



FY2019 Education & General Budget Discussion



Jeffrey E. Hecker

*Executive VP for Academic
Affairs & Provost*

Susan J. Hunter

President

Claire Strickland

Chief Business Officer

March 22, 2018



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





As presented on 11.9.17

10-yr Undergraduate Credit Hour Comparison

UNDERGRADUATE CREDIT HOURS

2008

2017

Total 125,672

Total 129,520

In-State 103,163

In-State 82,045

Out-of-State 22,509

Out-of-State
47,475



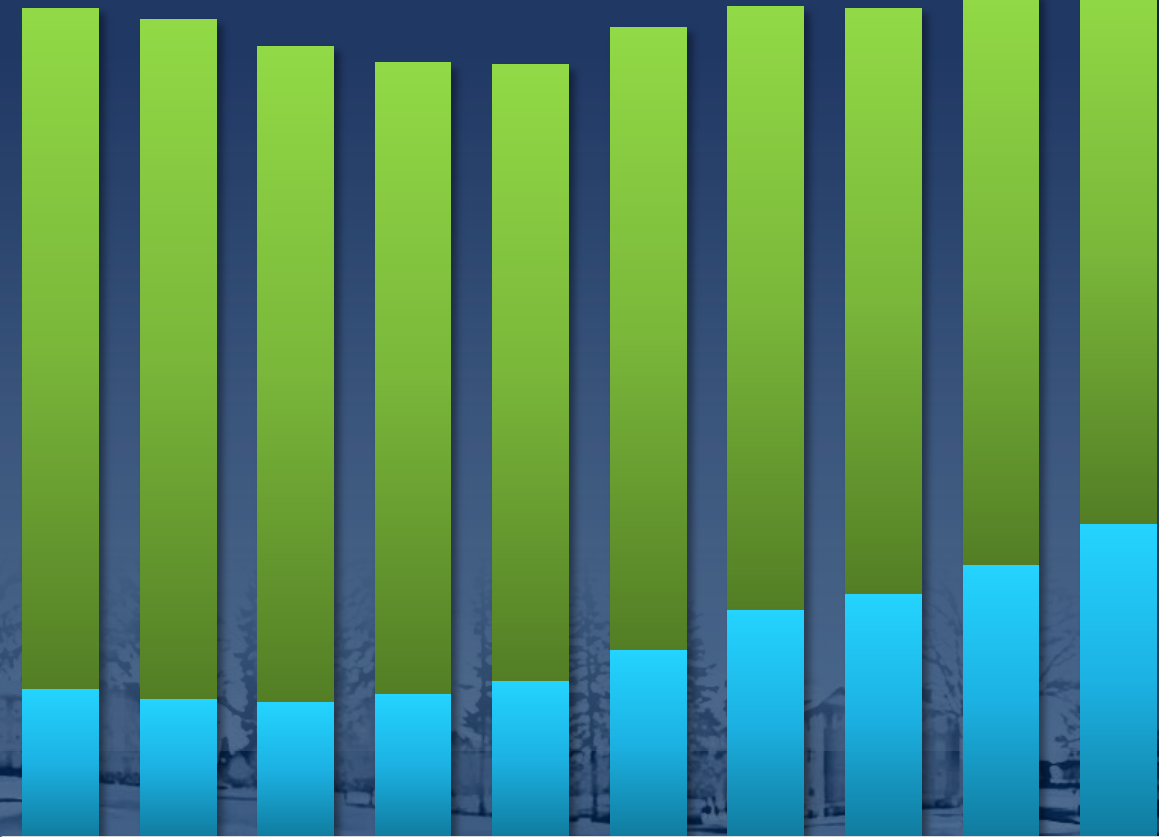
3.1% Increase



20.5% Decrease



110.9% Increase



2008 2009 2010 2011 2012 2013 2014 2015 2016 2017

Fall Census Data



As presented on 11.9.17

10-yr Graduate Credit Hour Comparison

GRADUATE CREDIT HOURS

2008

2017

Total 11,180

