



THE UNIVERSITY OF  
**MAINE**

*Celebrating 150 years*



# FY17 Preliminary Education & General Budget

## *Starting the Discussion*

**Jeffrey E. Hecker**

*Executive Vice President  
for Academic Affairs &  
Provost*

**Susan J. Hunter**

*President*

November 9, 2015

**Claire Strickland**

*Chief Business Officer*

**Ryan Low**

*System CFO*



# Agenda

- Organizational Chart
- Key Principles
- Timeline – FY2017 & FY2018
- Enrollment Changes – Historical & Projected
- Preliminary Enrollment Plan for Fall 2016
- FY2016 New England Land Grant Prices
- FY16 E&G Budget
- FY17 Projected Costs & Revenue Adjustments
- Next Steps



# Organizational Chart



University of Maine Board of Trustees

University of Maine Leadership

UMS Chancellor  
**Susan Hunter**  
President

Board of Visitors

Human Resources

UMS Finance

**Ryan Low**  
Associate Vice Chancellor and  
Chief Financial Officer

Chief  
General  
Services  
Officer

**Jeffrey Hecker**  
Executive Vice President for Academic Affairs & Provost

**Megan Sanders**  
Chief of Staff  
Children's Center  
LEAN Coordinator

Dept. of Athletics  
Museum of Art  
Hudson Museum  
Collins Center for the Arts

Maine Agricultural & Forest Experiment Station

**Joel Wincowski**  
Interim Vice President for Enrollment Management  
Undergraduate Admissions  
International Programs  
Recruitment  
Student Financial Aid  
Student Employment

College of Education & Human Development  
College of Engineering  
College of Liberal Arts & Sciences  
College of Natural Sciences, Forestry, & Agriculture  
The Maine Business School  
Cooperative Extension  
Honors College  
Fogler Library

**Carol Kim**  
Vice President for Research & Graduate School  
Assoc. Vice President for Research & Graduate Studies  
EPSCoR Program  
Graduate School of Biomedical Sciences & Engineering  
Asst. Vice President for Graduate Studies & Sr. Assoc. Dean  
Graduate School  
Research Administration Compliance  
Office of Research & Sponsored Programs  
Research-Related Units  
Grant Development Office

Associate Provost for Academic Affairs  
Associate Provost for Division of Lifelong Learning

**James Ward, IV**  
Vice President for Innovation & Economic Development  
Department of Industrial Cooperation  
Foster Innovation Center & Economic Development Programs  
Technology Commercialization  
Center for Cooperative Aquaculture Research  
Target Technology Incubator  
Marketing & Communications  
William S. Cohen Center  
Institute for Leadership & Democracy  
Intensive English Institute  
Institutional Research  
RISE Center

**Robert Dana**  
Vice President for Student Affairs & Dean of Students  
Asst. Vice President & Senior Assoc. Dean  
Campus Recreation  
Maine Bound  
Sexual Assault and Relationship Violence Prevention  
Community Standards, Rights & Responsibilities  
Memorial Union  
Residence Life First & Second Year Experience  
Student Wellness Resource Center  
Career Center  
Health & Legal Professions  
Counseling Center  
Police Department  
Asst. Dean & Director of Student & Admin. Support Services  
Computer Systems & Applications Support  
Veterans Education & Transition Services  
Commuter & Non-Traditional Student Programs  
Bodwell Center for Service & Volunteerism  
Multicultural Student Life  
Student Life Development  
LGBT Services  
Campus Activities, Fraternity & Sorority Affairs, Student Organizations & Leader Development

**John Diamond**  
Interim Vice President for Alumni Association  
Pulp & Paper Foundation

**Jeffery Mills**  
President/CEO  
University of Maine Foundation  
4-H Foundation

**Claire Strickland**  
Chief Business Officer  
Auxiliary Services  
Housing Services  
Black Bear Dining  
University Bookstore  
Printing & Mailing Services  
Student Services  
Bursar's Office  
Facilities Management  
Maintenance & Operations  
Infrastructure, Energy & Utilities  
Business Services & Work Mgmt.  
Planning, Design & Construction  
Safety & Environmental Management  
Parking & Transportation Services  
Security Services

**Key**

- Direct Report
- - - - - Indirect Report
- ..... Partnership
- UMaine
- UMSystem
- Other



# Key principles in decision making

- Principles and process will be transparent
- Feedback/input will be encouraged throughout the budget development process
- Not solely a budget reduction exercise. Balance reductions with investments in key areas related to the university's strategic priorities
- Minimize the impact on student learning, research, and enrollment
- Minimize impact on employees



# Key Dates - Timeline

## FY17 Budget Prep

2015

2016

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

Campus  
FY17 Budget  
Development

- FY17 budget materials to CBO's
- Review of allocations & assumptions
- Enrollment management update

