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

March 19, 2025 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 – 9:05am | Call the meeting to order and Roll Call |
| 9:05am – 9:45am<br>TAB 1 | FY2026 Proposed Operating Budget – First Reading |
| 9:45am – 10:25am<br>TAB 2 | UMPI |
| 10:25am – 10:35am | BREAK |
| 10:35am – 11:15am<br>TAB 3 | UMFK |
| 11:15am – 11:55am<br>TAB 4 | UMF |
| 11:55am – 12:25pm | BREAK |
| 12:25pm – 1:05pm<br>TAB 5 | UMA |
| 1:05pm – 2:05pm<br>TAB 6 | USM |
| 2:05pm – 2:15pm | BREAK |
| 2:15pm – 2:55pm<br>TAB 7 | LAW |
| 2:55pm – 4:05pm<br>TAB 8 | UM |
| 4:05pm – 4:30pm | **EXECUTIVE SESSION**<br>The Finance, Facilities, & Technology Committee will enter Executive Session under the provisions of 1 MRSA Section 405 6-A |

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**: FY2026 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 Strategic AI Integration, Ryan Low, will present the FY2026 Proposed Operating Budget for the University of Maine System.

This is the first reading of the FY2026 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 16, 2025 for any budget changes that may occur, some budget-related informational items and for any additional questions. Then, a second reading and committee vote of the Finance, Facilities and Technology Committee will occur at the April 30, 2025 Committee meeting, prior to a request for approval by the Board of Trustees at the May 18-19, 2025 meeting.

Attachment
FY2026 Proposed Operating Budget – First Reading

3/7/2025

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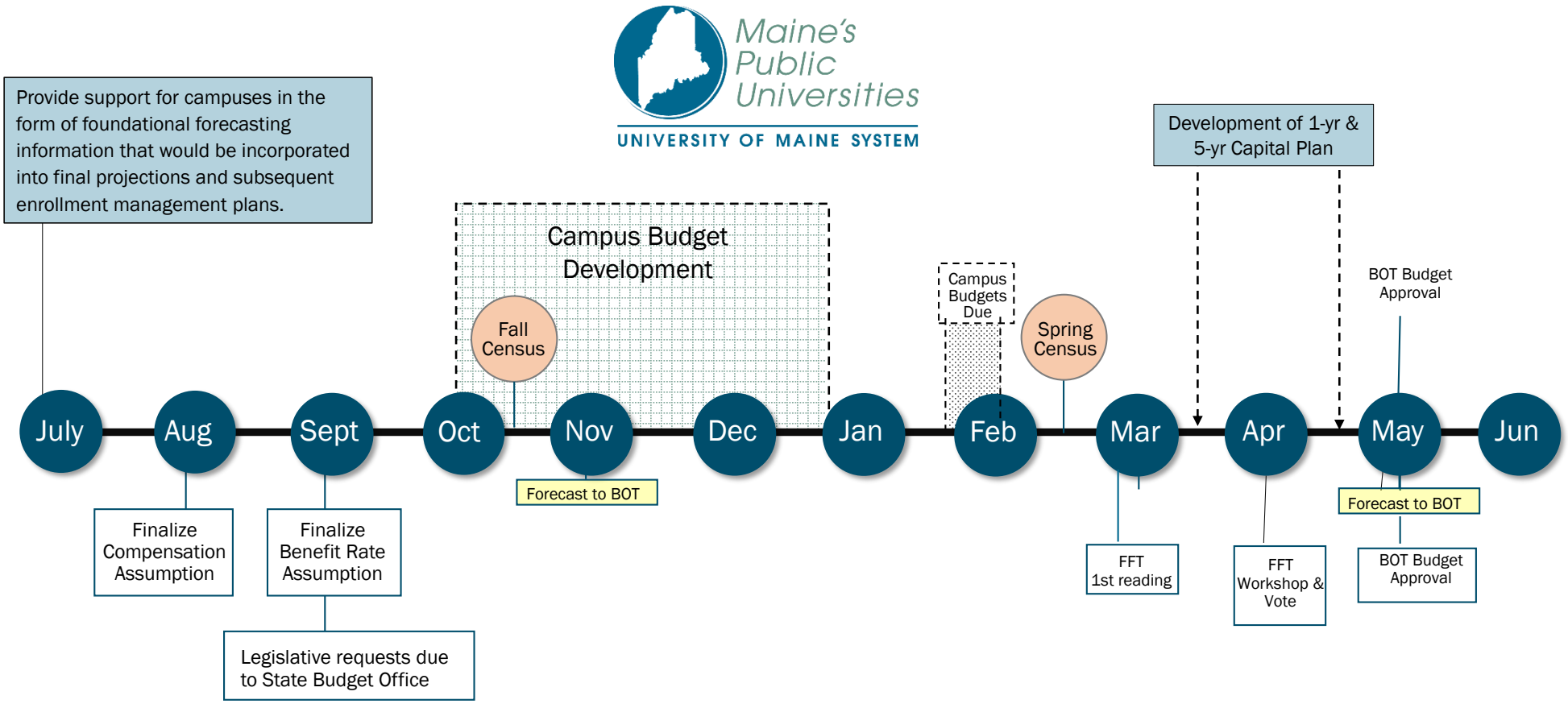
# FY26

## First Reading

FFT

March 19, 2025

# Unified Budget Timeline




BOT – Board of Trustees
FFT – Finance, Facilities & Technology

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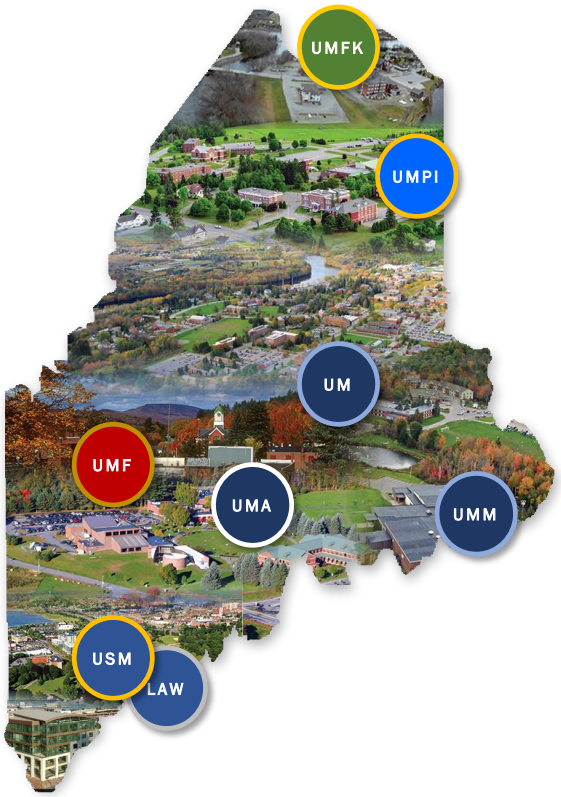
# FY26 Budget Pressures




## Internal

- Residence Hall Occupancy Rates
- Wage Pressures vs Revenue Increases

## External

- State Appropriation – impact of "current services budget"
- Impact of Executive Orders

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# FY26 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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# FY26 Budget Overview

- **Enrollment**

  Enrollment budgeting process focuses on realistic trends with increased remote learning including the expansion of YourPace to other campuses.

  FY26 budgeted credit hours are 1.1% below FY25 actual hours.

- **Appropriation -** Governor's FY26-FY27 proposed biennial budget includes a $9.58 million (4.0%) base increase in FY26

- **Balanced Budget** - Overall balanced budget that uses no System reserves. Budget has a transfer from campus reserves and will require some additional work at UMF.

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# FY26 Budget Overview

| | E&G | Auxiliary | Total | Campus Reserves | Proposed Budget Stabilization | Total |
|---|---|---|---|---|---|---|
| UMaine | ($2,164,668) | $251,206 | ($1,913,462) | $2,164,668 | $0 | $251,206 |
| UMA | 265,360 | (265,360) | - | - | - | - |
| UMF | -** | - | - | - | - | -** |
| UMFK | 801,080 | (801,080) | - | - | - | - |
| UMPI | 3,878,776 | (967,791) | 2,910,985 | - | - | 2,910,985 |
| USM | (1,019,016) | 1,019,016 | - | - | - | - |
| Maine Law | 19,000 | - | 19,000 | - | - | 19,000 |
| Governance/Univ. Serv. | (1,425,108) | | (1,425,108) | 1,425,108* | - | - |
| **Total** | **$355,425** | **($764,009)** | **($489,585)** | **$3,589,776** | **$0** | **$3,181,191** |

*Maine Center Custom House Lease $1.04M; Early College – State Restricted Appropriation carryforward
**Actual deficit is ($990,195) to be monitored and resolve during FY26

# FY26 Budgeted Attrition

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

"Attrition" calculation is based on:

- Known retirements
- Known vacancies
- Estimated salary savings based on past experience

($ in Millions)

| | Salary & Wages Only | Salary & Wages incl. Benefits |
|---|---|---|
| UMaine | $1.00 | $1.49 |
| UMA | 1.44 | 2.14 |
| UMF | 0.61 | 0.91 |
| UMFK | 0.38 | 0.56 |
| UMPI | | - |
| USM | 2.08 | 3.09 |
| LAW | 0.11 | 0.16 |
| GUS | 0.87 | 1.29 |
| **TOTAL** | **$6.49** | **$9.64** |

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# 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.

With the approval of the Board, the Treasurer will authorize only the transfer needed to offset a net unrestricted operating loss for each institution at the end of the fiscal year.

| | |
|---|---|
| Balance 6/30/24 | $9,700,000 |

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# E&G State Appropriation – Governor's Proposed Budget

(Excludes restricted funds - , i.e. MEIF & Debt Service)

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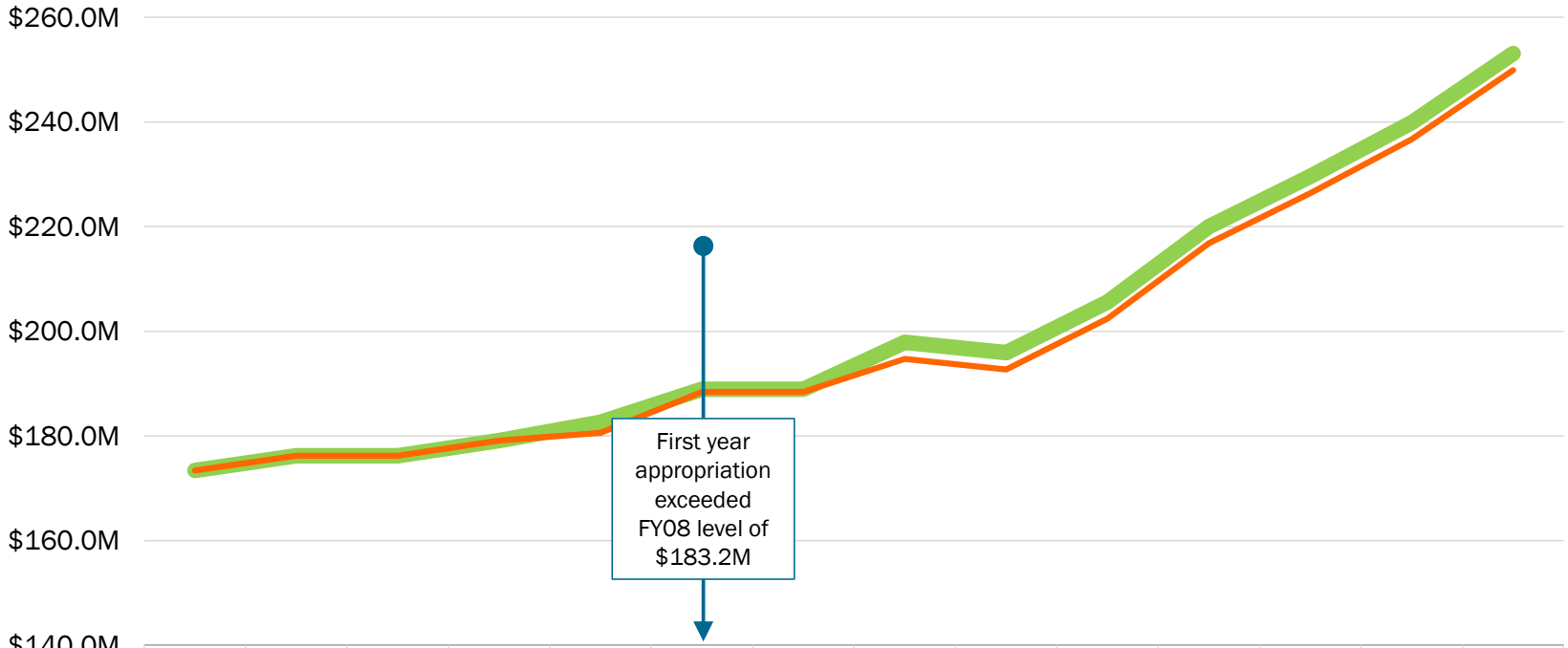


| | FY13 | FY14 | FY15 | FY16 | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24 | FY25 | FY26 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Total | 173.4 | 176.2 | 176.2 | 179.1 | 182.6 | 188.9 | 188.9 | 197.9 | 195.9 | 205.6 | 220.0 | 229.6 | 239.9 | 253.1 |
| General Appropriation | 173.4 | 176.2 | 176.2 | 179.1 | 180.6 | 188.4 | 188.4 | 194.7 | 192.7 | 202.4 | 216.8 | 226.4 | 236.7 | 249.9 |
| Early College | | | | | 2.0 | 0.5 | 0.5 | 1.7 | 1.7 | 1.7 | 1.7 | 1.7 | 1.7 | 1.7 |
| Adult Degree Completion | | | | | | | | 1.5 | 1.5 | 1.5 | 1.5 | 1.5 | 1.5 | 1.5 |

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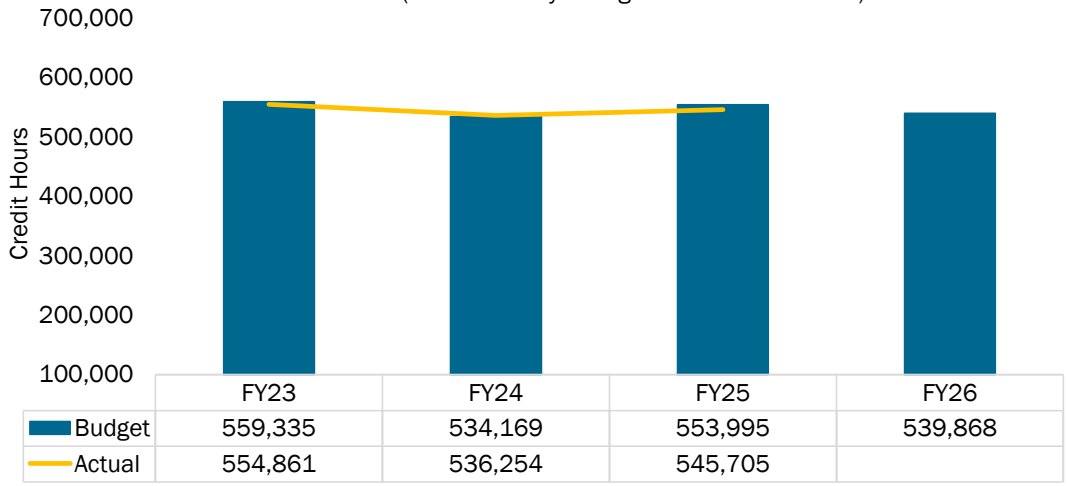
# UMS Enrollment

## UMS Total Credit Hour Enrollment

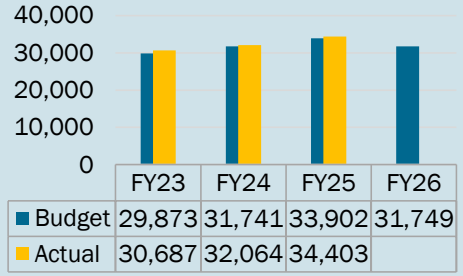
(excludes Early College and UMPI YourPace)




### FY26 Enrollment Budget

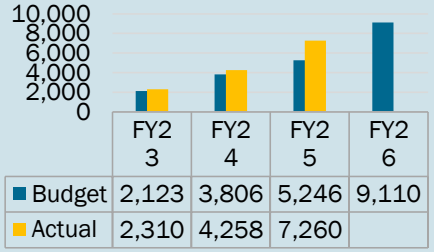
| Budget | Actual |
|---|---|
| -2.6% | -1.1% |
| below FY25 | Below FY25 |

### Early College

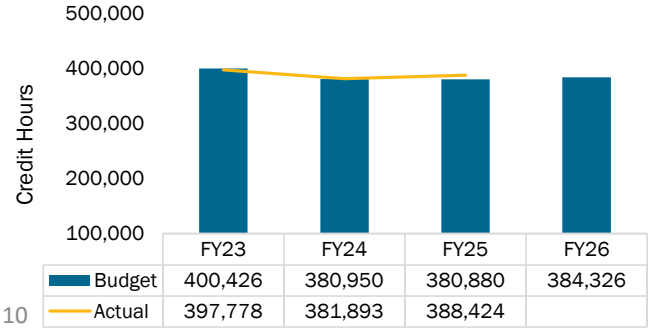



### YourPace Subscriptions

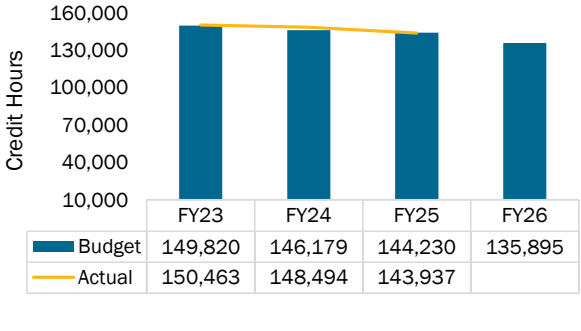
*Actuals are at end of term vs. at census due to the timing of session II enrollment*



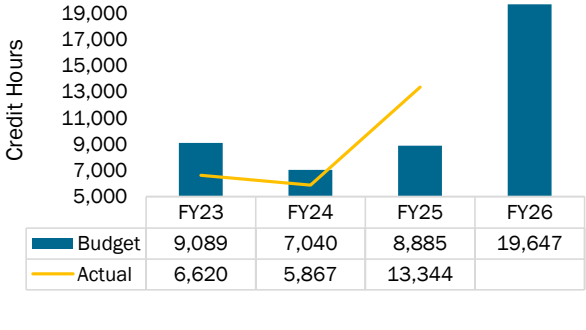

## In-State (excludes EC)




## Out-of-State




## On-line



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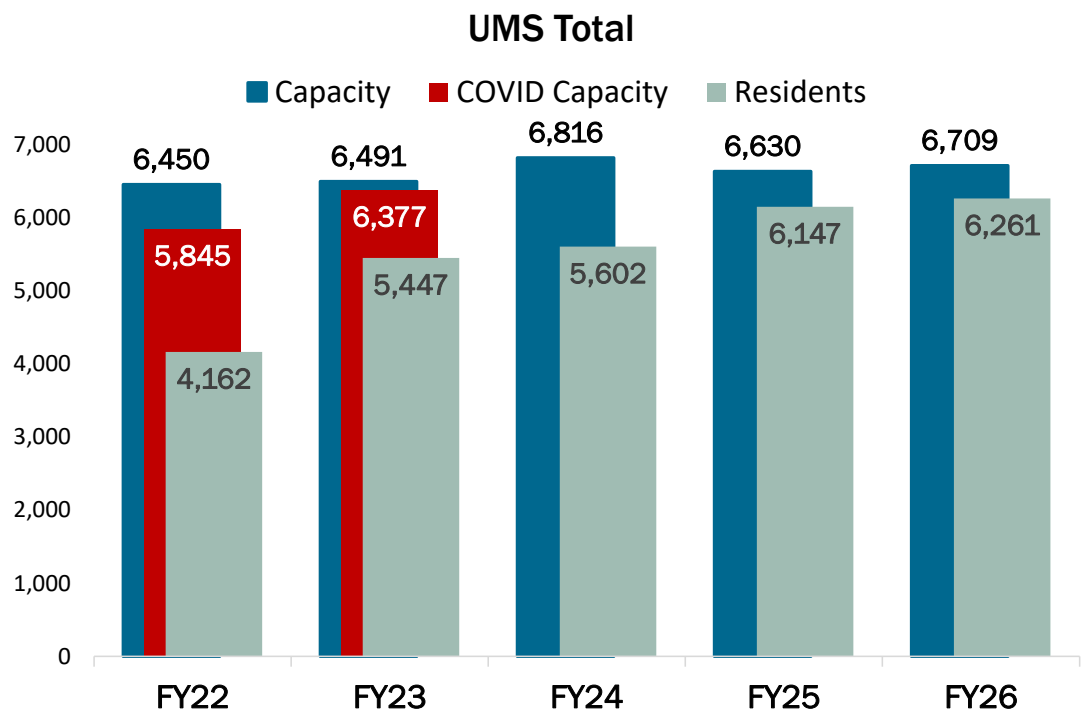
# Residence Hall Occupancy (Annual Average)




| | FY22 | FY23 | FY24 | FY25 | FY26 |
|---|---|---|---|---|---|
| Normal Occupancy | 65% | 84% | 82% | 93% | 93% |
| COVID Occupancy | 70% | 71% | | | |

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# FY26 Recommended Tuition Credit Hour Rates

## Undergraduate

| In-State | FY25 | FY26 | Increase | |
|---|---|---|---|---|
| UMaine | $412 | $424 | $12 | 2.9% |
| UMM | $299 | $308 | $9 | 3.0% |
| UMA/UMFK/UMPI | $260 | $268 | $8 | 3.1% |
| UMF/USM | $306 | $316 | $10 | 3.3% |

| Out-of-State | FY25 | FY26 | Increase | |
|---|---|---|---|---|
| UMaine | $1,193 | $1,229 | $36 | 3.0% |
| UMM | $582 | $599 | $17 | 2.9% |
| UMA | $703 | $724 | $21 | 3.0% |
| UMF | $725 | $754 | $29 | 4.0% |
| UMFK/UMPI | $442 | $457 | $15 | 3.4% |
| USM | $901 | $931 | $30 | 3.3% |

## Graduate

| In-State | FY25 | FY26 | Increase | |
|---|---|---|---|---|
| UMaine | $557 | $573 | $16 | 2.9% |
| UMA | $458 | $472 | $14 | 3.1% |
| UMF | $453 | $471 | $18 | 4.0% |
| USM | $459 | $475 | $16 | 3.5% |
| Law-3L | $796 | $796 | $0 | 0.0% |
| Law-2L | $820 | $820 | $0 | 0.0% |
| Law-New | | $870 | $50 | 6.1% |

| Out-of-State | FY25 | FY26 | Increase | |
|---|---|---|---|---|
| UMaine | $1,696 | $1,747 | $51 | 3.0% |
| UMA | $605 | $623 | $18 | 3.0% |
| UMF | $453 | $471 | $18 | 4.0% |
| USM | $1,390 | $1,435 | $45 | 3.2% |
| Maine Law | $1,200 | $1,272 | $72 | 6.0% |

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# Special/Differential Tuition Rates

| Campus | Program/Modality | | FY25 Rate | FY26 Rate | Unit | Increases $ | Increases % |
|---|---|---|---|---|---|---|---|
| UMaine | MBS Business School | Graduate program | 750 | **750** | CH | 0 | 0.0 |
| | Res'd Online | | 400 | **424** | CH | 24 | 6.0 |
| | NR Online (e-rate) | | 500 | **515** | CH | 15 | 3.0 |
| | Graduate (Grad Asst) | | 557 | **573** | CH | 16 | 2.9 |
| | Graduate On line | MBA | 750 | **750** | CH | 0 | 0.0 |
| | | ENGINEERING | 732 | **750** | CH | 18 | 2.5 |
| | | EDUCATION | 567 | **584** | CH | 17 | 3.0 |
| | | ALL OTHER | 608 | **626** | CH | 18 | 3.0 |
| | Undergrad Diff Tuition* **Charged only to courses in the major.* | BUSINESS | 48 | **48** | CH | 0 | 0.0 |
| | | ENGINEERING | 48 | **48** | CH | 0 | 0.0 |
| | | NURSING | 50 | **50** | CH | 0 | 0.0 |
| | Grad Differential Tuition | ENGINEERING | 335 | **345** | Semester | 10 | 3.0 |
| | | NURSING | 397 | **409** | Semester | 12 | 3.0 |
| UMA | Undergrad Diff Tuition | Dental Health (DEH) | 800 | **800** | CH | 0 | 0.0 |
| | | Dental Assisting (DEA) | 150 | **150** | CH | 0 | 0.0 |
| | | Expanded Function Dental | 150 | **150** | CH | 0 | 0.0 |
| | | Computer Info Systems (CIS) | 25 | **30** | CH | 5 | 20.0 |
| | | Data Science (DSC) | 25 | **30** | CH | 5 | 20.0 |
| | | Cybersecurity (CYB) | 55 | **60** | CH | 5 | 9.1 |
| | | Infoformation Systems (ISS) | 55 | **60** | CH | 5 | 9.1 |
| | | Architecture (ARC) | 210 | **210** | CH | 0 | 0.0 |
| | | Aviation | 0 | **50** | CH | 50 | - |
| | | Non Res'd UG On Line | 390 | **469** | CH | 79 | 20.3 |
| UMF | YourPace | UG | 0 | **1,800** | Session | 1,800 | - |
| | | GRAD | 0 | **2,450** | Session | 2,450 | - |

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# Special/Differential Tuition Rates

| Campus | Program/Modality | | FY25 Rate | FY26 Rate | Unit | Increases $ | Increases % |
|---|---|---|---|---|---|---|---|
| UMFK | Undergrad-Flat Rate | RN_BSN | 318 | **328** | CH-no fees | 10 | 3.1 |
| | Graduate Online-Flat Rate | MSN and DNP | 500 | **500** | CH-no fees | 0 | 0.0 |
| | YourPace | UG | 0 | **1,700** | Session | 1,700 | - |
| UMPI | YourPace | UG | 1,700 | **1,800** | Session | 100 | 5.9 |
| | | GRAD | 2,350 | **2,450** | Session | 100 | 4.3 |
| USM | Non Res'd UG On Line | | 343 | **355** | CH | 12 | 3.5 |
| | NR GR e-rate | | 509 | **526** | CH | 17 | 3.3 |
| | Differential 2 | UG In-State/Canadian | 325 | **336** | CH | 11 | 3.4 |
| | Differential 2 | UG NEHBE | 569 | **588** | CH | 19 | 3.3 |
| | Differential 2 | UG Out of State | 956 | **988** | CH | 32 | 3.3 |
| | Differential 3 | UG In-State/Canadian | 343 | **355** | CH | 12 | 3.5 |
| | Differential 3 | UG NEHBE | 600 | **620** | CH | 20 | 3.3 |
| | Differential 3 | UG Out of State | 1,010 | **1,043** | CH | 33 | 3.3 |
| | Differential 2 | G In-State/Canadian | 486 | **503** | CH | 17 | 3.5 |
| | Differential 2 | G NEHBE | 851 | **879** | CH | 28 | 3.3 |
| | Differential 2 | G Out of State | 1,474 | **1,522** | CH | 48 | 3.3 |
| | Differential 3 | G In-State/Canadian | 515 | **532** | CH | 17 | 3.3 |
| | Differential 3 | G NEHBE | 901 | **931** | CH | 30 | 3.3 |
| | Differential 3 | G Out of State | 1,557 | **1,608** | CH | 51 | 3.3 |

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# Annual Mandatory Fees

| Undergraduate | | FY25 | FY26 | Increase $ |
|---|---|---|---|---|
| UM | Student Activity | $156 | $200 | |
| | Infrastructure & Technology Fee | 810 | 840 | |
| | **Total** | **$966** | **$1,040** | **74** |
| UMM | Student Activity | $270 | $270 | |
| | Infrastructure & Technology Fee | 810 | 840 | |
| | **Total** | **$1,080** | **$1,110** | **30** |
| UMA | [1]Academic Support Fee | $0 | $1,590 | |
| | Student Activity | $68 | $68 | |
| | Unified Fee | 1,020 | 0 | |
| | **Total** | **$1,088** | **$1,658** | **570** |
| UMF | Academic Support Fee | $762 | $785 | |
| | Student Activity | 160 | 160 | |
| | Student Support Fee | 906 | 933 | |
| | Technology Fee | 300 | 300 | |
| | **Total** | **$2,128** | **$2,178** | **50** |
| UMFK | Student Activity | $225 | $225 | |
| | Technology Fee | 360 | 360 | |
| | Unified Fee | 1,020 | 1,020 | |
| | **Total** | **$1,605** | **$1,605** | **-** |
| UMPI | Student Activity | $176 | $180 | |
| | Student Athletic Fee | 45 | 48 | |
| | Technology Fee | 360 | 390 | |
| | Unified Fee - Campus | 1,020 | 1,050 | |
| | **Total** | **$1,601** | **$1,668** | **67** |
| USM | Comprehensive Fee | $2,490 | $2,670 | |
| | Student Activity | 150 | 180 | |
| | Technology Fee | 360 | 390 | |
| | **Total** | **$3,000** | **$3,240** | **240** |
| **Average** | | **$1,638** | **$1,786** | **148** |

| Graduate | | FY25 | FY26 | Increase $ |
|---|---|---|---|---|
| UM | Infrastructure & Technology Fee | $486 | $504 | |
| | Student Activity | 150 | 150 | |
| | **Total** | **$636** | **$654** | **18** |
| UMA | [1]Academic Support Fee | $0 | $954 | |
| | Student Activity | 41 | 41 | |
| | Unified Fee | 612 | 0 | |
| | **Total** | **$653** | **$995** | **342** |
| UMF | Technology Fee | $180 | $180 | |
| | Academic Support Fee (Formerly Unified Fee) | 388 | 400 | |
| | **Total** | **$568** | **$580** | **12** |
| USM | Comprehensive Fee | $1,494 | $1,602 | |
| | Technology Fee | 162 | 180 | |
| | **Total** | **$1,656** | **$1,782** | **126** |
| **Average** | | **$878** | **$1,003** | **125** |
| **Law** | Academic Bar & Success Fee | $0 | $700 | |
| | Comprehensive Fee | 1,800 | 1,800 | |
| | Student Activity | 150 | 150 | |
| | Technology Fee | 210 | 210 | |
| **Average** | | **$2,160** | **$2,860** | **700** |

[1] The new UMA Academic Support Fee is also offset by the elimination of the non-mandatory online course fee of $12/CH.

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# FY26 Recommended Room & Board Rates

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

| UMFK | FY25 | FY26 | Increase | % |
|---|---|---|---|---|
| Room | $5,140 | $5,300 | $160 | |
| Board | $4,450 | $4,650 | $200 | |
| **Total** | **$9,590** | **$9,950** | **$360** | **3.8%** |

| UMaine | FY25 | FY26 | Increase | % |
|---|---|---|---|---|
| Room | $6,670 | $6,954 | $284 | |
| Board | $6,490 | $6,860 | $370 | |
| **Total** | **$13,160** | **$13,814** | **$654** | **5.0%** |

| UMM | FY25 | FY26 | Increase | % |
|---|---|---|---|---|
| Room | $4,890 | $5,134 | $244 | |
| Board | $6,258 | $6,524 | $266 | |
| **Total** | **$11,148** | **$11,658** | **$510** | **4.6%** |

| UMA | FY25 | FY26 | Increase | % |
|---|---|---|---|---|
| Room | $8,152 | $8,478 | $326 | |
| Board | $2,814 | $3,050 | $236 | |
| **Total** | **$8,803** | **$11,528** | **$562** | **6.4%** |

| UMPI | FY25 | FY26 | Increase | % |
|---|---|---|---|---|
| Room | $5,460 | $5,610 | $150 | |
| Board | $5,250 | $5,515 | $265 | |
| **Total** | **$10,710** | **$11,125** | **$415** | **3.9%** |

| UMF | FY25 | FY26 | Increase | % |
|---|---|---|---|---|
| Room | $5,722 | $6,008 | $286 | |
| Board | $5,588 | $5,867 | $279 | |
| **Total** | **$12,678** | **$11,875** | **$565** | **4.5%** |

| USM | FY25 | FY26 | Increase | % |
|---|---|---|---|---|
| Room | $6,380 | $6,700 | $320 | |
| Board | $5,741 | $6,030 | $289 | |
| **Total** | **$12,121** | **$12,730** | **$609** | **5.0%** |

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UNIVERSITY OF MAINE SYSTEM

# Annual Comprehensive Student Charges

*(Includes Tuition, Mandatory Fees, Room & Board)*

| UNDERGRADUATE | FY25 | FY26 | Increase | |
|---|---|---|---|---|
| **In-State & Canadian** | **Rate** | **Rate** | **$** | **%** |
| UM | $26,486 | $27,574 | 1,088 | 4.1 |
| UMM | 21,198 | 22,008 | 810 | 3.8 |
| UMA | 17,691 | 21,226 | 3,535 | 20.0 |
| UMF | 22,618 | 23,533 | 915 | 4.0 |
| UMFK | 18,995 | 19,595 | 600 | 3.2 |
| UMPI | 20,066 | 20,833 | 767 | 3.8 |
| USM | 24,211 | 25,450 | 1,239 | 5.1 |
| **Average** | **22,200** | **22,936** | **736** | **3.3** |
| **Out-of-State** | | | | |
| UM | $49,916 | $51,724 | 1,808 | 3.6 |
| UMM | 29,688 | 30,738 | 1,050 | 3.5 |
| UMA | 30,981 | 34,906 | 3,925 | 12.7 |
| UMF | 35,188 | 36,673 | 1,485 | 4.2 |
| UMFK | 24,455 | 25,265 | 810 | 3.3 |
| UMPI | 25,526 | 26,503 | 977 | 3.8 |
| USM | 42,061 | 43,900 | 1,839 | 4.4 |
| **Average** | **34,564** | **35,721** | **1,157** | **3.3** |
| **NEBHE** | | | | |
| UM | $35,756 | $37,114 | 1,358 | 3.8 |
| UMM | 27,918 | 28,938 | 1,020 | 3.7 |
| UMA | 23,151 | 27,256 | 4,105 | 17.7 |
| UMF | 29,518 | 30,643 | 1,125 | 3.8 |
| UMFK | 24,455 | 25,235 | 780 | 3.2 |
| UMPI | 25,526 | 26,473 | 947 | 3.7 |
| USM | 31,111 | 32,560 | 1,449 | 4.7 |
| **Average** | **28,796** | **29,793** | **997** | **3.5** |

| GRADUATE | FY25 | FY26 | Increase | |
|---|---|---|---|---|
| **In-State & Canadian** | **Rate** | **Rate** | **$** | **%** |
| UM | $23,822 | $24,782 | 960 | 4.0 |
| UMA | 17,700 | 21,019 | 3,319 | 18.8 |
| UMF | 20,032 | 20,933 | 901 | 4.5 |
| USM | 22,039 | 23,062 | 1,023 | 4.6 |
| **Average** | **22,203** | **22,769** | **566** | **2.5** |
| **Out-of-State** | | | | |
| UM | $44,324 | $45,914 | 1,590 | 3.6 |
| UMA | 20,346 | 23,737 | 3,391 | 16.7 |
| UMF | 20,032 | 20,933 | 901 | 4.5 |
| USM | 38,797 | 40,342 | 1,545 | 4.0 |
| **Average** | **32,179** | **33,051** | **872** | **2.7** |
| **NEBHE** | | | | |
| UM | $31,346 | $32,522 | 1,176 | 3.8 |
| UMA | 23,478 | 27,391 | 3,913 | 16.7 |
| USM | 27,817 | 29,056 | 1,239 | 4.5 |
| **Average** | **28,827** | **30,238** | **1,411** | **4.9** |
| **LAW** | | | | |
| **In-State/Canadian - Cont. 3** | $38,161 | $39,470 | 1,309 | 3.4 |
| **In-State/Canadian - Cont. 2** | $38,881 | $40,190 | 1,309 | 3.4 |
| **In-State/Canadian New** | | $41,690 | 2,809 | 7.2 |
| **Out-of-State** | $50,281 | $53,750 | 3,469 | 6.9 |
| **NEBHE** | $45,931 | $47,240 | 1,309 | 2.8 |

# UNIVERSITY OF MAINE AT PRESQUE ISLE

UMPI YourPace Enrollments by Country Name - Distinct Count - Fall 2019 to Present

UMPI's YourPace degree completion programming changing lives around the world.

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# *Our Financial Situation*

At UMPI, as fast as we are growing with students, we are building infrastructure to support those evolving needs. While we deliver a balanced budget with a notable surplus, we also exercise caution in growing the most expensive element of the budget
(salaries and benefits).

You will see we are planning on an average of 24% increase in our employee base either through essential new hires or the corrections of existing salaries which are not equitably distributed.

Our definition of need is not arbitrary. We are using actual activity to define work ratios of students to employees to make sure our inclusion of new team members matches our growth and mandate. While we are budgeting for the maximum need, employment will be staged only as the student growth occurs.

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## *Priorities for Fiscal Year 26*

- We have a quickly growing population of YourPace students and a standard population (growing slightly each year)of traditional undergraduate students. We are beginning to experience a comingling of these two programs with UMPI undergraduates awarded degrees in a traditional modality staying on to do their graduate work in competency programs (YourPace).

- The University is committed to defining the appropriate and necessary curriculum in the traditional program and in the YourPace program; FY26 will provide for cost:benefit work to be accomplished.

- With regard to expanding YourPace programming to other UMS institutions, we have an obligation for on-boarding non-UMPI faculty re: modality instruction and curriculum development. A primary goal is to ensure coherency of the developing YourPace national brand and programmatic consistency with fellow UMS institutions.

