 | \$ (575,586) | -6.9% |
| CASH FLOW | LESS CAPITAL EXPENDITURES | \$ 3,862,463 | \$ 4,412,463 | \$ 550,000 | 14.2% |
| 2 8 7 | LESS DEBT SERVICE PRINCIPAL | \$ 1,679,226 | \$ 2,369,655 | \$ 690,429 | 41.1% |
| Ž | FREE CASH FLOW | \$ (537,192) | \$ (356,494) | | |





FY 2025 Base Budget Proposal: Auxiliary

| | | FY 2024 | FY 2025 | \$ CHANGE | % CHANGE |
|---------|-------------------------------------|------------------|------------------|-------------------|----------|
| w w | TUITION & FEES | \$ 1,000,000 | \$ 1,050,000 | \$ 50,000 | 5.0% |
| N | LESS TUITION WAIVERS & SCHOLARSHIPS | \$ (675,768) | \$ (720,768) | \$ (45,000) | 6.7% |
| REVENUE | HOUSING & DINING | \$ 22,359,227 | \$ 22,159,227 | \$ (200,000) | -0.9% |
| ~ | SALES, SERVICES, & OTHER | \$ 1,176,878 | \$ 1,186,878 | \$ 10,000 | 0.8% |
| | TOTAL REVENUE | \$ 23,860,337 | \$ 23,675,337 | \$ (185,000) | -0.8% |
| | PERSONNEL EXPENSE | \$ 3,432,971 | \$ 3,277,065 | \$ (155,906) | -4.5% |
| | FUEL & ELECTRICITY | \$ 1,670,245 | \$ 1,781,348 | \$ 111,103 | 6.7% |
| ä | SUPPLIES & SERVICES | \$ 5,995,689 | \$ 6,005,706 | \$ 10,017 | 0.2% |
| EXPESI | DEPRECIATION | \$ 1,816,314 | \$ 3,433,240 | \$ 1,616,926 | 89.0% |
| X | INTEREST EXPENSE | \$ 5,368,980 | \$ 5,398,121 | \$ 29,141 | 0.5% |
| | MAINTENANCE & ALTERATIONS | \$ 1,087,674 | \$ 1,080,149 | \$ (7,525) | -0.7% |
| | TRAVEL | \$ 15,397 | \$ 15,397 | \$ | 0.0% |
| | OTHER EXPENSES & TRANSFERS | \$ 3,176,310 | \$ 3,029,820 | \$ (146,490) | -4.6% |
| | TOTAL EXPESNES | \$ 22,563,580 | \$ 24,020,846 | \$ 1,457,266 | 6.5% |
| | OPERATING INCREASE (DECREASE) | \$ 1,296,757 | \$ (345,509) | \$ (1,642,266) | -126.6% |
| 3 | ADD BACK DEPRECIATION | \$ 1,816,314 | \$ 3,433,240 | \$ 1,616,926 | 89.0% |
| CASH | LESS CAPITAL EXPENDITURES | \$ 296,447 | \$ 296,447 | \$ 7 10 4 1 | 0.0% |
| CASH | LESS DEBT SERVICE PRINCIPAL | \$ 2,279,432 | \$ 2,434,790 | \$ 155,358 | 6.8% |
| ž | FREE CASH FLOW | \$ 537,192 | \$ 356,494 | | |





FY 2025 Base Budget Proposal: Total

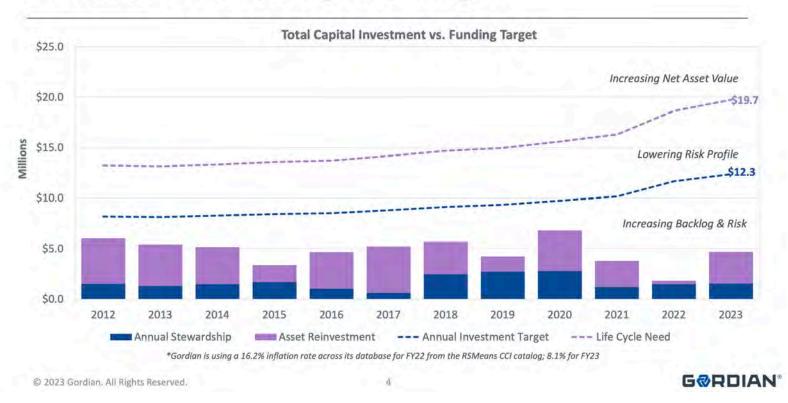
| | | FY 2024 | FY 2025 | \$ CHANGE | % CHANGE |
|------------------------|---|--------------------|--------------------|-------------------|----------|
| | TUITION & FEES | \$ 73,538,571 | \$ 78,673,733 | \$ 5,135,162 | 7.0% |
| | LESS TUITION WAIVERS & SCHOLARSHIPS | \$ (16,551,681) | \$ (17,461,181) | \$ (909,500) | 5.5% |
| REVENUE | HOUSING & DINING | \$ 22,359,227 | \$ 22,159,227 | \$ (200,000) | -0.9% |
| Æ | APPROPRIATION | \$ 51,638,080 | \$ 52,354,461 | \$ 716,381 | 1.4% |
| RE | INVESTMENT INCOME | \$ 113,769 | \$ 139,087 | \$ 25,318 | 22.3% |
| | RECOVERY OF FACILITIES AND ADMINISTRATIVE COSTS | \$ 4,225,000 | \$ 4,225,000 | \$ | 0.0% |
| | SALES, SERVICES, & OTHER | \$ 5,520,168 | \$ 5,452,883 | \$ (67,285) | -1.2% |
| | TOTAL REVENUE | \$ 140,843,134 | \$ 145,543,210 | \$ 4,700,076 | 3.3% |
| | PERSONNEL EXPENSE | \$ 93,211,219 | \$ 91,696,584 | \$ (1,514,635) | -1.6% |
| | ATTRITION | \$ (3,689,438) | \$ (2,575,555) | \$ 1,113,883 | -30.2% |
| | FUEL & ELECTRICITY | \$ 5,020,451 | \$ 5,362,760 | \$ 342,309 | 6.8% |
| F | SUPPLIES & SERVICES | \$ 11,627,235 | \$ 12,721,684 | \$ 1,094,449 | 9.4% |
| EXPESNE | SHARED SERVICES | \$ 13,511,775 | \$ 13,575,312 | \$ 63,537 | 0.5% |
| X | DEPRECIATION | \$ 10,111,243 | \$ 11,152,583 | \$ 1,041,340 | 10.3% |
| | INTEREST EXPENSE | \$ 5,779,861 | \$ 5,780,360 | \$ 499 | 0.0% |
| | MAINTENANCE & ALTERATIONS | \$ 3,245,357 | \$ 3,232,528 | \$ (12,829) | -0.4% |
| | TRAVEL | \$ 883,762 | \$ 1,344,230 | \$ 460,468 | 52.1% |
| | OTHER EXPENSES & TRANSFERS | \$ 3,135,344 | \$ 4,891,952 | \$ 1,756,608 | 56.0% |
| | TOTAL EXPESNES | \$ 142,836,809 | \$ 147,182,438 | \$ 4,345,629 | 3.0% |
| | OPERATING INCREASE (DECREASE) | \$ (1,993,675) | \$ (1,639,228) | \$ 354,447 | -17.8% |
| s = | ADD BACK DEPRECIATION | \$ 10,111,243 | \$ 11,152,583 | \$ 1,041,340 | 10.3% |
| 2 5 | LESS CAPITAL EXPENDITURES | \$ 4,158,910 | \$ 4,708,910 | \$ | 0.0% |
| MODIFIFED CASH FLOW | LESS DEBT SERVICE PRINCIPAL | \$ 3,958,658 | \$ 4,804,445 | \$ 845,787 | 21.4% |
| ž Š | FREE CASH FLOW | \$ | \$ | | |





Gordian Data

USM Performance Against Target







FY 2025 Capital Plan

| Project | Budget |
|--------------------------------------|-------------|
| Parking Garage Maintenance | \$146,447 |
| Upton Hastings Upgrades | \$150,000 |
| Academy Building Interior Renovation | \$120,000 |
| Bailey Hall Envelope | \$2,450,000 |
| Baseball Press Box Envelope | \$100,000 |
| Gorham Underground Utility Repairs | \$400,000 |
| Portland Underground Utility Repairs | \$42,463 |
| Russell Hall Envelope Repair | \$400,000 |
| Facility Condition Assessment | \$250,000 |
| Pavement Repairs | \$100,000 |
| Total | \$4,158,910 |







Outlook 2025: Enrollment Projection for Academic Year

| | System IR | System IR 2024-25 Projected Credit Hours | | | |)24-25 Proj | ected Credit | Hours | Percentage Difference | | | |
|-------------------|-----------|--|-----------|---------|-----------|-------------|--------------|---------|-----------------------|---------|-----------|---------|
| | Summer 24 | Fall 24 | Spring 25 | Total | Summer 24 | Fall 24 | Spring 25 | Total | Summer 24 | Fall 24 | Spring 25 | Total |
| Early College | 496 | 5,515 | 2,234 | 8,245 | 583 | 5,014 | 1,950 | 7,547 | 14.92% | -9.99% | -14.56% | -9.25% |
| Undergraduate | 9,515 | 51,413 | 50,318 | 111,246 | 9,472 | 55,028 | 51,083 | 115,583 | -0.45% | 6.57% | 1.50% | 3.75% |
| In-State | 8,164 | 39,727 | 39,158 | 87,049 | 7,890 | 42,893 | 39,930 | 90,713 | -3.47% | 7.38% | 1.93% | 4.04% |
| Out of State/Intl | 977 | 8,191 | 7,810 | 16,978 | 1,094 | 8,150 | 7,501 | 16,745 | 10.69% | -0.50% | -4.12% | -1.39% |
| Canadian | 34 | 387 | 413 | 834 | 40 | 425 | 432 | 897 | 15.78% | 8.94% | 4.40% | 7.06% |
| NEBHE | 293 | 2,907 | 2,757 | 5,957 | 412 | 3,335 | 2,982 | 6,729 | 28.80% | 12.83% | 7.55% | 11.47% |
| Non-Res Online | 47 | 201 | 180 | 428 | 36 | 225 | 238 | 499 | -30.11% | 10.67% | 24.37% | 14.26% |
| Graduate | 7,315 | 10,694 | 10,548 | 28,557 | 6,702 | 10,674 | 10,435 | 27,811 | -9.15% | -0.19% | -1.08% | -2.68% |
| In-State/Can | 4,893 | 8,214 | 7,913 | 21,020 | 3,933 | 8,236 | 7,886 | 20,055 | -24.42% | 0.27% | -0.34% | -4.81% |
| Out of State/Intl | 208 | 370 | 506 | 1,084 | 206 | 415 | 502 | 1,123 | -1.06% | 10.84% | -0.80% | 3.46% |
| NEBHE | 27 | 98 | 106 | 231 | 37 | 75 | 78 | 190 | 27.61% | -30.67% | -35.90% | -21.47% |
| Non-Res Online | 323 | 225 | 229 | 777 | 541 | 335 | 394 | 1,270 | 40.30% | 32.84% | 41.88% | 38.82% |
| Maine Online | 1,864 | 1,787 | 1,794 | 5,445 | 1,985 | 1,613 | 1,575 | 5,173 | 6.10% | -10.79% | -13.90% | -5.26% |
| Total | 17,326 | 67,622 | 63,100 | 148,048 | 16,757 | 70,716 | 63,468 | 150,941 | -3.40% | 4.38% | 0.58% | 1.92% |
| Total (w/o EC) | 16,830 | 62,107 | 60,866 | 139,803 | 16,174 | 65,702 | 61,518 | 143,394 | -4.06% | 5.47% | 1.06% | 2.50% |





Enrollment Projection Compared to Current Year

| | Cer | Census 2023-24 Credit Hours | | | |)24-25 Proj | ected Credit | Hours | | Percentage | Difference | |
|-------------------|-----------|-----------------------------|-----------|---------|-----------|-------------|--------------|---------|---------|------------|------------|--------|
| | Summer 23 | Fall 23 | Spring 24 | Total | Summer 24 | Fall 24 | Spring 25 | Total | Summer | Fall | Spring | Total |
| Early College | 467 | 5,014 | 2,284 | 8,245 | 583 | 5,014 | 1,950 | 7,547 | 19.90% | 0.00% | -17.13% | -2.89% |
| Undergraduate | 10,032 | 54,013 | 51,503 | 115,548 | 9,472 | 55,028 | 51,083 | 115,583 | -5.91% | 1.84% | -0.82% | 0.03% |
| In-State | 8,714 | 42,750 | 40,864 | 92,328 | 7,890 | 42,893 | 39,930 | 90,713 | -10.44% | 0.33% | -2.34% | -1.78% |
| Out of State/Intl | 979 | 8,018 | 7,658 | 16,654 | 1,094 | 8,150 | 7,501 | 16,745 | 10.51% | 1.62% | -2.09% | 0.54% |
| Canadian | 21 | 362 | 369 | 752 | 40 | 425 | 432 | 897 | 47.50% | 14.82% | 14.58% | 16.16% |
| NEBHE | 251 | 2,704 | 2,435 | 5,390 | 412 | 3,335 | 2,982 | 6,729 | 39.08% | 18.92% | 18.34% | 19.90% |
| Non-Res Online | 67 | 180 | 178 | 425 | 36 | 225 | 238 | 499 | -86.11% | 20.00% | 25.21% | 14.83% |
| Graduate | 6,905 | 10,625 | 10,763 | 28,293 | 6,702 | 10,674 | 10,435 | 27,811 | -3.03% | 0.46% | -3.14% | -1.73% |
| In-State/Can | 4,659 | 8,088 | 8,210 | 20,956 | 3,933 | 8,236 | 7,886 | 20,055 | -18.46% | 1.80% | -4.11% | -4.50% |
| Out of State/Intl | 222 | 425 | 541 | 1,188 | 206 | 415 | 502 | 1,123 | -7.77% | -2.41% | -7.77% | -5.79% |
| NEBHE | 12 | 73 | 56 | 141 | 37 | 75 | 78 | 190 | 67.57% | 2.67% | 28.21% | 25.79% |
| Non-Res Online | 342 | 305 | 300 | 947 | 541 | 335 | 394 | 1,270 | 36.78% | 8.96% | 23.86% | 25.43% |
| Maine Online | 1,671 | 1,734 | 1,656 | 5,061 | 1,985 | 1,613 | 1,575 | 5,173 | 15.82% | -7.50% | -5.14% | 2.17% |
| Total | 17,404 | 69,652 | 64,549 | 151,605 | 16,757 | 70,716 | 63,468 | 150,941 | -3.86% | 1.50% | -1.70% | -0.44% |
| Total (w/o EC) | 16,938 | 64,638 | 62,266 | 143,841 | 16,174 | 65,702 | 61,518 | 143,394 | -4.72% | 1.62% | -1.22% | -0.31% |





Out of State and NEBHE Analysis

| Yield | 2019 | 2020 | 2021 | 2022 | 2023 |
|--------------|------|------|------|------|------|
| | | | | | |
| In-State | 28% | 26% | 26% | 22% | 22% |
| Out of State | 10% | 10% | 10% | 9% | 9% |
| NEBHE | 19% | 16% | 18% | 17% | 21% |

| | First Year Retention | 4-Year Graduation | 6-Year Graduation |
|--------------|-------------------------|----------------------|----------------------|
| | | | |
| In-State | 79.1% | 25.2% | 47.1% |
| Out of State | 65.8% | 25.2% | 43.3% |
| NEBHE | 71.1% | 33.3% | 60.0% |



Number of out of state and NEBHE students is small comparatively, which may disproportionately impact rates.





Discount Rate

| | % of Students Receiving Institutional Aid | Tuition Discount Rate |
|--------------------------|--|--------------------------|
| Discount Report Fall '21 | 92% | 45% |
| Discount Report Fall '22 | 91% | 45% |
| USM Projecting Fall '23 | 89% | ~41% |

Competitor 5-Year average IPEDS Discount Rate: 47% USM Grant (Need Based Aid) accounts for 23.3% of Institutional Aid

| | First Year Retention | 4-Year Graduation | 6-Year Graduation |
|-----------|-------------------------|----------------------|----------------------|
| USM Grant | 65.6% | 25.9% | 47.6% |
| Overall | 75.6% | 25.5% | 46.3% |







Academic Priorities

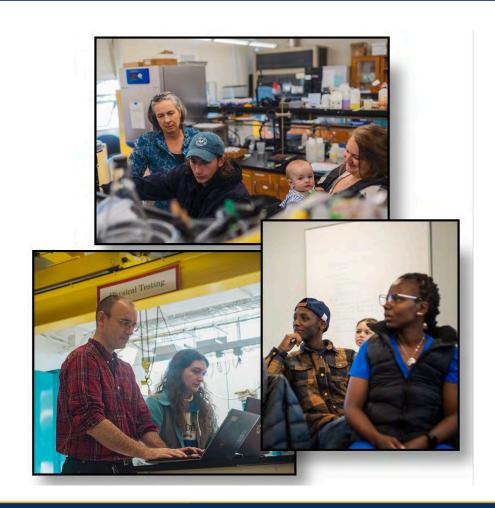
President Edmondson 5 R's

- Recruitment
- Retention
- Research
- Revenue
- Reputation

Curriculum

- Development
- First Year Experience → First Year Seminar
- Efficiencies

Winter and Summer Sessions





Academic Efficiencies

Winter Session 2024

- Reduce
 - Duplication of courses
 - Low enrolled courses
 - Timeline to make decisions (i.e., greater communication)
- Remember
 - Budget realities
 - Populate schedule with needed classes (progression and time to degree)
- Reflect
 - · What worked
 - What didn't work
 - Course Efficiencies





Improved Efficiencies

- Development of financial models and plans to improve operating income of auxiliary enterprises. Expecting approximately \$1,000,000 improvement over FY 2024 actuals.
- Continuation of non-compensation expense reductions throughout most units resulting in approximately \$1,400,000. Expectation of units to utilize gift funds to supplement budgets.
- Workforce management efficiencies resulting in approximately \$800,000.
- Plans to increase utilization of Lewiston campus for conferences, events; currently provide space to University of Maine Augusta.
- USM Grant improved the administration and utilization of these funds resulting in \$500,000 reduction.

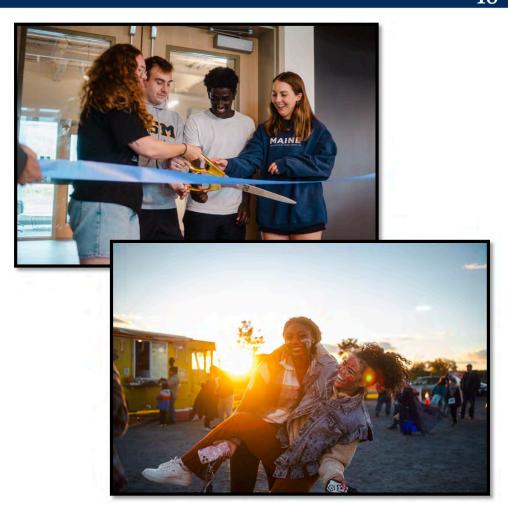






Conclusion

- Next Steps for FY 2025
- FY 2026 and beyond
- Financial Priorities





USM

19

Student Focused Every Day





Preliminary FY25 Budget E & G

| | | FY24 | FY24 | FY25 | Budget C | hange |
|-----------|------------------------------|-----------------|------------------|------------|-----------|-----------|
| | | Original Budget | Evolution Budget | Proposed | \$\$ | % |
| Revenue | Tuition | 5,027,099 | 5,206,571 | 5,472,508 | 265,937 | 5.1% |
| | YourPace | 5,272,800 | 5,987,650 | 9,192,000 | 3,204,350 | 53.5% |
| | Fees | 699,581 | 699,581 | 761,074 | 61,493 | 8.8% |
| | Less: Waivers/Scholarships | (920,000) | (920,000) | (922,500) | (2,500) | 0.3% |
| | Appropriation (Base) | 8,900,761 | 8,900,761 | 8,989,769 | 89,008 | 1.0% |
| | Sales/Services/Other | 467,100 | 469,668 | 482,560 | 12,892 | 2.7% |
| | Total E&G Revenue | 19,447,341 | 20,344,231 | 23,975,411 | 3,631,180 | 17.8% |
| Expense | Salaries, Wages, & Benefits | 12,484,996 | 12,976,423 | 15,092,317 | 2,115,894 | 16.3% |
| Expense | Fuel/Electricity | 571,295 | 561,295 | 637,800 | 76,505 | 13.6% |
| | Supplies/Services | 2,206,326 | 2,241,323 | 1,288,724 | (952,599) | -42.5% |
| | Shared Services | 2,553,603 | 2,553,603 | 2,634,967 | 81,364 | 3.2% |
| | Travel | 290,850 | 290,850 | 339,919 | 49,069 | 16.9% |
| | Maintenance/Alterations | 397,375 | 397,375 | 409,567 | 12,192 | 3.1% |
| | Depreciation | 1,416,044 | 1,416,044 | 1,373,612 | (42,432) | -3.0% |
| | Other Expense | 697,303 | 697,303 | 818,167 | 120,864 | 17.3% |
| | Total E&G Expense | 20,617,792 | 21,134,216 | 22,595,073 | 1,460,857 | 6.9% |
| E&G Ope | rating Increase (Decrease) | (1,170,451) | (789,985) | 1,380,338 | 2,170,323 | -274.7% |
| Modified | Cash Flow | | | | | - |
| mounica | Add Depreciation | 1,416,044 | 1,416,044 | 1,373,612 | (42,432) | -3.0% |
| | Less Capital Expenditures | (262,695) | (262,695) | (275,830) | (13,135) | 5.0% |
| | Less Captial Reserve Funding | - | - | - | - | - |
| | Less Debt Service | (366,516) | (366,516) | (333,459) | 33,057 | -9.0% |
| Net Chang | | (383,618) | (3,152) | 2,144,662 | 2,147,814 | -68141.3% |

UNIVERSITY of MAINE at PRESQUE ISLE

Preliminary FY25 Budget Auxiliary

| | | FY24 | FY24 | FY25 | Budget Cha | ange |
|----------|------------------------------|-----------------|------------------|-----------|------------|--------|
| | | Original Budget | Evolution Budget | Proposed | \$\$ | % |
| Revenue | Dining & Residence Revenue | 1,966,738 | 1,875,315 | 2,052,900 | 177,585 | 9.5% |
| | Less: Waivers/Scholarships | (225,000) | (225,000) | (225,000) | - | 0.0% |
| | Sales/Services/Other | 25,000 | 25,000 | 22,000 | (3,000) | -12.0% |
| | Total AUX Revenue | 1,766,738 | 1,675,315 | 1,849,900 | 174,585 | 10.4% |
| Expense | Salaries, Wages, & Benefits | 337,802 | 337,802 | 332,949 | (4,853) | -1.4% |
| | Fuel/Electricity | 340,500 | 340,500 | 372,200 | 31,700 | 9.3% |
| | Supplies/Services | 909,766 | 900,182 | 1,051,887 | 151,705 | 16.9% |
| | Travel | 500 | 500 | 750 | 250 | 50.0% |
| | Maintenance/Alterations | 239,300 | 239,300 | 238,500 | (800) | -0.3% |
| | Depreciation | 52,699 | 52,699 | 127,600 | 74,901 | 142.1% |
| | Other Expense | 155,794 | 155,794 | 169,713 | 13,919 | 8.9% |
| | Total AUX Expense | 2,036,361 | 2,026,777 | 2,293,599 | 266,822 | 13.2% |
| AUX Ope | rating Increase (Decrease) | (269,623) | (351,462) | (443,700) | (92,238) | 26.2% |
| Modified | Cash Flow | | | | | - |
| | Add Back Depreciation | 52,699 | 52,699 | 127,600 | 74,901 | 142.1% |
| | Less Capital Expenditures | (121,848) | (121,848) | (127,940) | (6,092) | 5.0% |
| | Less Capital Reserve Funding | - | - | - | - | - |
| | Less Debt Service | (6,915) | (6,915) | (1,443) | 5,472 | -79.1% |
| Net Chan | ge | (345,687) | (427,526) | (445,483) | (99,796) | 28.9% |

