



FY26 BUDGET
FFT – First Reading
March 19, 2025



UMFK STRATEGIC PLAN 2023-2028

•Focus Area One: Enrollment Management

Maintain a primary focus on strategic enrollment management

Fundamental to UMFK's sustainability and growth is strategic enrollment management that brings net revenue to the institution, contributing to organizational solvency and programmatic growth. We define enrollment management as those programs, policies, and actions that attract new students and retain existing students, while driving toward maximizing degree completion.

•Focus Area Four: Academic Programs

Establish and maintain viable, career-focused academic programs

UMFK will ensure that all current and future academic programs serve students' career preparation aspirations by providing co-curricular opportunities and services that enhance career-readiness. We will create and maintain multiple pathways that can serve high school students, transfer students, adult learners, and others in their pursuit of higher education, upskilling, career preparation, and workforce development.



EVALUATION - FY24 Actual Credit Hours

Based on FY25 budgets & rates, using FY24 Actual Credit Hours	Registered Nurse to BS in Nursing	Early College	In-State	Out of State and International	Master of Science in Nursing	Total Credit Hours
Arts & Humanities	726	1,938	924	930	0	4,518
Behavioral Studies	0	360	583	317	0	1,260
Forestry	0	54	206	99	0	359
Natural Sciences	123	833	806	557	0	2,319
Nursing	3,396	62	2,447	1,026	877	7,808
Professional Studies	141	408	997	1,083	0	2,629
Grand Total	4,386	3,655	5,963	4,012	877	18,893

Red: Revenue generated by credit hours does not cover program costs.



PROGRAM PLANS TO INCREASE CREDIT HOURS

Behavioral Studies:

October 2024 CAOC Approved – Name Change from Behavioral Science to Psychology

October 2024 CAOC Approved – Online, In-Person and Hyflex Modality – Psychology Partnership with UMPI

Forestry: B.S. in Forest Management

October 2024 CAOC Support – Intent to Plan

Fall 2024 Campus Approved; Spring 2025 ASA and BOT Review and Approval Process – Program Proposal

Natural Sciences: B.S. in Wildlife Management

January 2025 CAOC Support – Intent to Plan

Spring 2025 Campus, ASA and BOT Review and Approval Process – Program Proposal

Professional Studies:

Business: September 2024 AFUM MOU Approved – Online B.S. in Business Management Adult Completion Program

On-Demand Asynchronous Online Instructional Modality – all courses offered every seven-week session

M.S. in Homeland Security – Online (in collaboration with UMA)

December 2024 CAOC Support – Intent to Plan

Spring 2025 Campus approved; ASA and BOT Process – Program Proposal

INITIATIVES TO INCREASE CREDIT HOURS

Nursing Program:

Fall 2024 – Doctorate in Nursing Practice

Fall 2025 – UMFK RN-BSN & AA in Human Services with UMPI: YourPace (Competency-Based Education) Program

Athletics:

Fall 2025 – Addition of Baseball and Softball (33 Students)

February 2025 – Hired Baseball Coach and Reviewed Softball Coach Applications

FY27 – Transition from USCAA to NCAA Division III

Positive campus impact in four critical areas: 1) same association as other UMS universities, 2) increase campus enrollment, 3) financial savings and 4) less travel time and more in-class time for student-athletes.

Bengal Summer Program: Online Second Session with On Campus Week July 13-19

Early College Students, New Students and Current Students

Experiential hands-on learning, student success strategies and outdoor northern Maine adventures

90 Credit Degree: B.S. in Applied Business Management (Adult Completion Program)

February 2025 CAOC Support – Intent to Plan

Spring 2025 Campus approved, ASA and BOT – Program Proposal

FY26 PROPOSED REVENUE BUDGET

	Combined FY25 BASE	FY26 E&G	FY26 AUX	Combined FY26 BASE	BUDGET CHANGE
Tuition & Fee Revenue	\$ 6,935,463	\$ 7,356,128		\$ 7,356,128	\$ 420,665 6.1% <i>See Major Drivers – next slide</i>
Dining Revenue	535,780		591,273	591,273	55,493 10.4%
Residence Revenue	638,962		751,019	751,019	112,057 17.5%
Tuition Waivers/Scholarships	(1,017,168)	(1,069,835)	(145,047)	(1,214,882)	(197,714) 19.4% <i>Consistent w/changes in enrollment</i>
Net Student Charges Revenue	7,093,037	6,286,293	1,197,245	7,483,538	390,501 5.5%
State Appropriation	8,912,140	8,977,777		8,977,777	65,637 0.7%
Indirect Cost Recovery	24,500	43,500		43,500	19,000 77.6%
Sales/Services/Auxiliary	369,295	161,068	78,400	239,468	(129,827) -35.2% <i>FY25 included \$100K for sale of land</i>
Total Revenue	16,398,972	15,468,638	1,275,645	16,744,283	345,311 2.1%

TUITION & FEE REVENUE – MAJOR DRIVERS

RATES per CREDIT HOUR	FY25	FY26	change	%
In-State/Can	260	268	8	3.1%
OS/Int'l	442	457	15	3.4%
RN-BSN	318	328	10	3.1%
MSN/DNP	500	500	0	0.0%
Early College (concurrent)	149	60	-89	-59.7%
Unified Fee	34	35	1	2.9%
Technology	12	13	1	8.3%

Major Drivers in changes to Tuition & Fees Revenue:

RATES: Early College - \$266K **DECREASE**
 RATES: All other groups - \$168K **INCREASE**

ENROLLMENT: Baseball/Softball: \$407K **INCREASE**
 ENROLLMENT: YourPace RN-BSN: \$122K **INCREASE**

FY26 PROPOSED EXPENSE BUDGET

	Combined FY25 BASE	FY26 E&G	FY26 AUX	Combined FY26 BASE	BUDGET CHANGE		
Salaries & Wages	\$7,429,647	\$7,548,469	\$275,100	\$7,823,569	\$393,922	5.3%	\$298K for contractual increases
Attrition (Salary Only)	(312,193)	(375,000)		(375,000)	(62,807)	20.1%	
Employee Benefits Including Attrition	2,643,840	2,933,976	119,975	3,053,951	410,111	15.5%	\$145K on contractual increases, \$219K est. benefit rate increases
Personnel	9,761,294	10,107,445	395,075	10,502,520	741,226	7.6%	
Other Expenses & Transfers:							
Fuel & Electricity	641,927	520,287	199,980	720,267	78,340	12.2%	per CES, but may be high
Supplies & Services	1,721,975	780,019	999,081	1,779,100	57,125	3.3%	
Shared Services	2,208,738	2,157,383	0	2,157,383	(51,355)	-2.3%	
Travel	376,013	453,133	2,000	455,133	79,120	21.0%	2 new sports, flexible
Memberships, Contributions & Sponsorships	46,730	41,985	125	42,110	(4,620)	-9.9%	
Maintenance & Alterations	213,150	179,750	48,650	228,400	15,250	7.2%	
Interest	144,754	6,650	121,631	128,281	(16,473)	-11.4%	★ More about this later!
Depreciation	1,245,969	938,344	228,418	1,166,762	(79,207)	-6.4%	
Other Expenses	389,361	393,691	40,183	433,874	44,513	11.4%	
Unassigned Budget	26,468	43,054	0	43,054	16,586	62.7%	
Transfers - Other	(181,720)	(265,194)	0	(265,194)	(83,474)	45.9%	
Total Other Expenses & Transfers	6,833,365	5,249,102	1,640,068	6,889,170	55,805	0.8%	
Total Operating Expenses & Transfers	16,594,659	15,356,547	2,035,143	17,391,690	797,031	4.8%	

