



# FY26 Proposed Budget - First Reading

**Joan Ferrini-Mundy**

President and Vice Chancellor  
for Research & Innovation

**John Volin**

Provost & Executive Vice President  
for Academic Affairs

**Kody Varahramyan**

Vice President for Research &  
Dean of the Graduate School

**Megan Walsh**

Dean and Campus Director  
University of Maine at Machias

**Kelly Sparks**

Vice President for Finance and  
Administration & Chief  
Business Officer

**Gabriel Paquette**

Associate Provost for Academic  
Affairs & Faculty Development

**Jake Ward**

Vice President for Strategic  
Partnerships, Innovation,  
Resources, & Engagement

**Michelle Rogers**

Chief of Staff

March 19, 2025

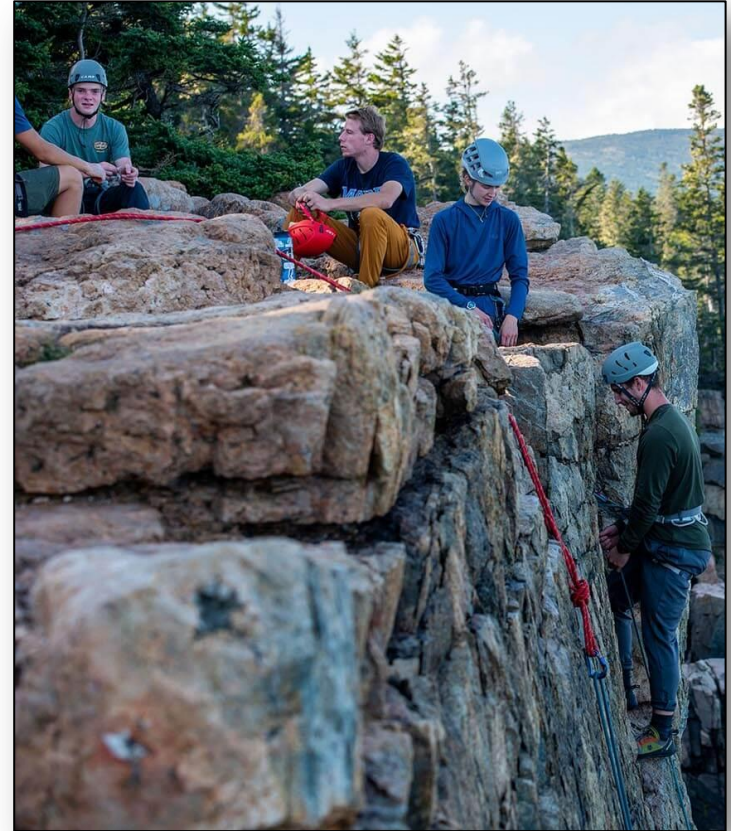




# FY26 Proposed Budget - First Reading Agenda



1. Introduction
2. Financial Situation
3. Academic Priorities
4. Research Priorities
5. Enrollment & Retention
6. Marketing & Outreach
7. Residence Hall/Dining
8. Capital Planning
9. UMS Strategic Plan
10. Financial Aid













# Ongoing and emerging considerations have informed our initial FY26 budget development.



Our strategic vision for the University must drive our budget planning.

## Other important drivers:

- Reduce long-standing structural gap
- Align with BOT-endorsed plan for FY25, 26, and 27
- Solve both by reductions and defensible revenue generation plans
- Anticipate impact of changes at the federal level
- Begin to replenish E&G reserves
- Retain the core of what Maine needs and deserves in its land, sea, and space grant, R1 and D1 university





# We have unique challenges in sustaining our core.



Challenge	FY26
Annual required match for MAFES and Cooperative Extension funding	\$6.7M
Agreement negotiated with UMaine Foundation (2016) for annual UMaine payment to the Foundation	\$3.1M
Annual cost of NCAA settlement for D1 schools (for each of ten years)	\$0.3M
Institutional history of E&G investment in match for MEIF to more effectively leverage and produce ROI	\$2.3M
<b>POTENTIAL RISK:</b> Research continuity	\$7.2 - 8.1M
<b>POTENTIAL RISK:</b> Reduction in Federal F&A support (15% cap)	\$7.0 - 10.0M
<b>Total current and potential challenges</b>	<b>\$26.6 - 30.5M</b>





We began a Strategic Re-Envisioning initiative in May 2024.



