

UMS Board of Trustees Finance, Facilities & Technology Committee

June 24, 2020

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Interim Executive Vice President
for Academic Affairs and Provost

Daniel Qualls
UMM Vice President of Academic
Affairs and Head of Campus

Claire Strickland
Chief Business Officer



Agenda

Introduction to UM/UMM
Budget Assumptions

- 1 Enrollment/New Students
- 2 Enrollment/Returning undergraduates, graduate students
- 3 State Appropriations
- 4 Housing & Dining

5 Reducing costs and increasing revenue

6 Research and becoming an R1 institution

Enrollment and Occupancy charts

 UMM





Since March: Adjusting the FY21 Budget - *making reductions and sustaining innovation*



- Refining credit hour projections based on modeling about new first-year class and continuing students
- Adjusting for loss of supplemental appropriation
- Realigning MEIF dollars to stabilize research
- Planning for reductions in faculty and staff FTE and operating funds for flexibility
- Reducing transfer from reserves
- Introducing President's Fund for Change and Innovation



June 24th FY2021 budget submission enrollment assumptions



UMaine

New Students

- Original fall 2020 incoming class target **2,150**
- Budget assumes **2,100** first year students by October census
- Current net confirmations June 12, 2020 **2,364**

Returning Students

- Retention down **3%**
- Colleges enhancing personal touch
- First Year Success Program
- Enroll **2,300 – 2,400** graduate students

Continue to stay connected and engaged with all our students



June 24th FY2021 budget submission enrollment assumptions



UMM

New Students

- Original fall 2020 incoming class target **125**
- Budget assumes **68** first year students by October census
- Current net confirmations June 12, 2020 **68**

Returning Students

- Current enrollment flat over 19-20: **318 vs 321 (down 1%)**
- Focus on Early College enrollment



Reflects very serious concerns for the viability of the UMM campus.



1

Working on Enrollment : Strategies and Actions



- Reduce summer melt for new incoming students: Summer Start Program, outreach to first generation students, direct communication, virtual summer orientation, and more
- Review and adjust enrollment scenarios realistically throughout the summer
- Recruit using new methods for Spring 2021 and the incoming Fall 2021 class (rising high school seniors): Early College, personalized campus visit days, and more
- Aggressively expand graduate enrollment



Continue to stay connected and engaged with all our students



2

Working on Retention: Strategies and Actions for Undergraduates



- Retain current students through intensive efforts: UMaine Online and more
- Engage in best practices, e.g., reach out to first generation college students
- Intensified faculty development to help classroom instruction
- Expansion of Navigate “campaigns” to ensure multiple contacts with students and their advisors
- Enrollment Management using social media and live contact with parents/families to promote spring-to-fall retention
- College calling campaigns and email/text communications with students

Continue to stay connected and engaged with all our students



2

Working on Retention: Strategies and Actions for Undergraduates



- Improve tutoring model and develop one that most affects student success
- Submit new proposal for federal TRIO grant
- Organized a “call-out” campaign
 - 480 students contacted 41 identified for immediate support
- Surveyed students to identify those with internet connection barriers
- Shifted library staff and workers into help and outreach
- Worked with UMaine’s Darren Ranco to partner with “New Beginnings Project” to provide support for Passamaquoddy students



2

Working on Retention: Strategies and Actions for Graduate Students



- Initiated periodic check-in communications with all graduate students to identify students experiencing problems
- Graduate Student Success Manager hosted "water cooler chats" via Zoom every weekday afternoon for students to share their COVID-19 successes and challenges
- Sent personal handwritten notes to all newly admitted graduate students extending a welcome for the fall semester
- Engaging newly admitted international graduate students who may not be able to travel to campus for the fall by offering classes remotely where possible



3

Anticipating Change in State Appropriation While Providing Extensive Support Statewide



Budget Submission Appropriation

UMaine: \$ 84,490,021 (unrestricted)
 \$ 13,263,600 (restricted – MEIF)

UMM: \$ 5,386,031 (unrestricted)

Any percentage de-appropriation could require vertical cuts and major staff reductions.

UMaine adjusting peer institution list in light of R1 ambitions.

Innovation partnership with the state for COVID-19 response

- Responded to Maine healthcare organizations' and medical professionals' needs for solutions and technology
- Collaborated with Maine DECD, MEP, Maine Health, Northern Light, Covenant, Maine manufacturers

Cooperative Extension's reach throughout the state to enhance county needs

and far more....



4

Housing and Dining: Challenges for 2021



Moderate reduction approach

UMaine

- Capacity **3,507** beds
- FY2021 estimated residents **2,700**
- Considering both single and double rooms
- Including **125** beds for potential isolation (COVID-19)
- Various safe options are being considered for dining halls and take-out

UMM

- Capacity **192** beds
- FY2021 estimated residents **118**
- Considering only singles
- Includes using Sennett Hall for potential isolation (COVID-19)
- Sodexo considering take-out options only



5

How do we further reduce costs and increase revenues?