Finalize preliminary FY17 Gap

1<sup>st</sup> iteration of FY17 budgets updated into MaineStreet by 01/31/16

Initial campus budget & MYFA review by BOT (FF&T)

Develop draft FY17 consolidated budget

Consolidated budget & MYFA review by BOT (FF&T)

BOT final budget approval

## FY18 Unified Budget

2015

2016

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

Work with CBO's & President's to discuss 6 financial policy areas

- Gather feedback and narrow options
- Create sub teams to develop specific policies for implementation
- Seek input from constituencies and create viable options with details

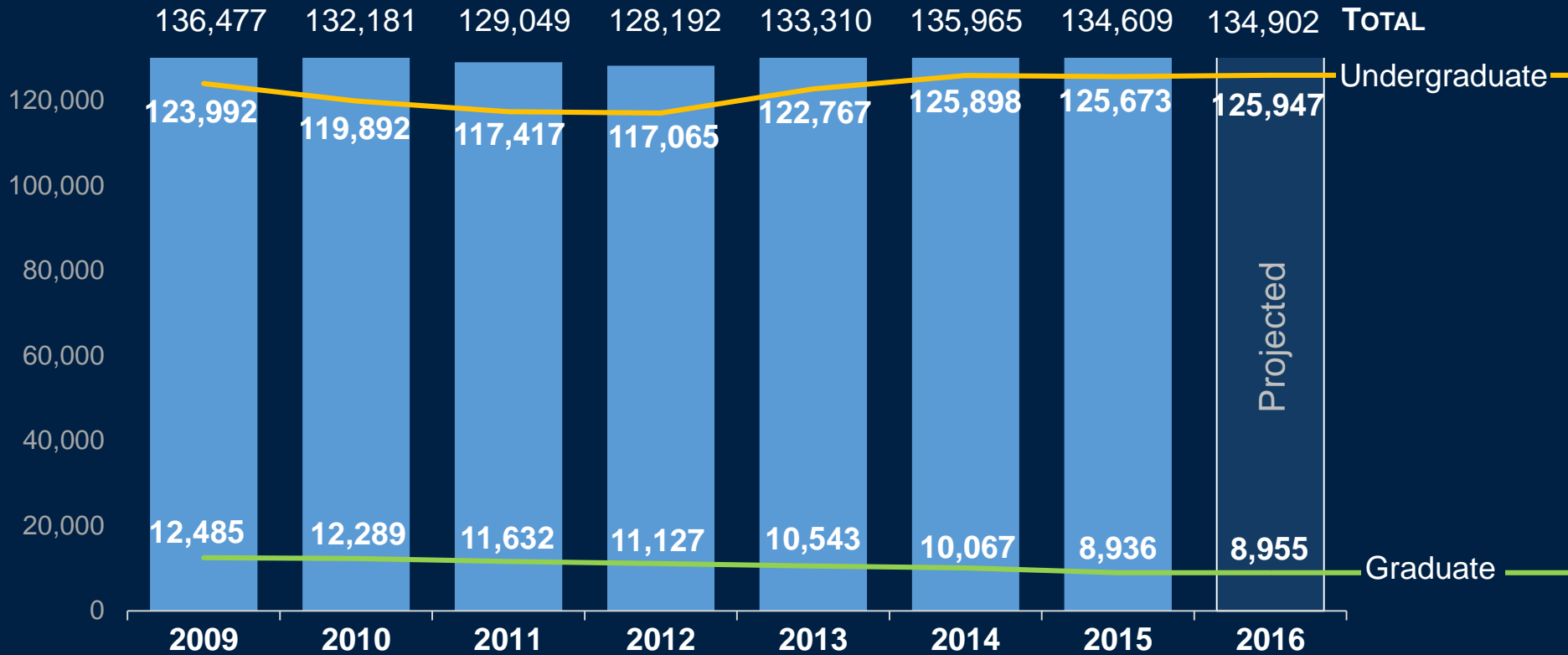
- Present to BOT
- Implement new policies required under unified budget model



