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## FY18 Preliminary Education & General Budget Discussion

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THE UNIVERSITY OF  
**MAINE**



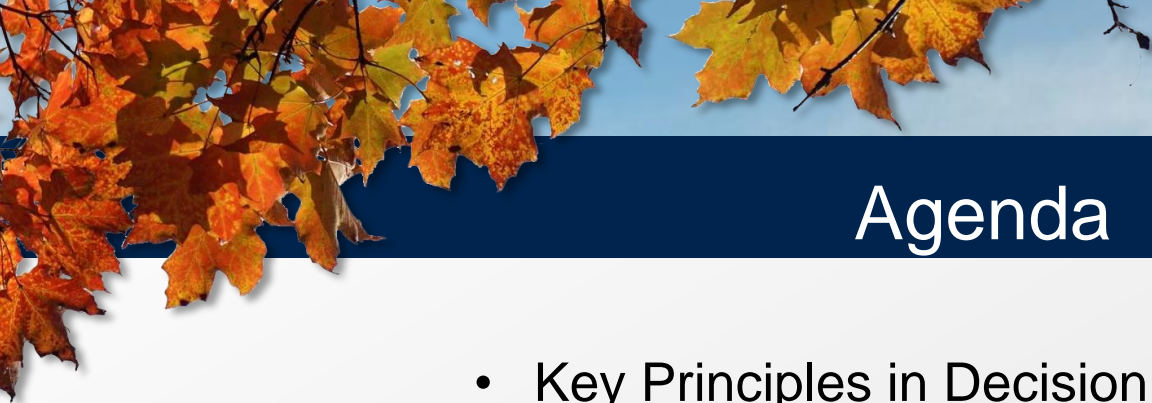
# FY18 Preliminary Education & General Budget Discussion

November 15, 2016

**Jeffrey E. Hecker**, *Executive Vice  
President for Academic Affairs & Provost*

**Susan J. Hunter**  
*President*

**Claire Strickland**  
*Chief Business Officer*



# Agenda

- Key Principles in Decision Making
- FY18 Budget Cycle
- FY17 E&G Revenue & Expense
- **Pause for Discussion**
- Undergraduate Enrollment
- Land Grant Comparisons
- Graduate Enrollment
- **Pause for Discussion**
- Budget Levers
- Next Steps
- **Discussion**