FY26 PROPOSED NET CHANGE

	FY25 BASE	FY26 E&G	FY26 AUX	FY26 BASE	BUDGET CHANGE	
Operating Increase (Decrease) \$	(195,687)	\$ 112,091	\$ (759,498)	\$ (647,407)	(451,720)	230.8%
Add Back Depreciation	1,245,969	938,344	228,418	1,166,762	(79,207)	-6.4%
Less Capital Expenditures	(489,000)	(11,000)	0	(11,000)	478,000	-97.8%
Less Debt Service Principal	(561,282)	(238,355)	(270,000)	(508,355)	52,927	-9.4%
Net Change Before Other Adjustments & Transfers	0	801,080	(801,080)	0	0	

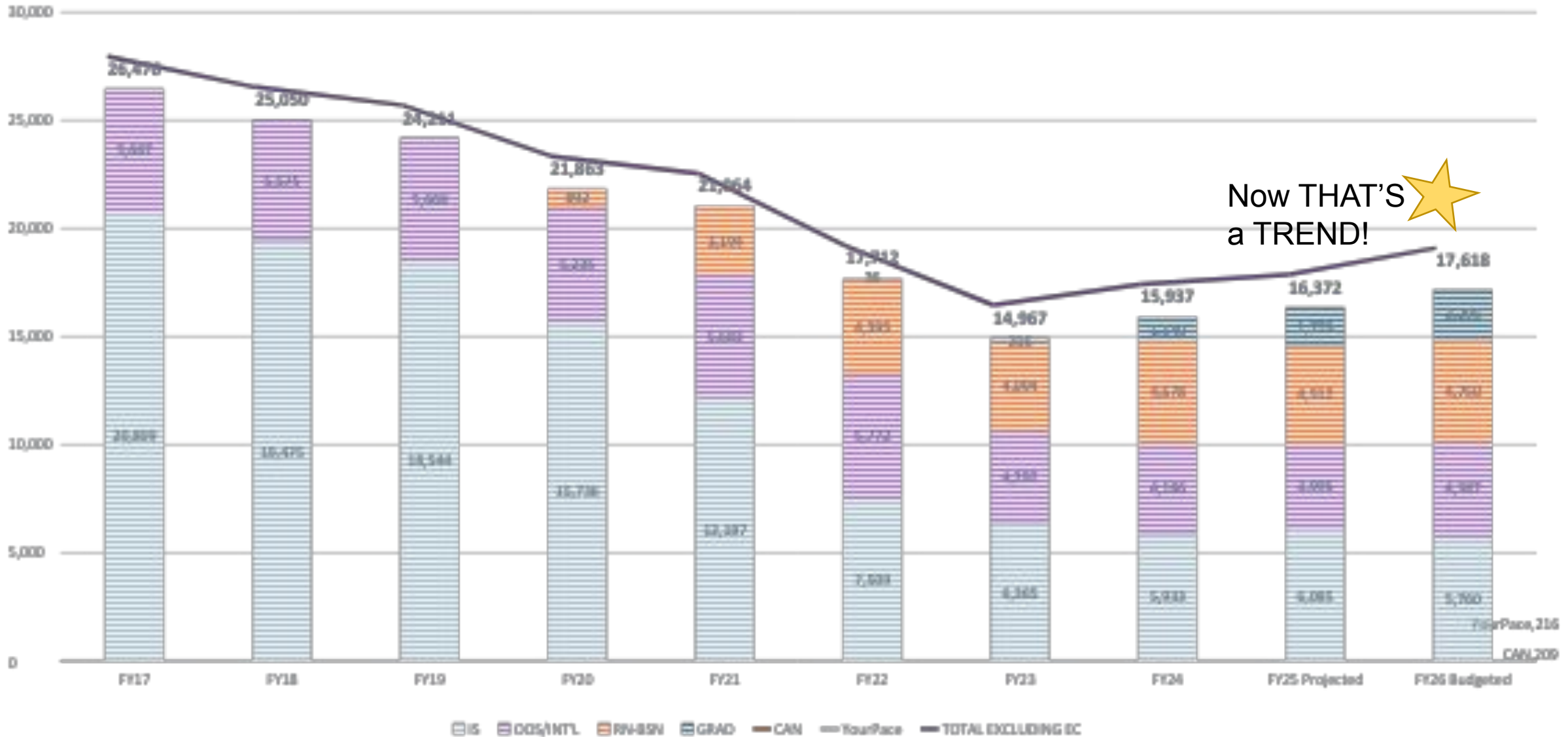
★ THESE are both
GOOD NEWS . . .
★ You'll see in later
slides!