**What would  
UMaine look like  
if we were  
designing it today?**

The higher education landscape, the workforce, and the student-college experience are all in a state of flux.

Our **Strategic Re-Envisioning Initiative (SRE)** acknowledges that transformational change is not just a necessity but our responsibility.



Over nine months, 180+ people have participated.  
Here is our working charter.



The **University of Maine** is a learner-centered Research 1 university committed to sustaining the health of our planet and growing inclusive communities. We are Maine's land, sea, and space grant university dedicated to defining tomorrow.







# These guiding principles shaped the effort.



- ✓ **UMaine** remains Maine's premier land-grant and first-rate, R1 public research university where students are the focus.
- ✓ **UMaine** continues and expands the integration of teaching and research.
- ✓ **UMaine** is committed to climate action research, prioritizing responsible and sustainable stewardship of our natural resources to preserve the planet.
- ✓ **UMaine** remains residential while being accessible to wide learner audiences through robust online offerings tailored to various learners.
- ✓ **UMaine** fosters a supportive and inclusive community that prioritizes the mental, physical, and emotional well-being of its faculty, staff, and students.
- ✓ **UMaine** is a financially sustainable institution.





# FY26 and future budgets will be informed by four Strategic (SRE) Implementation Groups.



**1**

**Academic  
Portfolio Review**

John Volin  
Gabe Paquette



**2**

**Research  
Portfolio Review**

Kody Varahramyan  
Jason Charland



**3**

**Administrative  
Business  
Services Network**

Kelly Sparks  
Nicole Lawrence



**4**

**Manufacturing,  
Materials, and  
Workforce  
Accelerator**

Jake Ward  
Habib Dagher







# The base FY26 financial assumptions are a combination of wins and risk management.



Better-than-anticipated enrollment and improved learner retention.



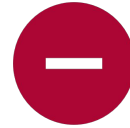
Over 100% capacity for residence halls and increased meal plan sales.



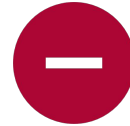
**Strong research productivity leads to greater F&A recovery.\***



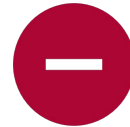
Increased sales and service revenues driven largely by UMaine Athletics.



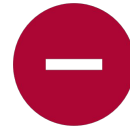
Declining out-of-state population, fewer credit hours per learner.



Rising compensation and fringe costs in a highly-competitive talent market.



Changing federal landscape for research funding, F&A, and tariffs.



Major deferred maintenance challenges outpace available funding to address.



# Here is our FY26 E&G budget, aligned with our three-year plan presented to BoT in FY24.



**FY26 will be our last year of use of E&G strategic reserves.**

Budget Category (\$M)	FY24	FY25	FY26
Tuition & Fees	186.8	185.3	191.5
Other Revenue	142.8	143.6	151.0
<b>Gross Revenues</b>	<b>329.6</b>	<b>328.9</b>	<b>342.6</b>
Less: Financial Aid	(66.5)	(60.5)	(63.2)
<b>Net Revenues</b>	<b>263.0</b>	<b>268.4</b>	<b>279.3</b>
Salaries, Wages, & Benefits	173.9	176.7	188.3
Other Expenses	96.7	96.5	93.1
<b>Total Expenses</b>	<b>270.6</b>	<b>273.2</b>	<b>281.4</b>
Strategic Use of Reserves	(7.6)	(4.8)	(2.1)





# We will achieve our FY26 plan through defensible revenue growth and strategic expense reduction.



Category (\$M)	Incremental $\Delta$ in FY26 (\$M)
Tuition and fees (net)	\$3.0
Additional state appropriation (0.5%)	\$0.4
F&A cost return	\$2.4
Other sales and services	\$0.4
<b>Total revenue generating opportunities</b>	<b>\$6.2M</b>

Category (\$M)	Incremental $\Delta$ in FY26 (\$M)
Ongoing Attrition Savings	(\$5.3)
Reduction in Campus Shared Services	(\$1.0)
UMEC debt service and interest savings	(\$1.9)
Hutchinson Center closure	(\$0.6)
Increased Net Transfers (F&A revenue sharing)	\$0.8
<b>Total expense reduction opportunities</b>	<b>\$8.0M</b>