- Refine programs for relevance
- Restructure administrative units (e.g. College of Natural Sciences, Forestry, and Agriculture)
- Reduce redundancies
- Reallocate to research priorities/reduce number of centers and institutes
- Reinvest in strategic initiatives, state and private sector partnerships
- Grow winning programs and in-demand areas (e.g. engineering, business, AI, health and biomedical fields); shrink others

Campus is currently engaged in “Define Tomorrow” strategic prioritization process.



FY2021 Define Tomorrow Highlights



- Over 252 ideas submitted for revenue generation, expense reduction, reorganization, and other ideas
- June 15th, steering committee, deans, directors code ideas as **red** (no), **yellow** (discuss), **green** (go) to reduce the set and focus on ideas to develop
- Groups of ideas being sent to units (e.g. deans) for implementation of near-term suggestions
- Steering committee to refine ideas for campus discussions in early fall



6

Research at UMaine: Addressing Losses and Continuing Growth

COVID-19

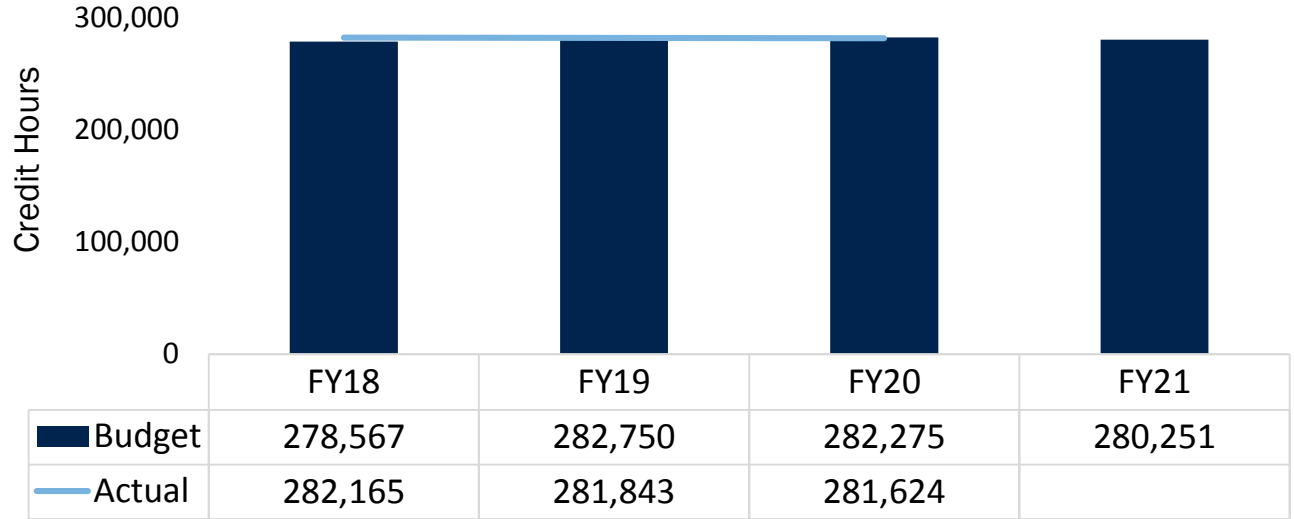
Research Losses

- From March to June, 2020, estimated at a total of **\$22.77 million** due to reduced expenses and lost revenue and productivity on research and sponsored project activities
- For the first quarter of FY 21 estimated in the \$10 to \$20 million range, depending on the resumption of on-campus research activity, as well as any federal aid, reductions from the State and/or UMS/UM fiscal conditions

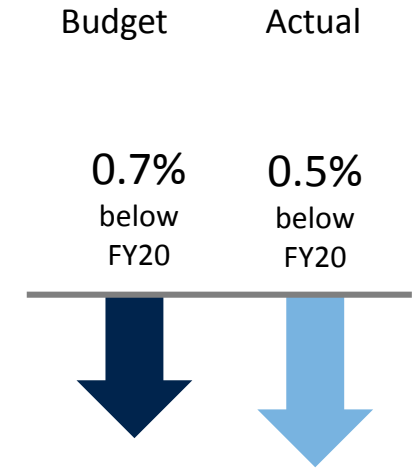
- Developed and implemented the UMaine Plan for Phased Continuity of the Research Enterprise
- Quantifying research losses and minimizing impact on the unprecedented growth of research at UMaine
- Freeing up of MEIF funds that supported faculty producing low MEIF-ROI to invest in high ROI R&D strategic initiatives
- Investment of Research Reinvestment Funds to support the UMS R&D Plan strategic initiatives, contributing to significant growth in research and goal of becoming an R1 institution, including through growth in doctoral students
- Pilot program for a fraction of IDC return to ASCC (largest center) to support operational expenses to support ASCC's on-going sponsored research growth
- Review of productivity/relevance of VPRDGS Centers and Institutes