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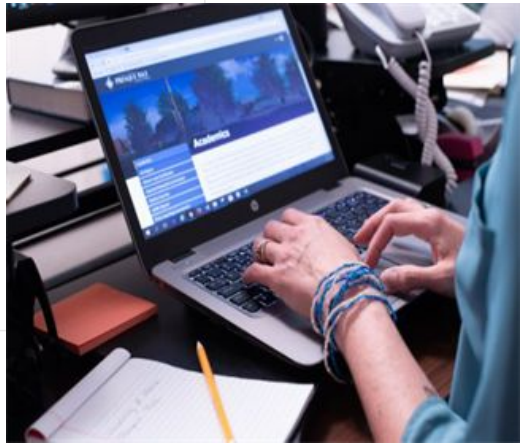
# Academic Demands FY26

YourPace and our Traditional on-campus curriculum are launching graduate, undergraduate and associate programs to meet regional and national demand. This added curriculum will begin its launch this first fall session 2025 and will continue over the coming year. Included in this launch are:

- MSB Business Graduate Program (first 3/10 concentrations) YourPace
- BS Computer Science YourPace
- BA Social Work Adding Traditional Online Modality (with UM)
- AA Human Services YourPace
- BS Art Education In-Person/ Traditional Online
- BA Public Policy YourPace (delivering UMF program)
- BSN RN to BSN Your Pace (delivering UMFK program)
- AA & BS Early Childhood Education YourPace & (Trad.)In-Person/Online
- BS Medical Laboratory Scientist (Trad.)Online (with UM Augusta)



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# Actual FY24 E&G and Auxiliary- Bridging the Gap

- FY24 Original Budget was deficit of $2,378,160 (departure of Academic Partnership not identified yet).
- FY24 Revised Budget anticipated to be deficit of $566,230 (Academic Partnership 6 month period)
- Due to separation from Academic Partnership UMPI returned $691,963 of Budget Stabilization funds to UMS

| | Revised Base Budget | Actuals |
|---|---|---|
| Total Revenue | 21,931,146 | 23,574,810 |
| Total Expenses | 22,856,543 | 23,888,389 |
| Operating Increase(Decrease) | -925,397 | -313,579 |
| | | |
| *Modified Cash Flow* | | |
| Operating Increase(Decrease) | -925,397 | -313,579 |
| Plus Depreciation | 1,468,743 | 1,420,446 |
| Less Capital Expenditures | -384,543 | -406,118 |
| Less Debt Service Principal | -373,431 | -354,430 |
| **Net Change Before Reserve Transfers** | **-214,628** | **346,319** |

△ **$560,947**

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# *Anticipated Outcome of FY25: Reinvesting in Us*

| | Base Budget | Anticipated Budget |
|---|---|---|
| **Total Revenue** | **25,770,311** | **29,732,801** |
| Personnel Services | 15,441,826 | 17,441,426 |
| All Other Expenses | 9,720,755 | 10,108,885 |
| Transfers | -328,910 | -450,000 |
| **Total Expenses** | **24,833,671** | **27,100,311** |
| | | |
| Operating Increase(Decrease) | 936,640 | 2,632,490 |

*Personnel: employment demand & correcting salaries

*Transfers: UMaine MOU, 1 time lump sums, ADC scholarships

| Modified Cash Flow | Base Budget | Anticipated Budget |
|---|---|---|
| Operating Increase(Decrease) | 936,640 | 2,632,490 |
| Plus Depreciation | 1,501,212 | 1,501,212 |
| Less Capital Expenditures | -403,771 | -916,169 |
| Less Debt Service Principal | -334,900 | -334,900 |
| Net Change Before Reserve Transfers | 1,699,181 | 2,882,633 |

*Capital Expenditures: funding additional deferred maintenance & capital projects, purchase of Residential Halls mattresses & furniture, purchase of 2 motor pool vehicles

⅓ Capital, ⅓ Operating, ⅓ Reserves

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## Proposed FY26 Budget E & G

| UNIVERSITY OF MAINE PRESQUE ISLE FY26 BUDGET PROPOSAL | | | |
|---|---|---|---|
| | | | FY26 Proposed |
| Education and General | Revenue | Tuition | 5,615,494 |
| | | YourPace | 16,057,500 |
| | | Fees | 868,488 |
| | | Less: Waivers/Scholarships | (1,032,700) |
| | | Appropriation (Base) | 9,056,048 |
| | | Sales/Services/Other | 449,110 |
| | | Total E&G Revenue | 31,013,940 |
| | Expense | Salaries, Wages, & Benefits | 19,494,216 |
| | | Fuel/Electricity | 668,800 |
| | | Supplies/Services | 1,296,189 |
| | | Shared Services | 3,127,090 |
| | | Travel | 446,683 |
| | | Maintenance/Alterations | 426,784 |
| | | Depreciation | 1,313,698 |
| | | Other Expense | 1,426,313 |
| | | Total E&G Expense | 28,199,773 |
| | | | |
| | **E&G Operating Increase (Decrease)** | | **2,814,167** |
| | | | |
| | **Modified Cash Flow** | | |
| | | Add Depreciation | 1,313,698 |
| | | Less Capital Expenditures | (339,744) |
| | | Less Captial Reserve Funding | - |
| | | Less Debt Service | (262,684) |
| | **Net Change** | | **3,525,437** |

## Proposed FY26 Budget Auxiliary

| UNIVERSITY OF MAINE PRESQUE ISLE FY26 BUDGET PROPOSAL | | | |
|---|---|---|---|
| | | | FY26 Proposed |
| Auxiliary | Revenue | Dining & Residence Revenue | 2,131,475 |
| | | Less: Waivers/Scholarships | (230,000) |
| | | Sales/Services/Other | 22,000 |
| | | Total AUX Revenue | 1,923,475 |
| | Expense | Salaries, Wages, & Benefits | - |
| | | Fuel/Electricity | 474,000 |
| | | Supplies/Services | 1,218,399 |
| | | Travel | 750 |
| | | Maintenance/Alterations | 247,000 |
| | | Depreciation | 242,498 |
| | | Other Expense | 163,439 |
| | | Total AUX Expense | 2,346,086 |
| | | | |
| | **AUX Operating Increase (Decrease)** | | **(422,612)** |
| | | | |
| | **Modified Cash Flow** | | |
| | | Add Back Depreciation | 242,498 |
| | | Less Capital Expenditures | (434,338) |
| | | Less Capital Reserve Funding | - |
| | | Less Debt Service | - |
| | **Net Change** | | **(614,452)** |

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# Proposed FY26 Budget Consolidated

| UNIVERSITY OF MAINE PRESQUE ISLE FY26 BUDGET PROPOSAL | | | |
|---|---|---|---|
| | | | FY26 Proposed |
| TOTAL E&G and AUX | Revenue | Tuition & Fees | 22,541,482 |
| | | Dining & Residence | 2,131,475 |
| | | Less: Waivers/Scholarships | (1,262,700) |
| | | State Appropriation | 9,056,048 |
| | | Sales/Service/Other | 471,110 |
| | | Total Revenue | 32,937,415 |
| | | | |
| | Expense | Salaries, Wages, & Benefits | 19,494,216 |
| | | Fuel/Electricity | 1,142,800 |
| | | Supplies & Services | 2,514,588 |
| | | Shared Service | 3,127,090 |
| | | Travel | 447,433 |
| | | Maintenance & Alterations | 673,784 |
| | | Depreciation | 1,556,196 |
| | | Other Expense | 1,589,753 |
| | | Total Expense | 30,545,860 |
| | | | |
| | **Total Operating Increase (Decrease)** | | 2,391,555 |
| | | | |
| | **Modified Cash Flow** | | |
| | | Add Back Depreciation | 1,556,196 |
| | | Less Capital Expenditures | (774,082) |
| | | Less Debt Service | (262,684) |
| | **Net Change** | | **2,910,985** |

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# *Enrollment - UMPI "Placido" Summary- Credit Hours*

**SYSTEM VS. CAMPUS PROJECTIONS (EXCLUDES EARLY COLLEGE)**

| | | | Summer 2025 | | | | Fall 2025 | | | | Spring 2026 | | | | Total FY26 | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | SYSTEM PROJ. | CAMPUS PROJ. | Diff. N | Diff. % | SYSTEM PROJ. | CAMPUS PROJ. | Diff. N | Diff. % | SYSTEM PROJ. | CAMPUS PROJ. | Diff. N | Diff. % | SYSTEM PROJ. | CAMPUS PROJ. | Diff. N | Diff. % |
| University of Maine at Presque Isle | Undergraduate | In-State | 670 | 720 | 50 | 7.5% | 5,184 | 5,200 | 16 | 0.3% | 4,477 | 4,667 | 190 | 4.2% | 10,331 | 10,587 | 256 | 2.5% |
| | | Out-of-State/International | 121 | 110 | -11 | -9.1% | 1,101 | 1,292 | 191 | 17.3% | 943 | 1,257 | 314 | 33.3% | 2,165 | 2,659 | 494 | 22.8% |
| | | Canadian | 481 | 481 | 0 | 0.0% | 1,725 | 1,725 | 0 | 0.0% | 1,604 | 1,604 | 0 | 0.0% | 3,810 | 3,810 | 0 | 0.0% |
| | | NEBHE | 0 | 0 | 0 | -- | 0 | 0 | 0 | -- | 0 | 0 | 0 | -- | 0 | 0 | 0 | -- |
| | | Online Program | 0 | 0 | 0 | -- | 0 | 0 | 0 | -- | 0 | 0 | 0 | -- | 0 | 0 | 0 | -- |
| | | MaineOnline (AP) | 26,551 | 21,000 | -5,551 | -20.9% | 25,371 | 29,000 | 3,629 | 14.3% | 26,698 | 29,000 | 2,302 | 8.6% | 78,620 | 79,000 | 380 | 0.5% |
| | | **Subtotal** | **27,823** | **22,311** | **-5,512** | **-19.8%** | **33,381** | **37,217** | **3,836** | **11.5%** | **33,722** | **36,528** | **2,806** | **8.3%** | **94,926** | **96,056** | **1,130** | **1.2%** |
| | Graduate | In-State | 0 | 0 | 0 | -- | 0 | 0 | 0 | -- | 0 | 0 | 0 | -- | 0 | 0 | 0 | -- |
| | | Out-of-State/International | 0 | 0 | 0 | -- | 0 | 0 | 0 | -- | 0 | 0 | 0 | -- | 0 | 0 | 0 | -- |
| | | Canadian | 0 | 0 | 0 | -- | 0 | 0 | 0 | -- | 0 | 0 | 0 | -- | 0 | 0 | 0 | -- |
| | | NEBHE | 0 | 0 | 0 | -- | 0 | 0 | 0 | -- | 0 | 0 | 0 | -- | 0 | 0 | 0 | -- |
| | | Online Program | 0 | 0 | 0 | -- | 0 | 0 | 0 | -- | 0 | 0 | 0 | -- | 0 | 0 | 0 | -- |
| | | MaineOnline (AP) | 1,876 | 1,600 | -276 | -14.7% | 2,062 | 2,400 | 338 | 16.4% | 1,190 | 2,800 | 1,610 | 135.3% | 5,128 | 6,800 | 1,672 | 32.6% |
| | | **Subtotal** | **1,876** | **1,600** | **-276** | **-14.7%** | **2,062** | **2,400** | **338** | **16.4%** | **1,190** | **2,800** | **1,610** | **135.3%** | **5,128** | **6,800** | **1,672** | **32.6%** |
| | **Subtotal** | | **29,699** | **23,911** | **-5,788** | **-19.5%** | **35,443** | **39,617** | **4,174** | **11.8%** | **34,912** | **39,328** | **4,416** | **12.6%** | **100,054** | **102,856** | **2,802** | **2.8%** |

Conservative enrollment strategy due to an unpredictable potential new student interest

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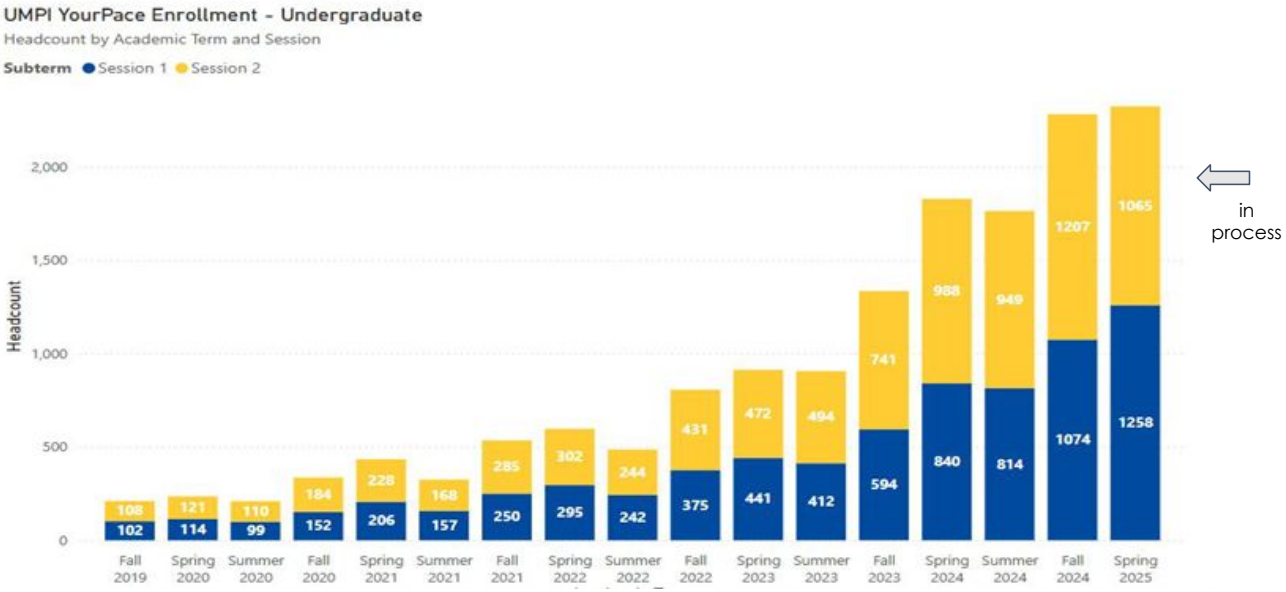
# Headcount YourPace Undergraduate

**UMPI YourPace Enrollr Undergraduate**

Headcount by Academic Term and Session

| Academic Term | Session 1 | Session 2 | Total |
|---|---|---|---|
| Fall 2019 | 102 | 108 | **210** |
| Spring 2020 | 114 | 121 | **235** |
| Summer 2020 | 99 | 110 | **209** |
| Fall 2020 | 152 | 184 | **336** |
| Spring 2021 | 206 | 228 | **434** |
| Summer 2021 | 157 | 168 | **325** |
| Fall 2021 | 250 | 285 | **535** |
| Spring 2022 | 295 | 302 | **597** |
| Summer 2022 | 242 | 244 | **486** |
| Fall 2022 | 375 | 431 | **806** |
| Spring 2023 | 441 | 472 | **913** |
| Summer 2023 | 412 | 494 | **906** |
| Fall 2023 | 594 | 741 | **1335** |
| Spring 2024 | 840 | 988 | **1828** |
| Summer 2024 | 814 | 949 | **1763** |
| Fall 2024 | 1074 | 1207 | **2281** |
| Spring 2025 | 1258 | 1065 | **2323** |
| **Total** | **7425** | **8097** | **15522** |




## CREDIT HOURS OVER 5 YEARS UNDERGRADUATE (FALL SEMESTERS)

**Most Recent (119 days after the Start of the Term)**

| | 2020 | 2021 | 2022 | 2023 | 2024 |
|---|---|---|---|---|---|
| UMPI | 11,237 | 13,035 | 14,886 | 19,182 | 29,856 |
| *Total* | *11,237* | *13,035* | *14,886* | *19,182* | *29,856* |

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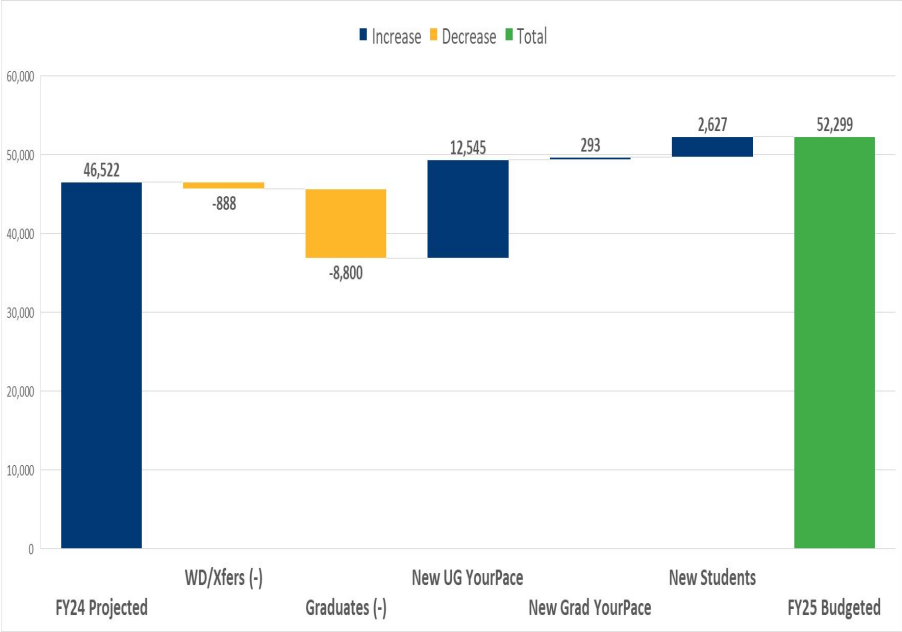
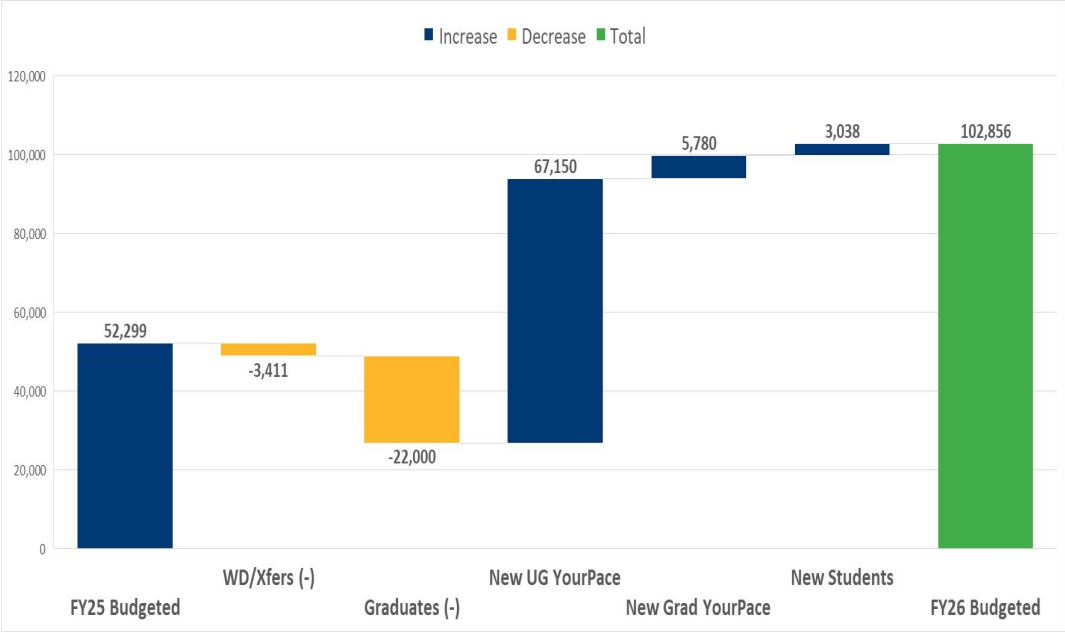
# Waterfall Slide- Credit Hours

## Budgeted FY25




## Projected FY26

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# FY26 Tuition, Fees, Room & Board

| Cost per Credit Hour (CH) *Mandatory | FY25 | FY26 |
|---|---|---|
| In-State Tuition/Canadian (Undergraduate) | 260 | 268 |
| Out-of-State/NEBHE Tuition (Undergraduate) | 442 | 457 |
| Unified Fee | 34 | 35 |
| Technology Fee | 12 | 13 |

| Cost per 8 week session | FY25 | FY26 |
|---|---|---|
| YourPace- Undergraduate | 1,700 | 1,800 |
| YourPace- Graduate | 2,350 | 2,450 |

| Room Type | Per Semester | Academic Year |
|---|---|---|
| Double | 2,805 | 5,610 |
| Single (Medical) | 2,805 | 5,610 |
| Single | 3,620 | 7,240 |
| Double as Single (Buyout Rate) | 3,620 | 7,240 |
| | | |
| Unlimited Dining (+250 DBD) | 2,757.50 | 5,515 |

| Misc. Fees per Semester *Depends if student is present on campus | FY25 | FY26 |
|---|---|---|
| Athletic Fee (Enrolled in 10 or more CHs) | 22.50 | 24 |
| Athletic Fee (Enrolled in less than 10 CHs) | 11.25 | 12 |
| Student Activity Fee (Enrolled in 7 or more CHs) | 88 | 90 |
| Student Activity Fee (Enrolled in less than 7 CHs) | 44 | 45 |

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# *Strategies to Enroll and Retain Students*

UMPI manages its Financial Aid/Scholarships to attract the most committed and qualified students. Our expenditures in FA/Scholarships remain historically consistent. To accomplish this requires considerable manual processes via phone or email. This is the labor intensive work required by Student Financial Services, Admissions and Your Pace (plus Student Records and Academic Advising).

UMPI maintains three support systems for all students in regards to academic success: Student Support Services incorporates counseling & tutoring; the EAB/Navigate Platform tracks student progress and identifies at-risk students through four individual reporting campaigns and ongoing faculty reporting processes; the UMPI Care Team, comprised of faculty and staff academic support professionals, meets weekly to identify individual student needs and define necessary interventions.

UMPI is also investing in critical infrastructure areas. E.g. procuring all new student residence furniture & mattresses (cost split between FY25 and FY26) to replace 25+ year old furnishings. Cost is $300,000 for each fiscal year for a $600,000 total with a 20 year guarantee.

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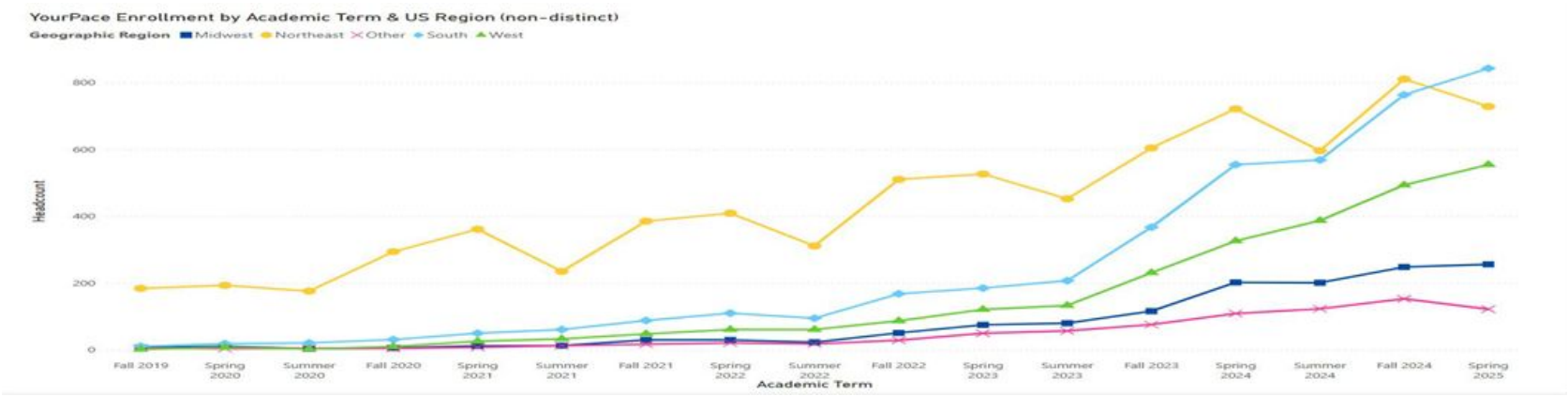
# *Marketing Strategies and Partnerships*

Our new marketing campaign is dedicated toward building a national brand outside of Maine and the Northeast (US). We have a rising population joining from the South and West as well as a steadily increasing international market.




System funding supports both marketing and pilot partnerships with UMS institutions. This support allows our partners to expand an existing curriculum into the competency modality and to defray direct costs while we work collaboratively to identify the true direct costs associated with shared competency programming for the coming years. Both funding opportunities ensure the rapid establishment of a strong national brand for the YourPace competency programming portfolio.

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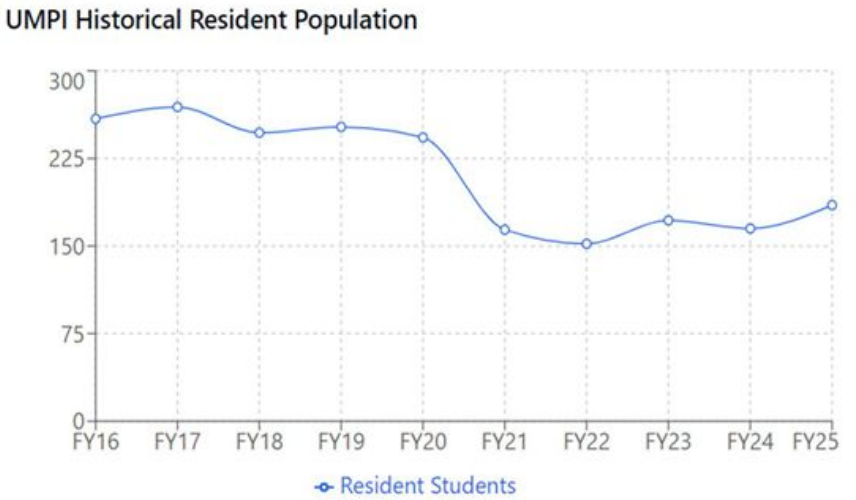
# *Residence Halls & Dining Program*

All who live in Residence are on the same "all you can eat" meal plan with the opportunity to take away meals when there is need (as defined by each student). COVID led to a significant decline in residential numbers, but have since begin gradually to recover. Simultaneously, we are adopting housing assignments to match student interest (i.e., a greater number of singles paid for at a higher housing rate).



**Traditional Student Numbers**

In Residence on Campus 166
Living off Campus: 484

**Rooms not being used this semester**

- 23 Rooms in total
- *2 Rooms are kept open for MLT short term stay*

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# Financial Aid

**Table 1. Total Institutional Aid & Tuition and Mandatory Fees Charged (Fall 2023/Spring 2024)**

| Institution | Included in UMS Calculated Tuition Discount Rate | | | Not Included in UMS Calculated Tuition Discount Rate | Tuition and Fees Charged |
|---|---|---|---|---|---|
| | Unrestricted Institutional Aid | Designated Institutional Aid | Institutional Waivers | Restricted Institutional Aid | |
| University of Maine at Presque Isle | $563,384 | $0 | $218,334 | $192,965 | $7,331,638 |

*We are currently able to operate within our historical Institutional Scholarship allotment. we are able to both live within our budget and satisfy many of the students financial requirements. Assistance is provided to all students who have filed a FAFSA for Federal and State Grants.*

**Table 26. IPEDS Tuition Discount Rates for First-Time, Full-Time Degree-Seeking Undergraduates: UMPI Top 5 Competitors**

| Institution | 2022-23 | | 2021-22 | | 2020-21 | | 2019-20 | | 2018-19 | |
|---|---|---|---|---|---|---|---|---|---|---|
| | IPEDS Discount Rate | % w/ Inst. Aid | IPEDS Discount Rate | % w/ Inst. Aid | IPEDS Discount Rate | % w/ Inst. Aid | IPEDS Discount Rate | % w/ Inst. Aid | IPEDS Discount Rate | % w/ Inst. Aid |
| **University of Maine at Presque Isle** | **25%** | **76%** | **26%** | **75%** | **26%** | **67%** | **21%** | **76%** | **23%** | **75%** |
| Community College of Rhode Island | 6% | 40% | 0% | 9% | 2% | 4% | 5% | 43% | 4% | 47% |
| Husson University | 48% | 100% | 51% | 98% | 43% | 98% | 46% | 99% | 46% | 98% |
| Northern Maine Community College | 31% | 56% | 41% | 66% | 30% | 58% | 31% | 65% | 25% | 70% |
| Rhode Island College | 25% | 91% | 16% | 57% | 17% | 51% | 20% | 48% | 22% | 54% |
| University of Rhode Island | 41% | 98% | 40% | 96% | 40% | 93% | 37% | 90% | 34% | 86% |
| **UMPI Competitors Mean** | **30%** | **77%** | **30%** | **65%** | **26%** | **61%** | **28%** | **69%** | **26%** | **71%** |
| **UMPI Competitors Median** | **31%** | **91%** | **40%** | **66%** | **30%** | **58%** | **31%** | **65%** | **25%** | **70%** |

**Tuition FY 25 Per Semester**

| | |
|---|---|
| $7,800 In State | UMPI |
| $2,537 In State | CCRI |
| $11,377 In/Out | Husson |
| $2,880 In State | NMCC |
| $4,882.50 In State | RIC |
| $17,476 In State | URI |

As you can see, our discount rate has stayed constant over the years and in alignment with peers.

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# *Changes in Facility Ownership*

**Skyway Hall:** Approved for Sale by FFT and BoT. Sale followed State standards for RFP and Closed Bid. Purchased by Mi'qmak Tribe for $1,100,000. Proceeds split as follows: $177,248 to Dept of Education, $440,000 to MSAD#1 and $482,752 to UMPI

**Houlton Higher Education Center:** Approved for Sale by FFT and BoT. Sale followed State standards for RFP and Closed Bid. Purchased by Community Living Association (CLA) for $525,000. Proceeds to UMPI.

Proceeds will be swept into Auxiliary Revenue in Reserves.
Building annual operating cost savings estimated (low) to be $750,000 to $800,000

## *Changes in Facilities: Capital Projects*

Two major approved capital projects occurring:

- Dental Lab: Congressional Funds supporting a renovation in Wieden Hall allowing for 3 dental teaching chairs in a fully renovated teaching laboratory. CDS funding = $750,000. Bids to be returned by March 15/expectation of cost to be double the funding. We believe we can fund this out of reserves.

- Wieden Auditorium: Congressional Funds supporting a renovation of the full space have been directed to UMPI CDS funding = $4,000,000 We now have some knowledge, based on the renovation at UMFK of their auditorium, that the cost will not be $10-12,000,000 but rather likely $6 - 6,500,000. We are planning a Capital Campaign and to use available surplus funds put into Reserves. Engineering design is in process.

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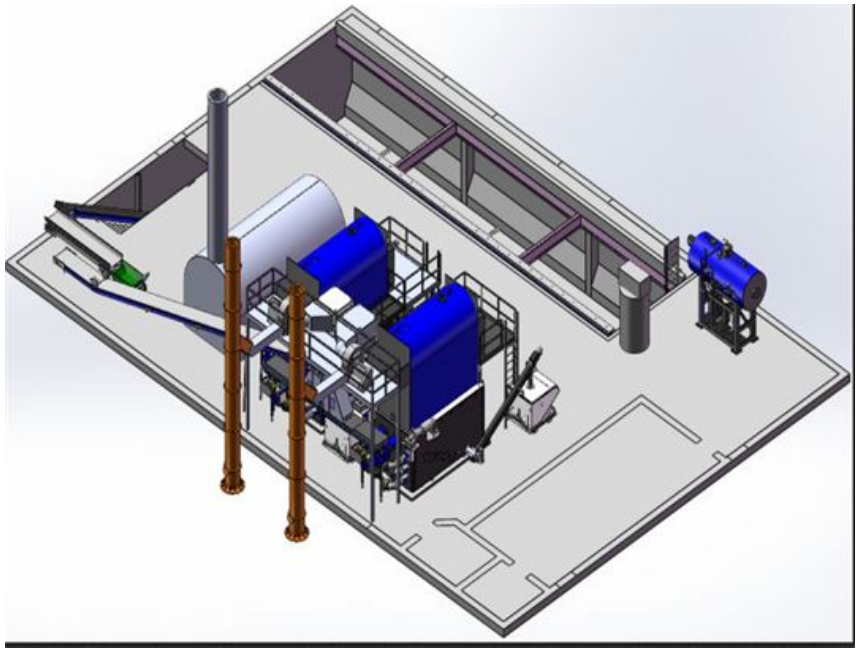
# *Additional Capital Planning*

We are focused on four potential future projects, none yet presented to FFT:

- BioMass Heating Plant (funded with direct savings, 20 year payback)
- Turf field for Athletic Competition in Soccer, LaCrosse, Softball & Baseball.
- Removing Normal Hall
- (Internal Management/Design Work Only) Redesigning Faculty Office Space to meet higher need.



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# *Energy Efficiencies*

As identified within our Capital Planning, we are currently working with NV5(partnered with UMS) and Trane to provide FFT and the Board with an Energy Report of the Campus. It is our hope this will provide the pathway to the desired BioMass Power Plant installation in order to meet the University energy needs at a lower institutional cost and with significant gain to our infrastructure in all buildings.

At the same time we are working with ME.EMC to identify if we qualify for funding for a generator which serves the entire campus. We serve as a warming station and full support for the Town of Presque Isle when there is a power outage. We can provide dining access, warming/sleeping facilities, bathroom with shower facilities for the Town and Surrounding areas. This supports local municipalities, hospital, schools, and other institutions.

# *Strategic Plan*

The University of Maine at Presque Isle is building its 3-Year Strategic Plan which will be linked to the University of Maine System Strategic Plan with an explicit crosswalk. We are defining 4 pillars of Action (in draft and below) and have teams working to fulfill that design for presentation at the May Board Meeting:

1. *We inspire students of all ages and career stages to pursue a purposeful, productive, and fulfilling life by ensuring their education is accessible and affordable wherever they may be.*

2. *We employ exceptional, diversely talented individuals from around the world and prioritize their experience, development, and ability to support an outstanding organization.*

3. *We provide a healthy, caring, and inclusive environment for all learners and employees, wherever they may be located.*

4. *Inspired by the natural beauty and resources of Aroostook County, Maine, where our institution was founded, we ensure that our university provides the tools and resources for learners everywhere to build and enjoy an equitable, sustainable, and just world for themselves and their communities.*

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# *Reserves and rebuilding them*

*Assuming we are meeting our enrollment projections, we have defined our standard for use of Surplus it will be split three ways.*

**From UMPI's FY26 surplus:**

⅓ will be reinvested into Capital Projects
⅓ will be reinvested into E&G operations
⅓ will be reinvested into AUX Reserves

**UMPI Reserve Balance History**

| | | FY15 | FY16 | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Educational & General | E&G Operations | (709,156) | (279,862) | (460,217) | 304,156 | (303,047) | (253,865) | (522,744) | (522,744) | (522,744) | 502,876 |
| | E&G Maintenance | 938,385 | 278,827 | 278,827 | 0 | 0 | 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 | 261,831 |
| | E&G Vehicle Replacement | 0 | 0 | 0 | 0 | 20,274 | 20,274 | 20,274 | 20,274 | 20,274 | 20,274 |
| | Technology Fee | 82,377 | 82,377 | 82,377 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | Gentile Hall | 259,067 | 259,067 | 259,067 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | Early College | 0 | 0 | 0 | 0 | 0 | 29,465 | 37,116 | 0 | 0 | 0 |
| | **Subtotal** | **601,486** | **684,939** | **190,867** | **334,969** | **532,611** | **570,912** | **237,480** | **(173,501)** | **(240,639)** | **784,981** |
| | | FY15 | FY16 | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24 |
| Auxilaries | 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 | 738,286 |
| | Bookstore | (531,789) | (596,289) | (647,372) | (630,862) | (705,251) | (752,702) | (809,154) | (847,583) | (845,572) | (845,572) |
| | Motor Pool | 26,589 | 52,001 | 56,863 | 61,665 | 56,918 | 35,372 | 10,557 | (11,341) | (17,614) | (29,913) |
| | **Subtotal** | **495,071** | **775,738** | **551,665** | **569,855** | **670,486** | **319,526** | **585,582** | **542,102** | **542,102** | **(137,199)** |
| | **TOTAL** | **1,096,557** | **1,460,677** | **742,532** | **904,824** | **1,203,097** | **890,438** | **823,062** | **368,601** | **301,463** | **647,782** |

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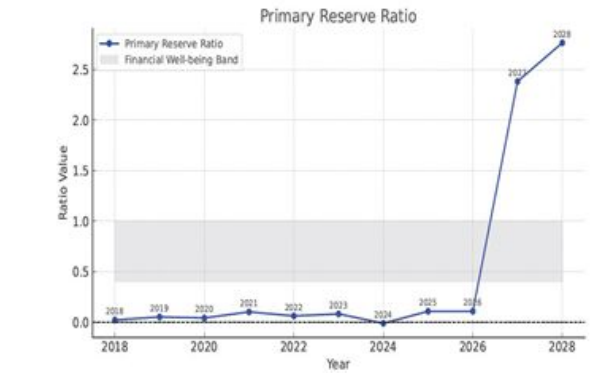
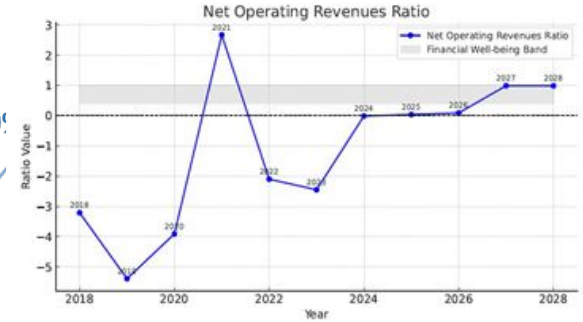
# Yellow to Green 'how the University has been changed and will continue to grow'.

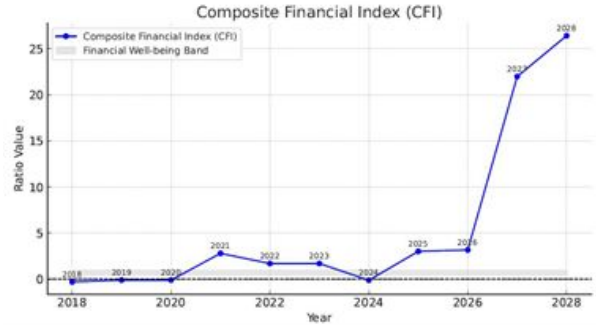


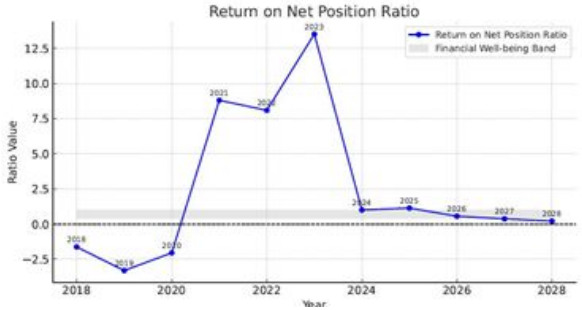

*Positive outcomes will build positive ratios, now and in the future

10%




20

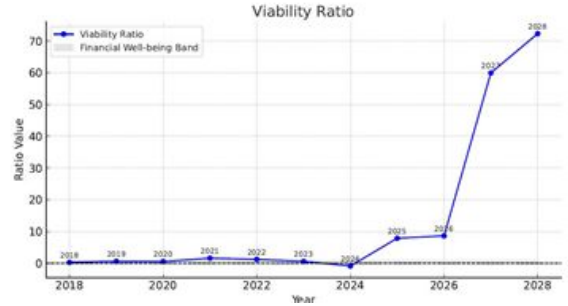



35%

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

35%

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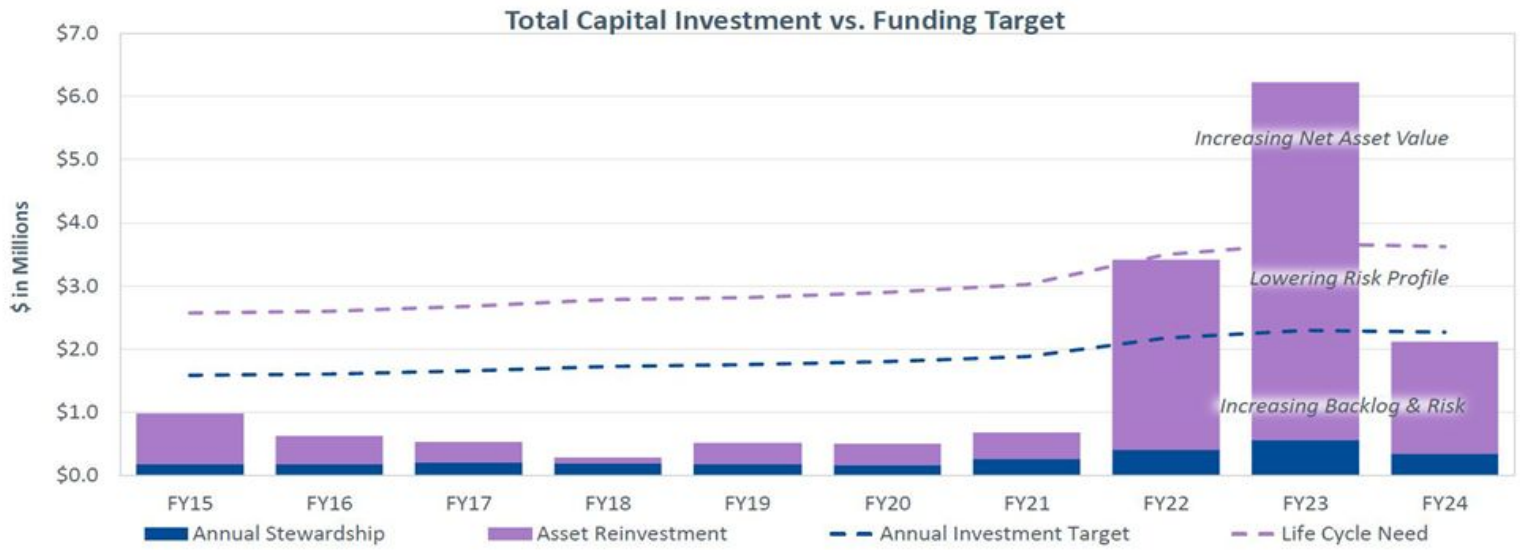
# UMPI Performance Against Target




***Gordian is using a 16.2% inflation rate across its database for FY22 from the RSMeans CCI catalog; 8.1% for FY23*
****The FY24 inflation target is reduced by 2%, informed by the RSMeans cost database analysis, indicating a market stabilization from the volatility seen in FY22 and FY23.*

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# Questions?

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# FY26 BUDGET

## FFT – First Reading

**March 19, 2025**

# UMFK STRATEGIC PLAN 2023-2028

## •Focus Area One: Enrollment Management

**Maintain a primary focus on strategic enrollment management**

*Fundamental to UMFK's sustainability and growth is strategic enrollment management that brings net revenue to the institution, contributing to organizational solvency and programmatic growth. We define enrollment management as those programs, policies, and actions that attract new students and retain existing students, while driving toward maximizing degree completion.*

## •Focus Area Four: Academic Programs

**Establish and maintain viable, career-focused academic programs**

*UMFK will ensure that all current and future academic programs serve students' career preparation aspirations by providing co-curricular opportunities and services that enhance career-readiness. We will create and maintain multiple pathways that can serve high school students, transfer students, adult learners, and others in their pursuit of higher education, upskilling, career preparation, and workforce development.*

# EVALUATION - FY24 Actual Credit Hours

| Based on FY25 budgets & rates, using FY24 Actual Credit Hours | Registered Nurse to BS in Nursing | Early College | In-State | Out of State and International | Master of Science in Nursing | Total Credit Hours |
|---|---|---|---|---|---|---|
| Arts & Humanities | 726 | 1,938 | 924 | 930 | 0 | 4,518 |
| Behavioral Studies | 0 | 360 | 583 | 317 | 0 | 1,260 |
| Forestry | 0 | 54 | 206 | 99 | 0 | 359 |
| Natural Sciences | 123 | 833 | 806 | 557 | 0 | 2,319 |
| Nursing | 3,396 | 62 | 2,447 | 1,026 | 877 | 7,808 |
| Professional Studies | 141 | 408 | 997 | 1,083 | 0 | 2,629 |
| Grand Total | 4,386 | 3,655 | 5,963 | 4,012 | 877 | 18,893 |

Red: Revenue generated by credit hours does not cover program costs.

# PROGRAM PLANS TO INCREASE CREDIT HOURS

**Behavioral Studies:**
October 2024 CAOC Approved – Name Change from Behavioral Science to Psychology
October 2024 CAOC Approved – Online, In-Person and Hyflex Modality – Psychology Partnership with UMPI

**Forestry: B.S. in Forest Management**
October 2024 CAOC Support – Intent to Plan
Fall 2024 Campus Approved; Spring 2025 ASA and BOT Review and Approval Process – Program Proposal

**Natural Sciences: B.S. in Wildlife Management**
January 2025 CAOC Support – Intent to Plan
Spring 2025 Campus, ASA and BOT Review and Approval Process – Program Proposal

**Professional Studies:**
**Business:** September 2024 AFUM MOU Approved – Online B.S. in Business Management Adult Completion Program
On-Demand Asynchronous Online Instructional Modality – all courses offered every seven-week session
**M.S. in Homeland Security – Online (in collaboration with UMA)**
December 2024 CAOC Support – Intent to Plan
Spring 2025 Campus approved; ASA and BOT Process – Program Proposal

# INITIATIVES TO INCREASE CREDIT HOURS

**Nursing Program:**
Fall 2024 – Doctorate in Nursing Practice
Fall 2025 – UMFK RN-BSN & AA in Human Services with UMPI: YourPace (Competency-Based Education) Program

**Athletics:**
Fall 2025 – Addition of Baseball and Softball (33 Students)
February 2025 – Hired Baseball Coach and Reviewed Softball Coach Applications
FY27 – Transition from USCAA to NCAA Division III
Positive campus impact in four critical areas: 1) same association as other UMS universities, 2) increase campus enrollment, 3) financial savings and 4) less travel time and more in-class time for student-athletes.