ENROLLMENT FORM – FY26 Credit Hour Projections

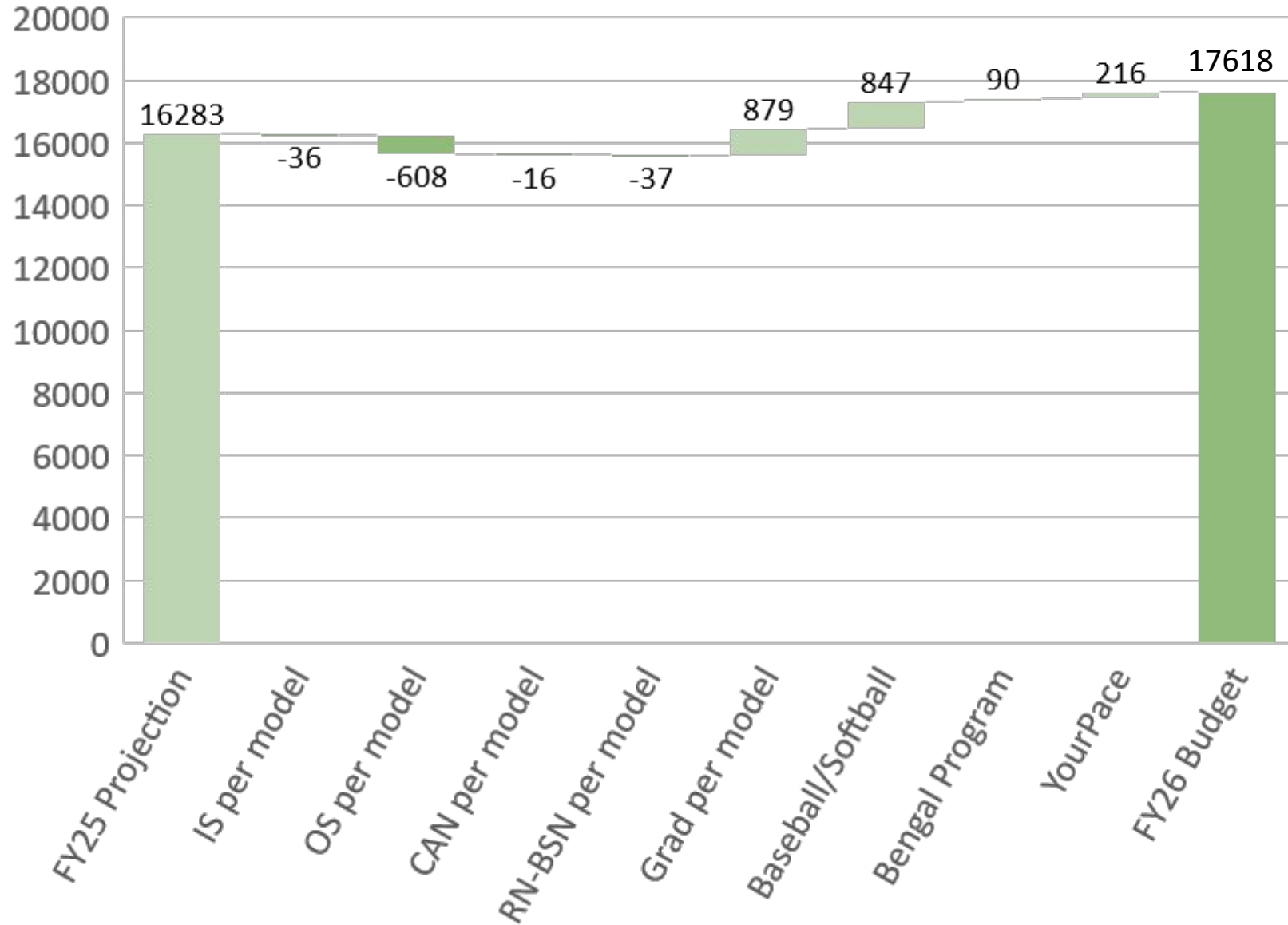
TOTALS			
	Trend	Campus	
Early College	3,992	3,992	
In State	5,563	5,760	+90 CHs Bengal Programs, 107 BB/SB
OS/INTL	3,647	4,387	+740 CHs Baseball/Softball
Canadian	209	209	
ME-Online u-grad	4,750	4,966	+216 CHs RN-BSN YourPace
ME-Online grad	2,296	2,296	
TOTALS	20,457	21,610	<i>including EC</i>
TOTALS	16,465	17,618	<i>excluding EC</i>

