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FY2019 E&G Budget Discussion



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President

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Chief Business Officer

November 9, 2017



FY19 Budget Cycle

2017

2018

Develop preliminary FY19 Budget Working with VP's, Deans & Directors

Campus FY19 Budget Development
Initial Conversations

Initial budget review by members of FF&T

Budget reviewed by FF&T of BOT

Final budget approved by BOT
TBD

Jul Aug Sept Oct Nov Dec Jan Feb Mar Apr May Jun

Enrollment update
Review of allocations & assumptions

1st iteration of FY19 budgets updated into Maine-Street by 01/15/18

Key

FF&T = Finance, Facilities & Technology
BOT = Board of Trustees

Campus Budget Discussions

November 9th

February TBD

May TBD



FY18 E&G Revenue & Expense Base

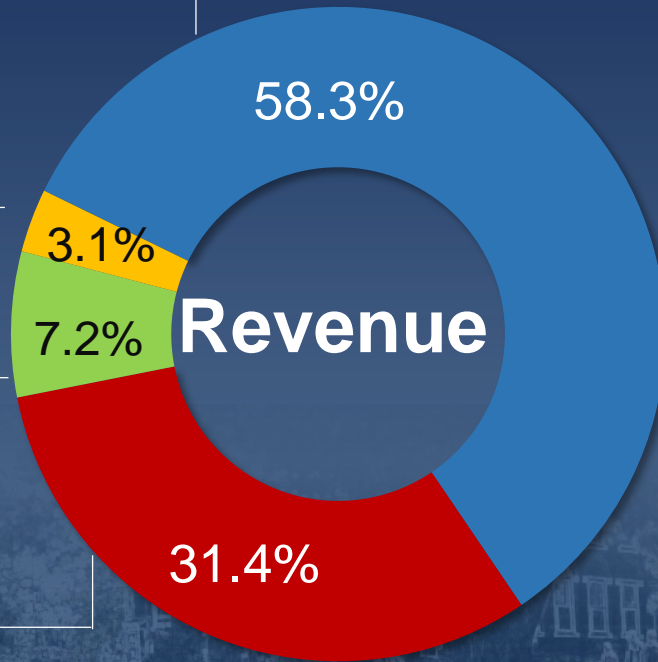
\$267.2M

Tuition & Fees
(net of \$3.0M waivers)
\$155.8M

Indirect Costs
\$8.4M

**Sales/Transfers/
Other** **\$19.2M**

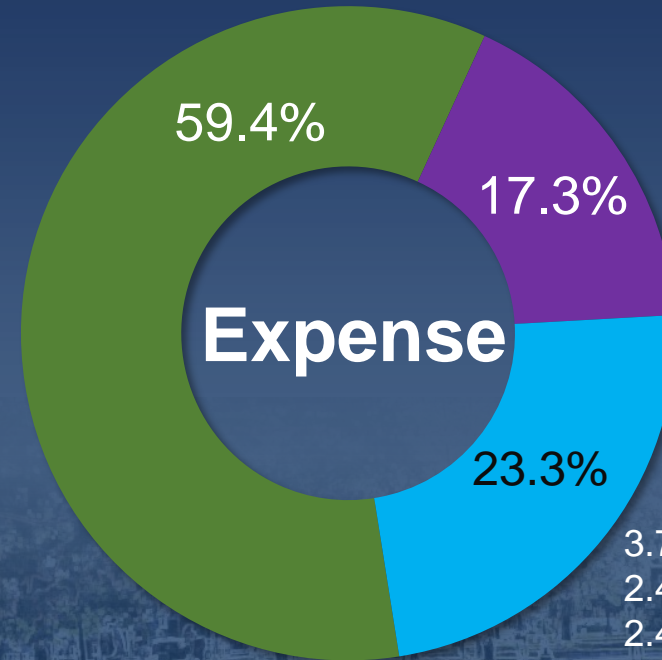
**Unrestricted State
Appropriation**
\$83.8M



Compensation & Benefits
\$158.6M

Institutional Aid
\$46.1M

All Other
\$62.5M



- 3.7% Fuel & Electricity \$10.0M
- 2.4% Capital \$6.5M
- 2.4% Library Acquis. \$6.5M
- 6.8% Shared Services \$18.2M
- 1.0% Travel \$2.6M
- 7.0% Other \$18.7M