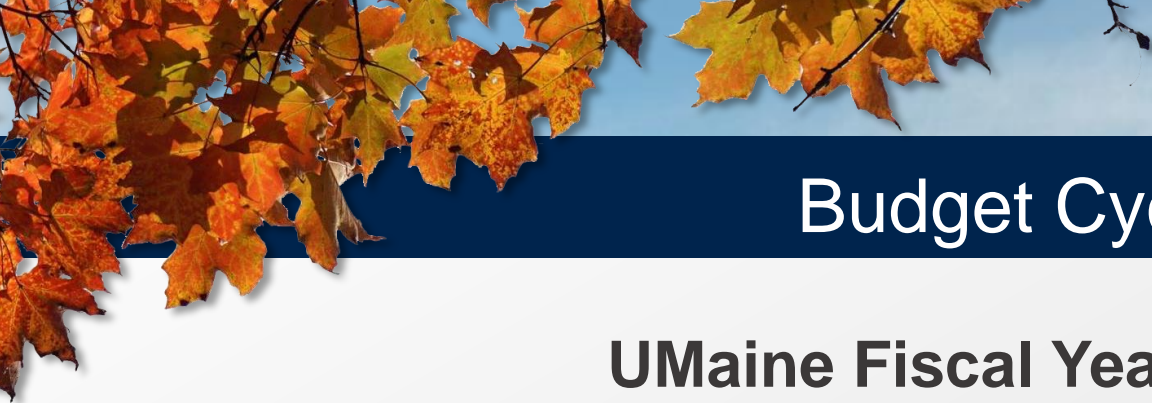




# Key Principles in Decision Making

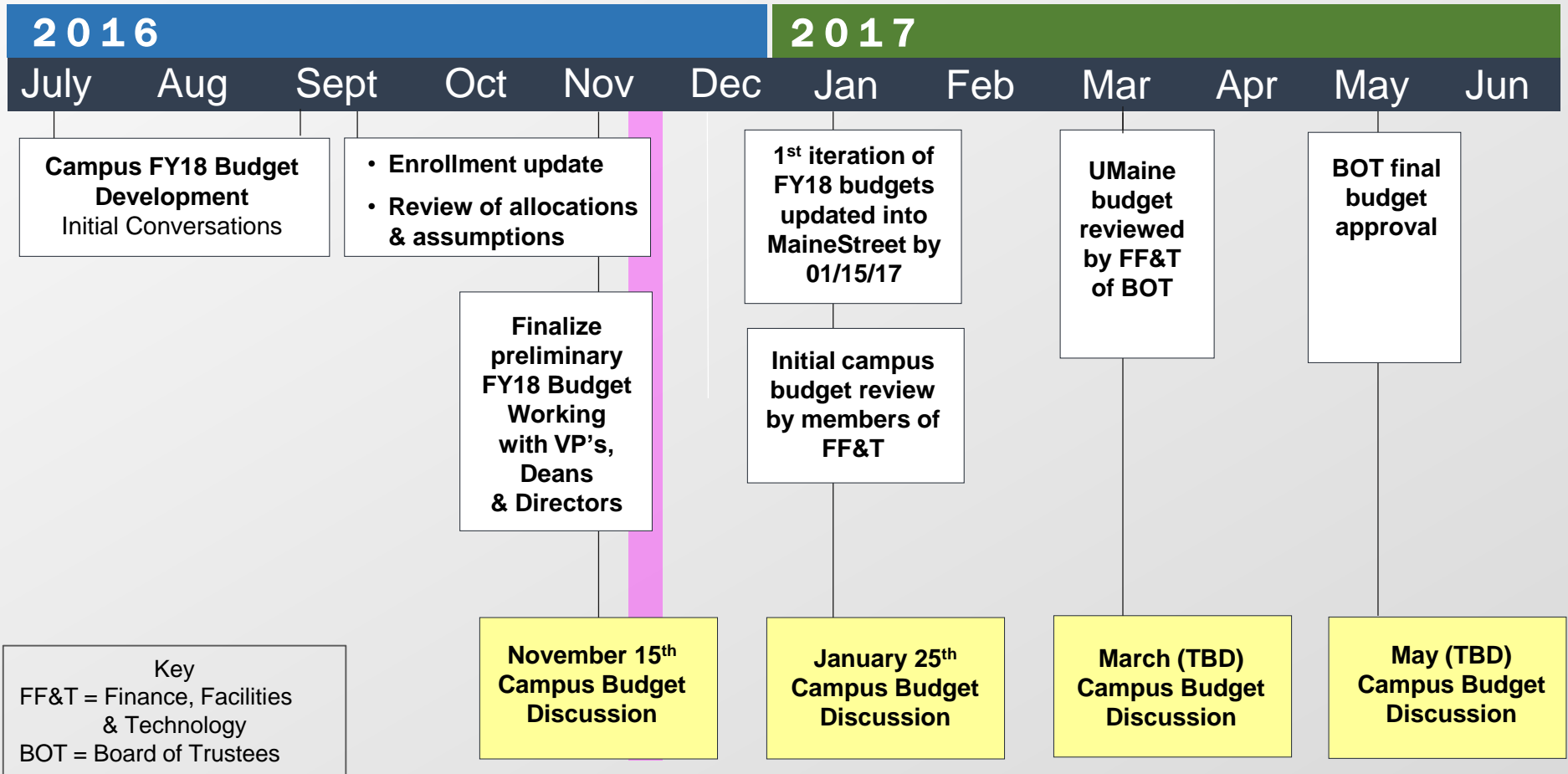


- Principles and process will be transparent
- Feedback/input will be encouraged throughout the budget development process
- Advances UMaine's strategic priorities
- Balances the need for investments in key areas with the need for a balanced budget



# Budget Cycle

## UMaine Fiscal Year 2018 (July 1, 2017 through June 30, 2018)





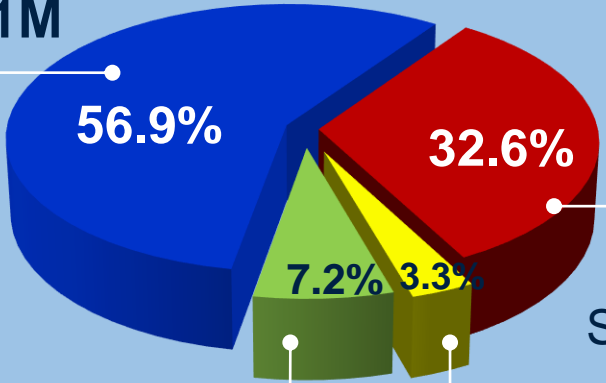
# FY17 E&G Revenue & Expense

## E&G Expenditures \$253.4M

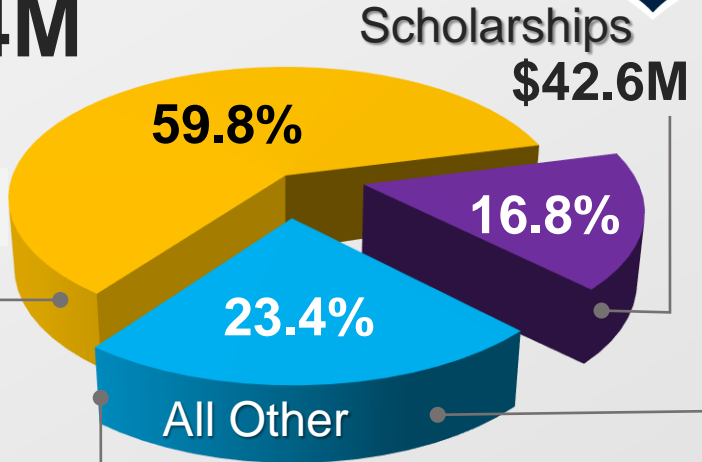
(does not include \$13.4M in depreciation)

**E&G Revenue**  
**\$253.4M**

**Tuition & Fees**  
(Net of \$3.0M waivers)  
**\$144.1M**



**Compensation & Benefits**  
**\$151.6M**



4.0%	Fuel & Electricity	\$10.1M
2.4%	Capital	\$6.2M
2.4%	Library Acquisit.	\$6.1M
6.8%	Shared Services	\$17.3M
1.0%	Travel	\$2.5M
6.8%	Other	\$17.0M