ENROLLMENT HISTORY – Credit Hours

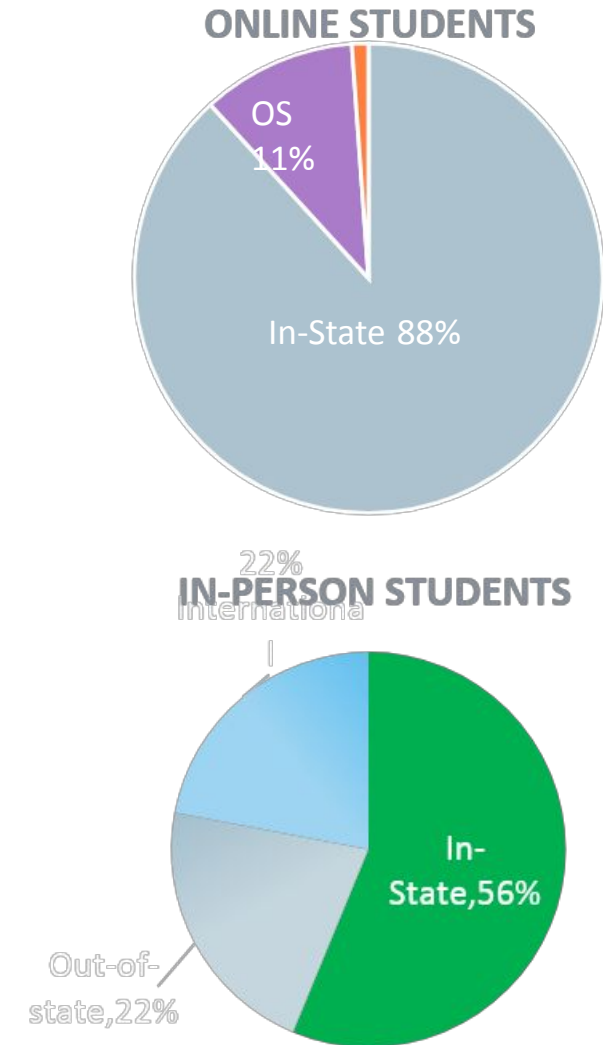


COMPONENTS OF ENROLLMENT

Change in Budgeted Credit Hours



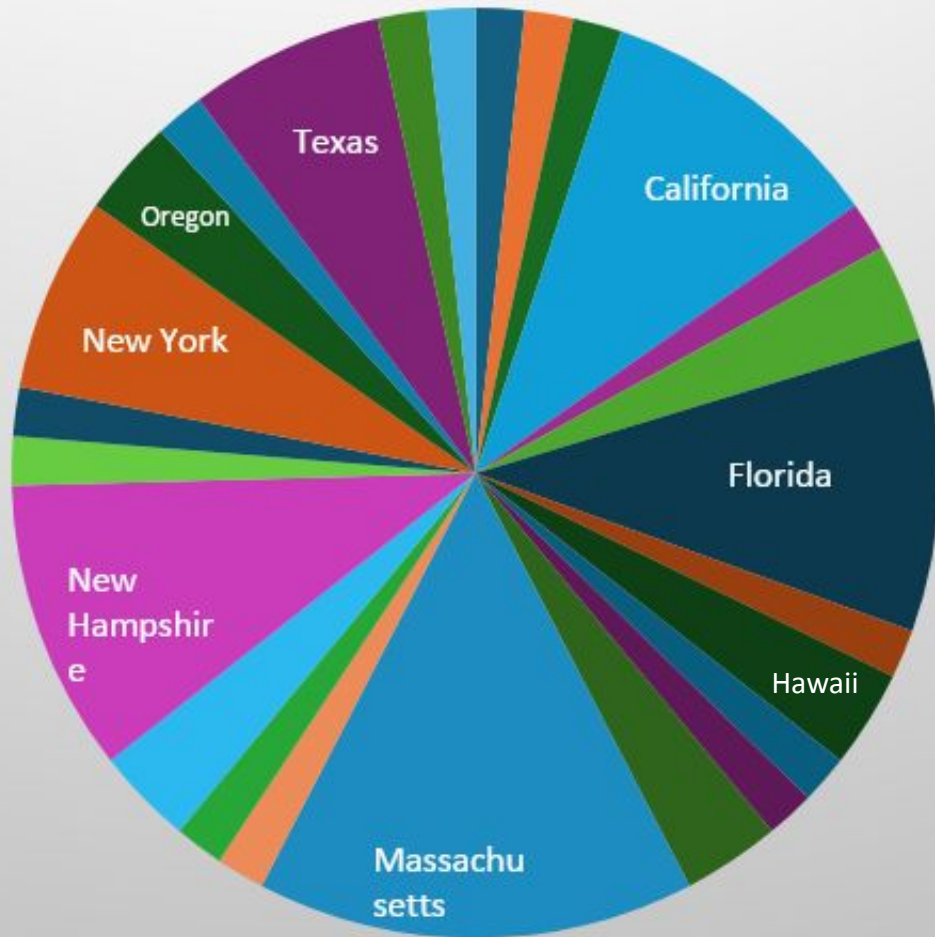
Headcount per Fall 2024 Census



KALEIDOSCOPE OF UMFK

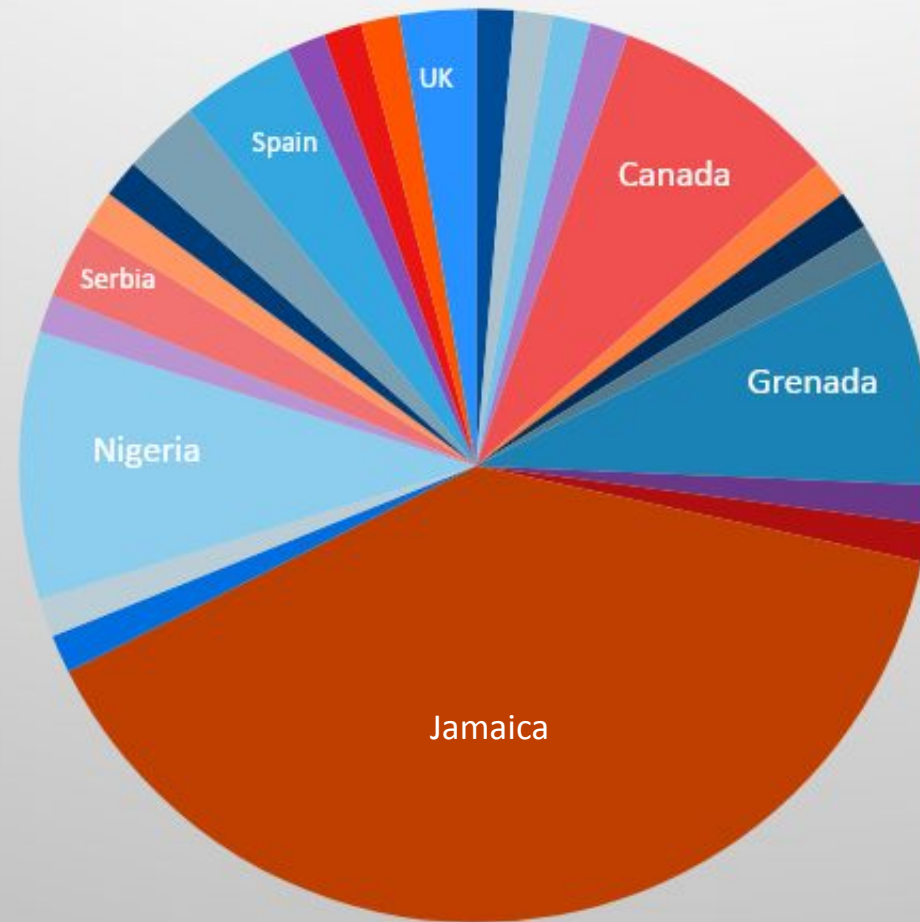
Out of State - 73 students from 25 states

- Alaska
- Alabama
- Arizona
- California
- Connecticut
- Delaware
- Florida
- Georgia
- Hawaii
- Idaho
- Illinois
- Indiana
- Massachusetts
- Maryland
- Minnesota
- Mississippi
- New Hampshire
- New Jersey
- Nevada
- New York
- Oregon
- Rhode Island
- Texas
- Virginia
- Vermont



International - 74 students from 25 countries

- Bahamas
- Bermuda
- Bosnia and Herzegovina
- Brazil
- Canada
- Colombia
- France
- Ghana
- Grenada
- Iceland
- India
- Jamaica
- Japan
- Mexico
- Nigeria
- Republic of Montenegro
- Republic of Serbia
- Rwanda
- Senegal
- South Africa
- Spain
- St Vincent and the Grenadines
- Switzerland
- Turks and Caicos Islands
- United Kingdom



MARKETING INITIATIVES

A new marketing plan was completed in Spring 2024.

Highlights Include Programmatic Marketing:

- **Nursing Online** – includes promotion of all our nursing program online options in one place.
- **Finish Strong Initiative** for adult learners.
 - 27 active students as of 1/22/25
 - An adult learner counselor was hired January 2025
- **Finish In-Time Degrees: Adult Learner Bachelor of Science in Business Management Online Degree Completion Program**