# Enrollment Data

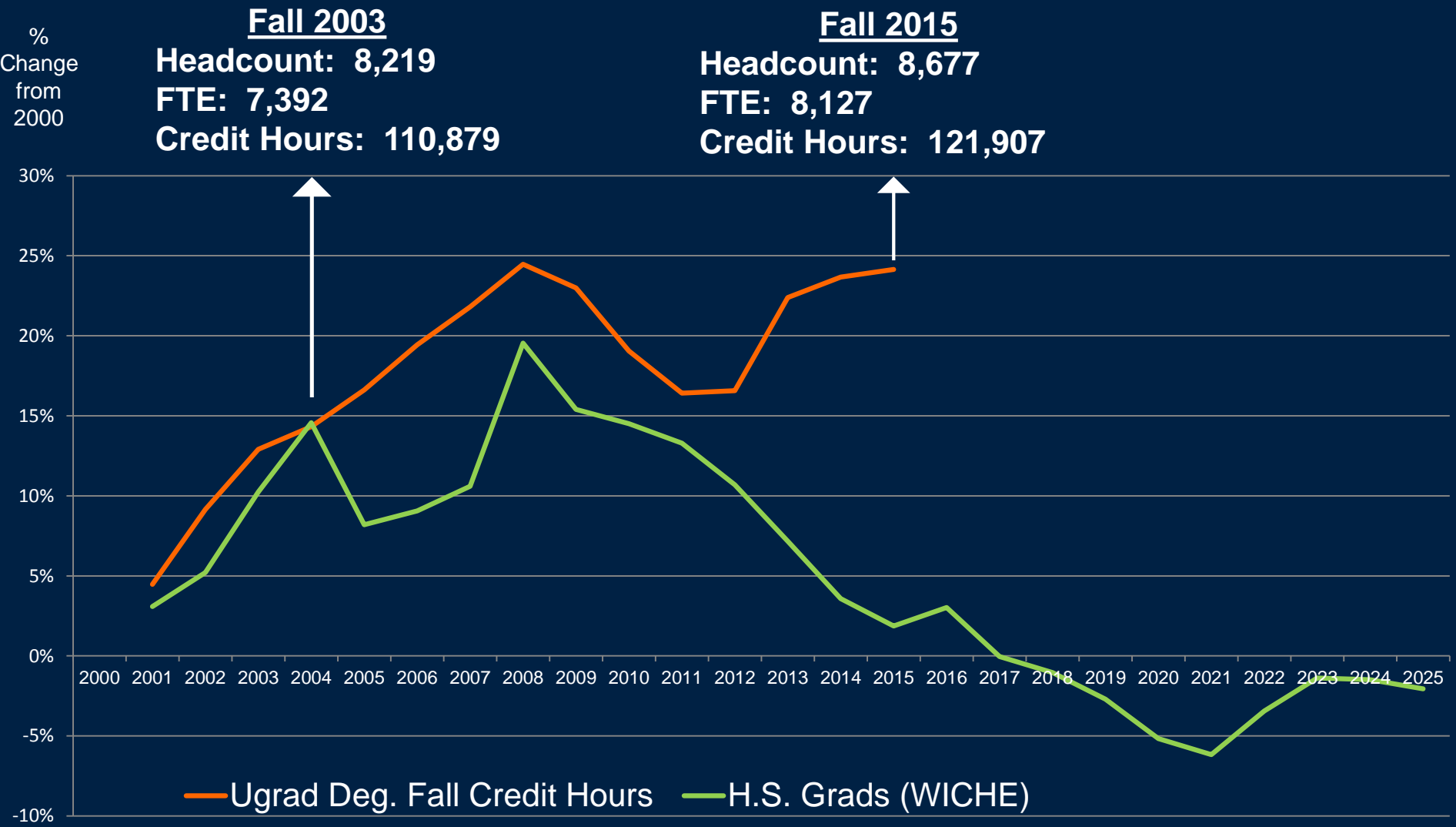
## CREDIT HOUR ENROLLMENT CHANGES

Fall Census Data



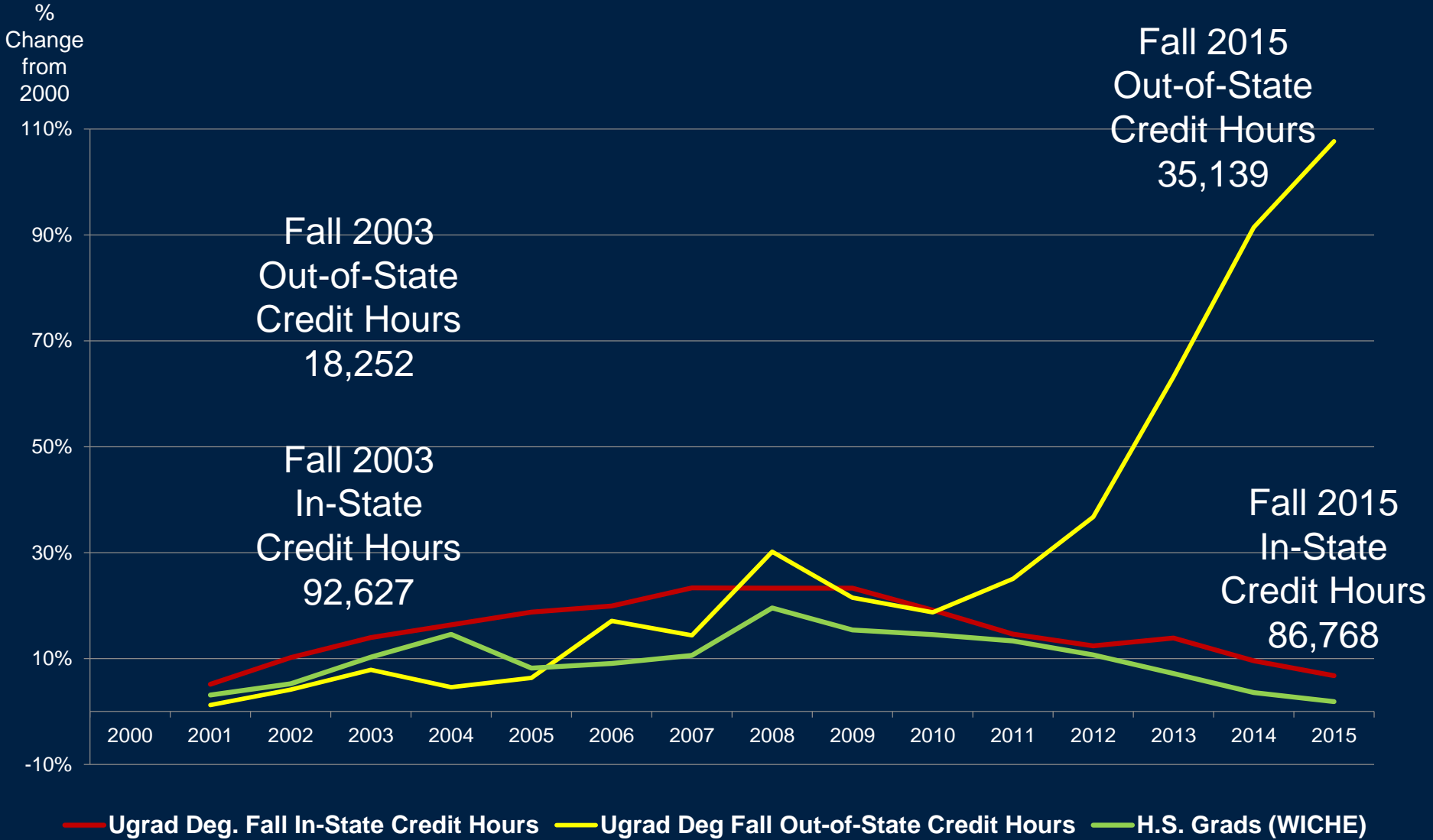


# UMaine Undergraduate Degree-Seeking Enrollment and Projected Maine High School Graduates (2000–2025)





# Unpacking Undergrad In-State/Out-of-State Credit Hours



Source: Western Interstate Commission for Higher Education (WICHE, 2012)