**Unrestricted State Appropriation**  
**\$82.5M**

**Sales/Transfer/Other**  
**\$18.4M**

**Indirect Costs**  
**\$8.4M**

**\$59.2M**



# Pause for Discussion

  
Rogers  
Hall

20 Sebago Road



# Fall 2017 First Year Enrollment Goal



**2,300 first year students on  
October 15, 2017 (census)**

**Fall 2016** first year students = 2,230

- largest in UMaine's history
- previous record – 2,166 fall 2013



## Challenges

Partnering with other UMS campuses to deliver the student Foundations Program

Capping enrollment in popular majors

- Bioengineering
- Mechanical Engineering
- Construction Engineering Technology
- Mechanical Engineering Technology
- Nursing





# Is this realistic? **Yes.**

## Enrollment Management Indicators

*As of Nov. 15, 2016*

### Inquiries

Fall 2017	57,998
Fall 2016	46,120

### High School Visits

Fall 2016	1,237
Fall 2015	886

### Open House Student Attendees

Nov. 2016	473
Oct. 2016	411
Oct. 2015	232



## Financial Aid

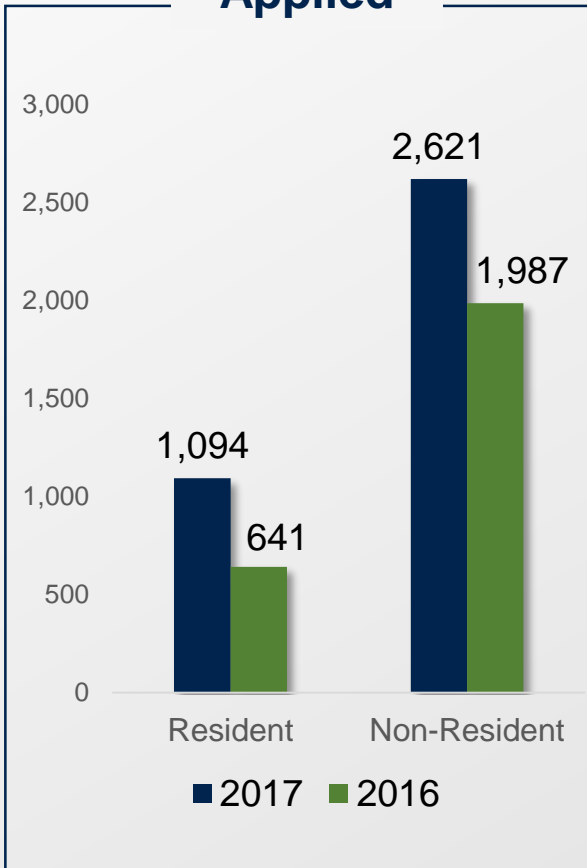
- Flagship Match expanded
  - Rhode Island
  - Illinois
  - California
- Maine Top Scholars Program
  - Continue Maine Match program
  - Top 20 Maine Applicants
  - Awards to Top Maine Science Fair



