FY2019 Education & General Budget Discussion

University of Maine
Building Futures, Strengthening Maine

Board of Trustees Priority Outcomes

Our Focus for the Next 5 Years

1. Increase Enrollment
2. Improve Student Success & Completion
3. Enhance the Fiscal Positioning of UMS
4. Support Maine Through Research & Economic Development

Secondary Outcomes
- Relevant Academic Programming
- Workforce Engagement

Additional Considerations
- Collaborations
- Out-of-State recruitment strategies
- What is “enrollment success” at your campus?
BOT Priority Outcome

1. Increase Enrollment
10-yr Undergraduate Credit Hour Comparison

2008

Total 125,672
In-State 103,163
Out-of-State 22,509

2017

Total 129,520
In-State 82,045
Out-of-State 47,475

3.1% Increase
20.5% Decrease
110.9% Increase

Fall Census Data

1. Increase Enrollment
10-yr Graduate Credit Hour Comparison

### 2008

- **Total**: 11,180
  - **In-State**: 8,545
  - **Out-of-State**: 2,635

### 2017

- **Total**: 9,767
  - **In-State**: 6,477
  - **Out-of-State**: 3,290

**Decrease**

- Total: 12.6%
- In-State: 24.2%

**Increase**

- Out-of-State: 24.9%
Total 10-yr Undergraduate & Graduate Credit Hour Comparison

<table>
<thead>
<tr>
<th>Year</th>
<th>Total</th>
<th>In-State</th>
<th>Out-of-State</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>136,852</td>
<td>111,708</td>
<td>25,144</td>
</tr>
<tr>
<td>2017</td>
<td>139,287</td>
<td>88,522</td>
<td>50,765</td>
</tr>
</tbody>
</table>

- **In-State**: 111,708
- **Out-of-State**: 25,144

### Fall Census Data

- **2008**: In-State 88,522, Out-of-State 25,144
- **2017**: In-State 88,522, Out-of-State 50,765

1. **Increase Enrollment**
   - Out-of-State: 50,765, 101.9% Increase
   - In-State: 88,522, 20.7% Decrease
   - Total: 139,287, 1.8% Increase
New England Land Grants

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

<table>
<thead>
<tr>
<th>Fall 2017</th>
<th>UVM</th>
<th>UNH</th>
<th>URI</th>
<th>UM</th>
<th>UMASS</th>
<th>UCONN</th>
</tr>
</thead>
<tbody>
<tr>
<td>In-State</td>
<td>27%</td>
<td>46%</td>
<td>53%</td>
<td>64%</td>
<td>77%</td>
<td>72%</td>
</tr>
<tr>
<td>Out-of-State</td>
<td>73%</td>
<td>54%</td>
<td>47%</td>
<td>36%</td>
<td>23%</td>
<td>28%</td>
</tr>
</tbody>
</table>

Increase of 19% points over 8 years

First-year Class Profile
- 51% In-State
- 49% Out-of-State
Credit Hour Enrollment – FY18-22

**Budget vs. Actual:**
- **FY18:**
  - Undergraduate:
    - Budget: 167,118
    - Actual: 166,038
  - Graduate:
    - Budget: 90,349
    - Actual: 94,863
- **Projected Total Credit Hours:**
  - FY19:
    - Undergraduate: 160,354
    - Graduate: 101,061
  - FY20:
    - Undergraduate: 155,583
    - Graduate: 108,429
  - FY21:
    - Undergraduate: 154,267
    - Graduate: 112,544
  - FY22:
    - Undergraduate: 154,189
    - Graduate: 116,075

**Total Credit Hours:**
- FY18: 279,780
- FY19: 283,571
- FY20: 286,796
- FY21: 289,824
- FY22: 293,506

1. Increase Enrollment
Enrollment: Strategic Growth

Shaping UMaine’s Student Body

- Accept students who are prepared to succeed
- Enhance access through partnerships
Enrollment: Strategic Growth

How are we doing this?

1. Increase Enrollment

- Phase out remediation programs
- Manage admission to high-demand programs
- Aggressively pursue top Maine students
- Increase support for outstanding students
- Improve overall student success
2. Improve Student Success & Completion
## Retention & Graduation Rates—in context

<table>
<thead>
<tr>
<th>Data source: IPEDS</th>
<th>Cohorts</th>
<th>Fall 2015</th>
<th>Fall 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>retention</td>
<td>4-year graduation</td>
<td>6-year graduation</td>
</tr>
<tr>
<td>UMaine</td>
<td>76%</td>
<td>36%</td>
<td>59%</td>
</tr>
<tr>
<td>Hanover peer institutions (n = 8)*</td>
<td>81%</td>
<td>39%</td>
<td>61%</td>
</tr>
<tr>
<td>New England land grant universities (n = 5)</td>
<td>88%</td>
<td>62%</td>
<td>75%</td>
</tr>
</tbody>
</table>

*University of Wyoming, North Dakota State University, South Dakota State University, Montana State University (Bozeman), University of Idaho, and University of Rhode Island, University of New Hampshire, and University of Vermont. These peer institutions were identified as part of the University of Maine System Peer Identification initiative.