UNIVERSITY of MAINE at PRESQUE ISLE

Preliminary FY25 Budget Consolidated With Comparison to Projected FY24 Outcome

| _ | | • | • | - | | |
|-----------|-----------------------------|--|-------------------------------------|-------------|-----------|---------|
| | | FY24 | FY24 | FY25 | Budget Ch | ange |
| | | Base Budget | Evolution Budget | Proposed | \$\$ | % |
| Revenue | Tuition & Fees | 10,999,480 | 11,893,802 | 15,425,582 | 4,426,102 | 40.2% |
| | Dining & Residence | 1,966,738 | 1,875,315 | 2,052,900 | 86,162 | 4.4% |
| | Less: Waivers/Scholarships | (1,145,000) | (1,145,000) | (1,147,500) | (2,500) | 0.2% |
| | State Appropriation | 8,900,761 | 8,900,761 | 8,989,769 | 89,008 | 1.0% |
| | Sales/Service/Other | 492,100 | 494,668 | 504,560 | 12,460 | 2.5% |
| | Total Revenue | 21,214,079 | 22,019,546 | 25,825,311 | 4,611,232 | 21.7% |
| Expense | Salaries, Wages, & Benefits | 12,822,798 | 13,314,225 | 15,425,266 | 2,602,468 | 20.3% |
| | Fuel/Electricity | 911,795 | 901,795 | 1,010,000 | 98,205 | 10.8% |
| | Supplies & Services | 3,116,092 | 3,141,505 | 2,340,611 | (775,481) | -24.9% |
| | Shared Service | 2,553,603 | 2,553,603 | 2,634,967 | 81,364 | 3.2% |
| | Travel | 291,350 | 291,350 | 340,669 | 49,319 | 16.9% |
| | Maintenance & Alterations | 636,675 | 636,675 | 648,067 | 11,392 | 1.8% |
| | Depreciation | 1,468,743 | 1,468,743 | 1,501,212 | 32,469 | 2.2% |
| | Other Expense | 690,023 | 548,647 | 987,879 | 297,856 | 43.2% |
| | Total Expense | 22,491,079 | 22,856,543 | 24,888,671 | 2,397,592 | 10.7% |
| Total Ope | erating Increase (Decrease) | (1,277,000) | (836,997) | 936,640 | 2,213,640 | -173.3% |
| Modified | Cash Flow | | | | | |
| | Add Back Depreciation | 1,468,743 | 1,468,743 | 1,501,212 | 32,469 | 2.2% |
| | Less Capital Expenditures | (384,543) | (384,543) | (403,770) | (19,227) | 5.0% |
| | Less Debt Service | (373,431) | (373,431) | (334,901) | 38,530 | -10.3% |
| Net Chan | ge | (566,231) | (126,228) | 1,699,181 | 2,265,412 | -400.1% |
| | | 566,230 | 214,628 | | | |
| | | Anticipated Budget Stabilization/Reserves | Anticipated Budget Stabilization | | | |
| | | | | | | |

UNIVERSITY of MAINE at PRESQUE ISLE

Remainder Stabilization from FY23 (brought forward to FY24) = 691,963 We are providing an estimate of CH for Spring 2 and Summer 1.

Budget Priorities including New Teaching Faculty



Traditional Program

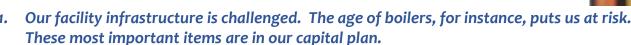
- 1. Funded through a Davis Grant, our faculty are reviewing and redefining the curriculum for General Education. A goal is to reduce the number of overall course offerings in General Education (lessening by $\frac{1}{3}$) and increase average class sizes, while also ensuring the relevancy of the curriculum. This has been a three year project.
- 1. We are compiling a listing of disciplines where new faculty are needed in order to fulfill the educational needs of our students in both Your Pace and the Traditional Curriculum. New Faculty needs (FT and Adjunct) will be prioritized before any action is taken.
- New faculty may include UMPI hires or faculty from within UMS (whose teaching loads allow for a transfer of effort) or it may include faculty from outside UMS, depending upon demand.
- 1. A commitment to academic excellence will require a significant effort to understand and define the use of AI in defining, building and delivering coursework while teaching our students to honor the submission of their original work.

UNIVERSITY of MAINE at PRESQUE ISLE

Administrative/Operational Budget Priorities including Staged Growth in Staffing

Traditional Program and Facilities

- 1. Marketing to define our strengths and building student participation in programs where enrollment lags.
 - a. Building an Allied Health Grouping: Nursing, MLT and PTA
 - b. Installing the Dental Program (the Congressional Funding for this program is far less than needed for a successful start The budgeting was accomplished prior to the Pandemic. All of the requirements for air handling and environmental controls have changed and are much more expensive.)
- 1. Building alliances with other UMS campuses to share programs and teaching faculty.



1. A constant review of staffing demand based on the total number of students being served.

New hires are designed to provide capacity based on a growing student population.

UNIVERSITY of MAINE at PRESQUE ISLE

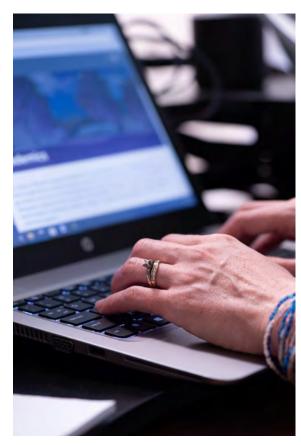




Budget Priorities including New Teaching Faculty

Your Pace Program

- 1. Because the time frame of Your Pace is compressed by comparison to traditional teaching semesters, we must be nimble in training, hiring and building teams of faculty to teach in all disciplines. The modality and delivery of class materials is vastly different than the traditional teaching methods.
- We have defined a maximum load for our faculty who were hired to teach, primarily, in the traditional classroom standard. We must now develop pathways by which faculty at UMPI and other institutions instruct within the competency modality through traditional credit equivalencies.
- Designing/building and delivering new programs (Graduate programming, CyberSecurity, Psychology, Certificate Programs for K-12 Teachers, MHRTC, etc).
- We are required, for the integrity of the educational program, to identify both the successful and appropriate delivery of the curriculum while also providing verification of educational excellence in student material submitted to meet milestones. Al is a central element to this challenge.



UNIVERSITY of MAINE at PRESQUE ISLE

Administrative/Operational Budget Priorities including Staged Growth in Staffing

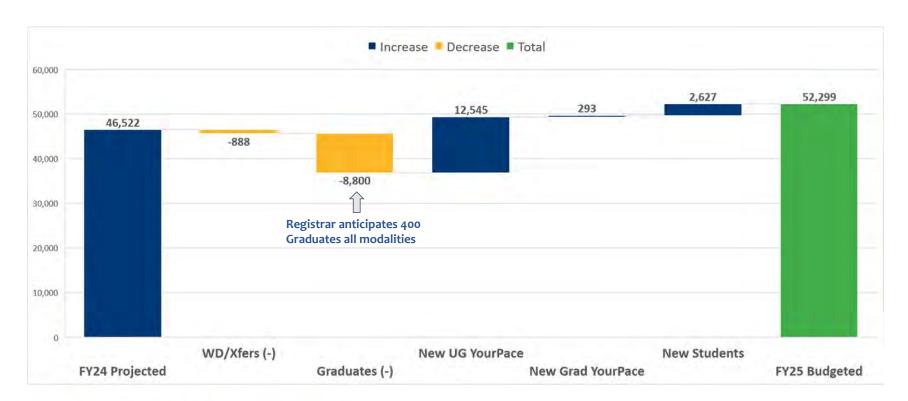


Your Pace Program and Operational Structure

- 1. A constant review of staffing demand based on the total number of students being served. New hires are designed to provide capacity based on a growing student population
- 1. We have added or are adding approximately 16 staff along with a \$400,000 marketing plan to fulfill these responsibilities and to take the place of AP operations. In doing that we have built capacity across all the operational departments which support the Program and which support our Traditional Program as well.

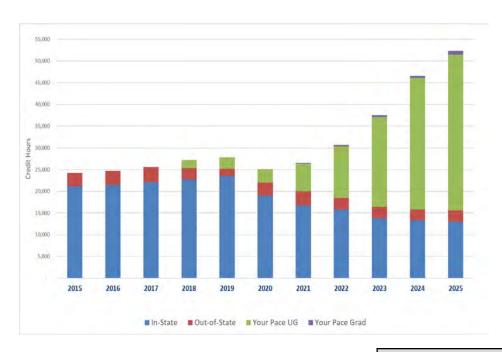
UNIVERSITY of MAINE at PRESQUE ISLE

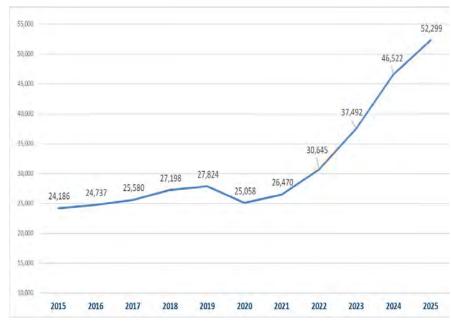
Enrollment Projections and Strategies- Credit Hours Excludes Early College



UNIVERSITY of MAINE at PRESQUE ISLE

Enrollment Projections and Strategies - 10 year credit hour history (Excludes Early College)





UNIVERSITY of MAINE at PRESQUE ISLE

In-State 10 Year Change -47.0%
Out-of State 10 Year Change 43.5%
Your Pace 7 Year Change 1316.8%
Total 10 Year Change 75.5%

Enrollment Projections and Strategies - IR Enrollment Form- "Placido" Summary

| | System | n IR 2024-25 | Projected Cr | Campus 2024-25 Projections | | | | |
|----------------------------------|--------|--------------|--------------|----------------------------|--------|--------|--------|--------|
| | Summer | Fall | Spring | Total | Summer | Fail | Spring | Total |
| Early College | 200 | 3,975 | 1,846 | 6,021 | 200 | 3,975 | 1,846 | 6,021 |
| Undergraduate | | | | | | | | |
| In-State Total | 720 | 4,848 | 4,667 | 10,235 | 720 | 4,848 | 4,667 | 10,235 |
| Out-of-State/International Total | 110 | 1,292 | 1,257 | 2,658 | 110 | 1,292 | 1,257 | 2,658 |
| Canadian Total | 251 | 1,304 | 1,170 | 2,724 | 251 | 1,304 | 1,170 | 2,724 |
| Total | 1,280 | 11,418 | 8,940 | 21,638 | 1,280 | 11,418 | 8,940 | 21,638 |
| Total (Excluding Early College) | 1,080 | 7,443 | 7,094 | 15,617 | 1,080 | 7,443 | 7,094 | 15,617 |

Explanation for Change

UMPI agrees with the System IR Projections



UNIVERSITY of MAINE at PRESQUE ISLE



Comprehensive Direct Admissions Program and Opportunity for Alliances

 Review of basic demographic information & GPA to be able to offer direct Admissions to eligible High School Seniors who are Early College Students

CURRENT:

- Offered to Early College students
- Partnership with Aroostook County Guidance Counselors
- No marketing plan as all students are Early College students and already associated with UMS.

GROWTH:

- Potential for growth with TRIO
- MOU's in progress with 12 Maine High Schools
 - O Mount Abram, Monmouth, Hall Dale, Sumner, Mattanawcook, Baxter, Winslow, Portland, Massabesic, Lewiston, Fort Kent, Caribou
- With marketing could reach greater population of students

UNIVERSITY of MAINE at PRESQUE ISLE

Residence Halls and Capacity

Our capacity is 253 students in residence. In order to prompt that growth we need to capture more of:

- new out of state students (who are primarily athletes)
- students who are on campus for unique short-term program needs (MLT for instance)
- students who are continuing on campus to do their masters in Your Pace

We have changed occupancy opportunities to allow for more singles (what students have asked for).

We need to continue to market the value of living on campus vs living in an apartment downtown.

Currently at 168 in Residence and on Dining Plan (which is under budget). We need 221 in residence to break even with dining.

UNIVERSITY of MAINE at PRESQUE ISLE

| | Doubles | Singles | RA | Handicap Accessible |
|----------------|---------|---------|----|----------------------|
| Merriman | | | | |
| 1st Floor | 1 | 2 | 1 | |
| 2nd Floor | 11 | 4 | 2 | |
| 3rd Floor | 11 | 4 | 2 | |
| Emerson | | | | |
| 1st Floor | 8 | 7 | 1 | 2 (4 capacity total) |
| 2nd Floor | 21 | 5 | 2 | |
| 3rd Floor | 21 | 5 | 2 | |
| Park | | | | |
| Ground Floor | 0 | 0 | 0 | |
| 1st Floor | 5 | 4 | 1 | |
| 2nd Floor | 12 | 3 | 1 | |
| 3rd Floor | 10 | 2 | 1 | |
| Total Rooms | 100 | 36 | 13 | 4 |
| Total Capacity | 200 | 36 | 13 | 4 |
| | Total: | 253 | | |





Tuition and Fees Recommendations

| | FY24 | FY25 | \$ | % |
|---------------------------|---------------|---------------|-----|------|
| In-State | 252 per CH | 260 per CH | 8 | 3.2 |
| Out-of-State/NEBHE | 429 per CH | 442 per CH | 14 | 3.3 |
| Canadian | 252 per CH | 260 per CH | 8 | 3.2 |
| Dual Enrollment | 145 per CH | 145 per CH | 0 | 0 |
| YourPace UG | 1,500/session | 1,700/session | 200 | 13.3 |
| YourPace Grad | 2,150/session | 2,350/session | 200 | 9.3 |
| Unified Fee/CH | 32 | 34 | 2 | |
| Technology Fee/CH | 10 | 12 | 2 | |
| Student Activity Fee (PT) | 85 | 88 | 3 | |
| Student Activity Fee (FT) | 170 | 176 | 6 | |

This increase for Your Pace will help to cover the University services the students are requesting: academic support services & career services. Even with this increase we remain the lowest cost opportunity among our competition.



UNIVERSITY of MAINE at PRESQUE ISLE

Program Fees by Discipline

| General Course Category | Count of FY25 | Sur | n of FY25 | Ave | erage of Fees |
|-------------------------|---------------|-----|-----------|-----|---------------|
| Art History | 6 | \$ | 300 | \$ | 50 |
| Arts | 13 | \$ | 580 | \$ | 45 |
| Athletic Training | 5 | \$ | 150 | \$ | 30 |
| Biology | 11 | \$ | 330 | \$ | 30 |
| Ceramics | 6 | \$ | 600 | \$ | 100 |
| Chemistry | 5 | \$ | 150 | \$ | 30 |
| Design | 5 | \$ | 250 | \$ | 50 |
| Drawing | 3 | \$ | 150 | \$ | 50 |
| Drawing | 2 | \$ | 100 | \$ | 50 |
| Ecology | 3 | \$ | 60 | \$ | 20 |
| Education | 2 | \$ | 240 | \$ | 120 |
| Geology | 4 | \$ | 120 | \$ | 30 |
| Health Education | 1 | \$ | 30 | \$ | 30 |
| Medical Lab Tech | 6 | \$ | 1,200 | \$ | 200 |
| Painting | 5 | \$ | 210 | \$ | 42 |
| Photography | 3 | \$ | 150 | \$ | 50 |
| Physical Education | 4 | \$ | 210 | \$ | 53 |
| Physical Therapy | 4 | \$ | 380 | \$ | 95 |
| Recreation | 5 | \$ | 410 | \$ | 82 |
| Sculpture | 3 | \$ | 150 | \$ | 50 |
| Grand Total | 97 | \$ | 5,770 | \$ | 59 |



UNIVERSITY of MAINE at PRESQUE ISLE

YourPace Tuition Comparison

| University Name | State | Modality | Credits UG | Published Rate | Estimated Total Cost |
|-------------------------------------|-------|----------|------------|---|---|
| | | | | "Based on 3 ea 3 CH classes each session | "Assuming no credits transferred in/no financial aid applied/all 'in state rates' |
| University of Maine at Presque Isle | ME | Online | 120 | \$1500/session* | 19,995 |
| Western Governor's University | UT | Online | 120 | 238/CH | 28,600 |
| Granite State College | NH | Online | 120 | 314/CH | 37,680 |
| Southern New Hampshire University | NH | Online | 120 | 330/CH | 39,600 |
| Purdue Global | IN | Online | 120 | 371/CH | 44,520 |
| Husson University | ME | Online | 120 | 398/CH | 47,760 |
| University of Phoenix | AZ | Online | 120 | 398/CH | 47,760 |
| Bay Path University | MA | Online | 120 | 410/CH | 49,200 |
| Grand Canyon University | AZ | Online | 120 | 485/CH | 58,200 |
| Walden University | MN | Online | 120 | 502/CH | 60,273 |
| Strayer University | VA | Online | 120 | 508/CH | 60,960 |
| DeVry University | IL | Online | 120 | 514/CH | 61,680 |
| Capella University | MN | Online | 120 | 357/CH | 69,490 |
| Arizona State University - Tempe | AZ | Online | 120 | \$700/CH | 84,000 |

UNIVERSITY of MAINE at PRESQUE ISLE

Who are our Students (Traditional and Non Traditional)?

UMPI Headcount Enrollment by Student Type and Race/Ethnicity (as of Fall Census, October 15)

| | OWN Frieddebune Embinnene | y staucin | i i ypc unu | nucc/ Etili | nerty (as o | run cens | us, octobe | 1 13) | |
|--------------------|---------------------------------|-----------|-------------|-------------|-------------|-----------|------------|---------|----------|
| | | | | | | | % of | 1-year | 5-year |
| Student Type | Race/Ethnicity | Fall 2019 | Fall 2020 | Fall 2021 | Fall 2022 | Fall 2023 | Subtotal | Change | Change |
| Traditional* | White | 713 | 699 | 614 | 558 | 491 | 70.1% | -12.0% | -31.1% |
| | Black/African American | 25 | 26 | 17 | 22 | 22 | 3.1% | 0.0% | -12.0% |
| | Hispanic/Latino | 30 | 42 | 37 | 32 | 33 | 4.7% | 3.1% | 10.0% |
| | Asian | 4 | 5 | 3 | 3 | 3 | 0.4% | 0.0% | -25.0% |
| | American Indian/Alaska Native | 17 | 9 | 10 | 15 | 14 | 2.0% | -6.7% | -17.6% |
| | Native Hawaiian/Pacific Islande | 1 | 2 | 1 | 2 | 0 | 0.0% | -100.0% | -100.0% |
| | US Nonresident | 39 | 41 | 63 | 72 | 88 | 12.6% | 22.2% | 125.6% |
| | Two or More Races | 19 | 22 | 25 | 24 | 22 | 3.1% | -8.3% | 15.8% |
| | Unspecified | 34 | 27 | 26 | 31 | 27 | 3.9% | -12.9% | -20.6% |
| | Subtotal | 882 | 873 | 796 | 759 | 700 | 100.0% | -7.8% | -20.6% |
| MEOnline (AP White | | 16 | 125 | 254 | 328 | 433 | 53.5% | 32.0% | 2606.3% |
| | Black/African American | 1 | 3 | 14 | 61 | 123 | 15.2% | 101.6% | 12200.0% |
| | Hispanic/Latino | 0 | 8 | 14 | 43 | 108 | 13.3% | 151.2% | N/A |
| | Asian | 1 | 2 | 5 | 14 | 23 | 2.8% | 64.3% | 2200.0% |
| | American Indian/Alaska Native | 0 | 5 | 6 | 4 | 6 | 0.7% | 50.0% | N/A |
| | Native Hawaiian/Pacific Islande | 0 | 0 | 0 | 0 | 2 | 0.2% | N/A | N/A |
| | US Nonresident | 0 | 0 | 10 | 20 | 49 | 6.1% | 145.0% | N/A |
| | Two or More Races | 2 | 5 | 7 | 16 | 31 | 3.8% | 93.8% | 1450.0% |
| | Unspecified | 1 | 1 | 8 | 18 | 34 | 4.2% | 88.9% | 3300.0% |
| | Subtotal | 21 | 149 | 318 | 504 | 809 | 100.0% | 60.5% | 3752.4% |
| Total | White | 729 | 824 | 868 | 886 | 924 | 61.2% | 4.3% | 26.7% |
| | Black/African American | 26 | 29 | 31 | 83 | 145 | 9.6% | 74.7% | 457.7% |
| | Hispanic/Latino | 30 | 50 | 51 | 75 | 141 | 9.3% | 88.0% | 370.0% |
| | Asian | 5 | 7 | 8 | 17 | 26 | 1.7% | 52.9% | 420.0% |
| | American Indian/Alaska Native | 17 | 14 | 16 | 19 | 20 | 1.3% | 5.3% | 17.6% |
| | Native Hawaiian/Pacific Islando | 1 | 2 | 1 | 2 | 2 | 0.1% | 0.0% | 100.0% |
| | US Nonresident | 39 | 41 | 73 | 92 | 137 | 9.1% | 48.9% | 251.3% |
| | Two or More Races | 21 | 27 | 32 | 40 | 53 | 3.5% | 32.5% | 152.4% |
| | Unspecified | 35 | 28 | 34 | 49 | 61 | 4.0% | 24.5% | 74.3% |
| | Total | 903 | 1,022 | 1,114 | 1,263 | 1,509 | 100.0% | 19.5% | 67.1% |

UNIVERSITY of MAINE at PRESQUE ISLE

| | | | ., | ic type un | a Age nang | 5c (45 01 1 c | census, | October 1 | -, |
|--------------|-------------|-----------|-----------|------------|------------|---------------|------------------|------------------|--------|
| Student Type | Age Range | Fall 2019 | Fall 2020 | Fall 2021 | Fall 2022 | Fall 2023 | % of Subtotal | 1-year Change | 5-year |
| Fraditional* | Under 18 | 6 | 2 | 4 | 3 | 11 | 1.6% | 266.7% | 83.3% |
| | 18 - 19 | 274 | 284 | 239 | 181 | 157 | 22.4% | -13.3% | -42.7% |
| | 20 - 21 | 197 | 213 | 223 | 206 | 170 | 24.3% | -17.5% | -13.7 |
| | 22 - 24 | 123 | 112 | 111 | 114 | 119 | 17.0% | 4.4% | -3.39 |
| | 25 - 29 | 87 | 86 | 79 | 80 | 67 | 9.6% | -16.3% | -23.0 |
| | 30 - 34 | 60 | 55 | 48 | 48 | 52 | 7.4% | 8.3% | -13.3 |
| | 35 - 39 | 35 | 39 | 25 | 46 | 43 | 6.1% | -6.5% | 22.9 |
| | 40 - 49 | 58 | 49 | 49 | 53 | 54 | 7.7% | 1.9% | -6.9 |
| | 50 - 64 | 37 | 26 | 14 | 22 | 21 | 3.0% | -4.5% | -43.2 |
| | 65 and Over | 5 | 7 | 4 | 6 | 6 | 0.9% | 0.0% | 20.0 |
| | Unknown | 0 | 0 | 0 | 0 | 0 | 0.0% | N/A | N/A |
| | Subtotal | 882 | 873 | 796 | 759 | 700 | 100.0% | -7.8% | -20.6 |
| MEOnline (AP | Under 18 | 0 | 0 | 1 | 0 | 0 | 0.0% | N/A | N/ |
| | 18 - 19 | 0 | 5 | 8 | 5 | 0 | 0.0% | -100.0% | N/ |
| | 20 - 21 | 0 | 7 | 13 | 33 | 43 | 5.3% | 30.3% | N/ |
| | 22 - 24 | 3 | 16 | 21 | 45 | 78 | 9.6% | 73.3% | 2500. |
| | 25 - 29 | 8 | 37 | 54 | 88 | 165 | 20.4% | 87.5% | 1962. |
| | 30 - 34 | 2 | 18 | 59 | 91 | 130 | 16.1% | 42.9% | 6400. |
| | 35 - 39 | 1 | 21 | 51 | 80 | 126 | 15.6% | 57.5% | 12500 |
| | 40 - 49 | 7 | 24 | 73 | 113 | 184 | 22.7% | 62.8% | 2528 |
| | 50 - 64 | 0 | 20 | 36 | 48 | 80 | 9.9% | 66.7% | N/ |
| | 65 and Over | 0 | 1 | 1 | 1 | 3 | 0.4% | 200.0% | N/ |
| | Unknown | 0 | 0 | 1 | 0 | 0 | 0.0% | N/A | N/ |
| | Subtotal | 21 | 149 | 318 | 504 | 809 | 100.0% | 60.5% | 3752. |
| otal | Under 18 | 6 | 2 | 5 | 3 | 11 | 0.7% | 266.7% | 83.3 |
| | 18 - 19 | 274 | 289 | 247 | 186 | 157 | 10.4% | -15.6% | -42. |
| | 20 - 21 | 197 | 220 | 236 | 239 | 213 | 14.1% | -10.9% | 8.1 |
| | 22 - 24 | 126 | 128 | 132 | 159 | 197 | 13.1% | 23.9% | 56.3 |
| | 25 - 29 | 95 | 123 | 133 | 168 | 232 | 15.4% | 38.1% | 144. |
| | 30 - 34 | 62 | 73 | 107 | 139 | 182 | 12.1% | 30.9% | 193. |
| | 35 - 39 | 36 | 60 | 76 | 126 | 169 | 11.2% | 34.1% | 369. |
| | 40 - 49 | 65 | 73 | 122 | 166 | 238 | 15.8% | 43.4% | 266. |
| | 50 - 64 | 37 | 46 | 50 | 70 | 101 | 6.7% | 44.3% | 173. |
| | 65 and Over | 1 | 8 | 5 | 7 | 9 | 0.6% | 28.6% | 80.0 |
| | Unknown | 0 | 0 | 1 | 0 | 0 | 0.0% | N/A | N/ |
| | Total | 903 | 1,022 | 1,114 | 1,263 | 1,509 | 100.0% | 19.5% | 67.1 |

^{*} Includes all students who had a tuition residency other than MEOnline (AP).