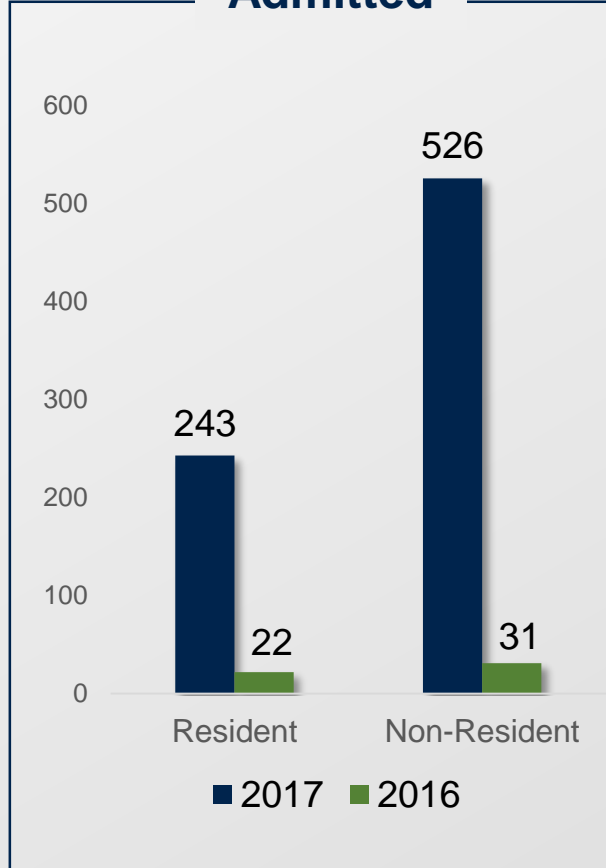
# Fall 2017 Admissions Report

As of Nov. 10, 2016

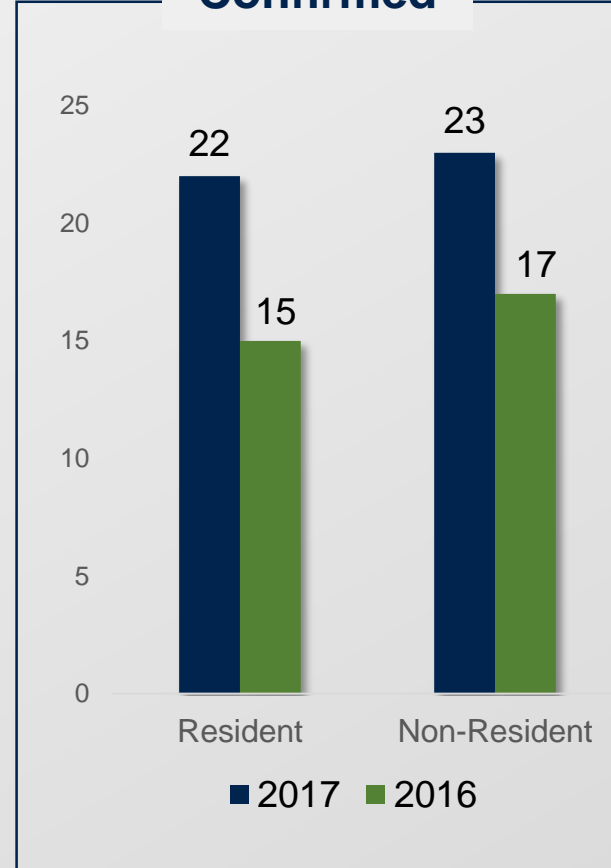
## Applied



## Admitted



## Confirmed





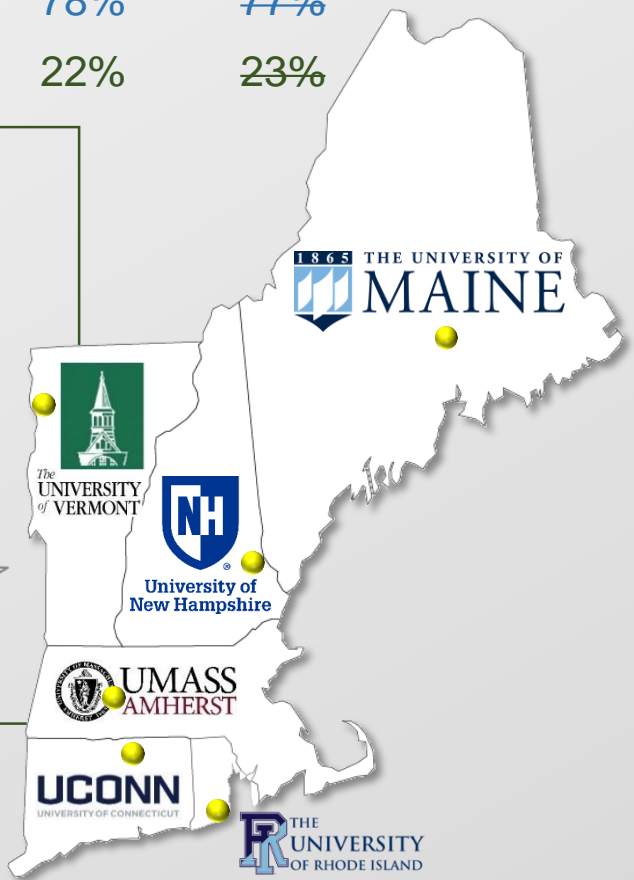
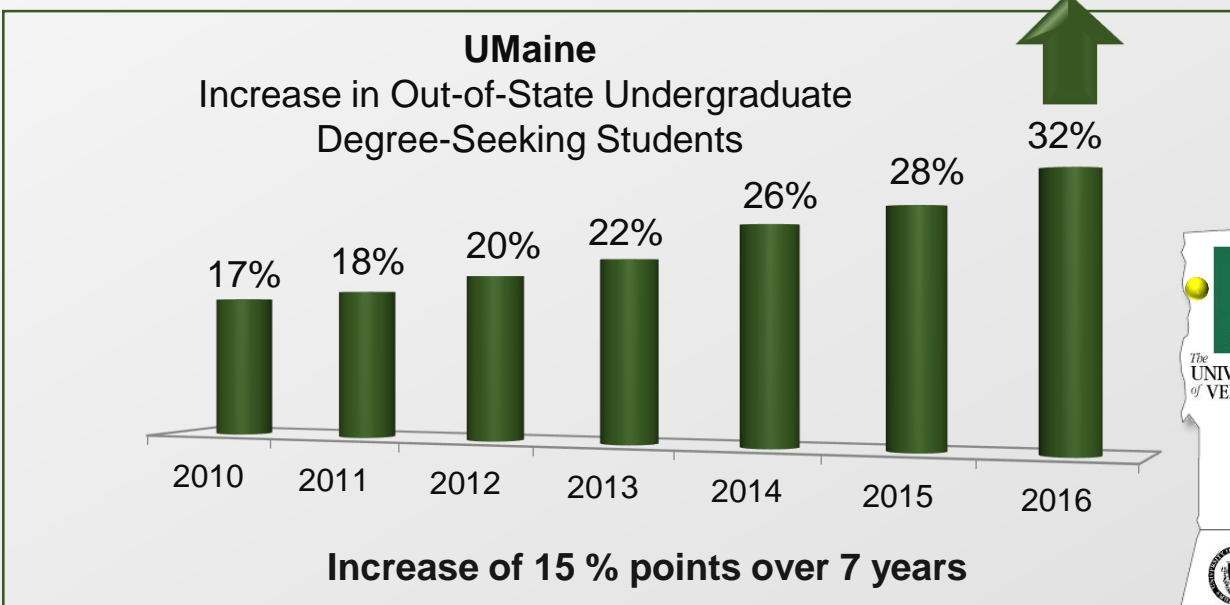


# New England Land Grants

## FALL 2016

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

	UVM	UNH	URI	UM	UMASS	UCONN
In-State	28%	46%	54%	68%	78%	77%
Out-of-State	72%	54%	46%	32%	22%	23%