In-State 8,545

Out-of-State 2,635

Total 9,767

In-State 6,477

Out-of-State
3,290

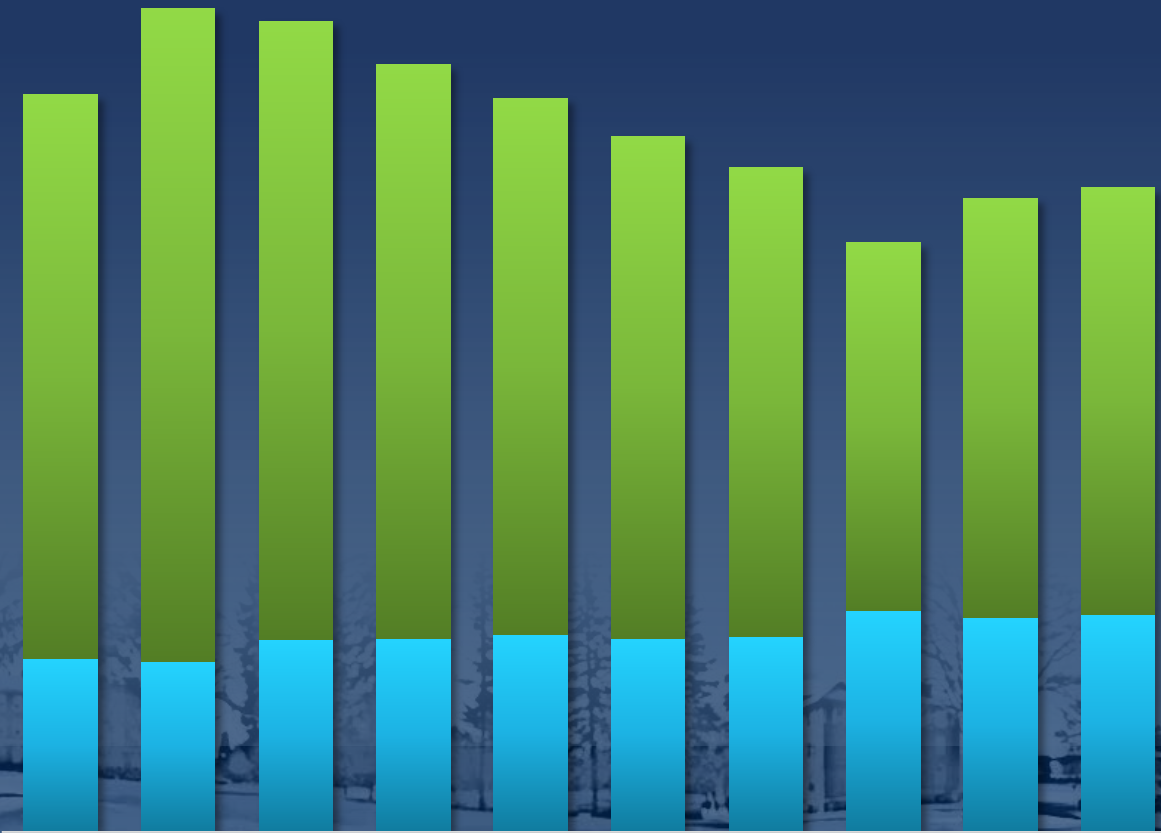
↓ 12.6% Decrease

↓ 24.2% Decrease

↑ 24.9% Increase

2008 2009 2010 2011 2012 2013 2014 2015 2016 2017

Fall Census Data





Total 10-yr Undergraduate & Graduate Credit Hour Comparison

TOTAL UNDERGRADUATE & GRADUATE CREDIT HOURS

2008

Total 136,852

In-State 111,708

Out-of-State 25,144

2017

Total 139,287

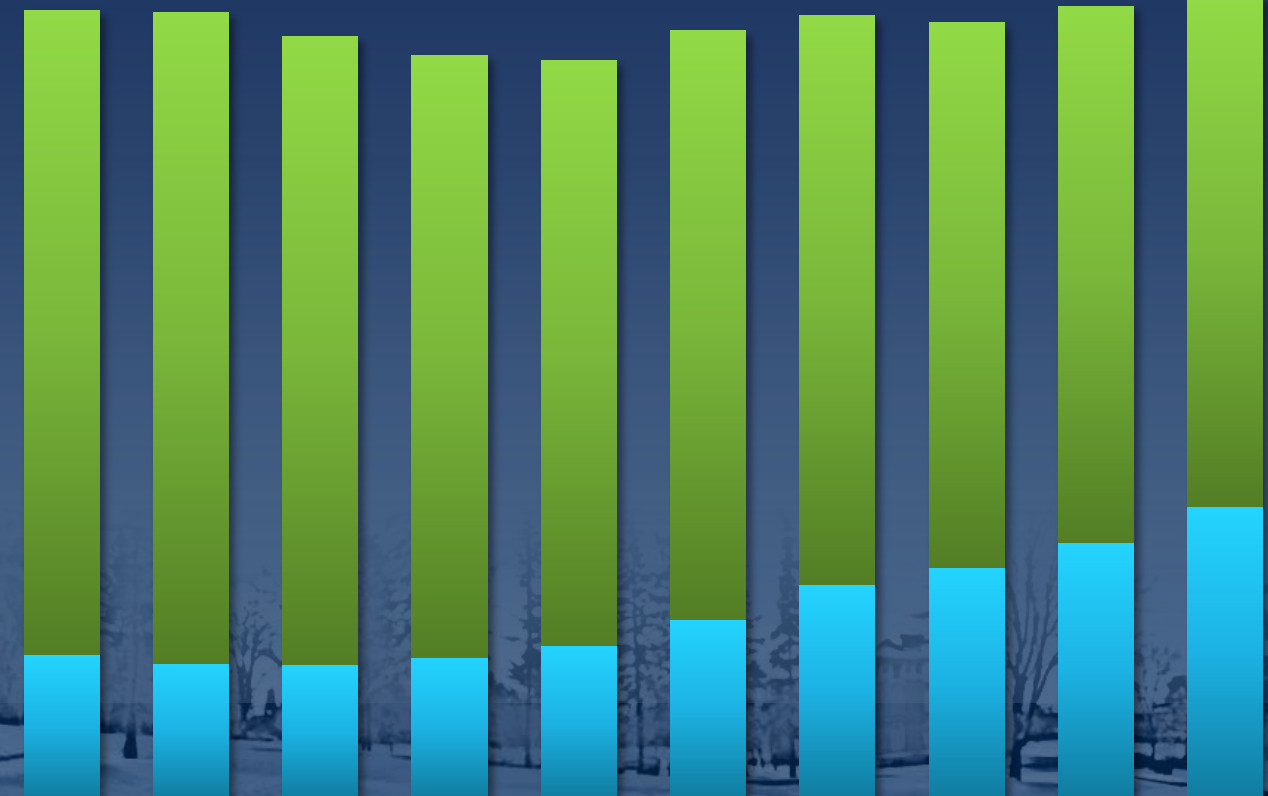
In-State
88,522

Out-of-State
50,765

↑ 1.8% Increase

↓ 20.7% Decrease

↑ 101.9% Increase



2008 2009 2010 2011 2012 2013 2014 2015 2016 2017

Fall Census Data

New England Land Grants

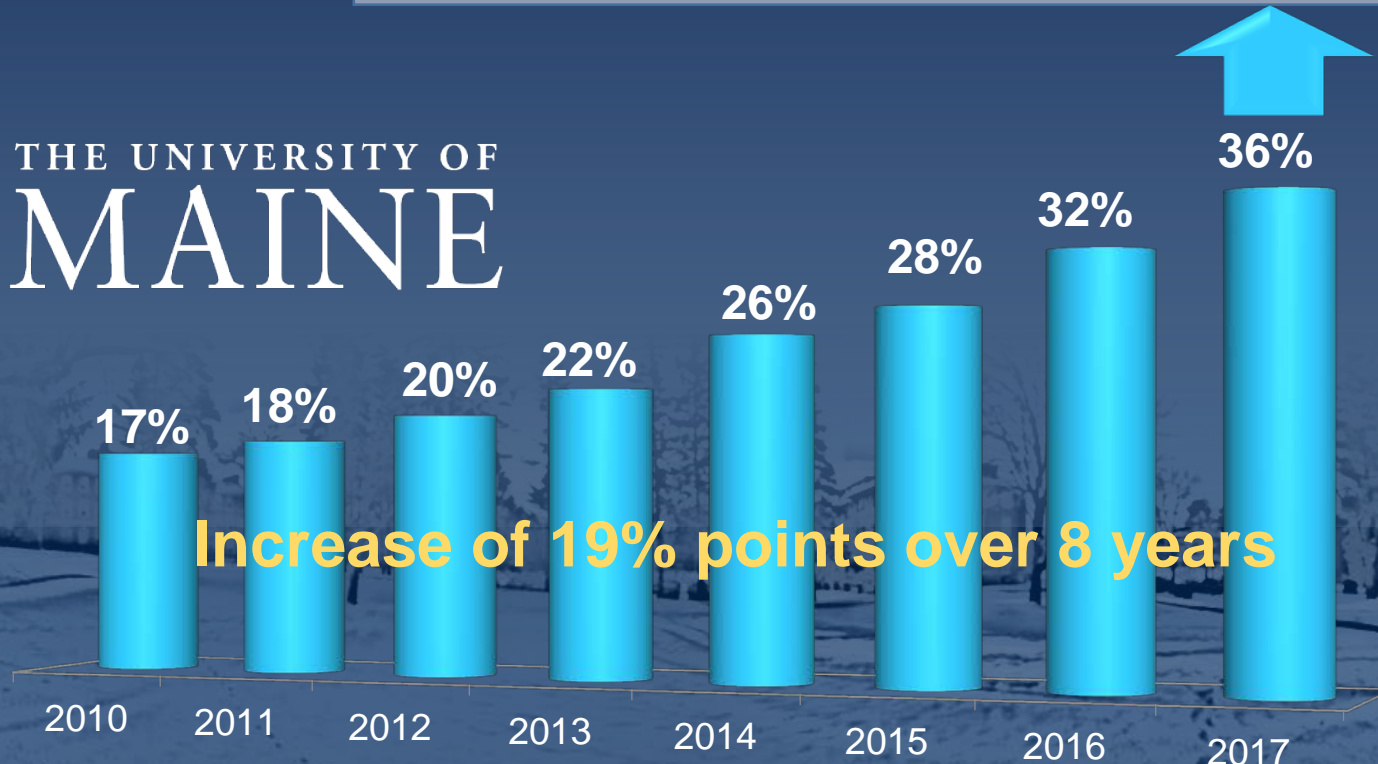
Increase in Out-of-State Undergraduate Degree-Seeking Students