Produced by Robert Zuercher@maine.edu on February 28, 2024.

And Where do they come from?

Headcount of In-State Students by County and Student Type Traditional** MEOnline (AP) Total Headcount Headcount % of Total Headcount County % of Total % of Total 13 2.5% 19 2.6% Androscoggin 6 2.8% 300 Aroostook 58.0% 60 27.6% 360 49.0% Cumberland 18 27 12.4% 45 3.5% 6.1% Franklin 3 8 0.6% 2.3% 1.1% Hancock 15 2.9% 1.8% 19 2.6% Kennebec 16 12 5.5% 28 3.8% 3.1% 6 14 1.9% Knox 1.2% 8 3.7% Lincoln 3 0.6% 0 0.0% 3 0.4% Oxford 9 1.7% 8 3.7% 17 2.3% Penobscot 50 27 77 9.7% 12.4% 10.5% 12 5 17 Piscataquis 2.3% 2.3% 2.3% Sagadahoc 6 1.2% 1.8% 10 1.4% 11 2.8% 17 2.3% Somerset 2.1% Waldo 11 2.1% 1.8% 15 2.0% 45 Washington 31 6.0% 14 6.5% 6.1% York 12 2.3% 26 12.0% 38 5.2% Unknown 0.5% 0.3% 1 0.2% 1

all 2023 UMPI Headcount Enrollment by Original Home Address* (as of Fall Census, October 1

*Original home address is the earliest effective-dated "HOME" address on file for the student and can differ from tuition residency.

217

100.0%

734

100.0%

UNIVERSITY of MAINE at PRESQUE ISLE

100.0%

517

Total

Headcount of Out-of-State Students by State and Student Type

| | Traditional** | | | ne (AP) | Total | | |
|----------------|---------------|------------|-----------|------------|-----------|------------|--|
| State | Headcount | % of Total | Headcount | % of Total | Headcount | % of Total | |
| California | 7 | 7.5% | 68 | 12.3% | 75 | 11.6% | |
| New York | 10 | 10.8% | 57 | 10.3% | 67 | 10.4% | |
| Texas | 7 | 7.5% | 54 | 9.8% | 61 | 9.5% | |
| Florida | 16 | 17.2% | 33 | 6.0% | 49 | 7.6% | |
| Washington | 2 | 2.2% | 27 | 4.9% | 29 | 4.5% | |
| Massachusetts | 9 | 9.7% | 23 | 4.2% | 32 | 5.0% | |
| Virginia | 2 | 2.2% | 19 | 3.4% | 21 | 3.3% | |
| North Carolina | 2 | 2.2% | 19 | 3.4% | 21 | 3.3% | |
| Pennsylvania | 6 | 6.5% | 18 | 3.3% | 24 | 3.7% | |
| New Hampshire | 8 | 8.6% | 17 | 3.1% | 25 | 3.9% | |
| Other States | 24 | 25.8% | 217 | 39.3% | 241 | 37.4% | |
| Total | 93 | 100.0% | 552 | 100.0% | 645 | 100.0% | |

Headcount of International Students by Country and Student Type

| | Traditi | onal** | MEOnli | ne (AP) | Total | | |
|---------------------|-----------|------------|-----------|------------|-----------|------------|--|
| Country | Headcount | % of Total | Headcount | % of Total | Headcount | % of Total | |
| Canada | 75 | 83.3% | 15 | 37.5% | 90 | 69.2% | |
| China | 9 | 10.0% | 13 | 32.5% | 22 | 16.9% | |
| Saudi Arabia | 0 | 0.0% | 2 | 5.0% | 2 | 1.5% | |
| Australia | 1 | 1.1% | 1 | 2.5% | 2 | 1.5% | |
| Spain | 1 | 1.1% | 1 | 2.5% | 2 | 1.5% | |
| Antigua and Barbuda | 1 | 1.1% | 1 | 2.5% | 2 | 1.5% | |
| Other Countries | 3 | 3 3.3% 7 | | 17.5% | 10 | 7.7% | |
| Total | 90 | 100.0% | 40 | 100.0% | 130 | 100.0% | |

^{**} Includes all students who had a tuition residency other than MEOnline (AP). Produced by Robert.Zuercher@maine.edu on February 28, 2024.

Currently in Progress

Approved by FFT/Board with

Need Additional Bond Funding for Deferred Maintenance Fundraising & Grants

December Start

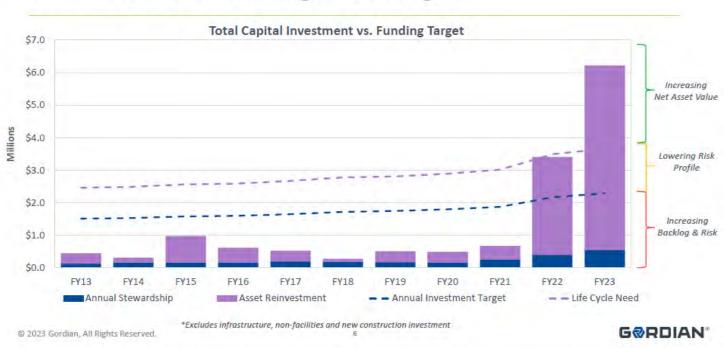
Capital Plans/Needs

| | Unified Accreditation | Strategic Plan | Master Plan | Gordian Evaluation | Infrastructure Demand | Immediacy 1 Year | 3-5 Years | Far Future | Project Cost | Funding Source | Notes |
|--|--------------------------|-------------------|----------------|-----------------------|--------------------------|---------------------|-----------|------------|---------------------------|---|---|
| Wieden Athletic Hall | х | x | | x | x | x | | | 7,200,000 | Mixture: Bond, Donations and Borrowing | Nearing completion |
| Park Hall | x | x | x | x | | x | x | | 667,000 | DM Bond | Punch list competed |
| Emerson Hall | x | x | x | x | | x | x | | 920,000 | DM Bond | One more summer to complete |
| Merriman Hall | × | x | x | x | | | x | | 800,000 | | Final residence hall to address- needs same treatment as Emerson by no new roof required |
| Kelley Commons: Dining Area | х | x | x | x | | x | | | 750,000 | Self funded and external borrowing | Will be accomplished between semesters during FY24 |
| Campus Center Boilers | х | x | x | x | X | x | | | 1,500,000 | | Will fail if we don't replace quickly |
| Blackboard Connected Exterior Locks for All Buildings | | × | x | | x | x | | | 1,500,000 | Request for Congressional Earmark | Active shooters right across the street from UMPI- no way to lock down campus |
| Paving and Sidewalk Repairs | - | x | x | x | x | x | | | 1,000,000 | | Piecemeal repairs and need to address the whole campus |
| Gauvin Auditorium | x | × | | x | x | | x | | 8,000,000 - 10,000,000 | | We have no large gathering location outside our Athletic facilities. Our community relationship is dependent upon a shared use of the theater. |
| Multi Purpose Turf Field | x | × | x | | x | x | x | | 6,000,000- 8,000,000 | | Our recruiting of Athletes is all important to our successful residential program |

UNIVERSITY of MAINE at PRESQUE ISLE

Capital Plans/Needs: Sightlines

UMPI Performance Against Target



UNIVERSITY of MAINE at PRESQUE ISLE

E an education

UMS Strategic Plan and UMPI Alignment

Principles that quide us(UMS SP Commitment/Goal followed by UMPI action/initiative):

Commitment 1: We help ensure the UMS serves that state of Maine, its constituents, and its economy through world-class research, teaching, and service.

UMPI's mission, vision, and values are student-centric in teaching, learning, service and research

- Vision: Fiercely dedicated to delivering opportunity to all.
- Mission: We inspire learners from near and far, of all ages and career stages, and support their personal journey toward the future they seek.
- 1. COMPETENCY EDUCATION: 1 SS 3: UMS will be a state leader national leader in adult degree completion, credentialing, industry certifications, and licensure preparation and SS 4: UMS will bring education to all learners regardless of where they are physically or in their educational journey
 - a. YourPace competency-based education (CBE) program has achieved national recognition and continues to expand enrollments both from Maine and, increasingly, nationally and internationally
 - b. Comprehensive national marketing campaign began January 15
 - c. Continually expanding programming to additional high-demand areas, both undergraduate and graduate
 - d. Collaborating with UMS institutions (e.g. UMFK, UMA) both in terms of faculty and delivery of the academic portfolio and achieve UMS goal of doubling fully online academic programs (4 OFL 2)
 - e. Share CBE expertise/best-practices with UMS institutions through instructional design support, student support services, and assurance of national and regional standards (4 OFL 1)

UNIVERSITY of MAINE at PRESQUE ISLE

UMS Strategic Plan and UMPI Alignment (cont)

- 2. 2 FS 1: Each university and Law School will propose a balanced budget for each fiscal year and conclude that year in balance.
 - a. Ensuring realistically achievable enrollment targets derived from historical enrollment trends and assessment of demographic conditions (FS 1.1) that allows us to succeed outside of our demographic limitations
 - b. Making bold and transparent decisions based on objective data that increases operational efficiency and leads to cost reductions, especially in regards to physical space (EIP 2) i.e. HHEC and Skyway
 - c. Finding alliances to share responsibilities with experts at other Universities in the System in regards to university operations (i.e., Financial Aid and Bursar operations with UM) (FS 3)
 - d. Expand the YourPace academic portfolio to programs offered at other UMS institutions to contribute new revenue streams to multiple institutions
- 2. 4 JEDI: Creating a sense of belonging in our System through our commitments to justice, equity, diversity, and inclusion, including opportunities for learning presented through multiple modalities
 - a. Ensuring representation on the university's DEI Council of all modalities of student learners as well as faculty/staff (4 JEDI 1)
 - b. Ensuring our programming, both on-ground and through YourPace, is accessible to underrepresented and underserved populations and that appropriate support services are available to all learners regardless of location (4 JEDI 2, 3 PTW 1))
 - c. Ensuring our Center of Teaching and Learning supports best teaching and learning practices to all programs in all modalities through nationally recognized standards (i.e., Quality Matters) and partners with faculty from other institutions (4 OFL 1 and 4 OFL 2)
- Commitment 1: Serve the state through research, teaching and service with goals of increasing persistence/degree completion (1 SS 2), incentivizing cross-university
 collaboration in research and scholarship (1 R 2), and making UMS a destination for attracting more in-state and out-of-state students (3 DIPHE 1)
 - a. Increasing functionality and use of EAB Navigate to all student-service units, including summer sessions
 - b. Continuing expansion of professional academic advising support to both traditional undergraduate and YourPace learners
 - c. Expand engagement with RLEs and Gateways to Success to ensure all students in all modalities in experiential learning (4 OFL 1.3) and engaging in research, innovation, and knowledge creation (1 R 1.4) throughout the entirety of their academic careers
 - d. Participating in multi-campus program hubs and cooperating departments (i.e., an expanded Health Services hub of programs for Aroostook County that includes nursing and dental through UMFK and UMA; the special education cooperating program with UMA and UMM)
 - e. Ensuring accessibility for all students through continuing Finish in Four "Free College" financial aid packaging, ADC campaigns for eligible Mainers (differentiated marketing campaigns for first-time and adult learners)

UNIVERSITY of MAINE at PRESQUE ISLE

Operating Efficiencies and other Fiscal and Energy Efficiencies

- Lessening our Footprint is primary in our plan for Operating Efficiencies - HHEC and Skyway Hall.
- Our solar field with two sided panels to capture sunlight year round and from both sides of the panels. We are offsetting \$50,000 to \$60,000 annually.
- An engineering plan to change boilers in Kelley Commons and move to propane support.
- Removing Wieden oil tanks.
- Verifying the lowest possible cost for fuel oil on the System energy contract.

With the Sale or Transfer of Houlton Higher Education Center and Skyway Hall:

Campus Total Sq Ft: 407,563

HHEC: 15,622

Skyway: 9,650

New Campus Total: 382,291

6.2% decrease in sq ft.

UNIVERSITY of MAINE at PRESQUE ISLE

an education that defies expectation.

Financial Aid: Success and Future Strategy

First year, First time awards

National Center for Education Statistics

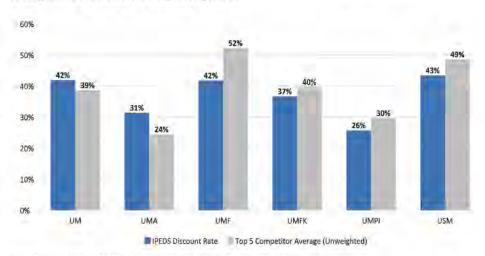
College Navigator from IPEDS

Insitutional grants or scholarships (financial year 2022)

| Name | # Awarded | Percent Awarded Aid | Avg Amount of Aid Awarded |
|-------------------------------------|-----------|------------------------|------------------------------|
| Maine Maritime Academy | 126 | 61% | \$7,671 |
| University of Maine | 2135 | 95% | \$9,520 |
| University of Maine at Augusta | 187 | 80% | \$3,658 |
| University of Maine at Farmington | 335 | 98% | \$5,387 |
| University of Maine at Fort Kent | 52 | 79% | \$4,890 |
| University of Maine at Presque Isle | 112 | 75% | \$3,230 |
| University of Southern Maine | 798 | 92% | \$6,368 |

UNIVERSITY OF MAINE SYSTEM - 2022-23 TUITION DISCOUNT REPORT

Figure 4. 2021-22 IPEDS Tuition Discount Rate Benchmarks for First-Time, Full-Time Degree-Seeking Undergraduates: UMS and Their Top 5 Competitors



Note: University of Maine at Machias is now reported to IPEDS under University of Maine.

UNIVERSITY of MAINE at PRESQUE ISLE

an education that defies expectation.

Reserves Balance including Plans to Rebuild

| | | | | UMPI Rese | erve Balance Hist | tory | | | | |
|-----------|--------------------------|-----------|-----------|-----------|-------------------|-----------|-----------|-----------|-----------|-----------|
| eral | | FY15 | FY16 | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 |
| e = | E&G Operations | (709,156) | (279,862) | (460,217) | 304,156 | (303,047) | (253,865) | (522,744) | (522,744) | (522,744) |
| 8 | E&G Maintenance | 938,385 | 278,827 | 278,827 | 0 | 0 | 0 | 0 | 0 | |
| | Capital Planning | 30,813 | 344,530 | 30,813 | 30,813 | 815,384 | 775,038 | 702,834 | 328,969 | 261,831 |
| tion | E&G Vehicle Replacement | 0 | 0 | 0 | 0 | 20,274 | 20,274 | 20,274 | 20,274 | 20,274 |
| ucational | Technology Fee | 82,377 | 82,377 | 82,377 | 0 | 0 | 0 | 0 | 0 | 0 |
| Ĕ | Gentile Hall | 259,067 | 259,067 | 259,067 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1000 | Early College | 0 | 0 | 0 | 0 | 0 | 29,465 | 37,116 | 0 | 0 |
| | Subtotal | 601,486 | 684,939 | 190,867 | 334,969 | 532,611 | 570,912 | 237,480 | (173,501) | (240,639) |
| - 5 | | FY15 | FY16 | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 |
| ie. | Residence and Dining Ops | 1,000,271 | 1,320,026 | 1,142,174 | 1,139,052 | 1,318,819 | 1,036,856 | 1,384,180 | 1,401,026 | 1,405,289 |
| × is | Bookstore | (531,789) | (596,289) | (647,372) | (630,862) | (705,251) | (752,702) | (809,154) | (847,583) | (845,572) |
| Ş. | Motor Pool | 26,589 | 52,001 | 56,863 | 61,665 | 56,918 | 35,372 | 10,557 | (11,341) | (17,614) |
| - 3 | Subtotal | 495,071 | 775,738 | 551,665 | 569,855 | 670,486 | 319,526 | 585,582 | 542,102 | 542,102 |
| | TOTAL | 1,096,557 | 1,460,677 | 742,532 | 904,824 | 1,203,097 | 890,438 | 823,062 | 368,601 | 301,463 |

From UMPI's FY25 surplus:

⅓ will be reinvested into Capital Projects

⅓ will be reinvested into E&G operations

⅓ will be reinvested into AUX Reserves

UNIVERSITY of MAINE at PRESQUE ISLE

an education that defies expectation.

Jenifer Cushman
President

Jonathan Henry
VP Marketing &
Enrollment

Buster Neel Interim CBO

Aili Robinson

Executive
Director of
Finance &
Administration

Joseph Szakas VP of Academic Affairs

FY2025 Budget Presentation

March 20, 2024



UNIVERSITY OF MAINE AT AUGUSTA

Fulfilling UMA's Statewide Mission

UMA transforms the lives of students of every age and background across the State of Maine and beyond through access to high-quality distance and on-site education, excellent student support and civic engagement, and innovative professional and liberal arts programs.



UMA Brand Pillars

- I. A Catalyst for Positive Change
- 2. Programs Designed for Today's Economy
- 3. An Education that Meets Students Where They Are
- 4. Champions of Diversity

FY2025 Overview

Favorable Factors

Larger spring '23 entering class

Retention over 80%

Graduate program growth

Transfers from MCCS expected

Solid demand for onsite programs, via employer partnerships

Sodexo partnership on Auxiliary

Strong fiscal ratios (composite & viability)

Unfavorable

Demographics + "non-consumers"

Higher wages – hot economy!