UMaine Enrollment (March FFT)

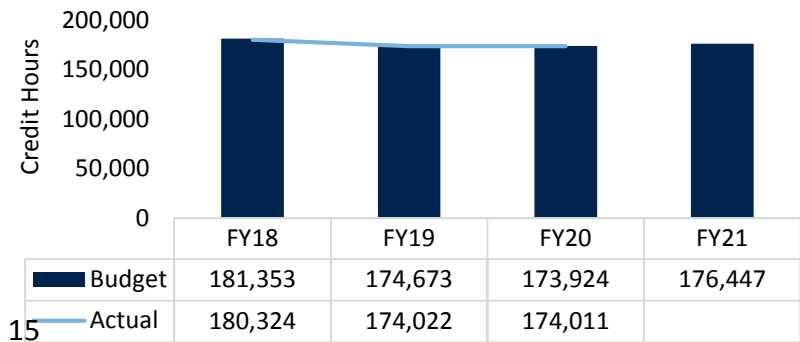
Total Credit Hour Enrollment (excludes Early College)



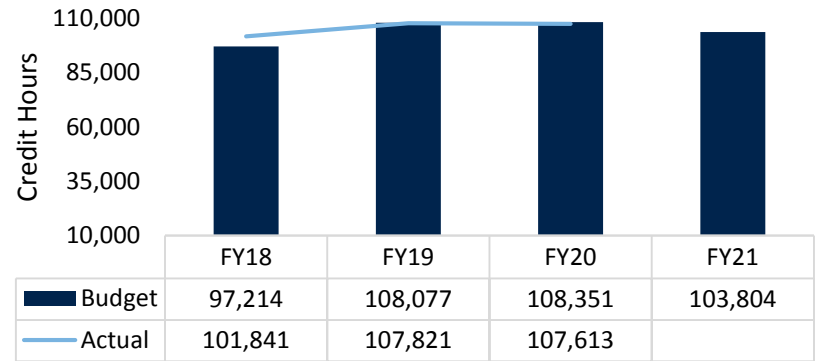
FY21 Enrollment Budget



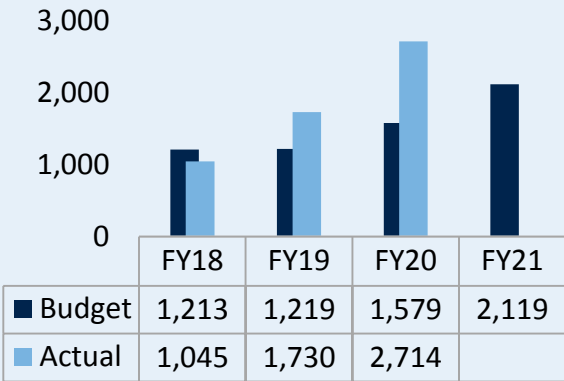
In-State (excludes Early College)