**Bengal Summer Program: Online Second Session with On Campus Week July 13-19**
Early College Students, New Students and Current Students
Experiential hands-on learning, student success strategies and outdoor northern Maine adventures

**90 Credit Degree: B.S. in Applied Business Management (Adult Completion Program)**
February 2025 CAOC Support – Intent to Plan
Spring 2025 Campus approved, ASA and BOT – Program Proposal

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# FY26 PROPOSED REVENUE BUDGET

| | Combined FY25 BASE | FY26 E&G | FY26 AUX | Combined FY26 BASE | BUDGET CHANGE | | |
|---|---|---|---|---|---|---|---|
| Tuition & Fee Revenue | $ 6,935,463 | $ 7,356,128 | | $ 7,356,128 | $ 420,665 | 6.1% | *See Major Drivers – next slide* |
| Dining Revenue | 535,780 | | 591,273 | 591,273 | 55,493 | 10.4% | |
| Residence Revenue | 638,962 | | 751,019 | 751,019 | 112,057 | 17.5% | |
| Tuition Waivers/Scholarships | (1,017,168) | (1,069,835) | (145,047) | (1,214,882) | (197,714) | 19.4% | *Consistent w/changes in enrollment* |
| **Net Student Charges Revenue** | **7,093,037** | **6,286,293** | **1,197,245** | **7,483,538** | **390,501** | 5.5% | |
| State Appropriation | 8,912,140 | 8,977,777 | | 8,977,777 | 65,637 | 0.7% | |
| Indirect Cost Recovery | 24,500 | 43,500 | | 43,500 | 19,000 | 77.6% | |
| Sales/Services/Auxiliary | 369,295 | 161,068 | 78,400 | 239,468 | (129,827) | -35.2% | *FY25 included $100K for sale of land* |
| **Total Revenue** | **16,398,972** | **15,468,638** | **1,275,645** | **16,744,283** | **345,311** | 2.1% | |

# TUITION & FEE REVENUE – MAJOR DRIVERS

| RATES per CREDIT HOUR | FY25 | FY26 | change | % |
|---|---|---|---|---|
| In-State/Can | 260 | 268 | 8 | 3.1% |
| OS/Int'l | 442 | 457 | 15 | 3.4% |
| RN-BSN | 318 | 328 | 10 | 3.1% |
| MSN/DNP | 500 | 500 | 0 | 0.0% |
| Early College (concurrent) | 149 | 60 | -89 | -59.7% |
| Unified Fee | 34 | 35 | 1 | 2.9% |
| Technology | 12 | 13 | 1 | 8.3% |

*Major Drivers in changes to Tuition & Fees Revenue:*

RATES: Early College - $266K **DECREASE**
RATES: All other groups - $168K INCREASE

ENROLLMENT: Baseball/Softball: $407K INCREASE
ENROLLMENT: YourPace RN-BSN: $122K INCREASE

# FY26 PROPOSED EXPENSE BUDGET

| | Combined FY25 BASE | FY26 E&G | FY26 AUX | Combined FY26 BASE | BUDGET CHANGE | | |
|---|---|---|---|---|---|---|---|
| Salaries & Wages | $7,429,647 | $7,548,469 | $275,100 | $7,823,569 | $393,922 | 5.3% | *$298K for contractual increases* |
| Attrition (Salary Only) | (312,193) | (375,000) | | (375,000) | (62,807) | 20.1% | |
| Employee Benefits Including Attrition | 2,643,840 | 2,933,976 | 119,975 | 3,053,951 | 410,111 | 15.5% | *$145K on contractual increases, $219K est. benefit rate increases* |
| **Personnel** | **9,761,294** | **10,107,445** | **395,075** | **10,502,520** | **741,226** | 7.6% | |
| Other Expenses & Transfers: | | | | | | | |
| Fuel & Electricity | 641,927 | 520,287 | 199,980 | 720,267 | 78,340 | 12.2% | *per CES, but may be high* |
| Supplies & Services | 1,721,975 | 780,019 | 999,081 | 1,779,100 | 57,125 | 3.3% | |
| Shared Services | 2,208,738 | 2,157,383 | 0 | 2,157,383 | (51,355) | -2.3% | |
| Travel | 376,013 | 453,133 | 2,000 | 455,133 | 79,120 | 21.0% | *2 new sports, flexible* |
| Memberships, Contributions & Sponsorships | 46,730 | 41,985 | 125 | 42,110 | (4,620) | -9.9% | |
| Maintenance & Alterations | 213,150 | 179,750 | 48,650 | 228,400 | 15,250 | 7.2% | |
| Interest | 144,754 | 6,650 | 121,631 | 128,281 | (16,473) | -11.4% | ☆ More about this later! |
| Depreciation | 1,245,969 | 938,344 | 228,418 | 1,166,762 | (79,207) | -6.4% | |
| Other Expenses | 389,361 | 393,691 | 40,183 | 433,874 | 44,513 | 11.4% | |
| Unassigned Budget | 26,468 | 43,054 | 0 | 43,054 | 16,586 | 62.7% | |
| Transfers - Other | (181,720) | (265,194) | 0 | (265,194) | (83,474) | 45.9% | |
| **Total Other Expenses & Transfers** | **6,833,365** | **5,249,102** | **1,640,068** | **6,889,170** | **55,805** | 0.8% | |
| **Total Operating Expenses & Transfers** | **16,594,659** | **15,356,547** | **2,035,143** | **17,391,690** | **797,031** | 4.8% | |

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# FY26 PROPOSED NET CHANGE

| | FY25 BASE | FY26 E&G | FY26 AUX | FY26 BASE | BUDGET CHANGE | |
|---|---|---|---|---|---|---|
| Operating Increase (Decrease) | $ (195,687) | $ 112,091 | $ (759,498) | $ (647,407) | $ (451,720) | 230.8% |
| Add Back Depreciation | 1,245,969 | 938,344 | 228,418 | 1,166,762 | (79,207) | -6.4% |
| Less Capital Expenditures | (489,000) | (11,000) | 0 | (11,000) | 478,000 | -97.8% |
| Less Debt Service Principal | (561,282) | (238,355) | (270,000) | (508,355) | 52,927 | -9.4% |
| **Net Change Before Other Adjustments & Transfers** | **0** | **801,080** | **(801,080)** | **0** | **0** | |

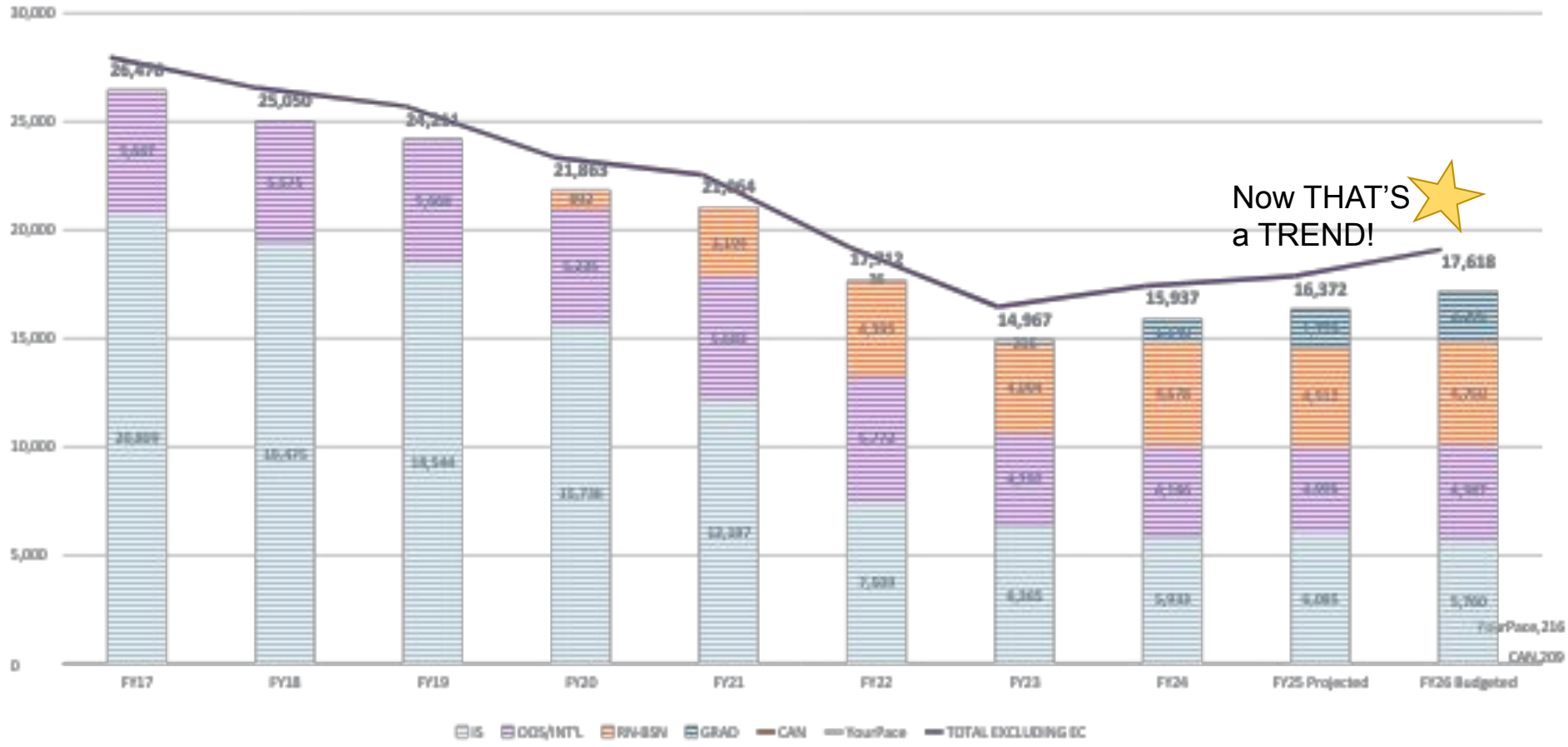
THESE are both GOOD NEWS . . . You'll see in later slides!

# ENROLLMENT FORM – FY26 Credit Hour Projections

**TOTALS**

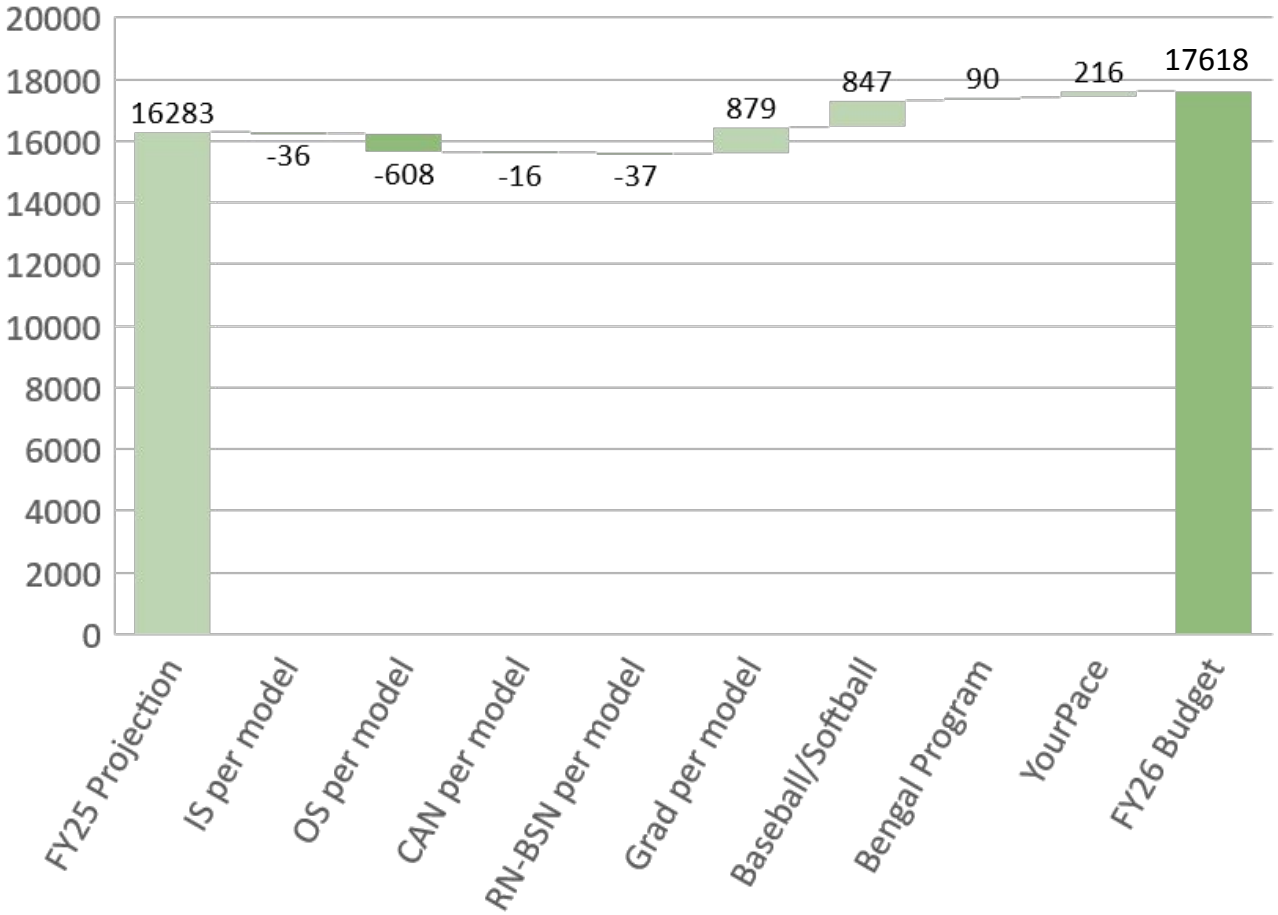
| | Trend | Campus | |
|---|---|---|---|
| **Early College** | 3,992 | 3,992 | |
| **In State** | 5,563 | 5,760 | **+90 CHs Bengal Programs, 107 BB/SB** |
| **OS/INTL** | 3,647 | 4,387 | **+740 CHs Baseball/Softball** |
| **Canadian** | 209 | 209 | |
| **ME-Online u-grad** | 4,750 | 4,966 | **+216 CHs RN-BSN YourPace** |
| **ME-Online grad** | 2,296 | 2,296 | |
| **TOTALS** | **20,457** | **21,610** | ***including EC*** |
| **TOTALS** | **16,465** | **17,618** | ***excluding EC*** |

# ENROLLMENT HISTORY – Credit Hours

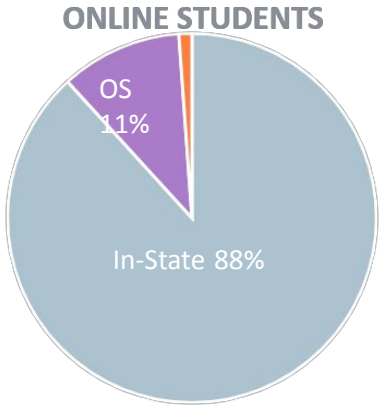


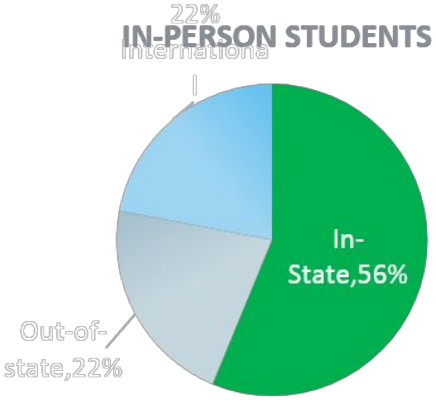
# COMPONENTS OF ENROLLMENT

*Change in Budgeted Credit Hours*




*Headcount per Fall 2024 Census*



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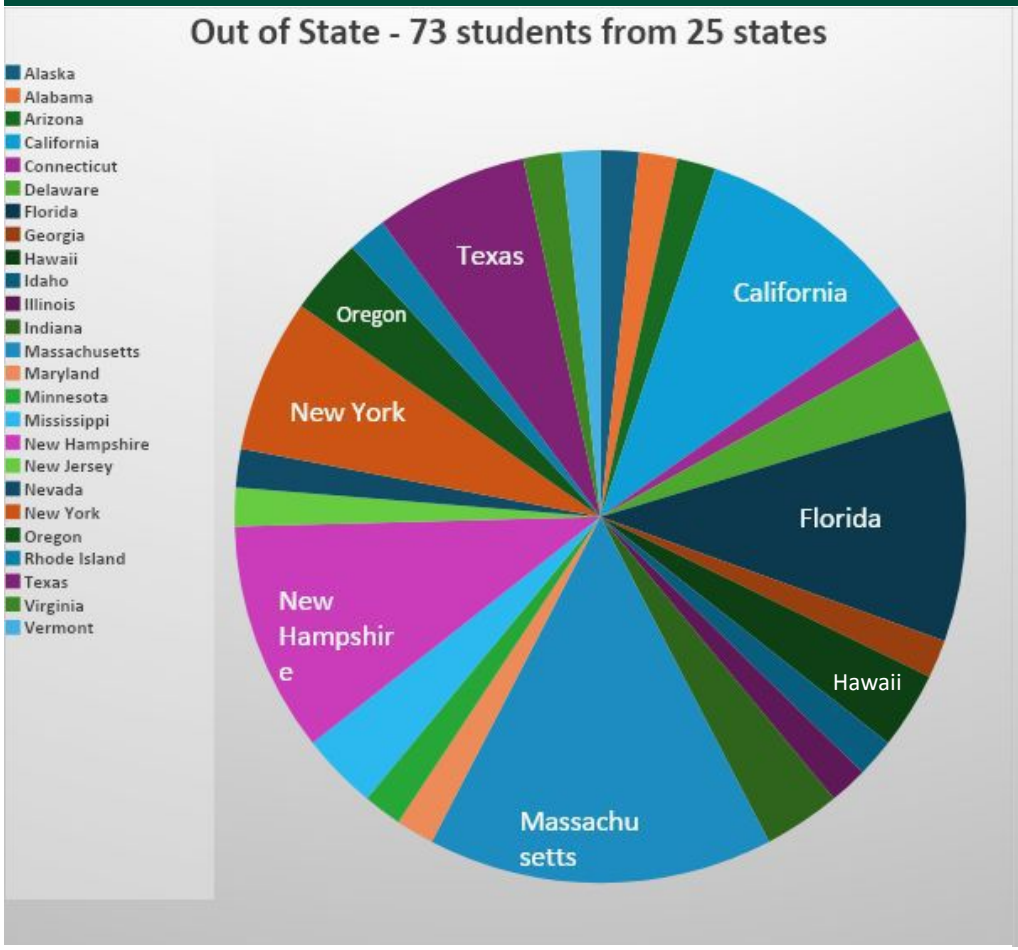
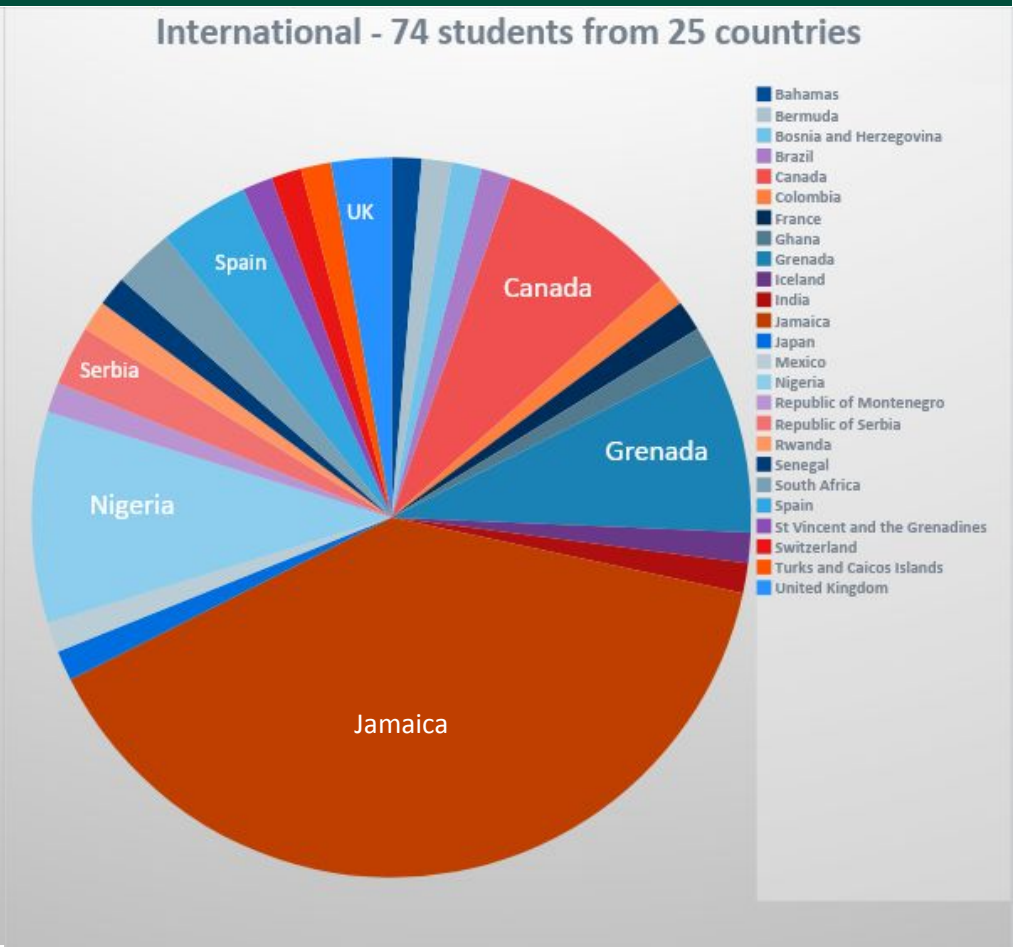
# KALEIDOSCOPE OF UMFK



# MARKETING INITIATIVES

**A new marketing plan was completed in Spring 2024.**

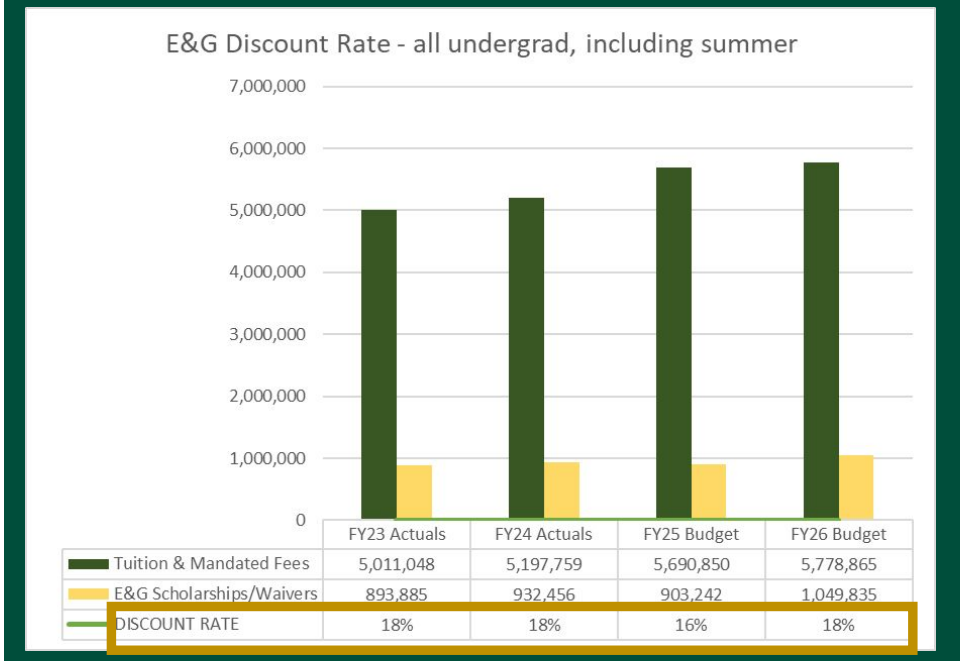
**Highlights Include Programmatic Marketing:**

- **Nursing Online – includes promotion of all our nursing program online options in one place.**
- **Finish Strong Initiative for adult learners.**
  - **27 active students as of 1/22/25**
  - **An adult learner counselor was hired January 2025**
- **Finish In-Time Degrees: Adult Learner Bachelor of Science in Business Management Online Degree Completion Program**

Finish IN-TIME DEGREES

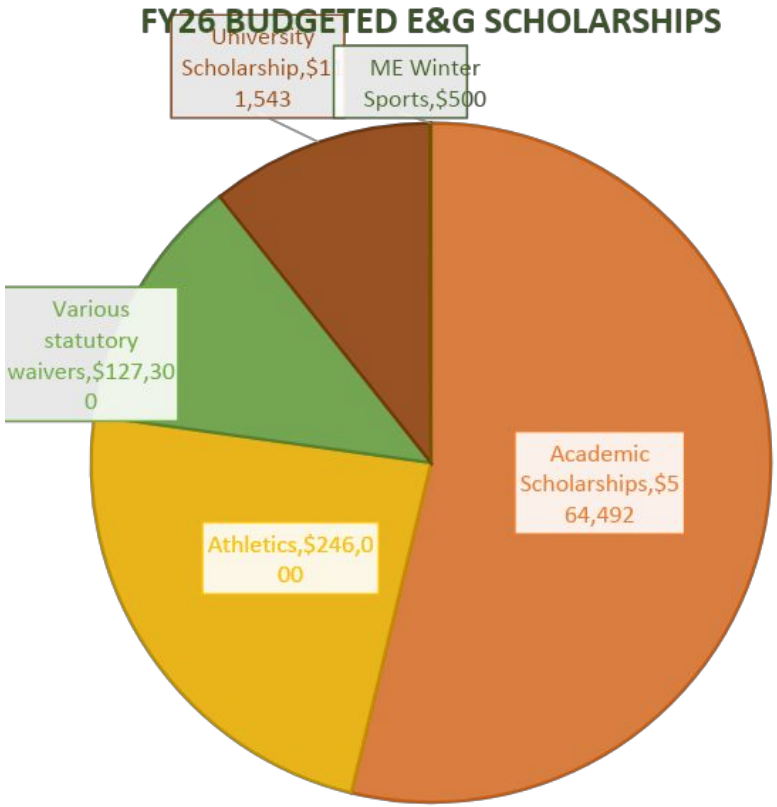
# BRANDING EXPANSION TO CAMPUS SPACES

# Financial Aid

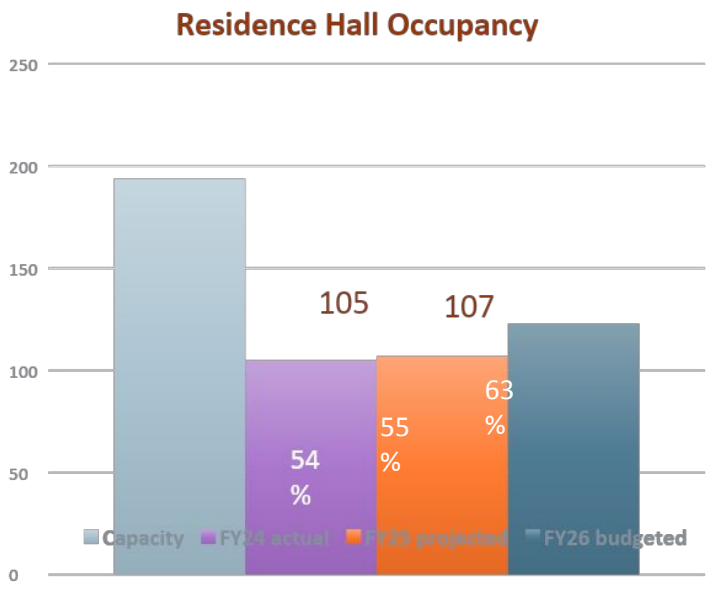



| | FY23 Actuals | FY24 Actuals | FY25 Budget | FY26 Budget |
|---|---|---|---|---|
| Tuition & Mandated Fees | 5,011,048 | 5,197,759 | 5,690,850 | 5,778,865 |
| E&G Scholarships/Waivers | 893,885 | 932,456 | 903,242 | 1,049,835 |
| DISCOUNT RATE | 18% | 18% | 16% | 18% |

1. Continue to leverage restricted fund scholarships to relieve E&G whenever possible
2. Continue open communication to discuss how to facilitate scholarship initiatives most efficiently
3. Consistent discount rate (above) is evidence of our dedicated and successful efforts



# RESIDENCE HALL
## CAPACITY/AVERAGE OCCUPANCY



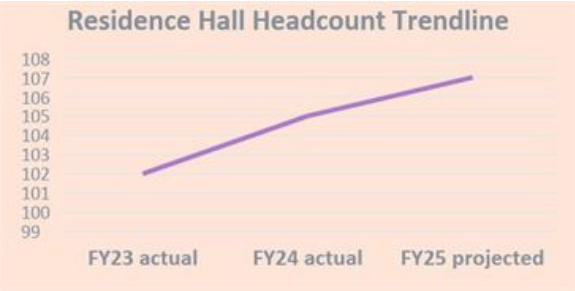

In addition, **The Lodge** houses:
- 2 ME Law students
- 4 Suites for:
  - Admissions visits
  - Registry Appointments
  - New Employees
- Plans for upcoming summer programs

Although offline, **Powell Hall** is being used for:
- Prospective-student groups
- Visiting sports teams
- Community support (veterinarians for Can-Am dog-sled races)
- Bathroom renovations in preparation for multi-use

# RESIDENCE/DINING RATES AND IMPACTS

| | FY25 | FY26 | increase | |
|---|---|---|---|---|
| The Lodge | $ 5,140 | $ 5,300 | $ 160 | 3.1% |
| Crocker Hall | $ 4,290 | $ 4,420 | $ 130 | 3.0% |
| All-Day Dining | $ 4,450 | $ 4,650 | $ 200 | 4.5% |

| ***BUDGET IMPACT*** | Revenue |
|---|---|
| Residence Halls | $ 43,256 |
| Dining | $ 24,631 |
| TOTAL | $ 67,887 |



3

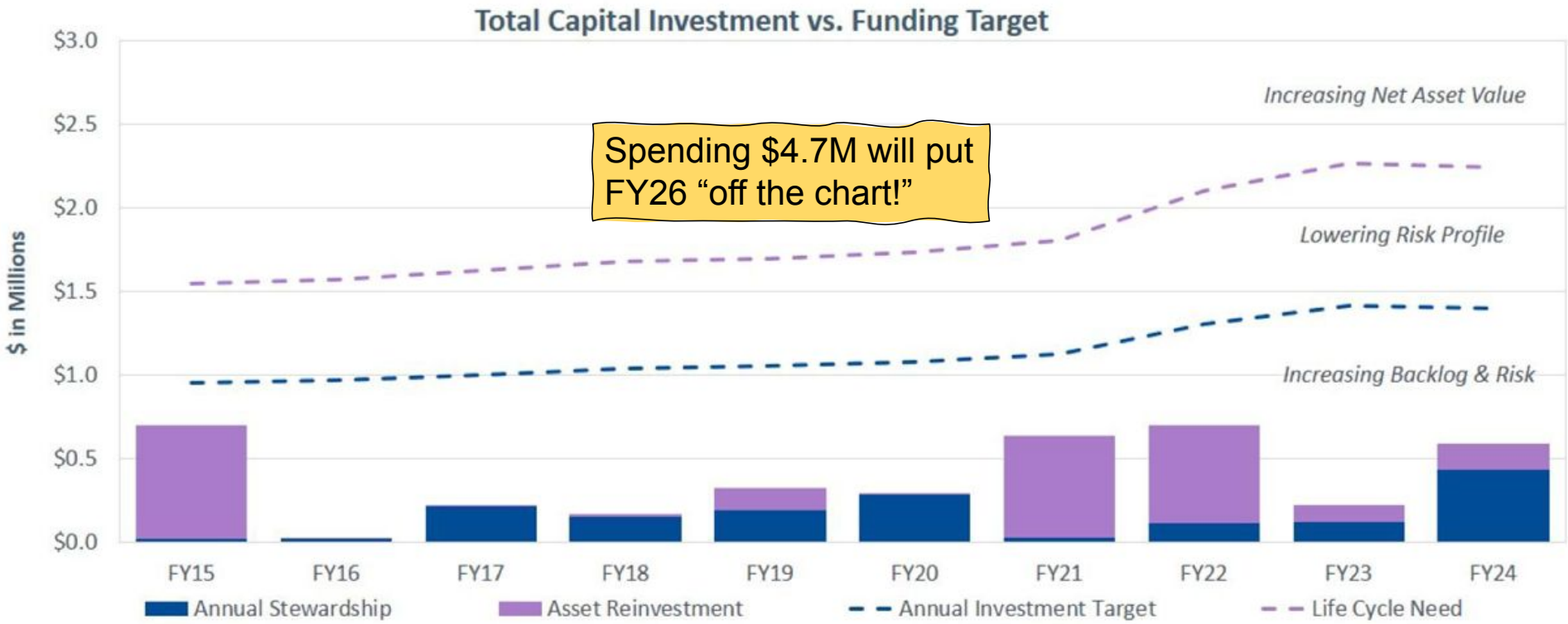
# FY26 CAPITAL PLAN

| PROJECT NAME | PROJECT DESCRIPTION | FUNDING SOURCE | FY26 SPEND | FACILITY TYPE |
|---|---|---|---|---|
| Fox - other renovations/updates | Fox - other renovation/updates | CDS | $3,250,000 | Academic |
| Powell Hall Renovations | Renovation of bathrooms/common areas first floor | Davis Family Foundation | $95,000 | Residence Hall |
| Crocker Hall Roof Replacement | repair/replace roofs | State Infrastructure Bond | $125,000 | Residence Hall |
| Crocker Hall Upgrade | Renovation and upgrade of bathroom and common areas. | State Infrastructure Bond | $100,000 | Residence Hall |
| Cyr Hall Laboratory Upgrade | To upgrade greenhouse and science wing in Cyr Hall. | State Infrastructure Bond | $330,000 | Academic |
| Cyr Hall Windows | Replacing windows in Old Cyr | State Infrastructure Bond | $475,000 | Academic |
| Old Model School Renovation | Upgrade building envelope | State Infrastructure Bond | $40,000 | Academic |
| Powell Hall Renovations | Renovation of bathrooms/common areas second floor | State Infrastructure Bond | $95,000 | Residence Hall |
| Blake Library | Renovate bathrooms. | State Infrastructure Bond | $25,000 | Academic |
| Lodge upgrades | add/alter/repair exterior, improve grounds, update interior | State Infrastructure Bond | $237,158 | Residence Hall |
| | | **TOTAL** | **$4,772,158** | |

THAT'S greater than 9 times the budget guidelines' required Capital Expenditures!

3

# UMFK Performance Against Target




***Gordian is using a 16.2% inflation rate across its database for FY22 from the RSMeans CCI catalog; 8.1% for FY23*
****The FY24 inflation target is reduced by 2%, informed by the RSMeans cost database analysis, indicating a market stabilization from the volatility seen in FY22 and FY23.*

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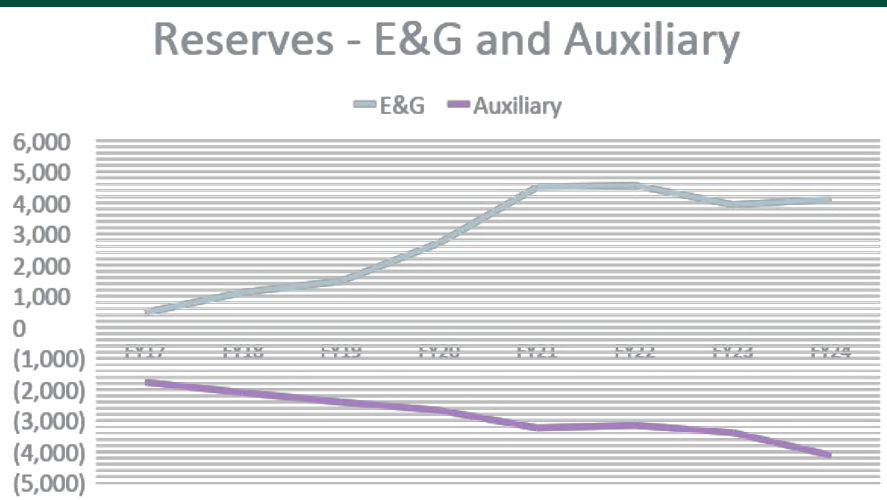
GORDIAN

# SPACE REDUCTION

| RENOVATION THRU REPLACEMENT | Square Footage | 10-yr Asset Reinvestment Need | |
|---|---|---|---|
| | | | |
| PHASE 1 | | | |
| Dispose of 7 small buildings | -15,919 | -$2,491,774 | COMPLETED in prior years |
| Enrollment Advancement Center | 5,200 | | COMPLETED in prior years |
| Reductions to Date (4% of UMFK SF) | -10,719 | -2,491,774 | |
| | | | |
| PHASE 2 | | | |
| Dispose of Gagne House | -1,597 | -$318,095 | FFT Agenda Item 10/21/24. DONE! FY25 |
| Remove greenhouse | -581 | -$36,789 | FFT Agenda Item 10/21/24. FY26 project |
| Replace with greenhouse on the ground | 1,200 | | FFT Agenda Item 10/21/24. FY26 project |
| | -978 | -$354,884 | |
| | | | |
| RESULTING TOTALS | -11,697 | -2,846,658 | |

# RESERVES




FY24 planned and approved budget included not only use of UMFK reserves, but also $500K of Budget Stabilization Funds.

FY24 actual results were $700K better than budgeted, which resulted in needing only $192K of funding from Budget Stabilization!

# UMS STRATEGIC PLAN

## "Advance a Financially Sustainable Academic and Infrastructure Portfolio"

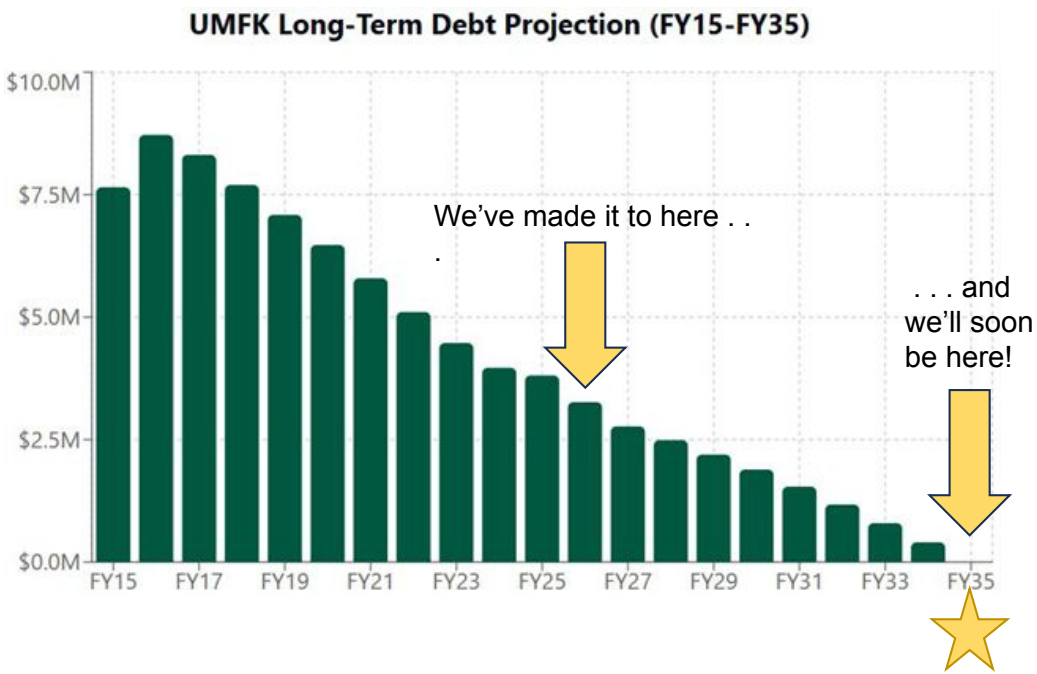
***FY25***:
-Sold Harmony Land
-Removed Gagne House – residential-style, NAV 17%, Total Need $342K (*Effective Infrastructure Goal 2.1*)

***FY26 Capital Plan***:
-Greenhouse - renovation through replacement (*Effective Infrastructure Goal 2.1*)
-Powell Hall - renovating group restrooms/shower rooms into 6 single-occupant restrooms, allowing for multi-purpose functionality (*Effective Infrastructure Goal 2.2*)
-Fox Auditorium renovation – " . . . optimizing the upkeep of . . . artistic/performance spaces, and public gathering spaces." (*Financial Sustainability Goal 3.2*)

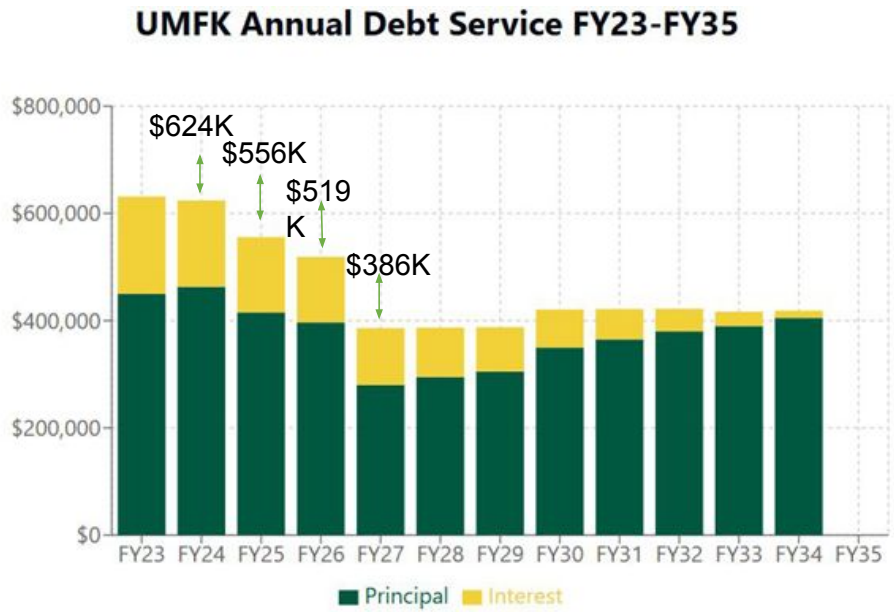
***Academic portfolio Priorities***:
-New programs (*Effective Academic Portfolio Action 1*)
-New modalities (*Effective Academic Portfolio Goal 4.2*)

# UMS STRATEGIC PLAN

## An Efficiency and Fiscal Sustainability Success Story

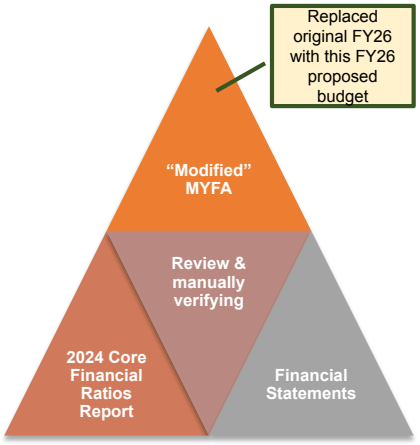


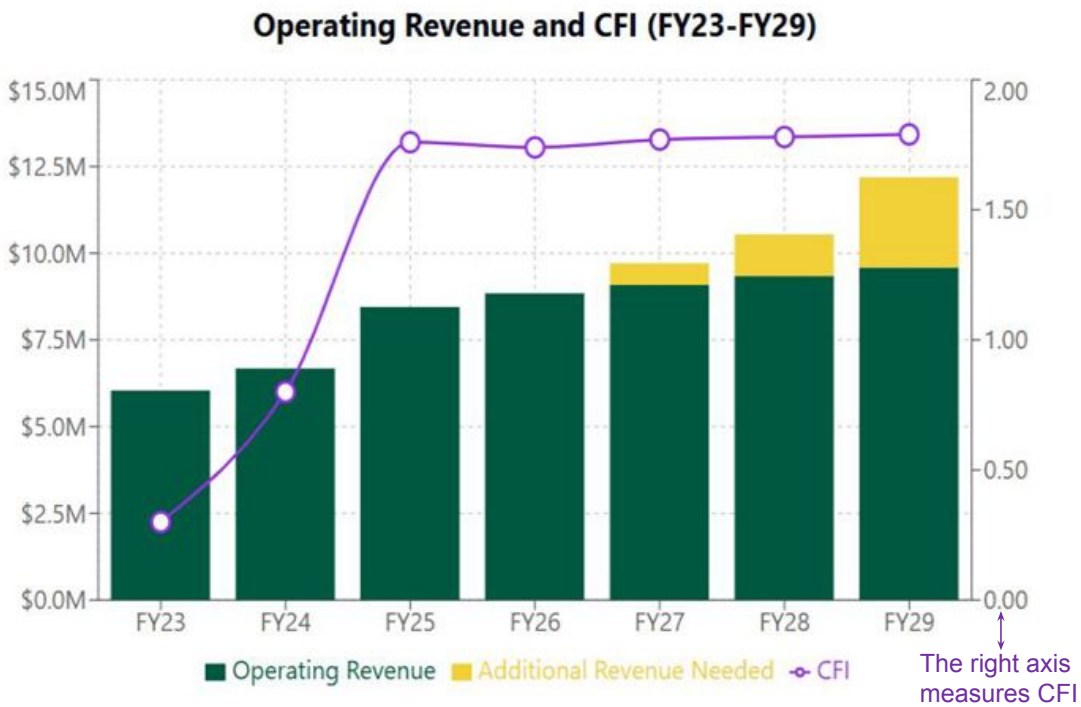

From FY24 to FY27, ***annual*** debt service decreases by $238K, which is 1.4% of entire operating budget!




*Reduction of long-term debt balances, principal repayments, and interest expense positively impact the Viability Ratio, Return on Net Position, Net Operating Revenues Ratio, and Primary Reserve Ratio.*

# COMPOSITE FINANCIAL INDEX




**This graph indicates a slight but continuous improvement in CFI dependent upon the following increases in revenue:**

**FY27 $ 625,000**
**FY28 $1,200,000**
**FY29 $2,600,000**

*Please note:*
*- This scenario is a set of assumptions based on the MYFA set of assumptions*
*- FY25 represents BUDGETED amounts – actuals will vary*
*- FY26 represents BUDGETED amounts – actuals will vary*

# ACTIONS ALIGN WITH GOAL

The key goal to improving UMFK's financial health is increased revenue generation.

Through the CFI scenario modeling, we found that even AI "Claude" suggested:
"UMFK might consider:

1. Enrollment growth initiatives
2. New program development
3. Increased recruitment efforts
4. Additional revenue streams
5. Tuition/fee adjustments
6. Enhanced fundraising efforts"

★ *UMFK initiatives and plans align!*

4

# FY26
# Budget Overview

This presentation provides an overview of the FY26 Budget. We will explore the key factors influencing our budget decisions.