From IPEDS Data Center
Improve Student Success & Completion

Four-Year Graduation Rate

09 cohort: 33%
10 cohort: 36%
11 cohort: 38%
12 cohort: 40%
13 cohort: 38%
3. Enhance the Fiscal Positioning of UMS
Net Revenue from Tuition & Fees

Source: Taken from "Consolidating" financial statements on google drive-prepared by UMS staff
## Outcomes Based Funding Model

### 6-Year Cumulative Change (FY14-FY19)

<table>
<thead>
<tr>
<th>Campus</th>
<th>6-Yr Cumulative Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>UMaine</td>
<td>$(3,278,234)</td>
</tr>
<tr>
<td>UMA</td>
<td>1,248,768</td>
</tr>
<tr>
<td>UMF</td>
<td>352,542</td>
</tr>
<tr>
<td>UMFK</td>
<td>615,706</td>
</tr>
<tr>
<td>UMM</td>
<td>$(365,274)</td>
</tr>
<tr>
<td>UMPI</td>
<td>$(200,777)</td>
</tr>
<tr>
<td>USM</td>
<td>1,627,269</td>
</tr>
</tbody>
</table>

Source: Taken from Budget Prep FY19 supporting schedules; SS13 "OBF Year-Over-Year Comparison"
FY19 Budget Levers

Non-Discretionary

Tuition & Fees
- In-State & Out-of-State Increase
  - Mandated Waivers
  - Increase in Unpaid Student Accounts
- Unified Fee Increase

State Appropriation

Compensation
- Salary & Wage Negotiated Increases/Benefits

Operational Increases
- Facility Insurances
- University Shared Services (Net of One-time Off-sets)
- Increase in Capital Funding (4% + of prior year)

Strategic

Tuition & Fees
- Enrollment Adjustments
  - Scholarship Increases (Including Flagship Match, Need Based, Athletics, etc.)

Investments
- Academic Investments
- Enrollment Efforts (incl. Financial Aid Office)
- Research, Innovation & Economic Development
- Student Affairs
- Athletics Title IX
- Library Acquisitions
- Graduate Teaching Asst. Stipend Increase
- Facilities/Capital Investments/Utilities
Tuition & Fees

In-State & Out-of-State increase (2.3%) $3,471,029
Mandated Waivers (326,191)
Increase in Unpaid Student Accounts (100,000)
Unified fee Increase 400,000

New State Appropriation (394,645)
Non-Discretionary Incremental Revenue $3,050,193

Strategic Incremental Revenue $4,126,681

Enrollment Adjustments $9,166,681

Scholarship Increases (Including Flagship Match, Need Based, Maine Match, Athletics, etc.) (5,040,000)

3. Enhance the Fiscal Positioning of UMS
### Non-Discretionary Expense Levers

<table>
<thead>
<tr>
<th>Expense Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary &amp; Wage Negotiated Increases/Benefits</td>
<td>($4,159,500)</td>
</tr>
<tr>
<td>Facility Insurances</td>
<td>6,576</td>
</tr>
<tr>
<td>Shared Services (Net of One-Time Off-Sets)</td>
<td>(253,047)</td>
</tr>
<tr>
<td>Increase in Capital Funding (4% + of prior yr)</td>
<td>(231,464)</td>
</tr>
<tr>
<td><strong>Total Incremental Non-Discretionary Expense</strong></td>
<td><strong>($4,637,435)</strong></td>
</tr>
</tbody>
</table>

### Strategic Expense Levers

<table>
<thead>
<tr>
<th>Expense Category</th>
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<tbody>
<tr>
<td>Academic Investments</td>
<td>($1,091,435)</td>
</tr>
<tr>
<td>Enrollment Efforts (incl. Financial Aid Office)</td>
<td>(252,467)</td>
</tr>
<tr>
<td>Research, Innovation &amp; Economic Improvement</td>
<td>(320,537)</td>
</tr>
<tr>
<td>Student Affairs</td>
<td>(100,000)</td>
</tr>
<tr>
<td>Athletics Title IX</td>
<td>(250,000)</td>
</tr>
<tr>
<td>Library Acquisitions</td>
<td>(200,000)</td>
</tr>
<tr>
<td>Graduate Teaching Asst. Stipends</td>
<td>(100,000)</td>
</tr>
<tr>
<td>Facilities/Capital Investments/Utilities</td>
<td>(225,000)</td>
</tr>
<tr>
<td><strong>Total Incremental Strategic Expense</strong></td>
<td><strong>($2,539,439)</strong></td>
</tr>
</tbody>
</table>

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### Compensation

- Salary & Wage Negotiated Increases/Benefits

### Operational Increases

- Facility Insurances
- University Shared Services (Net of One-time Off-sets)
- Increase in Capital Funding (4% + of prior year)
FY19 Strategic Expense Levers