MCCS "free college" program

Mental health challenges

General inflation and soaring energy costs

National decline in perceived value of higher

education



FY2025 Proposed Budget Summary

Educational & General (E&G)

| Revenue | | 46,233,787 |
|----------|---------------|--------------|
| Expenses | | (45,405,465) |
| | Net Operating | 828,322 |

Modified Cash Flow

| Add Back Depreciation | 2,438,149 |
|-----------------------------|-------------|
| Less Capital & Debt Service | (1,745,595) |
| Total Modified Cash Flow | 692 554 |

FY2025 Total Net 1,520,876

Auxiliaries (AUX)

| Revenue | | 898,489 |
|----------|---------------|-------------|
| Expenses | _ | (1,296,713) |
| | Net Operating | (398,224) |

Modified Cash Flow

| Add Back Depreciation | 10,180 |
|-----------------------------|---------|
| Less Capital & Debt Service | (4,546) |
| Total Modified Cash Flow | 5,634 |

FY2025 Total Net (392,590)



\$1,128,286 Remaining for Strategic Investments

FY2025 Budget: E&G



| | FY2024 | FY2025 | \$ Change | % Change |
|-------------------------------|-------------|-------------|-----------|----------|
| Tuition & Fees | 21,915,564 | 24,003,640 | 2,088,076 | 9.5 |
| Less Waivers/Scholarships | (2,433,990) | (2,533,489) | (99,499) | 4.1% |
| Appropriation | 22,945,305 | 23,921,100 | 975,795 | 4.3% |
| Indirect Cost Recovery | 160,885 | 160,885 | - | 0.0% |
| Sale/Service/Other | 622,459 | 681,651 | 59,192 | 9.5% |
| Total E&G Revenue | 43,210,223 | 46,233,787 | 3,023,564 | 7.0% |
| Salaries, Wages & Benefits | 30,989,072 | 31,986,664 | 997,592 | 3.2% |
| Attirtion Expense | (1,442,818) | (1,442,818) | 1 | 0.0% |
| Fuel/Electricity | 833,006 | 896,475 | 63,469 | 7.6% |
| Supplies/Services | 1,740,436 | 1,826,711 | 86,275 | 5.0% |
| Shared Services | 5,081,487 | 4,996,083 | (85,404) | -1.7% |
| Travel | 230,760 | 266,252 | 35,492 | 15.4% |
| Maintenance & Alterations | 958,099 | 959,396 | 1,297 | 0.1% |
| Depreciation | 2,325,178 | 2,438,149 | 112,971 | 4.9% |
| Other Expense | 2,935,366 | 3,478,553 | 543,187 | 18.5% |
| Total E&G Expense | 43,650,586 | 45,405,465 | 1,754,879 | 4.0% |
| Operating Increase (Decrease) | (440,363) | 828,322 | 1,268,685 | -288.1% |
| Add Back Depreciation | 2,325,178 | 2,438,149 | 112,971 | 4.9% |
| Less Capital Expenditures | (1,305,955) | (1,370,784) | (64,829) | 5.0% |
| Less Debt Service | (287,453) | (374,811) | (87,358) | 30.4% |
| Net Change | 291,408 | 1,520,876 | 1,229,468 | 421.9% |

FY2025 Budget: Auxiliaries





| | FY2024 | FY2025 | \$ Change | % Change |
|-------------------------------|-----------|-----------|-----------|--------------|
| Dining & Residence | 707,604 | 922,208 | 214,604 | 30.3% |
| Less Waivers/Scholarships | (71,736) | (74,919) | (3,183) | 4.4% |
| Sale/Service/Other | 75,200 | 51,200 | (24,000) | -31.9% |
| Total E&G Revenue | 711,068 | 898,489 | 187,421 | 26.4% |
| Personnel Expense | 122,446 | 141,498 | 19,052 | 15.6% |
| Fuel/Electricity | 2,000 | 2,000 | - | 0.0% |
| Supplies/Services | 58,938 | 158,938 | 100,000 | 169.7% |
| Maintenance & Alterations | 11,000 | 15,000 | 4,000 | 36.4% |
| Depreciation | 10,692 | 10,180 | (512) | -4.8% |
| Other Expense | 802,093 | 969,097 | 167,004 | 20.8% |
| Total E&G Expense | 1,007,169 | 1,296,713 | 289,544 | 28.7% |
| Operating Increase (Decrease) | (296,101) | (398,224) | (102,123) | 34.5% |
| Add Back Depreciation | 10,692 | 10,180 | (512) | -4.8% |
| Less Capital Expenditures | - | (1,500) | (1,500) | |
| Less Debt Service | (5,999) | (3,046) | 2,953 | -49.2% |
| Net Change | (291,408) | (392,590) | (101,182) | 34.7% |

FY2025 Student Tuition and Fees

| Undergraduate Tuition Groups | FY24 Rate | Proposed FY25 Rate | Increase | % Change |
|---------------------------------|--------------|-----------------------|----------|----------|
| In-State & Canadian | \$252 | \$260 | \$8 | 3% |
| Non-Residential Online* | \$329 | \$390 | \$61 | 19% |
| Out-of-State & International | \$683 | \$703 | \$20 | 3% |
| Undergraduate NEBHE | \$430 | \$442 | \$12 | 3% |

*Increase Non-Residential Online from 125% to 150% of the In-State rate in FY25, then 160% in FY26 to align with the NEBHE rate.

| Mandatory Fees | FY24 Rate | Proposed FY25 Rate | Increase | % Change |
|----------------------|--------------|-----------------------|----------|----------|
| Unified Fee | \$33 | \$34 | \$1 | 3% |
| Web Online Fee | \$12 | \$12 | | |
| Student Activity Fee | \$2.25 | \$2.25 | | |

| Graduate Tuition Groups | FY24 Rate | Proposed FY25 Rate | Increase | % Change |
|-------------------------|--------------|-----------------------|----------|----------|
| In-State & Canadian | \$445 | \$458 | \$13 | 3% |
| Non-Residential Online | \$587 | \$605 | \$18 | 3% |
| Graduate NEBHE | \$757 | \$780 | \$23 | 3% |



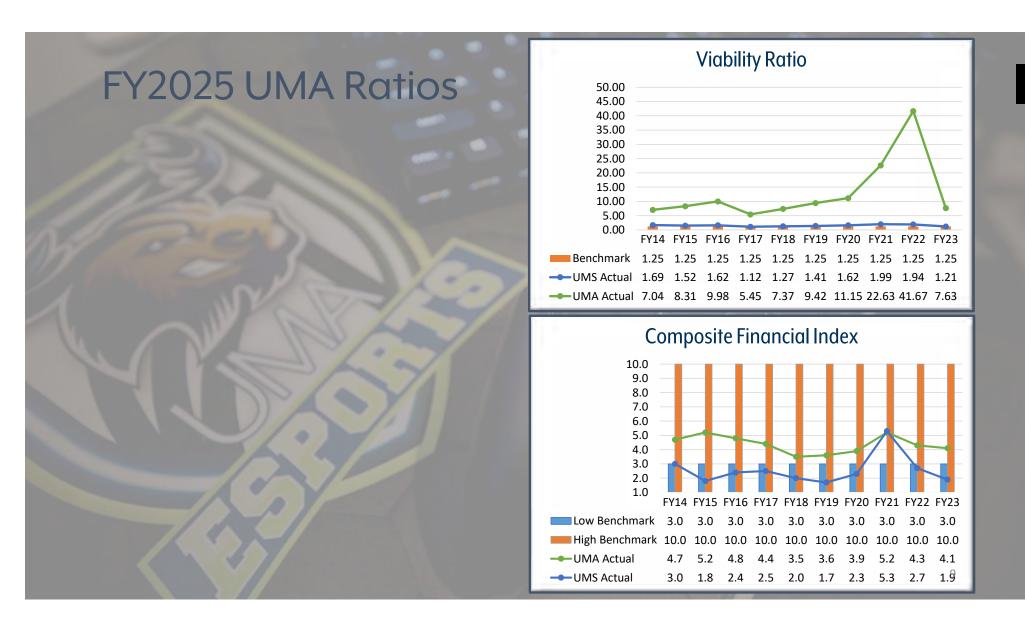
Program Fees and Differential Tuition

| Program Fees: charged per fall/spring semester | FY24 Charged | FY25 Proposed | Increase | Differential Tuition: charged per program credit hour | FY24 Charged | FY25 Proposed | Increase |
|--|-----------------|------------------|----------|---|-----------------|------------------|----------|
| Music | \$107 | \$128 | \$21 | Architecture (ARC) | \$186 | \$210 | \$24 |
| Nursing (Adv BSN) | \$928 | \$1,200 | \$118 | Computer Information Systems (CIS) | / / | \$25 | \$25 |
| Nursing (2 nd Year Admits) | | \$1,000 | \$1,000 | Data Science (DSC) | | \$25 | \$25 |
| Nursing (BSN) | \$632 | \$750 | \$272 | Cybersecurity (CYB) | // | \$55 | \$55 |
| Veterinary Technology (3-year AS) | \$457 | \$525 | \$91 | Information Systems Security (ISS) | / / | \$55 | \$55 |
| Veterinary Technology (4-year BS) | \$609 | \$700 | \$68 | Dental Hygiene (DEH) | \$600 | \$800 | \$200 |
| Education (first semester only) | \$400 | \$425 | \$25 | Dental Assisting (DEA) | \$100 | \$150 | \$50 |
| | | KY F | | Expanded Function Dental Assistant (EFDA) | \$100 | \$150 | \$50 |



Benefits:

- Consistency
- Transparency
- Veteran/Financial Aid Benefits
- Recover Actual Program Costs



FY2025 Academic and Budget Priorities

- Continued focus on workforce
 - MLT, Nursing, Dental
 - UMA Capital Center
 - Professional Development Opportunities
- Community partnerships
 - BIW, Maine Municipal Association, Community Policing
 - Community Colleges
- Prisoner Education Program
 - · Recently Released
 - Washington County CC



- Aviation
 - Unmanned Aerial Systems, Aviation Maintenance Technician School,
 - FAA Brunswick, VR flight simulation
 - Partner Investments Brunswick, Bangor
- Early College Pipelines
 - Architecture, Flight Academy
- Online Degree Completion
 - Meta-majors, Math Pathways
- FY24 Priorities Realized
 - Data Visualization & Representation
 - Dental Assisting Lewiston
 - FAA Part 61 Private Pilot
 - Learning Materials ADA Compliant
 - US News and World Report Ranking Improvement

- BA Music Technology
- Graduate Program
 Development
 - MS Architecture, MAT Whole Child Education
- Initiatives
 - Transfer Process Improvement
 - Al Integration
 - Landmark College Partnership



Differentiation: The Future of Higher Ed.

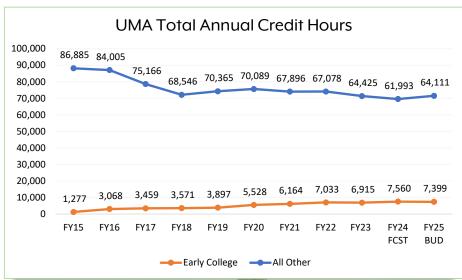


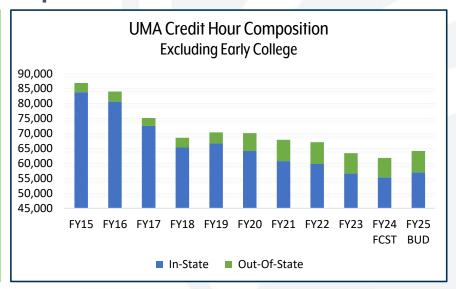
ConnectED Conference Colorado, January 2024

System Enrollment Form

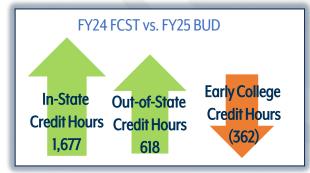
| Student Level, Tuition Residency, Cumulative | 2023-24 Ad | tual & Proj | Credit Hours | System | IR 2024-25 P | rojected Cre | dit Hours | Campus 2024-25 Projections | | ns | | |
|--|---------------|-------------|--------------|--------|--------------|--------------|-----------|----------------------------|--------|--------|--------|---|
| Credits | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | Fall (Actual) | Spring | Total | Summer | Fall | Spring | Total | Summer | Fall | Spring | Total | Explanation for Change |
| | | | | | | | | | | | | - |
| | | | | | | | | | | | | |
| Early College | 5,358 | 1,779 | 7,137 | 309 | 5,894 | 1,957 | 8,160 | 263 | 5,393 | 1,743 | 7,399 | No change from FY2024. System model overprojected EC pattern |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| Undergraduate | | | | | | | | | | | | |
| In-State Total | 24,455 | 22,752 | 47,207 | 6,764 | 23,276 | 22,439 | 52,479 | 6,719 | 27,075 | 22,532 | 56,326 | |
| New | | 2,625 | | | 6,323 | 2,625 | | | 7,740 | 2,790 | 10,530 | Fall = 6140 IS + 1600 waterfall. Spring = 2650 + 140 waterfall |
| Returning from Fall | 23,261 | 17,889 | | | 12,744 | 17,530 | | | 14,890 | 17,530 | 32,420 | Fall new/ret (22630) w/ 84% retention (19009) minus Dec. grads (-1479) |
| Returning from Other Prior Term | | 1,129 | | | 3,049 | 1,129 | | | 3,064 | 1,072 | 4,136 | Estimates based on readmit patterns |
| Non-Degree | 1,149 | 1,070 | | | 1,116 | 1,116 | | | 1,281 | 1,060 | 2,341 | flat against fall 23 |
| Crosscampus | 45 | 39 | | | 45 | 39 | | | 100 | 80 | 180 | less x-campus demand in spring |
| Out-of-State/International Total | 2,367 | 2,335 | 4,702 | 726 | 2,280 | 2,244 | 5,250 | 683 | 2,731 | 2,276 | 5,690 | Increase in new students and athletes |
| New | | 324 | | | 673 | 324 | | | 740 | 344 | | Fall = 640 + 100 waterfall, spring = 256 + 88 waterfall |
| Returning | 2,263 | 1,802 | | | 1,189 | 1,711 | | | 1658 | 1709 | | Fall: 2100 x -6% = 1974 @ 84% = 1658, spring = 22215 x 9% (1999), @ 85.59 |
| Returning from Other Prior Term | | 93 | | | 308 | 93 | | | 250 | 100 | | Estimates based on readmit patterns |
| Non-Degree | 101 | 113 | | | 107 | 113 | | | 80 | 120 | | Estimates based on O/S non-degree demand |
| Crosscampus | 3 | 3 | | | 3 | 3 | | | 3 | 3 | | Flat against FY24 |
| Canadian Total | 75 | 74 | 149 | 74 | 102 | 108 | 284 | 74 | 102 | 108 | 284 | No changes |
| New | | 3 | | | 25 | 3 | | | 25 | 3 | | |
| Returning | 53 | 65 | | | 42 | 99 | | | 42 | 99 | | |
| Returning from Other Prior Term | | 1 | | | 5 | 1 | | | 5 | 1 | | |
| Non-Degree | 22 | 5 | | | 29 | 5 | | | 29 | 5 | | |
| Crosscampus | 0 | 0 | | | 0 | 0 | | | 0 | 0 | | |
| NEBHE Total | 469 | 399 | 868 | 102 | 465 | 411 | 978 | 91 | 363 | 303 | 757 | N.E. demographic decline - growth in O/S non-res web |
| New | | 21 | | | 142 | 21 | | | 106 | 16 | | |
| Returning | 454 | 364 | | | 289 | 377 | | | 220 | 287 | | |
| Returning from Other Prior Term | | 6 | | | 20 | 6 | | | 15 | 5 | | |
| Non-Degree | 9 | 3 | | | 8 | 3 | | | 6 | 3 | | |
| Crosscampus | 6 | 4 | | | 6 | 4 | | | 5 | 3 | | |
| Graduate | | | | | | | | | | | | |
| In-State Total | 222 | 186 | 408 | 173 | 243 | 180 | 596 | 80 | 318 | 265 | 663 | 2+% growth new-admits, loading up of returning grad students |
| New | | 6 | | | 102 | 6 | | | 110 | 6 | | |
| Returning | 156 | 129 | | | 50 | 123 | | | 151 | 159 | | |
| Returning from Other Prior Term | | 12 | | | 13 | 12 | | | 14 | 13 | | |
| Non-Degree | 30 | 22 | | | 41 | 22 | | | 46 | 24 | | |
| Crosscampus | 36 | 18 | | | 36 | 18 | | | 40 | 20 | | |
| Out-of-State/International Total | 57 | 65 | 122 | 35 | 67 | 68 | 170 | 47 | 188 | 156 | 391 | 2+% growth new-admits, loading up of returning grad students |
| New | | 14 | | | 15 | 14 | | | 35 | 34 | | |
| Returning | 42 | 44 | | | 31 | 44 | | | 74 | 104 | | |
| Returning from Other Prior Term | | 0 | | | 5 | 3 | | | 13 | 7 | | |
| Non-Degree | 15 | 6 | | | 15 | 6 | | | 45 | 32 | | |
| Crosscampus | 0 | 0 | | | 0 | 0 | | | 0 | 0 | | |
| Total | 33,003 | 27,590 | 60,593 | 8,182 | 32,327 | 27,407 | 67,916 | 7,957 | 36,170 | 27,383 | 71,510 | |
| Total (Excluding Early College) | 27,645 | 25,811 | 53,456 | 7,873 | 26,433 | 25,450 | 59,756 | 7,694 | 30,777 | 25,640 | 64,111 | |

FY2025 10-Year Credit Hour Comparison

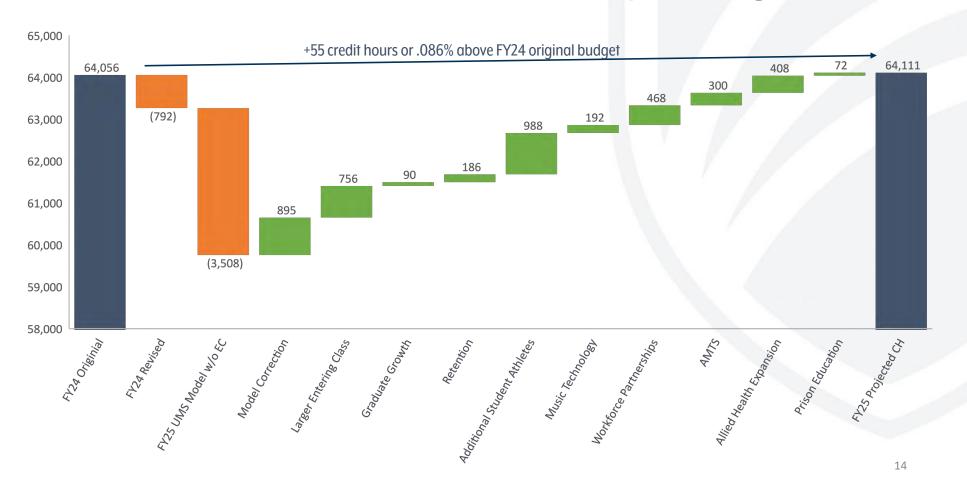








FY2025 Enrollment without Early College

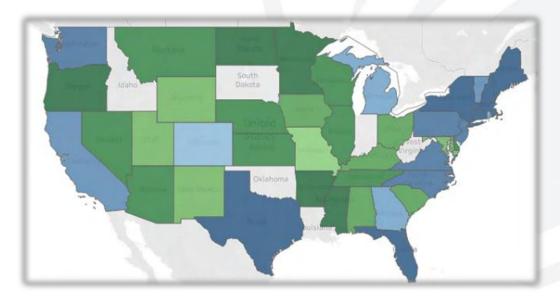




Expanding Our Reach



- Campus-based workforce programs attract traditional O/S students to residence halls
- Micro-digital campaigns for undergrad and grad programs
- Focus on on-line programs for out-of-state adults



FY2025 Room and Board Rates

| Room Type | Capacity | FY24 Rate | Proposed FY25 Rate | \$ Increase | % Increase |
|--------------------|----------|-----------|--------------------|-------------|------------|
| Single-Multi | 36 | \$3,957 | \$4,076 | \$119 | 2.9% |
| Double-Multi | 30 | \$3,275 | \$3,373 | \$98 | 2.9% |
| Studio | 14 | \$4,367 | \$4,498 | \$131 | 2.9% |
| Cleveland – Single | 16 | \$2,475 | \$2,549 | \$74 | 2.9% |
| Cleveland – Double | 4 | \$2,363 | \$2,434 | \$71 | 2.9% |
| Cleveland - Triple | 3 | \$2,250 | \$2,318 | \$68 | 2.9% |



| Plan | Meal Plan Dollars | FY24 Cost per Semester | FY25 Cost per Semester | Mandatory Meal Plans for Residents |
|--------------|-------------------|------------------------|------------------------|------------------------------------|
| Unlimited | \$ | \$2,500 | \$2,625 | Cleveland; Stevens/Erskine choice |
| 5 Meals/Week | \$500 | \$1,340 | \$1,407 | Stevens/Erskine choice |
| 50 Meals/Sem | \$50 | \$ | \$651 | Stevens/Erskine choice |

Demand is strong:

- Added 3rd Hall
- 100% occupancy fall 2023
- Disproportionally o/s athletes, and distinctive programs

Additional Opportunities:

- Best Western Civic Center (e.g., CMCC "Mustang Hall")
- UMaine UMA Bangor students
- USM LAC Dental students

FY2025 Capital Investments

| Project – E&G | Estimated Cost |
|------------------------------|----------------|
| Eastport Hall HVAC | \$300,000 |
| Augusta Roof Replacement | \$400,000 |
| Remove (2) Tennis Courts | \$40,000 |
| Texas Ave. Repairs | \$100,000 |
| Belfast Hall Emergency Exits | \$200,000 |
| Bangor Vehicle Chargers | \$68,330 |
| Eastport Hall Parking Lot | \$153,074 |
| Bangor Hall Envelope Repairs | \$100,000 |
| Total | \$1,361,404 |



| NAV Revenue Bonds Remaining | FY24 Est. Cost | FY25 Est. Cost |
|---|----------------|----------------|
| Belfast Hall – Windows, Restrooms | \$375,000 | |
| Jewett Hall – Physics Lab, Walkways, Repair | \$375,000 | |
| Farmhouse – Paint/Repair | | \$50,000 |
| Katz – Paint/Repair | | \$150,000 |
| Maintenance Shop Garage Doors, Gutters | | \$75,000 |
| Modular III - HVAC | | \$25,000 |
| Pottery Shop Roof | | \$35,000 |
| Robinson Hall – Windows, Paint, Repairs | | \$100,000 |
| Storage House – Doors, Roof | | \$15,000 |
| Total | \$750,000 | \$450,000 |
| | | |



Efficiencies – Operational and Energy



FY24 Initiatives:

- HVAC Improvements (approx. \$25,000 annual savings)
- LED Lights (approx. \$8,000 annual savings)
- Energy Audit TRANE & CPPM TBD
- Space Committee TBD
- Bangor Land Sale (\$160,000 sale price)

FY25 Plans

- Energy Audit Implementation (Unbudgeted strategic funds)
- Belfast Hall Window Replacement (\$375,000 NAV Bond)
- Continued HVAC Improvements & LED lighting upgrades (\$325,000 E&G and Bond)
- Charging Stations (\$68,330 E&G)
- · Solar Panel Feasibility Study (Unbudgeted strategic funds)
- Updated Building Schematics (Unbudgeted strategic funds)

Efficiencies via Shared Spaces

- East Millinocket/EMCC (\$80,000 lease and salary savings)
- · Lewiston-Auburn/USM (\$25,000 less than market rate)
- Brunswick
 - Hangar 6 UMaine (\$42,000 paid to UMA annually)
 - SMCC (\$75,000 if we had to pay market rate)
- UMS utilizing UMA campus space
 - Augusta/UMS 3,600 sq. ft. in Robinson Hall (\$36,000 @ \$10/sq. ft.)
 - Bangor/UMS 8,300 sq ft in Lewiston Hall (\$83,000 @ \$10/sq. ft.)

FY2025 Financial Aid Strategy

• 2nd Lowest Discount Rate in the System

- FY23 Overall Discount Rate: 14%
- More stringent merit scholarship criteria implemented summer 2023

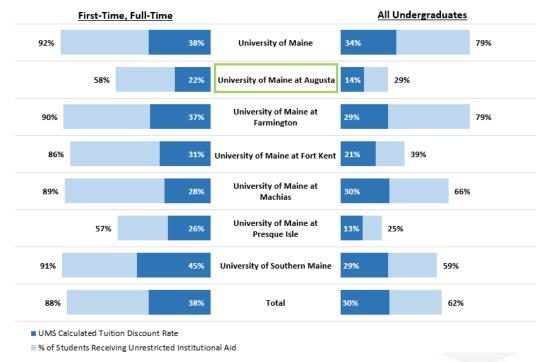
Maine State Grant and Pell Increase

- · Results in decreasing pressure on institutional aid
- Lessened loan burden for mostly part-time population

• Pine Tree State Pledge Tuition Promise

- More inclusive than Community College Free Tuition.
 Originated in fall 2018
- Includes part-time and full-time options
- Includes options for in-state and out-ofstate/international students

Figure 1. 2022-23 UMS Calculated Tuition Discount Rates and Percentage of Degree-Seeking Undergraduates Receiving Unrestricted Institutional Aid





BOT Objectives 5

- Balanced budget without one-time benefit savings which will be used for strategic initiatives
- BOT NAV long term benchmark
- **BOT** viability ratios
- ✓ Above the 18% desired reserve balance
- ✓ Space efficiency
 - Land sale in Bangor
 - Hotel/office space for UMS in existing footprint
- ✓ Adding more online programs
- ✓ 2nd lowest tuition discount rate in UMS
- ✓ More UMS/workforce partnerships

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

Kelly Sparks

Vice President for Finance and Chief Business Officer

Jake Ward

Vice President of Strategic Partnerships, Innovation, Resources and Engagement

Robert Dana
Vice President of Student Life
and Inclusive Excellence and
Dean of Students

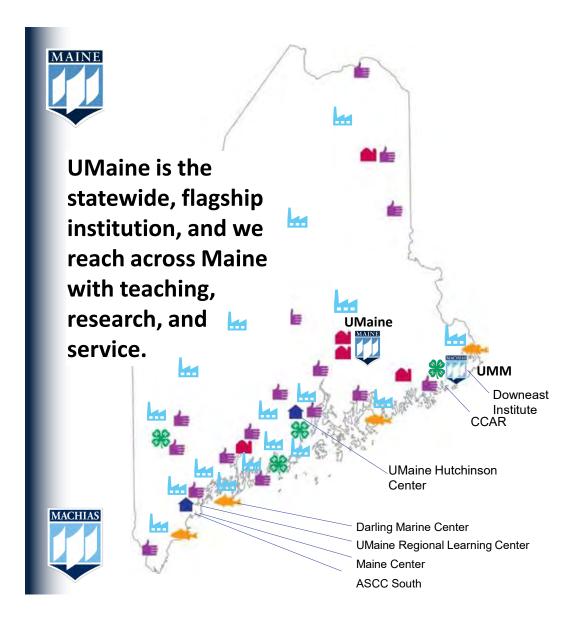
Megan Walsh

Dean and Campus Director University of Maine at Machias



University of Maine FY25 Budget Update







Coop. Extension County Offices



Innovation Projects (730)



Farms & Research Facilities; **Field Experimentation Station**

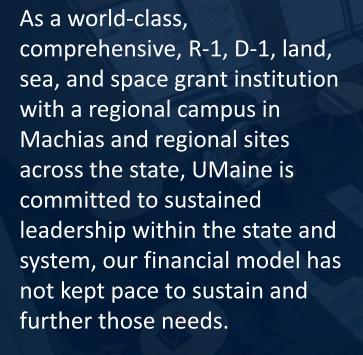
4-H Camps





Marine Research Facilities

Academic / Outreach



Sustaining the health of our planet and confronting climate change

Advancing research and teaching for tomorrow's innovators

Growing a thriving and inclusive community of learners



Agenda



- 1. Financial Situation
- 2. Academic Budget Priorities
- 3. Research Budget Priorities
- 4. Enrollment
- 5. Residence Hall/Dining
- 6. Capital
- 7. Reserve Balance
- 8. UMS Strategic Plan
- 9. Financial Aid



1. Financial Situation

We are faced with declining enrollment, changing student needs, necessary research investment, inflationary pressure on goods and services, aging infrastructure, and a competitive employment market.