Out-of-State

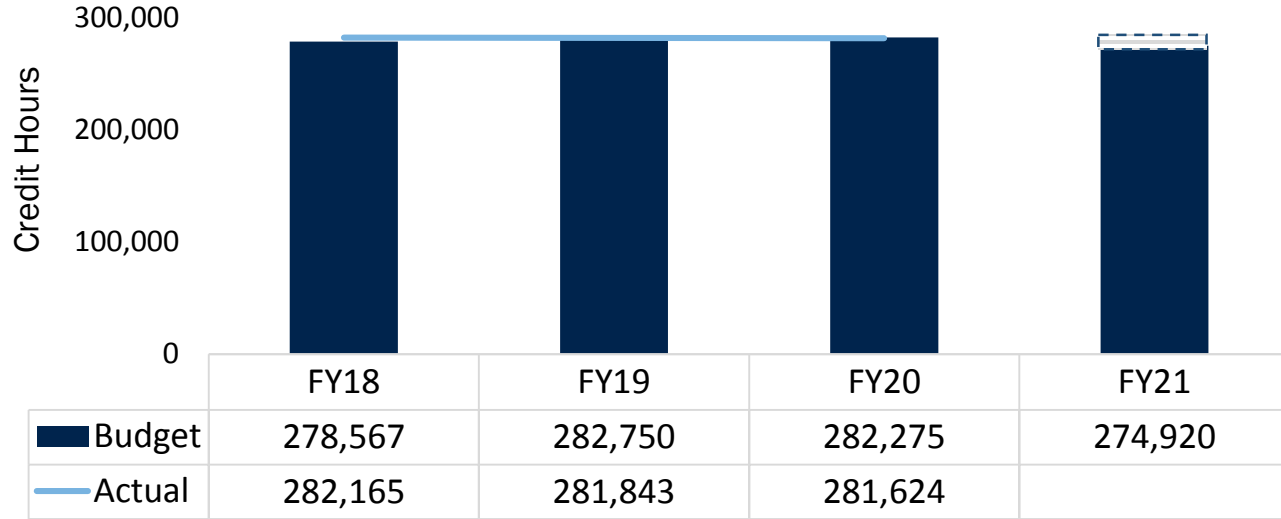


Early College

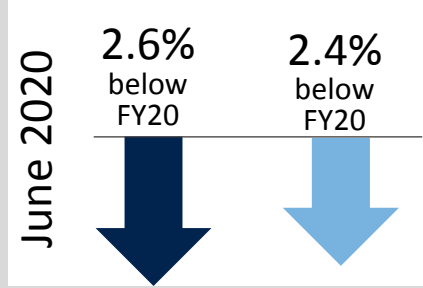
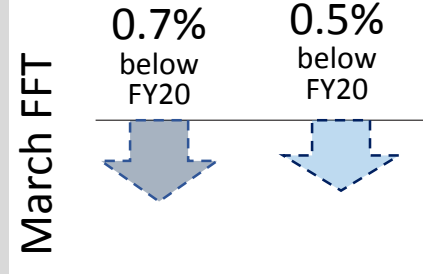


UMaine Enrollment (June 2020)

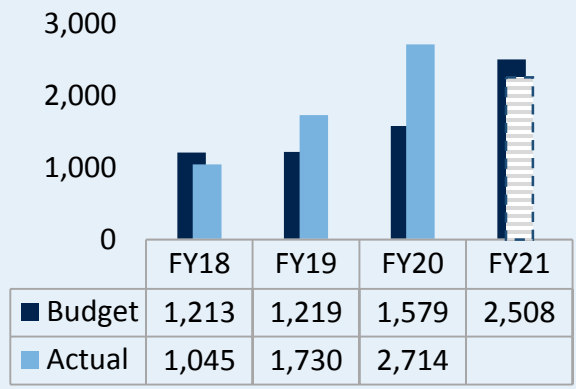
Total Credit Hour Enrollment (excludes EC)