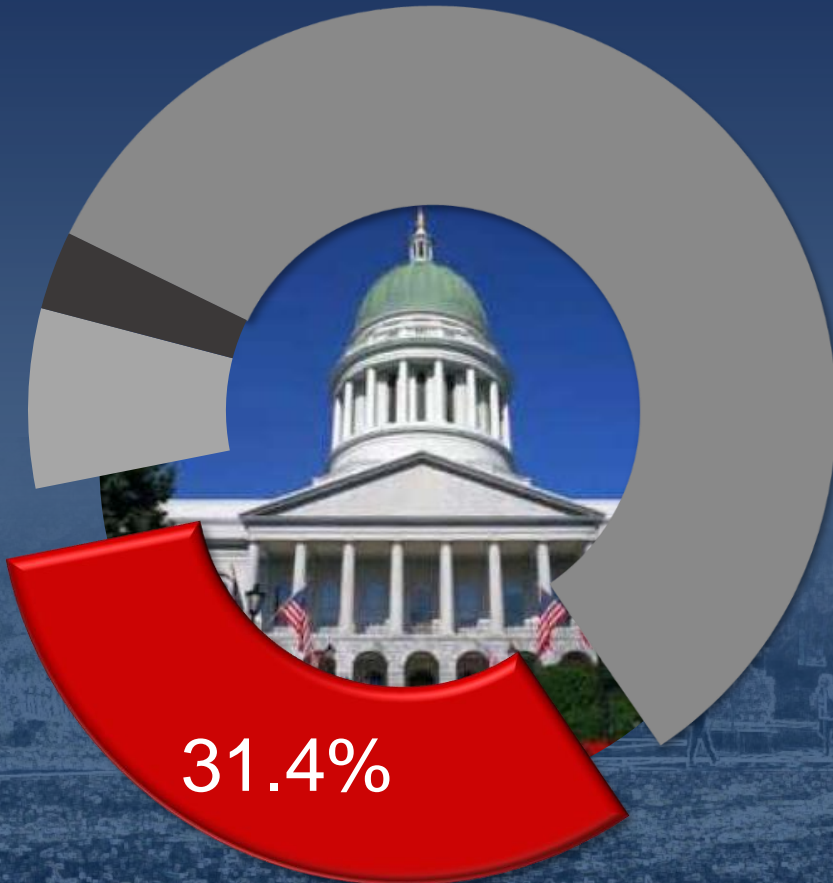
Focus on E&G Revenue

INCREMENTAL REVENUE COMPONENTS

Unrestricted State Appropriation

\$83.8M

- Legislative support – importance of higher education to state
- Showcase UMaine’s mission throughout the state





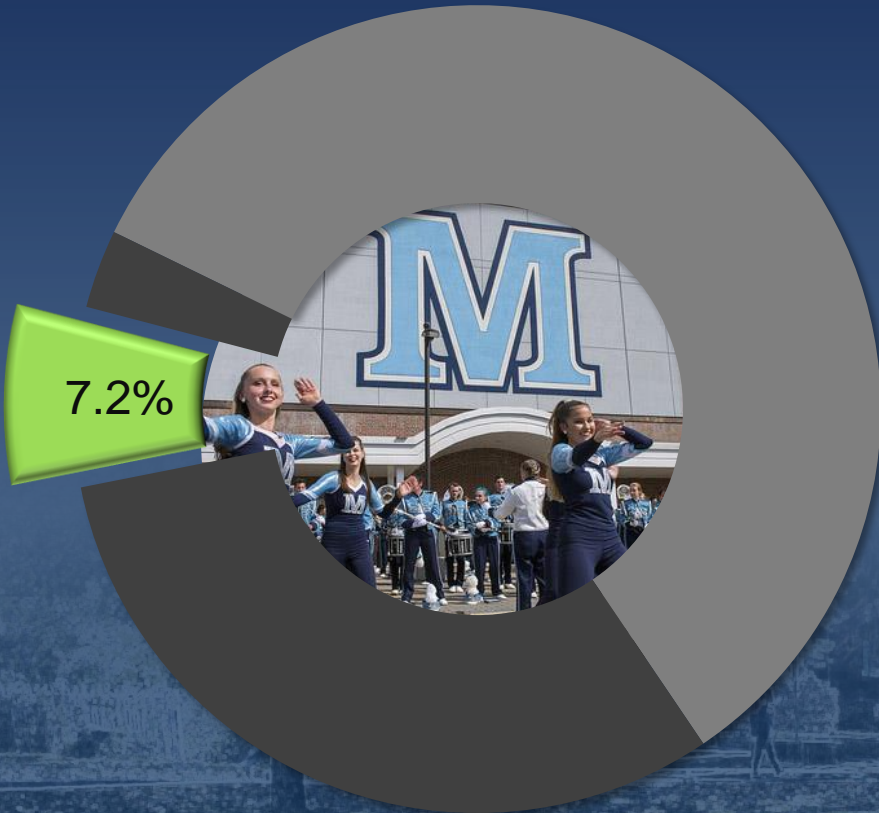
Focus on E&G Revenue

INCREMENTAL REVENUE COMPONENTS

Sales / Transfers / Other

\$19.2M

- Transfers from Auxiliaries in support of E&G \$3.3M
- Athletics \$4.7M, DIC \$2.1M, UMCE \$1.7M, Clinics, Conferences, etc.