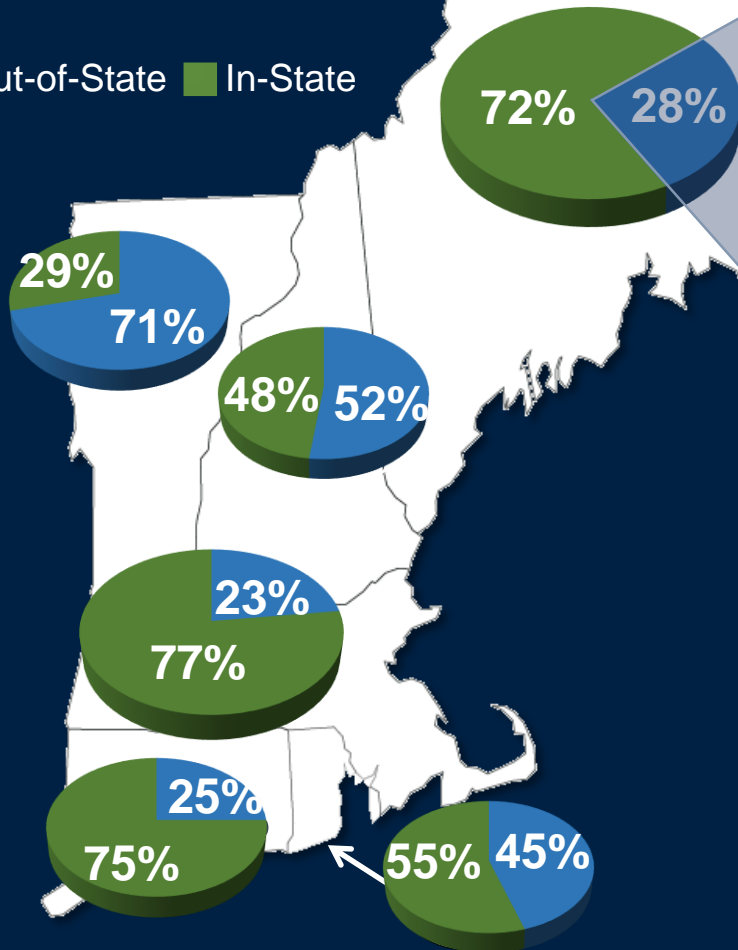


# Ratio of In-State/Out-of-State Students

Fall 2015

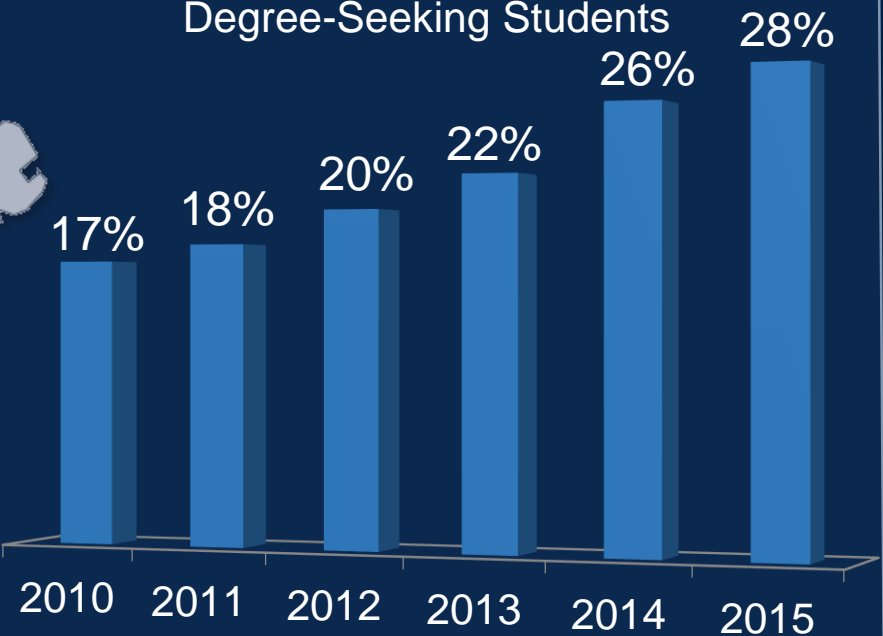
## New England Land Grant Universities

■ Out-of-State ■ In-State



## UMaine

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



Increase of 11 % points over 6 years

**First Year Class Profile**

### First-year Class

64% In-State  
36% Out-of-State

### Average SAT

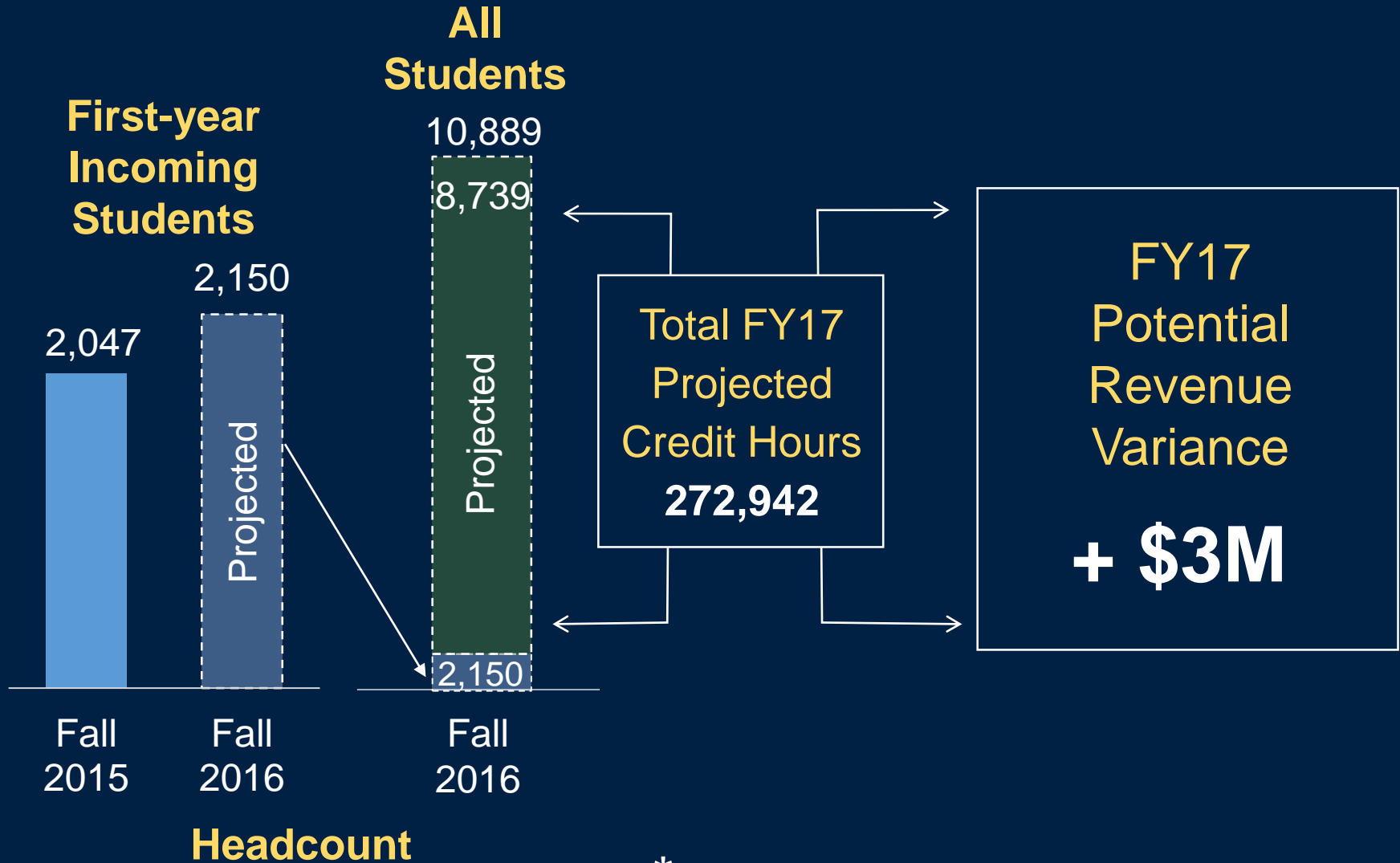
1087

### Average HS GPA

3.27