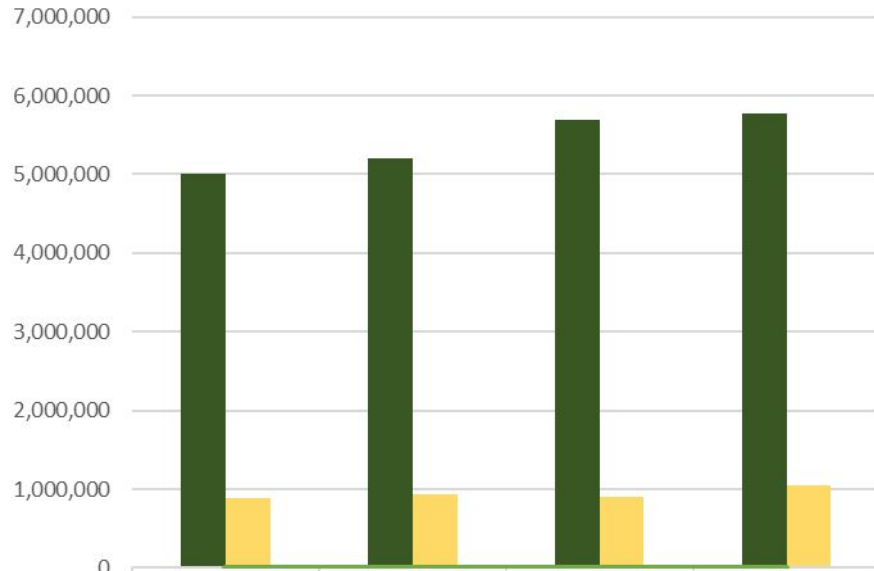


BRANDING EXPANSION TO CAMPUS SPACES



Financial Aid

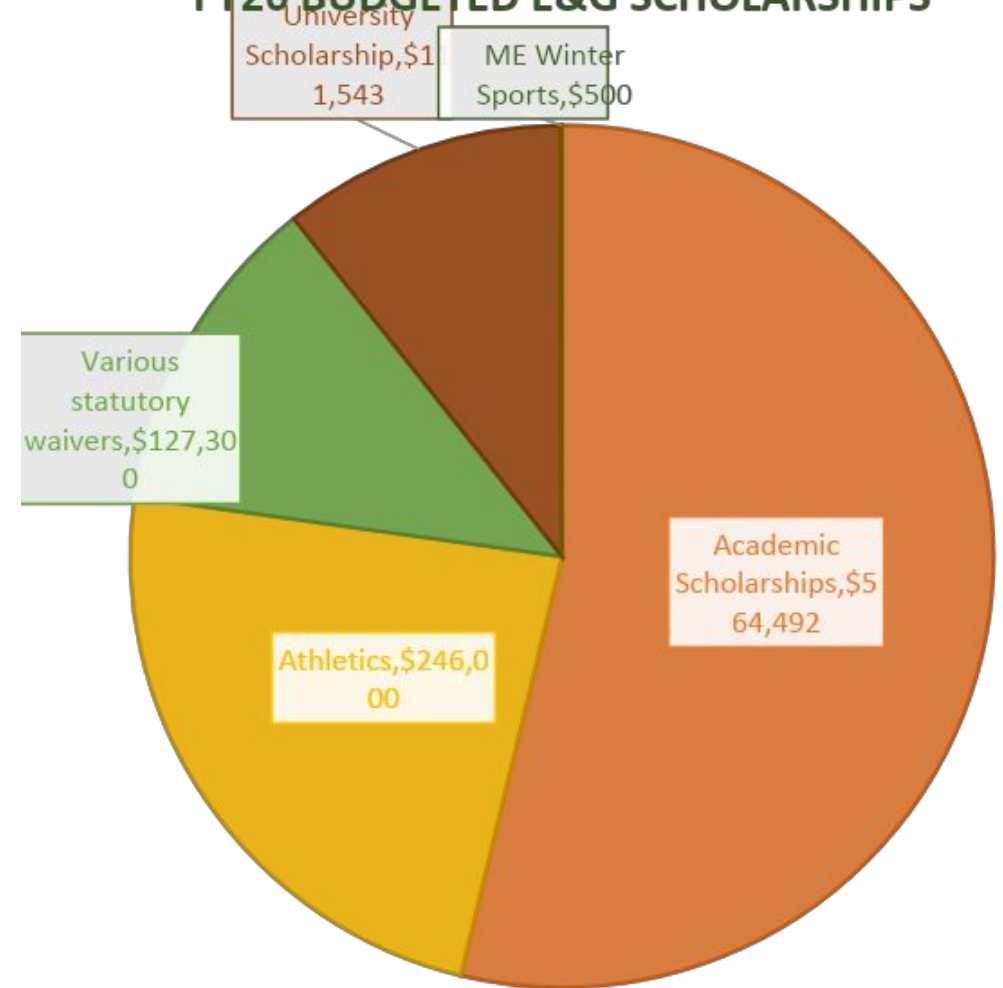
E&G Discount Rate - all undergrad, including summer



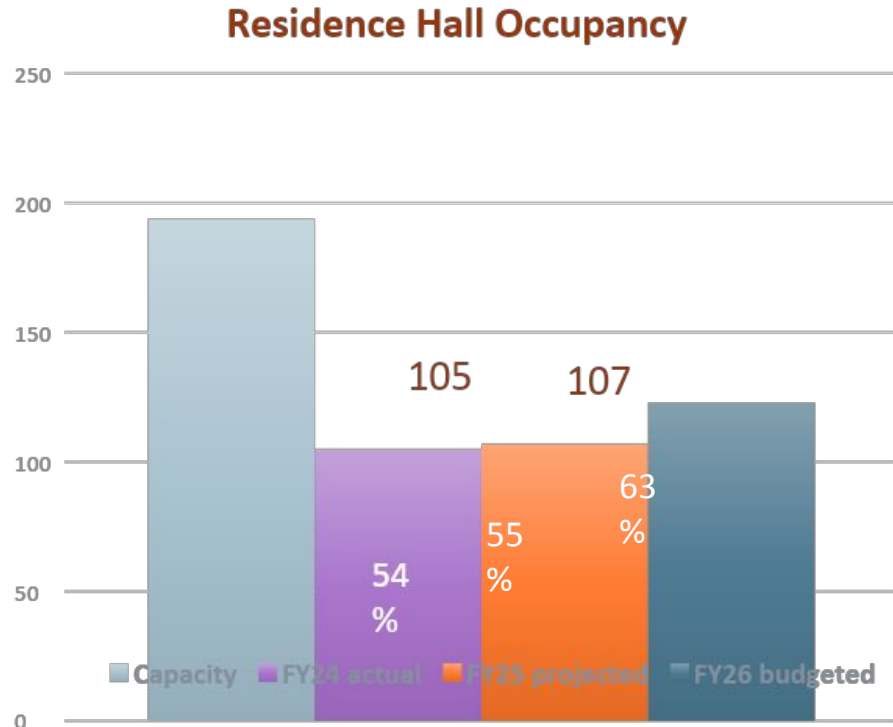
	FY23 Actuals	FY24 Actuals	FY25 Budget	FY26 Budget
Tuition & Mandated Fees	5,011,048	5,197,759	5,690,850	5,778,865
E&G Scholarships/Waivers	893,885	932,456	903,242	1,049,835
DISCOUNT RATE	18%	18%	16%	18%

1. Continue to leverage restricted fund scholarships to relieve E&G whenever possible
2. Continue open communication to discuss how to facilitate scholarship initiatives most efficiently
3. Consistent discount rate (above) is evidence of our dedicated and successful efforts

FY26 BUDGETED E&G SCHOLARSHIPS



RESIDENCE HALL CAPACITY/AVERAGE OCCUPANCY



In addition, **The Lodge** houses:

- 2 ME Law students

- 4 Suites for:

 - Admissions visits

 - Registry Appointments

 - New Employees

- Plans for upcoming summer programs

Although offline, **Powell Hall** is being used for:

- Prospective-student groups

- Visiting sports teams

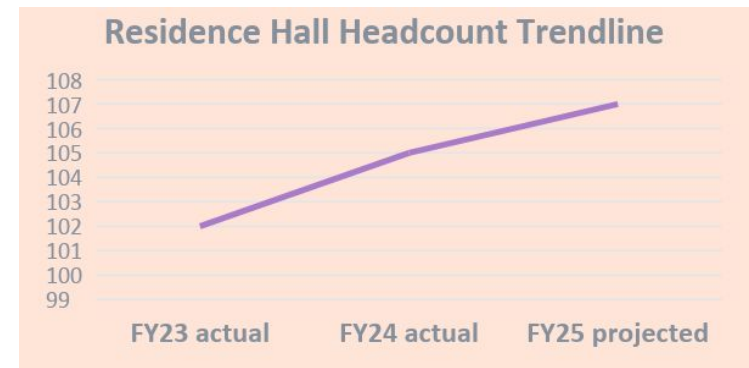
- Community support (veterinarians for Can-Am dog-sled races)

- Bathroom renovations in preparation for multi-use

RESIDENCE/DINING RATES AND IMPACTS

	FY25	FY26	increase	
The Lodge	\$ 5,140	\$ 5,300	\$ 160	3.1%
Crocker Hall	\$ 4,290	\$ 4,420	\$ 130	3.0%
All-Day Dining	\$ 4,450	\$ 4,650	\$ 200	4.5%