We have engaged key campus stakeholder groups in regular meetings since the fall of 2023 to discuss creative efficiencies, reliable new revenues, and processes for strategic downsizing.

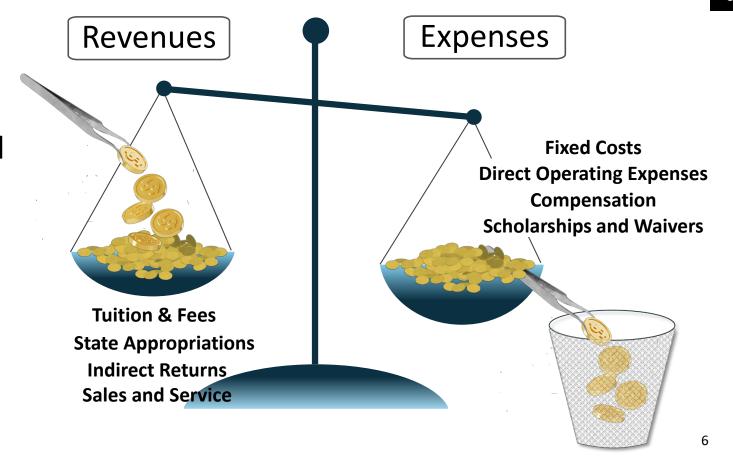


We have developed a three-year plan to balance our budget by thoughtfully reducing our operating expenses, growing our revenue streams, and strategically leveraging reserves.



1. Financial Situation

We are making significant progress toward balancing our budget, but expenses are outpacing revenues.







1. E&G Financial Situation



In FY24, we proposed a 3-year plan to achieve a balanced budget.

Our E&G Budget continues to move toward balance by FY27 while allowing for strategic use of reserves.

E&G Proposed Budget

| | FY24 | FY25 | FY26 |
|-----------------------|--------|--------|--------|
| Tuition & Fees | 186.5 | 192.6 | 198.4 |
| Other Revenue | 135.4 | 143.6 | 145.9 |
| Gross Revenues | 321.9 | 336.3 | 344.4 |
| Financial Aid | (63.2) | (69.4) | (68.2) |
| Net Revenues | 258.7 | 266.8 | 276.1 |
| | | | |
| Compensation & Fringe | 176.9 | 178.1 | 187.3 |
| Attrition | (3.1) | (1.0) | (5.0) |
| Other Expenses | 92.5 | 94.5 | 95.9 |
| Total Expenses | 266.3 | 271.7 | 278.2 |
| | | | |
| Net Change | (7.6) | (4.8) | (2.1) |



1. E&G Financial Situation

MACHIAS

Academic Affairs and Finance, Facilities, and CBO comprise 81.3% of our E&G Budget.

We are collaboratively working to implement efficiencies and adopt strategic growth across UM and UMM.

| Opportunity (\$M) | FY25 Proposed | | | |
|--------------------------------|---------------|--------|--|--|
| opportainty (\$141) | Efficiencies | Growth | | |
| University-wide | - | 6.8 | | |
| Finance, Facilities, & CBO | (3.9) | - | | |
| Academic Affairs | (5.1) | 2.4 | | |
| Executive Admin | (0.1) | 0.1 | | |
| Research | (0.6) | 0.2 | | |
| Strategic Partnerships (SPIRE) | (0.2) | - | | |
| Student Life | (0.1) | - | | |
| Total | (\$10.0) | \$9.5 | | |

These changes are not inclusive of proposed tuition increases.



1. E&G Financial Situation



We aim to efficiently allocate our resources while still positioning ourselves for growth opportunities.

| Category (\$M) | FY25 Proposed | | |
|--|---------------|--|--|
| Category (PIVI) | Efficiencies | | |
| Attrition | (\$3.1) | | |
| Benefits savings | (\$4.3) | | |
| Fuel & electricity | (\$1.6) | | |
| Centralized IT equipment and software purchasing | (\$0.3) | | |
| Other expenses | (\$0.7) | | |
| Total | (\$10.0) | | |

| Category (\$M) | FY25 Proposed | | |
|--|---------------|--|--|
| Category (PIVI) | Opportunities | | |
| State appropriations | \$4.8 | | |
| Tuition and fees (net) | \$1.2 | | |
| Research Indirect Cost Returns (ICRs) | \$1.2 | | |
| Sales/Service/Auxiliary | \$2.3 | | |
| Total | (\$9.5) | | |



1. Auxiliary Financial Situation



A smaller first-year class size for FY25 directly impacts housing occupancy and meal plan purchasing.

Aux Proposed Budget

| | FY24 | FY25 |
|-----------------------|-------|-------|
| Dining & Residence | 40.7 | 44.4 |
| Sales/Service/Aux | 9.2 | 11.2 |
| Gross Revenues | 49.9 | 55.6 |
| Financial Aid | (1.2) | (1.3) |
| Net Revenues | 48.7 | 54.3 |
| | | |
| Compensation & Fringe | 10.0 | 9.8 |
| Other Expenses | 39.4 | 44.4 |
| Total Expenses | 49.4 | 54.2 |
| | | |
| Net Change | (0.7) | 0.1 |

Growth:

- Housing and dining rates
- Equitable access to course textbooks

Efficiencies

- Position consolidation
- Energy management
- Sodexo expenses



1. Financial Situation



Proposed Tuition & Fee Changes**

| Differential Tuition Rates | FY24 Rate | FY25 Rate | Semester / Credit Hour (CH) |
|----------------------------|-----------|--------------|--------------------------------|
| Business | 309 | 48 | SEM / CH |
| Engineering | 335 | 48 | SEM / CH |
| Nursing | 397 | 50 | SEM / CH |

| Mandatory Fees | FY24 Rate | FY25 Rate | Semester / Credit Hour (CH) |
|-----------------------------------|-----------|--------------|--------------------------------|
| Student Activity (UGRD) | 78 | | SEM |
| Student Activity (GRAD) | 75 | | SEM |
| (Infrastructure &) Technology Fee | 15 | 27 | СН |
| Online Course Fee | - | 25 | СН |

^{*}Does not include an assumed 3% tuition increase.

Proposals for FY25 Growth

- Restructure tuition and fees to create differential rates (per credit hour) for high-cost high-value programs
- Augment tech fee for infrastructure to support deferred maintenance, construction, and renovation of facilities
- Reinstate an online course fee to support the cost of delivering quality online programs so we can expand our offerings



2. Academic Budget Priorities



Recruiting and Enrollment



- Direct Admit Program
- Prospect Purchasing
- Transfer Students
- Process Improvements

Foster Student Success & Retention



- Research Learning Experiences
- Gateways to Success
- Pathways to Careers
- Black Bear Early Alert

Launch Relevant Programs





- Engineering & Computing
- Business
- UMaine Online
- Credentials
- Maine Center

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3. Research Budget Priorities



Maintain R-1 Designation



Simplified R-1 Formula:

- >\$50M in R&D Expenditures
- Invest in the needs and opportunities of the research community

Grow Doctoral Programs



- Invest in doctoral assistantships
- >70 Doctoral Conferrals/year
- Reinvest in graduate tuition in degree completion
- Partner statewide in GSBSE model

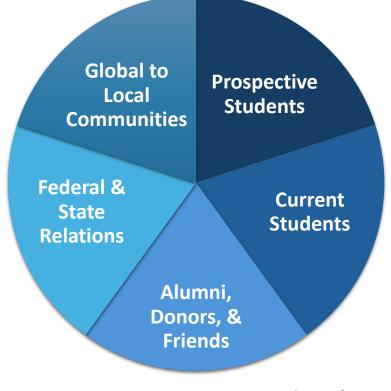
Industry Engagement



- Catalyze industry R&D partnerships
- Pursue commercialization opportunities
- FY28 goal: 400 partners



4. Marketing and Outreach



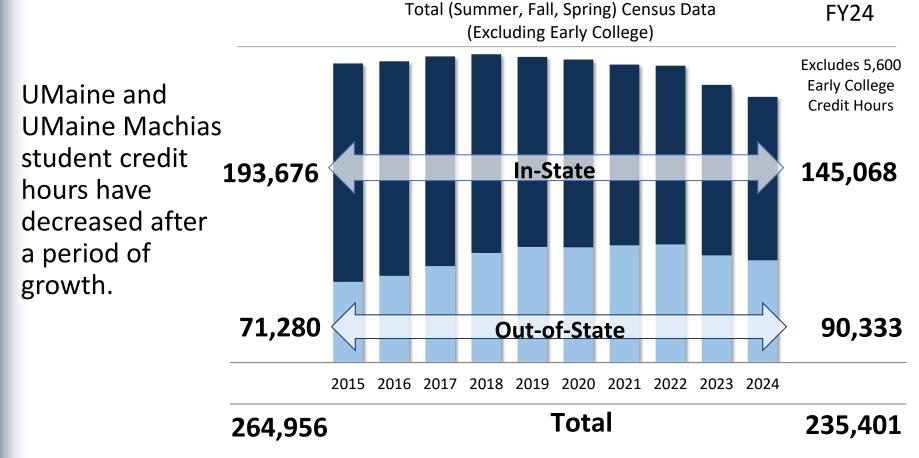
Our approximate E&G Budget for Marketing & Communications is **\$1.9M**.





4. Undergraduate Enrollment



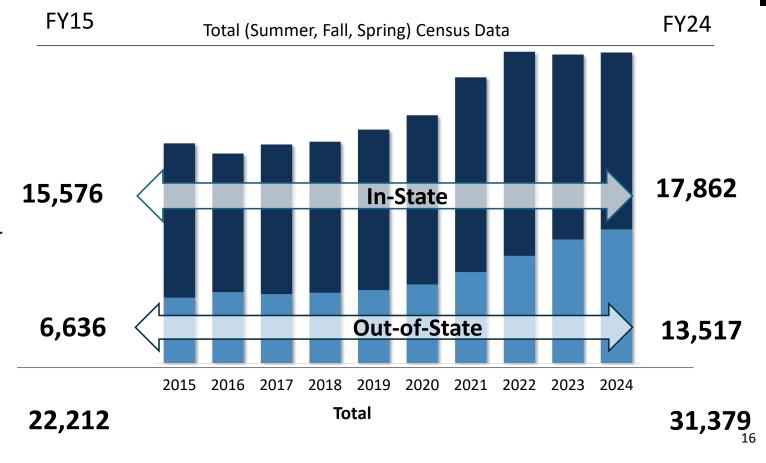




4. Graduate Enrollment



Total graduate student credit hours have increased by 41% over a tenyear period.



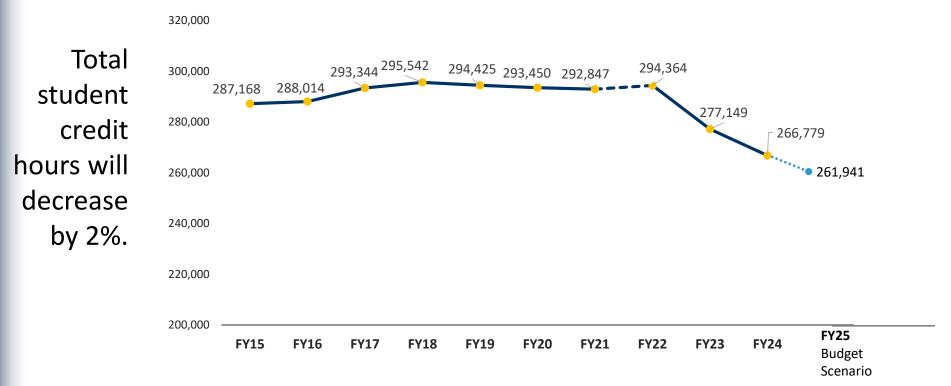


4. Enrollment Projection



Student Credit Hours

(Excludes Early College credit hours)

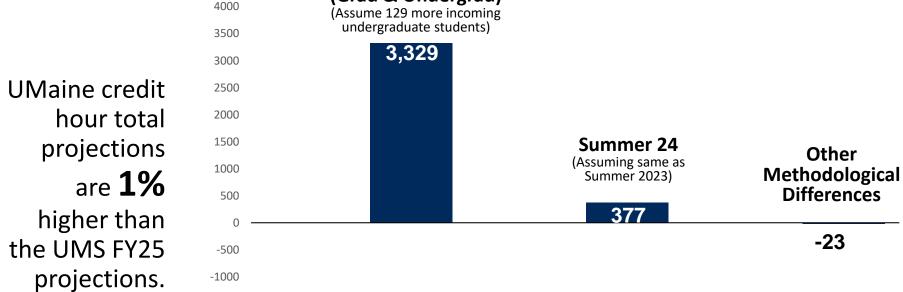


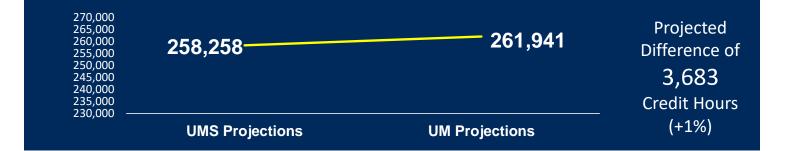
(Grad & Undergrad)



4. Enrollment Projection Class



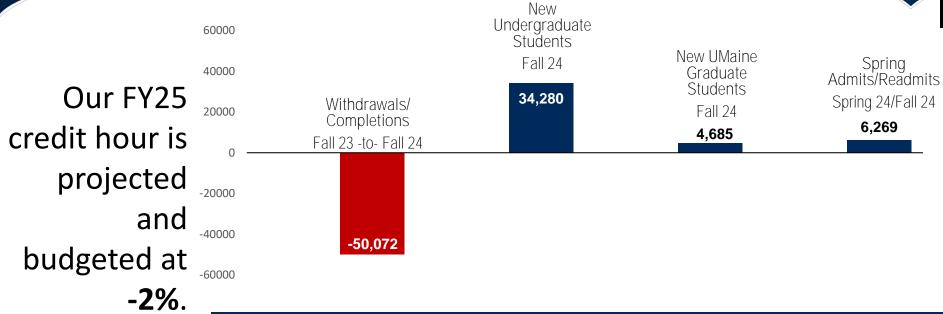


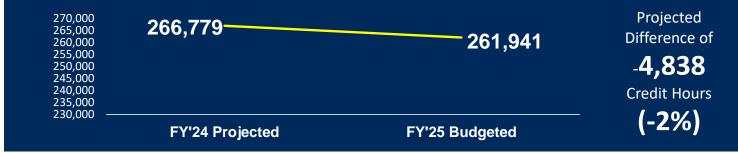




4. Enrollment







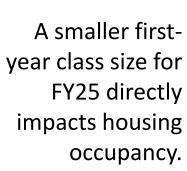


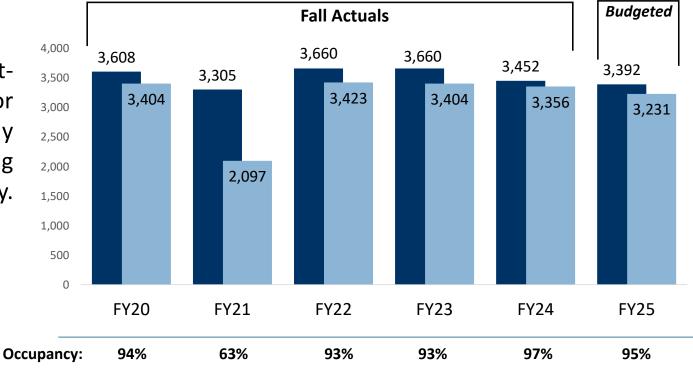
5. Residence Hall / Dining

MACHIAS

UMaine Residence Hall Capacity







20



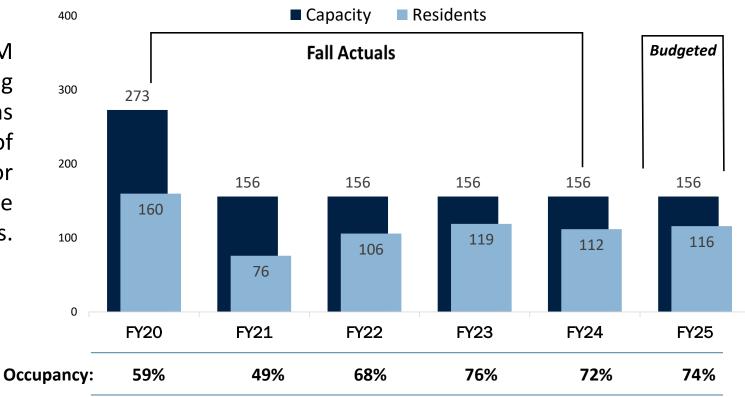
4. Residence Hall / Dining



UMM Residence Hall Capacity

Dorwood Hall represents the total occupancy since FY21

residence housing occupancy remains at an average of 74% capacity for the past three years.



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5. Residence & Dining



FY25 proposed room and board rate increases for UM and UMM

| Housing rates |
|------------------|
| remain less than |
| NE land grant |
| institutions, |
| however rising |
| food costs, |
| inflated prices |
| continue to |
| impact dining |
| rates. |

| UMaine | | FY24 | FY25 | \$ | % |
|-------------------------------|--------------|----------------|----------|--------------------|----------|
| Room & Board Rates | | Current | Proposed | Increase | Increase |
| | Room | \$6,320 | \$6,970 | \$350 | 5.0 % |
| | <u>Board</u> | <u>\$6,076</u> | \$6,490 | <u>\$414</u> | 6.0 % |
| | Total | \$12,396 | \$13,160 | \$764 | |
| | | | A | Average % Increase | 5.5 % |

| UMM | | FY25 | FY25 | \$ | % |
|-------------------------------|--------------|----------------|----------------|--------------|----------|
| Room & Board Rates | | Current | Proposed | Increase | Increase |
| (preliminary) | | | | | |
| | Room | \$4,890 | \$5,134 | \$244 | 5.0 % |
| | <u>Board</u> | <u>\$5,960</u> | <u>\$6,258</u> | <u>\$298</u> | 5.0 % |
| | Total | \$10,850 | \$11,392 | \$542 | |

22

5.0 %

Average % Increase



6. Capital

UMaine & UMM 10-Year Capital Plan (FY25-34)

Total: draft as of 1.29.24

Modern facilities are critical to attracting and retaining students in Orono and Machias and sustaining our research enterprise.

| | \$mil low | lions high | State | Federal | Revenue Bond / External | Alfond Grants | Fund- raising | Internal | TOTAL |
|---------------------|--------------|---------------|---------|---------|-------------------------------|------------------|------------------|----------|-----------|
| UMM MAINT. | \$5 | \$10 | \$6.1 | | | | | \$3.9 | \$10 |
| UM MAINT. | \$102.5 | \$202.5 | \$36 | | \$107.5 | | | \$59 | \$202.5 |
| ENERGY | \$125 | \$175 | \$30 | | \$135 | | \$10 | | \$175 |
| ACADEMIC & RESEARCH | \$240 | \$440 | \$23 | \$346 | \$24 | | \$47 | | \$440 |
| MCEC | \$73.5 | \$73.5 | \$20.6 | \$5.5 | | \$37.4 | \$10 | | \$73.5 |
| GEM | \$81.5 | \$116.5 | \$10.6 | \$93.8 | | \$10.6 | | \$1.5 | \$116.5 |
| RESIDENTIAL | \$100 | \$201 | | | \$196 | | | \$5 | \$201 |
| ATHLETICS | \$186 | \$186 | | | | \$152 | \$34 | | \$186 |
| | \$913.5 | \$1,404.5 | \$126.3 | \$445.3 | \$462.5 | \$200.0 | \$101.0 | \$69.4 | \$1,404.5 |

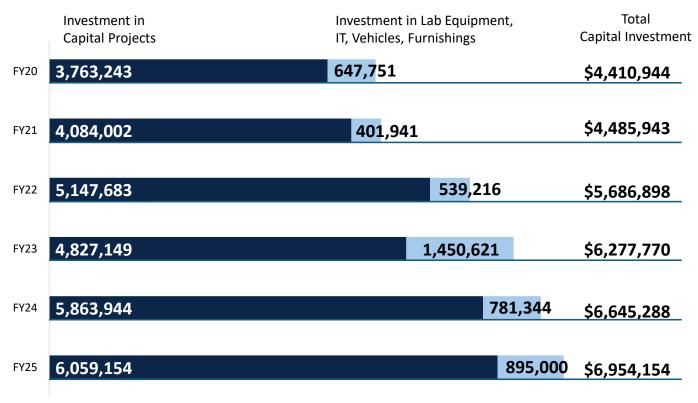




6. Capital



Historical Look at Budgeted Capital Expenditures FY20-FY25



We have significantly increased our investment, but it is not enough.



6. UMaine Capital

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UM: Gordian recommends annual funding target of \$30.3M into existing spaces to maintain current standards.

Capital Performance vs. Investment Targets

UM combined investment in FY23 was \$15.5M below Gordian's Annual Investment Target



G@RDIAN"

25

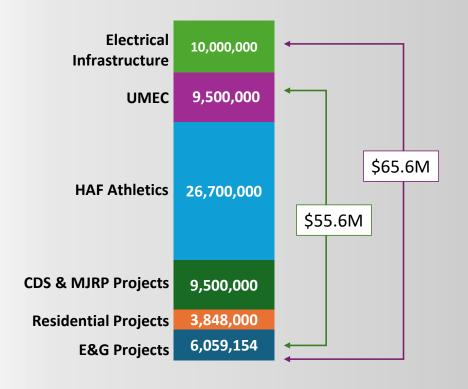


6. UMaine Capital

We will exceed our annual funded depreciation target of \$30.3M for FY25. We will invest \$65.6M in addressing annual maintenance and renewal.