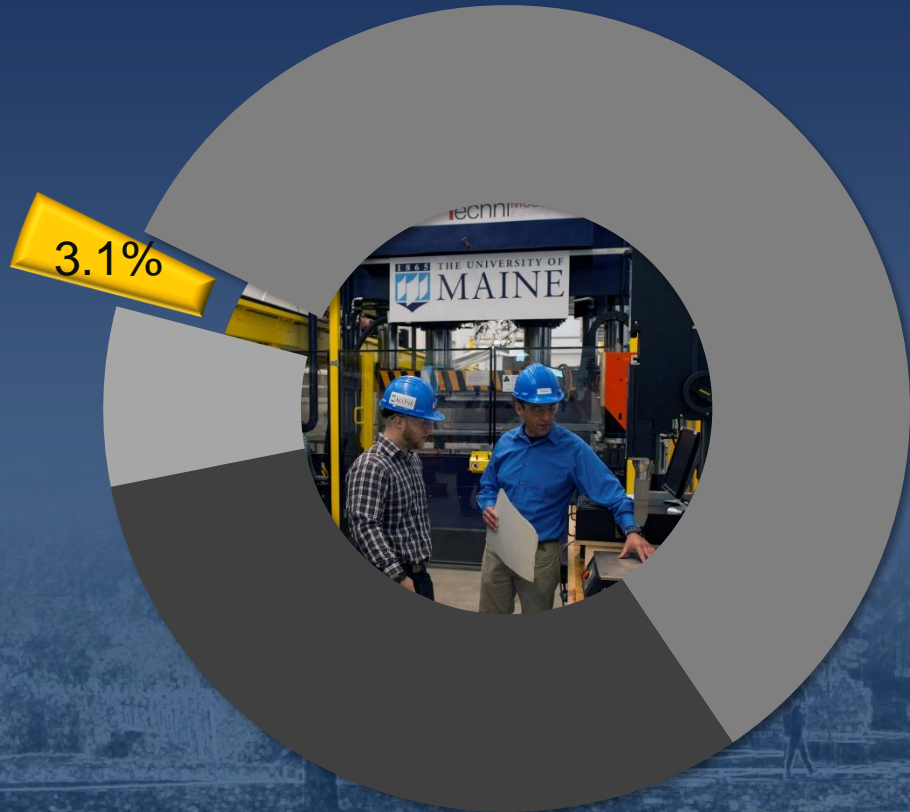


Focus on E&G Revenue

INCREMENTAL REVENUE COMPONENTS

Indirect Cost Recovery

\$8.4M

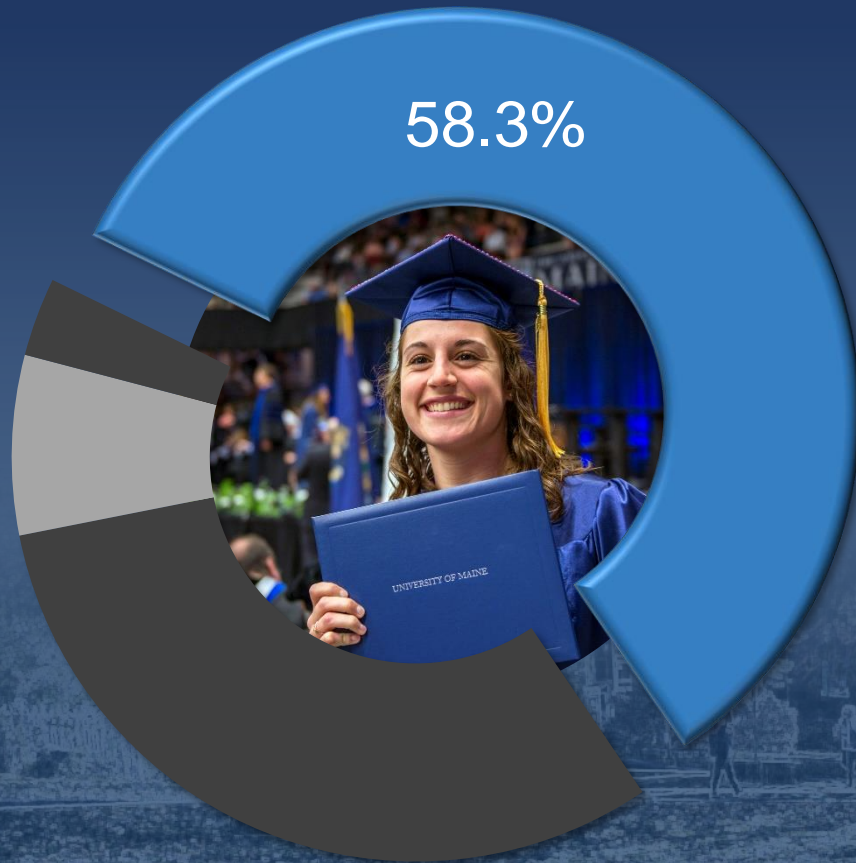


- Reorganize Office of Research to grow research and help maximize grant funding
- Optimize use of MEIF funds to support research and its impact in targeted Maine economic sectors