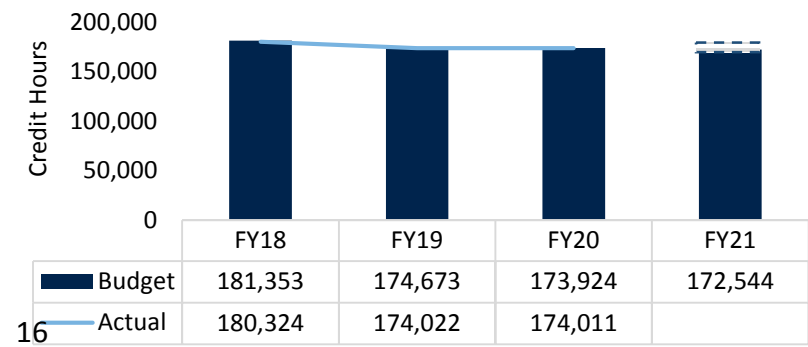
FY21 Enrollment Budget



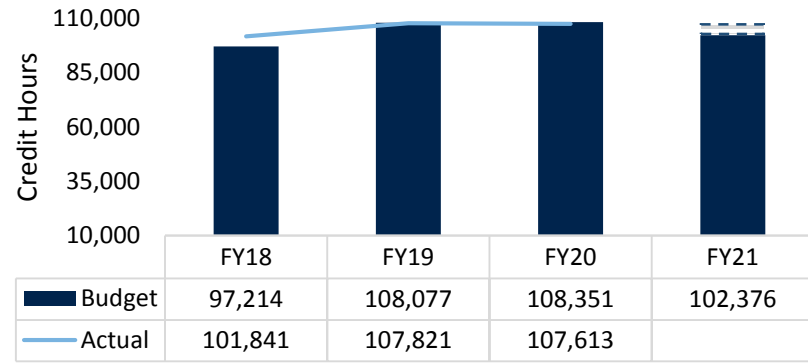
Early College



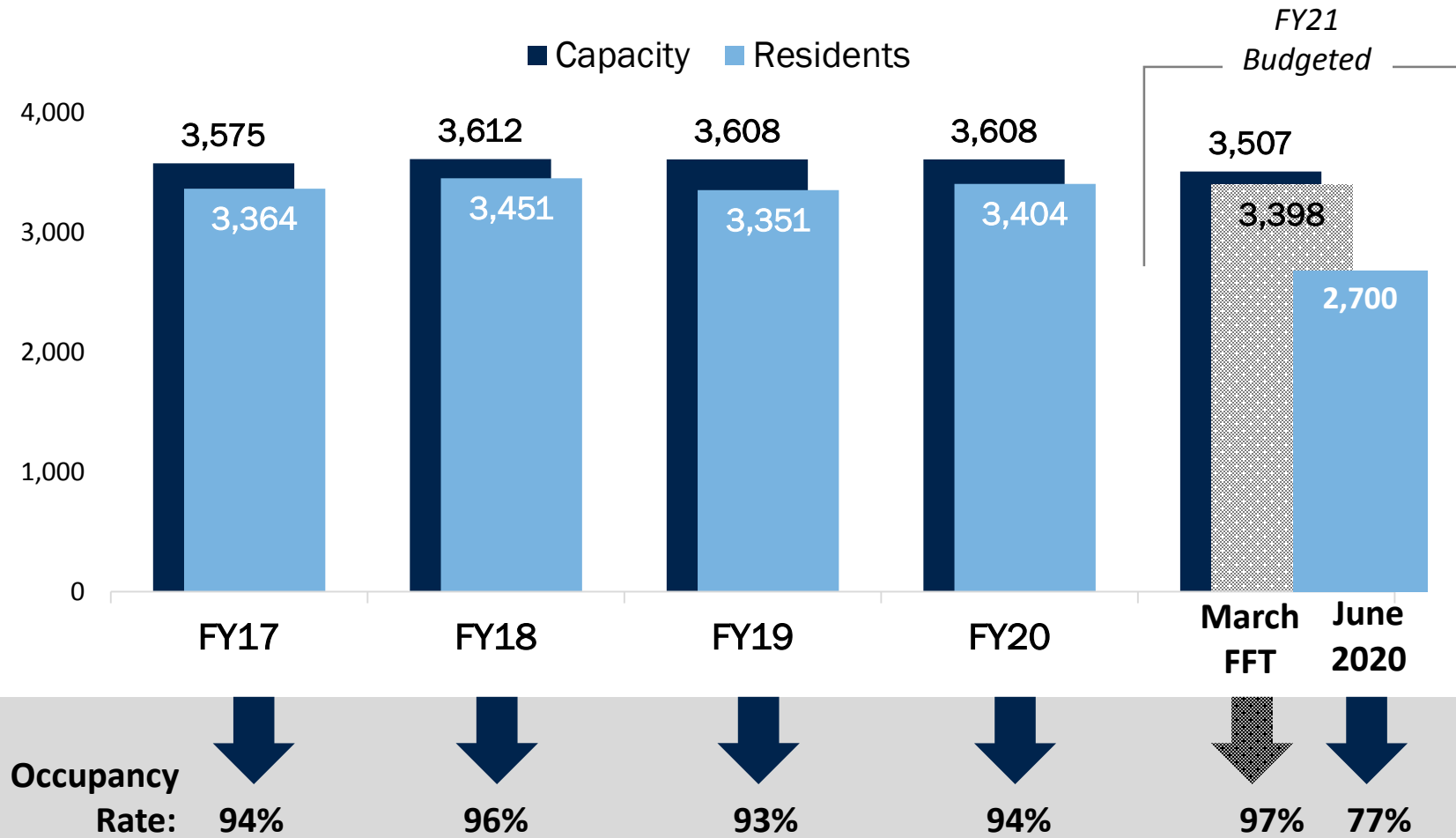
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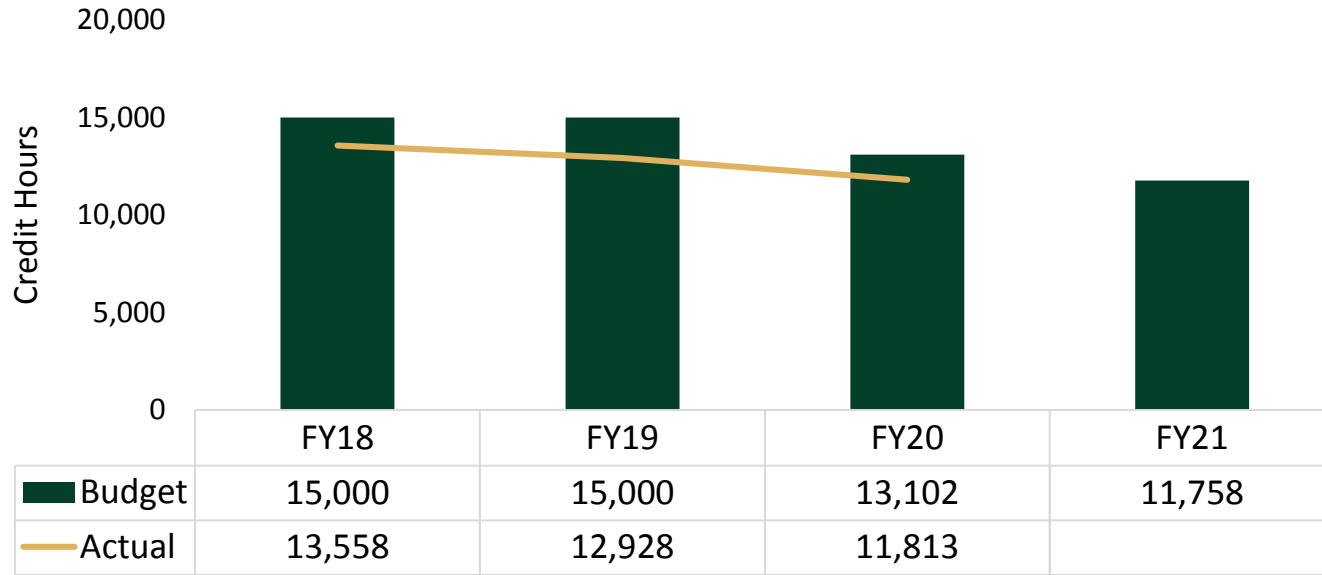