As presented on 11.9.17



RATIO OF IN-STATE/OUT-OF-STATE STUDENTS

Fall 2017	UVM	UNH	URI	UM	UMASS	UCONN
In-State	27%	46%	53%	64%	77%	72%
Out-of-State	73%	54%	47%	36%	23%	28%



Increase of 19% points over 8 years

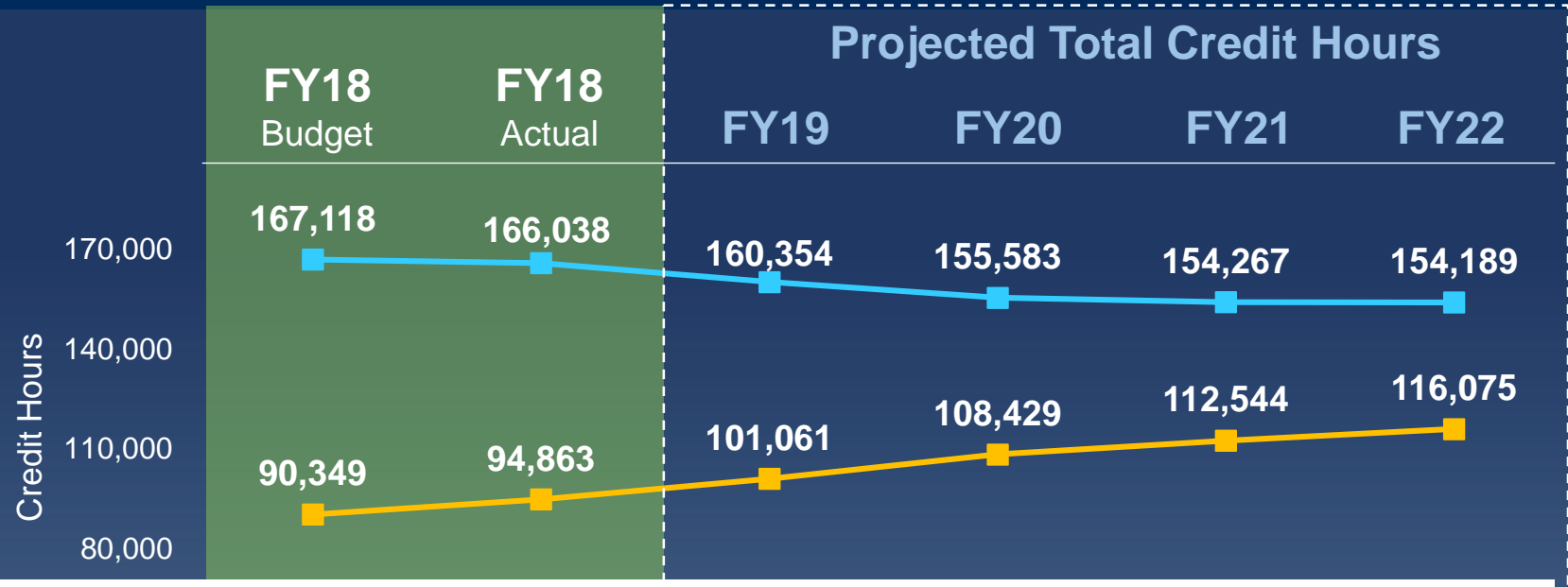
Fall 2017
First-year Class Profile
 51% In-State
 49% Out-of-State



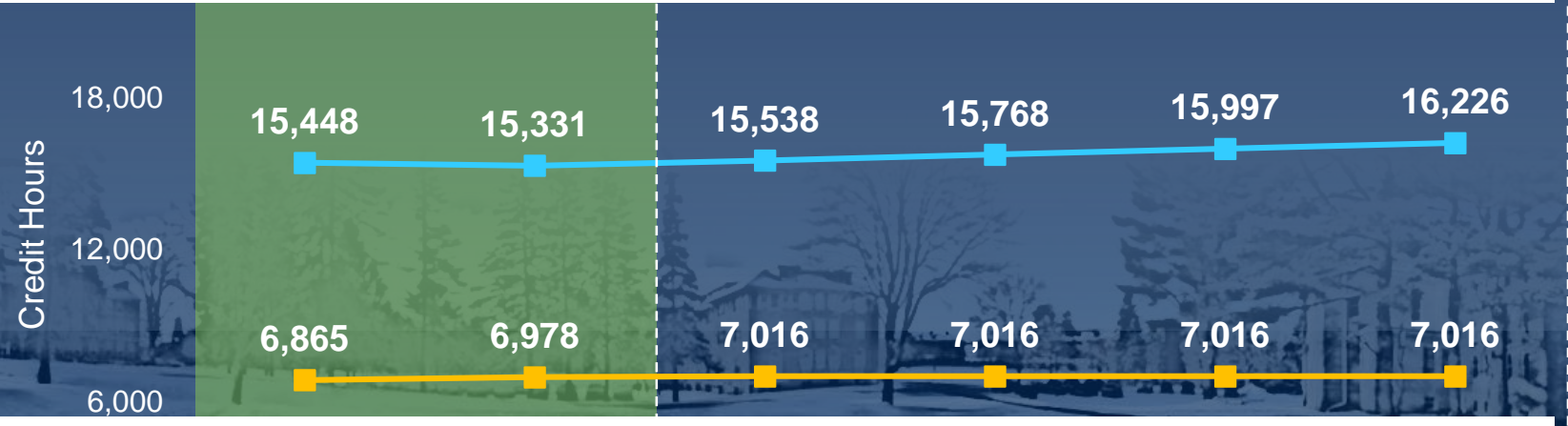
Credit Hour Enrollment – FY18-22

- In State
- Out of State

Undergraduate



Graduate



Total Credit Hours:

279,780 283,210 283,571 286,796 289,824 293,506

Enrollment: Strategic Growth

Shaping UMaine's Student Body

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



As presented on 11.9.17



As presented on 11.9.17

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

BOT Priority Outcome

2. Improve Student Success & Completion





Retention & Graduation Rates—in context

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

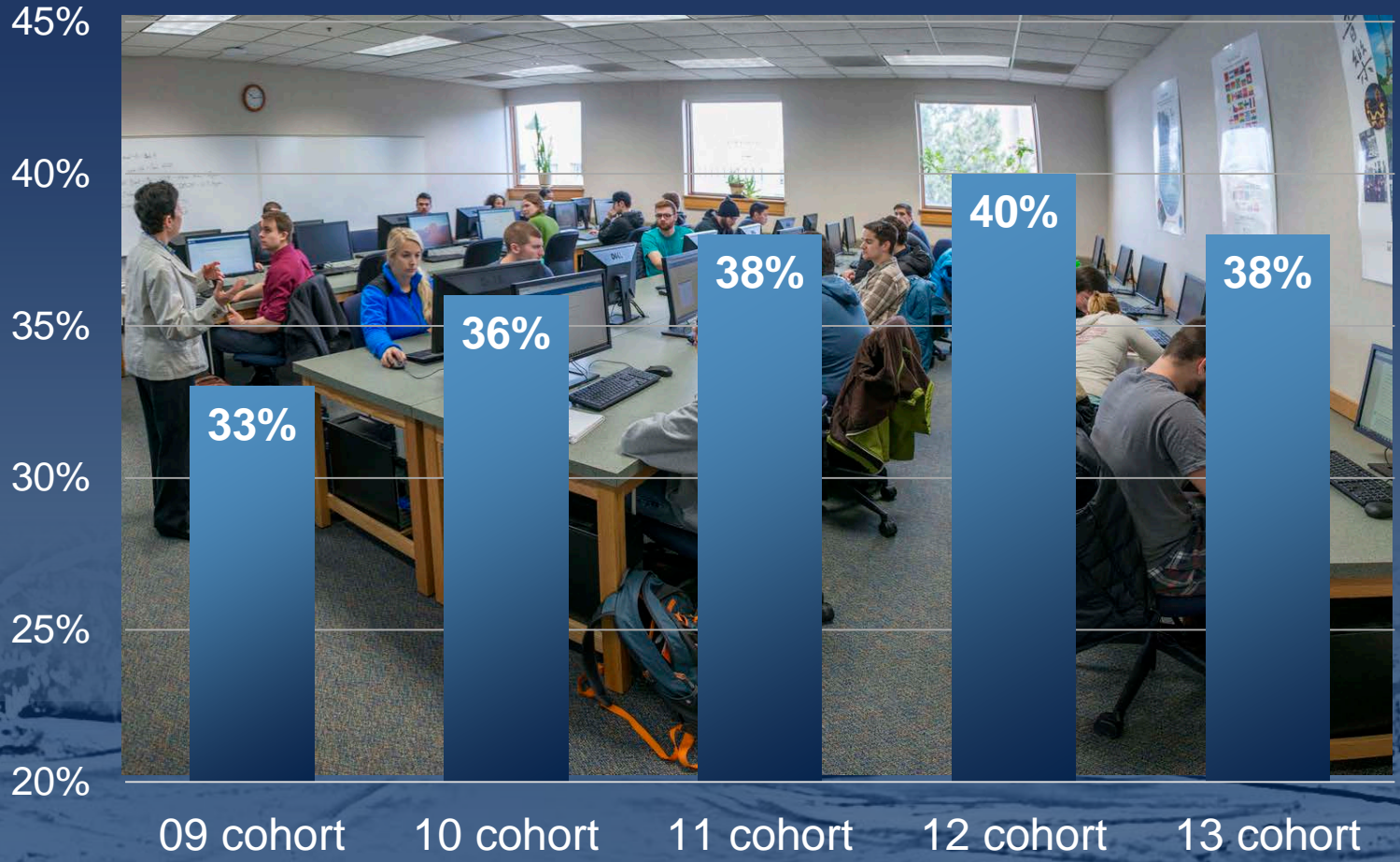
From IPEDS Data Center

* 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



Improve Student Success & Completion

Four-Year Graduation Rate

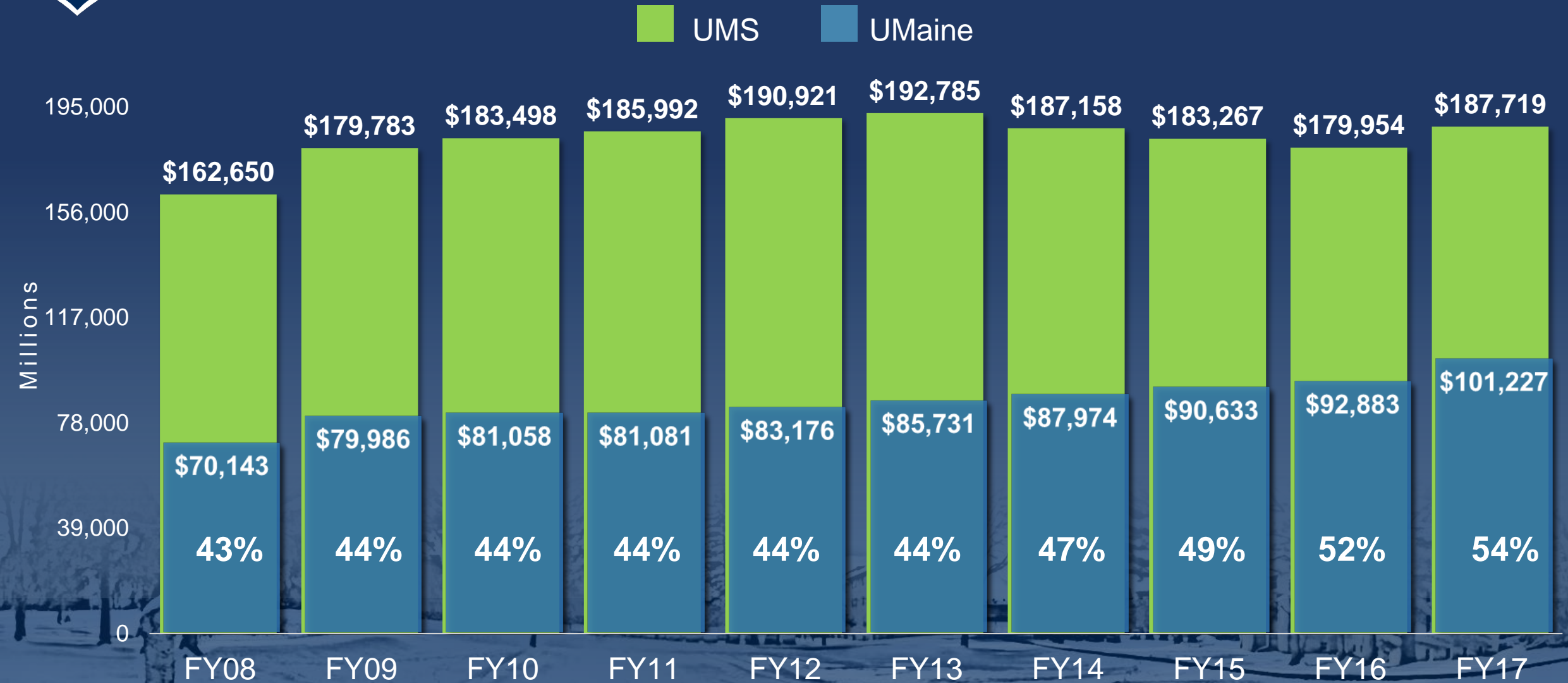


BOT Priority Outcome

3. Enhance the Fiscal Positioning of UMS



