UMS Board of Trustees Finance, Facilities & Technology Committee

June 24, 2020

Joan Ferrini-Mundy
President

Faye Gilbert
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
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

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

New Students

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.
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
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
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
• 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
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.
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
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
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.

Research at UMaine: Addressing Losses and Continuing Growth

• 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)

<table>
<thead>
<tr>
<th></th>
<th>FY18</th>
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<tbody>
<tr>
<td><strong>Budget</strong></td>
<td>278,567</td>
<td>282,750</td>
<td>282,275</td>
<td>280,251</td>
</tr>
<tr>
<td><strong>Actual</strong></td>
<td>282,165</td>
<td>281,843</td>
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### In-State (excludes Early College)

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### Out-of-State

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<td><strong>Budget</strong></td>
<td>97,214</td>
<td>108,077</td>
<td>108,351</td>
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<td><strong>Actual</strong></td>
<td>101,841</td>
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### FY21 Enrollment Budget

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Early College

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<td>1,579</td>
<td>2,119</td>
</tr>
<tr>
<td><strong>Actual</strong></td>
<td>1,045</td>
<td>1,730</td>
<td>2,714</td>
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UMaine Enrollment (June 2020)

**Total Credit Hour Enrollment** (excludes EC)

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**FY21 Enrollment Budget**

- March FFT: 0.7% below FY20
- 0.5% below FY20

June 2020

- 2.6% below FY20
- 2.4% below FY20

Credit Hours

- In-State
- Out-of-State

- Total Credit Hour Enrollment (excludes EC)

- Credit Hours
  - FY18: Budget 278,567, Actual 282,165
  - FY19: Budget 282,750, Actual 281,843
  - FY20: Budget 282,275, Actual 281,624
  - FY21: Budget 274,920

- Credit Hours
  - FY18: Budget 181,353, Actual 180,324
  - FY19: Budget 174,673, Actual 174,022
  - FY20: Budget 173,924, Actual 174,011
  - FY21: Budget 172,544

- Credit Hours
  - FY18: Budget 97,214, Actual 101,841
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  - FY20: Budget 108,351, Actual 107,613
  - FY21: Budget 102,376

- Credit Hours
  - FY18: Budget 1,213, Actual 1,045
  - FY19: Budget 1,219, Actual 1,730
  - FY20: Budget 1,579, Actual 2,714
  - FY21: Budget 2,508
Residence Hall Occupancy

- FY17: Capacity 3,364, Residents 3,351, Occupancy Rate 94%
- FY18: Capacity 3,451, Residents 3,404, Occupancy Rate 96%
- FY19: Capacity 3,351, Residents 3,398, Occupancy Rate 93%
- FY20: Capacity 3,404, Residents 3,398, Occupancy Rate 94%
- FY21 Budgeted: Capacity 3,507, Residents 2,700, Occupancy Rate 97%

June 2020

March FFT

June 2020
UMM Enrollment (March FFT)

Total Credit Hour Enrollment (excludes EC)

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UMM Enrollment (June 2020)

Total Credit Hour Enrollment (excludes Early College)

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Residence Hall Occupancy

- **Capacity**
- **Residents**

<table>
<thead>
<tr>
<th>Year</th>
<th>Capacity</th>
<th>Residents</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY17</td>
<td>275</td>
<td>227</td>
</tr>
<tr>
<td>FY18</td>
<td>275</td>
<td>183</td>
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<tr>
<td>FY19</td>
<td>273</td>
<td>152</td>
</tr>
<tr>
<td>FY20</td>
<td>273</td>
<td>163</td>
</tr>
<tr>
<td>March FFT</td>
<td>192</td>
<td>163</td>
</tr>
<tr>
<td>June 2020</td>
<td>118</td>
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**Occupancy Rate:**
- FY17: 83%
- FY18: 67%
- FY19: 56%
- FY20: 60%
- FY21 Budgeted: 85%

**June 2020:** 62%
June 24th FY2021 budget submission enrollment assumptions

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

**New Students**
- Focus on Early College enrollment

**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.
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
Questions?