March 19, 2025

4

# Understanding Our Financial Landscape

### Underlying causes of UMF fiscal deficits

- Ratio of full-time faculty to students/part-time faculty
- Still in the early stages of building the online program
- Underutilized student housing and other campus facilities
- Increase in expenses – salaries, benefits, electricity, bad debt

### Actions already taken to increase revenue and decrease expenses

- Increase graduate enrollment – up 40% over two years
- Launched adult completion online programs
- Increased transfer enrollment
- Reduced full-time faculty from 106 to 76 over three years
- Reduced campus footprint through consolidation and leasing
- Reduced academic administration (9-3 chairs)
- Reduced energy usage
- Provided students with an incentive to sign up early for on-campus housing

### Actions to reduce FY 26 deficit

- Become a more interdisciplinary university to overlap academic programs to increase class size and free up faculty to teach online courses
- Launch six academic programs on the Your Pace platform
- Launch seven academic programs/concentrations online
- Launch a new master's in education
- Undertake a feasibility study for alternative uses for residence halls

2

4

# Strategies to Recruit and Retain Students

## NBRC Grant

- Received $475,000 grant over 3 years
- Develop the Western Maine Outdoor Recreation Hub of Excellence
  - Supports the goals established in Maine's 10-Year Outdoor Economy Roadmap
- Increase ORBA enrollment by 229% over the project period
- Two direct hire positions at UMF:
  - Outdoor Recreation Hub Coordinator and Admissions Counselor - Recreation Focus.
- Projecting six new businesses will be created by students going through the ORBA program.
  - UMF will serve a minimum of 45 employers within the project period

## Direct Admit Success

- Direct Admit accounts for approximately 12% of first-year applicants
- Partnership with Niche Direct Admit
- 18% growth from 2024, 26% growth from 2023, and 29% growth from 2022

## Credit for Prior Learning

- Launched March 2024
  - Reinforces the connection between the student's real-world experiences and their degree program
- Recruitment into: Online Special Education and Elementary Education Certification

## Title III Grant

- Fall 2025 is 2nd year of 5-year grant ($2.2M total award)
- Fostering the development of basic college and valuable professional skills for students
- Increasing student confidence in their career pathway while providing support
- Other program highlights include:
  - Information Literacy:
    - Majority of students completed 1st level of micro-credential
  - New Focus on A.I. Literacy:
    - All Skills Lab sections included an A.I. Literacy module
  - Embedded Peer Mentors:
    - Embedded experienced students provide additional support and advice for new students
  - Engagement with Broader UMF Community:
    - Students are expected to attend and participate in campus events

## Transfer

- 63 Articulation Agreements
- 2 counselors focused on recruitment of transfer students
  - 1 will become the new Transfer Academic Advisor
- Enrollment up 67% over AY 2024 and 137% over AY 2023

3

4

# FY26 Budget: The Big Picture

| Educational and General (E&G) | |
|---|---|
| Total Revenue | $ 31,179,830 |
| Total Expense | 33,925,461 |
| Net Operating | (2,745,631) |
| **Modified Cash Flow** | |
| Add Back Depreciation | 2,896,698 |
| Less Capital & Debt Service | (1,141,262) |
| | 1,755,436 |
| **FY26 Total Net** | **$ (990,195)** |

| Auxiliary (AUX) | |
|---|---|
| Total Revenue | $ 7,880,756 |
| Total Expense | 7,718,680 |
| Net Operating | 162,076 |
| **Modified Cash Flow** | |
| Add Back Depreciation | 1,046,933 |
| Less Capital & Debt Service | (1,209,009) |
| | (162,076) |
| **FY26 Total Net** | **$ -** |

4

# FY26 Budget: E&G

| | | FY25 Budget | FY26 Budget | FY25 - FY26 $ | FY25 - FY26 % |
|---|---|---|---|---|---|
| Revenue | Tuition & Fees | $ 16,313,603 | $ 17,722,502 | $ 1,408,899 | 9% |
| | Less: Waivers/Scholarships | (3,555,168) | (3,920,715) | $ (365,547) | 10% |
| | Appropriation | 14,810,927 | 15,459,088 | $ 648,161 | 4% |
| | Indirect Cost Recovery | 275,000 | 275,000 | $ - | 0% |
| | Sales/Services/Other | 1,469,054 | 1,643,956 | $ 174,902 | 12% |
| | **Total E&G Revenue** | **$ 29,313,416** | **$ 31,179,830** | $ 1,866,414 | 6% |
| Expense | Personnel Expense | 21,449,495 | 23,220,993 | $ 1,771,498 | 8% |
| | Attrition | (871,439) | (500,000) | $ 371,439 | -43% |
| | Total Personnel | 20,578,056 | 22,720,993 | $ 2,142,937 | 10% |
| | Fuel/Electricity | 821,295 | 1,018,146 | $ 196,851 | 24% |
| | Supplies/Services/Other | 2,814,041 | 3,041,137 | $ 227,096 | 8% |
| | Shared Services | 4,156,247 | 4,224,624 | $ 68,377 | 2% |
| | Travel | 309,168 | 463,390 | $ 154,222 | 50% |
| | Maintenance & Alterations | 46,951 | 45,473 | $ (1,478) | -3% |
| | Depreciation | 2,858,326 | 2,896,698 | $ 38,372 | 1% |
| | Net Transfers | (168,475) | (485,000) | $ (316,525) | 188% |
| | **Total E&G Expenses** | **$ 31,415,609** | **$ 33,925,461** | $ 2,509,852 | 8% |
| Modified Cash Flow | Operating Increase (Decrease) | (2,102,193) | (2,745,631) | $ (643,438) | |
| | Add back Depreciation | 2,858,326 | 2,896,698 | $ 38,372 | |
| | Less Captial Expenditures | (354,325) | (450,791) | $ (96,466) | |
| | Less Capital Reserve Funding | (75,000) | 0 | $ 75,000 | |
| | Less Debt Service Principle | (667,950) | (690,471) | $ (22,521) | |
| | Transfer from Budget Stabalizat | 0 | 0 | $ - | |
| | **Net Change:** | **$ (341,142)** | **$ (990,195)** | $ (649,053) | |

**Revenue Assumptions:**

Credit Hours: 39,554 + 2,100 EC

Includes UMF Online and CBE subscriptions

Early College: 2,100

| | |
|---|---|
| UGRD | |
| IS | 3.3% |
| OOS | 4% |
| NEBHE | 175% of IS |
| GRAD | |
| IS/OOS | 4% |
| Early College | $60 |
| Fees | 3% |
| Scholarships | 10% |

Includes 3% increase in scholarships and increase in waivers

| | |
|---|---|
| Appropriation | 4% |
| Sales/Services/Other | 12% |

Includes childcare

**Expense Highlights**

| | |
|---|---|
| Personnel | 10% |

Includes 4% salary increase and FB increase

| | |
|---|---|
| Fuel & Electricity | 24% |

Increase primarily due to electricity demand charge

| | |
|---|---|
| Travel | 50% |

Added post season travel for athletics

| | |
|---|---|
| Supplies/Services/Other | 8% |

Includes bad debt

| | |
|---|---|
| Net Transfers | 188% |

Early College and support from unrestricted funds

4

# FY26 Budget: Auxiliary

| | | FY25 Budget | FY26 Budget | FY25 - FY26 $ | FY25 - FY26 % |
|---|---|---|---|---|---|
| Revenue | Dining & Residence Revenue | $ 8,424,300 | $ 8,070,105 | $ (354,195) | -4% |
| | Less: Waivers/Scholarships | (474,288) | (443,524) | $ 30,764 | -6% |
| | Sales/Services/Other | 251,000 | 254,175 | $ 3,175 | 1% |
| | **Total AUX Revenue** | **$ 8,201,012** | **$ 7,880,756** | $ (320,256) | -4% |
| Expense | Personnel Expense | 1,934,220 | 2,015,833 | $ 81,613 | 4% |
| | Attrition | 0 | (106,672) | $ (106,672) | |
| | Total Personnel | 1,934,220 | 1,909,161 | $ (25,059) | -1% |
| | Fuel/Electricity | 592,629 | 642,848 | $ 50,219 | 8% |
| | Supplies/Services/Other | 4,119,685 | 4,071,342 | $ (48,343) | -1% |
| | Travel | 562 | 562 | $ - | 0% |
| | Maintenance & Alterations | 47,584 | 47,834 | $ 250 | 1% |
| | Depreciation | 768,143 | 1,046,933 | $ 278,790 | 36% |
| | **Total AUX Expenses** | **$ 7,462,823** | **$ 7,718,680** | $ 255,857 | 3% |
| Modified Cash Flow | Operating Increase (Decrease) | 738,189 | 162,076 | $ (576,113) | |
| | Add back Depreciation | 768,143 | 1,046,933 | $ 278,790 | |
| | Less Captial Expenditures | (365,000) | (377,500) | $ (12,500) | |
| | Less Capital Reserve Funding | (29,949) | (31,446) | $ (1,497) | |
| | Less Debt Service Principle | (770,241) | (800,063) | $ (29,822) | |
| | **Net Change:** | **$ 341,142** | **$ -** | $ (341,142) | |

**Revenue Assumptions**

Residence Hall Capacity: 649

2 Residence Halls Offline

Room & Board -4%

Waivers -6%

Reduction in CA's

**Expense Highlights**

Personnel -1%

Includes 4% salary increase and FB increase

Fuel & Electricity 8%

Increase primarily due to electricity demand charge

4

# Key Drivers

## Enrollment

| Projected Enrollment | | Summer 2025 IR Proj. Credit Hours | Summer 2025 Total Credit Hours | Campus 2025-26 Proj. | Explanation of Changes |
|---|---|---|---|---|---|
| Career | Tuition Residency | | | | |
| Early College Undergraduate | | 142 | 125 | | revised based on conversation with UMF coordinator |
| Undergraduate | In-State | 1,416 | 1,416 | | |
| | Out-of-State/International | 115 | 115 | | |
| | Canadian | 0 | 0 | | |
| | NEBHE | 120 | 120 | | |
| | Online Program | 0 | 54 | | NEW Online program |
| | MaineOnline (AP) | 0 | 432 | | 2 sessions of Your Pace - NEW |
| | Subtotal | 1,651 | 2,137 | | |
| Graduate | In-State | 1,452 | 1,452 | | |
| | Out-of-State/International | 67 | 67 | | |
| | Online Program | 0 | 30 | | NEW Online program |
| | MaineOnline (AP) | 0 | 288 | | 2 sessions of Your Pace - NEW |
| | Subtotal | 1,519 | 1,837 | | |
| Total (Including Early College) | | 3,312 | 4,099 | | |
| Total (Excluding Early College) | | 3,170 | 3,974 | | |

| Career | Tuition Residency | Fall 2025 IR Proj. Credit Hours | Fall 2025 Total Credit Hours | Explanation of Changes |
|---|---|---|---|---|
| Early College Undergraduate | | 1,643 | 1,695 | revised based on conversation with UMF coordinator |
| Undergraduate | In-State | 12,455 | 12,455 | |
| | Out-of-State/International | 518 | 518 | |
| | Canadian | 6 | 6 | |
| | NEBHE | 2,151 | 2,151 | |
| | Online Program | 0 | 610 | NEW UMF Online program |
| | MaineOnline (AP) | 0 | 288 | 2 sessions of Your Pace - NEW |
| | Subtotal | 15,130 | 16,028 | |
| Graduate | In-State | 2,026 | 2,026 | |
| | Out-of-State/International | 71 | 71 | |
| | Online Program | 0 | 85 | NEW UMF Online program |
| | MaineOnline (AP) | 0 | 0 | |
| | Subtotal | 2,097 | 2,182 | |
| Total (Including Early College) | | 18,870 | 19,905 | |
| Total (Excluding Early College) | | 17,227 | 18,210 | |

| Career | Tuition Residency | Spring 2025 IR Proj. Credit Hours | Spring 2025 Total Credit Hours | Explanation of Changes |
|---|---|---|---|---|
| Early College Undergraduate | | 192 | 280 | |
| Undergraduate | In-State | 11,692 | 11,692 | |
| | Out-of-State/International | 578 | 578 | |
| | Canadian | 0 | 0 | |
| | NEBHE | 1,875 | 1,875 | |
| | Online Program | 0 | 459 | NEW UMF Online program |
| | MaineOnline (AP) | 0 | 432 | 2 sessions of Your Pace - NEW |
| | Subtotal | 14,145 | 15,036 | |
| Graduate | In-State | 1,955 | 1,955 | |
| | Out-of-State/International | 67 | 67 | |
| | Online Program | 0 | 24 | NEW UMF Online program |
| | MaineOnline (AP) | 0 | 288 | 2 sessions of Your Pace - NEW |
| | Subtotal | 2,022 | 2,334 | |
| Total (Including Early College) | | 16,359 | 17,650 | |
| Total (Excluding Early College) | | 16,167 | 17,370 | |
| Grand Total (Including Early College) | | 38,541 | 41,654 | |
| Grand Total (Excluding Early College) | | 36,564 | 39,554 | |

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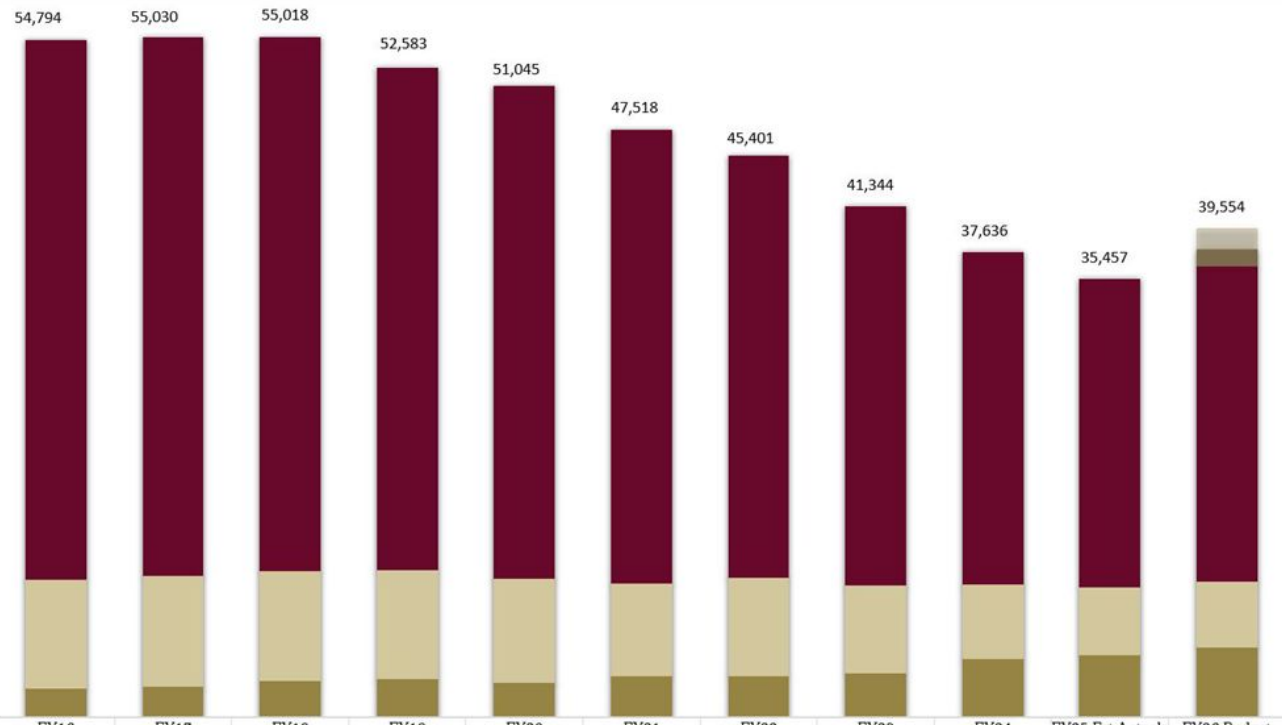
# 10-Year Credit Hour Enrollment




| | FY16 | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24 | FY25 Est Actuals | FY26 Budget |
|---|---|---|---|---|---|---|---|---|---|---|---|
| CBE | - | - | - | - | - | - | - | - | - | - | 1,728 |
| UMF Online | - | - | - | - | - | - | - | - | - | - | 1,262 |
| InState | 43,656 | 43,568 | 43,153 | 40,633 | 39,848 | 36,716 | 34,113 | 30,667 | 26,881 | 24,930 | 25,569 |
| Out-of-State & NEBHE | 8,829 | 8,994 | 8,949 | 8,877 | 8,374 | 7,506 | 7,955 | 7,104 | 6,010 | 5,524 | 5,357 |
| Graduate | 2,309 | 2,468 | 2,916 | 3,073 | 2,823 | 3,296 | 3,333 | 3,573 | 4,745 | 5,003 | 5,638 |

:5 Early College: 2,217
.)

:6 Early College: 2,100

8

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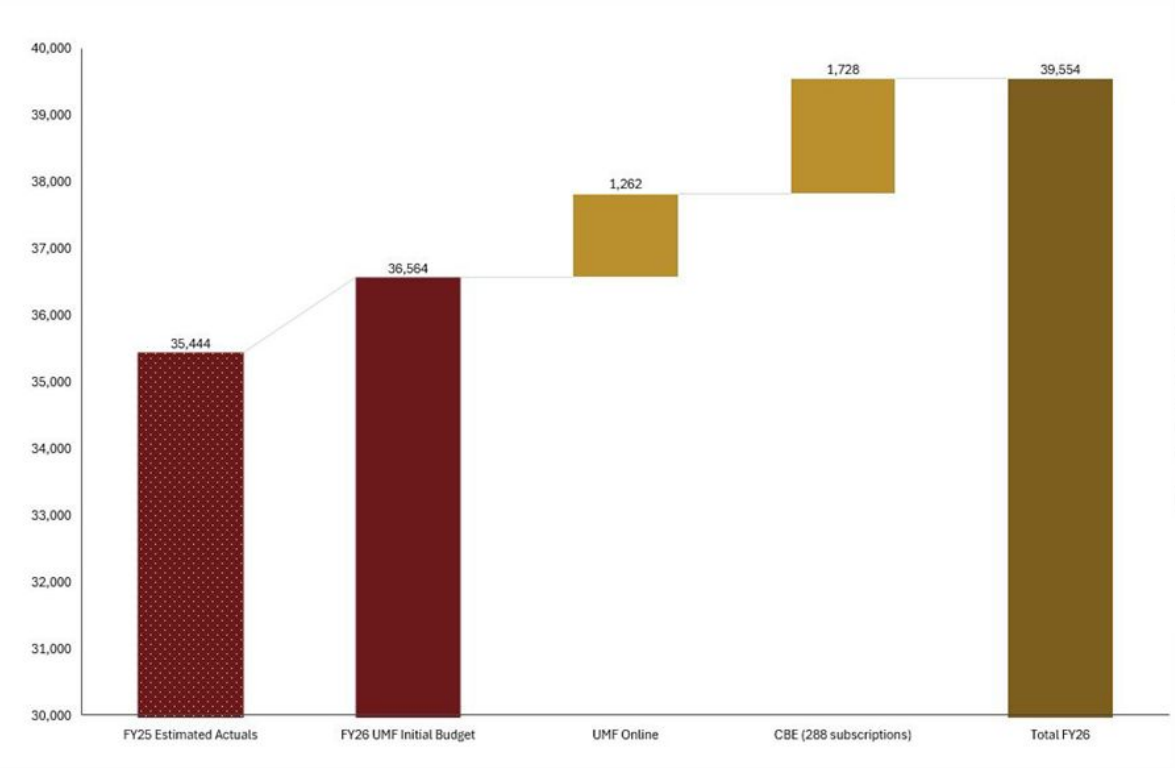
# FY26 Enrollment Waterfall




FY26 Credit Hour Breakdown

| | FY25 projections | UMF projections to build | UMF Online (includes Adult) | UMF CBE | |
|---|---|---|---|---|---|
| ID | | | | | |
| ; | 24,882 | 25,563 | 899 | | |
| OS | 1,606 | 1,211 | 45 | | |
| AN | 35 | 6 | - | | |
| EBHE | 3,918 | 4,146 | 180 | | |
| D | | | | | |
| ; | 4,865 | 5,433 | 139 | | |
| OS | 138 | 205 | | | |
| grd | | - | - | 1,152 * | |
| rad | | - | - | 576 * | |
| **Sub-total** | **35,444** | **36,564** | **1,262** | **1,728** | **39,554** |
| y College | 2,036 | 2,100 | - | - | |
| **Total** | **37,480** | **38,664** | **1,262** | **1,728** | **41,654** |
| | | **$14,182,106** | **$485,094** | **$580,800** | **$15,248,000** |

* Credit hours do not corelate to revenue as revenue is based on subscriptions

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# FY26 Financial Aid

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

- In FY23, we overhauled our Financial Aid program. We reduced the institutional scholarship budget, started more aggressive fundraising for scholarships and emergency funds, created high value scholarships, and refined our tuition pledge program.
  - We sunset our expensive and inflexible merit program over three years (FY26 is year 2)
- In FY24, we increased institutional aid for transfer students and focused on assisting students and families through the new FAFSA form/process.
- In FY25, we assessed our overhauled program to determine areas of potential improvement, updated our student work initiative program, and improved the use of our work study dollars across campus.
- For FY26, we will increase the percentages of institutional aid awarded by need and merit level, offer increased Federal Supplemental Grant by residency level to bolster the student aid packages, and award Racino Scholarship up front to in-state students with need who excel academically.

**Student financial challenges is one of the major issues impacting student retention.**

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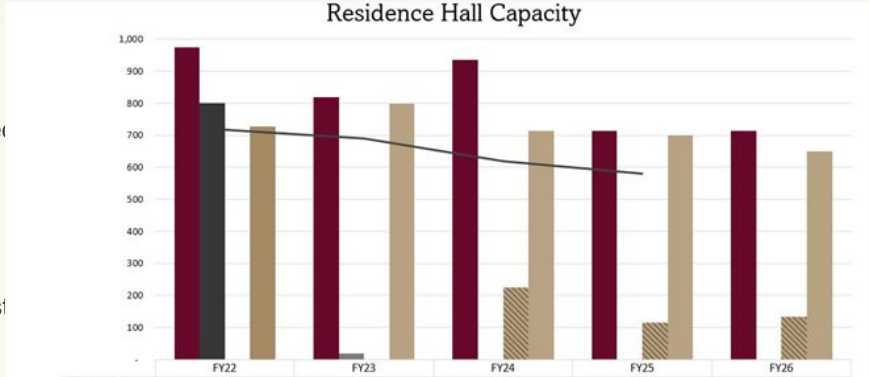
# FY26 Residence Halls and Dining

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

- Increase the number of single rooms again, as we did in FY25.
- Continue to ensure flexibility and capacity for medical singles. The demand for medical singles continues to increase.
- Re-open the second of our two oldest, and very popular, residence halls, which now includes single user bathrooms, laundry on the first floor, and accessible entries.
- Continue our new in FY25 pet friendly residence hall and our sports-interest/outdoor enthusiasts living community.
- Added cameras in residence hall kitchens and laundry rooms. These were requeste students and paid for by the student residence hall association.
- Take two halls offline in FY26 as the halls that do not have single user bathrooms.
- Continuing working with Sodexo to create excitement in the dining hall and exceed s expectations




| | FY22 | FY23 | FY24 | FY25 | FY26 |
|---|---|---|---|---|---|
| Capacity | 975 | 818 | 936 | 714 | 714 |
| Covid Capicity | 800 | 20 | - | - | - |
| Offline | - | - | 225 | 115 | 133 |
| Base Budget | 728 | 798 | 713 | 699 | 649 |
| Actual | 717 | 689 | 620 | 579 | |

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# FY26 In-State Cost of Attendance

NEW

In-State Student

| 30 credits | FY25 | 30 credits | FY26 | $ | | % |
|---|---|---|---|---|---|---|
| $9,180 | Tuition | $9,480 | Tuition | $300 | or | 3.3% |
| $160 | Student Activity Fee* | $160 | Student Activity Fee* | $0 | or | 0.0% |
| $300 | Technology Fee | $300 | Technology Fee | $0 | or | 0.0% |
| $906 | Student Support Fee | $933 | Student Support Fee | $27 | or | 3.0% |
| $762 | Academic Support Fee | $785 | Academic Support Fee | $23 | or | 3.0% |
| $11,308 | | $11,658 | | $350 | or | 3.1% |
| | | | | $175/semester | | |
| $5,722 | Room | $6,008 | Room | $286 | or | 5.0% |
| $5,588 | Board | $5,867 | Board | $279 | or | 5.0% |
| $11,310 | | $11,875 | | $565 | or | 5.0% |
| | | | | $282.50/semester | | |
| $22,618 | Cost of attendance | $23,533 | Cost of attendance | $915 | or | 4.0% |

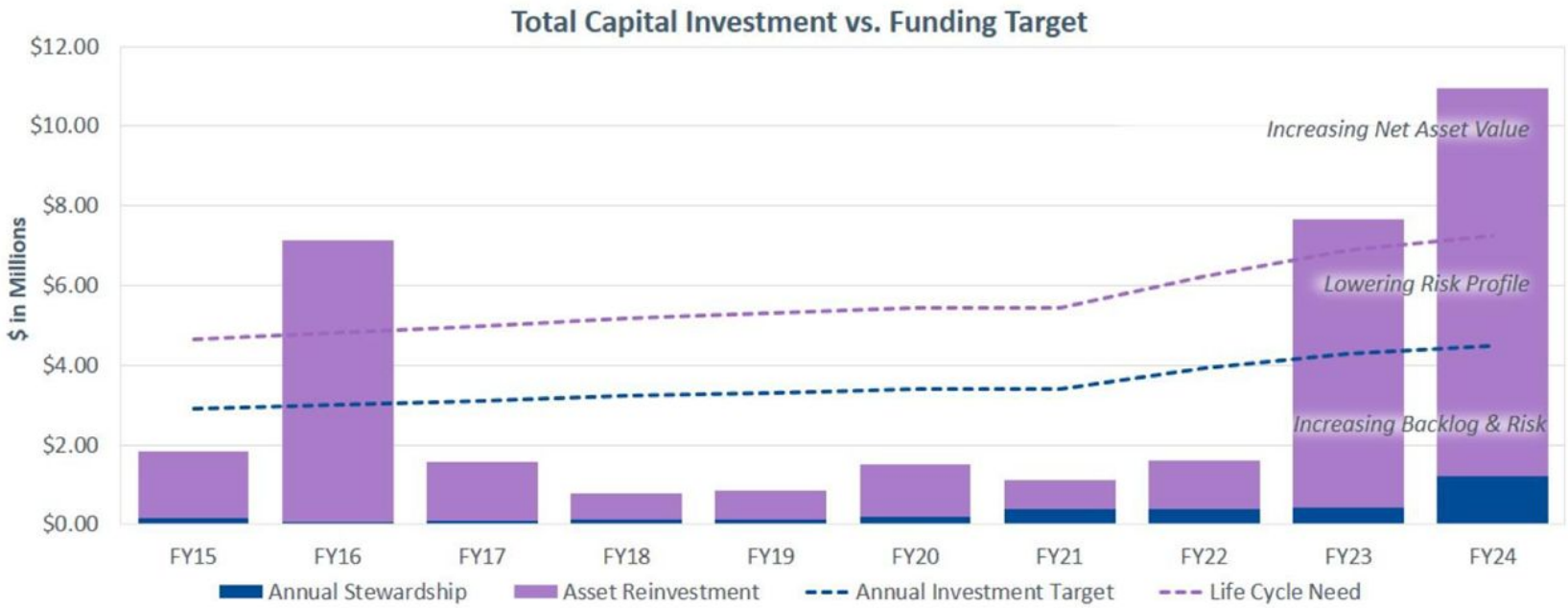
* Student government fee

Tuition Discount Rate = 27% or $(3,147.66)

4

# Capital Investment

## UMF Performance Against Target




***Gordian is using a 16.2% inflation rate across its database for FY22 from the RSMeans CCI catalog; 8.1% for FY23*
****The FY24 inflation target is reduced by 2%, informed by the RSMeans cost database analysis, indicating a market stabilization from the volatility seen in FY22 and FY23.*

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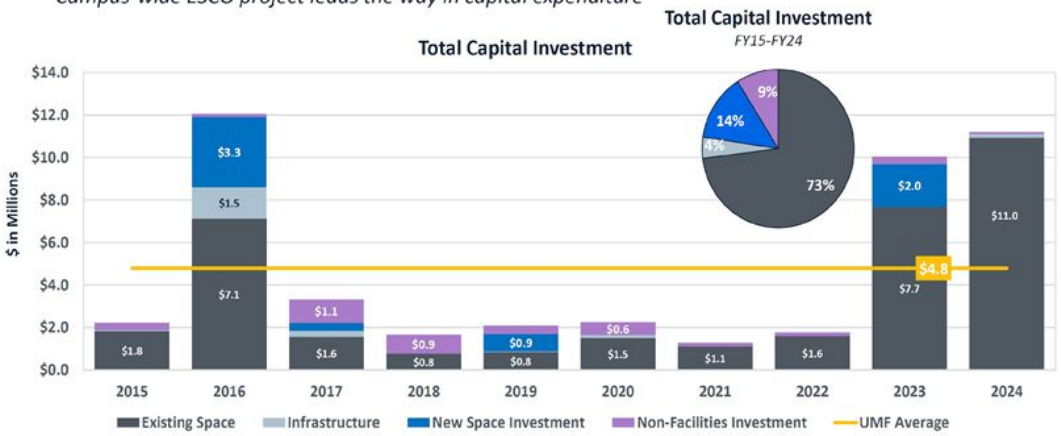
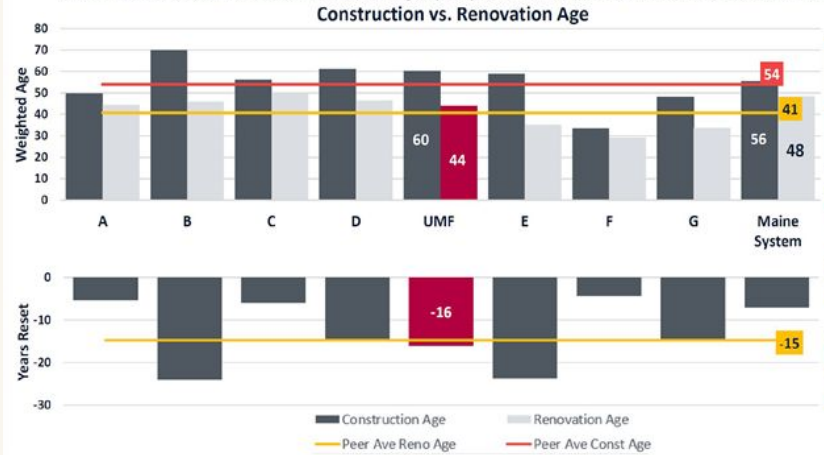
## UMF Records Highest Expenditure into Existing space in FY24

*Campus-wide ESCO project leads the way in capital expenditure*




## Major Projects are Decreasing UMF's Renovation Age

*From FY23-FY24, UMF reduced its renovation age by 16 years, thanks to ESCO investment and other renovations*




**Gordian Definition of a Major Renovation**

Building improvements are classified as a "renovation" when:

- At least 50% of the building's replacement value was invested
- MEP systems and interiors/exteriors are improved
- The building functions as a "new" building

4

# FY26 Depreciation and Reserve Balances

**E&G and AUX Funded Depreciation**

| | FY25 | FY26 | % Change |
|---|---|---|---|
| E&G Depreciation Expense | $ 2,858,326 | $ 2,896,698 | 1.3% |
| AUX Depreciation Expense | 768,143 | 1,046,933 | 36.3% |
| **Total** | **$ 3,626,469** | **$ 3,943,631** | **8.7%** |
| Budgeted funds for Capital Expenditures | 709,274 | 828,291 | 16.8% |
| Debt Service Principal | 1,438,191 | 1,490,534 | 3.64% |
| **Funded E&G and AUX Depreciation** | **$ 2,147,465** | **$ 2,318,825** | **7.98%** |
| ***Funded E&G and AUX Depreciation %*** | **59.22%** | **58.80%** | **-0.7%** |

**Reserve Balance as of 2/13/2025**

| | |
|---|---|
| E&G | $ (9,507,888) |
| E&G Capital | $ 357,654 |
| GASB 75 | $ (2,409,695) |
| Auxiliary | $ (1,121,299) |
| Auxiliary Capital | $ 110,808 |

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# FY26 Capital Expenditures

## FY26 E&G Projects: $450,791

| | | |
|---|---|---|
| Preble/Ricker new fume hoods and ventalation | $288,000 | |
| Mantor Library 1st floor restroom renovation | 69,823 | |
| Central Heat Plant bilder chamber rebuild | 92,968 | $450,791 |

## FY26 AUX Projects: $377,500

| | | |
|---|---|---|
| Black Hall roof repair | $120,000 | |
| Dakin Hall roof repair | 100,000 | |
| Parking lot paving | 157,500 | $377,500 |

## ESCO Project (99% complete)

- Investments have addressed historic backlog growth
- Mechanical and HVAC upgrades in over 30 buildings
- 2nd biomass boiler is generating TREC revenue

**Investments**

- 2nd biomass boiler has created savings throughout the year by heating the campus domestic hot water load with chips rather then with oil and propane
- The $7.5M bond allowed the campus to complete deffered maintenance projects that were not completed through the ESCO project with focus on energy savings and student life on campus

**NAV**

- FY24 NAV is 60% (3.5% over FY23)

**Campus Footprint**

- UMF is currently leasing 2 buildings on campus (3,200 sqft to mental health organizations to help the greater Farmington community obtain access to services).
- Town of Farmington is being granted right of first refusal for the sale of the Facilities Management building
- Currently in discussions with RSU9 to create housing opportunities for International Students visiting for their exchange program.

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# Key Takeaways and Next Steps

- Culture change to achieve financial sustainability.
- Full utilization of faculty to achieve an average of 240 credit hours per semester.
- Moving towards a more interdisciplinary university to address small siloed academic programs.
- Diversifying mode of delivery beyond the traditional face-to-face classroom:
  - Online
  - YourPace
- Reducing campus footprint.

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**Jenifer Cushman**
President

**Jonathan Henry**
VP of Marketing & Enrollment

**Erin Fogg**
VP of Advancement & Alumni Relations

**Aili Robinson**
Chief Business Officer

**Joseph Szakas**
VP of Academic Affairs/Provost

# FY26 Budget Presentation

Initial Campus Budget Presentation
March 19, 2025

UNIVERSITY OF MAINE AT AUGUSTA

# A Mission on the Rise

60th Anniversary – 1965 - 2025

## Past

**Serving All Populations**
- National trailblazer in distance education
- Place-bound and adult learners

**Contributing to State Workforce**
- Maine's "community college"
- From one location to statewide presence

**Leading in Educational Technologies**
- Evolution of technology to meet students where they are
- ITV to Polycom

## Present

**Serving All Populations**
- "Phygital" presence with accessible learning
- Diverse enrollment streams – online & on-site

**Contributing to State Workforce**
- Regional public with majority baccalaureate and graduate degrees
- Nimble program development and delivery meeting state needs

**Leading in Educational Technologies**
- High speed internet and video conferencing
- Polycom to Zoom
- Leader in course accessibility (ADA Compliant)

## Future

**Serving All Populations**
- Out-of-state & international student strategy
- Neurodiverse student support

**Contributing to State Workforce**
- Upskill credentials
- New academic programs

**Leading Educational Technologies**
- EAB student support
- AI

**Growing External Relations**
- Marketing & branding
- Advancement and alumni relations

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# Advancement & Alumni Relations

- An inspiring, relevant mission that is on the rise
- More than **17,000** active alumni: an untapped source of advocacy and support for UMA and Maine's public universities
- Strategic planning that will yield clear institutional priorities for funding
- A 60th Anniversary on the horizon

Our Starting Point

Our Long-Term Goals

- Find our alumni, meet them where they are, build affinity, pride, mission engagement
- Raise the visibility of UMA and its impact to build community engagement and attract strategic funders
- Establish a professional fundraising operation following industry best practices
- Build sustainable philanthropic revenue to fuel UMA's mission

# FY2026 Budget Force Field Analysis

## Driving Forces

- Highest retention ever (EAB Navigate)
- Very large entering spring 2025 class
  - Adult degree completers, MCCS, & traditional
- Strong demand for professional programs
- Graduate program growth exceeded budget
- Direct Admission for EC students
- TransferME, articulation agreements, & employer partnerships
- Availability of flexible housing overflow

## Restraining Forces

- Demographics
- Steep escalation of goods and services
- MCCS Free College continuation
- Early College
- Higher education in the political climate
- Hot economy keeping adults in the workforce

# FY26 Proposed Budget is Balanced

## Revenue Drivers

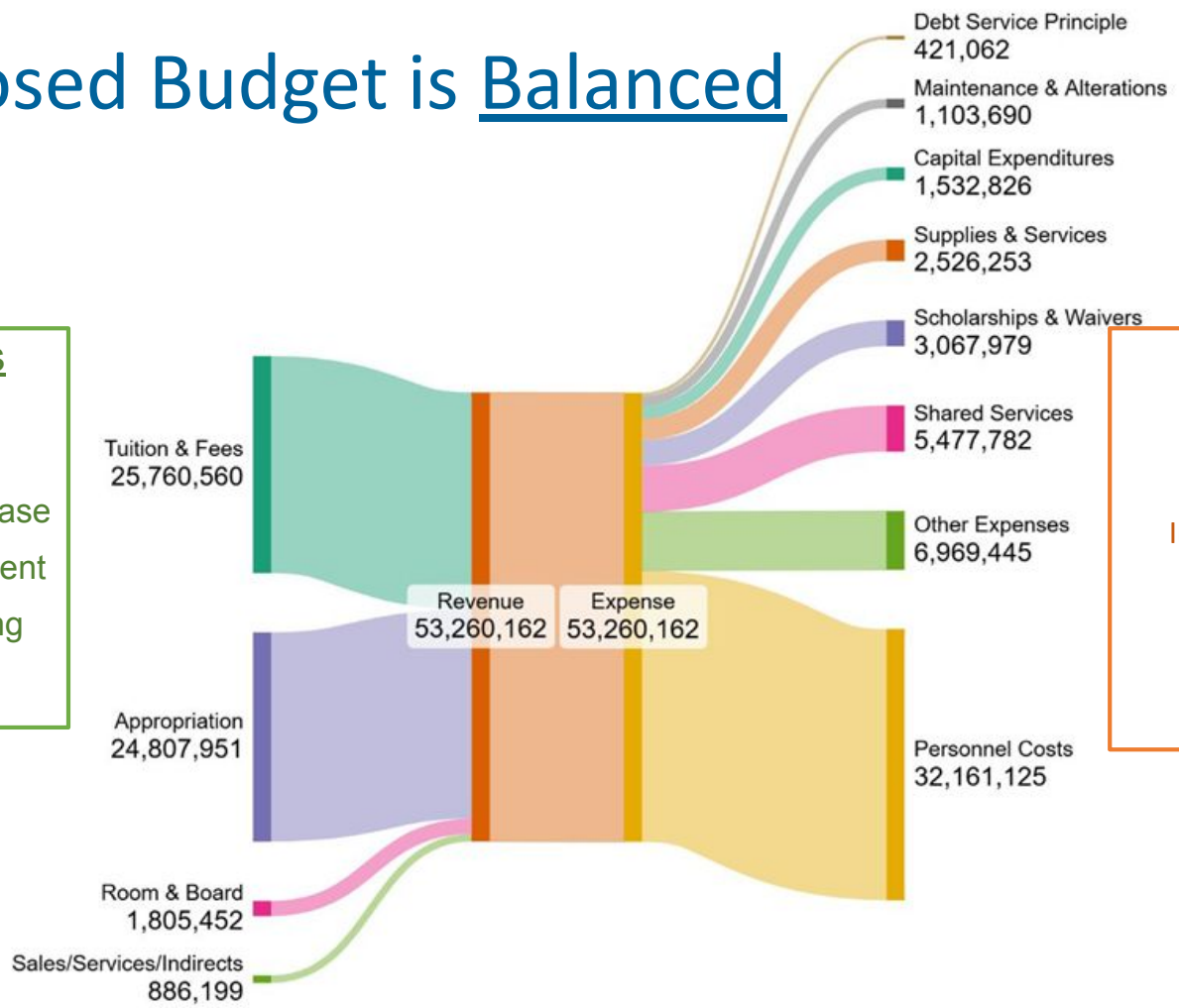
Increased state appropriation

Slight credit hours increase

Tuition and fee adjustment

Increased conferencing

Housing demand




## Expense Drivers

Waivers/scholarships

Personnel increases

Investments in technology

Capital improvements

Fuel & electricity

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# FY26 E&G Budget

| | FY2025 | FY2026 | $ Change | % Change |
|---|---|---|---|---|
| Tuition & Fees | 24,003,640 | 25,760,560 | 1,756,920 | 7.3% |
| Less Waivers/Scholarships | (2,533,489) | (2,953,267) | (419,778) | 16.6% |
| Appropriation | 23,921,100 | 24,807,951 | 886,851 | 3.7% |
| Indirect Cost Recovery | 160,885 | 190,885 | 30,000 | 18.6% |
| Sale/Service/Other | 681,651 | 644,114 | (37,537) | -5.5% |
| **Total E&G Revenue** | **46,233,787** | **48,450,243** | 2,216,456 | 4.8% |
| Salaries, Wages & Benefits | 31,986,664 | 33,459,693 | 1,473,029 | 4.6% |
| Attirtion Expense | (1,442,818) | (1,442,818) | - | 0.0% |
| Fuel/Electricity | 896,475 | 1,003,072 | 106,597 | 11.9% |
| Supplies/Services | 1,826,711 | 1,936,115 | 109,404 | 6.0% |
| Shared Services | 4,996,083 | 5,477,782 | 481,699 | 9.6% |
| Travel | 266,252 | 259,754 | (6,498) | -2.4% |
| Maintenance & Alterations | 959,396 | 1,088,690 | 129,294 | 13.5% |
| Depreciation | 2,438,149 | 2,438,987 | 838 | 0.0% |
| Other Expense | 3,478,553 | 4,463,253 | 984,700 | 28.3% |
| **Total E&G Expense** | **45,405,465** | **48,684,528** | 3,279,063 | 7.2% |
| Operating Increase (Decrease) | 828,322 | (234,285) | (1,062,607) | -128.3% |
| Add Back Depreciation | 2,438,149 | 2,438,987 | 838 | 0.0% |
| Less Capital Expenditures | (1,370,784) | (1,531,326) | (160,542) | 11.7% |
| Less Debt Service | (374,811) | (408,016) | (33,205) | 8.9% |
| **Net Change** | **1,520,876** | **265,360** | (1,255,516) | -82.6% |

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# FY26 Auxiliaries Budget

| | FY2025 | FY2026 | $ Change | % Change |
|---|---|---|---|---|
| Dining & Residence | 922,208 | 1,805,452 | 883,244 | 95.8% |
| Less Waivers/Scholarships | (74,919) | (114,712) | (39,793) | 53.1% |
| Sale/Service/Other | 51,200 | 51,200 | - | 0.0% |
| **Total E&G Revenue** | **898,489** | **1,741,940** | 843,451 | 93.9% |
| Personnel Expense | 141,498 | 144,250 | 2,752 | 1.9% |
| Fuel/Electricity | 2,000 | 2,000 | - | 0.0% |
| Supplies/Services | 158,938 | 590,138 | 431,200 | 271.3% |
| Maintenance & Alterations | 15,000 | 15,000 | - | 0.0% |
| Depreciation | 10,180 | 13,581 | 3,401 | 33.4% |
| Transfers | - | (50,000) | (50,000) | 0.0% |
| Other Expense | 969,097 | 1,291,366 | 322,269 | 33.3% |
| **Total E&G Expense** | **1,296,713** | **2,006,335** | 709,622 | 54.7% |
| Operating Increase (Decrease) | (398,224) | (264,395) | 133,829 | -33.6% |
| Add Back Depreciation | 10,180 | 13,581 | 3,401 | 33.4% |
| Less Capital Expenditures | (1,500) | (1,500) | - | 0.0% |
| Less Debt Service | (3,046) | (13,046) | (10,000) | 328.3% |
| **Net Change** | **(392,590)** | **(265,360)** | 127,230 | -32.4% |