Focus on E&G Revenue

INCREMENTAL REVENUE COMPONENTS



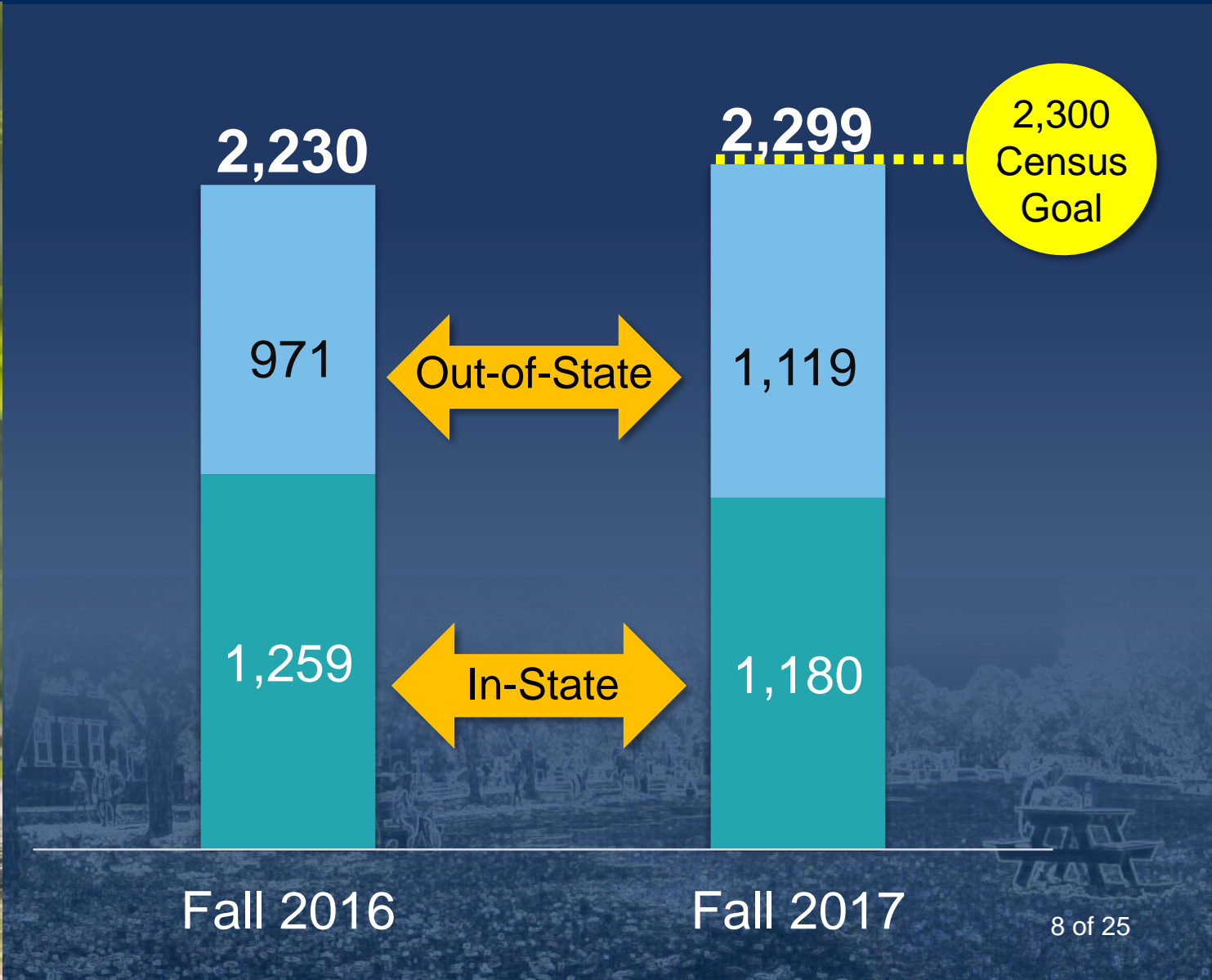
Tuition & Fees
(net of \$3.0M waivers)

\$155.8M

- Greatest % of total revenue
- Importance to supporting campus costs and initiatives