BUDGET IMPACT	Revenue
Residence Halls	\$ 43,256
Dining	\$ 24,631
TOTAL	\$ 67,887



FY26 CAPITAL PLAN

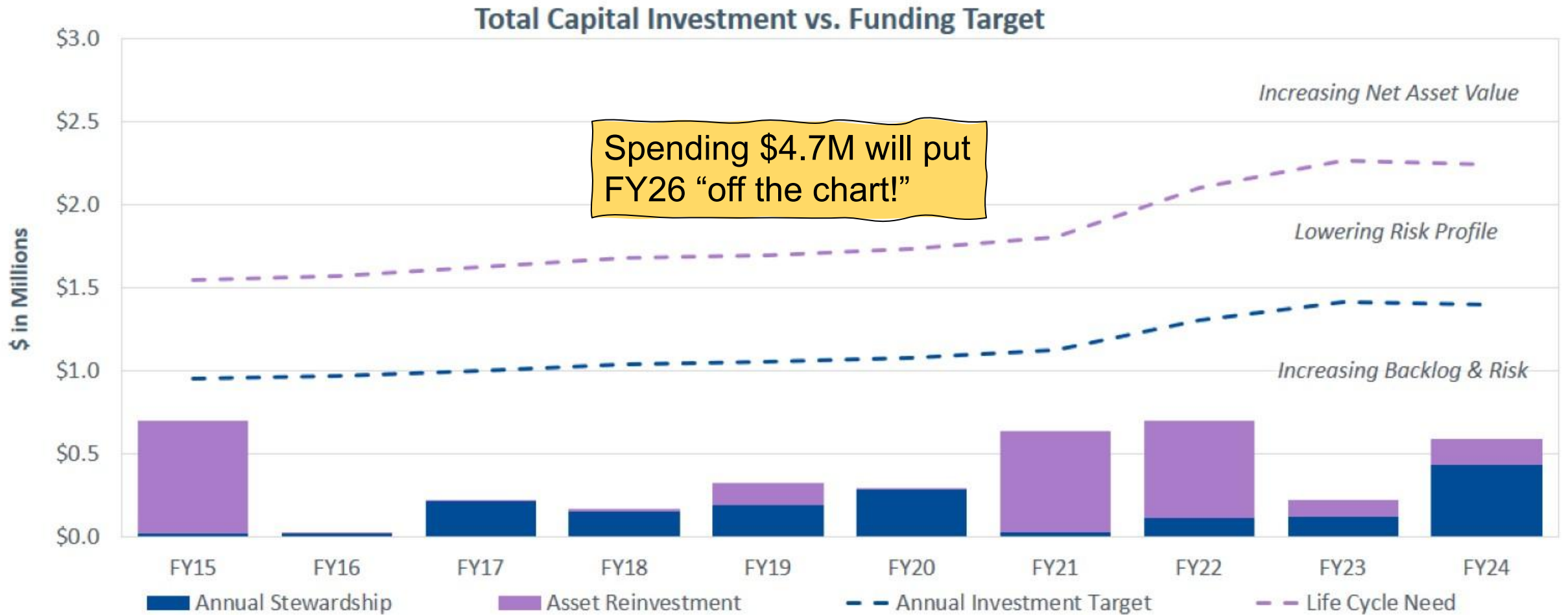
PROJECT NAME	PROJECT DESCRIPTION	FUNDING SOURCE	FY26 SPEND	FACILITY TYPE
Fox - other renovations/updates	Fox - other renovation/updates	CDS	\$3,250,000	Academic
Powell Hall Renovations	Renovation of bathrooms/common areas first floor	Davis Family Foundation	\$95,000	Residence Hall
Crocker Hall Roof Replacement	repair/replace roofs	State Infrastructure Bond	\$125,000	Residence Hall
Crocker Hall Upgrade	Renovation and upgrade of bathroom and common areas.	State Infrastructure Bond	\$100,000	Residence Hall
Cyr Hall Laboratory Upgrade	To upgrade greenhouse and science wing in Cyr Hall.	State Infrastructure Bond	\$330,000	Academic
Cyr Hall Windows	Replacing windows in Old Cyr	State Infrastructure Bond	\$475,000	Academic
Old Model School Renovation	Upgrade building envelope	State Infrastructure Bond	\$40,000	Academic
Powell Hall Renovations	Renovation of bathrooms/common areas second floor	State Infrastructure Bond	\$95,000	Residence Hall
Blake Library	Renovate bathrooms.	State Infrastructure Bond	\$25,000	Academic
Lodge upgrades	add/alter/repair exterior, improve grounds, update interior	State Infrastructure Bond	\$237,158	Residence Hall

THAT'S greater than 9 times
the budget guidelines' required
Capital Expenditures!

TOTAL \$4,772,158



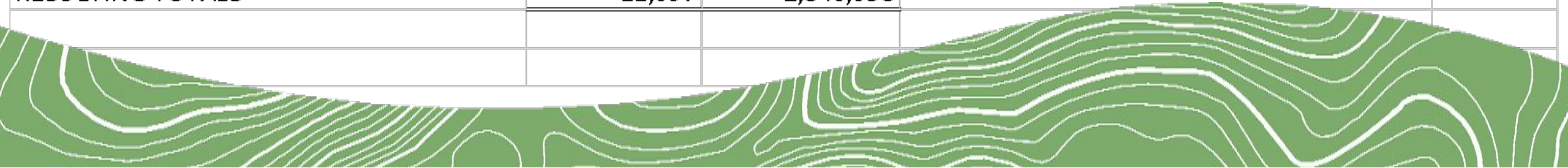
UMFK Performance Against Target



**Gordian is using a 16.2% inflation rate across its database for FY22 from the RSMMeans CCI catalog; 8.1% for FY23
 ***The FY24 inflation target is reduced by 2%, informed by the RSMMeans cost database analysis, indicating a market stabilization from the volatility seen in FY22 and FY23.

SPACE REDUCTION

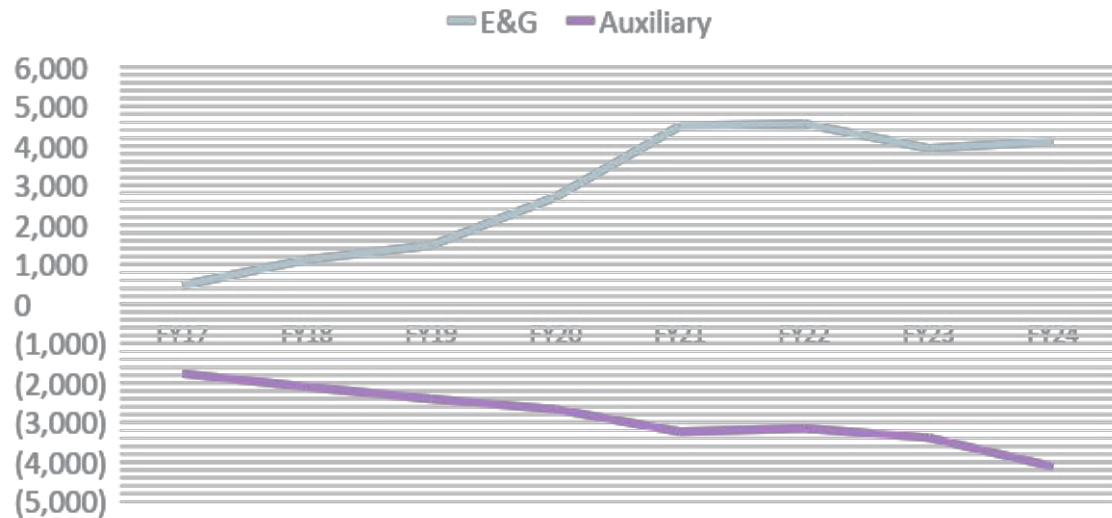
	Square Footage	10-yr Asset Reinvestment Need	
RENOVATION THRU REPLACEMENT			
<u>PHASE 1</u>			
Dispose of 7 small buildings	-15,919	-\$2,491,774	COMPLETED in prior years
Enrollment Advancement Center	5,200		COMPLETED in prior years
Reductions to Date (4% of UMFK SF)	-10,719	-2,491,774	
<u>PHASE 2</u>			
Dispose of Gagne House	-1,597	-\$318,095	FFT Agenda Item 10/21/24. DONE! FY25
Remove greenhouse	-581	-\$36,789	FFT Agenda Item 10/21/24. FY26 project
Replace with greenhouse on the ground	1,200		FFT Agenda Item 10/21/24. FY26 project
	-978	-\$354,884	
RESULTING TOTALS	-11,697	-2,846,658	