- Of the \$65.6M, electrical infrastructure is \$10.0M.
- E&G and Auxiliary spend account for \$9.9M of the target spend.
- Gifts, CDS, MJRP, and borrowing account for the \$55.6M of the spend.

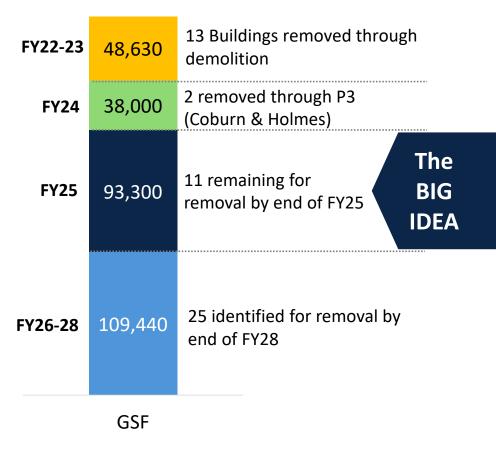
FY25 UM Maintenance and Renewal







6. UMaine Capital





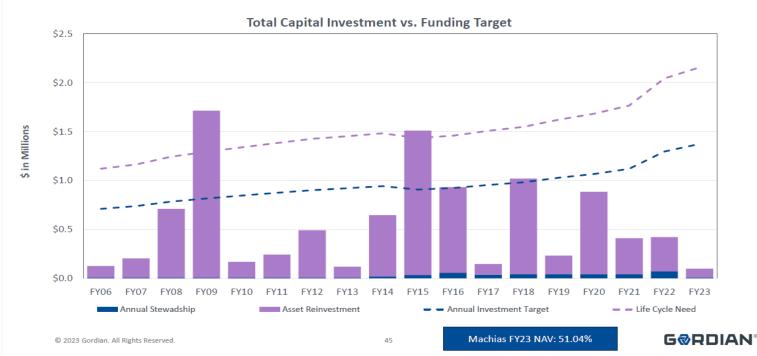


6. UMM Capital



UMM: Gordian recommends annual funding target of \$1.32M into existing spaces to maintain current standards.

UMaine Machias Investment to Funding Target

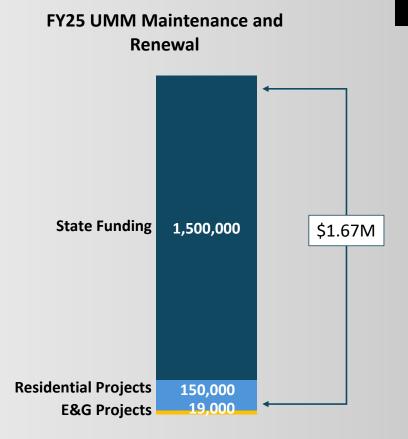




6. UMM Capital

FY24 was a planning year for the University of Maine at Machias. We will exceed our target spend of \$1.32M.

- The small campus deferred maintenance funding allocated in FY22 will be allocated to:
 - Stormwater code compliance upgrades
 - Renovations in Reynolds Recreation Center, the Science Building, and Powers Hall
 - Improvements to Dorward Residence Hall



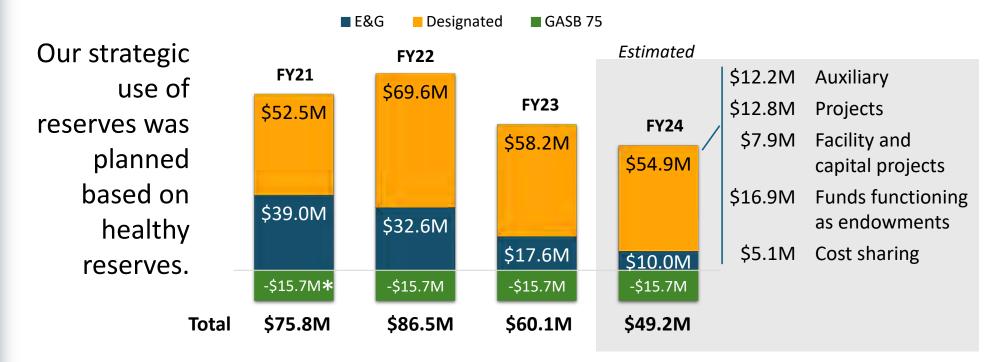




7. Reserve Balances



Operating Unrestricted Reserves as of June 30



^{*}Reflects other Post-employment Benefits





UMaine and UMM have aligned our budget with the UMS Strategic Plan.

Commitment 1:

Student Success Actions

Action 2: Increase rates of persistence

- Finish Strong (with UMM and UMFK)
- Tutoring / College Success
 Programs Black Bear Early Alert

Action 3: Adult degree completion, credentialing, certifications

 Micro-credentials, Badges, and Professional Certifications

Action 4: Online Programs

UMaineOnline



Commitment 1:

Student Success Actions

Action 5: Community College & Early College

- UMS Direct Admissions Program
- New England Early College Program
- Pre-College Summer Programs
- Black Bear Advantage
- Transfer & Articulation Agreements

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Commitment 1:

Research

Action 1: Research Capacity and Infrastructure

- Expansion of the Office of Research Administration to support the system
- Systemwide CDS process
- Doctoral students and programs
- Accelerating businesses
- Licensing and commercialization
- Strategic partnerships



Commitment 1:

Teaching

UMS TRANSFORMS

Action 2: RLEs

Action 3: Gateways to Success

Action 4: Pathways to Careers

Commitment 1:

Service

Action 2: Service learning

- Engaging students
- Badges, micro-credentials





Commitment 2:

Financial Sustainability

Action 1: Balanced budget

Growth and efficiencies 3-Year
 Plan

Action 2: Direct admissions

Action 3: Efficiencies

- Sodexo dining partnership
- Facilities management study
- Academic instructional efficiencies
- Shared administrative services
- Review outside contracts & services



Commitment 2:

Effective Infrastructure Portfolio

Action 1: Capital Plan

- Energy infrastructure
- Green Engineering / Materials (GEM)
- Dining facilities renovations
- Housing assessment;
 Hancock renovations
- HAF Athletics Master Plan
- MCEC Master Plan

Action 2: Space Reduction

- Repurposing Hutchinson Ctr
- "Big Idea"





Commitment 2:

Academic Portfolio

Action 1: Innovative Curricula

- MCEC
- Engineering Technology
- Computer Science
- Artificial Intelligence & Design
- Business / MBA
- Criminal Justice
- Climate Change / Sustainability

Action 4: AAPR

Program review



Commitment 4:

Justice, Equity, Diversity, and Inclusion

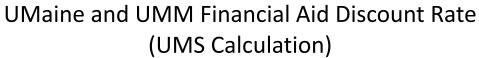
Action 2: Systemic barriers

- DEI leader
- Search advocacy
 Action 3: Cultivate a safe and welcoming community
- Co-curricular programming
- Social and cultural gatherings

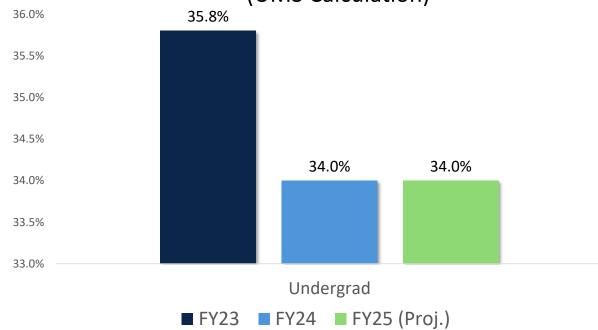


9. Financial Aid





Our discount rate is 34%.





9. Financial Aid – Discount rates



- Undergraduate discount rates are directly related to the options that our prospective students face.
- Scholarships are to recognize our prospective students' academic accomplishments.
- Student financial aid packages influence each student's likelihood of enrolling and persisting at UMaine.

First-Time, Full-Time IPEDS Discount Rates*

| | 2021-2022 | 2020-2021 | 2019-2020 |
|-----------------------------|-----------|-----------|-----------|
| Among New England Land Gra | nts | | |
| University of Vermont | 44% | 41% | 42% |
| University of Maine | 42% | 42% | 43% |
| University of Rhode Island | 40% | 40% | 37% |
| University of Connecticut | 37% | 38% | 33% |
| University of New Hampshire | 37% | 44% | 36% |
| University of Massachusetts | 35% | 33% | 32% |
| Among Hanover Peers | | | |
| University of Idaho | 49% | 56% | 51% |
| University of Vermont | 44% | 41% | 42% |
| University of Maine | 42% | 42% | 43% |
| University of Rhode Island | 40% | 40% | 37% |
| University of New Hampshire | 37% | 44% | 36% |
| University of Wyoming | 31% | 30% | 39% |
| South Dakota State | 23% | 21% | 17% |
| Montana State | 21% | 25% | 29% |
| North Dakota State | 19% | 15% | 19% |

*UMS 2022-2023 Discount Rate Report.



Our FY25 budget is strategic and focused, and it will allow for necessary resourcing.







Appendices



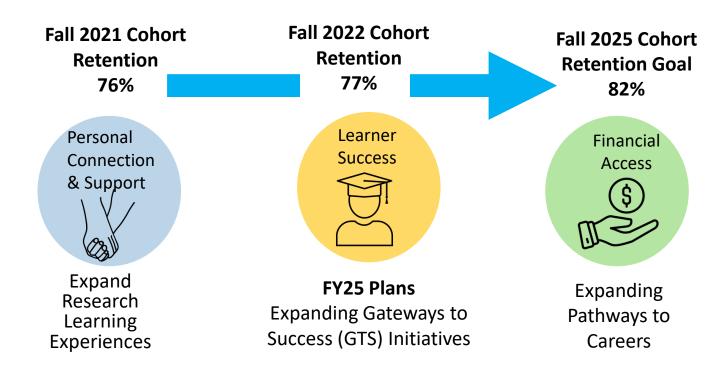


2. Academic and Research Budget Priorities



One of our highest priorities is student success and retention.

Student Success & Retention



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Appendix

UMaine continues to demonstrate growth potential.



RECRUITMENT Opportunities and Tools for ATTRACTING Students

First Year Students

- Maine High School Graduates
- Direct Admit First Year Students
- Out of State First Year Students

Current Initiatives

- Data Driven Prospect Purchasing and Communication (Encoura)
- Improve services (Bear Bones Bridge, Enhanced Tours)
- Predictive scholarship model (Carnegie)
- Harnessing recruiters in yield efforts (as opposed to reading files)

FY 25 Plans

- Use results to improve upon FY 2024 prospect efforts
- Embrace CRM (SalesForce)
- Effective social media presence (Encoura and UM MAC)
- Reorganized EM Team (skill-set modernization)
- Rising seniors (Encoura, SAT, High School Partnerships)
- New Student Orientation

Transfer Friendly

- MCCS Graduates
- Out of State Transferring Students
- Adult Returning Students

Current Initiatives

- Finish Strong Partnership among UMaine, UMaine Machias, and University of Maine at Fort Kent
- Black Bear Advantage (Partnership with MCCS with a focus on EMCC)
- Current Articulation Agreement efforts (11 new in 2023)

FY 25 Plans

- EM Reorganization to better support transfer recruitment
- Centralized, goal-driven articulation organization/effort (EM, Provost)
- Modernize and expand course equivalency inventory (Provost, Colleges, EM, MCCS)
- Revamped Social Media Initiatives (Encoura, UM MAC, EM)

Improve Processes

- Data-driven financial aid/EFA
- Timely application management
- Client Relationship Management
 (CRM) → Goal achievement
- PeopleSoft utility
- Emerging technology opportunities (OCR)

Current Initiatives

- Bear Bones Bridge initiative (PeopleSoft, R Studio, EM, IT)
- SalesForce Implementation
- Suite of early aid and student awards reports/queries

FY 25 Plans

- Reorganize EM to build "super" users and Admissions Operations Team
- Formal, goal-driven process design initiative (all EM processes)
- Develop new processes to embrace OCR technology
- Enhance data development to fuel predictive modeling



Appendix

STUDENT SUCCESS & RETENTION Opportunities and Tools for KEEPING Students

Fall 2021 Cohort Retention 76%

Fall 2025 Cohort Retention Goal 82%

Student success and retention are high priorities.

Connection & Support

- Peer and professional academic coaching
- Expanded experiential learning opportunities
- Use EAB Navigate as a holistic support system Current Activities
- >50 RLEs in fall 2022
- Academic Coaching to reduce opportunity gaps
- Digital one-stop hub
- EAB Navigate Advisory
 FY'25 Plans
- A physical One-Stop space to act as a student 'Hub'
- Expand RLE and bridge week opportunities
- Campus-wide Navigate training for students/staff
- Text/chat for student help

Learner Success

- Identify and address opportunity gaps
- Provide supports for students in high DFWL rate courses
- Academic Coaching for most at-risk students

Current Activities

- Revising GenEd curriculum
- OIRA doing data analysis of opportunity gaps (DLI)
- Expanding tutor programs
- CITL to increase pedagogy and training for faculty

FY'25 Plans

- Expanded Gateways to Success (GTS) Initiatives
- Expanded First-year advising across UM/UMM
- Increase access to support

Financial Access

- Optimizing financial aid award strategy
- Maximize use of philanthropic-funded scholarships
- Think30 Initiative

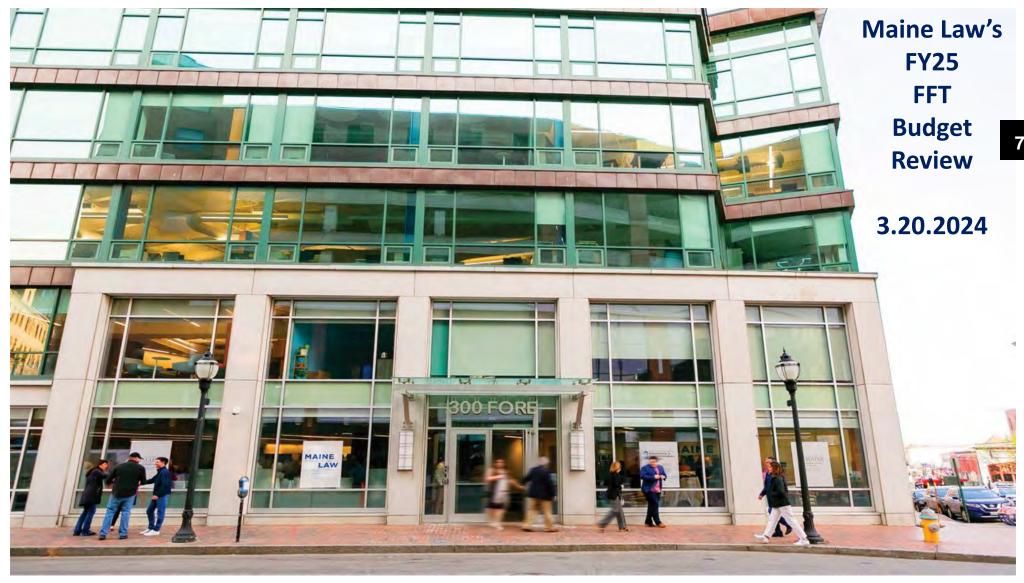
Current Activities

- Scholarship Universe to manage awards process
- New Payment plans and debt forgiveness programs

FY'25 Plans

- Parallel funding to FWS for students who don't qualify
- Financial literacy training
- Explore package tuition
- Initiate Pathways to Careers







Maine Law's Mission and Values

Maine Law's mission is to advance justice and leadership in a changing world. We provide an exceptional, inclusive, and student-centered legal education and serve our local and global communities through teaching, scholarship, and public service.

Budget Supports the Mission by:

- Providing World Class Facility that enhances connection to business, the bar and leadership
- Providing cutting edge programs and faculty to launch students into today's careers and the futures leadership positions;
- It provides scholarships (tuition discounting) aimed at retaining students of excellence from Maine and across the country







A Brief History of Time: Law School's Scholarships and Tuition Reduction 2008 through 2024

Before the Market crash in 2008, Most Law Schools were revenue generators for their Universities. Applicants to Law Schools were over 80,000. \$\$\$\$\$\$\$\$ (We do not have access to Maine Law's revenue contribution prior to 2009.)

By 2013 Law School Applicants were down 38% from 2010.

By 2016, tuition discounting had become the national method of inviting top students to their Law Schools.

o Only 29% of law students nationally paid full price.

Maine Law was not immune from this dramatic shift in tuition discounting and revenue reductions.

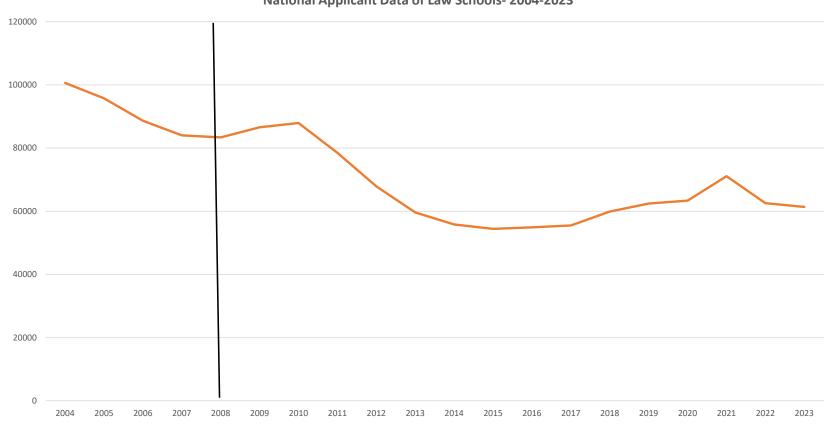
- In 2016 Dean Danielle Conway warned President Cummings and Chancellor Page that the Law School was failing:
 - enrollments were down

- six key faculty departures, and six staff persons were retrenched
- credentials of students were down sadly surrendered the Center for Law + Innovation and the Maine Patent Program.
- In 2019, A committee convened by Chancellor Page reported on the future of Maine Law- among the Recommendations were: Curricular innovation, Innovation in delivery, expand Non-JD programming, Collaboration across the University System.



Applicant History & The Problem with Legal Education: Post the Great Recession

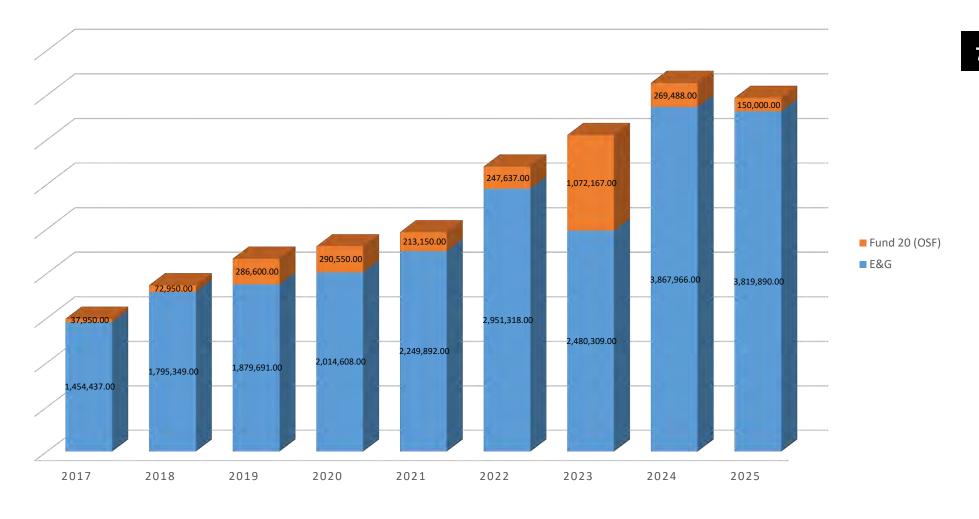
National Applicant Data of Law Schools- 2004-2023



Data from LSAC Legal Education Library



Scholarship History & The Problem with Legal Education: Post the Great Recession





Maine Law in 2024

The Law School

- One Building: The Maine Center
 - · 300 Fore Street
- Total Full Time Employees E&G- 52
 - FT Faculty E&G: 23 (2 Vacancies) (Other Special Funds: 1)
 - Staff E&G: 29 (2 Vacancies) (Other Special Funds: 6.5)
- Adjuncts: Average 25 per semester
- Accreditation Site Visit April 2024

The Students

Full Time JD (No Part time) 259
Small Group of LLM & JSD
Pre-JD MLS in design (Spring 2025)
Average Class Size: 88 Student
90 Credits, 3 years
Fall Retention Rate 96%
In-State Students - average 60%
Women – 60%
Diversity – 17% Class of 2026





New England Law School Std. 509 Scholarship Data

| | Maine Law | UMass Dartmouth Law | New Hampshire Law | Vermont Law | Suffolk Law | New England Law | Northeastern Law |
|-----------------------------|--------------|---------------------------|-------------------------|-------------|-------------|--------------------|---------------------|
| USNWR Rankings | 146 | 167 | 105 | 164 | 133 | 155 | 71 |
| Res Tuition | \$23,880 | \$30,090 | \$40,000 | \$51,700 | \$56,460 | \$57,048 | \$60,408 |
| # of Full Time Students | 261 | 305 | 359 | 409 | 957 | 822 | 615 |
| % Receiving Scholarships | 64% | 92% | 94% | 100% | 82% | 88% | 97% |
| % Full Tuition | 26% | 3% | 0% | 11% | 1% | 39% | 16% |
| % Half to Full Tuition | 24% | 24% | 37% | 60% | 30% | 22% | 34% |
| % Less than Half Tuition | 13% | 62% | 55% | 29% | 51% | 28% | 42% |
| % More than Full Tuition | 1% | 3% | 2% | 0% | 0% | 0% | 4% |
| LSAT Median | 157 | 152 | 157 | 154 | 154 | 154 | 163 |

MAINE UNIVERSITY OF MAINE SCHOOL OF LAW LAW

Enrollment Modeling:



YELLOW ARROWS - Objectives:

Develop strategic projection modeling tools for the admissions cycle that offer:

- A synergistic view of the relationship among various enrollment factors (including net tuition revenue, academic quality/metrics, class size, and discount rate);
- Information regarding the law school's enrollment and scholarship strategy;
- Tracking of direction and outcomes throughout the admissions cycle.
- Opportunities to improve the law school's ability to make informed and strategic decisions related to enrollment and the awarding of scholarships
- A foundation for data capture and modeling for future enrollment cycles
- Access to a sounding board and strategic advisor who will utilize the modeling tools to inform enrollment strategy

Metrics:

- Develop strategic projection modeling tools that will assist the law school with enrollment and scholarship strategy; forecasting enrollment outcomes; and monitoring, Tracking, analyzing, and re-assessing strategy throughout the admissions cycle
- Improve the ability to make enrollment decisions quickly and with greater confidence
- Equip the law school with tools for communicating pertinent information to key stakeholders



Model scenarios for the current cycle cont:

2024 PROJECTIONS: SCENARIO 1

Description: flat pool; maintain quality metrics; increase spend to reach class size of 100

OVERVIEW:

In this scenario, we start by assuming a flat application pool from 2023. We aim to hold quality metrics, increase/maintain diversity, and push the class size to 100

We start by increasing scholarship in a few high LSAT, low GPA bands to full ride bringing all bands to 158+ to full tuition scholarship. With the addition of these students, we increase admit rates in a few below-median bands to bring in more enrollees and get the class size to 100

| ENROLL | | | # enroll | as % of class | % yield | % discount | | | |
|-----------------------|-------------|-----|---|---------------|---------------|------------|--|--|--|
| tot | al # enroll | | 102 | 100% | 29.7% | 63.0% | | | |
| RESIDENT TUITION | | | 59 | 58% | 57.8% | 61.1% | | | |
| NON-RESIDENT TUITION | | | 41 | 40% | 18.1% | 65.1% | | | |
| NEBHE TUITION | | | 2 | 2% | 13.3% | 53.2% | | | |
| gross tuition revenue | \$2,907, | 510 | PROJECTED OUTCOME: | | | | | | |
| cost of merit | \$1,728, | 730 | Class comes in at 102. Medians are 158 (4-person | | | | | | |
| cost of specialty | \$102, | 000 | margin) and 3.6 (by 3-person margin). There are 58% | | | | | | |
| total cost of aid | \$1,830, | 730 | Resident enrolled, 40% Non-Resident enrolled, an | | | | | | |
| average aid | \$17, | 948 | INEBITE CITIONS | u. | | | | | |
| net tuition revenue | \$1,076, | 780 | | | | | | | |
| discount rate | 63. | .0% | NTR is 1.076M | and discount | rate is 63.0% | | | | |

2024 PROJECTIONS: SCENARIO 2- Model we are using for the Class of 2027

Description: Lower to 156 LSAT median to gain revenue at a class size of 100

OVERVIEW:

In this scenario, we start by assuming a flat application pool from 2023. We aim to lower the LSAT median to 156 to gain net tuition revenue.