First Year Enrollment 2-Yr Headcount Comparison



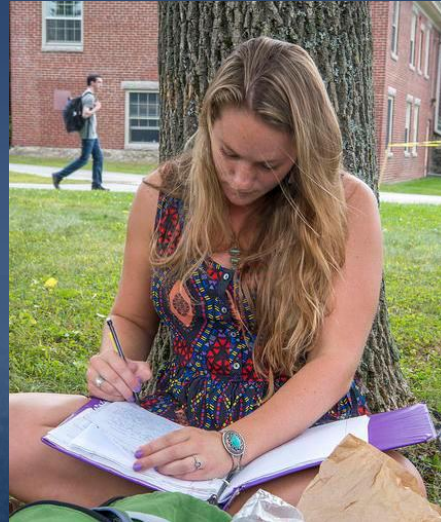


Enrollment: Strategic Growth

Fall 2017 Headcount

9,279 | Undergraduates

1,961 | Graduates



11,240 Total Enrollment





10-yr Credit Hour Comparison

UNDERGRADUATE

Credit Hours

Credit Hours

Total 125,672

Total 129,520

In-State 103,163

In-State 82,045



3.1% Increase

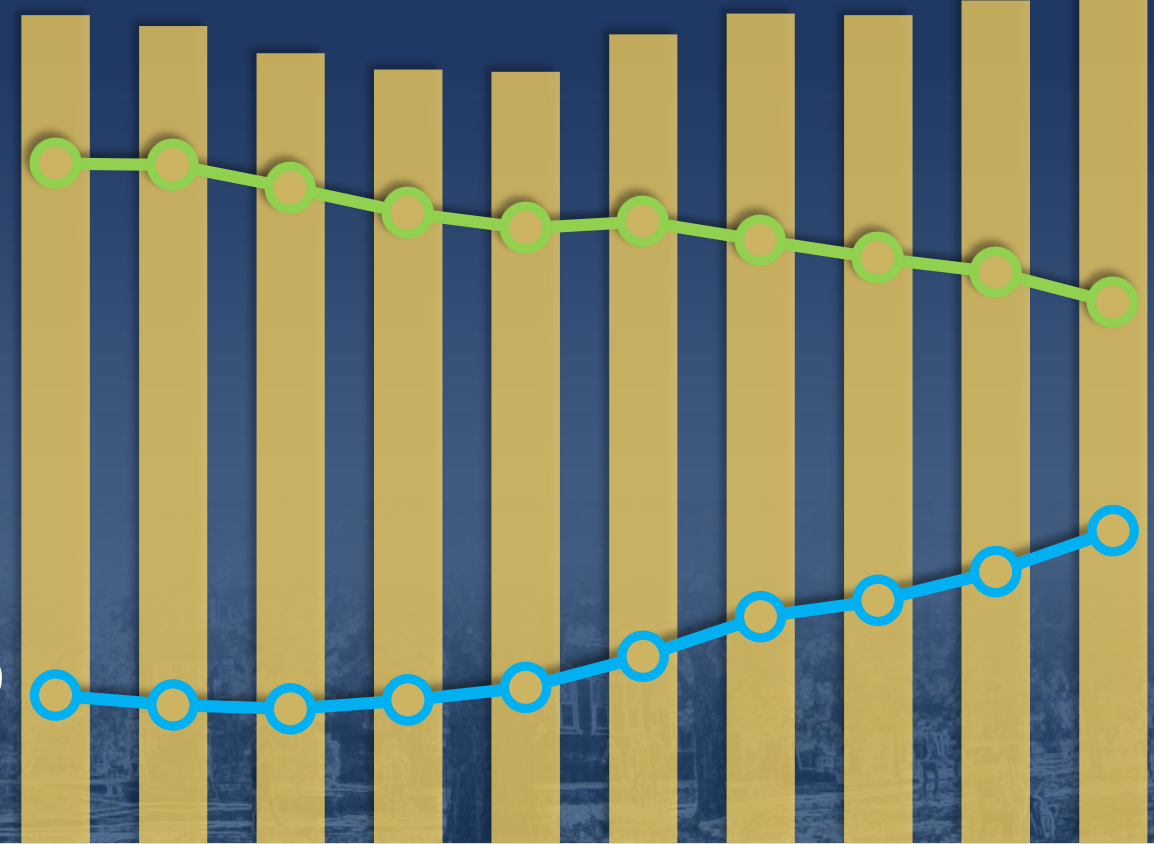


20.5% Decrease



Out-of-State
47,475

110.9% Increase