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# FY26 Tuition & Fees

| Undergraduate Tuition Group | FY2025 Rate | FY2026 Rate | $ Change | Increase Notes |
|---|---|---|---|---|
| In-State & Canadian | 260.00 | 268.00 | 8.00 | 3% Increase |
| Non-Residental Online & NEBHE | 442.00 | 469.00 | 27.00 | 175% In-State Rate |
| Out-of-State & International | 703.00 | 724.00 | 21.00 | 225% In-State Rate |

| Graduate Tuition Group | FY2025 Rate | FY2026 Rate | $ Change | Increase Notes |
|---|---|---|---|---|
| In-State & Canadian | 458.00 | 472.00 | 14.00 | 3% Increase |
| Non-Residental Online | 605.00 | 623.00 | 18.00 | 3% Increase |
| Graduate NEBHE | 780.00 | 826.00 | 46.00 | 175% In-State Rate |

| Differential Tuition | FY2025 Rate | FY2026 Rate | $ Change |
|---|---|---|---|
| Architecture | 210.00 | 210.00 | - |
| Aviation | - | 50.00 | 50.00 |
| Computer Information/Data Science | 25.00 | 30.00 | 5.00 |
| Cyber/Information Systems Security | 55.00 | 60.00 | 5.00 |
| Dental Hygiene | 800.00 | 800.00 | - |
| Dental Assisting/Expanded Functions | 150.00 | 150.00 | - |

| Mandatory Fees | FY2025 Rate | FY2026 Rate | $ Change | Notes |
|---|---|---|---|---|
| Unified Fee | 34.00 | - | (34.00) | Eliminated |
| Web Online Fee | 12.00 | - | (12.00) | Eliminated |
| Academic Support Fee | - | 53.00 | 53.00 | Consolidated |
| Student Activity Fee | 2.25 | 2.25 | - | |

**Fee Consolidation**

- Investments in technology required for all programs
- Fewer fees spread across the entire population
- $5 per CH increase = 10% increase

# FY26 Room & Board Rates by Term

| Room Type | FY2025 per Term | FY2026 per Term | $ Change | % Increase |
|---|---|---|---|---|
| Single-Multi | 4,076.00 | 4,239.00 | 163.00 | 4% |
| Double-Multi | 3,373.00 | 3,508.00 | 135.00 | 4% |
| Studio | 4,498.00 | 4,678.00 | 180.00 | 4% |
| Cleveland - Single | 2,549.00 | 2,651.00 | 102.00 | 4% |
| Cleveland - Double | 2,434.00 | 2,531.00 | 97.00 | 4% |
| Cleveland - Triple | 2,318.00 | 2,411.00 | 93.00 | 4% |
| Best Western Hotel | 3,876.00 | 4,218.00 | 342.00 | 9% |

| Board Type | FY2025 per Term | FY2026 per Term | $ Change | Mandatory Meal Plans for Residents |
|---|---|---|---|---|
| 19 Meals/Week | 2,625.00 | 3,000.00 | 375.00 | Cleveland |
| 5 Meals/Week | 1,407.00 | 1,525.00 | 118.00 | Stevens/Erskine |
| 14 Meals/Week | 2,050.00 | 2,200.00 | 150.00 | Best Western |
| 50 Meals/Semester | 651.00 | 675.00 | 24.00 | Voluntary |

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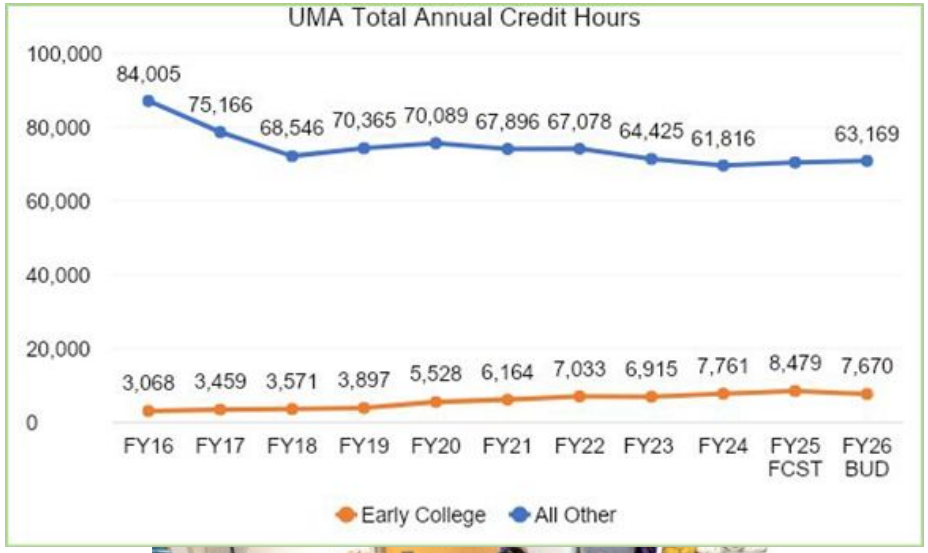
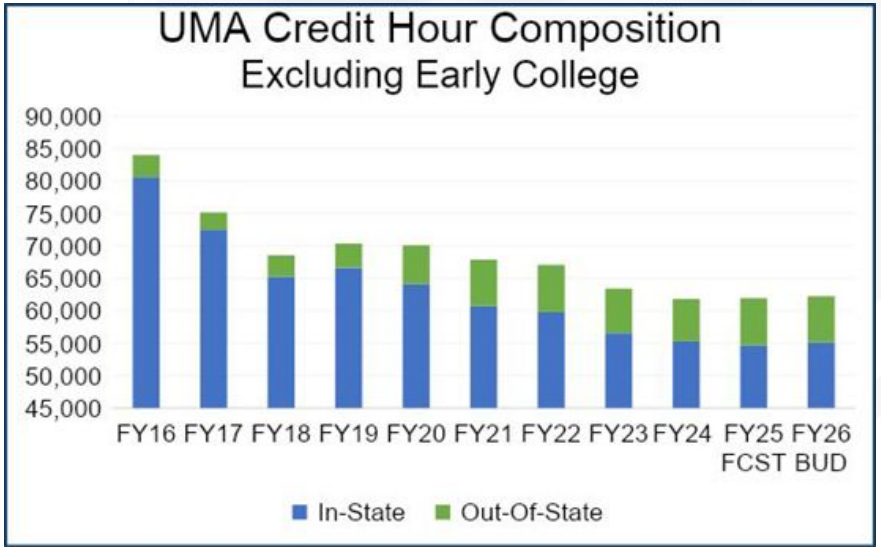
# FY26 Budget Priorities

- **Allied Health**
  - UMF/UMM Nursing
  - Med Lab Sciences (with UMPI)
  - Capital Center (Nursing)
- **Community partnerships**
  - School Districts
  - Maine Municipal Association
- **90 credit Public Administration**
- **Prisoner Education Program**
- **NISS retention/Advising Model**
- **Grad program growth**
  - MAT- Education
  - Data Visualization
- **WUMA Internet Radio**
- **Interdisciplinary Studies**
- **Maine College of Engineering & Computing**
  - Advanced Manufacturing
  - Computer Gaming
  - AI Certificate
- **Transfer**
  - AS Cyber
  - AS Psych
  - Articulation agreements
- **Landmark**
  - Improved Online Materials
  - ADA compliance
  - Faculty and Staff training
- **AI**
  - Academic Integration
  - Back Office Processes
- **BA Music Technology**
  - Recording Studio (NASM)
- **Aviation**
  - AMTS - FAA Brunswick
  - ATC (air traffic control)
  - ATP (airline transport pilot )
  - AABI

# FY26 10-Year Credit Hour Comparison





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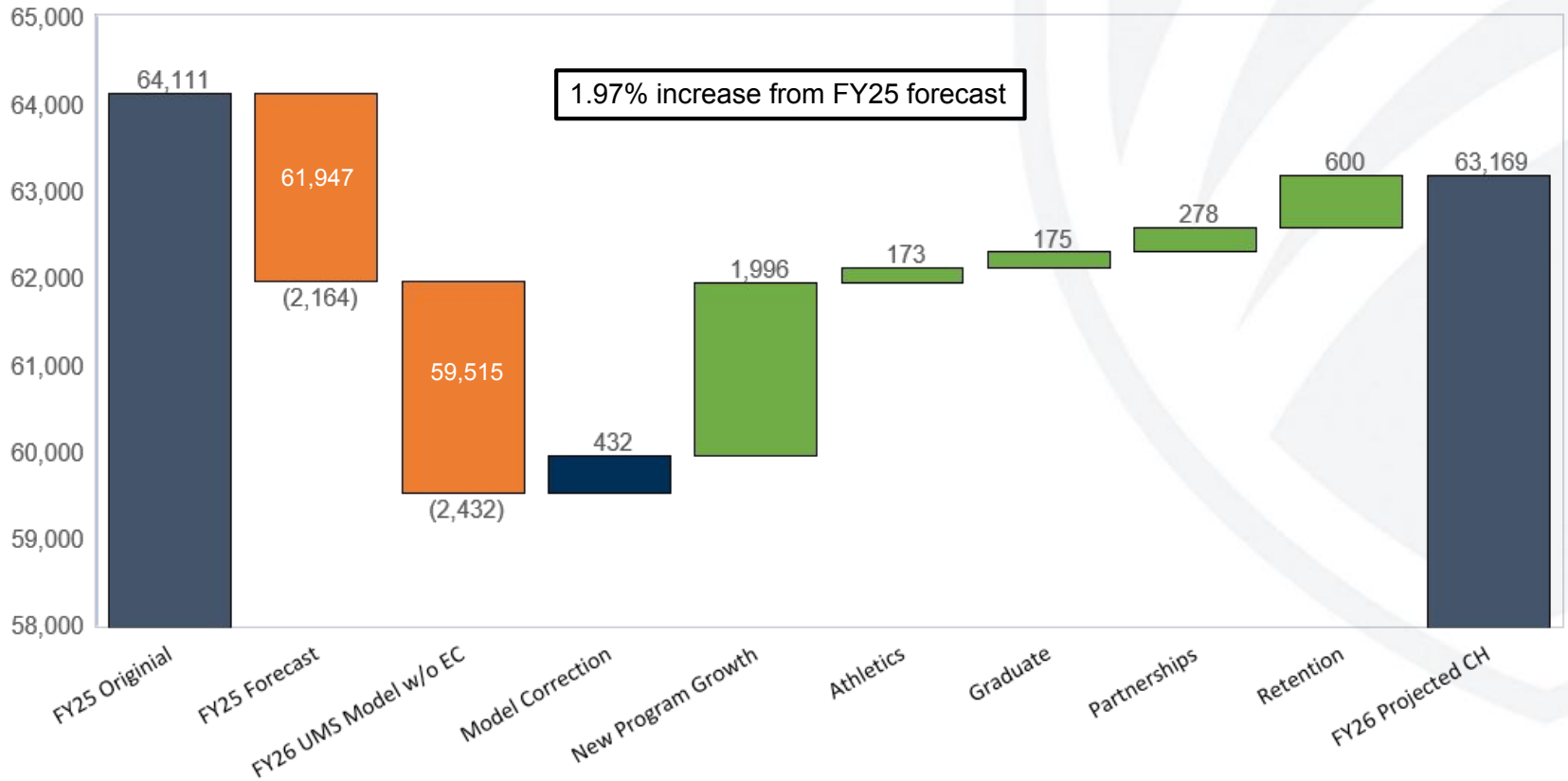
# FY26 Enrollment without Early College



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# System Credit Hour Projections – Form E5

| Projected Enrollment | | | Campus 2025-26 Proj. |
|---|---|---|---|
| | | Summer 2025 | Summer 2025 |
| Career | Tuition Residency | IR Proj. Credit Hours | Total Credit Hours |
| Early College Undergraduate | | 282 | 316 |
| Undergraduate | In-State | 7,126 | 7,288 |
| | Out-of-State/International | 568 | 600 |
| | Canadian | 20 | 19 |
| | NEBHE | 72 | 90 |
| | Subtotal | 7,786 | 7,997 |
| Graduate | In-State | 179 | 165 |
| | Out-of-State/International | 24 | 36 |
| | Subtotal | 203 | 201 |
| Total (Including Early College) | | 8,271 | 8,514 |
| Total (Excluding Early College) | | 7,989 | 8,198 |

| | | Fall 2025 | | | Fall 2025 |
|---|---|---|---|---|---|
| Career | Tutiion Residency | IR Proj. Credit Hours | # Change from Fall 2024 | % Change from Fall 2024 | Total Credit Hours |
| Early College Undergraduate | | 5,533 | -615 | -10.0% | 5,273 |
| Undergraduate | In-State | 23,559 | -310 | -1.3% | 24,667 |
| | Out-of-State/International | 2,272 | -92 | -3.9% | 2,386 |
| | Canadian | 94 | 11 | 13.3% | 84 |
| | NEBHE | 315 | -64 | -16.9% | 386 |
| | Subtotal | 26,240 | -455 | -1.7% | 27,523 |
| Graduate | In-State | 328 | 31 | 10.4% | 299 |
| | Out-of-State/International | 96 | 0 | 0.0% | 122 |
| | Canadian | 9 | 0 | 0.0% | 0 |
| | Online Program | 9 | 0 | 0.0% | 0 |
| | MaineOnline (AP) | 6 | 0 | 0.0% | 0 |
| | Subtotal | 448 | 31 | 7.4% | 421 |
| Total (Including Early College) | | 32,221 | -1,039 | -3.1% | 33,217 |
| Total (Excluding Early College) | | 26,688 | -424 | -1.6% | 27,944 |

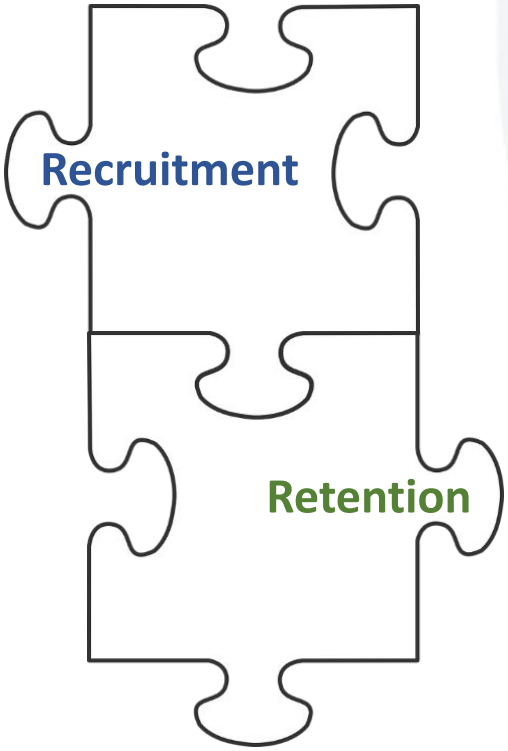
| | | Spring 2026 | | | Spring 2026 |
|---|---|---|---|---|---|
| Career | Tutiion Residency | IR Proj. Credit Hours | # Change from Spring 2024 | % Change from Spring 2024 | Total Credit Hours |
| Early College Undergraduate | | 2,389 | 76 | 3.3% | 2,081 |
| Undergraduate | In-State | 22,126 | -815 | -3.6% | 24,107 |
| | Out-of-State/International | 2,036 | -184 | -8.3% | 2,094 |
| | Canadian | 55 | 20 | 57.1% | 54 |
| | NEBHE | 265 | -121 | -31.3% | 345 |
| | Online Program | 6 | 0 | 0.0% | 0 |
| | Subtotal | 24,488 | -1,100 | -4.3% | 26,600 |
| Graduate | In-State | 276 | 51 | 22.7% | 330 |
| | Out-of-State/International | 68 | -13 | -16.0% | 97 |
| | Canadian | 3 | 0 | 0.0% | 0 |
| | Online Program | 3 | 0 | 0.0% | 0 |
| | Subtotal | 350 | 38 | 12.2% | 427 |
| Total (Including Early College) | | 27,227 | -986 | -3.5% | 29,108 |
| Total (Excluding Early College) | | 24,838 | -1,062 | -4.1% | 27,027 |

| | | |
|---|---|---|
| Total (Including Early College) | 67,719 | 70,839 |
| Total (Excluding Early College) | 59,515 | 63,169 |

- Early College credit hours are projected to decline due to a slight drop in demand
- Graduate credit hours are expected to increase due to new and maturing programs
- All other growth is consistent with UMA's enrollment growth forecast and additional new program growth

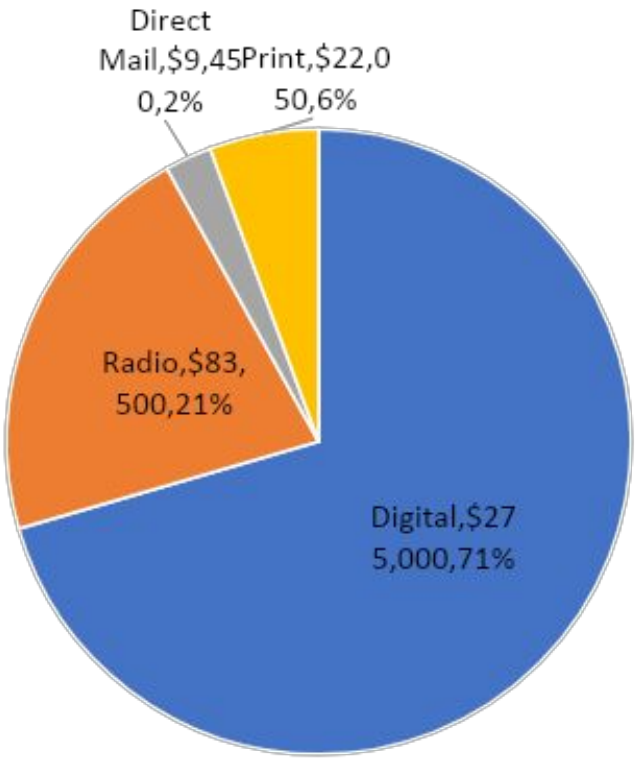
# FY26 Recruitment & Retention Plan

- Additional recruiter via the Adult Degree Completion grant
- Digital student search
- Expansion of out-of-state & international recruitment
- Consistent visibility at Maine Community Colleges
- Updated articulation agreements
- Pine Tree State Pledge
- Prison Education Program
- Digital marketing & website presence



- Implementation of EAB Navigate
- Maturity of dual advising model
- Student engagement via CARE team
- National Institute of Student Success
- ADA compliant educational materials
- ADC emergency grants

# FY26 Marketing Budget Allocation




## FY26 Marketing Priorities

- Full implementation of Marcom restructure
- Shift to digital targeting
- Increased marketing budget
- Focus on brand elevation and adult influencers
- Out-of-state marketing strategies

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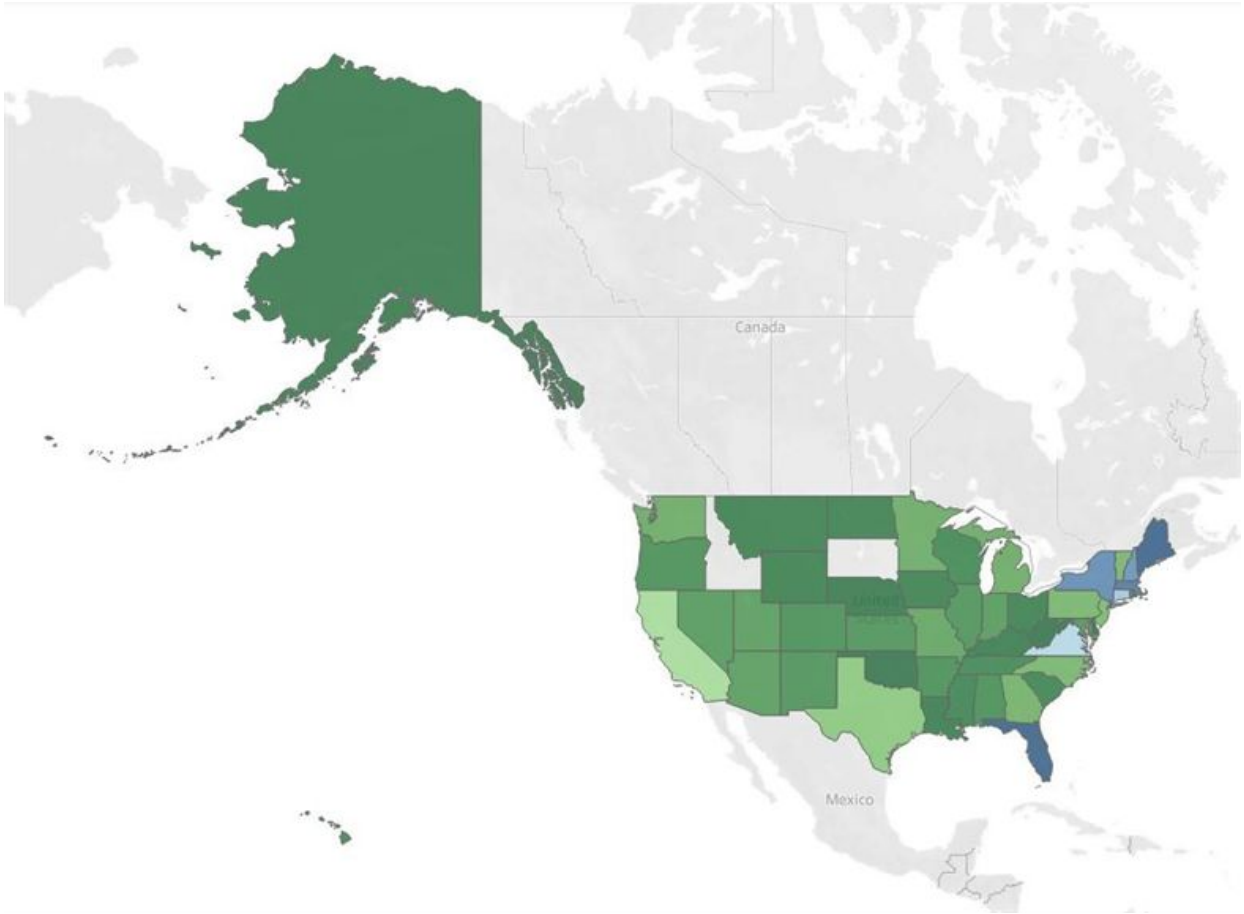
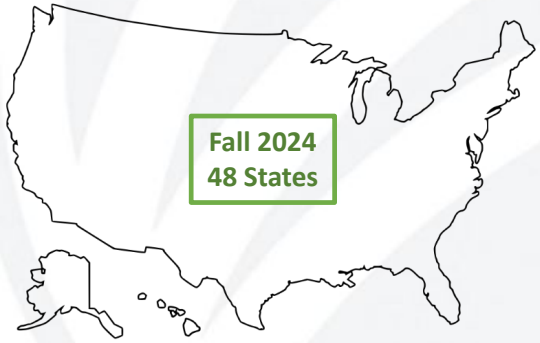
# Expanding Our Reach




## Increasing Out-of-State Presence



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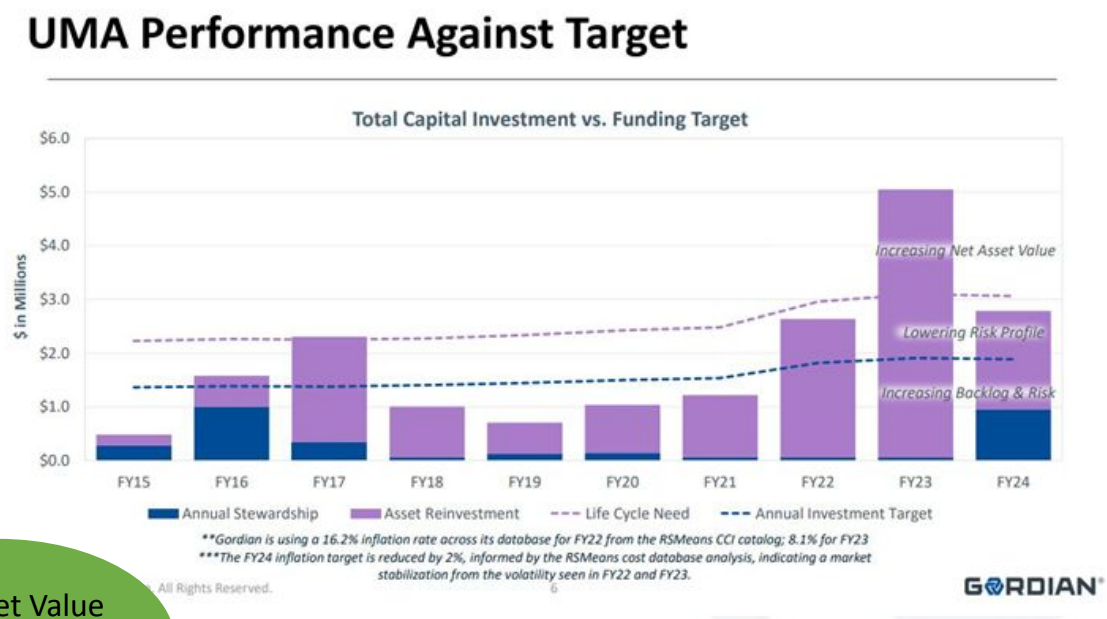
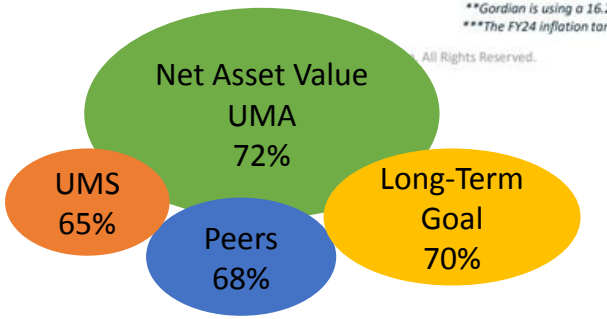
# FY26 Capital Investments & Sightlines Report

| FY26 Planned Project | E&G Budgeted Cost | Building NAV |
|---|---|---|
| Eastport Hall Interior/Exterior Renovations | $200,000 | 47% |
| Recording Studio Renovation | $350,000 | 56% |
| College Center Boiler Upgrades | $165,724 | 96% |
| Jewett Interior Water Damage Repair | $150,000 | 55% |
| UMA Bangor Garage Demo | $200,000 | 31% |
| UMA Texas Ave & Walkway Repairs | $100,000 | |
| UMA Grounds Infrastructure | $125,000 | |
| Fire Panel Replacement | $60,000 | |
| Total | $1,350,724 | |



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# Budget Efficiencies

## Space

- Lease Reviews
- Building sales & removal
- Subleasing & subletting
- Thoughtful consolidation to increase density

## Energy

- HVAC improvements
- Building envelop repairs
- LED upgrades
- Solar panel & charging station exploration

## Partnerships

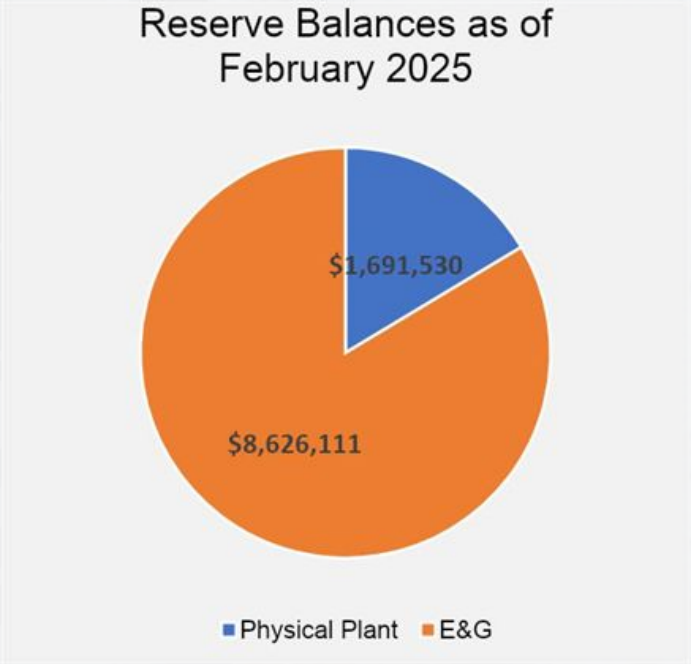
- Academic
- Security
- Sodexo conferencing
- Housing

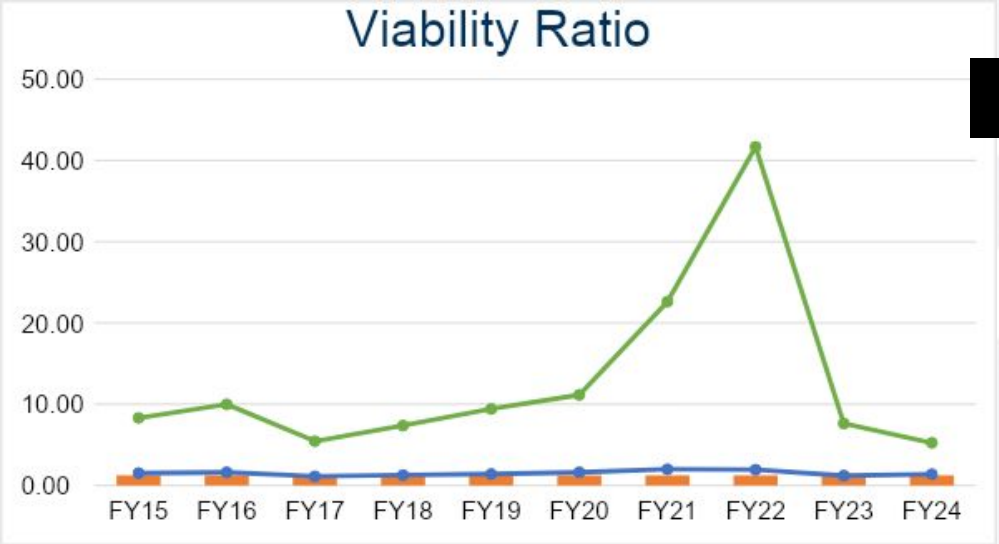
## Workforce

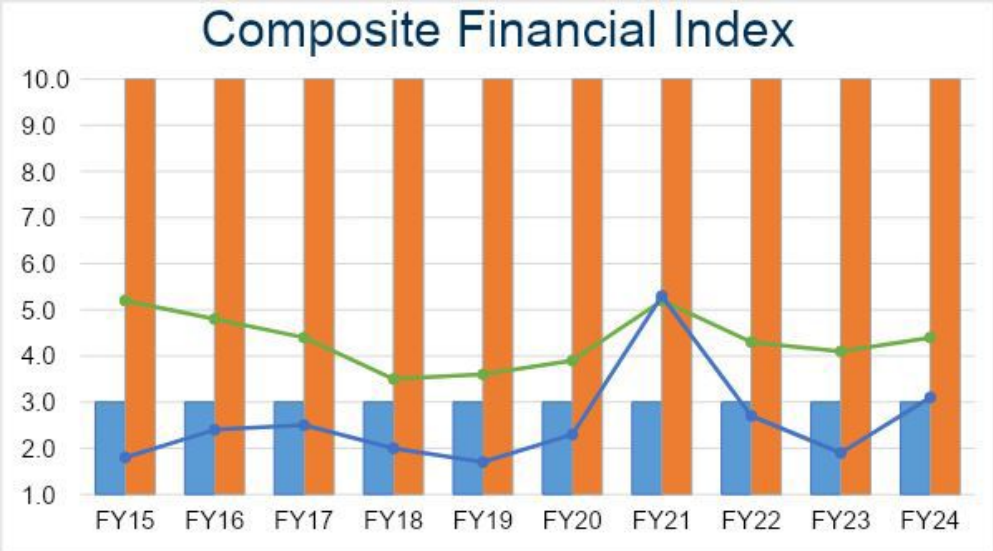
- Position allocation
- Attrition management
- Artificial Intelligence

5

# Reserves & Ratios



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# FY26 Financial Aid Strategy

## 2nd Lowest Discount Rate in the System

- FY23 Overall Discount Rate: 13%
- More stringent merit scholarship criteria implemented Fall 24

## Maine State Grant Increase

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

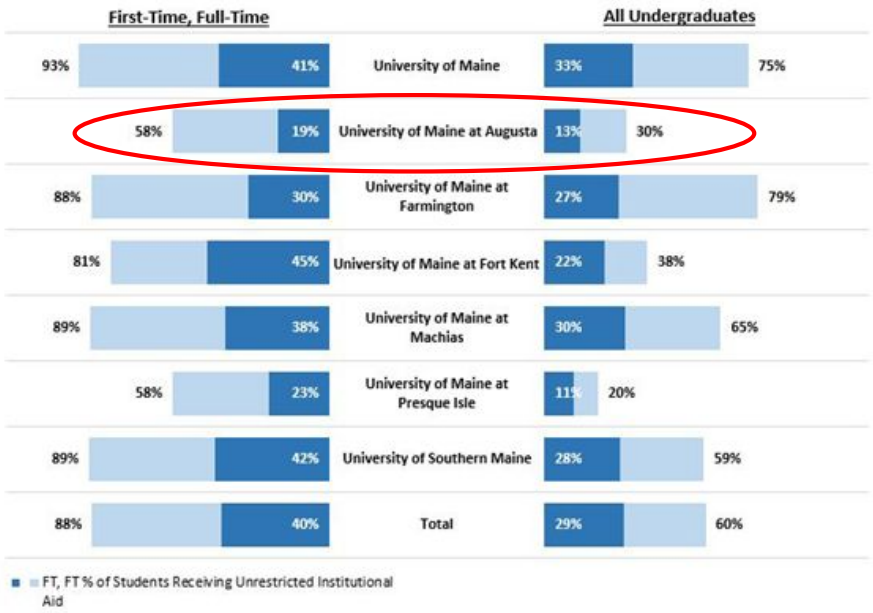
## Pine Tree State Pledge Tuition Promise

- More inclusive than Community College Free Tuition
- Originated in fall 2018
- Includes part-time and full-time options

## Merit Scholarships for in-state and out-of-state/international students

UNIVERSITY OF MAINE SYSTEM – 2023-24 TUITION DISCOUNT REPORT

**Figure 1. 2023-24 UMS Calculated Tuition Discount Rates and Percentage of Degree-Seeking Undergraduates Receiving Unrestricted Institutional Aid**



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# UMA's Proven Model

## Strategies

- Strengthen student success
- Advance academics
- Enhance marketing & recruitment
- Cultivate reputations & resources
- Foster a sense of belonging

## Results

- Balanced budget
- Sustained success

## Outcomes

- Increased retention rates
- Growing academic programs
- Align programs with the workforce
- Diversify enrollment sources
- Increased housing demand
- Meeting the students where they are
- Best for Vets distinction

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# University of Southern Maine

## Initial FY 2026 Campus Budget Conversation

## March 19, 2025

UNIVERSITY OF SOUTHERN MAINE

# Look Back

- 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 – $496,064

- FY 2025 – started with $10.3 million gap.
  - Differential Tuition
  - Enrollment Growth
  - Reorganization/Compensation Efficiencies
  - One Time Expense Reductions
  - Fringe Benefit Reduction
  - Auxiliary Enterprise Growth

# FY 2026 – Budget Gap Solutions

FY 2026 – started with $6.6 million gap; became $8.1 million gap
$ in millions

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| Identified Solutions | |
|---|---|
| Enrollment Increase (3%) | $ 2.1 |
| Maine Law Chargeback for Services | $ 0.3 |
| Room & Board Increase (up to 5%) | $ 0.5 |
| Fringe Benefit Reduction to 48.6% | $ 1.3 |
| Haynes Building Lease Termination | $0.16 |
| USMF – Liquidation of Endowments for Scholarships | $0.25 |
| Increase in attrition from original target reduction | $0.74 |
| Additional F/A Recovery | $0.5 |
| Additional Appropriation | $0.2 |
| Reorganization and Organizational Efficiencies | $1.75 |
| Utilities | $0.3 |
| Total Proposed Solutions: | $8.1 |

# FY 2026 and Beyond

USM has a structural budget gap:

- FY 2025 gap was $10.3 million
- FY 2026 gap grew from $6.6 million to $8.1 million
    - Early College
    - Appropriation
    - Shared Services

| | | FY26 New Appropriation |
|---|---|---|
| UMS REQUEST | 5.0% | $ 11,976,061 |
| Strategic Investment - Trustees | 20.0% | $ 2,395,212 |
| Governance Budget Adjustment | 4.0% | $ 482,208 |
| LAW | 2.2% | $ 263,473 |
| Appropriation for Campus | 73.8% | $ 8,835,168 |

| SCENARIO A | FY25 APPROP | % of FY25 Approp | NEED (Model) | % of Need | State Funding Level (93.97%) | Over (Under) | A. Fund Gap | A. Distrib Bal Based on % of Need | Total New $ | % of New Appropriation |
|---|---|---|---|---|---|---|---|---|---|---|
| UM | 104,587,662 | 49.02% | 114,820,803 | 50.57% | 107,900,540 | (3,312,878) | 3,312,878 | 2,165,131 | 5,478,009 | 62.00% |
| UMA | 23,921,100 | 11.21% | 26,206,048 | 11.54% | 24,626,606 | (705,506) | 705,506 | 494,157 | 1,199,663 | 13.58% |
| UMF | 14,810,927 | 6.94% | 16,330,340 | 7.19% | 15,346,109 | (535,182) | 535,182 | 307,935 | 843,117 | 9.54% |
| UMFK | 8,912,140 | 4.18% | 6,264,725 | 2.76% | 5,887,149 | 3,024,991 | | 118,131 | 118,131 | 1.34% |
| UMPI | 8,989,769 | 4.21% | 8,133,086 | 3.58% | 7,642,904 | 1,346,865 | | 153,362 | 153,362 | 1.74% |
| USM | 52,154,461 | 24.44% | 55,306,053 | 24.36% | 51,972,751 | 181,710 | | 1,042,885 | 1,042,885 | 11.80% |
| **TOTAL** | **213,376,059** | **100.00%** | **227,061,055** | **100.00%** | **213,376,059** | **0** | **4,553,566** | **4,281,601** | **8,835,167** | **100.00%** |

| SCENARIO B | | | | | | | | B. Distribute Based on FY25 Historic % of Total Approp | Total New $ | % of New Appropriation |
|---|---|---|---|---|---|---|---|---|---|---|
| UM | | | | | | | | 4,330,999 | 4,330,999 | 49.02% |
| UMA | | | | | | | | 990,422 | 990,422 | 11.21% |
| UMF | | | | | | | | 613,161 | 613,161 | 6.94% |
| UMFK | | | | | | | | 369,310 | 369,310 | 4.18% |
| UMPI | | | | | | | | 371,961 | 371,961 | 4.21% |
| USM | | | | | | | | 2,159,315 | 2,159,315 | 24.44% |
| | | | | | | | | **8,835,168** | **8,835,168** | **100.00%** |

Beyond FY 2026 – Structural gaps will persist if current constraints continue

- Tuition and Fee increases in recent years have been capped around 3% (each 1% is about $700k)
- Appropriation increases in recent years have been 1% or less ($516,381 in FY 2025, $384,033 in FY 2026)
- Compensation increases will be 4% for next two years (each 1% is about $900k)
- Travel – Bus contracts (METRO and Custom Coach), which were both competitively bid, have 8% increases
- Other expenses have had inflationary increases
- Mandated Tuition Waivers for specific employers
- Deferred Maintenance Continues to grow

# Attrition

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It is a formula used in budgeting that takes into consideration normal turnover within an organization. It typically includes year over year analysis by department, job type and amount of time to re-fill the position.

| Budgeted Attrition | FY 2023 | FY 2024 | FY 2025 | FY 2026 |
|---|---|---|---|---|
| | $2,328,511 | $3,689,438 | $2,575,555 | $2,075,555 |

# Financial Reserves



End of Fiscal Year 2023

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

Total ($4,465,978)

End of Fiscal Year 2024

- E&G Reserve (Fund 15) - $1,492,401
- Auxiliary Reserve (Fund 16) - ($5,385,073)

Total ($3,892,672)

# Composite Financial Index

Assumptions

- Debt Service:
  Increase by $1.4 million in 2026
  Increase by $900k in 2027
  Increase by $1.9 million in 2029

- Revenue
  Increase 2.5% annually through 2028, increase by 3.5% in 2029

- Expenses
  Increase 2% annually through 2029

- Reserve Growth
  Expendable net assets increase by $500k annually

# Proposed FY 2026 Tuition and Fees

| | IS | OS | CAN | NEHBE | E-Tuition |
|---|---|---|---|---|---|
| D1 UNRD | $ 316 | $ 931 | $ 317 | $ 554 | $ 355 |
| D1 GRAD | $ 475 | $ 1,435 | $ 475 | $ 806 | $ 526 |
| D2 UNRD | $ 336 | $ 988 | $ 336 | $ 588 | |
| D2 GRAD | $ 503 | $ 1,522 | $ 503 | $ 879 | |
| D3 UNRD | $ 355 | $ 1,043 | $ 355 | $ 620 | |
| D3 GRAD | $ 532 | $ 1,608 | $ 5,317 | $ 931 | |
| Comprehensive Fee | $ 89 | per credit hour | | | |
| Technology Fee | $ 10 | per credit hour | | | |

- Tuition increases are in 3% range from FY 2025
- Rates are competitive compared to peers and competitors

# Room and Board Rates

| Campus/Room Type | FY 2025 Rate | FY 2026 Rate | % Increase |
|---|---|---|---|
| Gorham - Single (DSC Rate) | $6,380 | $6,700 | 5.02% |
| Gorham - Single | $7,640 | $8,025 | 5.04% |
| Gorham - Double | $6,380 | $6,700 | 5.02% |
| Gorham - Suite (Single) | $8,700 | $9,135 | 5.00% |
| Gorham - Suite (Double) | $8,260 | $8,675 | 5.02% |
| Gorham - Apartment (Single) | $10,200 | $10,710 | 5.00% |
| Gorham - Apartment (Double) | $9,360 | $9,830 | 5.02% |
| Gorham - RA Unit | $6,380 | $6,700 | 5.02% |
| Portland - Unit Type A | $8,590 | $9,020 | 5.01% |
| Portland - Unit Type B | $9,550 | $10,030 | 5.03% |
| Portland - Unit Type C | $10,950 | $11,500 | 5.02% |
| Portland - Unit Type D | $12,000 | $12,600 | 5.00% |
| Portland - Unit Type E | $13,000 | $13,650 | 5.00% |
| Portland - Unit Type F | $8,310 | $8,725 | 4.99% |
| Portland - RA Unit | $5,905 | $6,200 | 5.00% |
| Portland - Law - Single Bedroom with Ensuite Bathroom | | $10,725 | |
| Portland - Law - Efficiency/Studio Apartment | | $15,740 | |
| Portland - Law - 2 Bedroom, 1 Bathroom Ensuite | | $10,406 | |
| Portland - Law - 2 Bedroom, 1 Bathroom Apartment | | $14,595 | |
| Portland - Law - 2 Bedroom, 2 Bathroom Apartment | | $15,175 | |
| Portland - Law - 4 Bedroom, 2 Bathroom Apartment | | $13,410 | |

- Housing – Year Three of three-year process to bring current residence hall rates towards parity with peer institutions. Partly narrows gap in increased cost of operations including utilities, capital needs, etc.
- Dining – Planning 5% increase – Recognizes cost increases related to dining costs.
- Capacity = 1,759
- Fall 2024 - Portland Occupancy 99%, Gorham 95%