# Preliminary Enrollment Plan for Fall 2016\*

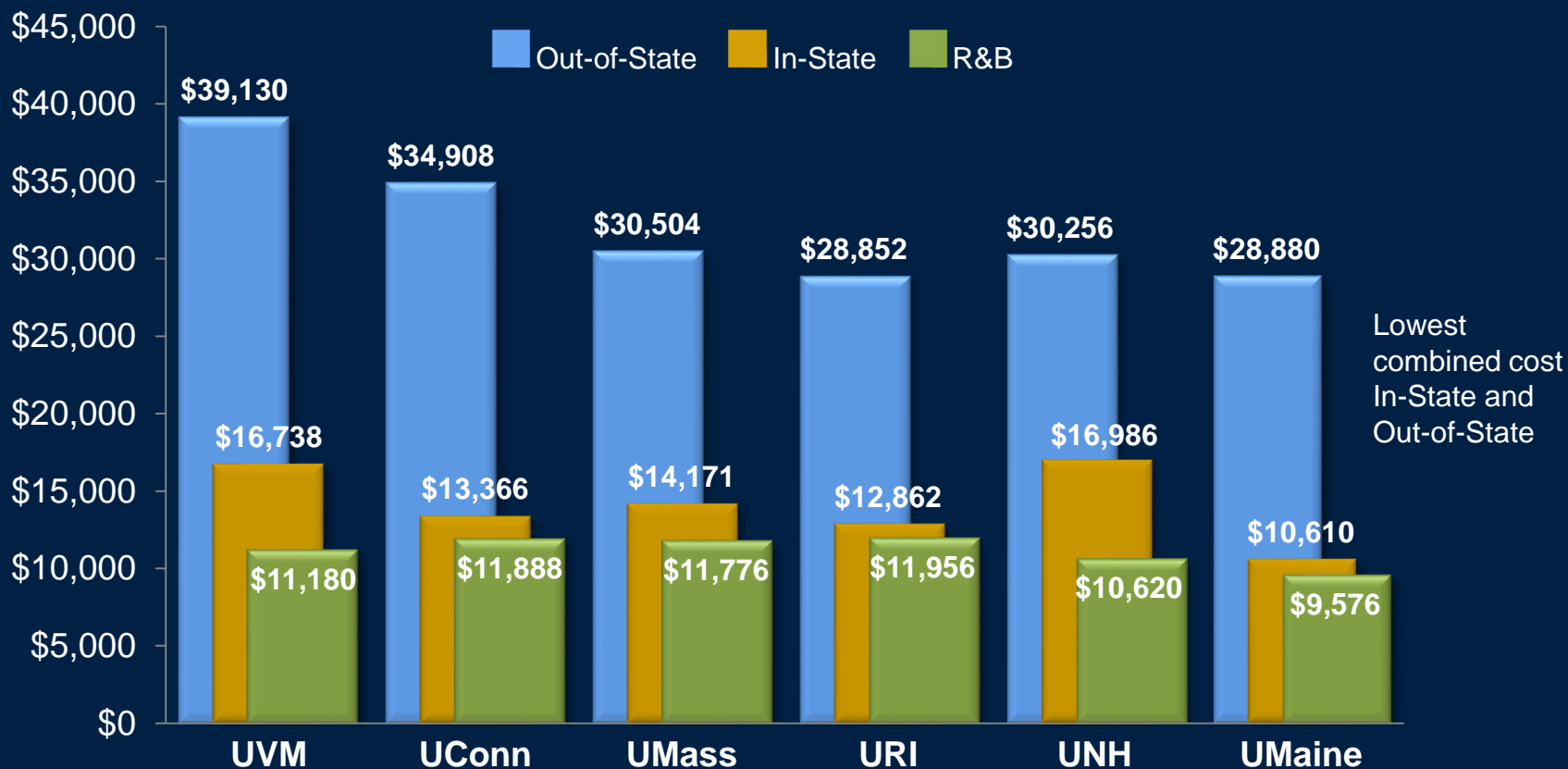


\*Estimates – for discussion and consideration



# New England Land Grant Universities

## 2015-2016 UNDERGRADUATE TUITION, FEES, ROOM & BOARD COMPARISON



**Total In-State**  
Tuition + R&B

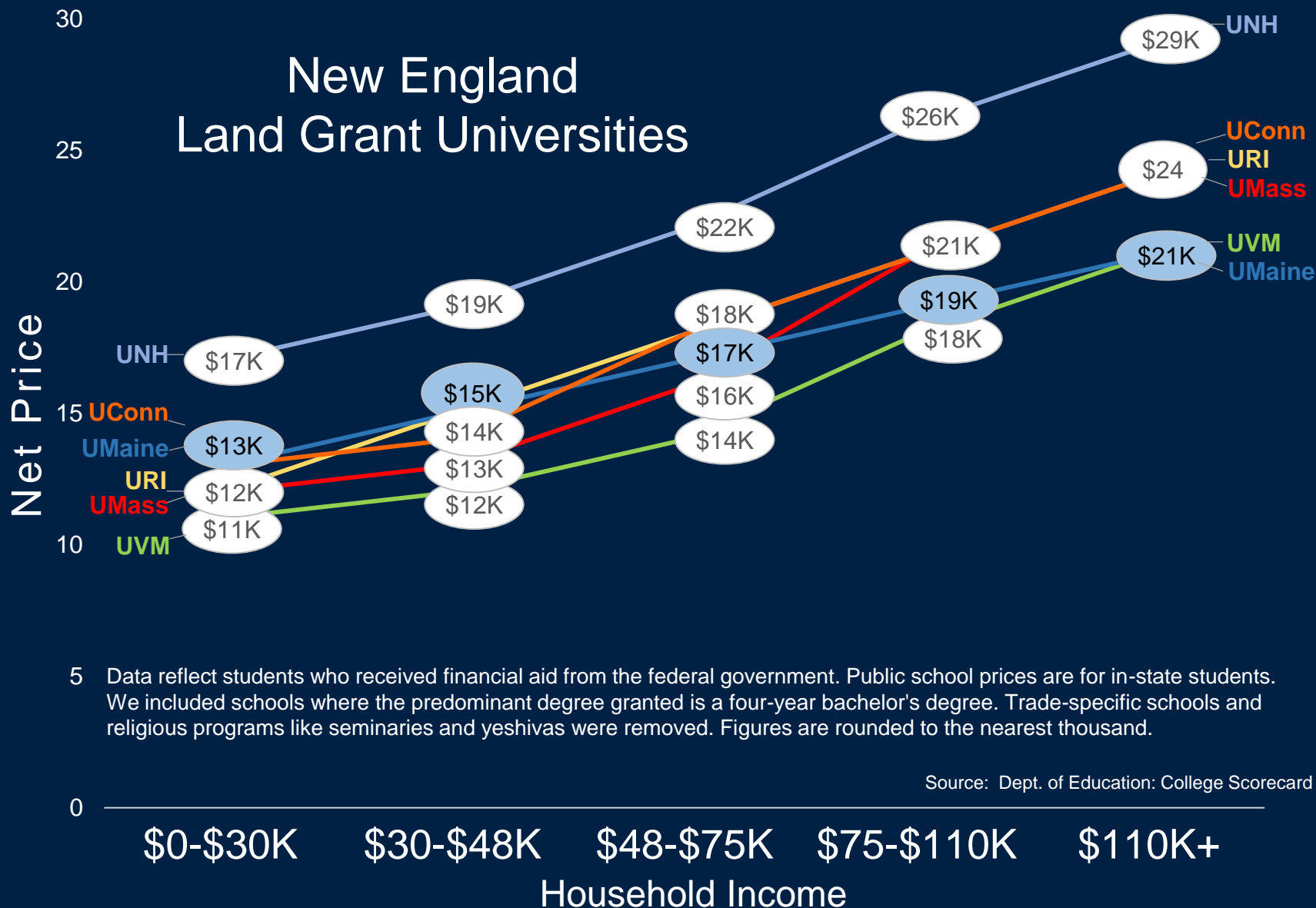
UVM	UConn	UMass	URI	UNH	UMaine
\$27,918	\$25,254	\$25,947	\$24,818	\$27,606	\$20,186

**Total Out-of-State**  
Tuition + R&B

UVM	UConn	UMass	URI	UNH	UMaine
\$50,310	\$46,796	\$42,280	\$40,808	\$40,876	\$38,456



# What Students Actually Pay for College



5 Data reflect students who received financial aid from the federal government. Public school prices are for in-state students. We included schools where the predominant degree granted is a four-year bachelor's degree. Trade-specific schools and religious programs like seminaries and yeshivas were removed. Figures are rounded to the nearest thousand.