2008 2009 2010 2011 2012 2013 2014 2015 2016 2017

Out-of-State 22,509



10-yr Credit Hour Comparison

Credit Hours

GRADUATE

Credit Hours

Total 11,180

In-State 8,545

Out-of-State 2,635



Total 9,767

In-State 6,477

Out-of-State 3,290



12.6%
Decrease



24.2%
Decrease



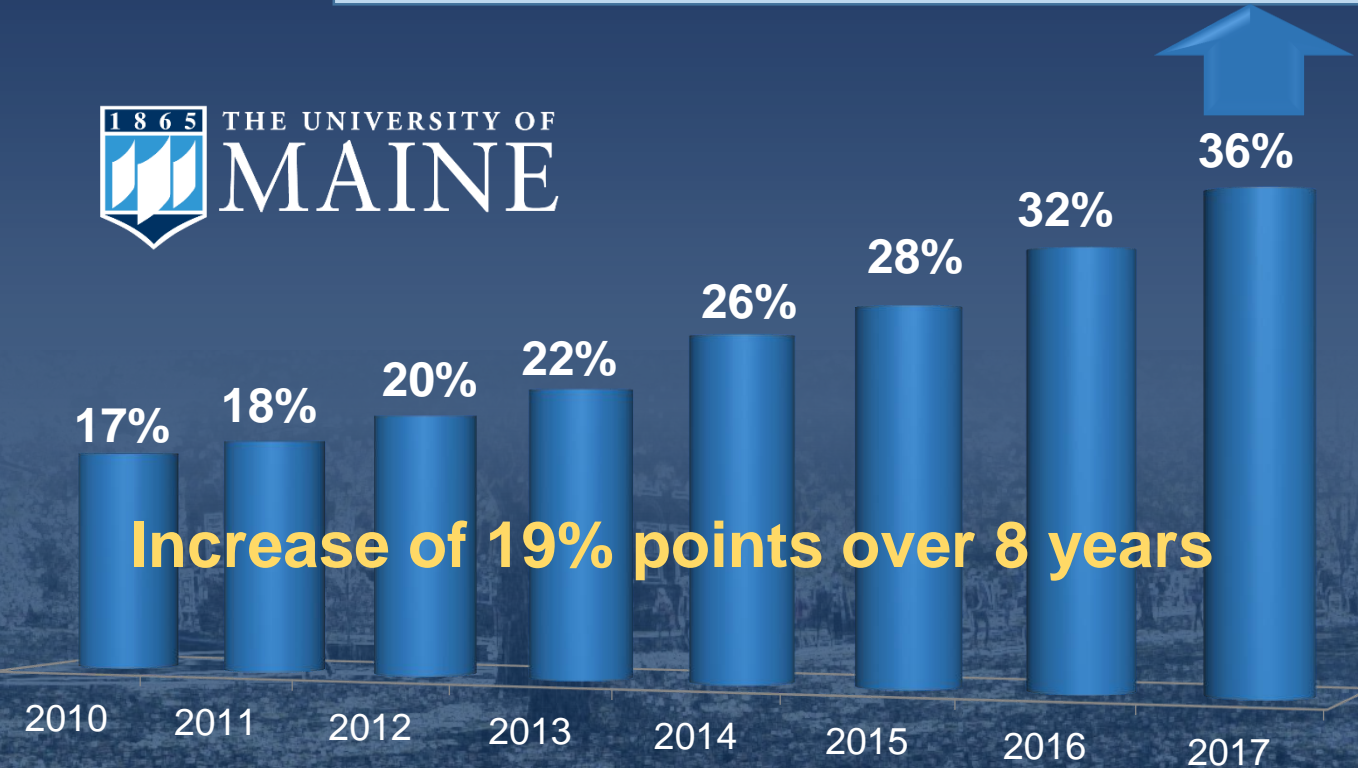
24.9%
Increase



New England Land Grants

RATIO OF IN-STATE/OUT-OF-STATE STUDENTS						
Fall 2017	UVM	UNH	URI	UM	UMASS	UCONN
In-State	27%	46%	53%	64%	77%	---
Out-of-State	73%	54%	47%	36%	23%	---