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# FY 2026 Base Budget Proposal: E&G

| | | FY 2025 | FY 2026 | $ CHANGE | % CHANGE |
|---|---|---|---|---|---|
| REVENUE | TUITION & FEES | $ 77,623,733 | $ 81,459,177 | $ 3,835,444 | 4.9% |
| | LESS TUITION WAIVERS & SCHOLARSHIPS | $ (16,742,913) | $ (16,742,913) | $ - | 0.0% |
| | APPROPRIATION | $ 52,354,461 | $ 52,538,494 | $ 184,033 | 0.4% |
| | INVESTMENT INCOME | $ 139,087 | $ 139,087 | $ - | 0.0% |
| | RECOVERY OF FACILITIES AND ADMINISTRATIVE COSTS | $ 4,225,000 | $ 4,725,000 | $ 500,000 | 11.8% |
| | SALES, SERVICES, & OTHER | $ 4,266,005 | $ 4,079,872 | $ (186,133) | -4.4% |
| | **TOTAL REVENUE** | **$ 121,865,373** | **$ 126,198,717** | **$ 4,333,344** | **3.6%** |
| EXPENSE | PERSONNEL EXPENSE | $ 88,407,099 | $ 91,265,096 | $ 2,857,997 | 3.2% |
| | ATTRITION | $ (2,575,555) | $ (2,075,555) | $ 500,000 | -19.4% |
| | FUEL & ELECTRICITY | $ 3,583,230 | $ 3,579,230 | $ (4,000) | -0.1% |
| | SUPPLIES & SERVICES | $ 6,753,048 | $ 7,254,371 | $ 501,323 | 7.4% |
| | SHARED SERVICES | $ 13,708,431 | $ 14,165,440 | $ 457,009 | 3.3% |
| | DEPRECIATION | $ 7,719,343 | $ 8,224,253 | $ 504,910 | 6.5% |
| | INTEREST EXPENSE | $ 382,239 | $ 341,979 | $ (40,260) | -10.5% |
| | MAINTENANCE & ALTERATIONS | $ 2,131,293 | $ 2,142,580 | $ 11,287 | 0.5% |
| | TRAVEL | $ 1,332,088 | $ 1,418,920 | $ 86,832 | 6.5% |
| | OTHER EXPENSES & TRANSFERS | $ 1,685,880 | $ 1,790,218 | $ 104,338 | 6.2% |
| | **TOTAL EXPENSES** | **$ 123,127,096** | **$ 128,106,532** | **$ 4,979,436** | **4.0%** |
| | OPERATING INCREASE (DECREASE) | $ (1,261,723) | $ (1,907,815) | $ (646,092) | 51.2% |
| MODIFIED CASH FLOW | ADD BACK DEPRECIATION | $ 7,719,343 | $ 8,224,253 | $ 504,910 | 6.5% |
| | LESS CAPITAL EXPENDITURES | $ 3,894,463 | $ 4,194,463 | $ 300,000 | 7.7% |
| | LESS CAPITAL RESERVE FUNDING | $ 550,000 | $ 750,000 | $ 200,000 | 36.4% |
| | LESS DEBT SERVICE PRINCIPAL | $ 2,369,655 | $ 2,390,991 | $ 21,336 | 0.9% |
| | **FREE CASH FLOW** | **$ (356,498)** | **$ (1,019,016)** | | |

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# FY 2026 Base Budget Proposal: Auxiliary

| | | FY 2025 | FY 2026 | $ CHANGE | % CHANGE |
|---|---|---|---|---|---|
| REVENUE | TUITION & FEES | $ 1,050,000 | $ 1,050,000 | $ - | 0.0% |
| | LESS TUITION WAIVERS & SCHOLARSHIPS | $ (720,768) | $ (720,768) | $ - | 0.0% |
| | HOUSING & DINING | $ 22,159,227 | $ 24,031,479 | $ 1,872,252 | 8.4% |
| | SALES, SERVICES, & OTHER | $ 1,186,878 | $ 1,176,535 | $ (10,343) | -0.9% |
| | **TOTAL REVENUE** | **$ 23,675,337** | **$ 25,537,246** | **$ 1,861,909** | **7.9%** |
| EXPENSE | PERSONNEL EXPENSE | $ 3,277,065 | $ 3,506,235 | $ 229,170 | 7.0% |
| | FUEL & ELECTRICITY | $ 1,781,348 | $ 2,125,091 | $ 343,743 | 19.3% |
| | SUPPLIES & SERVICES | $ 6,006,038 | $ 6,660,038 | $ 654,000 | 10.9% |
| | DEPRECIATION | $ 3,433,240 | $ 2,964,193 | $ (469,047) | -13.7% |
| | INTEREST EXPENSE | $ 5,398,121 | $ 5,285,645 | $ (112,476) | -2.1% |
| | MAINTENANCE & ALTERATIONS | $ 1,079,817 | $ 1,078,629 | $ (1,188) | -0.1% |
| | TRAVEL | $ 15,397 | $ 15,397 | $ - | 0.0% |
| | OTHER EXPENSES & TRANSFERS | $ 3,029,820 | $ 2,995,269 | $ (34,551) | -1.1% |
| | **TOTAL EXPENSES** | **$ 24,020,846** | **$ 24,630,497** | **$ 609,651** | **2.5%** |
| | **OPERATING INCREASE (DECREASE)** | **$ (345,509)** | **$ 906,749** | $ 1,252,258 | -362.4% |
| MODIFIFED CASH FLOW | ADD BACK DEPRECIATION | $ 3,433,240 | $ 2,964,193 | $ (469,047) | -13.7% |
| | LESS CAPITAL EXPENDITURES | $ 296,447 | $ 296,447 | $ - | 0.0% |
| | LESS DEBT SERVICE PRINCIPAL | $ 2,434,790 | $ 2,555,479 | $ 120,689 | 5.0% |
| | **FREE CASH FLOW** | **$ 356,494** | **$ 1,019,016** | | |

UNIVERSITY OF SOUTHERN MAINE

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# FY 2026 Base Budget Proposal: Total

| | | FY 2025 | FY 2026 | $ CHANGE | % CHANGE |
|---|---|---|---|---|---|
| REVENUE | TUITION & FEES | $ 78,673,733 | $ 82,509,177 | $ 3,835,444 | 4.9% |
| | LESS TUITION WAIVERS & SCHOLARSHIPS | $ (17,463,681) | $ (17,463,681) | $ - | 0.0% |
| | HOUSING & DINING | $ 22,159,227 | $ 24,031,479 | $ 1,872,252 | 8.4% |
| | APPROPRIATION | $ 52,354,461 | $ 52,538,494 | $ 184,033 | 0.4% |
| | INVESTMENT INCOME | $ 139,087 | $ 139,087 | $ - | 0.0% |
| | RECOVERY OF FACILITIES AND ADMINISTRATIVE COSTS | $ 4,225,000 | $ 4,725,000 | $ 500,000 | 11.8% |
| | SALES, SERVICES, & OTHER | $ 5,452,883 | $ 5,256,407 | $ (196,476) | -3.6% |
| | **TOTAL REVENUE** | **$ 145,540,710** | **$ 151,735,963** | **$ 6,195,253** | **4.3%** |
| EXPENSE | PERSONNEL EXPENSE | $ 91,684,164 | $ 94,771,331 | $ 3,087,167 | 3.4% |
| | ATTRITION | $ (2,575,555) | $ (2,075,555) | $ 500,000 | -19.4% |
| | FUEL & ELECTRICITY | $ 5,364,578 | $ 5,704,321 | $ 339,743 | 6.3% |
| | SUPPLIES & SERVICES | $ 12,759,086 | $ 13,914,409 | $ 1,155,323 | 9.1% |
| | SHARED SERVICES | $ 13,708,431 | $ 14,165,440 | $ 457,009 | 3.3% |
| | DEPRECIATION | $ 11,152,583 | $ 11,188,446 | $ 35,863 | 0.3% |
| | INTEREST EXPENSE | $ 5,780,360 | $ 5,627,624 | $ (152,736) | -2.6% |
| | MAINTENANCE & ALTERATIONS | $ 3,211,110 | $ 3,221,209 | $ 10,099 | 0.3% |
| | TRAVEL | $ 1,347,485 | $ 1,434,317 | $ 86,832 | 6.4% |
| | OTHER EXPENSES & TRANSFERS | $ 4,715,700 | $ 4,785,487 | $ 69,787 | 1.5% |
| | **TOTAL EXPENSES** | **$ 147,147,942** | **$ 152,737,029** | **$ 5,589,087** | **3.8%** |
| | **OPERATING INCREASE (DECREASE)** | **$ (1,607,232)** | **$ (1,001,066)** | $ 606,166 | -37.7% |
| MODIFIED CASH FLOW | ADD BACK DEPRECIATION | $ 11,152,583 | $ 11,188,446 | $ 35,863 | 0.3% |
| | LESS CAPITAL EXPENDITURES | $ 4,190,910 | $ 4,490,910 | $ 300,000 | 7.2% |
| | LESS CAPITAL RESERVE FUNDING | $ 550,000 | $ 750,000 | $ 200,000 | 36.4% |
| | LESS DEBT SERVICE PRINCIPAL | $ 4,804,445 | $ 4,946,470 | $ 142,025 | 3.0% |
| | **FREE CASH FLOW** | **$ (4)** | **$ -** | | |

UNIVERSITY OF SOUTHERN MAINE

# Gordian

## Shortfall to Investment Target Results in AR Need Growth

*Repeatedly investing below annual target contributes to increased risk and deferred maintenance, exacerbating renewal efforts*

*Gordian is using a 16.2% inflation rate across its database for FY22 from the RSMeans CCI catalog; 8.1% for FY23
**The FY24 inflation target is reduced by 2%, informed by the RSMeans cost database analysis, indicating a market stabilization from the volatility seen in FY22 and FY23.

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GORDIAN

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# FY 2026 Capital Plan

| Project | | Budget |
|---|---|---|
| Abromson Center HVAC Renovation | $ | 1,250,000 |
| Corthell Renovations | $ | 100,000 |
| Gorham Underground Utilities (Hot Water Distribution) | $ | 200,000 |
| Elevator Repairs/Upgrades | $ | 750,000 |
| Portland Underground Utilities (Steam Distribution System) | $ | 50,000 |
| Sidewalk Repairs | $ | 250,000 |
| Wishcamper HVAC Renovation | $ | 1,250,000 |
| Anderson Hall Upgrades | $ | 150,000 |
| Upton Hastings Bathroom Upgrades | $ | 146,447 |
| Sullivan Gym Roof | $. | 312,463 |
| **TOTAL:** | **$** | **4,458,910*** |

*$300k increase over FY 2025

# Space Reduction

- 5 Chamberlain Ave, Portland – 5,040 sq ft
- 11 Chamberlain Ave, Portland – 5,401 sq ft
- 15 Chamberlain Ave, Portland – 5,040 sq ft
- 19 Chamberlain Ave, Portland – 5,040 sq ft
- 209 Deering Ave, Portland – 5,218 sq ft

TOTAL Square Feet Reduced: 25,739

Pending Reductions:

- Haynes Building Lease (expires June 2025)
- 134 School Street (pending approval of Art Building)

# Outlook 2026: Enrollment Projection

| | Sum. 2025 | Fall 2025 | Spr. 2026 | Total |
|---|---|---|---|---|
| **Early College** | 454 | 4,800 | 1,971 | 7,225 |
| **Undergraduate** | | | | |
| In-State | 8,706 | 43,643 | 41,718 | 94,068 |
| Out-of-State/International | 932 | 7,462 | 7,127 | 15,521 |
| Canadian | 39 | 429 | 446 | 914 |
| NEBHE | 311 | 3,054 | 2,913 | 6,278 |
| Non-Resident Online | 500 | 1,750 | 1,833 | 4,083 |
| Undergraduate Total | 10,488 | 56,339 | 54,037 | 120,864 |
| **Graduate** | | | | |
| In-State | 5,471 | 7,599 | 7,713 | 20,783 |
| Out-of-State/International | 217 | 413 | 562 | 1,192 |
| NEBHE | 15 | 50 | 41 | 106 |
| Non-Resident Online | 300 | 2,500 | 2,276 | 5,076 |
| Maine Online | 1,323 | 1,274 | 1,192 | 3,789 |
| Graduate Total | 7,326 | 11,836 | 11,783 | 30,945 |
| Total (Excluding EC) | 17,814 | 68,174 | 65,820 | 151,808 |
| Grand Total | 18,268 | 72,974 | 67,790 | 159,033 |

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## Overall

Projecting a 2.87% increase in CHs from FY25

- Unrecognized growth in NEBHE and Online

## Undergraduate

- New Directors of Admissions and Marketing – aligning vision through Recruitment and Enrollment funnel
- Refined process for Counselor travel and name purchase to better align concentrated efforts
- Continue efforts to improve retention
  - Consecutive years with retention rates in Mid-70%
  - Out of State and NEBHE retention increasing
  - Undeclared retention increased from 59.8% to 89.3%

## Graduate

- Review in demand programs with cohort and internship placement limitations to maximize admission
  - Masters in Social Work
  - Masters in Counseling Education
- Better tracking of Undergraduate post-graduation paths to inform recruitment and improve offerings

USM





| | System IR 2025-26 Projected Credit Hours | | | | USM 2025-26 Projected Credit Hours | | | | FY25 |
|---|---|---|---|---|---|---|---|---|---|
| | Summer 25 | Fall 25 | Spring 26 | Total | Summer 25 | Fall 25 | Spring 26 | Total | Est. Census |
| Early College | 409 | 4,409 | 2,008 | 6,826 | 454 | 4,800 | 1,971 | 7,225 | 7,412 |
| | | | | | | | | | |
| **Undergraduate** | **9,813** | **53,901** | **50,919** | **114,633** | **10,488** | **56,339** | **54,037** | **120,864** | **115,785** |
| In-State | 8,536 | 42,071 | 39,592 | 90,199 | 8,706 | 43,643 | 41,718 | 94,068 | 91,662 |
| Out of State/Intl | 849 | 6,456 | 6,296 | 13,601 | 932 | 7,462 | 7,127 | 15,521 | 14,579 |
| Canadian | 43 | 44 | 435 | 922 | 39 | 429 | 446 | 914 | 907 |
| NEBHE | 291 | 2,958 | 2,739 | 5,985 | 311 | 3,054 | 2,913 | 6,278 | 5,642 |
| Non-Res Online | 94 | 1,972 | 1,860 | 3,926 | 500 | 1,750 | 1,833 | 4,083 | 2,995 |
| | | | | | | | | | |
| **Graduate** | **6,766** | **11,567** | **10,771** | **29,104** | **7,326** | **11,836** | **11,783** | **30,945** | **30,237** |
| In-State/Can | 4,974 | 6,624 | 6,372 | 17,970 | 5,471 | 7,599 | 7,713 | 20,783 | 20,205 |
| Out of State/Intl | 218 | 375 | 475 | 1,068 | 217 | 413 | 562 | 1,192 | 1,214 |
| NEBHE | 10 | 25 | 17 | 52 | 15 | 50 | 41 | 106 | 84 |
| Non-Res Online | 336 | 3,332 | 2,524 | 6,192 | 300 | 2,500 | 2,276 | 5,076 | 4,886 |
| Maine Online | 1,228 | 1,211 | 1,383 | 3,822 | 1,323 | 1,274 | 1,192 | 3,789 | 3,849 |
| | | | | | | | | | |
| **Total** | **16,988** | **69,877** | **63,698** | **150,563** | **18,268** | **72,975** | **67,791** | **159,034** | **153,434** |
| **Total (w/o EC)** | **16,579** | **65,468** | **61,690** | **143,737** | **17,814** | **68,175** | **65,820** | **151,809** | **146,022** |

UNIVERSITY OF SOUTHERN MAINE

# Discount Rate

| | % of Students Receiving Institutional Aid | USM Tuition Discount Rate | Competitor Discount Rate |
|---|---|---|---|
| Discount Report Fall '21 | 92% | 45% | 49% |
| Discount Report Fall '22 | 91% | 45% | 50% |
| Discount Report Fall '23 | 89% | 42% | 50% |
| USM Projecting Fall '24 | ~86% | ~37% | |

Changing makeup of USM undergraduate student body has impacted discount rate

- Transfer as large percentage of incoming class
- Competition for Out of State/NEBHE students

Expanded Donor Scholarship awarding to offset gift aid

- 90% of students who filed a FAFSA received some sort of gift aid
- 36% of all graduating Undergraduate students receive their diploma debt-free!

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# Academic Priorities

- Retention:
  - Undergraduate Research, Retention, Persistence, and Graduation Committee
  - National Institute of Student Success Process and Recommendations
  - EAB Navigate
  - USM Foundation: Scholarships and Learning Communities
  - Institutional Grants: Learning Communities
  - UMS Transforms

- Revenue and Efficiency
  - Increased Indirect
  - Departmental Collaboration in Hiring and Curriculum
  - Program Efficiencies
  - Curriculum Audits for Efficiency and Student Success
  - Degree Completion Programs
  - Transfer Pathways

# Academic Priorities

- Reputation
  - Academic Vision for Excellence: Business and Nursing
  - Arts Integration
  - Honors Redesign
  - Curriculum and Co-Curriculum: Career Hub, Student Affairs, and Civic Education
- Research
  - Implementing Research Council Recommendations
  - Increasing Academic Faculty External Funding
  - Research Support and Administration
  - System and UM Collaboration
  - Institutional Grants
  - MEIF Redesign: Renewed Focus Upon Commercialization and Application
  - Research and Creativity Labs
  - Student Research: UROP, GRO, Thinking Matters, Honors, RLE
  - Unfunded Scholarship and Creative Activity Support
  - Artificial Intelligence Task Force: Teaching, Learning Labs, Staff, General Education, Digital Curriculum

# Conclusion

- Next Steps for FY 2026
- FY 2027 and beyond
- Financial Priorities

# University of Maine School of Law

## FY2026

## Budget Presentation

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# What a difference five years make!

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## Market crash in 2008

## Downward Trajectory of Maine Law:

- **By 2013, Plummeting Law School Applications** Law School Applicants were **down 38%** from 2010**.**
- **By 2016**, **tuition discounting had eroded revenues -** Only 29% of law students nationally paid full price.
  - **In Maine, Dean Danielle Conway** warned President Cummings and Chancellor Page that **Maine Law was failing:** enrollments were down; six key faculty departures; and six staff persons were retrenched; credentials of students were down
- **By 2018**, Maine Law sadly surrendered the Center for Law + Innovation and the Maine Patent Program.
- **In July 2019**, A committee convened by Chancellor Page reported on the future of Maine Law- among the Recommendations were: Independence from USM, Curricular innovation, expand Non-JD programming, Collaboration across the University System. Chancellor Dannel Malloy joined UMS in July 2019.

## Resurgence of Maine Law

- **By 2020,** the Board had changed the governance of Maine Law, establishing direct reporting to the Chancellor and the Board.
- **By 2021 & '22**, the financial commitment of the Board and the Chancellor to Maine's only Law School was clear: the new facility had been leased and was under construction, an updated budget was underway, and excitement filled the Law School;
- **By January 2023**, Maine Law had moved into the beautiful building in the Old Port, drawing many more applicants, and reinvigorating the legal community.
- **By 2024**, Maine Law saw its first upfront funded, balanced budget, allowing the Law School's leadership to create priorities, plan improvements and assure financial stability.

**Now, in 2025**, as we work together to design a balanced budget that further addresses key priorities, we should celebrate how far we've come.

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# Financial Situation





- Maine Law has **a balanced budget** for FY26

- **Applications to Maine Law are up 61.8%**
  Applications to Law Schools nationally are up 22.9%
  Applications in New England are up 28.4%
  Applicants from Maine are up 38.1%

- Maine Law continues to have vacant faculty lines due to our salary levels. We are at risk of experiencing more vacancies if we can not meet the market for law faculty pay.
  (The FY26 Budget does not have capacity for full parity adjustments.)

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# Maine Law's Mission and Values

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**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.**

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Budget Supports the Mission by:

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

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# Maine Law's Student Body

5

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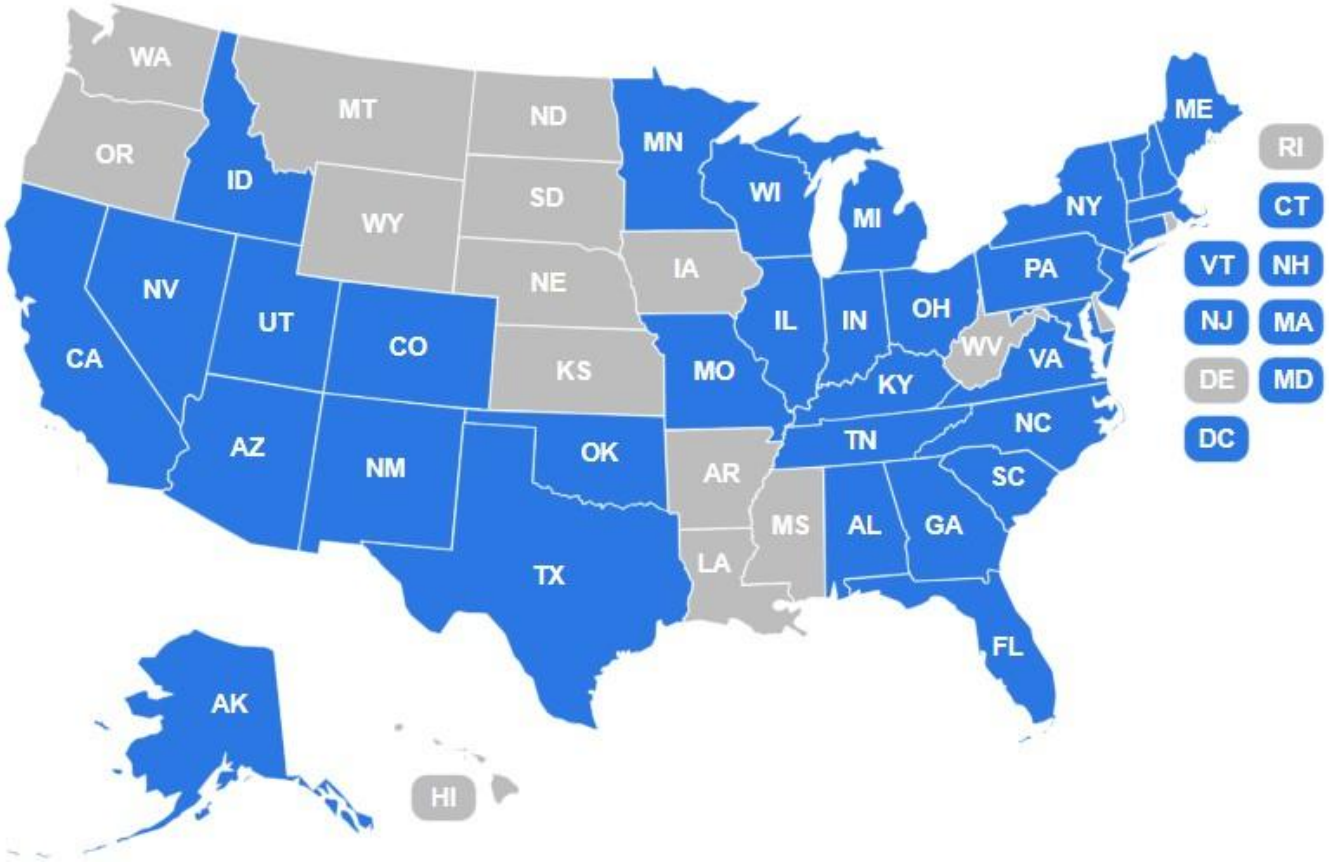


**Other Countries Include:**
Canada: 1
Honduras: 1
Jamaica: 1
India: 1
Ireland: 2

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# FY26 Budget & Reserves





| | | FY25 Base | FY26 Proposed Base Budget | $ Change | % Change |
|---|---|---|---|---|---|
| Revenue | Tuition & Fees | $8,647,035 | $9,728,260 | $1,081,225 | 12.5% |
| | Less: Waivers/Scholarships | (3,819,890) | (3,849,890) | (30,000) | 0.8% |
| | *Total Tuition Available* | $4,827,145 | $5,878,370 | $1,051,225 | 21.8% |
| | Apropriation Allocation | 4,908,237 | 5,200,000 | 291,763 | 5.9% |
| | Investment Income | 420,799 | 369,946 | (50,853) | -12.1% |
| | Sales/Services/Other | 8,270 | 8,000 | (270) | -3.3% |
| | Total E&G Revenue | $10,164,451 | $11,456,316 | $1,291,865 | 12.7% |
| Expense | Personnel Expense | $8,130,659 | $8,852,907 | $722,248 | 8.9% |
| | *Attrition* | *(101,000)* | *(105,000)* | ($4,000) | 4.0% |
| | Fuel & Electricity | - | - | $0 | #DIV/0! |
| | Supplies & Services | **491,001** | **759,554** | $268,553 | 54.7% |
| | Shared Services | 430,101 | 190,132 | ($239,969) | -55.8% |
| | Travel | 91,500 | 98,650 | $7,150 | 7.8% |
| | Memberships, Contributions & Sponsorships | 42,400 | 41,400 | ($1,000) | -2.4% |
| | Maintenance & Alterations | 43,401 | 43,401 | $0 | 0.0% |
| | Other Expenses | **1,041,640** | **1,556,272** | $514,632 | 49.4% |
| | Depreciation | | 19,000 | $19,000 | |
| | *Total Other Expenses & Transfers* | *2,140,043* | *2,708,409* | $568,366 | *26.6%* |
| | Total E&G Expense | $10,169,702 | 11,456,316 | $1,286,614 | *12.7%* |
| Modified Cash Flow | *Operating Increase (Decrease)* | *(5,251)* | *$0* | | |
| | Add Back Depreciation | | - | - | |
| | System Reserves | | | - | |
| | System Reserves Carryover | | | | |
| | Balance | (5,251) | - | | |

**E&G Reserves:** NONE

**Scholarships:**
Anticipate $300k from Endowments available for scholarships to be used in FY26

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# Academic & Budget Priorities



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## FY26 Accomplishes the following:

- Reduces Tuition Discounting to below 50%
- Funds Software for Disability Services Needs - ADA ($56k)
- Pays USM for Continued Shared Services Support ($300k)
- Pays Membership Fee to the Maine Center ($266k)
- Reinstitutes Operations Manager for Maine Laws Clinics
- Reinvigorates the Center for Law + Innovation
- Creates Fund for Legal Services ($20k)

## Priorities Not Yet Achieved

- Salary Parity for faculty & staff
- Bolster Critical Staff
  - One Person from failure in key positions:
    - Registrar
    - Dean of Students
    - Dean of Admissions
  - Need for advanced staffing:
    - Learning Designer
    - Faculty Support
- Secure Budget for the next President/Dean
- Establish a Reserve Fund

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# Admissions, Student Success, and Retention Strategies

## Admissions Strategies

- Pipeline Programs (3+3, Extended Learning Opportunity Programs of Southern Maine.)
- Continue to highlight new facility and Community Connections.
- Fellowships for incoming students (focus on substantive fellowships)
- Tuition Discounting
- Investment in distinctive programming- Environmental, Privacy & AI, Business, Rural, Public Policy . . .
- Resident Tuition for - CBB, Military, CAN & Alaska Residents.

## Student Success

- Working on a new Academic Success & Bar Passage program with an external vendor.
- Teaching Fellows program for 1L's
- 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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**98.8% Fall Return Rate**

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# Maine Law's ROI in Advancement

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2024

- 2/24- Hired a Chief Development Officer
- 5/24- Hired a Director of Annual Giving and Alumni Engagement

FY25 ROI

- 24% increase in overall giving
- 21% increase in average gift amount
- 16% increase in those who upgraded their gift from last year (i.e. gave more)
- 129% increase in those who gave their largest gift ever
- 28% increase in first time donors
- 122% increase in annual fund (highest need/unrestricted) giving
- 128% increase in annual fund giving average gift

**8% Alumni Participation YTD**

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# Maine Law's Annual Fund & Endowments





**Scholarship Funds:**
37 Endowed Scholarship Funds Existing
Average Annual Distribution amount: $5,000 per fund
5% distribution from UMaine Law Foundation Funds

**Total Current Market Value of Endowments:**
Foundation held: $5,970,173
System held: $5.980,854
**Total: $11,951,027**

**Annual Fund Data for Fall 2024**

| Annual Fund Giving (Unrestricted and Unrestricted Alumni funds only) | Fall 2023 | Fall 2024 | |
|---|---|---|---|
| Total Dollars | $ 114,699 | $ 254,323 | 122% |
| Total Gifts | 280 | 273 | -3% |
| Average Gift | $ 409 | $ 931 | 128% |
| Total Unique Donors | 233 | 228 | -2% |
| | | | |
| **Alumni Giving** | | | |
| Unique Alumni donors | 337 | 324 | -4% |
| Total Alumni dollars | $ 289,014 | $ 409,450 | 42% |
| Total Alumni gifts | 371 | 356 | -4% |
| Average alumni gift | $ 779 | $ 1,150 | 48% |

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# Our Peers:
## New England Law School Std. 509 2024 Data





| | Maine Law USNWR #120 | UMass Dartmouth Law USNWR #161 | New Hampshire Law USNWR #98 | Vermont Law USNWR #168 | Suffolk Law USNWR #130 | New England Law USNWR #159 | Northeastern Law USNWR #68 |
|---|---|---|---|---|---|---|---|
| **Res Tuition** | $24,600 | $30,692 | $41,000 | $53,768 | $59,730 | $59,900 | $62,826 |
| **Non/Res Tuition** | $36,000 | $40,159 | $49,000 | $53,768 | $59,730 | $59,900 | $62,826 |
| **Librarians** | 4 | 4 | 4 | 5 | 6 | 4 | 4 |
| **Full Time Faculty** | 24 | 28 | 29 | 57 | 80 | 32 | 63 |
| **Size of 1L Class** | 95 | 142 (120 Full Time) | 242 (142 Full Time) | 241 (117 Full Time) | 409 (307 Full Time) | 407 (341 Full Time) | 265 (225 Full Time) |
| **Median LSAT** | 157 | 151 | 156 | 151 | 155 | 153 | 163 |
| **Median UGPA** | 3.66 | 3.42 | 3.52 | 3.40 | 3.59 | 3.31 | 3.74 |
| **First Time Bar Pass Rate** | 88.16% | 59.43% | 71.52% | 63.48% | 79.33% | 71.53% | 86.22% |
| **Acceptance Rate** | 58.3% | 67.3% | 57.4% | 64.2% | 64.3% | 74.3 | 37.3% |

MAINE UNIVERSITY OF MAINE SCHOOL OF LAW LAW

# IR Enrollment Sheet





## Maine Law

Expand for Enrollment History

| Projected Enrollment | | | | Campus 2025-26 Proj. | |
|---|---|---|---|---|---|
| | | Summer 2025 | | Summer 2025 | Explanation of Changes |
| Career | Tuition Residency | | Total Credit Hours | Total Credit Hours | |
| Law | In-State | | 121 | 121 | |
| | Out-of-State/International | | 45 | 45 | |
| | Canadian | | 0 | 0 | |
| | NEBHE | | 0 | 0 | |
| Total | | | 166 | 166 | |

| | | | | Fall 2025 | | | | | | | | | | | | | | Fall 2025 | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | Continuing (Fall 2025) | | | | New | | | | | | | | | | | |
| Career | Tuition Residency | Group | Fall 2024 Headcount | 0-29 | 30-59 | 60+ | | First-Time | Transfer | Other Admit Types | Stop Outs & Others* | Non-Degree | Total Headcount | Avg. Credit Hours Taken | Total Credit Hours | # Change from Fall 2024 | % Change from Fall 2024 | Total Credit Hours | Explanation of Changes |
| Law | In-State | 0-29 | 53 | 5 | 45 | 2 | | 47 | 0 | 0 | 0 | | 52 | 14.7 | 764 | | | 764 | |
| | | 30-59 | 64 | 0 | 12 | 46 | | 0 | 0 | 0 | 2 | | 59 | 14.6 | 863 | | | 863 | |
| | | 60+ | 47 | 0 | 0 | 0 | | 0 | 0 | 0 | 2 | | 50 | 13.6 | 678 | | | 678 | |
| | | Non-Degree | 0 | | | | | | | | | 0 | 0 | 0.0 | 0 | | | 0 | |
| | | Crosslinked | | | | | | | | | | | | | 0 | | | 0 | |
| | | Subtotal | 164 | 5 | 57 | 48 | 0 | 47 | 0 | 0 | 4 | 0 | 161 | | 2,305 | -47 | -2.0% | 2,305 | |
| | Out-of-State/International | 0-29 | 48 | 1 | 43 | 0 | | 47 | 0 | 0 | 0 | | 48 | 15.5 | 743 | | | 750 | Larger % of Non Res Students |
| | | 30-59 | 39 | 0 | 7 | 21 | | 0 | 0 | 0 | 0 | | 50 | 14.7 | 737 | | | 741 | |
| | | 60+ | 20 | 0 | 0 | 0 | | 0 | 0 | 0 | 0 | | 21 | 14.2 | 297 | | | 297 | |
| | | Non-Degree | 2 | | | | | | | | | 2 | 2 | 11.5 | 23 | | | 23 | |
| | | Crosslinked | | | | | | | | | | | | | 0 | | | 0 | |
| | | Subtotal | 109 | 1 | 50 | 21 | 0 | 47 | 0 | 0 | 0 | 2 | 121 | | 1,800 | 177 | 10.9% | 1,811 | |
| | NEBHE | 0-29 | 2 | 0 | 2 | 0 | | 2 | 0 | 0 | 0 | | 2 | 15.5 | 31 | | | 31 | |
| | | 30-59 | 0 | 0 | 0 | 0 | | 0 | 0 | 0 | 0 | | 2 | 0.0 | 0 | | | 0 | |
| | | 60+ | 1 | 0 | 0 | 0 | | 0 | 0 | 0 | 0 | | 0 | 15.0 | 0 | | | 0 | |
| | | Non-Degree | 0 | | | | | | | | | 0 | 0 | 0.0 | 0 | | | 0 | |
| | | Crosslinked | | | | | | | | | | | | | 0 | | | 0 | |
| | | Subtotal | 3 | 0 | 2 | 0 | 0 | 2 | 0 | 0 | 0 | 0 | 4 | | 31 | -15 | -32.6% | 31 | |
| Total | | | 277 | 6 | 109 | 69 | 0 | 96 | 0 | 0 | 4 | 2 | 286 | | 4,136 | 103 | 2.6% | 4,147 | |

| | | | | Spring 2026 | | | | | | | | | | | | | | Spring 2026 | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | Continuing (Fall 2025) | | | | New | | | | | | | | | | | |
| Career | Tuition Residency | Group | Fall 2025 Headcount (Projected) | 0-29 | 30-59 | 60+ | | First-Time | Transfer | Other Admit Types | Stop Outs | Non-Degree | Total Headcount | Avg. Credit Hours Taken | Total Credit Hours | # Change from Spring 2024 | % Change from Spring 2024 | Total Credit Hours | Explanation of Changes |
| Law | In-State | 0-29 | 52 | 49 | 2 | 0 | | 1 | 0 | 0 | 0 | | 50 | 14.8 | 738 | | | 738 | |
| | | 30-59 | 59 | 0 | 49 | 9 | | 0 | 0 | 0 | 0 | | 51 | 14.2 | 723 | | | 723 | |
| | | 60+ | 50 | 0 | 0 | 45 | | 0 | 0 | 0 | 0 | | 54 | 13.6 | 734 | | | 742 | |
| | | Non-Degree | 0 | | | | | | | | | 1 | 1 | 3.0 | 3 | | | 3 | |
| | | Crosslinked | | | | | | | | | | | | | 0 | | | 0 | |
| | | Subtotal | 161 | 49 | 51 | 54 | 0 | 1 | 0 | 0 | 0 | 1 | 156 | | 2,198 | -118 | -5.1% | 2,206 | |
| | Out-of-State/International | 0-29 | 48 | 47 | 1 | 0 | | 0 | 0 | 0 | 0 | | 47 | 15.2 | 716 | | | 724 | Larger % of Non Res Students |
| | | 30-59 | 50 | 0 | 39 | 11 | | 0 | 0 | 0 | 0 | | 40 | 14.5 | 580 | | | 580 | |
| | | 60+ | 21 | 0 | 0 | 21 | | 0 | 0 | 0 | 1 | | 33 | 14.6 | 480 | | | 480 | |
| | | Non-Degree | 2 | | | | | | | | | 0 | 0 | 0.0 | 0 | | | 0 | |
| | | Crosslinked | | | | | | | | | | | | | 0 | | | 0 | |
| | | Subtotal | 121 | 47 | 40 | 32 | 0 | 0 | 0 | 0 | 1 | 0 | 120 | | 1,776 | 415 | 30.5% | 1,784 | |
| | NEBHE | 0-29 | 2 | 2 | 0 | 0 | | 0 | 0 | 0 | 0 | | 2 | 0.0 | 0 | | | 0 | |
| | | 30-59 | 2 | 0 | 2 | 0 | | 0 | 0 | 0 | 0 | | 2 | 15.0 | 30 | | | 30 | |
| | | 60+ | 0 | 0 | 0 | 0 | | 0 | 0 | 0 | 0 | | 0 | 0.0 | 0 | | | 0 | |
| | | Non-Degree | 0 | | | | | | | | | 0 | 0 | 0.0 | 0 | | | 0 | |
| | | Crosslinked | | | | | | | | | | | | | 0 | | | 0 | |
| | | Subtotal | 4 | 2 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4 | | 30 | 15 | 100.0% | 30 | |
| Total | | | 286 | 98 | 93 | 86 | 0 | 1 | 0 | 0 | 1 | 1 | 280 | | 4,004 | 287 | 7.7% | 4,020 | |
| | | | | | | | | | | | | | | Grand Total | 8,306 | | | 8,333 | |

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# UMS Enrollment Sheet





| | | | | | | |
|---|---|---|---|---|---|---|
| 1 | 14.2 | 723 | | | 723 | |
| 4 | 13.6 | 734 | | | 742 | |
| 1 | 3.0 | 3 | | | 3 | |
| | | 0 | | | 0 | |
| 56 | | 2,198 | -118 | -5.1% | 2,206 | |
| 7 | 15.2 | 716 | | | 724 | Larger % of Non Res Students |
| 0 | 14.5 | 580 | | | 580 | |
| 3 | 14.6 | 480 | | | 480 | |
| 0 | 0.0 | 0 | | | 0 | |
| | | 0 | | | 0 | |
| 20 | | 1,776 | 415 | 30.5% | 1,784 | |
| 2 | 0.0 | 0 | | | 0 | |
| 2 | 15.0 | 30 | | | 30 | |
| 0 | 0.0 | 0 | | | 0 | |
| 0 | 0.0 | 0 | | | 0 | |
| | | 0 | | | 0 | |
| 4 | | 30 | 15 | 100.0% | 30 | |
| 30 | | 4,004 | [illegible] | 7.7% | [illegible] | |
| | Grand Total | 8,306 | | | 8,333 | |

Maine Law is predicting a slight increase of 27 credit hours over the UMS Enrollment Prediction Model.