**Academic Investments** ($1,091,435)
- Enrollment Efforts (252,467)
- Research, Innovation & Economic Improvement (320,537)
  - Student Affairs (100,000)
  - Athletics Title IX (250,000)
  - Library Acquisitions (200,000)
  - Graduate Teaching Asst. Stipends (100,000)
  - Facilities/Capital Investments/Utilities (225,000)
- Total Incremental Strategic Expense ($2,539,439)

**Strategic Faculty Investments** 802,831
- Enhance Student Experience 288,604
- Return of IDC to PI's 125,000
- Data Systems 70,537
- Graduate Student Recruitment 25,000
- Innovation & Economic Development 100,000

Admissions/Enrollment Investments 100,000
Financial Aid Staffing Investments 152,467
Enhance the Fiscal Positioning of UMS

**Levers**

**Non-Discretionary**

- Net Incremental Revenue: $3,050,193
- Total Incremental Expense: ($4,637,435)
- Non-Discretionary Parameters Gap: ($1,587,242)

**Strategic**

- Revenue Increases/(Decreases): $4,126,681
- Total Incremental Strategic Expense: ($2,539,439)
- Strategic Surplus: $1,587,242

**Total Non-Discretionary and Strategic Campus Gap:** $0
Enhance the Fiscal Positioning of UMS

6-Year Net Revenue/Expense Gap History*

* Net gap figures include mandated costs and investments in strategic priority areas
6-Year Strategic Reallocation History

**Financial Aid Increases**
- **2014**: + $2.4M
- **2015**: + $5.1M
- **2016**: + $4.9M
- **2017**: + $2.4M
- **2018**: + $3.6M
- **2019**: + $5.3M

**Positions Added**
- **Faculty**
- **Professional**
- **Classified**
- **2014**: 9
- **2015**: 13
- **2016**: 7
- **2017**: 16
- **2018**: 16
- **2019**: 13

**Positions Eliminated**
- **Resignations**
- **Retirements**
- **Layoffs**
- **2014**: -24
- **2015**: -50
- **2016**: -36
- **2017**: -29
- **2018**: -8

**Gap History**
- **2014**: ($3,000,000)
- **2015**: ($9,670,093)
- **2016**: ($8,500,000)
- **2017**: ($3,965,995)
- **2018**: ($760,585)
- **2019**: $0
4. Support Maine through Research & Economic Development
4. Support Maine through Research & Economic Development

Private Sector Partnerships

- Number of Partners
  - FY12: 180
  - FY17: 389 (117% increase)

Private Sector Projects

- Number of Projects
  - FY12: 305
  - FY17: 557 (83% increase)

Industry Project Revenue

- Value of Projects
  - FY12: $3.5M
  - FY17: $4.9M (40% increase)

License Revenue

- FY13: $121K
- FY17: $186K (53% increase)
- FY18: >$400K (115% increase)
Statewide Business Incubation and Spin-Offs

5 Incubators

Center for Cooperative Aquaculture Research
Darling Marine Center
Foster Center for Student Innovation
Union River Center for Innovation
UpStart Center for Entrepreneurship

25 Companies
Commercialization

- Innovation and Economic Development Council
- University of Maine Research & Development Foundation
- Research Reinvestment Fund – to accelerate commercialization
- Technology Transfer Acceleration Support/Training
- Revamp the processes for industry engagement
- Revamp IP policies
- Commercialization Summit – January 9, 2018
Higher Education, Research and Development (HERD) and UMaine Research Awards

Number of Awards: 406 428 436 415 453 329 364 369 325 354

HERD Expenditures
Research Awards*

* Includes Research and Other Sponsored Activities

4. Support Maine through Research & Economic Development
New Initiatives Supporting Research

Coordinated Operating Research Entities – CORE
Optimizing access to major research resources in a modernizing research university

Creation of the Office of Research Development
Growth of sponsored research through comprehensive programs and services

Reorganization of ORSP into Office of Research Administration and Office of Research Compliance
Enhancing pre- and post-award and compliance services

Interdisciplinary Undergraduate Research Collaboratives - IURC
Growing high-impact undergraduate experiential learning programs

Maine Impact Week – April 17-21
Showcasing the impact of Maine’s Research University on Maine and beyond
Maine Impact Week – April 17-21

Maine's Research University at Work –
Workforce and Economic Development

Student Symposium
Tuesday, April 17
10 am – 5 pm
Cross Insurance Center

Business Connect
Tuesday, April 17
5 pm – 7 pm
Cross Insurance Center

Celebrating Scholarship
Thursday, April 19
5 pm – 7 pm
Collins Center for the Arts

For more information or to register: umaine.edu/research/maineimpactweek/
Increased Enrollment

Enhanced Fiscal Positioning

Investments in Faculty, Students & Staff

Student Success & Opportunities

Research & Economic Development

Increased Student Retention & Graduation

Investments in Faculty, Students & Staff

Revenue

Expense

Revenue

Expense

Revenue

Expense