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



Increase of 19% points over 8 years

Fall 2017

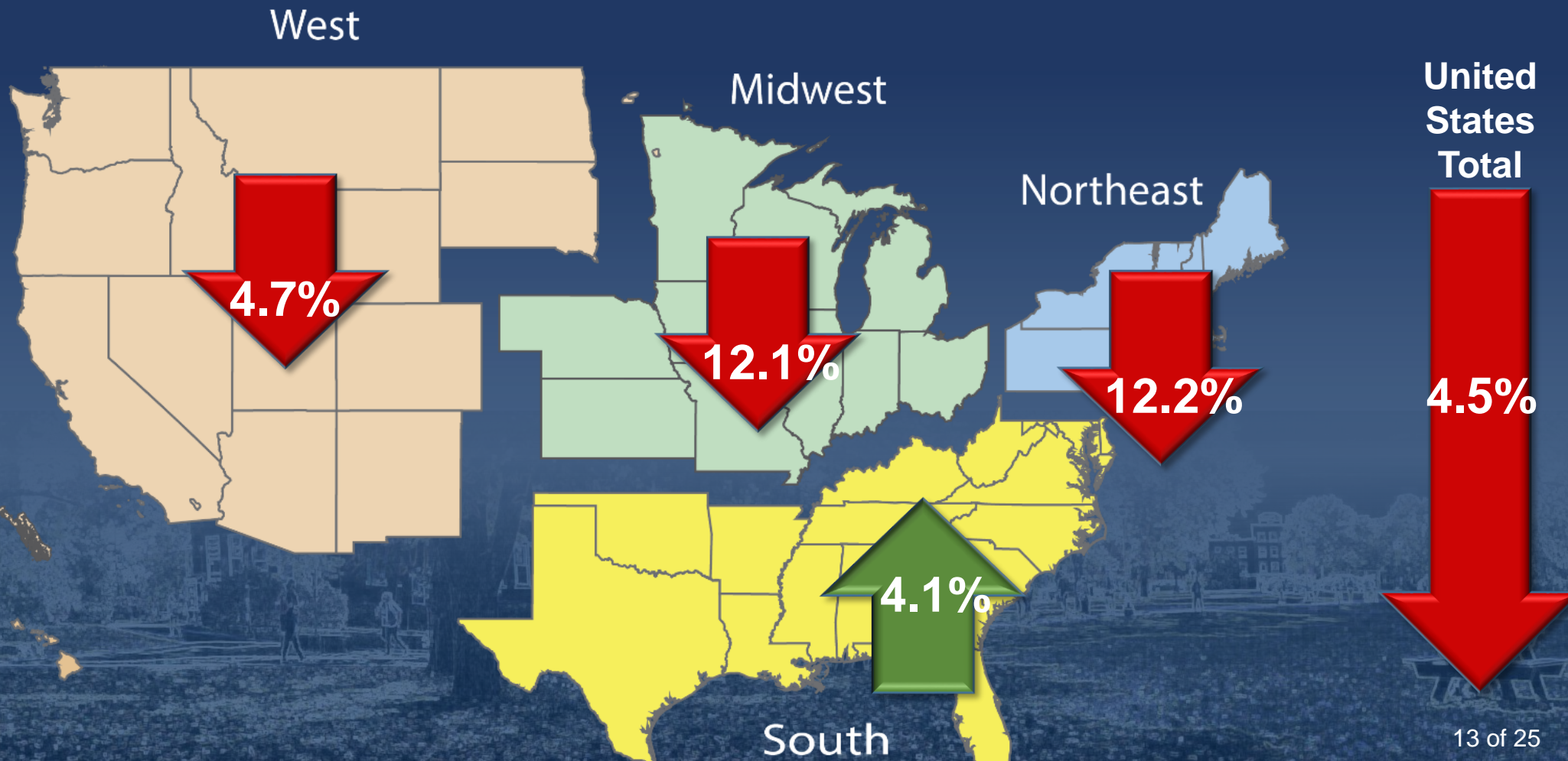
First-year
Class Profile

51% In-State
49% Out-of-State



High School Graduate Trends

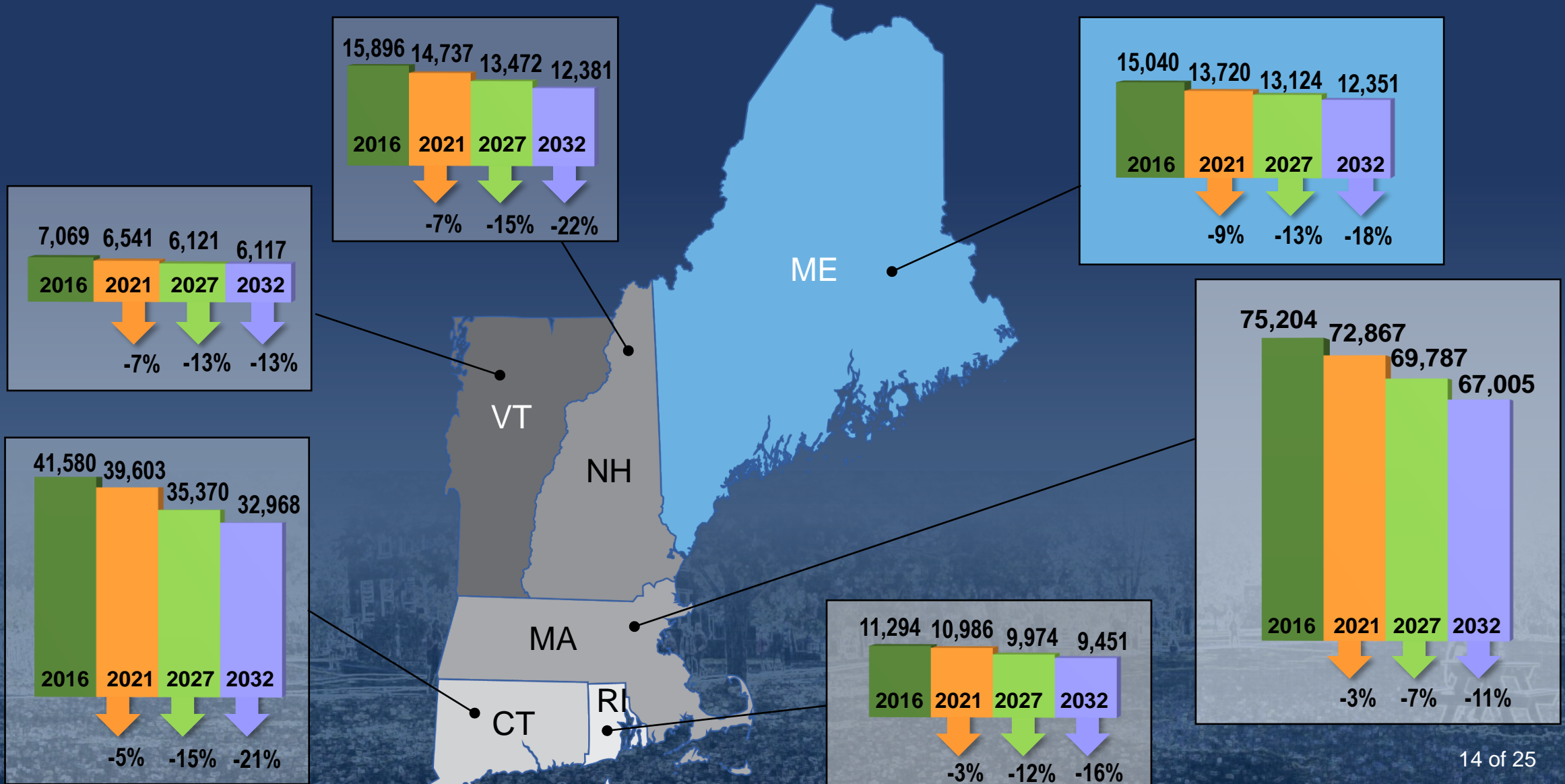
20-year Projections from School Year 2011-2012 through 2031-2032



Source: Western Interstate Commission for Higher Education (WICHE)



Projected High School Graduate Decline 2016-2032 (-16%)





Enrollment: Strategic Growth

Shaping UMaine's Student Body

- Accept students who are prepared to succeed
- Enhance access through partnership





Enrollment: Strategic Growth

How are we doing this?