Net Revenue from Tuition & Fees



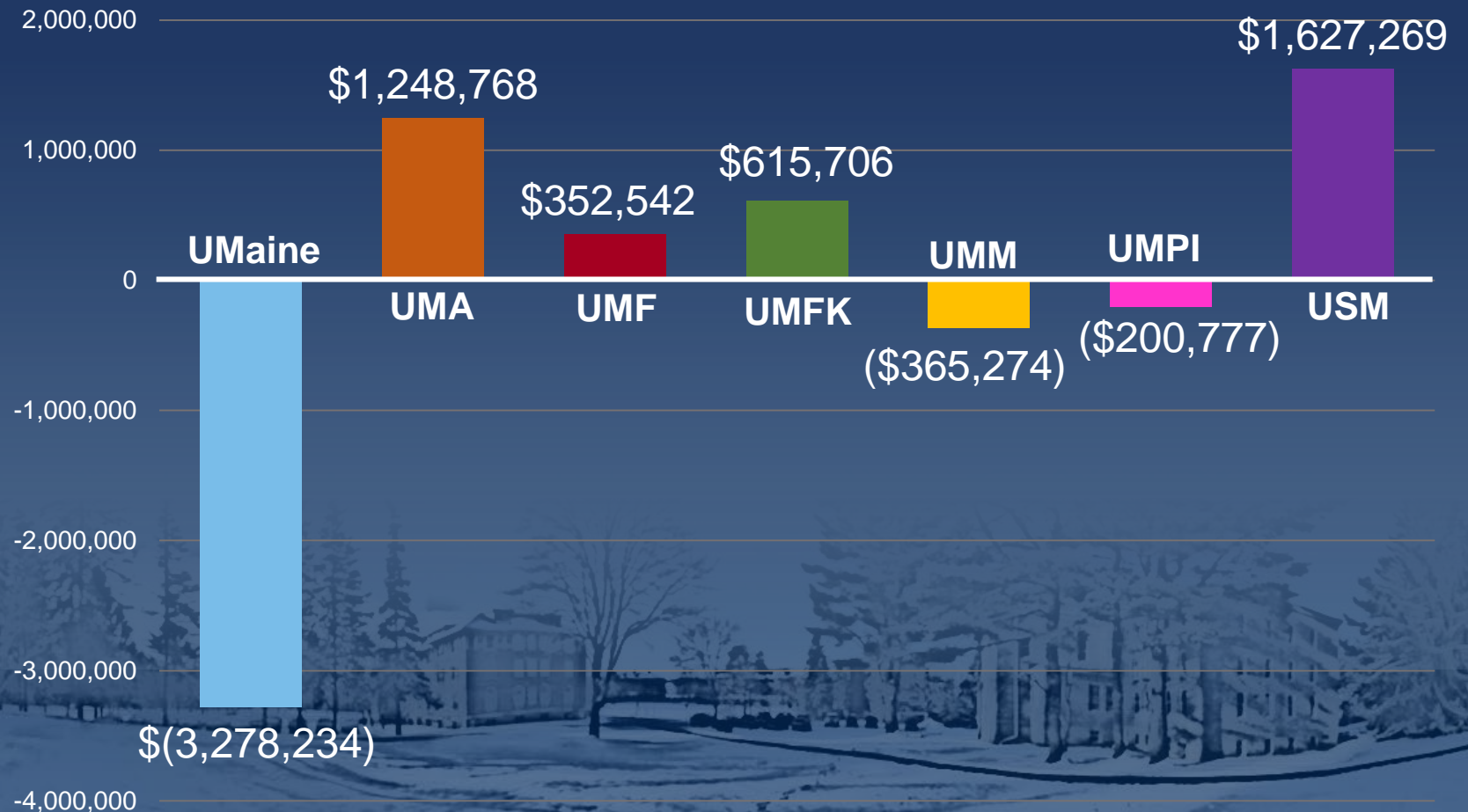
Source: Taken from "Consolidating" financial statements on google drive-prepared by UMS staff



Outcomes Based Funding Model

6-Year Cumulative Change (FY14-FY19)

Campus	6-Yr Cumulative Change
UMaine	\$ (3,278,234)
UMA	1,248,768
UMF	352,542
UMFK	615,706
UMM	(365,274)
UMPI	(200,777)
USM	1,627,269



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

FY19 Budget Levers

Non-Discretionary

Strategic

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

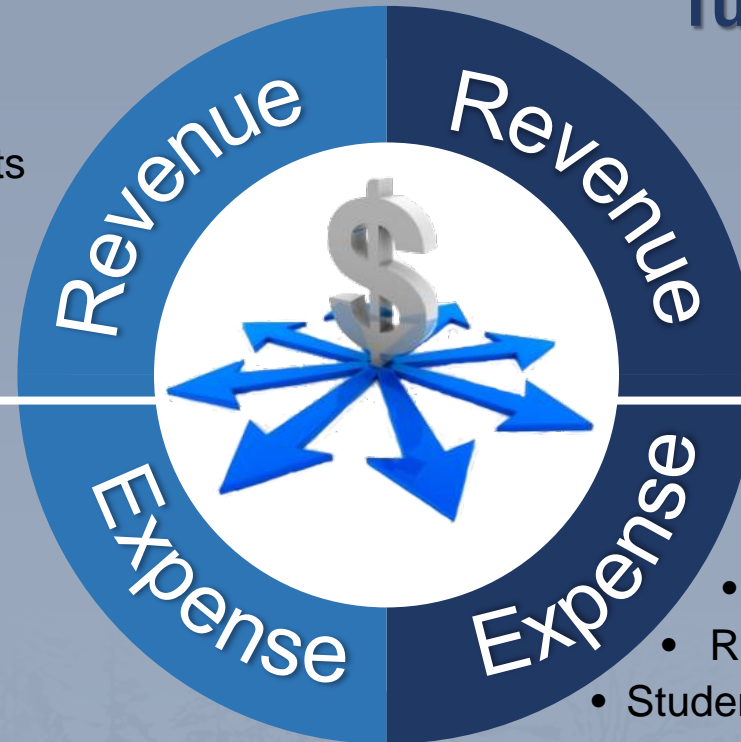
- Facility Insurances
- University Shared Services (Net of One-time Off-sets)
- Increase in Capital Funding (4% + of prior year)