RESERVES



Reserves - E&G and Auxiliary



FY24 planned and approved budget included not only use of UMFK reserves, but also \$500K of Budget Stabilization Funds.

FY24 actual results were \$700K better than budgeted, which resulted in needing only \$192K of funding from Budget Stabilization!

UMS STRATEGIC PLAN

“Advance a Financially Sustainable Academic and Infrastructure Portfolio”

FY25:

- Sold Harmony Land
- Removed Gagne House – residential-style, NAV 17%, Total Need \$342K (*Effective Infrastructure Goal 2.1*)

FY26 Capital Plan:

- Greenhouse - renovation through replacement (*Effective Infrastructure Goal 2.1*)
- Powell Hall - renovating group restrooms/shower rooms into 6 single-occupant restrooms, allowing for multi-purpose functionality (*Effective Infrastructure Goal 2.2*)
- Fox Auditorium renovation – “. . . optimizing the upkeep of . . . artistic/performance spaces, and public gathering spaces.” (*Financial Sustainability Goal 3.2*)

Academic portfolio Priorities:

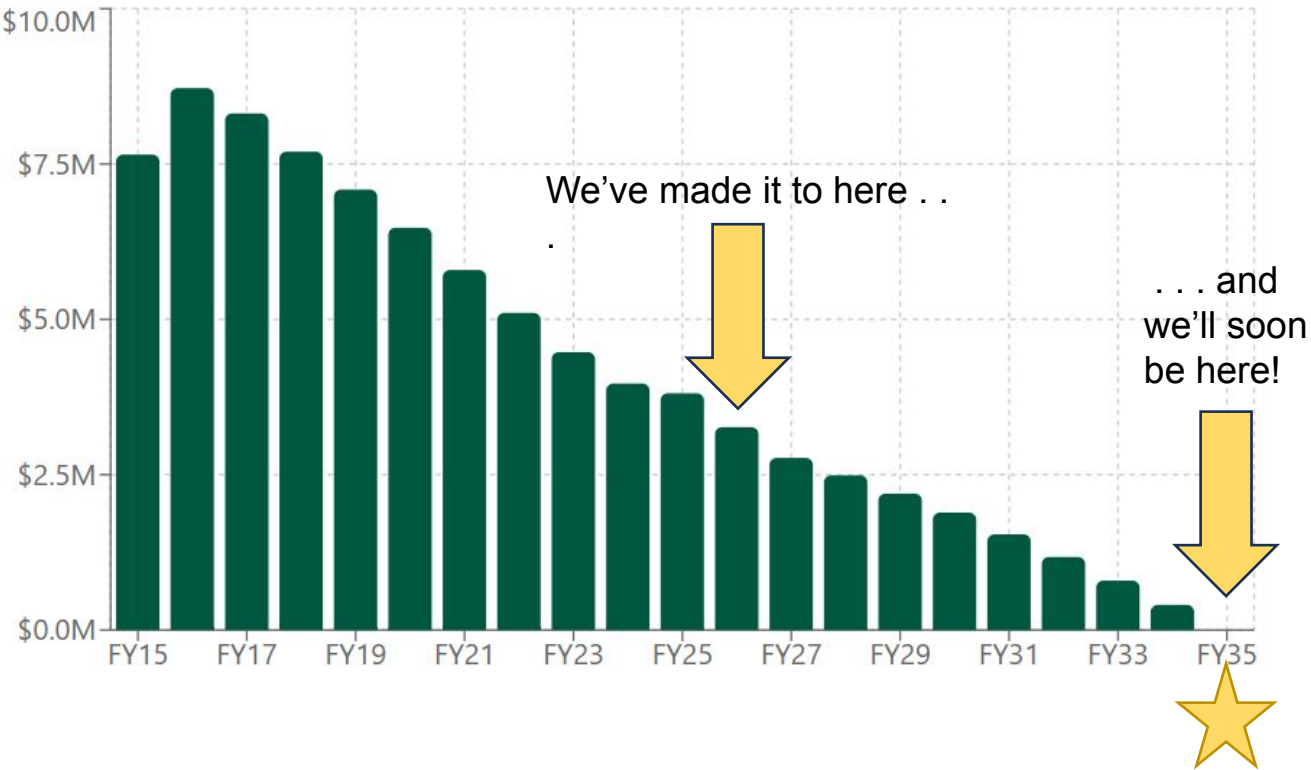
- New programs (*Effective Academic Portfolio Action 1*)
- New modalities (*Effective Academic Portfolio Goal 4.2*)



UMS STRATEGIC PLAN

An Efficiency and Fiscal Sustainability Success Story

UMFK Long-Term Debt Projection (FY15-FY35)