- ✓ **Phase out remediation programs**
- ✓ **Manage admission to high-demand programs**
- ✓ **Aggressively pursue top Maine students**
- ✓ **Increase support for outstanding students**
- ✓ **Improve overall student success**



Phase out remediation programs

✓ Phase out remediation programs

Manage admission to high-demand programs

Aggressively pursue top Maine students

Increase support for outstanding students

Improve overall student success

- Eliminated Onward Program–2016
- Eliminated Foundations–2017
- Impact
 - Mean First Year SAT up 4 points
 - 2016 = 1147
 - 2017 = 1151
 - First Year 25th percentile up 10 points
 - 2016 = 1050
 - 2017 = 1060

Next Steps

- Direct students who meet criteria for Foundations to University of Maine at Augusta and University of Maine at Machias
- Establish criteria for these students to earn automatic admission to UMaine



Manage admission to high-demand programs

Phase out remediation programs

✓ **Manage admission to high-demand programs**

Aggressively pursue top Maine students

Increase support for outstanding students

Improve overall student success

- High demand programs (Engineering, Nursing)
 - Elevate acceptance criteria
 - Create waiting lists
 - Enforce confirmation dates

Next Steps

Add additional high demand programs (e.g., Business)



Aggressively Pursue Top Maine Students

Phase out remediation programs

Manage admission to high-demand programs

✓ **Aggressively pursue top Maine students**

Increase support for outstanding students

Improve overall student success

- **Maine Top Scholars Program**

- Top 20 Maine students accepted
- Full scholarship (100% tuition & fees)
- Matched to faculty research mentor
- \$500 per year for research expenses

- **Implemented with Fall 2017 First Year Class**

- 38 Maine Top Scholars

Next Steps

High school junior Maine Science Fair winners

Featured in *Vision for Tomorrow* campaign



Increase support for outstanding students

Phase out remediation programs

Manage admission to high-demand programs

Aggressively pursue top Maine students

✓ **Increase support for outstanding students**

Improve overall student success

- **Created an Office of Major Scholarships, Fall 2017**

- Major Scholarships Coordinator
- Office in Library
- Hub for information
- Mentoring students
- Workshops for students and faculty
- Application support

Next Steps

Expand experiential learning opportunities for students through Center for Undergraduate Research (CUGR)



Improve overall student success

Phase out remediation programs

Manage admission to high-demand programs

Aggressively pursue top Maine students

Increase support for outstanding students

✓ **Improve overall student success**

- Improve four-year graduation rate
 - Think 30
 - Impact: 10% increase in students who earn 30+ credit hours in first year
- Invest in student advising

Next Steps

- Improve success rate in gateway courses
- Use smart technology



Summary

- ✓ Enrollment is essential to our financial health
- ✓ Changing demographics is a challenge
- ✓ University of Maine has a plan to move forward

Enrollment is Everybody's Business!



FY19 Budget Levers

Non-Discretionary

Tuition & Fees

- In-State & Out-of-State Increase
- State Mandated Waivers
- Increase in Unpaid Student Accounts

State Appropriation

Compensation

- Salary & Wage Negotiated Increases
- Employee Salary & Wage Benefits

Operational Increases

- Facility Insurances
- University Shared Services
- Required Increase in Capital Funding

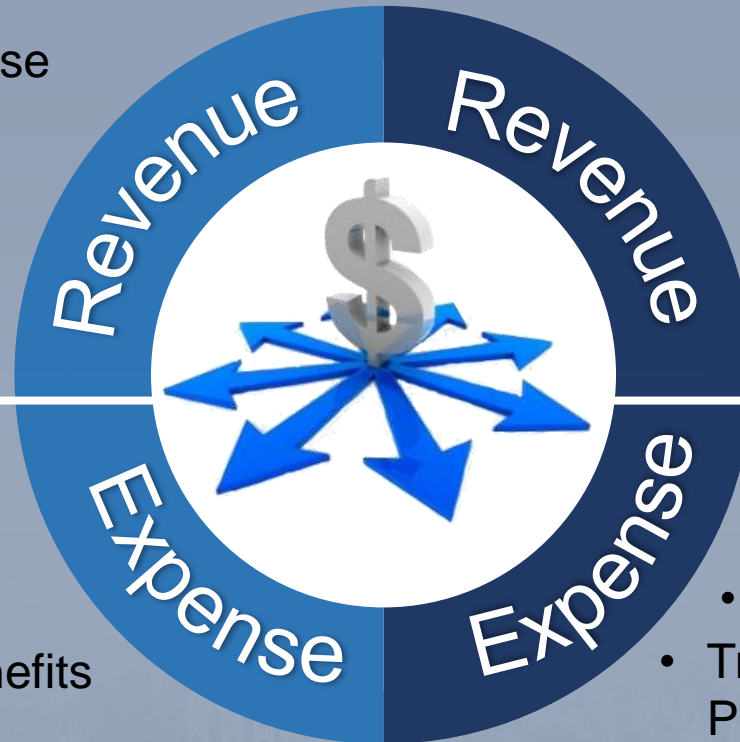
Strategic

Tuition & Fees

- Enrollment Adjustments
 - Scholarship Increases (Including Flagship Match, Need Based, Maine Match, Top Scholars, etc.)

Investments

- Academic Investments
- Student Affairs Investments
- Transitioning of Academic One-time Positions to Base
- Admissions Enrollment Efforts
- Facilities/Capital Investments/Utilities
- Library Acquisitions





Where are we today?

Final

- Enrollment projections based on another incoming class of 2,300
- Tuition and fee increases
- State appropriation allocation (last year of Outcomes Based Funding)
- University Shared Services cost increases

Finalizing

- Compensation, including benefits
- Financial Aid and Waiver increases
- Strategic investments

The current outlook is positive. Colleges have been given approval to move forward to replace faculty positions.



Questions