### First-year Class Profile

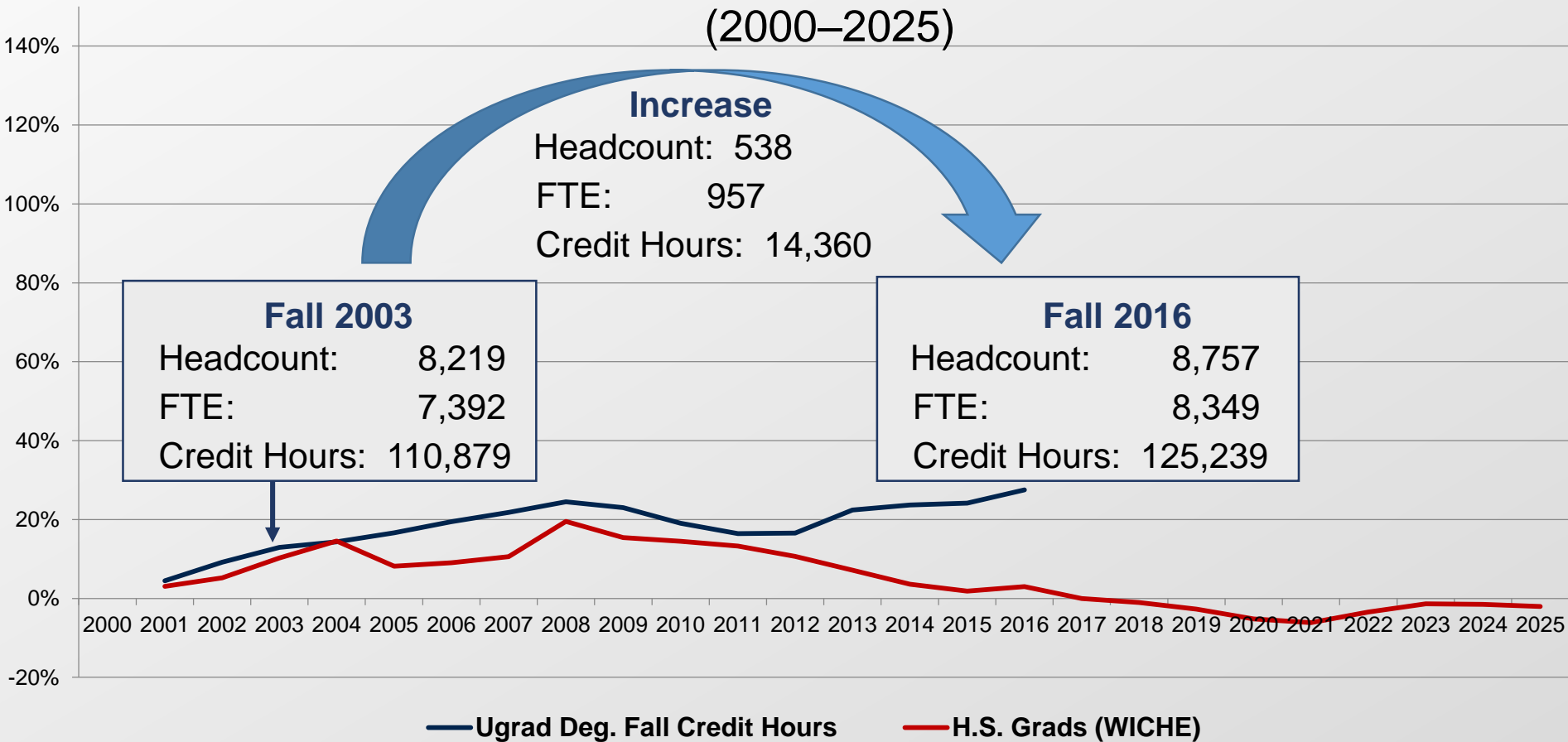
56% In-State    44% Out-of-State



# UMaine Undergraduates

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

% Change  
from 2000



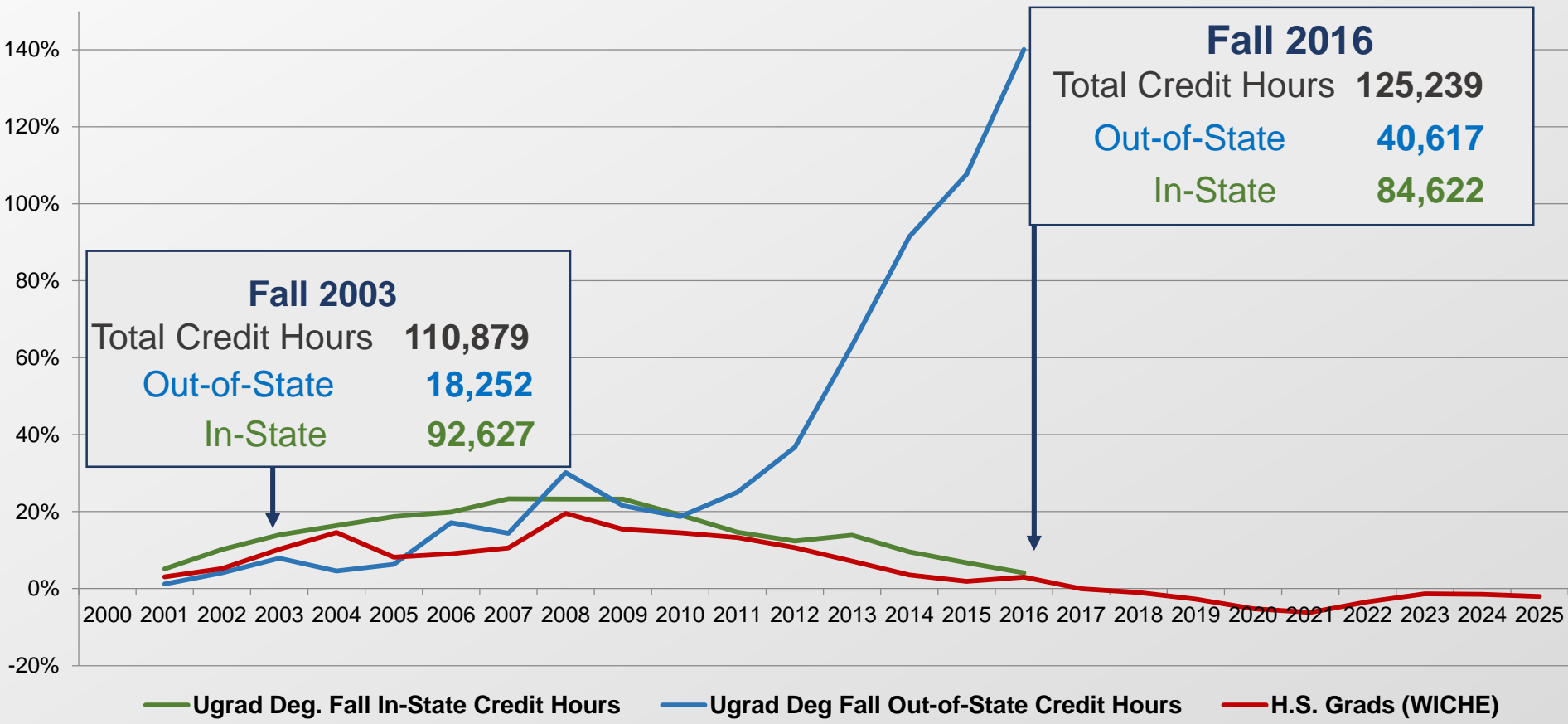