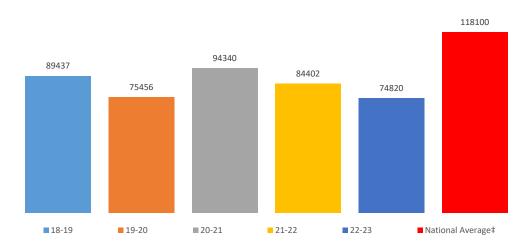
We start by decreasing some 157+ awards from full rides to a lower amount (15K, 25K, or 20K depending on the group). We increase awards at the 156 as this is now the target median. We also raise admit rates at the 156 and below to finish building the bottom of the class.

| ENROLL | | # enroll | as % of class | % yield | % discount | |
|-----------------------|--------------|-------------------------|------------------|------------------|-------------|-----------|
| to | tal # enroll | 100 | 100% | 26.10% | 48.70% | |
| RESIDENT TUITION | | 58 | 58% | 50.40% | 45.40% | |
| NON-RESIDENT TUITION | | 42 | 42% | 15.80% | 51.70% | |
| NEBHE TUITION | | n | | | | |
| gross tuition revenue | \$2,897,040 | PROJECTED OUTCOME: | | | | |
| cost of merit | \$1,309,440 | Class comes in at 100. | 1edians are | 156 (6-pe | rson margin | for melt) |
| cost of specialty | \$100,000 | | | | | led, 42% |
| total cost of aid | \$1,409,440 | (42) Non-Resident enrol | led, and 0 NEB | HE enrolled | | |
| average aid | \$14,094 | | | | | |
| net tuition revenue | \$1,487,600 | | | | | |
| discount rate | 48.70% | NTR is 1.487M and disco | ount rate is 48. | 7%. | | |



Financing a Legal Education

Maine Law's Average JD Student Debt at Graduation



Scholarship Funds:

37 Endowed Scholarship Funds Existing
Anticipated Distribution: \$370,000
Average Annual Distribution amount: \$5,000 per fund

4% distribution limitations from UMaine Foundation

Total Current Market Value of Endowments:

Foundation held: \$5,132,532 System held: \$5.591.171

Total: \$10,723,703

‡2021 ABA & AccessLex survey data



Admissions, Student Success, and Retention Strategies

Admissions Strategies

- Pipeline Programs (3+3, OTL, PLUS)
- Continue to highlight new facility and Community connections.
- Fellowships for incoming students (make them more substantive)
- Tuition Discounting
- Investment in distinctive programming
- Resident Tuition Waivers-CBB, Military, CAN, And AK coming soon!)
- Marketing Insufficient Resources (unable to accept EAB's offer of a three-year contract at \$150k)

Student Success

- New Academic Success Professor
- Teaching Fellows program for 1L's
- Bar Prep from day one, throughout the three years of law school
- Move to NextGen bar exam will be more focused on SKILLS.
 Planning for NextGen has begun.
- Experiential learning credits - either Clinic or Externship – now required for graduation
- Exceptional Job
 Placement Program,
 including internships and connections.





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Credit Hour/Enrollment-IR Data & Campus Projection

8,009

| | | | | | | Da | lac | X C | | Jus | | Ojection |
|--|--|--------|--------------------------------------|--------|-------|--|-------|--------|-------|--------|-------|--|
| Student Level, Tuition Residency, Cumulative | ımulative 2023-24 Actual & Proj Credit Hours | | 2023-24 Actual & Proj Credit Hours S | | | ours System IR 2024-25 Projected Credit Hours Campus 2024-25 Projections | | | | | | |
| Credits | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | Fall (Actual) | Spring | Total | Summer | Fall | Spring | Total | Summer | Fall | Spring | Total | Explanation for Change |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| In-State Total | 2,423 | 2,346 | 4,769 | 146 | 2,380 | 2,279 | 4,805 | 146 | 2,407 | 2,363 | 4,916 | We are working with an admissions model to seat a class of 95 in the 1L year |
| New | | 0 | | | 825 | 0 | | | 852 | | | |
| Returning | 2,420 | 2,289 | | | 1,500 | 2,222 | | | 1,500 | 2,306 | | |
| 0 | 840 | 791 | | | 727 | 1,496 | | | 727 | | | |
| 1 to 29 | 45 | 44 | | | 47 | 44 | | | 47 | | | |
| 30+ | 1,535 | 1,454 | | | 726 | 683 | | | 726 | | | |
| Returning from Other Prior Term | | 31 | | | 51 | 31 | | | 51 | 31 | | |
| Non-Degree | 3 | 26 | | | 4 | 26 | | | 4 | 26 | | |
| Out-of-State/International Total | 1,383 | 1,258 | 2,641 | 63 | 1,483 | 1,369 | 2,915 | 63 | 1,538 | 1,416 | 3,017 | |
| | | | | | | | | | | | | 1L non res prediction is 40 students. 1L curriculum is now offereing 15.5 credit |
| New | | 0 | | | 533 | 0 | | | 580 | 0 | | O CONTRACTOR OF THE PARTY OF TH |
| Returning | 1,369 | 1,258 | | | 936 | 1,369 | | | 936 | 1,416 | | |
| 0 | 541 | 507 | | | 468 | 939 | | | 468 | | | |
| 1 to 29 | 15 | 9 | | | 10 | 9 | | | 10 | | | |
| 30+ | 813 | 741 | | | 459 | 421 | | | 459 | | | |
| Returning from Other Prior Term | | 0 | | | 0 | 0 | | | 0 | 0 | | |
| Non-Degree | 14 | 0 | | | 14 | 0 | | | 14 | 0 | | Total reput to the second seco |
| NEBHE Total | 15 | 14 | 29 | 0 | 15 | 15 | 30 | 0 | 15 | 15 | 30 | A STEER WANTED TO THE TOTAL OF THE PARTY OF |
| New | | 0 | | | 15 | 0 | | | | | | |
| Returning | 15 | 14 | | | 0 | 15 | | | | | | |
| 0 | 0 | 0 | | | 0 | 15 | | | | | | |
| 1 to 29 | 0 | 0 | | | 0 | 0 | | | | | | |
| 30+ | 15 | 14 | | | 0 | 0 | | | | | | |
| Returning from Other Prior Term | | 0 | | | 0 | 0 | | | | | | |
| Non-Degree | 0 | 0 | | | 0 | 0 | | | | | | |
| Canadian Total | 28 | 27 | 55 | 0 | 23 | 22 | 45 | 0 | 23 | 22 | 45 | |
| New | | 0 | | | 0 | 0 | | | | | | |
| Returning | 28 | 27 | | | 23 | 22 | | | | | | Tranda 207 un franz 200 |
| 0 | 0 | 0 | | | 0 | 0 | | | | | | Trends 267, up from 260 |
| 1 to 29 | 0 | 0 | | | 0 | 0 | | | | | | This reflects approx 7 more students |
| 30+ | 28 | 27 | | | 23 | 22 | | | | | | This reflects approx. 7 more students |
| Returning from Other Prior Term | | 0 | | | 0 | 0 | | | | | | |
| Non-Degree | 0 | 0 | | | 0 | 0 | | | | | | |

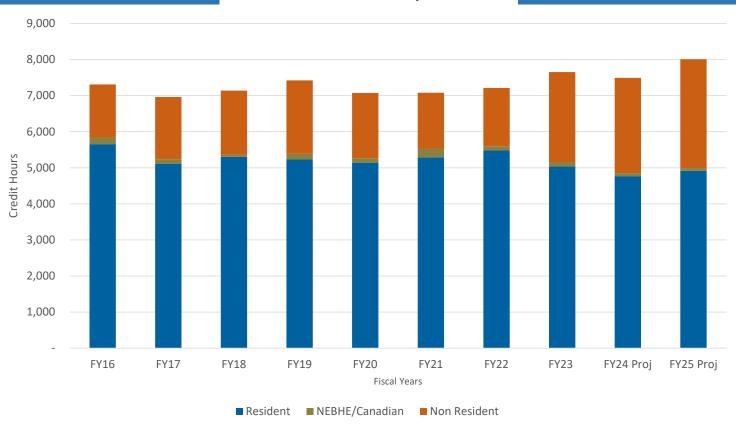


Trends 267, up from 260 This reflects approx. 7 more students



FY23 Outlook– Enrollment Projection

10 Year Credit Hour Comparison- Law





Maine Law E&G Budget Basics

Expenses: \$13,984,341

Personnel \$8,029,663

Faculty: \$3,318,220

Management, Staff & Students: \$2,524,895

Fringe: \$2,291,548 Attrition: (\$105,000)

Shared Facilities Costs \$630,947

Student Parking & Metro: \$364,116 Professional Svcs: \$113,860

A/V Equipment: \$68,830 Maintenance: \$43,401 Custodial Supplies: \$25,000 Trash & Recycling: \$8,240 Furnishings/Repairs: \$5,000

Snow Removal: \$2,500

Scholarships: \$3,819,890

Shared System Services: \$424,846 Library Acquisitions: \$402,673

Academic Program: \$676,322

Revenue: \$13,984,341

Tuition & Fees: \$8,647,035

Investment Income/Gifts: \$420,799

Sales & Service: \$8,270

Appropriation Allocation: \$4,908,237

Academic Program Breakdown: \$676,322

Technology: 92,250

Faculty & Staff Travel: \$91,200

Marketing: \$90,000

Admissions: \$63,700 (Yellow Arrows, Events, Forums)

Publications/Magazine: \$50,000

Memberships: \$42,400

Student Support Services: \$48,251 (UWILL Contract, programming)

Instructional Supplies: \$38,000

Graduation: \$33,000 Moot Court: \$35,050 Advancement: \$25,100 Orientation: \$22,100

Career Development: \$20,750 Library Expenses: \$12,500 Deans Office: \$12,021 **FY25 Budget & Reserves**

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Balance

FY25 % FY24 Base **S Change** Proposed Change Base Budget **Tuition & Fees** \$8,206,488 \$8,647,035 \$440,547 5.4% Less: Waivers/Scholarships (2,200,000)73.6% (3,819,890)(1,619,890)Revenue **Total Tuition Available** \$6,006,488 \$4,827,145 -19.6% (\$1,179,343) Apropriation Allocation 4,408,237 4,908,237 500,000 11.3% 69,984 420,799 350,815 501.3% Investment Income Sales/Services/Other 219,860 8,270 -96.2% (211,590)Total E&G Revenue \$10,704,569 \$10,164,451 -5.0% Personnel Expense \$8,075,526 \$8,180,443 5104,917 1.3% Attrition (150,780) **Fuel & Electricity** 231,500 (231,500)-100.0% Supplies & Services 704,180 491,001 -30.3% 433,512 424,846 **Shared Services** (8,666)-2.0% Interdepartmental Charges & Credits 200,000 25,000 (175,000)-87.5% 91,250 91,250 Travel 0.0% Memberships, Contributions & Sponsorships 42,400 42,400 0.0% Maintenance & Alterations 58,000 43,401 (14,599)-25.2% 402,673 402,673 Library Acquisitions 0.0% 614,217 Other Expenses 1,796,709 (1,182,492)-65.8% **Total Other Expenses & Transfers** 2,134,788 3,960,224 (1,825,436) -46.1% Total E&G Expense \$12,035,75 10,164,451 (\$1,720,519 -15.5% Operating Increase (Decrease) (1,331,181)50 1,331,181 -100.0% **Modified Cash** Add Back Depreciation System Reserves System Reserves Carryover

(1,331,181)

E&G Reserves: NONE

Scholarships:

Anticipate \$300k in available scholarships to be used in FY25

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MAINE UNIVERSITY OF MAINE SCHOOL OF LAW LAW

Our Peers: New England Law School Std. 509 2023 Data

| | Maine Law | UMass Dartmouth Law | New Hampshire Law | Vermont Law | Suffolk Law | New England Law | Northeastern Law |
|------------------------------|--------------|---------------------------|-------------------------|------------------------|------------------------|------------------------|------------------------|
| | USNWR #146 | USNWR #167 | USNWR #105 | USNWR #164 | USNWR #133 | USNWR #155 | USNWR #71 |
| | | | W | | | | <u> </u> |
| Res Tuition | \$23,880 | \$30,090 | \$40,000 | \$51,700 | \$56,460 | \$57,048 | \$60,408 |
| Non Res Tuition | \$36,000 | \$39,372 | \$48,000 | \$51,700 | \$56,460 | \$57,048 | \$60,408 |
| Fees | \$2,762 | \$1,050 | \$1,450 | \$675 | \$1,288 | \$250 | \$158 |
| Librarians | 3 | 3 | 4 | 4 | 6 | 5 | 4 |
| Full Time Faculty | 23 | 26 | 31 | 50 | 74 | 35 | 59 |
| Size of 1L Class | 89 | 114 (87 Full Time) | 233 (138 Full Time) | 201 (123 Full Time) | 395 (299 Full Time) | 382 (312 Full Time) | 235 (201 Full Time) |
| Median LSAT | 157 | 150 | 156 | 152 | 155 | 153 | 163 |
| Median UGPA | 3.62 | 3.39 | 3.56 | 3.30 | 3.55 | 3.44 | 3.72 |
| Ultimate Bar Passage Rate | 95.59% | 83.93% | 97% | 76.61% | 89.4% | 97.01% | 96.83% |



FY25 Tuition & Fee Changes

| TUITION | Class of 2024 | Class of 2025 | Class of 2026 | Change | Class of 2027 Proposal |
|---|---------------|---------------|---------------|------------------|---------------------------|
| Tuition- Credit hour, Resident/Military/ Canadian/Alaskan | \$773 | \$796 | \$820 | 3% YoY | \$933 |
| Annual Rate | \$23,190 | \$23,880 | \$24,600 | 3% YoY | \$28,000 |
| Tuition- Credit Hour Non-Resident | \$1,200 | \$1,200 | \$1,200 | No Change | \$1,200 |
| Non-Res Annual Rate | \$36,000 | \$36,000 | \$36,000 | No Change | \$36,000 |
| Tuition- Credit Hour, NEBHE | \$1,055 | \$1,055 | \$1,055 | No Change | \$1,055 |
| NEBHE Annual Rate | \$31,650 | \$31,650 | \$31,650 | No Change | \$31,650 |
| FEES | | | | | |
| Activity Fee- per semester | \$75 | \$75 | \$75 | No Change | |
| Technology Fee- per credit hour | \$7 | \$7 | \$7 | No Change | |
| Unified Fee | \$60 | \$60 | \$60 | \$15 Increase | |
| Parking (Opt Out)- per semester | \$500 | \$500 | \$500 | No Change | |

MAINE UNIVERSITY OF MAINE SCHOOL OF LAW LAW

Efficiencies

Staffing

- Administrative Efficiencies:
 Each Department is a maximum of two FTE's deep. In some departments, there is no overlap or cross training available. (\$240,000)
- We have avoided duplicating several Admin services through back-up by UM and USM. (Cost of \$25,000; avoiding new staff costs.)
- Professors of Practice teach in core curriculum areas – Business and Criminal Law (Savings of \$90,000 Annually)
- Excellent Adjunct Faculty teach relevant and cutting-edge courses. (Ave pay is \$4,000 for 3 credit course)
- Student Fellows, Academic TA's, and Post-Grad Fellowships add depth.

Facility

- Outsource Cleaning and Security Contracts
- Worked with UMaine to sell Maine Law Clothing in their online and campus bookstore
- Lease space to UMaine
 Foundation (\$211,500 in rent payments)
- Working with the System
 Office to identify unified
 cost sharing opportunities
- Decreased costs by hosting events when possible
- Evaluating multiple RTU replacements with more energy efficient models

Academic Programs

- Working with the Maine Center to package an asynchronous MLS Degree program using existing Faculty and staff.
- Repackage current programs on the website and in marketing materials. (TBD)



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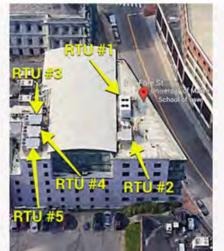


for events

Capital Planning

| Opportunity | FY 25 | FY26 | FY27 |
|--|--|-------|-------|
| RTU Survey & Repair: RTU 2- Rough Shape, Replace ASAP RTU 4- Rough Shape, Replace ASAP RTU 5- Rough Shape, Replace ASAP (No A/C available) | Est. \$600,000 Waiting on clarification from J&J | | |
| Envelope Study Recommendations (Currently under contract for the study) | Unknown at this time | | |
| Sound Mitigation Work: (Working on scope now) | In Design Now | n | |
| Audio/Visual Updates in Livingroom | \$100,000 | 14.15 | ATU#1 |









| The Strategic Plan's Core Commitments | Maine Law's Execution of the Core Commitments |
|---|--|
| 1. Advancing the state of Maine through teaching, research, and service | Maine Law is providing excellent teaching, scholarship and service. Evidence of those accomplishments: Students pass the Bar Exam at an impressive rate (89%) Professors generate excellent scholarship - 90% Professors serve on Rules Committees, Direct Certificate Programs, Assist with Student Organizations |
| 2. Strengthening our System through financial sustainability and effective academic and infrastructure portfolio management | To our best information, Maine Law is providing this excellence with much less System support than its peers and continues to excel. We are managing one facility and addressing the replacement of the RTUs with the expectation of improved HVAC maintenance and expenses. |
| 3. Making our System a destination for public higher education and a respected, engaging, and rewarding place to work | Applications to Maine Law have remained strong despite the downward national trend. We are working on support and retention of faculty and staff, which is a challenge given the budgetary restrictions. Staff and faculty at Maine Law carry more responsibilities that their New England peers. |



| The Strategic Plan's Core Commitments | Maine Law's Execution of the Core Commitments |
|---|--|
| 4. Creating a sense of belonging in our System through our commitments to justice, equity, diversity, and inclusion, including opportunities for learning presented through multiple modalities (i.e. types of course delivery) | Maine Law's student population diversity has strengthened for several years, and the support for student belonging and inclusion is improving every year. Learning modalities are also expanding, including mandatory experiential classes, newly established on-line classes, and the planning for an MLS in the next year. |
| 5. Expanding the ability of our universities and law school to collaborate and flourish through our unified accreditation | With the assistance of the Maine Center, Maine Law has expanded its collaborative courses in business and law, and has recently piloted a new course in cross-disciplinary problem solving. Other collaborations are in the works. |

Thank You

For your time and your support.





1st Reading

FY25 Financial Situation – Presenting balanced budget

Assumptions for FY25

Academic

- Hold credit hours to FY24 projected actual
 - Increase due to graduate, online, and nursing
- Reduced expense budget by 20%
- Anticipate faculty retirements and resignations
- Reduce faculty chairs from 4 to 3
- Grow online:
 - Rehab, Special Ed, Elementary Ed certification, and Professional Studies
- Additional online programmin for Fall: Public Policy, Business as part of Professional studies

Enrollment Management

- Enhanced website (complete overhaul)
- Significant increase in digital marketing
- Aggressive transfer recruiting (increased capacity in Admissions)
- Completely overhaul website

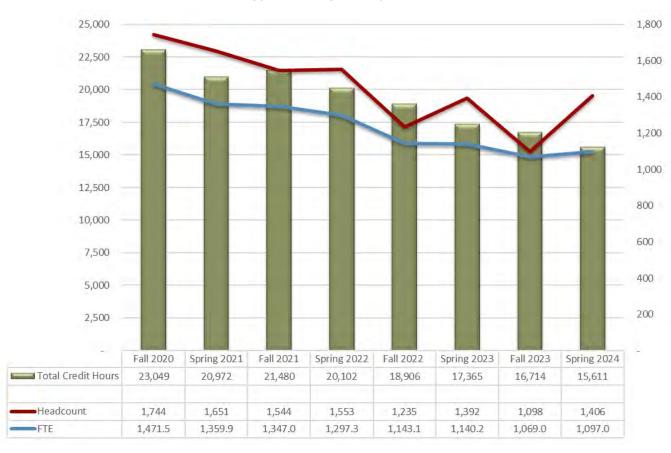
Strategy

- Continue to grow graduate and online
- Structure academic programs to reduce the number of courses offered in the classroom to shift faculty online
- Structure academic programs to move out of silos to more effectively employ faculty
- Structure academic programs with more larger classes to bring average class size to 20
- Have faculty teach in adjacencies
- Establish 240 credit hours per faculty per semester as minimum expectation of faculty load
- Add Turf field to bring more athletes
 - O Grow athletes from 19% to 25% of student body

Does not include Early College

FY25 Turnaround Strategy

- Fall 2023 / Spring 2024 impact of 128 —> 120 credit change
- FTE has stabilized and the barbell strategy is making an impact



FY25 Budget: Summary

| FY25 Total Net | \$ (341,142) |
|-----------------------------|---------------|
| | 1,761,051 |
| Less Capital & Debt Service | (1,097,275) |
| Add Back Depreciation | 2,858,326 |
| Modified Cash Flow | |
| Net Operating | (2,102,193) |
| Total Expense | 31,415,609 |
| Total Revenue | \$ 29,313,416 |
| | |

Preliminary Educational and General (E&G)

| FY25 Total Net | \$ 341.142 |
|-----------------------------|-------------|
| | (397,047) |
| Less Capital & Debt Service | (1,165,190) |
| Add Back Depreciation | 768,143 |
| Modified Cash Flow | |
| Net Operating | 738,189 |
| Total Expense | 7,462,823 |
| Total Revenue | \$8,201,012 |
| | |

Preliminary Auxiliary (AUX)