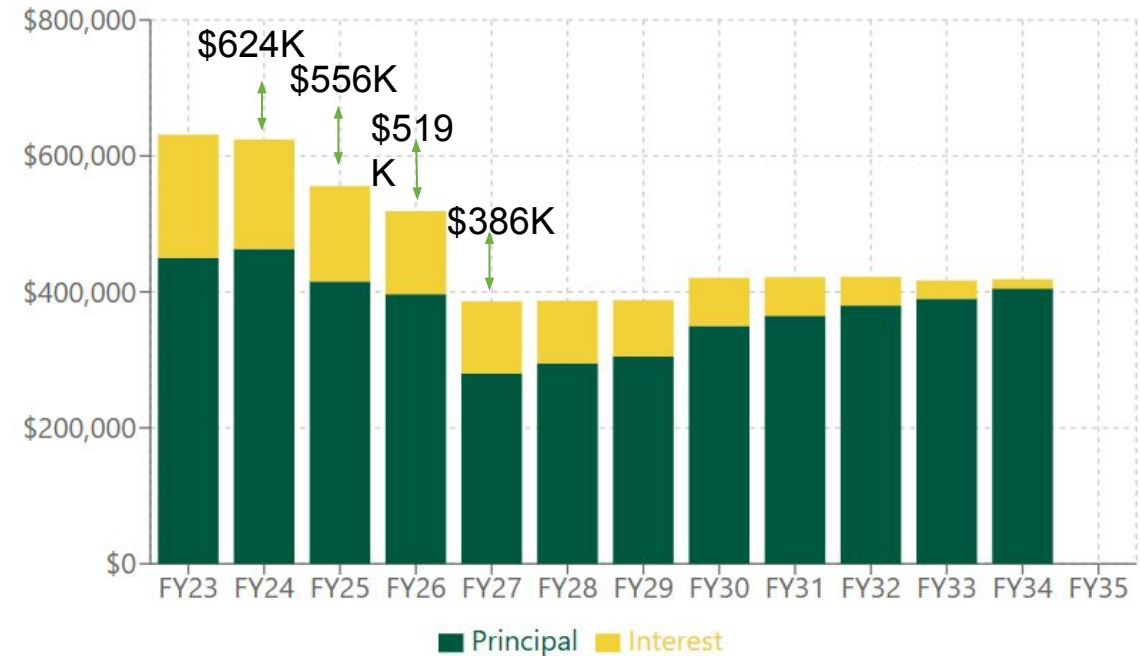


Reduction of long-term debt balances, principal repayments, and interest expense positively impact the Viability Ratio, Return on Net Position, Net Operating Revenues Ratio, and Primary Reserve Ratio.



From FY24 to FY27, **annual** debt service decreases by \$238K, which is 1.4% of entire operating budget!

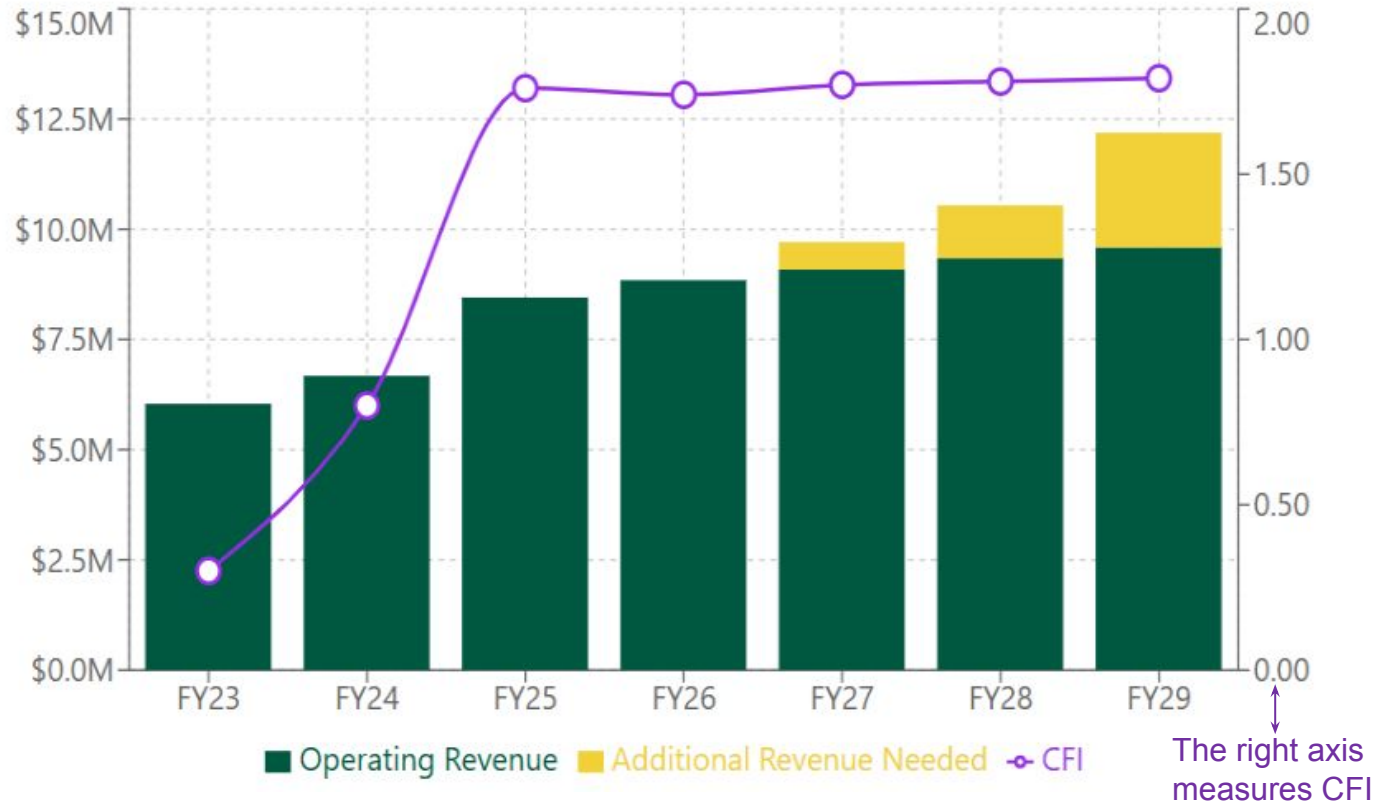
UMFK Annual Debt Service FY23-FY35



■ Principal ■ Interest

COMPOSITE FINANCIAL INDEX

Operating Revenue and CFI (FY23-FY29)



This graph indicates a slight but continuous improvement in CFI dependent upon the following increases in revenue:

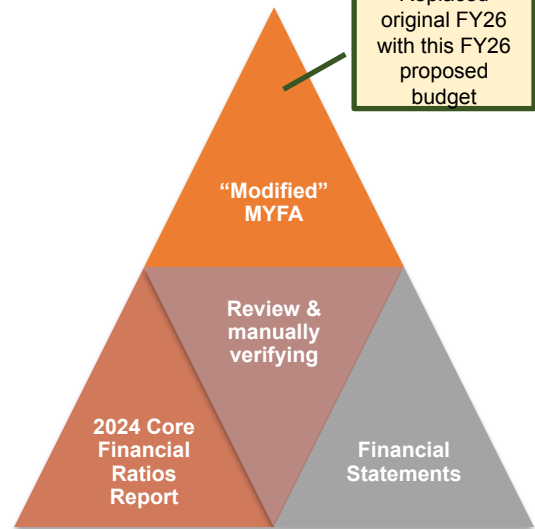
FY27 \$ 625,000
 FY28 \$1,200,000
 FY29 \$2,600,000

The right axis measures CFI

Replaced original FY26 with this FY26 proposed budget

Please note:

- This scenario is a set of assumptions based on the MYFA set of assumptions
- FY25 represents BUDGETED amounts – actuals will vary
- FY26 represents BUDGETED amounts – actuals will vary



ACTIONS ALIGN WITH GOAL

The key goal to improving UMKF's financial health is increased revenue generation.

Through the CFI scenario modeling, we found that even AI "Claude" suggested:
"UMFK might consider:

1. Enrollment growth initiatives
2. New program development
3. Increased recruitment efforts
4. Additional revenue streams
5. Tuition/fee adjustments
6. Enhanced fundraising efforts"

★ *UMFK initiatives and plans align!*