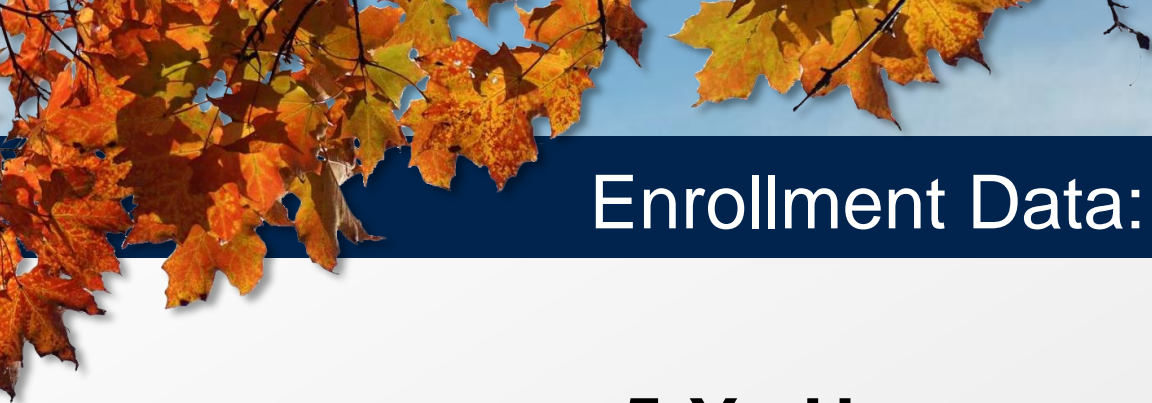
# UMaine Undergraduates

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

% Change from 2000

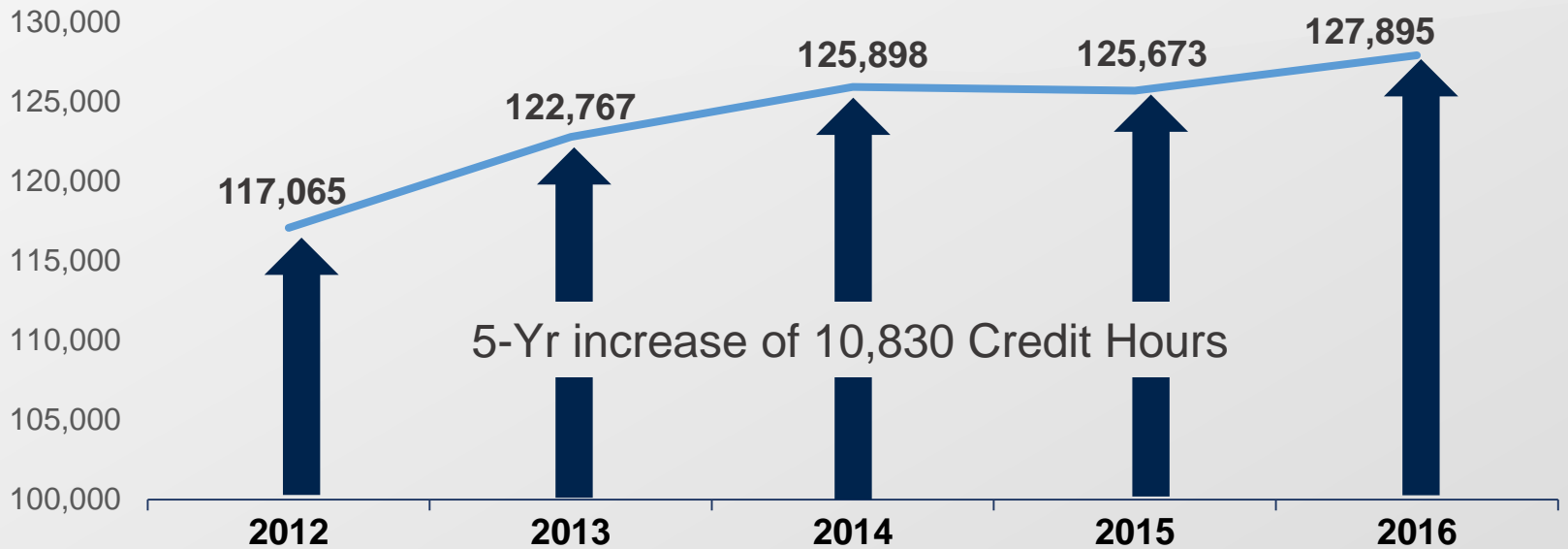


Source: Western Interstate Commission for Higher Education (WICHE, 2012)