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# Enrollment History

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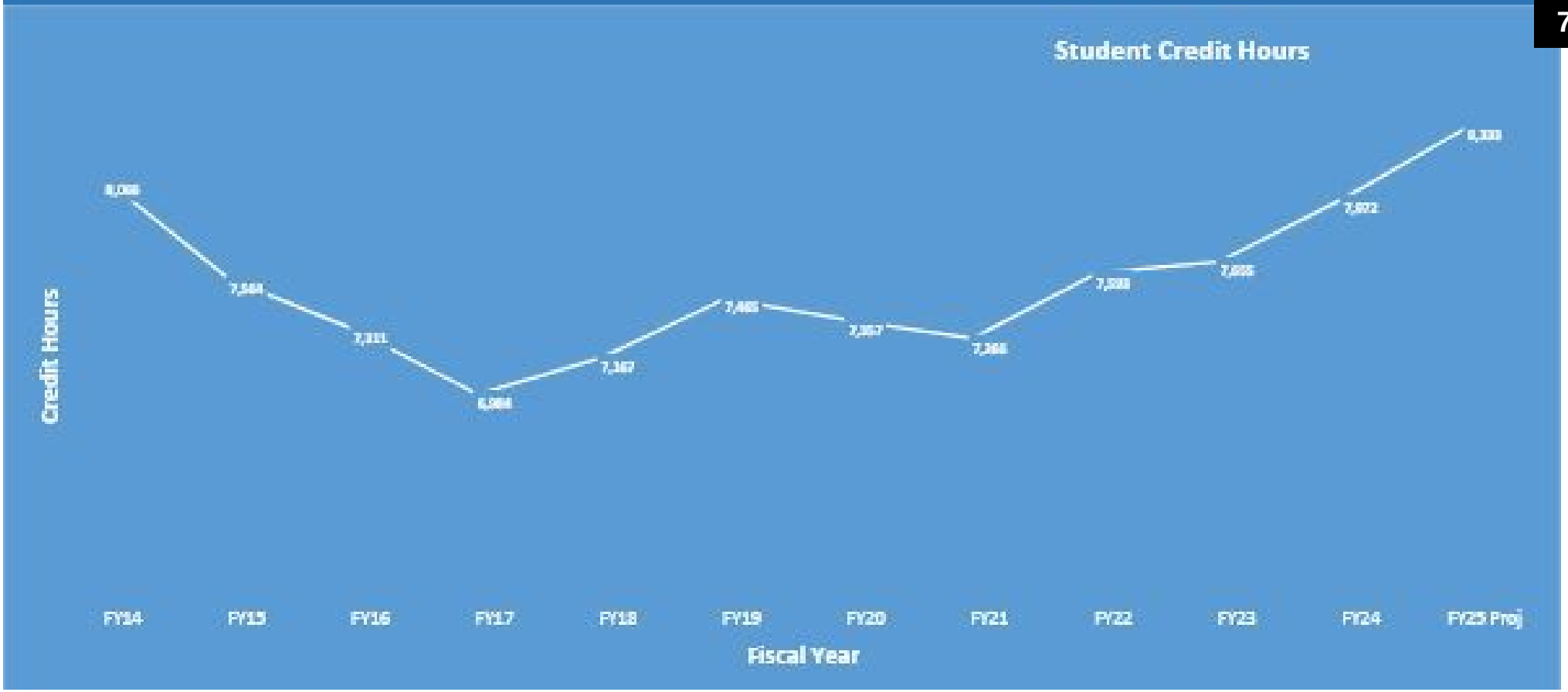

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# FY26 Tuition & Fee Changes

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| TUITION | Class of 2026 | Class of 2027 | Class of 2028 | Change |
|---|---|---|---|---|
| **Tuition- Credit hour, Resident, Military, Canadian, Alaskan** | **$796** | **$820** | **$870** | **2% overall tuition increase** |
| Annual Rate | $23,880 | $24,600 | $26,100 | |
| Tuition- Credit Hour Non-Resident | $1,200 | $1,200 | $1,272 | No Change |
| Non-Res Annual Rate | $36,000 | $36,000 | **$38,160** | **2% overall tuition increase** |
| Tuition- Credit Hour, NEBHE | $1,055 | $1,055 | $1,055 | No Change |
| NEBHE Annual Rate | $31,650 | 31,650 | 31,650 | No Change |
| **FEES** | | | | |
| Activity Fee- per semester | $75 | $75 | $75 | No Change |
| Technology Fee- per credit hour | $7 | $7 | $7 | No Change |
| Unified Fee per credit hour | $60 | $60 | $60 | No Change |
| Parking (Opt Out)- per semester | $600 | $600 | $600 | $100 increase |
| NEW FEE: Academic and Bar Success Materials Fee | $350 per semester | $350 per semester | $350 per semester | $700 increase |

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# Portland Commons Dorm Rates- USM/LAW Students

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| 2025-2026 Law School Room Rates | Law Fall | Law Spring | 2025-2026 USM Student Room Rates Fall | Spring | Variance-$ |
|---|---|---|---|---|---|
| **Single Bedroom with Ensuite Bathroom** | $5,362.00 | $5,362.00 | 4,510 | 4,510 | **$1,704** |
| **Efficiency/Studio Apartment** | $7,870.00 | $7,870.00 | 6,825 | 6,825 | **$2,090** |
| **2 Bedroom, 1 Bathroom Ensuite** | $5,203.00 | $5,203.00 | 4,362 | 4,362 | **$1,682** |
| **2 Bedroom, 1 Bathroom Apartment** | $7,297.00 | $7,295.00 | 6,300 | 6,300 | **$1,990** |

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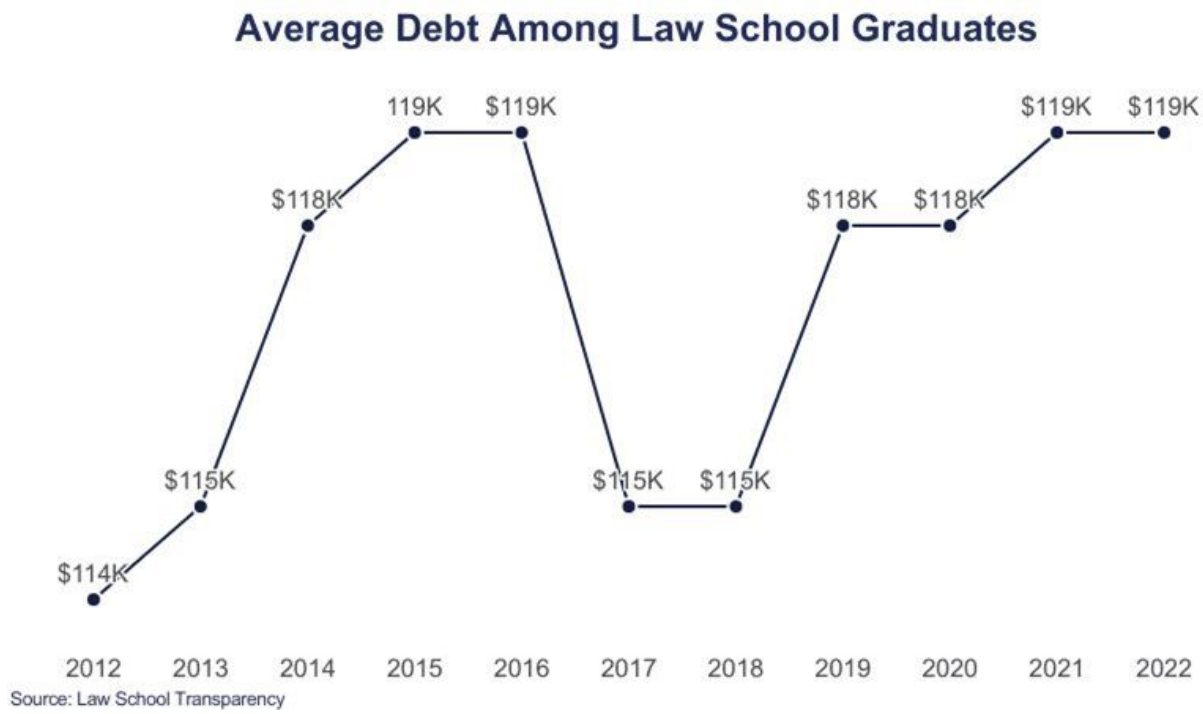
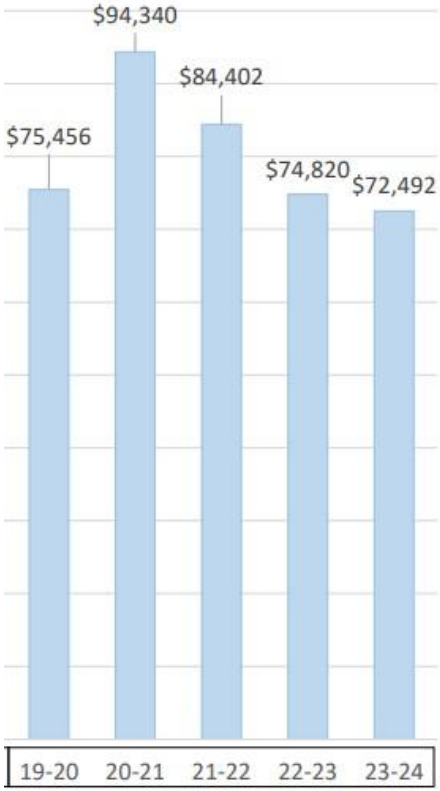
# Financing a Legal Education







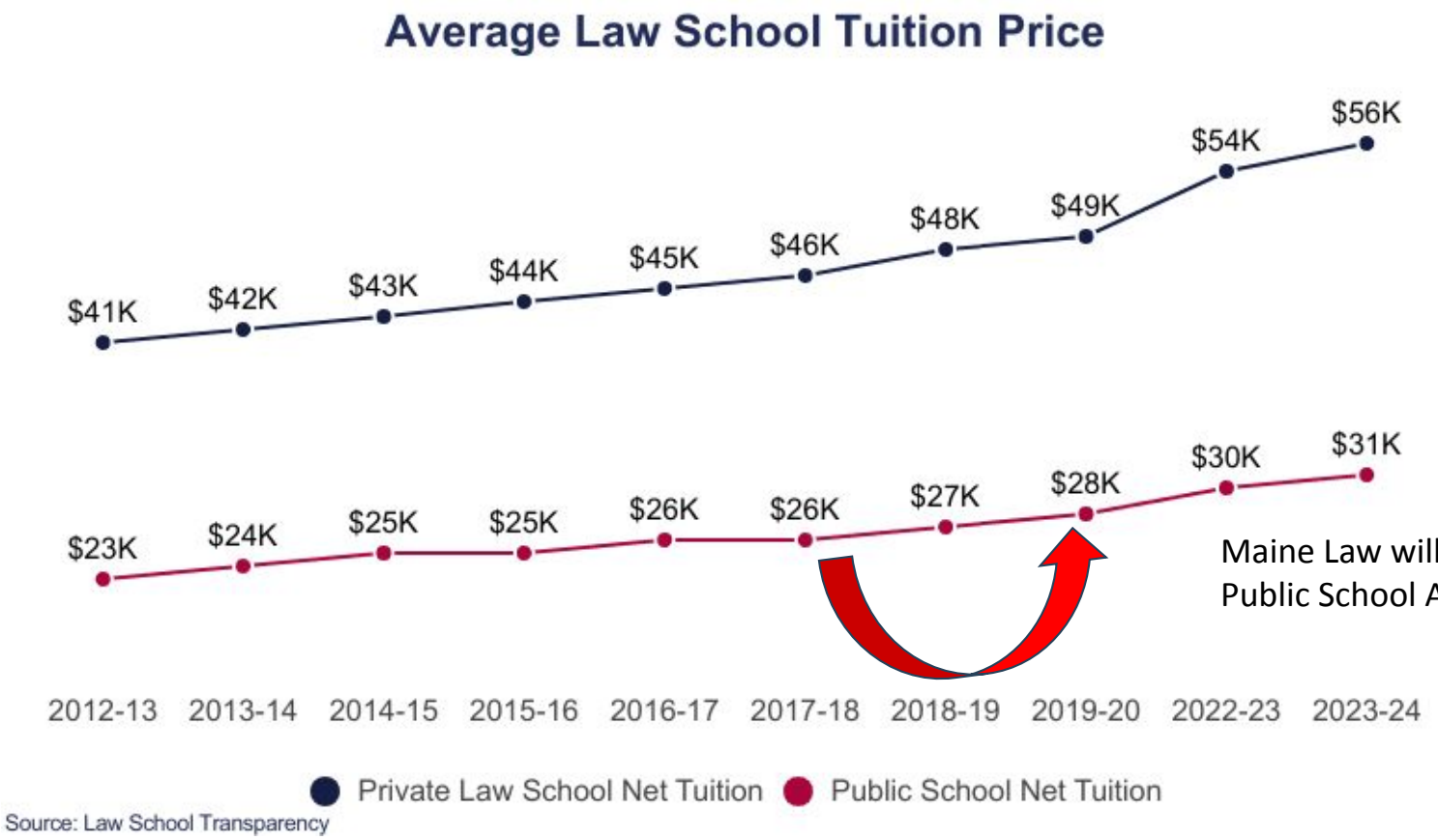

Maine Law's Average Student Debt at Graduation

MAINE LAW
UNIVERSITY OF MAINE SCHOOL OF LAW

# Affordability








Maine Law will be closer to the Public School Average next year

MAINE UNIVERSITY OF MAINE SCHOOL OF LAW LAW

# Maine Law's Budget and the UMS Strategic Plan





| The UMS 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:<br>Students pass the Bar Exam at an impressive rate (89%)<br>Professors generate excellent scholarship - 90%<br>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 | Maine Law's sustainable and stable budget is assisting in priority setting. A new focus on streamlining adjunct costs and certificate management is helping with portfolio planning. We partner with the Maine Center to manage a single facility and future renovation goals. |
| 3. Making our System a destination for public higher education and a respected, engaging, and rewarding place to work | Applications to Maine Law are up. Renewed alumni connections and community engagement have improved respect and support for Maine Law. We have challenges here, however. Low salaries have resulted in an inability to fill vacant faculty lines (two years of unsuccessful searches despite multiple offers). Staff and faculty at Maine Law carry more responsibilities than their New England peers. |

MAINE
UNIVERSITY OF MAINE SCHOOL OF LAW
LAW

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| 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, including an incoming class with 20% first generation students, and the support for student belonging and inclusion is improving every year. Learning modalities are also expanding, including mandatory experiential classes. |
| 5. Expanding the ability of our universities and law school to collaborate and flourish through our unified accreditation | Through partnering with the Maine Center, Maine Law has expanded its collaborative courses in business and law and is in its second year of a new course in cross-disciplinary problem solving. Law and MBA collaborations are in the works, including the Business/Law Clinic. |

# Thank You

For your time and your support.

7

8

# FY26 Proposed Budget – First Reading

**Joan Ferrini-Mundy**
President and Vice Chancellor for Research & Innovation

**John Volin**
Provost & Executive Vice President for Academic Affairs

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

**Megan Walsh**
Dean and Campus Director University of Maine at Machias

**Kelly Sparks**
Vice President for Finance and Administration & Chief Business Officer

**Gabriel Paquette**
Associate Provost for Academic Affairs & Faculty Development

**Jake Ward**
Vice President for Strategic Partnerships, Innovation, Resources, & Engagement

**Michelle Rogers**
Chief of Staff

March 19, 2025

1

# FY26 Proposed Budget - First Reading Agenda

8

1. Introduction
2. Financial Situation
3. Academic Priorities
4. Research Priorities
5. Enrollment & Retention
6. Marketing & Outreach
7. Residence Hall/Dining
8. Capital Planning
9. UMS Strategic Plan
10. Financial Aid

2

8

# 1

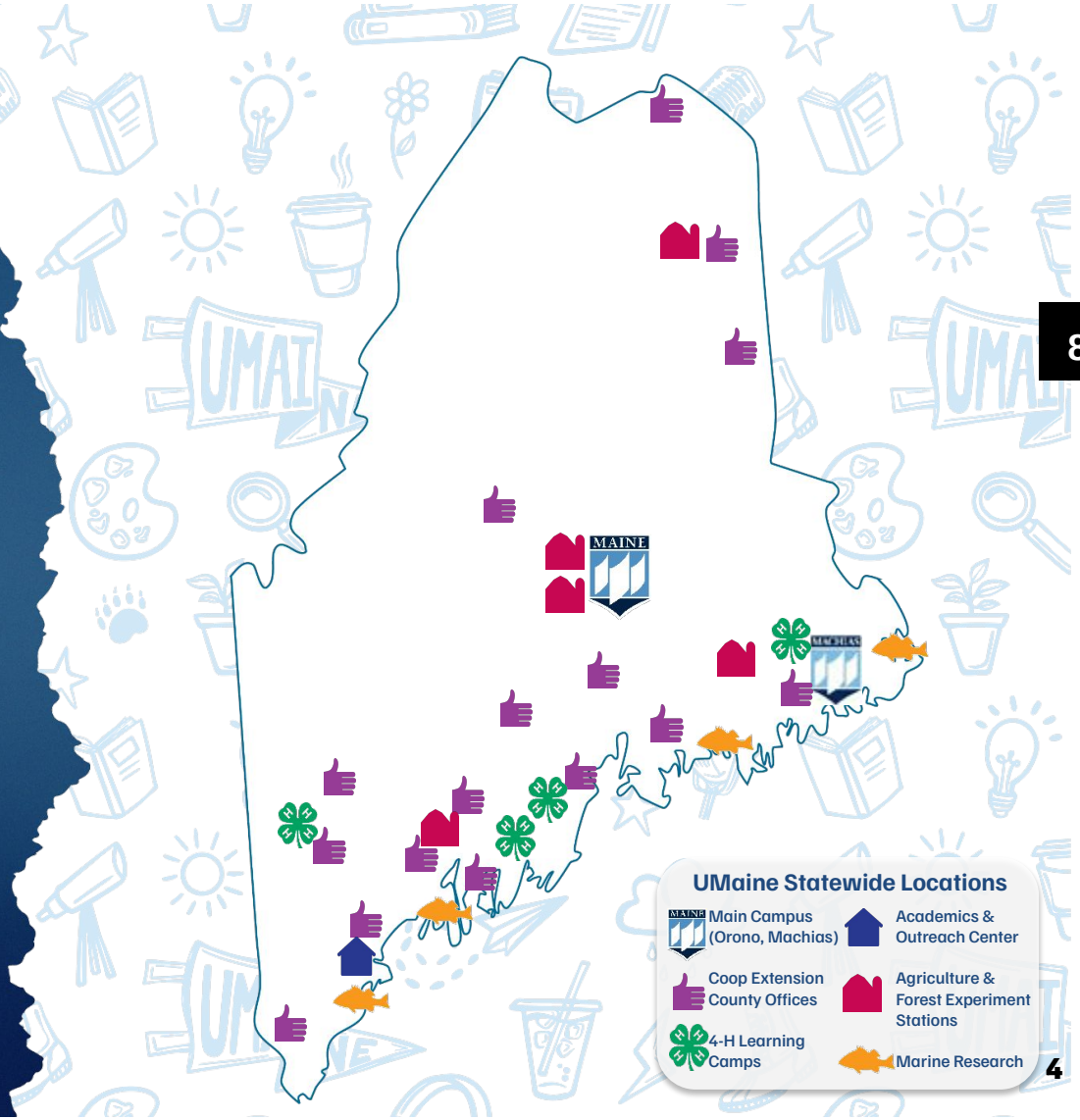
# Introduction

3

# We are Maine's R-1, D-1 land, sea, and space grant flagship university.

The University of Maine is an inclusive community championing experiential learning and propelling students and graduates toward thriving futures.

Rooted in Maine's heritage, we serve as a cornerstone of cultural enrichment, scientific advancement and community impact, proudly stewarding the Pine Tree State from mountains to coastline to ensure a vibrant tomorrow for Maine and beyond.

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# Ongoing and emerging considerations have informed our initial FY26 budget development.

8

## Our strategic vision for the University must drive our budget planning.

**Other important drivers:**

- Reduce long-standing structural gap
- Align with BOT-endorsed plan for FY25, 26, and 27
- Solve both by reductions and defensible revenue generation plans
- Anticipate impact of changes at the federal level
- Begin to replenish E&G reserves
- Retain the core of what Maine needs and deserves in its land, sea, and space grant, R1 and D1 university

# We have unique challenges in sustaining our core.

| Challenge | FY26 |
|---|---|
| Annual required match for MAFES and Cooperative Extension funding | $6.7M |
| Agreement negotiated with UMaine Foundation (2016) for annual UMaine payment to the Foundation | $3.1M |
| Annual cost of NCAA settlement for D1 schools (for each of ten years) | $0.3M |
| Institutional history of E&G investment in match for MEIF to more effectively leverage and produce ROI | $2.3M |
| **POTENTIAL RISK:** Research continuity | $7.2 - 8.1M |
| **POTENTIAL RISK:** Reduction in Federal F&A support (15% cap) | $7.0 - 10.0M |
| **Total current and potential challenges** | **$26.6 - 30.5M** |

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6

# We began a Strategic Re-Envisioning initiative in May 2024.



What would UMaine look like if we were designing it today?

The higher education landscape, the workforce, and the student-college experience are all in a state of flux.

Our **Strategic Re-Envisioning Initiative (SRE)** acknowledges that transformational change is not just a necessity but our responsibility.

# Over nine months, 180+ people have participated. Here is our working charter.



The University of Maine is a learner-centered Research 1 university committed to sustaining the health of our planet and growing inclusive communities. We are Maine's land, sea, and space grant university dedicated to defining tomorrow.

# These guiding principles shaped the effort.



- ✔ UMaine remains Maine's premier land-grant and first-rate, R1 public research university where students are the focus.
- ✔ UMaine continues and expands the integration of teaching and research.
- ✔ UMaine is committed to climate action research, prioritizing responsible and sustainable stewardship of our natural resources to preserve the planet.
- ✔ UMaine remains residential while being accessible to wide learner audiences through robust online offerings tailored to various learners.
- ✔ UMaine fosters a supportive and inclusive community that prioritizes the mental, physical, and emotional well-being of its faculty, staff, and students.
- ✔ UMaine is a financially sustainable institution.

# FY26 and future budgets will be informed by four Strategic (SRE) Implementation Groups.

8

**1**

**Academic Portfolio Review**

John Volin
Gabe Paquette

**2**

**Research Portfolio Review**

Kody Varahramyan
Jason Charland

**3**

**Administrative Business Services Network**

Kelly Sparks
Nicole Lawrence

**4**

**Manufacturing, Materials, and Workforce Accelerator**

Jake Ward
Habib Dagher

10

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# 2

# Financial Situation

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# The base FY26 financial assumptions are a combination of wins and risk management.

8

- \+ Better-than-anticipated enrollment and improved learner retention.
- \+ Over 100% capacity for residence halls and increased meal plan sales.
- \+ Strong research productivity leads to greater F&A recovery.*
- \+ Increased sales and service revenues driven largely by UMaine Athletics.

- − Declining out-of-state population, fewer credit hours per learner.
- − Rising compensation and fringe costs in a highly-competitive talent market.
- − Changing federal landscape for research funding, F&A, and tariffs.
- − Major deferred maintenance challenges outpace available funding to address.

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# Here is our FY26 E&G budget, aligned with our three-year plan presented to BoT in FY24.

FY26 will be our last year of use of E&G strategic reserves.

| Budget Category ($M) | FY24 | FY25 | FY26 |
|---|---|---|---|
| Tuition & Fees | 186.8 | 185.3 | 191.5 |
| Other Revenue | 142.8 | 143.6 | 151.0 |
| Gross Revenues | 329.6 | 328.9 | 342.6 |
| Less: Financial Aid | (66.5) | (60.5) | (63.2) |
| **Net Revenues** | **263.0** | **268.4** | **279.3** |
| | | | |
| Salaries, Wages, & Benefits | 173.9 | 176.7 | 188.3 |
| Other Expenses | 96.7 | 96.5 | 93.1 |
| **Total Expenses** | **270.6** | **273.2** | **281.4** |
| | | | |
| **Strategic Use of Reserves** | **(7.6)** | **(4.8)** | **(2.1)** |

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# We will achieve our FY26 plan through defensible revenue growth and strategic expense reduction.

8

| Category ($M) | Incremental Δ in FY26 ($M) |
|---|---|
| Tuition and fees (net) | $3.0 |
| Additional state appropriation (0.5%) | $0.4 |
| F&A cost return | $2.4 |
| Other sales and services | $0.4 |
| **Total revenue generating opportunities** | **$6.2M** |

| Category ($M) | Incremental Δ in FY26 ($M) |
|---|---|
| Ongoing Attrition Savings | ($5.3) |
| Reduction in Campus Shared Services | ($1.0) |
| UMEC debt service and interest savings | ($1.9) |
| Hutchinson Center closure | ($0.6) |
| Increased Net Transfers (F&A revenue sharing) | $0.8 |
| **Total expense reduction opportunities** | **$8.0M** |

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# Here are the SRE charges.

8

| | |
|---|---|
| ACADEMIC PORTFOLIO REVIEW | Evaluate and recommend strategic changes to academic and research programs …. realign programs and administrative structures |
| RESEARCH PORTFOLIO REVIEW | Evaluate and recommend strategic changes to academic and research programs …. realign programs and administrative structures |
| MANU, MAT, & WORKFORCE | Strengthening interdisciplinary collaboration, leveraging federal funding, and creating financially sustainable programs |
| ADMIN BUSINESS SERVICES | Restructure and optimize selected finance, accounting, purchasing, travel, human resources, and recruitment functions into a unified administrative business services center |

15

# SRE-IG recommended efficiencies balance fully and semi-centralized internal shared services.

8

**Program Efficiencies**

- ✔ Reduce add pay, stipends, and overload
- ✔ Shared services model for student services and advising
- ✔ Instructional support from research centers and institutes
- ✔ Semi-centralizing travel, purchasing, and human resources operations
- ✔ Fully-centralizing accounts receivable and post-award grant management

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# SRE-IG preliminary recommendations highlight opportunities for restructuring and new revenue to drive the working charter.

8

**Re-alignments and Re-structuring**

- ✔ Consider realignments and moves of centers with other centers and colleges
- ✔ Potential mergers of similar programs

**Program Revenue Generation**

- ✔ Stackable microcredentials in business, advanced manufacturing, cooperative extension
- ✔ Increase capacity to support state industries
- ✔ Expand GSBSE
- ✔ New degrees/programs in smart manufacturing or robotics, cybersecurity, advanced transportation sciences

# We propose tuition and fee increases for FY26 across undergraduate and graduate programs (excluding the MBA).

| Undergraduate Tuition Groups (UM) | FY25 Rate | Proposed FY26 Rate | $ Increase | % Change |
|---|---|---|---|---|
| In-State & Canadian | 412 | 424 | 12 | 2.9% |
| Out-of-State & International | 1,193 | 1,229 | 36 | 3.0% |
| Non-Resident Online | 500 | 515 | 15 | 3.0% |
| NEBHE | 721 | 742 | 21 | 2.9% |
| **Graduate Tuition Groups (UM)** | **FY25 Rate** | **Proposed FY26 Rate** | **$ Increase** | **% Change** |
| In-State & Canadian | 557 | 573 | 16 | 2.9% |
| Out-of-State & International | 1,696 | 1,747 | 51 | 3.0% |
| NEBHE | 975 | 1,003 | 28 | 2.9% |
| Graduate Business (MBA) | 750 | 750 | 0 | 0.0% |
| Graduate Engineering Online | 732 | 750 | 18 | 2.5% |
| Graduate Education Online | 567 | 584 | 17 | 3.0% |
| Graduate Other Online | 608 | 626 | 18 | 3.0% |

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18

# We propose modest increases in differential tuition for graduate engineering and nursing.

8

Tuition for these programs was held flat in FY25.

UMaine student government will increase the undergraduate student activity fee.

| Differential & Program Tuition (UM) | FY25 Rate | Proposed FY26 Rate | $ Increase |
|---|---|---|---|
| Undergraduate Business* | 48 | 48 | 0 |
| Undergraduate Engineering* | 48 | 48 | 0 |
| Undergraduate Nursing* | 50 | 50 | 0 |
| Graduate Engineering** | 335 | 345 | 10 |
| Graduate Nursing** | 397 | 409 | 12 |

**per credit hour **per semester*

| Mandatory Fees (UM) | FY25 Rate | Proposed FY26 Rate | $ Increase | % Change |
|---|---|---|---|---|
| Graduate Student Activity Fee | | | | |
| 1 to 5 Credit Hours | 120 | 120 | 0 | 0.0% |
| 6 or More Credit Hours | 150 | 150 | 0 | 0.0% |
| Undergraduate Student Activity Fee | | | | |
| 6 or More Credit Hours | 156 | 200 | 44 | 28.2% |
| Infrastructure & Technology Fee | | | | |
| Per Credit Hour | 27 | 28 | 1 | 3.7% |

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# We propose similar increases in tuition and fees at our regional campus in Machias.

8

| Undergraduate Tuition Groups (UMM) | FY25 Rate | Proposed FY26 Rate | $ Increase | % Change |
|---|---|---|---|---|
| In-State & Canadian | 299 | 308 | 9 | 3.0% |
| Out-of-State & International | 582 | 599 | 17 | 2.9% |
| Non-Resident Online | 362 | 380 | 18 | 5.0% |
| NEBHE | 523 | 539 | 16 | 3.1% |

| Mandatory Fees (UMM) | FY25 Rate | Proposed FY26 Rate | $ Increase | % Change |
|---|---|---|---|---|
| Undergraduate Student Activity Fee | | | | |
| Per Credit Hour | 9 | 9 | 0 | 0.0% |
| Infrastructure & Technology Fee | | | | |
| Per Credit Hour | 27 | 28 | 1 | 3.7% |

# Our Auxiliary Enterprise continues to grow due to higher occupancy and meal plan purchasing.

We continue to leverage our partnership with Sodexo to deliver quality service at an affordable cost.

| Budget Category ($M) | FY25 ($M) | FY26 ($M) |
|---|---|---|
| Dining & Residence Revenue | 44.4 | 48.1 |
| Other Sales & Services | 11.2 | 10.9 |
| Gross Revenues | 55.6 | 59.0 |
| Less: Financial Aid | (1.3) | (1.4) |
| **Net Revenues** | **54.3** | **57.5** |
| | | |
| Salaries, Wages, & Benefits | 9.8 | 10.6 |
| Other Expenses | 44.4 | 46.7 |
| **Total Expenses** | **54.2** | **57.3** |
| | | |
| **Net Balance** | **0.1** | **0.2** |

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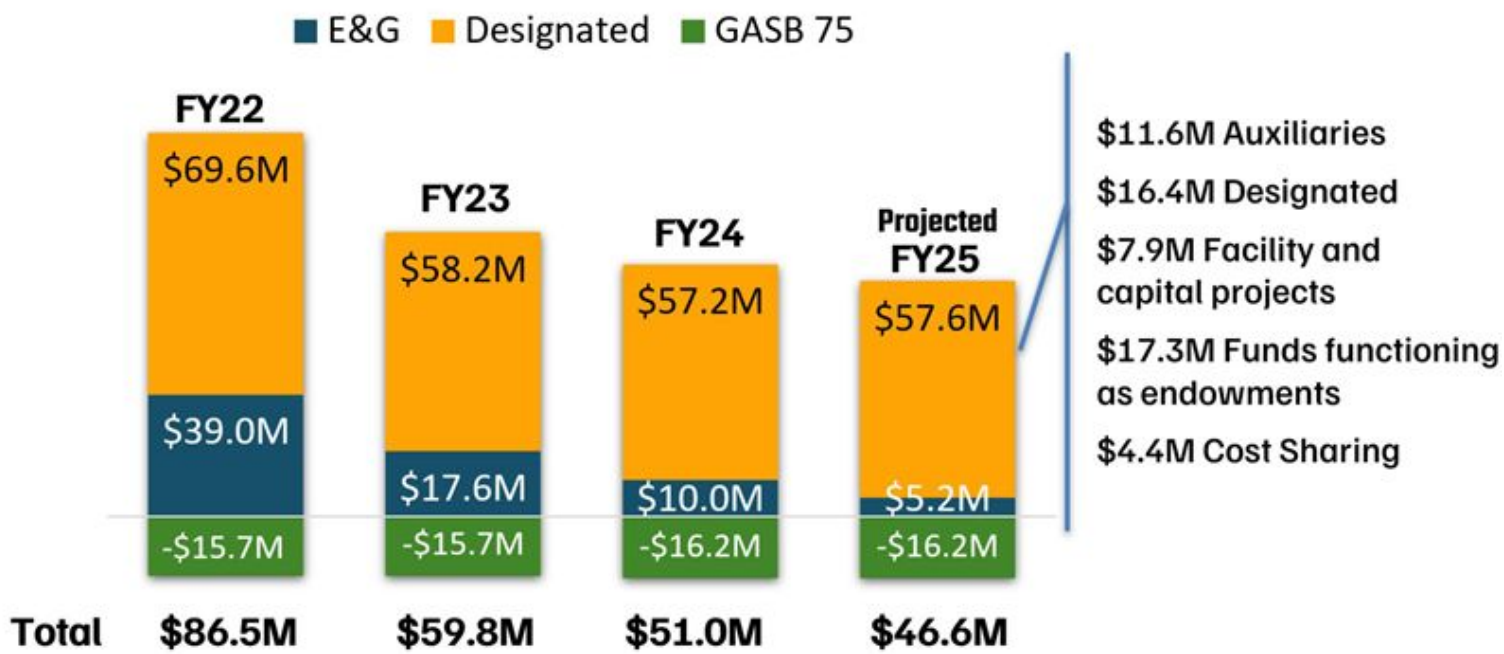
# We continue to utilize reserves strategically to achieve a balanced budget by FY27, in alignment with SRE.

8

## Operating Unrestricted Reserves as of June 30




**Reflects other Post-employment Benefits; FY24 and 25 adds UMM and UM together.*

22

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# 3

# Academic & Student Budget Priorities

23

# Our Academic & Student Success budget prioritizes relevant learner opportunity and supports being a learner-centered R1.

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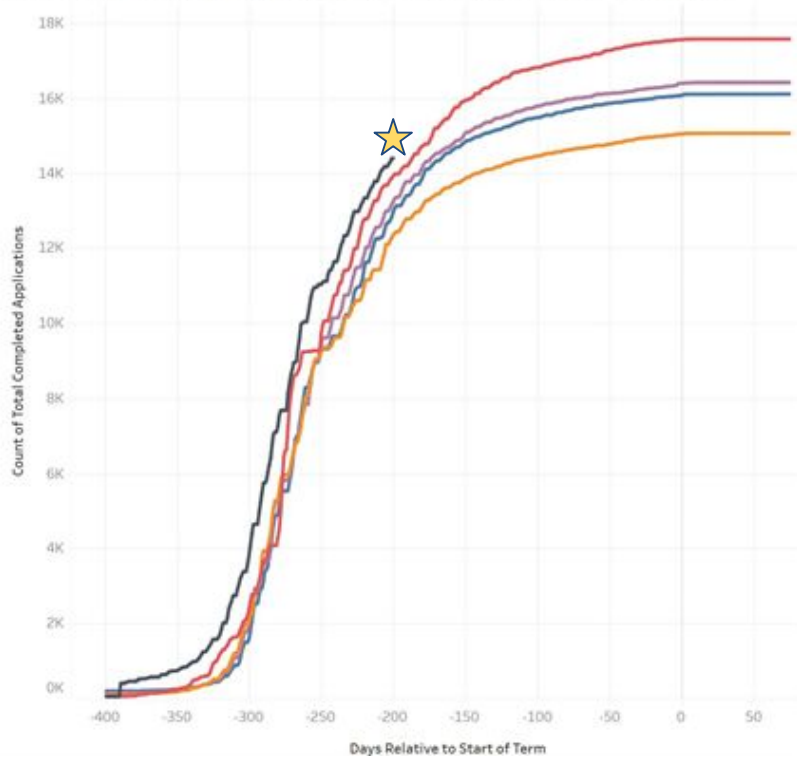
SUMMER/FALL UNDERGRADUATE TOTAL COMPLETED APPLICATIONS

Total Completed Applications by Days before the Start of the Fall Term




## Total Completed Applications as of 200 Days before the Start of the Fall Term

| | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|
| UM | 12,585 | 12,912 | 11,978 | 11,919 | 12,237 |
| UMM | 375 | 319 | 369 | 2,001 | 2,156 |
| *Total* | *12,960* | *13,231* | *12,347* | *13,920* | *14,393* |

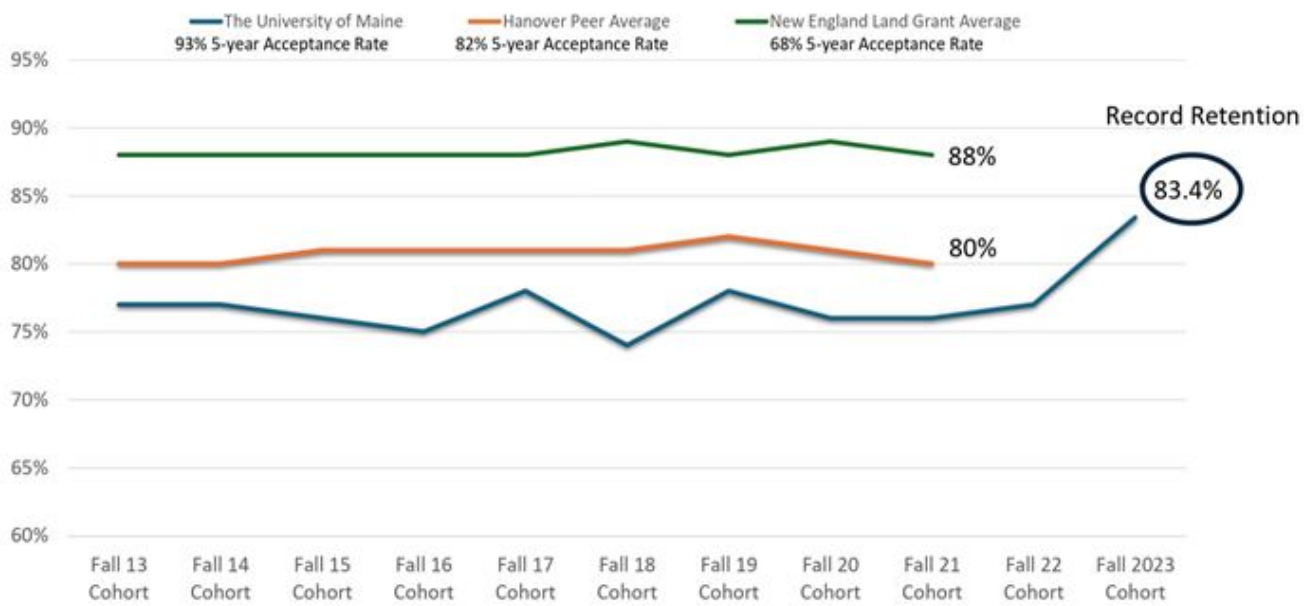
## Admissions & Recruitment

- Completed applications up 3.4% from 2024
  - Direct admissions up 18.3%
- Time from completed application to decision is down to 1.4 days in 2025, from 3.7 days in 2024

24

# Our Academic & Student Success budget prioritizes relevant learner opportunity and supports being a learner-centered R1.

## UMaine Retention Rate (2013-2023)




## Black Bear Early Alert Campaign

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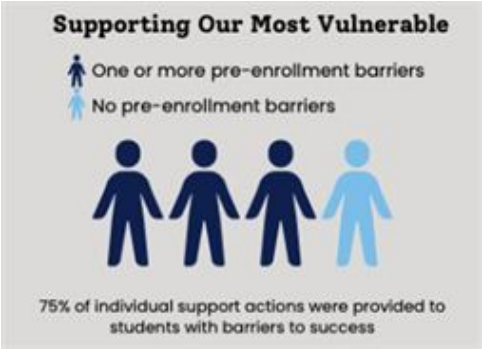



- **81** faculty and staff providing direct learner support
- **181** instructors participated
- **742** first-year students supported
- **4,074** individual support actions

*Fall 2024*

8

# 4

# Research & Innovation Budget Priorities

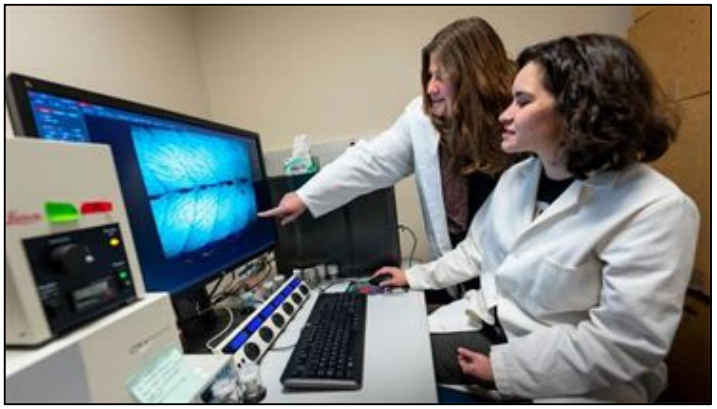
# Our Research budget priorities support serving the state and being a learner-centered R1.

8

## Maine's R1 Flagship Campus

- $249.3M in R&D expenditures (FY24), with $171.4M external $
- 89% of all university research in Maine
- 16% of undergrads involved in research
- Focus on R&D that is relevant for Maine

## Relevant Doctoral Degree Programs



- 31 doctoral programs
- 70+ doctoral conferrals per year
- Increase in available doctoral assistantships and post- doctoral opportunities
- Innovation in doctoral education

27

# Our Innovation budget priorities support serving the state and being a learner-centered R1.

8

## Industry & Commercialization

- $5m 450+ industry partners
- 748 innovation projects over 5 years with Maine companies
- 6.45:1 return on investment on Maine Economic Improvement Fund (MEIF)

28

8

# 5

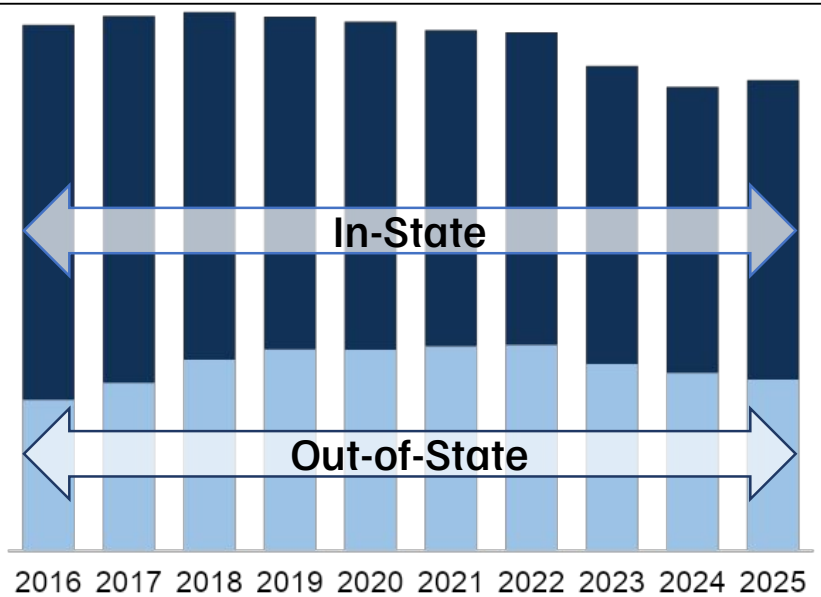
# Enrollment & Retention

# UMaine and UMaine Machias student credit hours have decreased after a period of growth.

8

**Total (Summer, Fall, Spring) Census Data (Excluding Early College)**

| FY16 | | FY25 |
|---|---|---|
| 190,266 | In-State | 151,987 |
| 76,568 | Out-of-State | 86,779 |
| 266,834 | Total | 238,765 |




*Excludes 5,800 Early College Credit Hours*

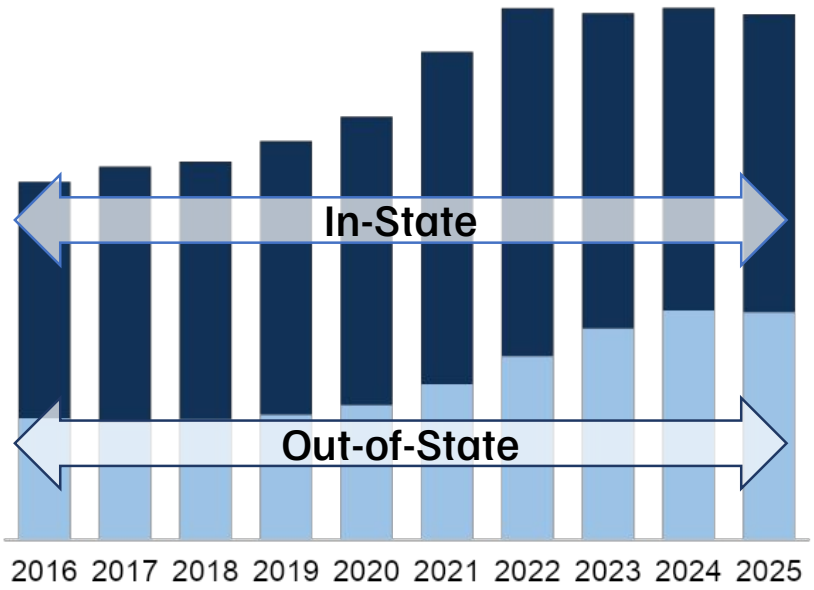
30

# Total graduate student credit hours have increased by 47% over a ten-year period.

8

Total (Summer, Fall, Spring)
Census Data

| FY16 | | FY25 |
|---|---|---|
| 13,983 | In-State | 17,645 |
| 7,196 | Out-of-State | 13,465 |
| 21,180 | Total | 31,110 |

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# FY26 total student credit hours are projected to be slightly lower than FY25.