Tuition & Fees

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

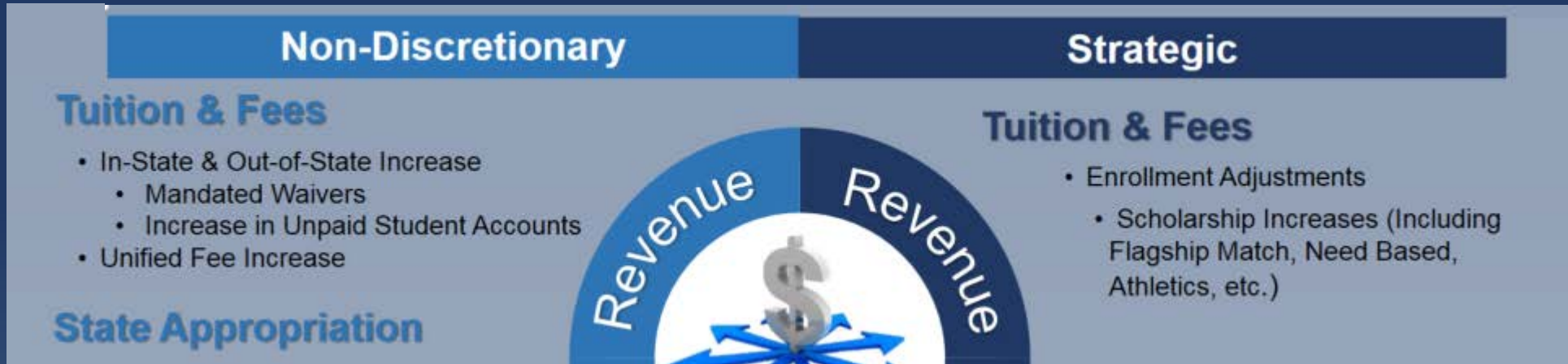
Investments

- 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



As presented on 11.9.17

Enhance the Fiscal Positioning of UMS



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

Tuition & Fees

Enrollment Adjustments	\$9,166,681
Scholarship Increases Including Flagship Match, Need Based, Maine Match, Athletics, etc.	(5,040,000)

Strategic Incremental Revenue \$4,126,681

Enhance the Fiscal Positioning of UMS



Non-Discretionary Expense Levers

Salary & Wage Negotiated Increases/ Benefits	(\$4,159,500)
Facility Insurances	6,576
Shared Services (Net of One-Time Off-Sets)	(253,047)
Increase in Capital Funding (4% + of prior yr)	(231,464)
Total Incremental Non-Discretionary Expense	(\$4,637,435)

Strategic Expense Levers

Academic Investments	(\$1,091,435)
Enrollment Efforts (incl. Financial Aid Office)	(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)

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)



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



FY19 Strategic Expense Levers

Admissions/Enrollment Investments	100,000
Financial Aid Staffing Investments	152,467

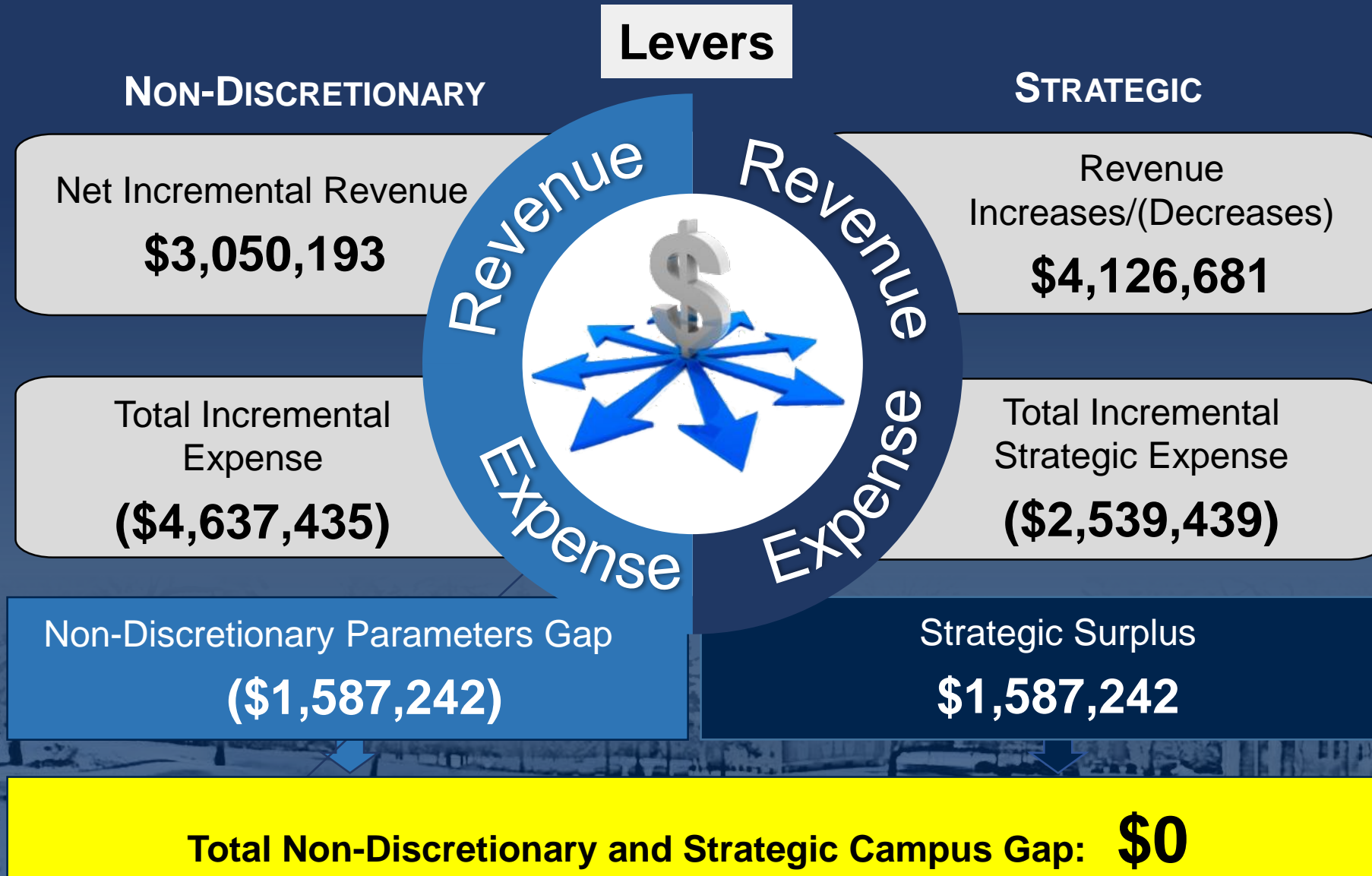
Academic Investments	(\$1,091,435)
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Research, Innovation & Economic Improvement	(320,537)
Student Affairs	(100,000)
Athletics Title IX	(250,000)
Library Acquisitions	(200,000)
Graduate Teaching Asst. Stipends	(100,000)
Facilities/Capital Investments/Utilities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