# Enrollment Data: Fall Census

## 5-YR UNDERGRADUATE FALL CREDIT HOUR ENROLLMENT CHANGES



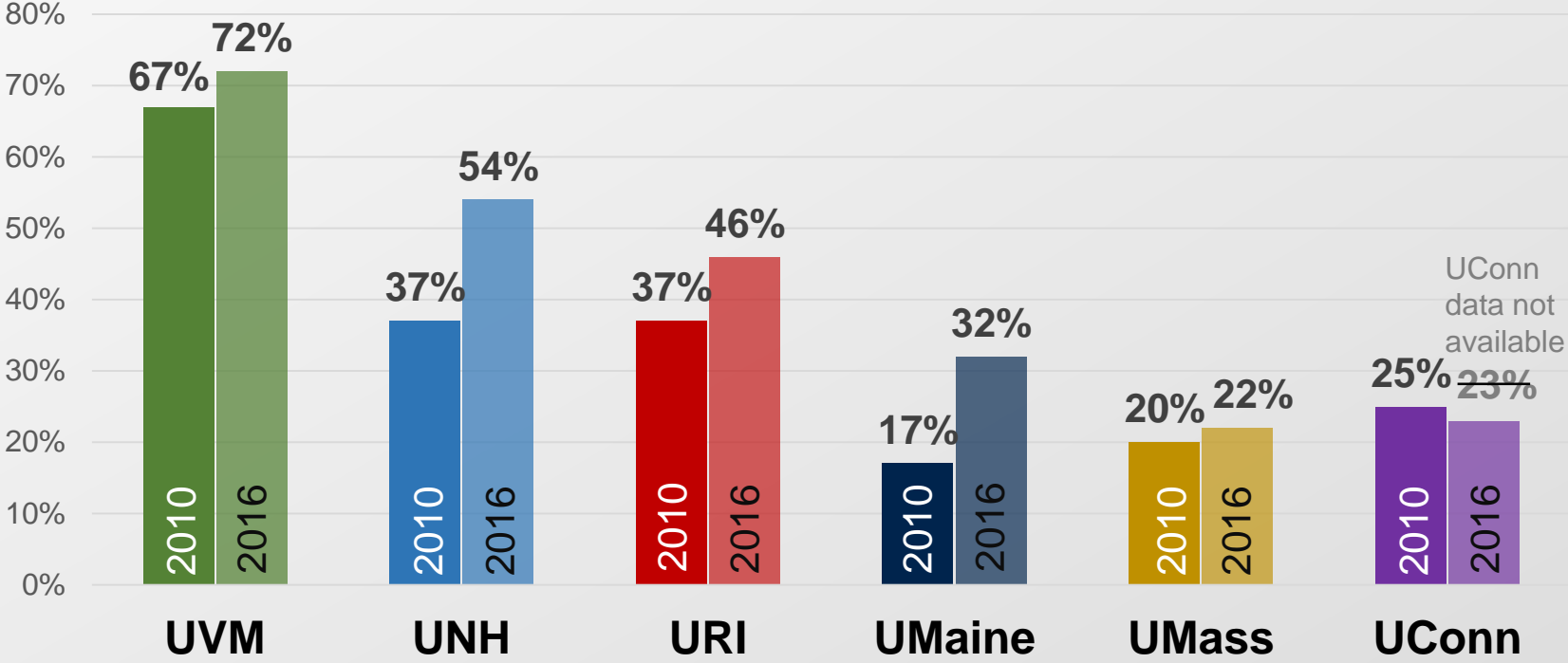




# New England Land Grant

*Ratio of Out-of-State Students Comparison*

## 2010 / 2016





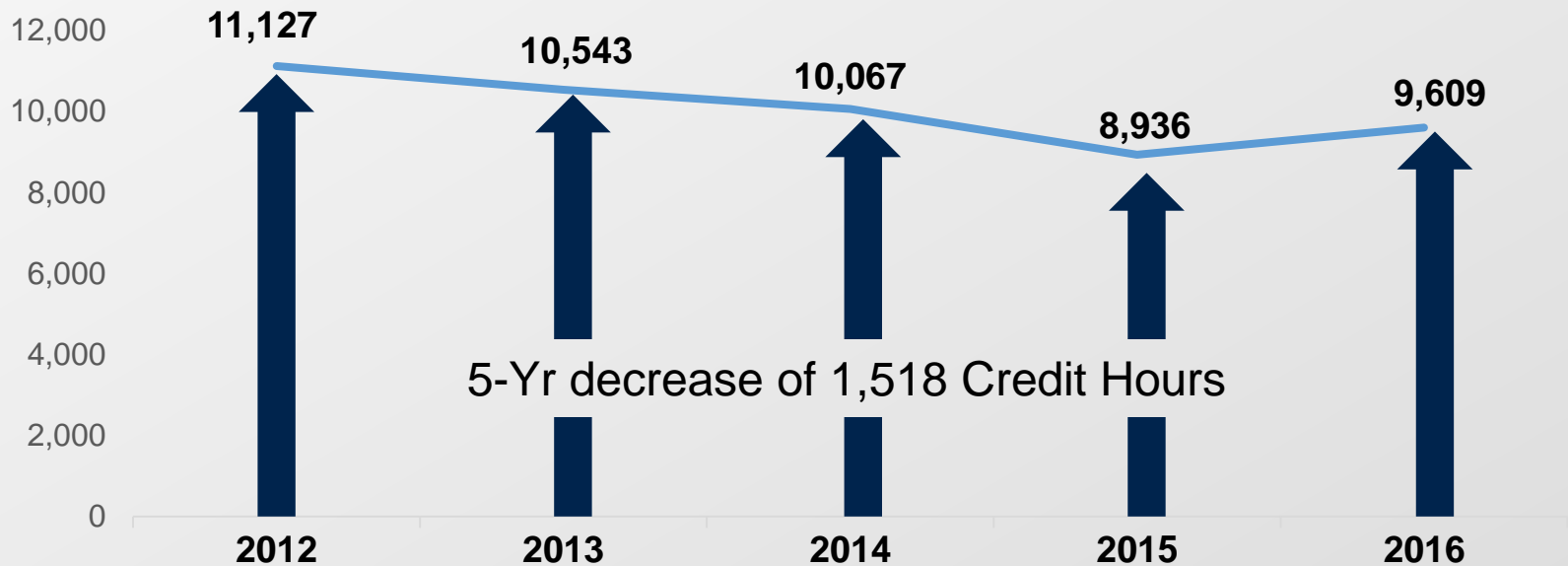
## Summary Points

- UMaine's financial health depends upon increasing enrollment and improving retention.
- We have set an ambitious Fall 2017 goal.
- Meeting the target goal enrollment **IS** realistic.  
BUT
- To succeed, enrollment and retention have to be **campus priorities. BECAUSE**
- Competition among New England Land Grants universities for out-of-state enrollment is fierce.



# What about Grad enrollment?

## 5-YR GRADUATE FALL CREDIT HOUR ENROLLMENT CHANGES







## What are we doing about Graduate Enrollment?

- MBA and MSW available online
- Increase statewide and national awareness of UMaine graduate offering
  - Promoting pathways to graduate study to student at other UMS campuses
  - Direct name purchases of test takers for the GRE and GMAT (targeting professional programs with capacity)
  - Outreach through social media (e.g. Facebook and Twitter)
  - Outreach to professional organizations and businesses that hire professional program graduates (e.g. K12)
- Reworking Graduate School and selected department website to be more recruitment focused
- Streamline admission processes to reduce application to admission time
- TargetX CRM to make communication with prospects, applicants, and admitted students more frequent, responsive and efficient
- Promote 4+1 programs to UMaine students
- Developing non-thesis options where appropriate