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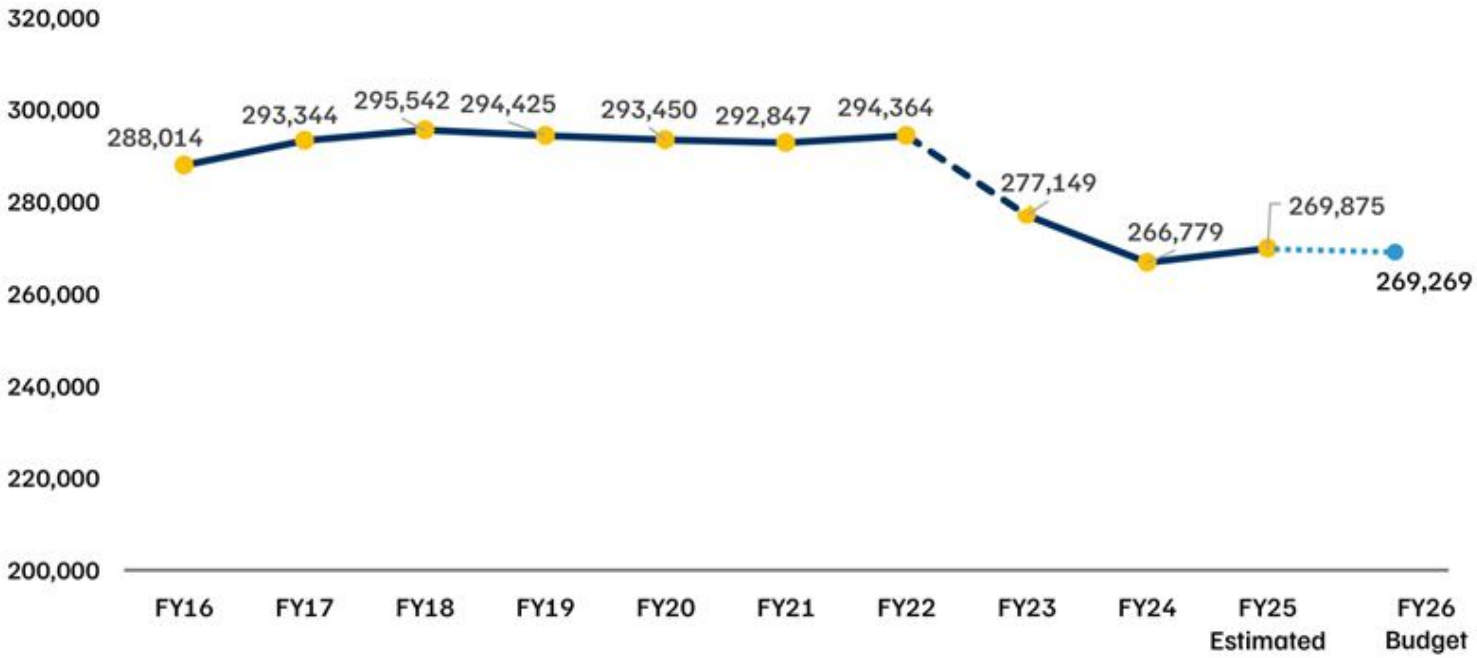
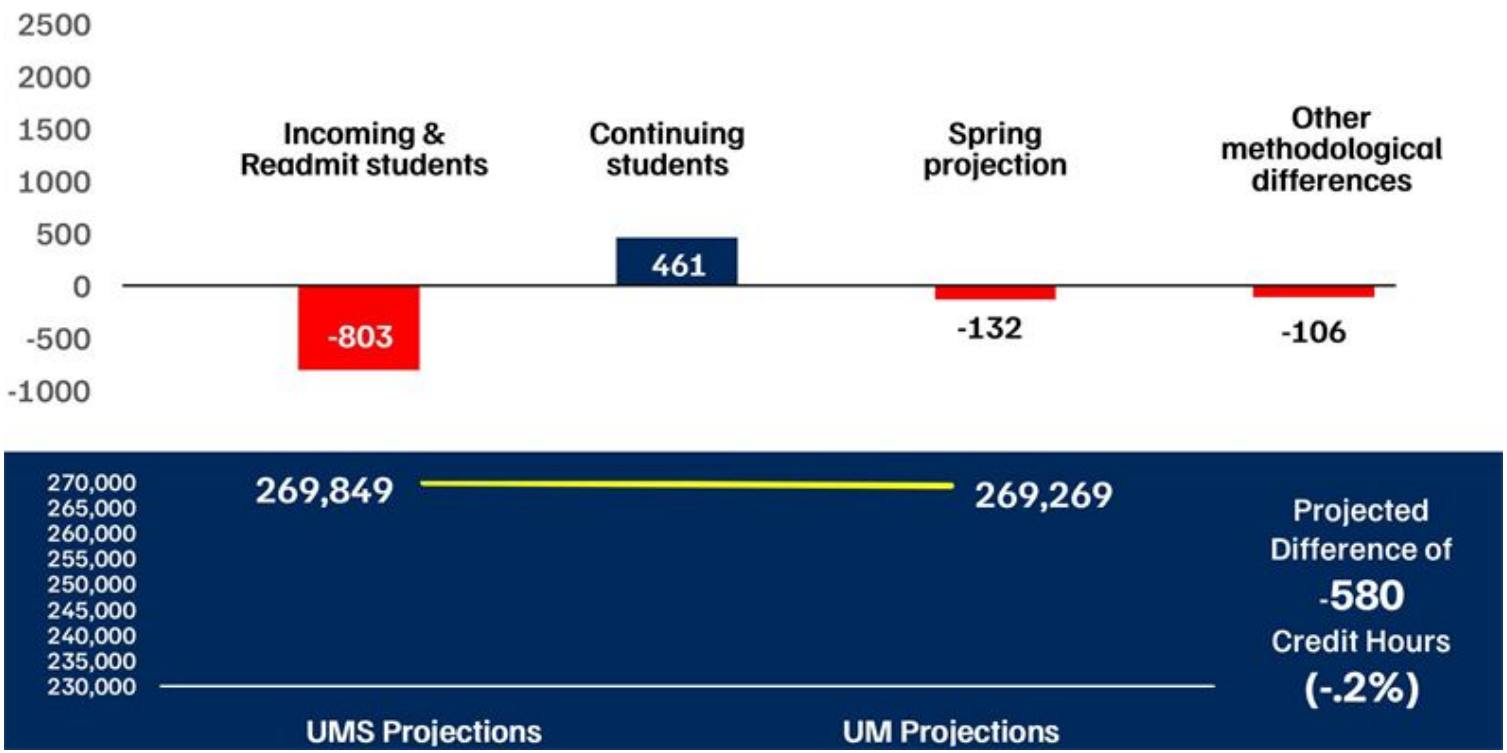
## Student Credit Hours

(Excludes Early College credit hours)

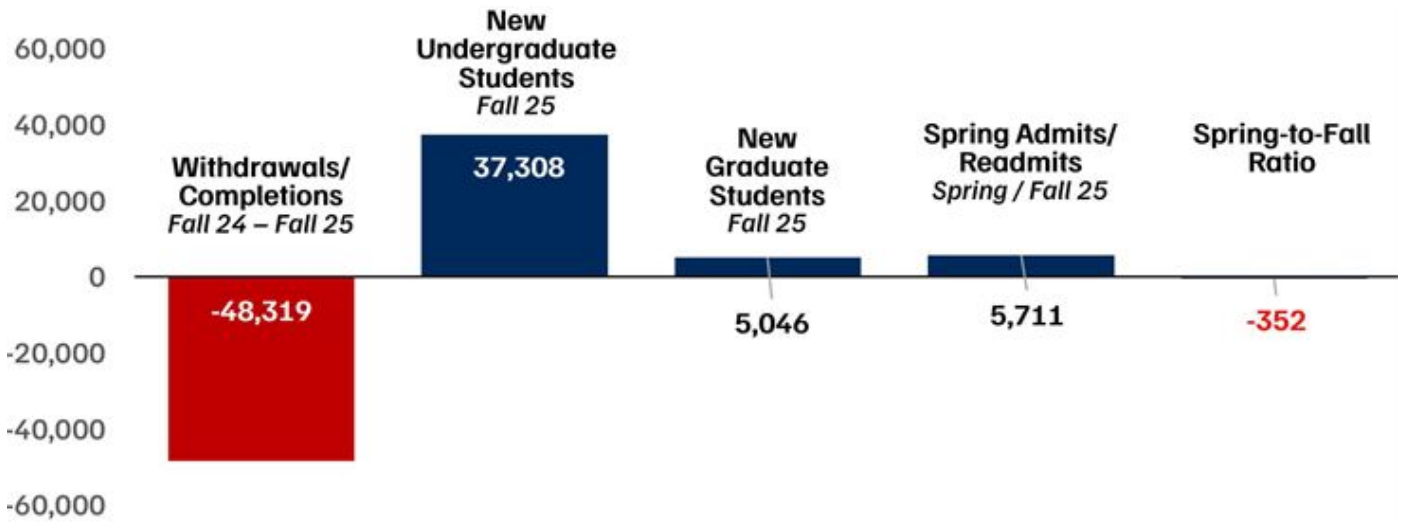


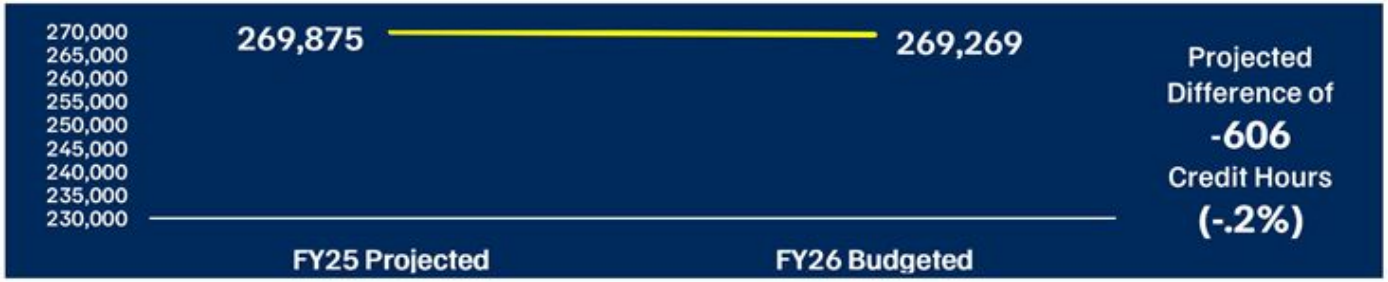
# UMaine AY25-26 credit hour total projections are slightly lower than the UMS FY26 projections (-0.2%).

8



# Our budgeted FY26 credit hours are projected to be slightly down from FY25 (-0.2%).

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# 6

# Marketing & Outreach

# We have energized our marketing and outreach efforts to reflect a spirit of curiosity and excellence.

At UMaine, curiosity is encouraged, and exploration is built into your academic experience. Our **Discover Your Tomorrow** admissions campaign is for our future Black Bears.

A university-wide branding campaign, **Blue Horizons** reflects our determination to protect our planet by doing good work together that enables us to achieve actionable solutions.

# We are engaged in actions resulting in strong marketing metrics.



## Discover Your Tomorrow Yield push

- Swag packages were sent to admitted students with intent to move them toward submitting their enrollment deposit.

- **Reached 17k households**, including admitted students and their family members.

## Life in the Pines video series

- Video series showing prospective students what it's really like living and studying at UMaine.
- Combined organic reach through social media and email marketing: **252,981 organic video views**

## Blue Horizons brand campaign launch

- Campaign launch deliverables: a tv commercial, organic social media content, print collateral, billboards and physical on-campus banner installations.

- Reach:
  - **2M impressions** through digital advertising, streaming, and print advertising since our September 2024 launch.
  - **10.3M** impressions on billboards throughout the Northeast. Student inquiries, partially as a result of this initiative, are running ahead year-to-date.

Note: All Blue Horizons collateral produced by UMaine's in-house Marketing & Communications team, allowing us to use the full campaign budget on production of materials and advertising.

8

# 7

## Residence Hall & Dining Occupancy

# In Fall 2024, we assessed UMaine and UMM's housing through 35 focus groups and 1,004 survey responses, and 1.1M gsf analyzed.

8

## Goals for UMaine Housing

- ✔ Provide developmentally appropriate and safe housing
- ✔ Prioritize affordability and offer a range of price points
- ✔ Accommodate housing communities
- ✔ Target renovations to address building systems, increased privacy, and welcoming spaces

## Recommendations

- ✔ Leverage P3 to add 900 new beds early in timeline
- ✔ Build reserves and fund debt service and interest through a 4.25% price increase for renovations
- ✔ Demolish 600 beds
- ✔ Net new 300 beds to meet demand

39

# We are anticipating 96% residence hall capacity in Orono for FY26.

## UMaine Residence Hall Capacity

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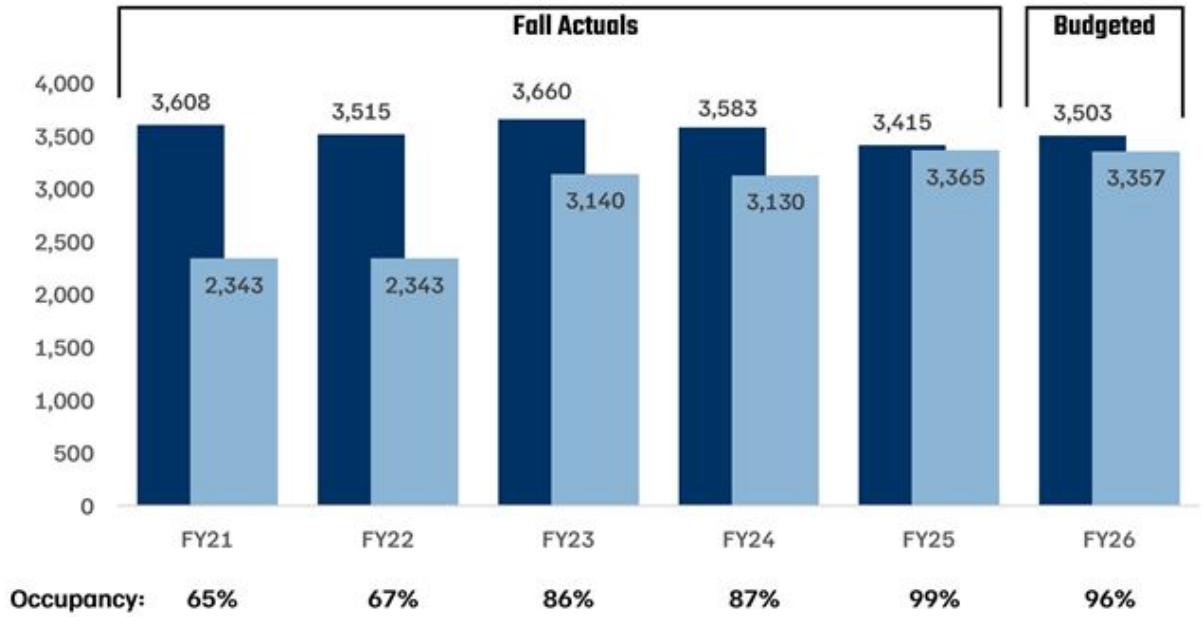


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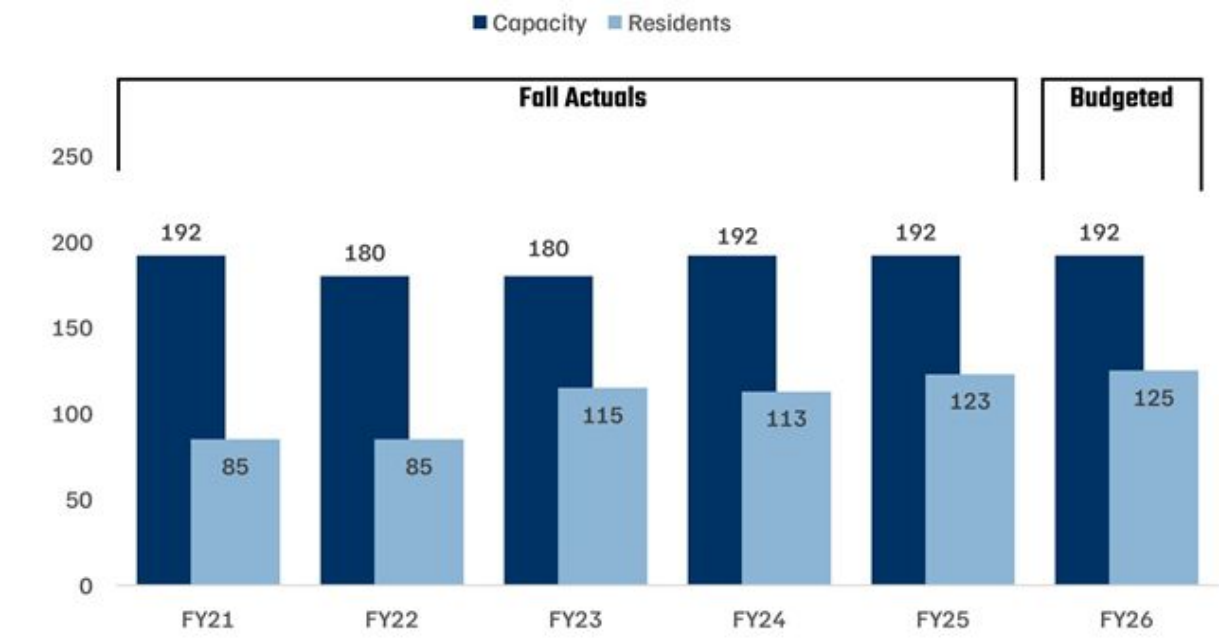
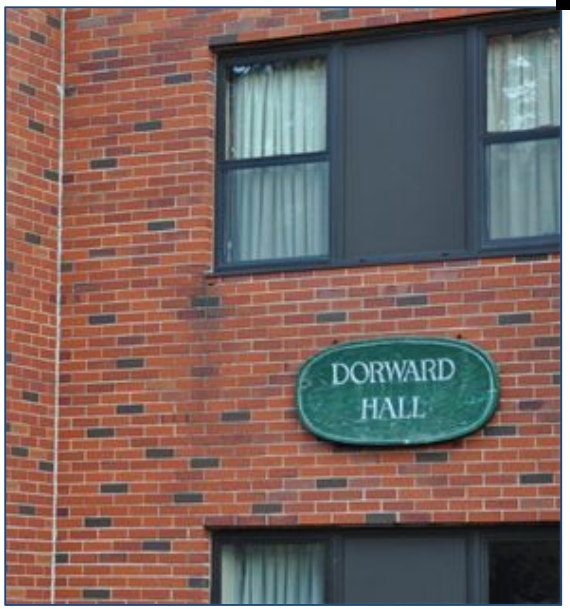
# We are anticipating 80% residence hall capacity in Machias for FY26.

## UMaine Machias Residence Hall Capacity




| Occupancy: | 44% | 47% | 64% | 59% | 64% | 65% |
|---|---|---|---|---|---|---|



# Housing rates remain lower than New England peer institutions, but rising costs continue to impact dining rates.

8

| Room Rates (UM) | FY25 Rate | Proposed FY26 Rate | $ Increase | % Change |
|---|---|---|---|---|
| Double | 6,670 | 6,954 | 284 | 4.26% |
| Small Single | 7,622 | 7,946 | 324 | 4.25% |
| Regular Single | 8,494 | 8,856 | 362 | 4.26% |
| Village Double | 6,886 | 7,180 | 294 | 4.27% |
| Village Single | 8,868 | 9,246 | 378 | 4.26% |

| Room Rates (UMM) | FY25 Rate | Proposed FY26 Rate | $ Increase | % Change |
|---|---|---|---|---|
| Dorward Double | 4,890 | 5,134 | 244 | 4.99% |
| Dorward Single | 5,122 | 5,606 | 484 | 9.45% |
| Dorward Suite | 5,684 | 6,222 | 538 | 9.47% |

| Board Rates (UM) | FY25 Rate | Proposed FY26 Rate | $ Increase | % Change |
|---|---|---|---|---|
| Unlimited* | 6,490 | 6,860 | 370 | 5.7% |
| Unlimited Flex Plus* | 7,240 | 7,560 | 320 | 4.4% |
| Unlimited Flex* | 6,740 | 7,160 | 420 | 6.2% |
| Senior Flex | 5,448 | 5,700 | 252 | 4.6% |
| Block Plans** | 1,852 | 4,000 | 2,148 | 116.0% |
| Graduate Plan | 1,218 | 1,280 | 62 | 5.1% |

| Board Rates (UMM) | FY25 Rate | Proposed FY26 Rate | $ Increase | % Change |
|---|---|---|---|---|
| Unlimited | 6,258 | 6,524 | 266 | 4.3% |

**The Unlimited plan allows students to eat an unlimited number of meals at Hilltop, York and Wells, while the Unlimited Flex provides additional dining dollars on the MaineCard that can be spent at the convenience markets on campus.*
***We changed the offerings of the Block Plans, increasing the number of meals and meal plan dollars.*

# 8

# Capital Planning

# Key institutional commitments drive our capital planning efforts.

8

Ensure a research environment aligned with R1-level activity.

Implement our space efficiency goals.

Center on technology-supported learning environments for students of today and tomorrow.

Expect respectful and welcoming university spaces.

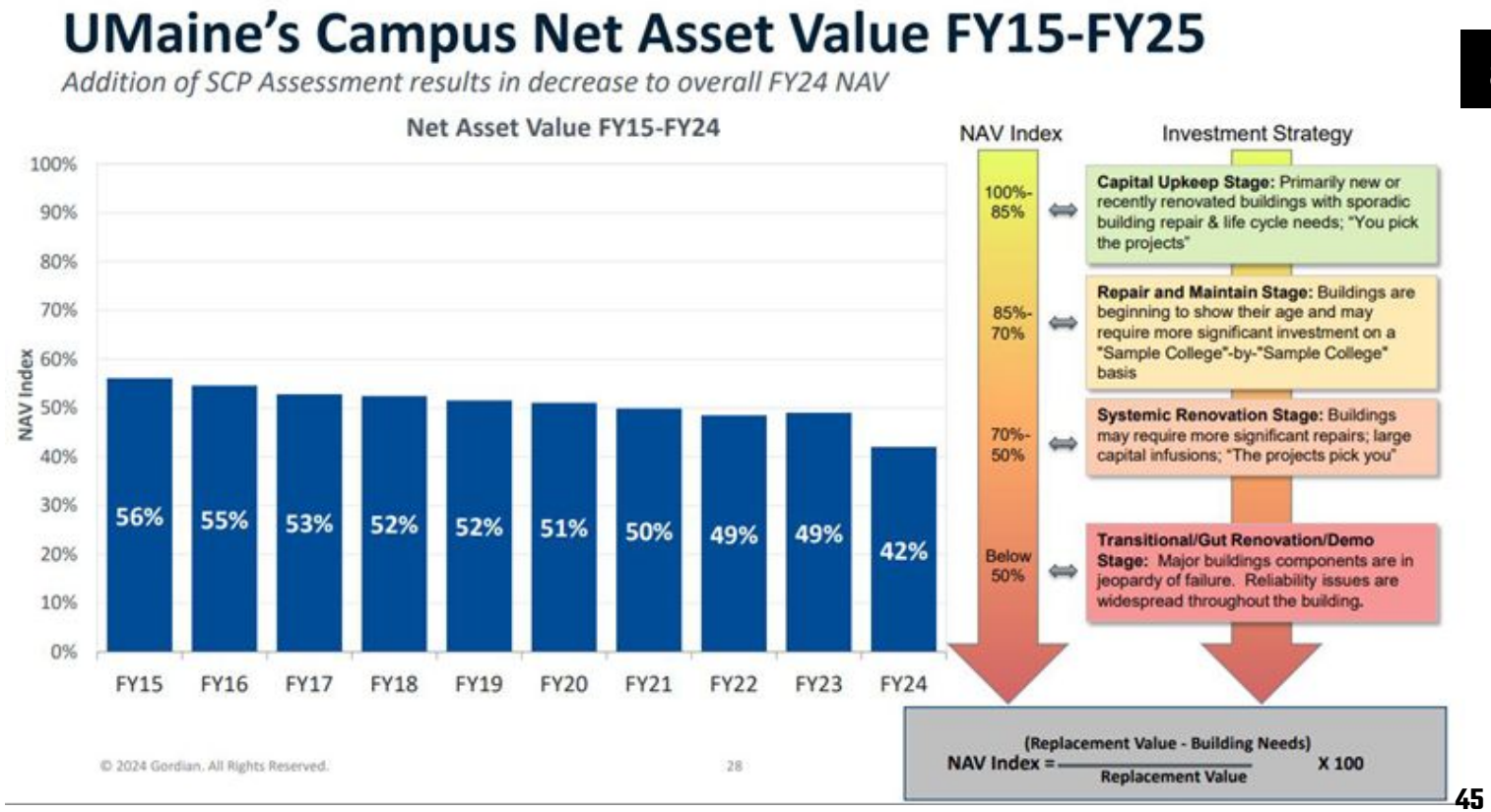
*The plan is specifically reflective of the University of Maine System Strategic Plan 2023-2028, Commitment 2: Financial Sustainability and Effective Infrastructure Portfolio. Our planning is guided by the following UMaine SVV, Compass, and guiding principles.*

44

# UMaine's NAV decreased significantly due to the housing condition assessment and RSMeans FY24 construction cost de-escalation.

8

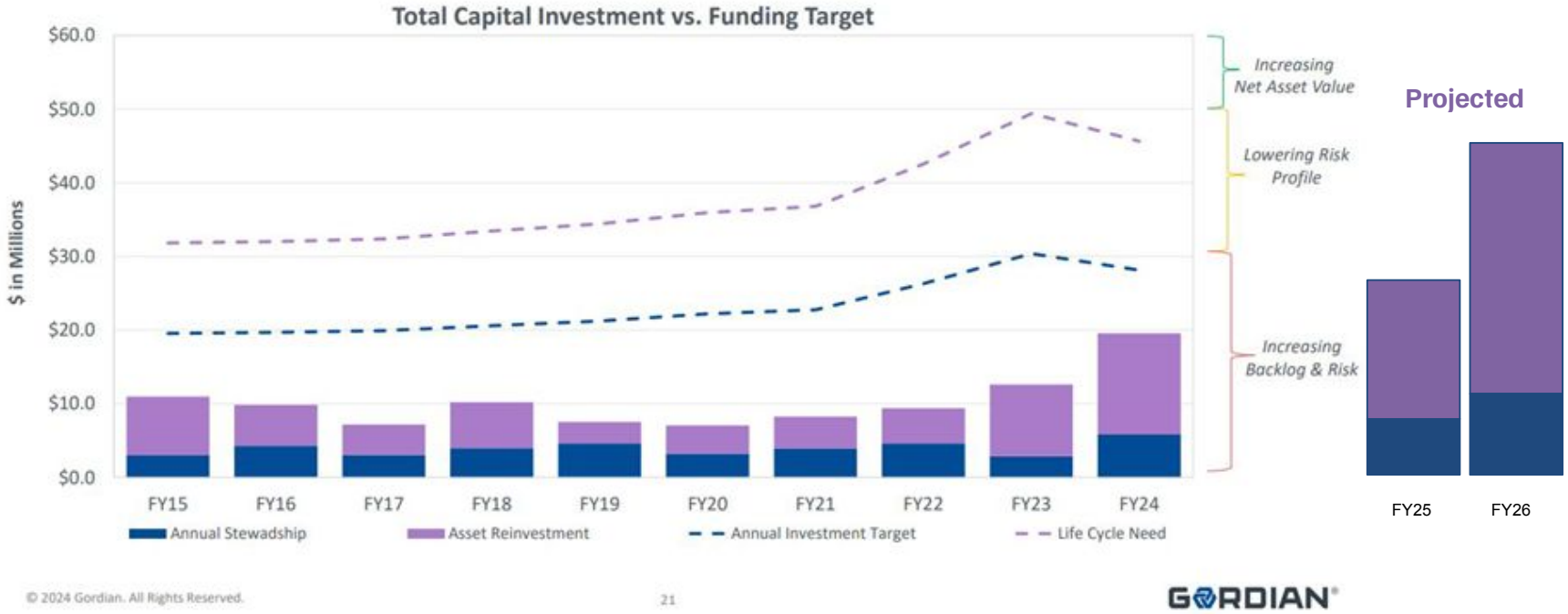
While UMaine's building replacement values declined, total need increased.




45

# For UMaine, Gordian recommends an annual investment of $28.2M into existing spaces.

8




UMaine's projected FY26 investment into existing spaces is $44M.

46

# Modern facilities are critical to sustaining our research enterprise at R1 levels, recruiting and retaining learners, and advancing partnerships.

8

| $millions | Internal | Federal | Gifts & Philanthropy | State | Borrowing / Partnerships | TBD | TOTAL |
|---|---|---|---|---|---|---|---|
| Machias Projects | $0.0 | $0.0 | $0.0 | $1.5 | $0.0 | $0.0 | ***$1.5*** |
| Research, Academic, & Innovation | $8.7 | $55.4 | $6.8 | $5.7 | $12.0 | $0.5 | ***$89.1*** |
| Auxiliaries | $1.5 | $2.5 | $0.0 | $0.0 | $9.5 | $0.0 | ***$13.5*** |
| Athletics | $0.0 | $0.0 | $40.6 | $0.0 | $0.0 | $0.0 | ***$40.6*** |
| Energy, Utilities, & IT | $0.8 | $0.0 | $0.0 | $0.0 | $40.0 | $0.0 | ***$40.8*** |
| ***Total over FY26*** | ***$10.9*** | ***$57.9*** | ***$47.4*** | ***$7.2*** | ***$61.5*** | ***$0.5*** | ***$185.5*** |

# Capital investments are transforming the UMaine experience.

8

## Research, Academics & Innovation

| Project | Project Cost ($M) | FY26 Cash Flow ($M) |
|---|---|---|
| Sawyer, Hitchner '87, and Bennett HVAC | 18.50 | 15.00 |
| Building Maintenance and Renewal | 5.50 | 5.50 |
| GEM | 81.50 | 40.00 |
| Witter Farm | 3.20 | 0.10 |
| SAWIC | 11.00 | 7.42 |
| SAWTEC | 0.75 | 0.65 |
| PFAS & Catalysis Labs | 8.50 | 4.80 |
| Blueberry Farm | 3.00 | 2.50 |
| Forest Biomaterials Innovation Center | 7.00 | 5.00 |
| Zebrafish Lab | 0.96 | 0.06 |
| Analytical Lab | 4.90 | 3.50 |
| Phenotyping Lab | 2.10 | 0.30 |
| Food Innovation Lab | 4.00 | 3.00 |
| Industry 4.0 | 1.50 | 0.75 |
| | **152.41** | **88.58** |

**Congressionally-Directed Spending*

48

# Capital investments are transforming the UMaine experience.

8

## Athletics

| Project | Cost ($M) | FY26 Cash Flow ($M) |
|---|---|---|
| Shawn Walsh Alfond Arena | 49.00 | 12.58 |
| Soccer Field and Track & Field Complex | 27.30 | 11.29 |
| Morse Arena | 106.00 | 15.00 |
| Mahaney Dome Connector | 1.00 | 1.00 |
| Memorial Gym Indoor Track Replacement | 0.75 | 0.75 |
| | **184.05** | **40.62** |

49

# Capital investments are transforming the UMaine experience.

8

## Auxiliaries

| Project | Cost ($M) | FY26 Cash Flow ($M) |
|---|---|---|
| Sodexo: Wells Exterior & Hilltop | 3.00 | 3.00 |
| Residence Hall (existing) Renovations | 1.50 | 1.50 |
| Black Bear Academy | 2.50 | 2.50 |
| | **7.00** | **7.00** |

## Energy, Utilities, & IT

| Project | Cost ($M) | FY26 Cash Flow ($M) |
|---|---|---|
| UMEC | 132.00 | 25.00 |
| Electrical Infrastructure Upgrades | 25.00 | 15.00 |
| Utilities Upgrades | 7.50 | 0.75 |
| | **164.50** | **40.75** |

**Congressionally-Directed Spending*

# Critical space reduction efforts continue at pace.

## SPACE REDUCTION

- ✔ UMaine has removed over 112,000 sq ft over three years.
- ✔ We plan to remove 50,000-60,000 sq ft in FY 26. This includes:
- ✔ Space needs are actively reviewed by the President's Space Advisory Committee.

## LONG-RANGE DEVELOPMENT PLAN

- ✔ Over the next year, the university will initiate planning to identify buildings for removal based on (1) **conditions assessments**, (2) **space needs**, and (3) **increased utilization.**

8

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# Gordian recommends an annual investment of $1.36M into existing spaces at UMaine Machias.

8

## UMaine Machias Investment to Funding Target

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UMM's projected FY26 investment into existing spaces is $1M.

52

# Capital Construction projects at UMaine Machias provide critical updates to infrastructure and facilities.

8

## Machias Projects

| Project | Cost ($M) | FY26 Cash Flow ($M) |
|---|---|---|
| Campus Infrastructure | 0.85 | 0.85 |
| Dorward Deck Replacement | 0.20 | 0.20 |
| Powers ADA Ramp | 0.21 | 0.21 |
| Powers Envelope | 0.23 | 0.23 |
| Science Building | 0.01 | 0.01 |
| | **1.50** | **1.50** |

8

# 9

# UMS Strategic Plan

# Our budget aligns with the UMS Strategic Plan Financial Sustainability actions to grow enrollment.

8

## Achievable Enrollment Goals

**6.1%**
INCREASE IN FIRST-YEAR RETENTION

Record Retention

Finish Strong

UMaineOnline

Badges & Credentials

## Direct Admissions & Recruitment

Direct Admissions

Black Bear Advantage

Early College

Summer Programming

55

# Our budget aligns with the UMS Strategic Plan Financial Sustainability actions to be more efficient.

8

## Operational Efficiencies

| | |
|---|---|
| $1.4M | Strategic Hiring Pause & Critical Hire Review Committee |
| $0.7M | Reduction in overload, part-time, and temporary employees |
| $2.7M | Reduction in vacant, full-time positions to ongoing attrition savings |
| $1.9M | Reduction in Debt Service & Interest Payments for UMEC |
| $0.6M | Offsite Facilities Review & Sale of Hutchinson Center |

Academic Portfolio Review

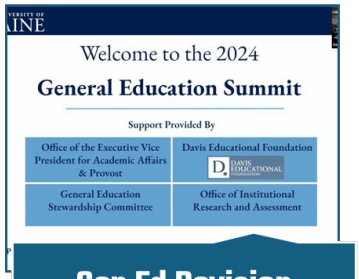
Research Portfolio Review

Adv. Manufacturing & Materials

Administrative Business Svcs.

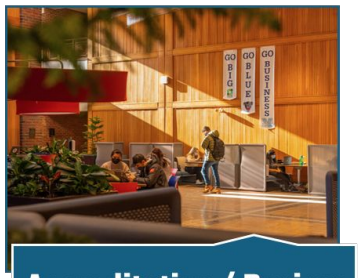
# Our budget aligns with the UMS Strategic Plan Financial Sustainability actions to optimize resources.

## Programmatic Evaluations




Gen Ed Revision

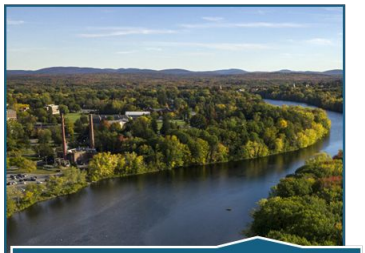
Innovative Curricula



Accreditation / Review

Re-alignment

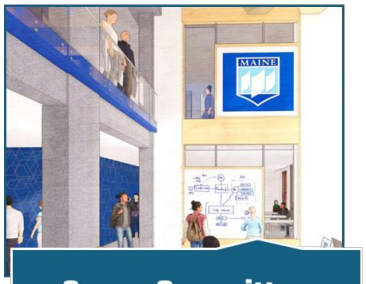
## Energy & Space Efficiencies



Energy Infrastructure

Dining & Housing

Offsite Facility Review



Space Committee

8

57

# Our budget aligns with the UMS Strategic Plan Financial Sustainability actions to yield growth.

8

## UMS Strategic Action:
### Administrative Efficiencies

**Strategic Re-Envisioning**

- ✔ Black Bear Early Alert
- ✔ Administrative business services
- ✔ Academic colleges & units
- ✔ Research centers & institutes
- ✔ Adv. manufacturing & materials

**Operational Improvements**

- ✔ Facilities management re-org
- ✔ Marketing & communications
- ✔ Auxiliaries – child care, conference services, Sodexo partnership
- ✔ Strategic hiring pause
- ✔ IT software review

## UMS Strategic Action:
### Energy & Space Reduction

**Capital Planning**

- ✔ Energy-efficient lighting
- ✔ Energy infrastructure
- ✔ UMEC planning
- ✔ Residential housing study

**Space Reduction**

- ✔ "Big Idea"
- ✔ Sale of Hutchinson Center
- ✔ Long-Range Development Plan
- ✔ President's Space Advisory Committee

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8

# 10

## Financial Aid

# Undergraduate discount rates are directly related to our prospective learners' collegiate options.

8

We leverage donor funds to create a holistic financial aid package.

We anticipate FY25-26 first-time, full-time discount rate to remain steady at 42%.

## First-Time, Full-Time IPEDS Discount Rates*

| | 2022-23 | 2021-22 | 2020-21 |
|---|---|---|---|
| ***Among New England Land Grants*** | | | |
| University of Vermont | 44% | 44% | 41% |
| **University of Maine** | **42%** | **42%** | **42%** |
| University of Rhode Island | 41% | 40% | 40% |
| University of New Hampshire | 40% | 37% | 44% |
| University of Connecticut | 39% | 37% | 38% |
| University of Massachusetts-Amherst | 31% | 35% | 33% |
| ***Among Hanover Peers*** | | | |
| University of Idaho | 59% | 49% | 56% |
| University of Vermont | 44% | 44% | 41% |
| **University of Maine** | **42%** | **42%** | **42%** |
| University of Rhode Island | 41% | 40% | 40% |
| University of New Hampshire | 40% | 37% | 44% |
| Montana State Univ | 34% | 21% | 25% |
| University of Wyoming | 32% | 31% | 30% |
| South Dakota State Univ | 27% | 23% | 21% |
| North Dakota State Univ | 20% | 19% | 15% |

**Source: UMS 2023-24 Discount Rate Report*

# UMaine tuition continues be the lowest of the New England Land Grants.

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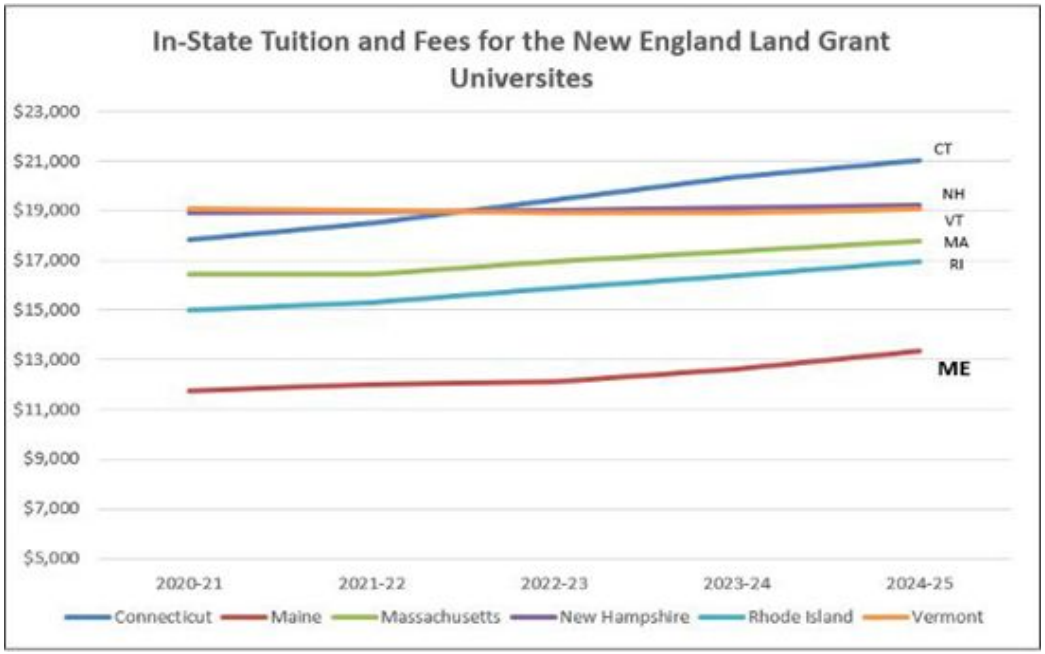
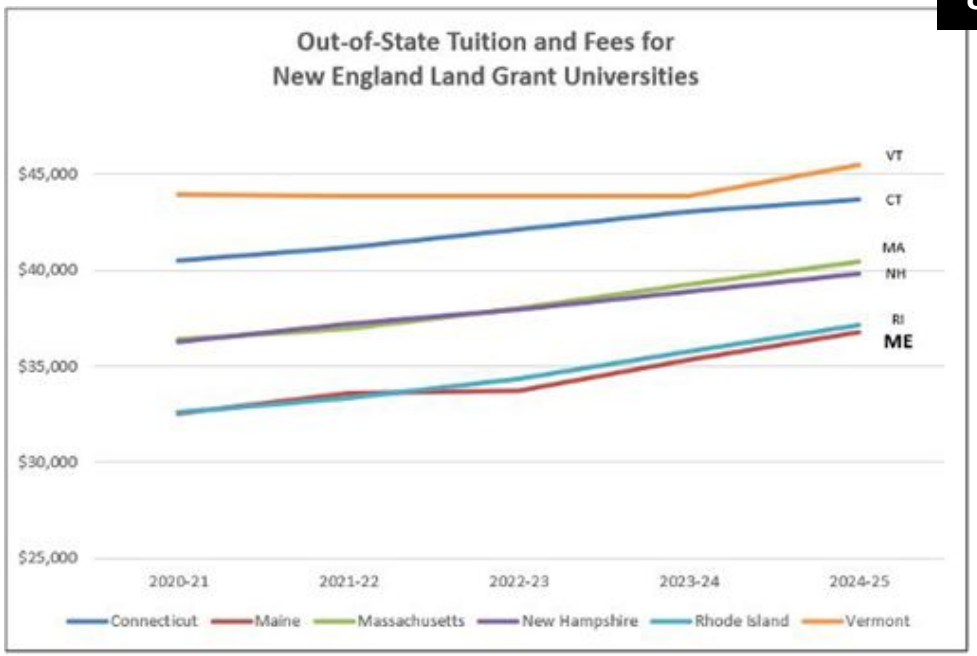
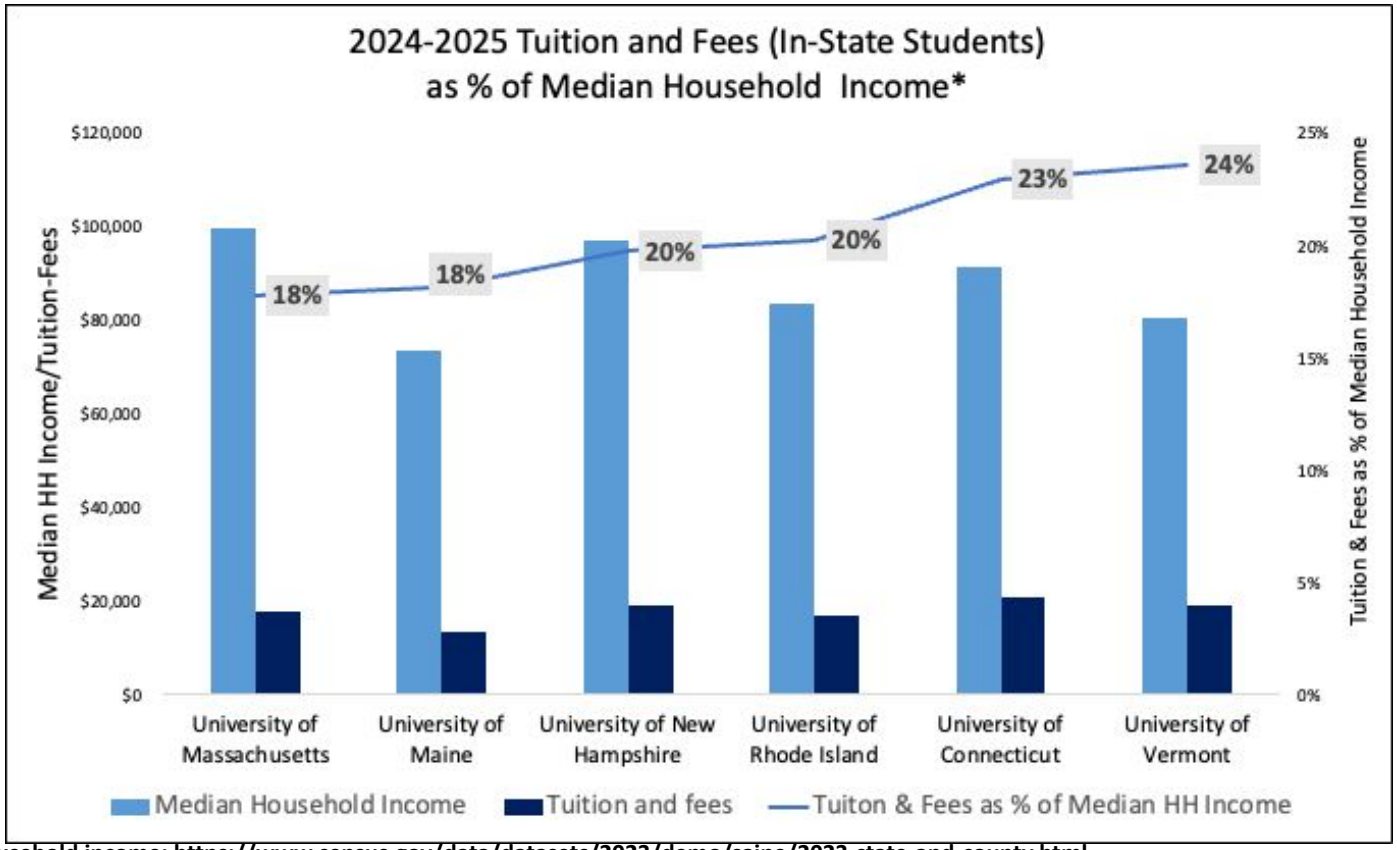


# UMaine tuition is 18% of median household income.




*Source for median household income: https://www.census.gov/data/datasets/2023/demo/saipe/2023-state-and-county.html

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8

**Our FY26 budget is grounded in our identity as Maine's R1, D1 flagship land, sea, and space grant university.**

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