Strategic Faculty Investments	802,831
Enhance Student Experience	288,604

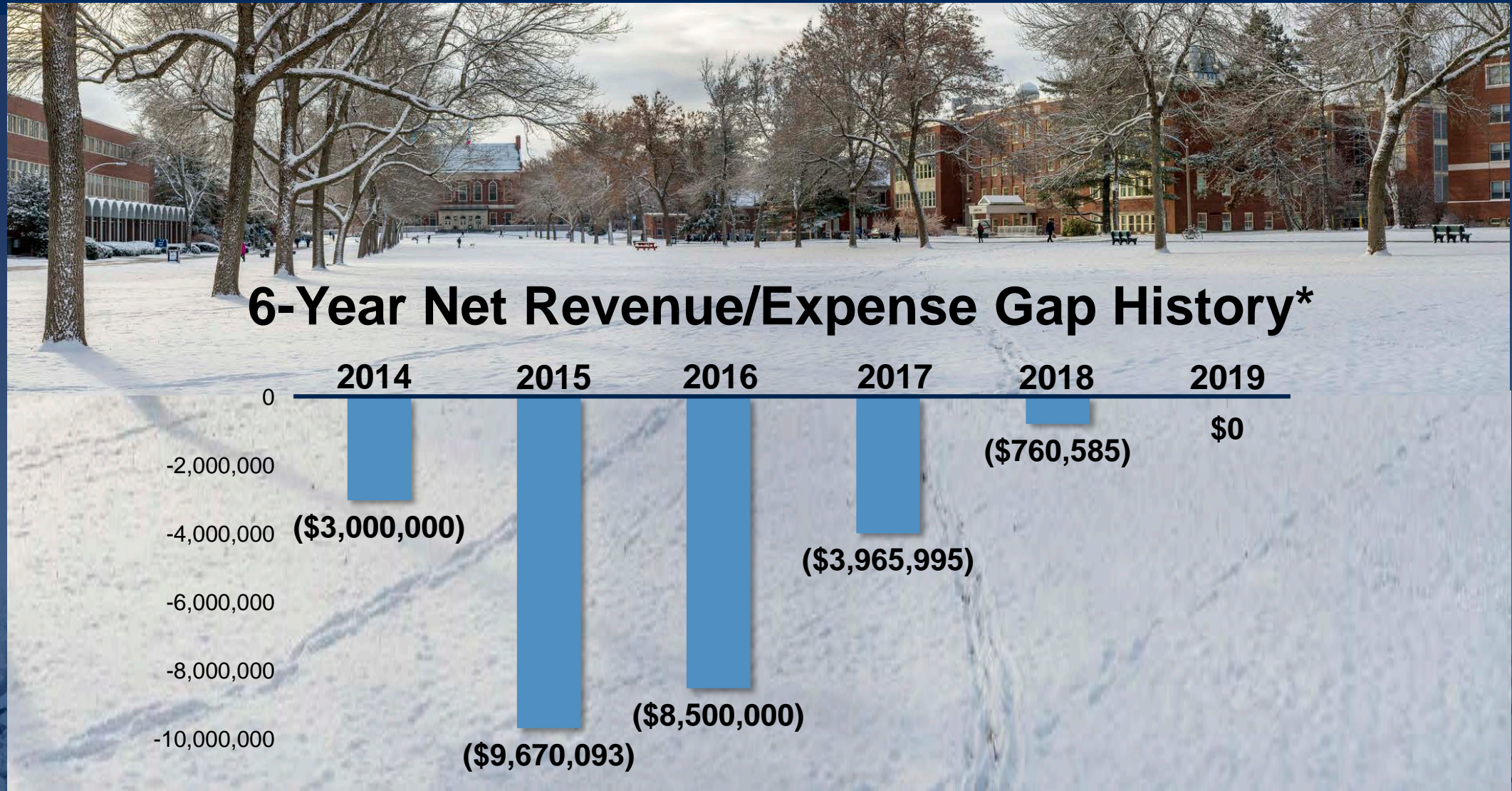
Return of IDC to PI's	125,000
Data Systems	70,537
Graduate Student Recruitment	25,000
Innovation & Economic Development	100,000



Enhance the Fiscal Positioning of UMS



Enhance the Fiscal Positioning of UMS



* Net gap figures include mandated costs and investments in strategic priority areas



6-Year Strategic Reallocation History

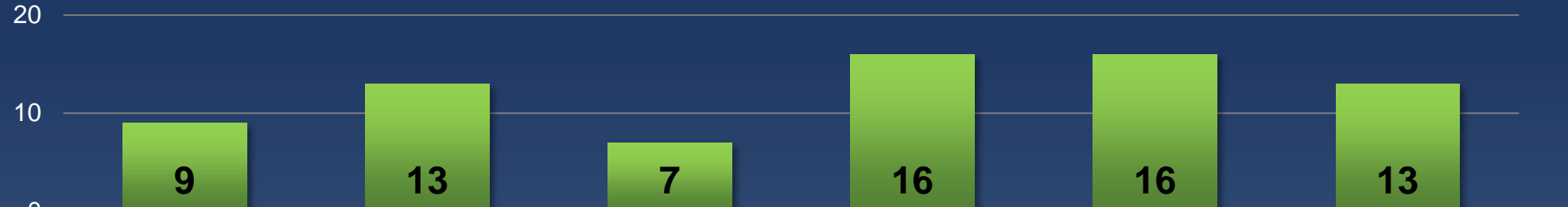
INVESTMENTS

Financial Aid **\$**
Increases

2014	2015	2016	2017	2018	2019
+ \$2.4M	+ \$5.1M	+ \$4.9M	+ \$2.4M	+ \$3.6M	+ \$5.3M

Positions Added

- Faculty
- Professional
- Classified



REDUCTIONS

Positions Eliminated

- Resignations
- Retirements
- Layoffs



Gap History	2014	2015	2016	2017	2018	2019
	(\$3,000,000)	(\$9,670,093)	(\$8,500,000)	(\$3,965,995)	(\$760,585)	\$0

BOT Priority Outcome

4. Support Maine through Research & Economic Development





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

Licensing Revenue

FY13 **\$121K**

FY17 **\$186K**

FY18 **>\$400K**



53%
Increase



115%
Increase



Statewide Business Incubation and Spin-Offs

5 Incubators



25 Companies



Commercialization Working Group

THE UNIVERSITY OF MAINE

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Recommended

THE UNIVERSITY OF MAINE

1865 THE UNIVERSITY OF MAINE

Advancing Economic Development Through

Commercialization



Report to President Susan J. Hunter
August 1, 2017

Commercialization Activities

Licensing

- Identify licensee, valuation, negotiation and execution

Startup Management and Coaching

- Business incubation, coaching entrepreneurs, connections to mentors, team members, funding sources

Administration

- License/contract compliance
- Reports, income distribution
- Accounting and Project Management

External Stakeholder Engagement/ Sales and Marketing

- To companies, inventors, entrepreneurs
- To legislature, MTI, trade groups
- To economic development community to support companies

Impact/Metrics

- BOT Primary Outcomes
- MEIF Goals and Metrics
- Campus-based Strategic Plans
- MTI and Maine Science and Technology Plan
- Portfolio specific revenues and return

university commercialization. Consequently, practices, there is also considerable variability in the collaboration between industry and university commercialization, and most adapt their policies and practices to their own opportunities and manage challenges.