# Pause for Discussion

  
**Rogers  
Hall**

20 Sebago Road





# FY18 UMaine Budget Levers

## 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.)

#### Strategic Investments

- ↑ Academic Investments
- ↑ Student Affairs Investments
- ↑ Transitioning of Academic One-time Positions to Base
- ↑ Admissions Enrollment Efforts
- ↑ Facilities/Capital Investments/Utilities
- ↑ Library Acquisitions
- ↑ Graduate Teaching Assistant Stipend Increase

Revenue

Revenue

Expense

Expense





## Next Steps

1. Refine FY18 revenue/expense budget by the end of the month
2. Assign preliminary FY18 budgets to VP's, Deans, and Directors
3. **December 1:** Unified Budget Discussion  
UMS CFO, Ryan Low  
UMaine President, Susan Hunter
4. **January 25:** UMaine 2<sup>nd</sup> FY18 Budget Discussion
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

# umaine.edu/president

**FY17-18 Budget Materials**

[DOWNLOADS AND FEEDBACK](#)

- [President's Biography](#)
- [Cultural Affairs Committee](#)
- [Board of Visitors](#)
- [Speaking Request Form](#)
- [2018 Honorary Degree Nomination Form \(PDF\)](#)

- News**
- [New York Times remembers the life and work of Gordon Hamilton](#)  
Published: October 25, 2016
- [Media cover death of UMaine climate scientist Gordon Hamilton](#)  
Published: October 24, 2016

Welcome to the Office of the President



President Susan J. Hunter, Ph.D.

- [President's Message to the Community: Oct. 13](#)
- [President's Message to the Community: Sept. 19](#)
- [June Mt. Katahdin hike](#)
- [President's Message to the Community: Aug. 17](#)

[More](#)

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,



Thank you  
Questions?