# FY16 E&G Revenue & Expense

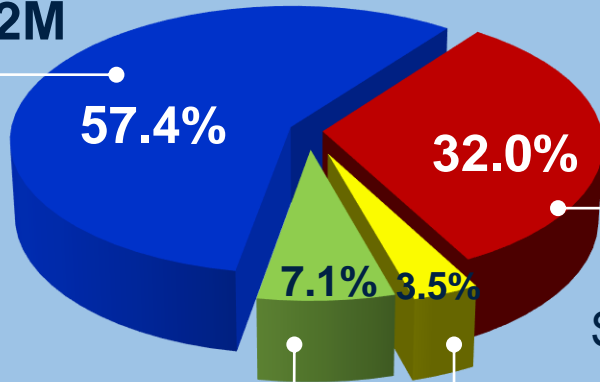
## \$242.4M

## E&G Expenditures

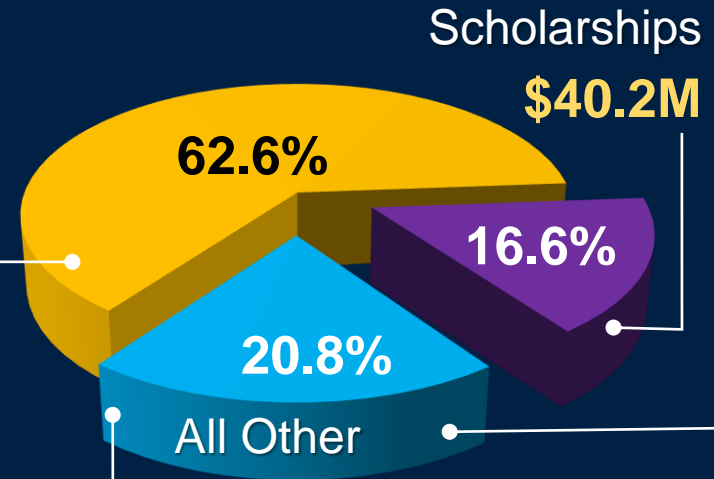
(does not include \$13.2M in depreciation)

### E&G Revenue

Tuition & Fees  
(Net of \$3.0M waivers)  
**\$139.2M**



Compensation & Benefits  
**\$151.8M**



3.9% Fuel & Electricity	\$9.5M
2.5% Capital	\$6.0M
2.6% Library Acquisit.	\$6.2M
4.7% Shared Services	\$11.4M
1.2% Travel	\$2.9M
5.9% Other	\$14.4M

Unrestricted State Appropriation  
**\$77.5M**

Sales/Transfer/Other  
**\$17.3M**

Indirect Costs  
**\$8.4M**

**\$50.4M**



# FY17 Projected Costs & Revenue Adjustments

## CAMPUS PRIORITIES

Compensation (net of FY16 Base)	\$2,850,000
Utilities	300,000
Signature & Emerging Areas	450,000
Foundational Areas	1,250,000
Other Academic Priorities (Rising Tide, Partner Accommodations, Library Journals, Explorations, Art Museum, etc.)	600,000
Research Incentives	125,000
Financial Aid	2,000,000
	<b>\$7,575,000</b>
Potential Revenue Variance	<b>(3,000,000)</b>
	<b>Campus Priorities Gap \$4,575,000</b>



# FY17 Projected Costs & Revenue Adjustments

## SYSTEM-WIDE PRIORITIES

University Services NET of incremental State Approp.	\$1,757,000
Funded Depreciation	710,000
Insurance	133,000

**System-wide Priorities Gap \$2,600,000**

**Campus Priorities Gap \$4,575,000**

**Total Gap \$7,175,000**



# Next Steps

1. Refine revenue/expense gap over the next 3 months
2. Preliminary gap targets assigned to VP's, Deans, Directors this week
3. **December 7:** FY18 One University financial presentation, Ryan Low
4. **January 20:** Budget Update
5. Process for Input
  - Web Survey – [umaine.edu/president](http://umaine.edu/president)
  - Email – [umpresident@maine.edu](mailto:umpresident@maine.edu) or
  - Email – [umcbo@maine.edu](mailto:umcbo@maine.edu)





# Campus Community Survey Questions



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Past UMaine Presidents

Office of the President Staff

### FY17 Budget

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### UMaine News

Blomberg seeks to increase awareness, monitoring of declining bat populations in Maine

Published: November 5, 2015

Climate change may increase blooming, but not the good kind

Published: October 30, 2015

UMaine to honor veterans with week of events

### Welcome to the Office of the President



President Susan J. Hunter, Ph.D.

Welcome to the University of Maine.

Nearly three decades ago, I joined the UMaine community as a faculty member and researcher. I came to UMaine for the opportunities it offered, for the leadership it demonstrated as Maine's flagship university, and the dedication it embodied as the state's land and sea grant institution through its mission of teaching,

umaine.edu/president



Questions?