With the foundation support in place, the CWG developed a commercialization strategy. Four inter-related areas of focus were:

1. Without a clear path to commercialization could be made available for external evaluation and

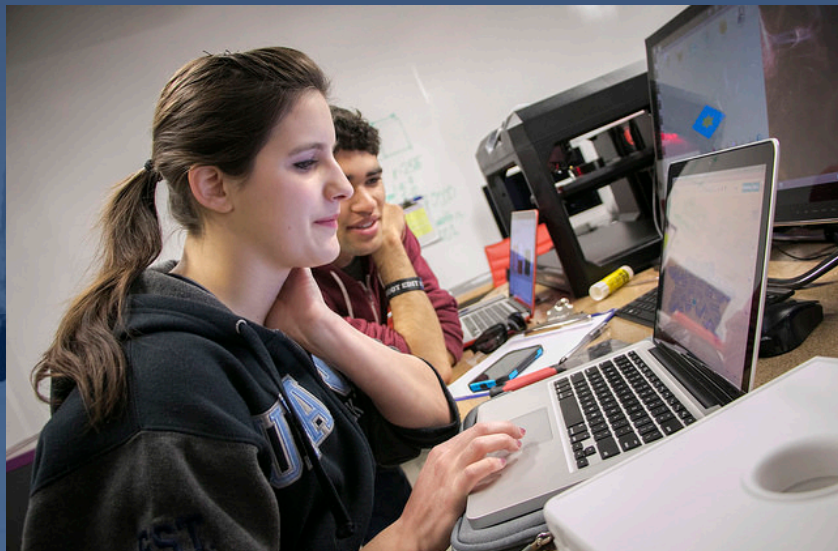
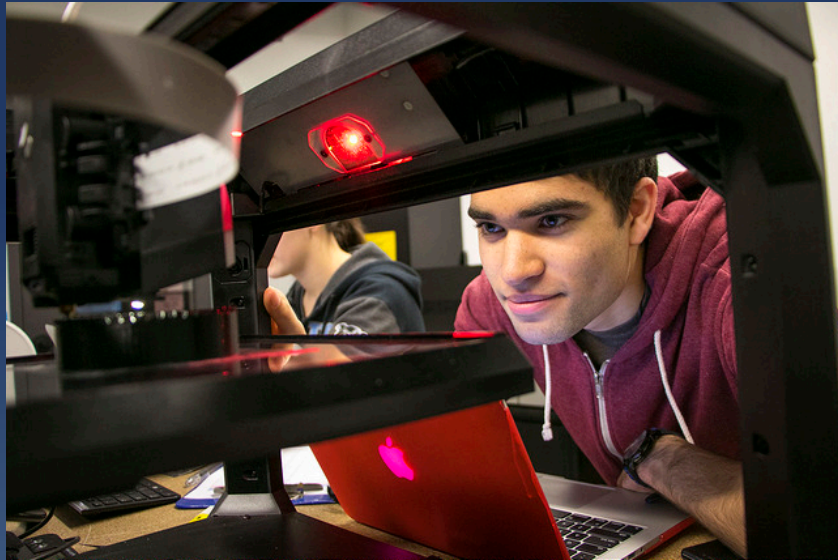
2. Given UMaine's current structures, resources and organizational structure, a separate independent entity such as a research foundation

3. The perceptions and experiences of university commercialization, the perceptions and experience of recent industry commercialization, and the perceptions and experience of other universities and experts in the field of commercialization?

4. Mid-Year Report.



Commercialization



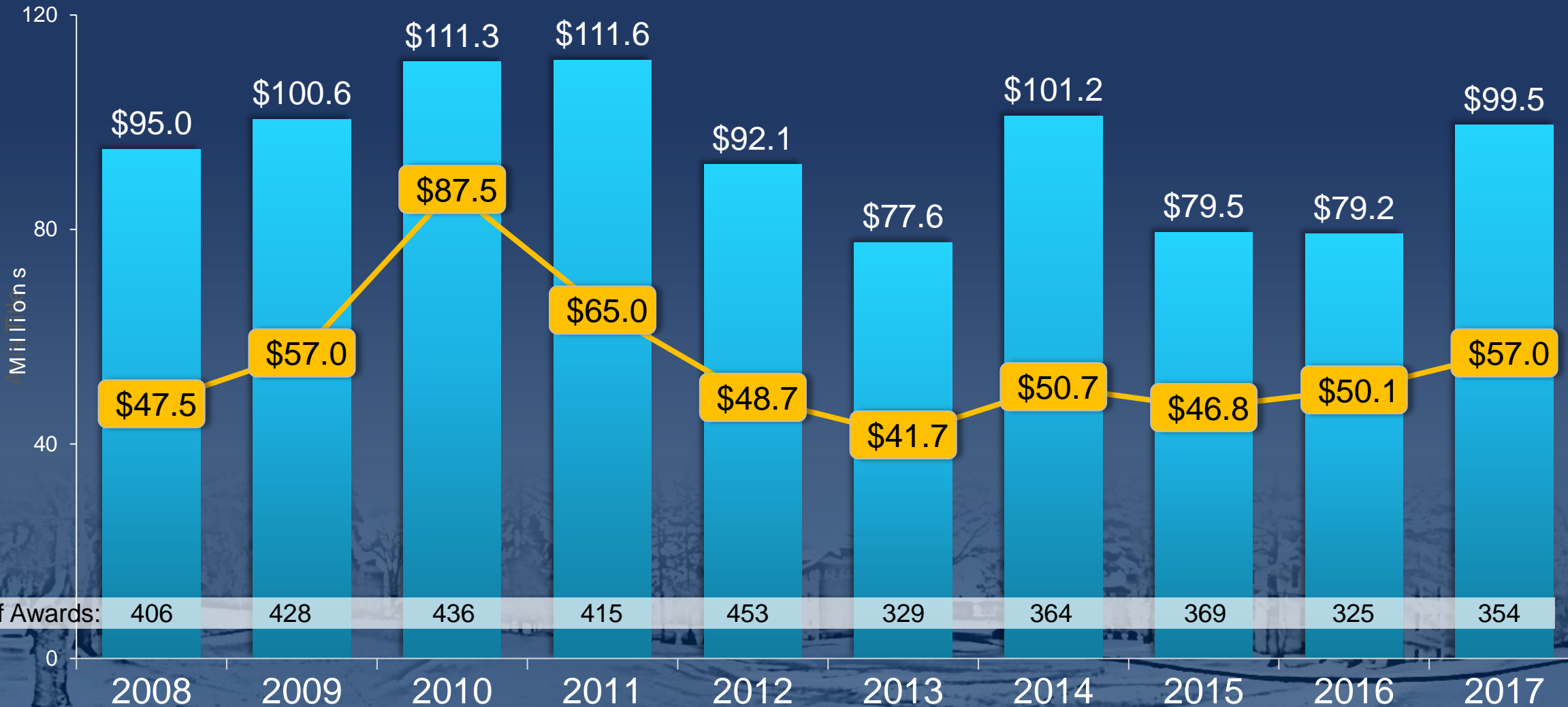
- Innovation and Economic Development Council
- University of Maine Research & Development Foundation
- Research Reinvestment Fund – to accelerate commercialization
- Technology Transfer Acceleration Support/Training
- Revamp the processes for industry engagement
- Revamp IP policies
- Commercialization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



Higher Education, Research and Development (HERD) and UMaine Research Awards

HERD Expenditures

Research Awards*



* Includes Research and Other Sponsored Activities



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



THE UNIVERSITY OF
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Questions