Financial Comparison E&G

| | | | | F | Y24 - FY25 | FY24 - FY25 |
|-----------------------|------------------------------------|---------------|---------------|----|------------|-------------|
| | | FY24 Budget | FY25 Budget | | \$ | <u></u> % |
| 41 | Tuition & Fees | \$ 16,115,952 | \$ 16,313,603 | \$ | 197,651 | 1% |
| ne | Less: Waivers/Scholarships | (3,439,941) | (3,555,168) | \$ | (115,227) | 3% |
| Revenue | Appropriation | 14,664,284 | 14,810,927 | \$ | 146,643 | 1% |
| Şe . | Indirect Cost Recovery | 275,000 | 275,000 | \$ | - | 0% |
| _ | Sales/Services/Other | 1,172,945 | 1,469,054 | \$ | 296,109 | 25% |
| | Total E&G Revenue | \$ 28,788,240 | \$ 29,313,416 | \$ | 525,176 | 2% |
| | Personnel Expense | 21,910,136 | 21,478,056 | \$ | (432,080) | -2% |
| | Attrition | (592,765) | (900,000) | \$ | (307,235) | 52% |
| | Total Personnel | 21,317,371 | 20,578,056 | \$ | (739,315) | -3% |
| O | Fuel/Electricity | 703,078 | 821,295 | \$ | 118,217 | 17% |
| sus | Supplies/Services/Other | 1,858,463 | 2,814,041 | \$ | 955,578 | 51% |
| Expense | Shared Services | 4,077,766 | 4,156,247 | \$ | 78,481 | 2% |
| ũ | Travel | 288,830 | 309,168 | \$ | 20,338 | 7% |
| | Maintenance & Alterations | 49,081 | 46,951 | \$ | (2,130) | -4% |
| | Depreciation | 2,065,878 | 2,858,326 | \$ | 792,448 | 38% |
| | Net Transfers | (241,120) | (168,475) | \$ | 72,645 | -30% |
| | Total E&G Expenses | \$ 30,119,347 | \$ 31,415,609 | \$ | 1,296,262 | 4% |
| Ę, | Operating Increase (Decrease) | (1,331,107) | (2,102,193) | \$ | (771,086) | |
| ğ | Add back Depreciation | 2,065,878 | 2,858,326 | \$ | 792,448 | |
| ified | Less Captial Expenditures | 0 | (354,325) | \$ | (354,325) | |
| # ∺ | Less Capital Reserve Funding | 0 | (75,000) | \$ | (75,000) | |
| Modified Cash Flow | Less Debt Service Principle | (734,771) | (667,950) | \$ | 66,821 | |
| Σ | Transfer from Budget Stabalization | 0 | 0 | \$ | - | |
| | Net Change: | \$ - | \$ (341,142) | \$ | (341,142) | |

Assumptions:

| Revenue - | ир | 2% |
|-----------|----|----|
|-----------|----|----|

| • | |
|------------------------------|------|
| Tuition & Fees: | |
| IS, GRAD | 3% |
| oos | 3.5% |
| NEBHE | 175% |
| Fees | 3% |
| Scholarships tied to tuition | 3% |
| Appropriation | 1% |
| Other fees: | |
| includes daycare | 25% |

Expenses - up 4%

| Expenses up 470 | |
|-------------------|--------|
| Compensation | 3% |
| FB | (7.4%) |
| Fuel/Electricity | 17% |
| Supplies/Services | 51% |
| Net Transfers | (30%) |

| FTE Ch | ange |
|--------|------------|
| AFUM | (5) |
| Salary | 4 |
| Hourly | <u>(2)</u> |
| Net | (3) |

Ę

Financial Comparison Auxiliary

| | | F | /24 Budget | FY | '25 Budget | FY | 24 - FY25 \$ | FY24 - FY25 % |
|-----------------------|------------------------------------|----|------------|----|------------|----|-----------------|------------------|
| <u>o</u> | Dining & Residence Revenue | \$ | 7,460,718 | \$ | 8,424,300 | \$ | 963,582 | 13% |
| Revenue | Less: Waivers/Scholarships | | (392,088) | | (474,288) | \$ | (82,200) | 21% |
| eVe | HEERF Relief - Lost Revenue | | 0 | | 0 | \$ | - | |
| œ | Sales/Services/Other | | 257,000 | | 251,000 | \$ | (6,000) | -2% |
| | Total E&G Revenue | \$ | 7,325,630 | \$ | 8,201,012 | \$ | 875,382 | 12% |
| | Personnel Expense | | 1,940,849 | | 1,934,220 | \$ | (6,629) | 0% |
| | Attrition | | (86,282) | | 0 | \$ | 86,282 | -100% |
| Φ | Total Personnel | | 1,854,567 | | 1,934,220 | \$ | 79,653 | 4% |
| sus | Fuel/Electricity | | 568,837 | | 592,629 | \$ | 23,792 | 4% |
| Expense | Supplies/Services/Other | | 3,632,803 | | 4,167,269 | \$ | 534,466 | 15% |
| ш | Travel | | (58,922) | | 562 | \$ | 59,484 | -101% |
| | Depreciation | | 693,854 | | 768,143 | \$ | 74,289 | 11% |
| | Net Transfers | | (6,125) | | 0 | \$ | 6,125 | -100% |
| | Total E&G Expenses | \$ | 6,685,014 | \$ | 7,462,823 | \$ | 777,809 | 12% |
| ج | Operating Increase (Decrease) | | 640,616 | | 738,189 | \$ | 97,573 | |
| Cas | Add back Depreciation | | 693,854 | | 768,143 | \$ | 74,289 | |
| ified (Flow | Less Captial Expenditures | | (505,000) | | (365,000) | \$ | 140,000 | |
| ≝ ∺ | Less Capital Reserve Funding | | (3,982) | | (29,949) | \$ | (25,967) | |
| Modified Cash Flow | Less Debt Service Principle | | (825,488) | | (770,241) | \$ | 55,247 | |
| 2 | Transfer from Budget Stabalization | | 0 | | 0 | \$ | - | |
| | Net Change: | \$ | | \$ | 341,142 | \$ | 341,142 | |

Assumptions:

Revenue - up 12%

Redistribution of housing stock (created more singles)

Room rate 2% Board 4.3% Waivers (additional CA's) 21%

Expenses - up 12%

| Compensation | 3% |
|----------------------|--------|
| FB | (7.4%) |
| Fuel/Electricity | 4% |
| Supplies/Services | 15% |
| Travel | (101%) |
| Sales/Services/Other | |

Includes payment to Sodexo 15%

| FTE Change | | | | |
|------------|-------------------|--|--|--|
| AFUM | 0 | | | |
| Salary | 0 | | | |
| Hourly | .5 <u>(.5)</u> | | | |
| Net | (0) | | | |

Academic & Budget Priorities

Expansion of programs serving adult learners

- Hired a Director of Degree Completion to oversee program growth
 - Fall 2022: 2 students → Fall 2023: 51
 matriculated students
 - O Spring 2024: 61 matriculated students
- Partner with school districts to support educators needing to complete certification requirements
 - Fall 2023: 44 undergraduate/non-matriculated students in the program
 - o Spring 2024 an additional 46
- Draw upon the expertise of current faculty to deliver new online programs:
 - Online degree options (as of December 1, 2023):
 - Professional Studies with focus areas in Elementary Education, Special Education, and Rehabilitation and Human Services
 - Rehabilitation and Human Services
 - Special Education

Renewed focus on transfer students

- Developed and signed 55 articulation agreements since Summer 2023
- Hiring a gift-funded staff member to support the recruitment of transfer students.

Expansion of Early College programs

- Increasing the number of EC pathways (a series of 4 courses) from 6 to 9
- Increasing the number of online offerings

Curricular revision

- 4 to 3-credit courses
- 120 credits to align with other UMS campuses and Community Colleges



- /

Reorganization of Academic Structure: Academic Efficiencies

- Reduction of academic departments from 9 to 3
- Deans serve as co-provosts
- Faculty who retire/resign are not replaced (with rare exceptions)
- Reduction of low-enrolled courses
- Reduction in adjuncts/overloads

Curriculum is continuing to be redesigned to create an average of 240 credit hours per semester taught by each faculty member within a program (e.g., 4 classes at 3 credits per faculty member with 20 students in each class)



Over \$1.7M in net savings

Reduction in size of administration

2020: 9 administrators
2021: 7 administrators
2022: 5 administrators
2023: 5 administrators

25% reduction in size of full-time faculty

2020: 112 faculty2021: 106 faculty2022: 97 faculty2023: 84 faculty

Reduction in size of part-time faculty

| 2020: | 58 PATFA faculty |
|-------|------------------|
| 2021: | 58 PATFA faculty |
| 2022: | 49 PATFA faculty |
| 2023: | 33 PATFA faculty |

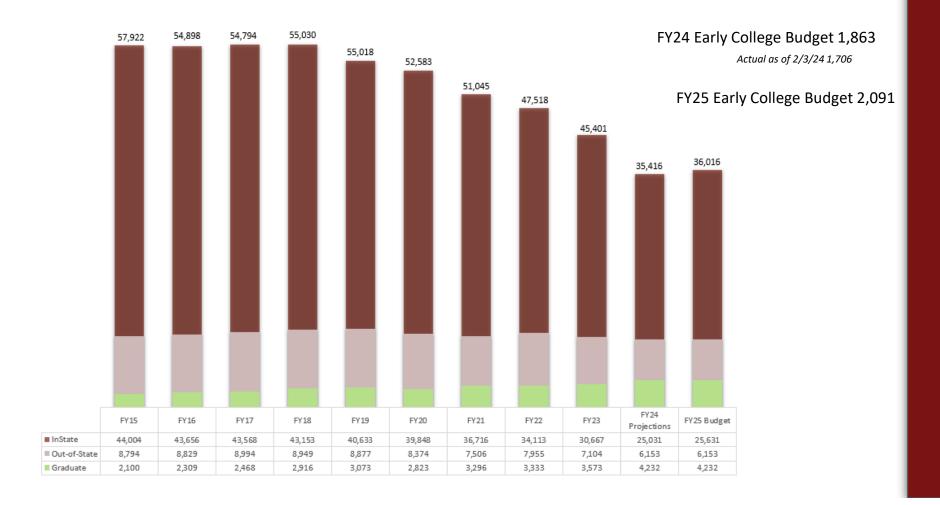
Enrollment

| Student Level, Tuition Residency, | 2023-24 Ac | tual & Proj C | redit Hours | System IR | 2024-25 P | rojected C | redit Hour | Can | npus 2024-2 | 25 Projecti | ons |
|-----------------------------------|---------------|---------------|-------------|---|-----------|-------------|--------------|--------------|-------------|-------------|--------|
| Cumulative Credits | | | | | | | | | | | |
| | | | | | | | | | | | |
| | Fall (Actual) | Spring | Total | Summer | Fall | Spring | Total | Summer | Fall | Spring | Total |
| Early College | 1,553 | 180 | 1,733 | 151 | 1,708 | 232 | 2,091 | 151 | 1,708 | 232 | 2,091 |
| Undergraduate | | | | | | | | | | | |
| In-State Total | 12,117 | 11,832 | 23,949 | 1,054 | 11,395 | 10,569 | 23,018 | 1,083 | 12,417 | 12,132 | 25,632 |
| Out-of-State/International Total | 1,330 | 1,261 | 2,591 | 144 | 1,304 | 1,203 | 2,651 | 185 | 1,330 | 1,261 | 2,776 |
| NEBHE Total | 1,615 | 1,530 | 3,145 | 149 | 1,486 | 1,466 | 3,101 | 173 | 1,615 | 1,530 | 3,318 |
| CAN | 29 | 29 | 58 | | | | | 0 | 29 | 29 | 58 |
| Graduate | | | | | | | | | | | |
| In-State Total | 1,584 | 1,482 | 3,066 | 1,267 | 1,929 | 1,444 | 4,640 | 1,061 | 1,584 | 1,482 | 4,127 |
| Out-of-State/International Total | 39 | 39 | 78 | 23 | 44 | 41 | 108 | 27 | 39 | 39 | 105 |
| Total | 18,267 | 16,353 | 34,620 | 2,788 | 17,866 | 14,955 | 35,609 | 2,680 | 18,693 | 16,676 | 38,107 |
| Total (Excluding Early College) | 16,714 | 16,173 | 32,887 | 2,637 | 16,158 | 14,723 | 33,518 | 2,529 | 16,985 | 16,444 | 36,016 |
| | | Summer: | 2,529 | | | | | | | | |
| Total | | | 37,149 | | Increas | e / (Decrea | ase) (exclud | ding EC) ove | r system pr | ojections: | 2,498 |
| Total (Excluding Early College) | | | 35,416 | Increase / (Decrease) (excluding EC) over FY24 projections: 600 | | | | | | | |

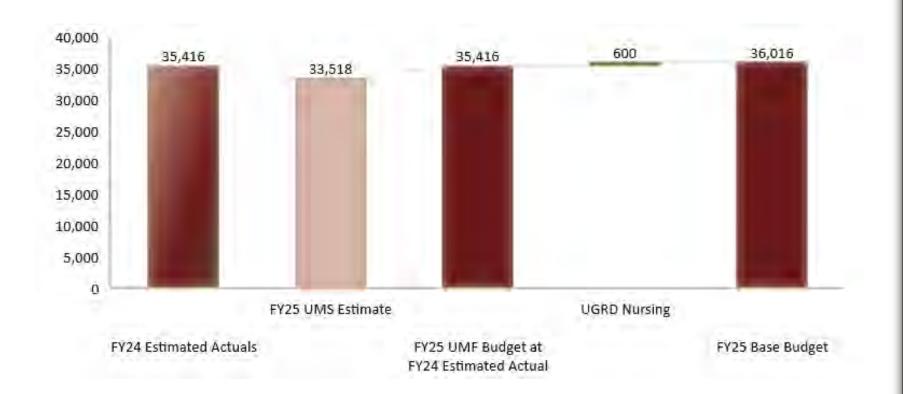
FY25 assumptions are based on FY24 estimated actuals plus 20 new students for Nursing

10

10 Year Credit Hour Enrollment History



FY25 Waterfall



Enrollment: Strategies to Recruit Students

Barbell strategy: Strong residential academic programs plus expanding online degree options

- Expand graduate education
 - Surpassed this year's enrollment goals
 - Significant increase in the number of students enrolled in the Masters in Counseling Psychology program this year
 - Added a part-time Counseling Psychology program to meet diverse student needs
- Continue to expand online programs
 - Strategically deploy current faculty to teach online
 - Use online programs to meet student interests and local workplace needs
- Continue to increase number of adult degree completion students
 - Hired a Director of Adult Degree Completion
 - Surpassed this year's enrollment goals
- Updated collaborative Nursing Major with UMA including joint degree
- Add Admissions capacity by adding a Transfer Counselor (donor funded) in order to have a greater presence at community colleges; redeploy other Admissions Counselors when possible to increase presence at community colleges
- Website overhaul with an aggressive timeline (donor funded; targeted completion date of August 2024)
- Significant increase in digital marketing (donor funded)

Enrollment: Strategies to Recruit Students: Direct Admissions

Spring 2023

- Piloted this new strategy by offering direct admission to students who had / were taking early college classes at any UMS campus
- This proved to be successful in converting UMS Early College students to UMF admits / matriculates

Fall 2023-Spring 2024

- Expanding on Spring 2023 strategy
- Continue offering direct admission to Early College students
- Work directly with the partnered high schools to expand Direct Admission beyond students taking early college courses.
- Continue partnering with an outside agency to identify and connect with out-of-state students (within a variety of parameters and demographics) to offer direct admission

Observation

• Offering and expanding direct admissions has required a change in our communications processes as we build the relationships with prospective students, in some instances, after the acceptance (i.e. this has been an interesting impact on the enrollment funnel)

Summary

Early data indicates that direct admission is a promising positive and viable option for the UMF community

Enrollment: Strategies to Retain Students

Goal: Keep improving Undergraduate return rates

- UMF's first-year undergraduate return rate is 75.2%, our highest rate since 2013.
- Our overall return rate improved to 80.7%, our highest rate since 2009.
- We are poised to continue to improve again, particularly given our RLE participation and our TIII grant activities.

Strategies:

- Strengthen the First-Year Experience
 - o Title III Grant, \$2,100,000 over 5 years: The Belongingness Initiative
 - Goals: improve the FY experience by increasing capacity in (a) appreciative advising, (b) a career and success relevant FY curriculum, and (c) activities and resources that foster a sense of belonging in a college community
 - O Continue to expand participation in Research Learning Experiences
 - UMF participation is 43%
- Expand Student Learning Commons (SLC) and Peer Tutoring supports
 - o 200+ students accessed the SLC; 650 recorded appointments with tutors increase of 330% over previous year
 - O Greater use of course-based and course-embedded peer tutors
 - O Academic coaching program to help with time management, managing workloads, and connecting academic goals to career goals
- Development of a Student Success Center
 - O The UMF Student Success Center will include an academic advising hub and career services
 - O Academic Advising and Career Services were merged to support the UMF Student Success Model's "Advising and Purpose" pillar
 - O The center is being constructed in in the Library in close proximity to the Student Learning Commons
- Expand experiential learning opportunities and internships
- Increase the number of donor funded scholarships and emergency funding

Sample Cost of Attendance

| | IS student | | IS student | | | |
|------------|-----------------------|------------|-----------------------|-------|----|----|
| 30 credits | FY24 | 30 credits | FY25 | \$ | | % |
| \$8,910 | Tuition | \$9,180 | Tuition | \$270 | or | 3% |
| \$160 | Student Activity Fee* | \$160 | Student Activity Fee* | \$0 | or | 0% |
| \$300 | Technology Fee | \$300 | Technology Fee | \$0 | or | 0% |
| \$879 | Student Support Fee | \$906 | Student Support Fee | \$27 | or | 3% |
| \$740 | Academic Support Fee | \$762 | Academic Support Fee | \$22 | or | 3% |
| \$10,989 | Total Charge | \$11,308 | Total Charge | \$319 | or | 3% |
| | | | | | | |
| \$5,610 | Room | \$5,722 | Room | \$112 | or | 2% |
| \$5,360 | Board | \$5,588 | Board | \$228 | or | 4% |
| \$10,970 | Total R&B | \$11,310 | Total R&B | \$340 | or | 3% |
| \$21,959 | Cost of attendance | \$22,618 | Cost of attendance | \$659 | or | 3% |

^{*} Student government fee

Sodexo increase is 5.35%

FY25 Financial Aid

Overarching strategy: Use elasticity in and strategic awarding of merit and need based institutional aid to maximize the impact of federal, state, and donor aid

5 priorities:

- 1. Manage long term issues with institutional merit
 - a. Sunset our expensive and inflexible merit program over three years (we are currently in sunset year 1)
 - b. Replace our previous merit program with a new merit program (this program started in Fall 2023):
 - i. divides merit aid into lower value, lower stakes awards and higher value, higher stakes awards
 - ii. focuses on accountability and support
- 2. Increase transfer aid
- 3. Increase the number of donor funded scholarships
- 4. Increase emergency aid
- 5. Provide individualized support for students and families as they navigate the new FAFSA

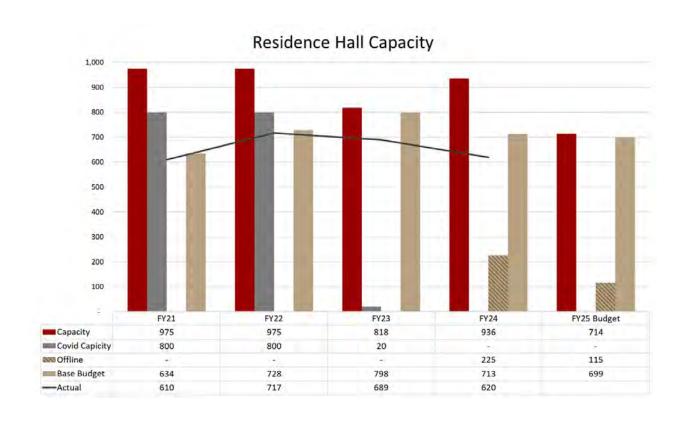
FY25 Residence Halls and Dining

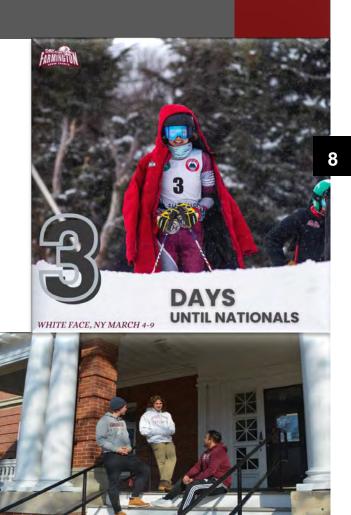
Overarching goal: Meet UMF specific students needs and interests while keeping cost increases as minimal as possible

- Increase the number of single rooms (we had a long waiting list in 2023-2024)
- Ensure more flexibility and capacity for medical singles (the demand for medical singles has increased significantly)
- Re-open one of our oldest, and very popular residence halls which now include single user bathrooms, laundry on the first floor, and accessible entries
- Open a pet friendly residence hall
- Create a sports-interest living community
 (varsity and club sports athletes; located in the building that houses the outdoor
 enthusiasts community)
- Add an all singles, quiet floor for veterans
- Work with Sodexo to continue to assure foods that meet diverse dietary needs and Interests, as well as and flexibility in the plans



Residential Life





Capital Investment



FY25 Depreciation and Reserve Balances

| E&G and AUX Funded Depreciation | | | % |
|---|--------------|--------------|---------|
| | FY24 | FY25 | Change |
| E&G Depreciation Expense | \$ 2,067,399 | \$ 2,858,326 | 38.3% |
| AUX Depreciation Expense | 693,854 | 768,143 | 10.7% |
| Total | \$ 2,761,253 | \$ 3,626,469 | 31.3% |
| Budgeted funds for Capital Expenditures | - | 824,274 | |
| Debt Service Principal | 1,054,058 | 1,438,191 | 36.44% |
| Funded E&G and AUX Depreciation | \$ 1,054,058 | \$ 2,262,465 | 114.64% |
| Funded E&G and AUX Depreciation % | 38.17% | 62.39% | 63.4% |

Reserve Balance estimate as of 2/2/2024

| E&G | \$(| 6,915,740) |
|-------------------|-----|------------|
| E&G Capital | \$ | 357,654 |
| GASB 75 | \$(| 2,409,695) |
| Auxiliary | \$ | (274,550) |
| Auxiliary Capital | Ś | 110,808 |

FY25 Capital Expenditures

FY25 E&G Projects: \$354,325

| Roberts Learning Center restroom upgrade | | |
|--|-----------|-----------|
| to be ADA compliant | \$150,000 | |
| Franklin Hall foundation repair | 60,000 | |
| Preble / Thomas roof replacement | 144,325 | \$354,325 |

FY25 AUX Projects: \$365,000

| Scott North 1st floor restroom renovation | \$40,000 | |
|---|----------|-----------|
| Scott West window replacement | 325,000 | \$365,000 |

ESCO Project (spans FY23 - FY25):

- · Investments have addressed historic backlog growth
- · Mechanical and HVAC upgrades in over 30 buildings
- · 2nd biomass boiler will continue to create energy savings and TREC revenue

Campus Footprint

 UMF will raze the Honors house which removes 2,200 sqft from campus and rent a building on Main Street

NAV

FY23 NAV is 58% (3% over FY22)

Investments

- Investment in residence hall plumbing and electrical infrastructure to meet the demands of the on campus student population by creating single user restrooms with ADA accessibility helping retain students on campus
- 2nd biomass boiler is creating savings throughout the year by heating the campus domestic hot water load with chips rather then with oil and propane
- The \$7.5M bond is allowing the campus to complete deferred maintenance projects that were not completed through the esco project with focus on energy savings and student life on campus



Concluding Thoughts

Culture Change

Culture Change is hard and takes time, but it is underway

- 1. Focus on great teaching.
- 2. Focus on a balanced budget
- 3. Barbell strategy residential and online
- 4. Traditional 18-21, adult completers and CC transfers, and graduate programs
- 5. Mission to serve western Maine: Education, Health, Environment, and Creative Arts



Thank you.

Questions?

March 2024