Residence Hall Occupancy

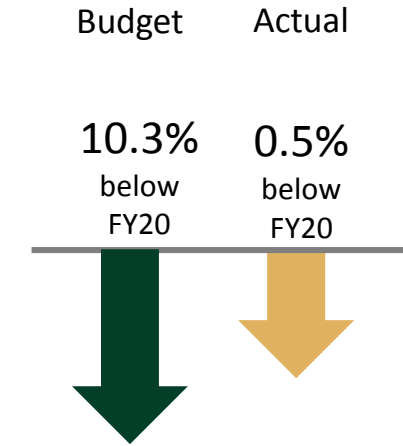


UMM Enrollment (March FFT)

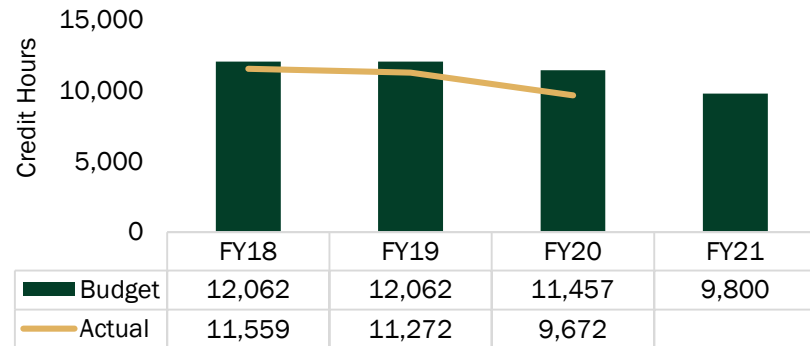
Total Credit Hour Enrollment (excludes EC)



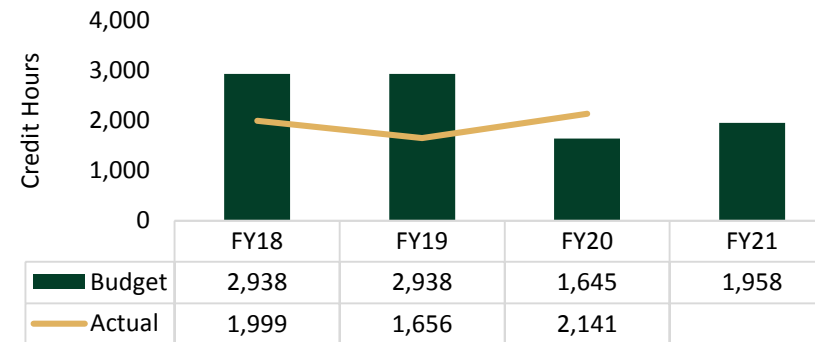
FY21 Enrollment Budget



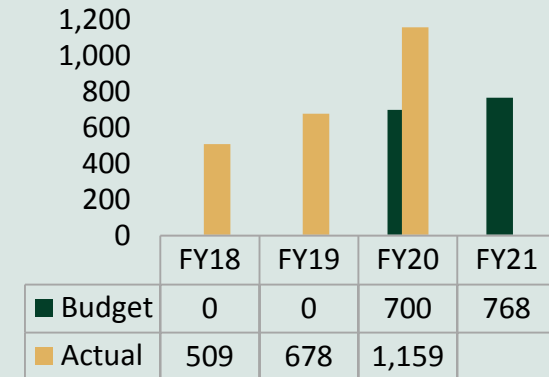
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Out-of-State

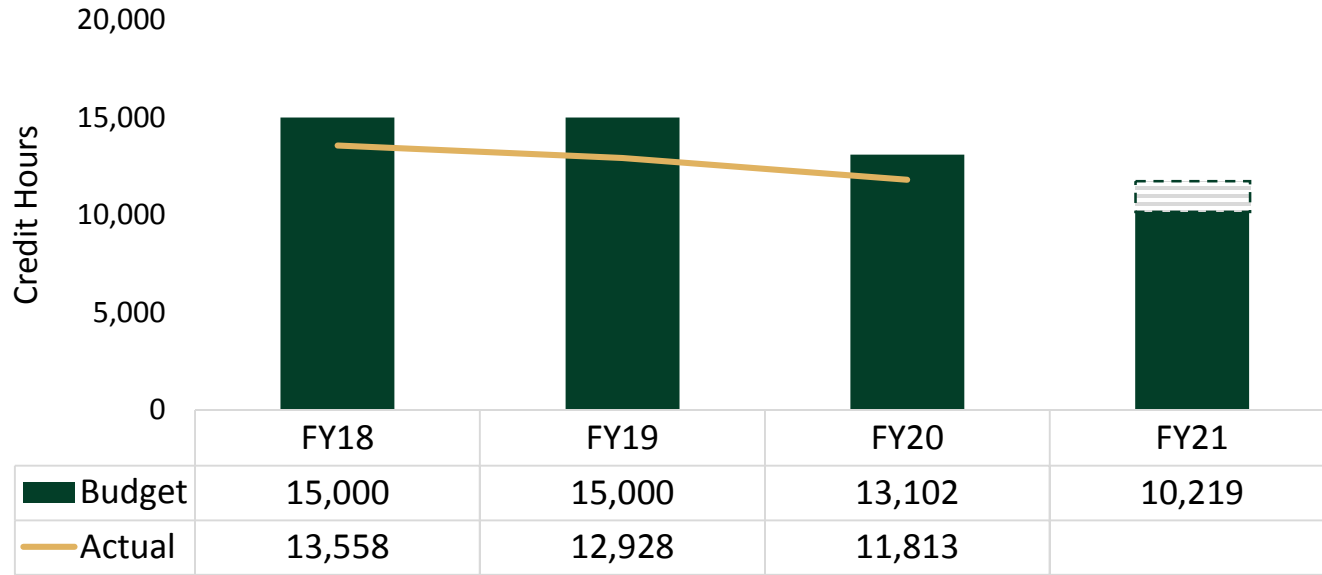


Early College

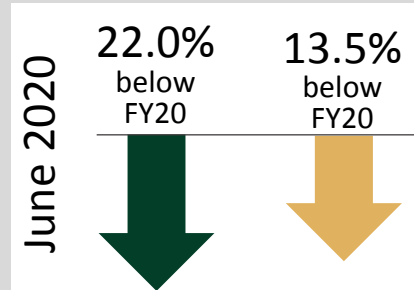


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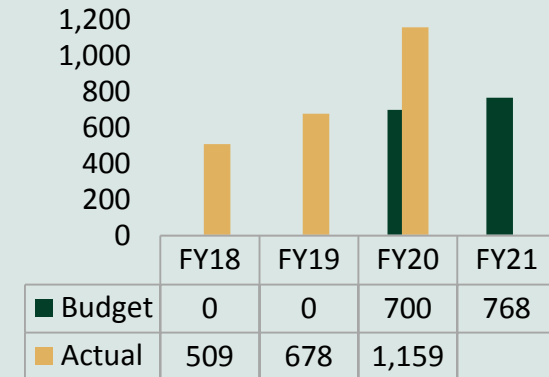
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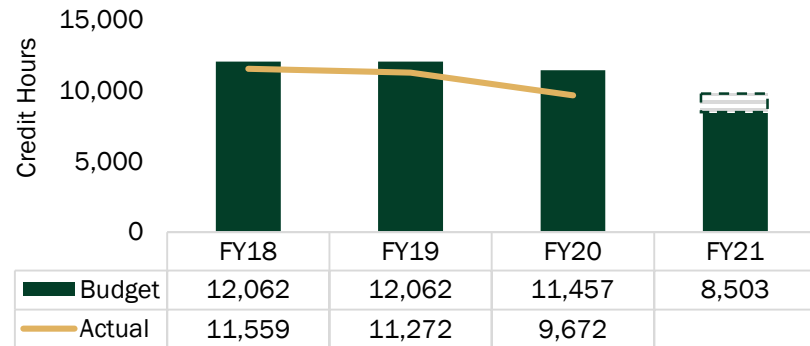
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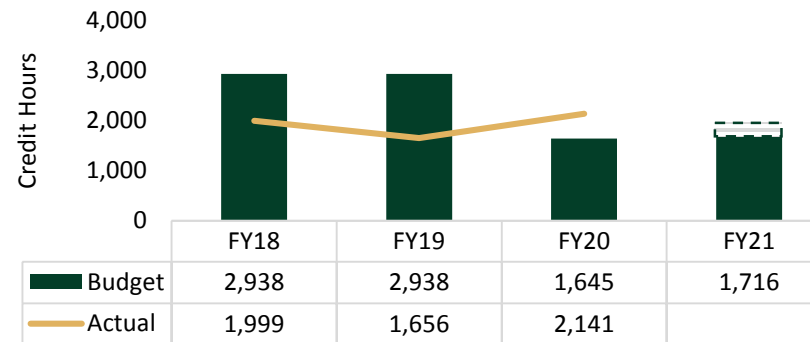
Early College



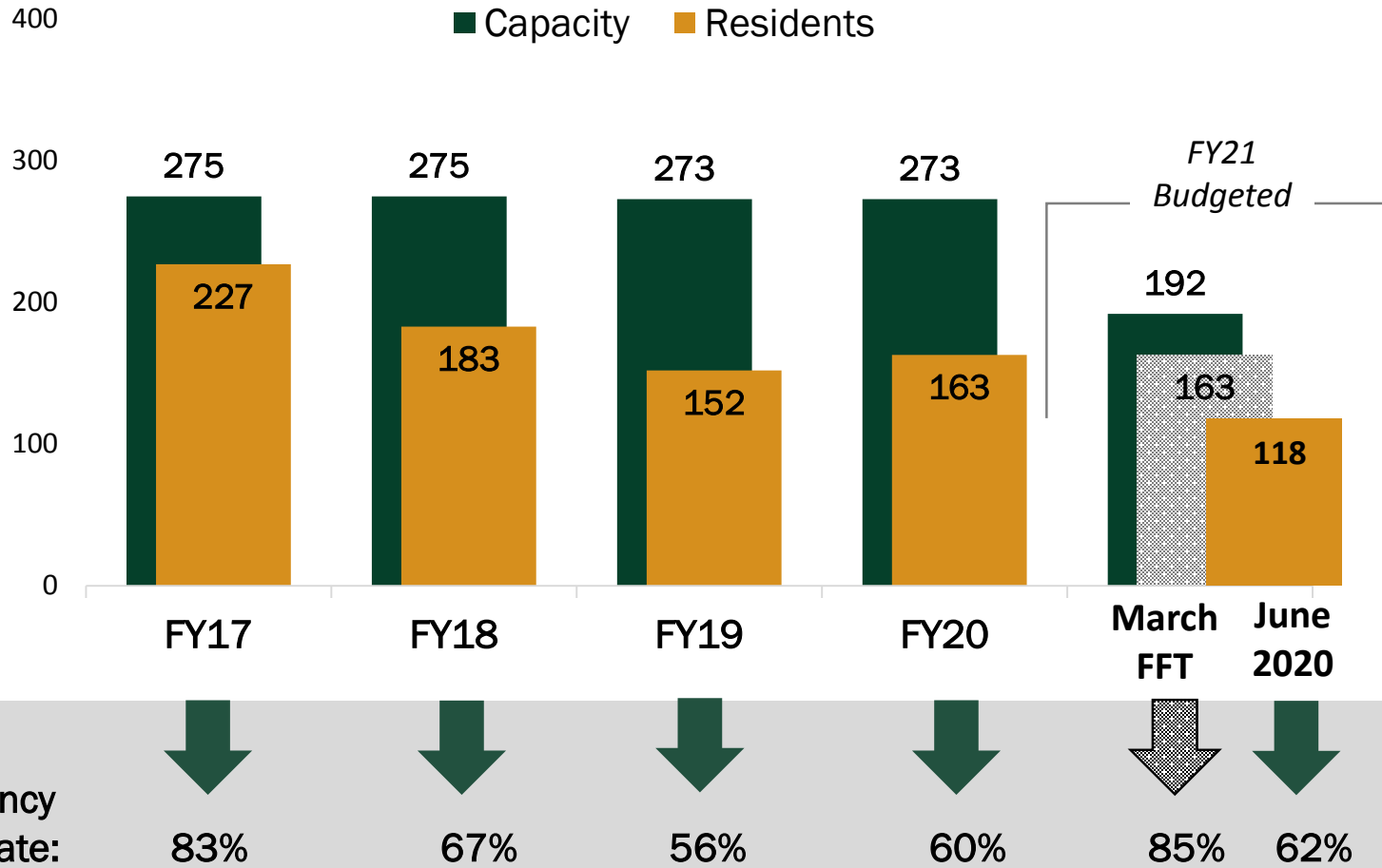
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Out-of-State



Residence Hall Occupancy





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Reflects very serious concerns for the viability of the UMM campus.



Steps to address the challenges we face with UMM:



- Proposing to suspend the athletics program
- Accelerating UMM as a regional campus, operationalize by Spring 2021
- New model for UMM's structure
 - Reduce programs and adopt UMaine's
 - Host select new programs from other UMS campuses (e.g. nursing from UMA)
- Re-align UMM as UMaine's coastal college with elimination of redundancies in staff/services
- Absorb UMM budget into UMaine budget for 2022



THE UNIVERSITY OF
MAINE

Questions?