# Here are the SRE charges.



ACADEMIC  
PORTFOLIO  
REVIEW

Evaluate and recommend strategic changes to academic and research programs .... realign programs and administrative structures

RESEARCH  
PORTFOLIO  
REVIEW

Evaluate and recommend strategic changes to academic and research programs .... realign programs and administrative structures

MANU, MAT, &  
WORKFORCE

Strengthening interdisciplinary collaboration, leveraging federal funding, and creating financially sustainable programs

ADMIN  
BUSINESS  
SERVICES

Restructure and optimize selected finance, accounting, purchasing, travel, human resources, and recruitment functions into a unified administrative business services center



# SRE-IG recommended efficiencies balance fully and semi-centralized internal shared services.



## Program Efficiencies

- ✓ Reduce add pay, stipends, and overload
- ✓ Shared services model for student services and advising
- ✓ Instructional support from research centers and institutes
- ✓ Semi-centralizing travel, purchasing, and human resources operations
- ✓ Fully-centralizing accounts receivable and post-award grant management





# SRE-IG preliminary recommendations highlight opportunities for restructuring and new revenue to drive the working charter.



## Re-alignments and Re-structuring

- ✓ Consider realignments and moves of centers with other centers and colleges
- ✓ Potential mergers of similar programs

## Program Revenue Generation

- ✓ Stackable microcredentials in business, advanced manufacturing, cooperative extension
- ✓ Increase capacity to support state industries
- ✓ Expand GSBSE
- ✓ New degrees/programs in smart manufacturing or robotics, cybersecurity, advanced transportation sciences



# We propose tuition and fee increases for FY26 across undergraduate and graduate programs (excluding the MBA).



Undergraduate Tuition Groups (UM)	FY25 Rate	Proposed FY26 Rate	\$ Increase	% Change
In-State & Canadian	412	424	12	2.9%
Out-of-State & International	1,193	1,229	36	3.0%
Non-Resident Online	500	515	15	3.0%
NEBHE	721	742	21	2.9%
Graduate Tuition Groups (UM)	FY25 Rate	Proposed FY26 Rate	\$ Increase	% Change
In-State & Canadian	557	573	16	2.9%
Out-of-State & International	1,696	1,747	51	3.0%
NEBHE	975	1,003	28	2.9%
Graduate Business (MBA)	750	750	0	0.0%
Graduate Engineering Online	732	750	18	2.5%
Graduate Education Online	567	584	17	3.0%
Graduate Other Online	608	626	18	3.0%





# We propose modest increases in differential tuition for graduate engineering and nursing.



Tuition for these programs was held flat in FY25.

UMaine student government will increase the undergraduate student activity fee.

Differential & Program Tuition (UM)	FY25 Rate	Proposed FY26 Rate	\$ Increase
Undergraduate Business*	48	48	0
Undergraduate Engineering*	48	48	0
Undergraduate Nursing*	50	50	0
Graduate Engineering**	335	345	10
Graduate Nursing**	397	409	12

\*per credit hour \*\*per semester

Mandatory Fees (UM)	FY25 Rate	Proposed FY26 Rate	\$ Increase	% Change
<b>Graduate Student Activity Fee</b>				
1 to 5 Credit Hours	120	120	0	0.0%
6 or More Credit Hours	150	150	0	0.0%
<b>Undergraduate Student Activity Fee</b>				
6 or More Credit Hours	156	200	44	28.2%
<b>Infrastructure &amp; Technology Fee</b>				
Per Credit Hour	27	28	1	3.7%





# We propose similar increases in tuition and fees at our regional campus in Machias.



Undergraduate Tuition Groups (UMM)	FY25 Rate	Proposed FY26 Rate	\$ Increase	% Change
In-State & Canadian	299	308	9	3.0%
Out-of-State & International	582	599	17	2.9%
Non-Resident Online	362	380	18	5.0%
NEBHE	523	539	16	3.1%

Mandatory Fees (UMM)	FY25 Rate	Proposed FY26 Rate	\$ Increase	% Change
<b>Undergraduate Student Activity Fee</b>				
Per Credit Hour	9	9	0	0.0%
<b>Infrastructure &amp; Technology Fee</b>				
Per Credit Hour	27	28	1	3.7%





# Our Auxiliary Enterprise continues to grow due to higher occupancy and meal plan purchasing.



We continue to leverage our partnership with Sodexo to deliver quality service at an affordable cost.

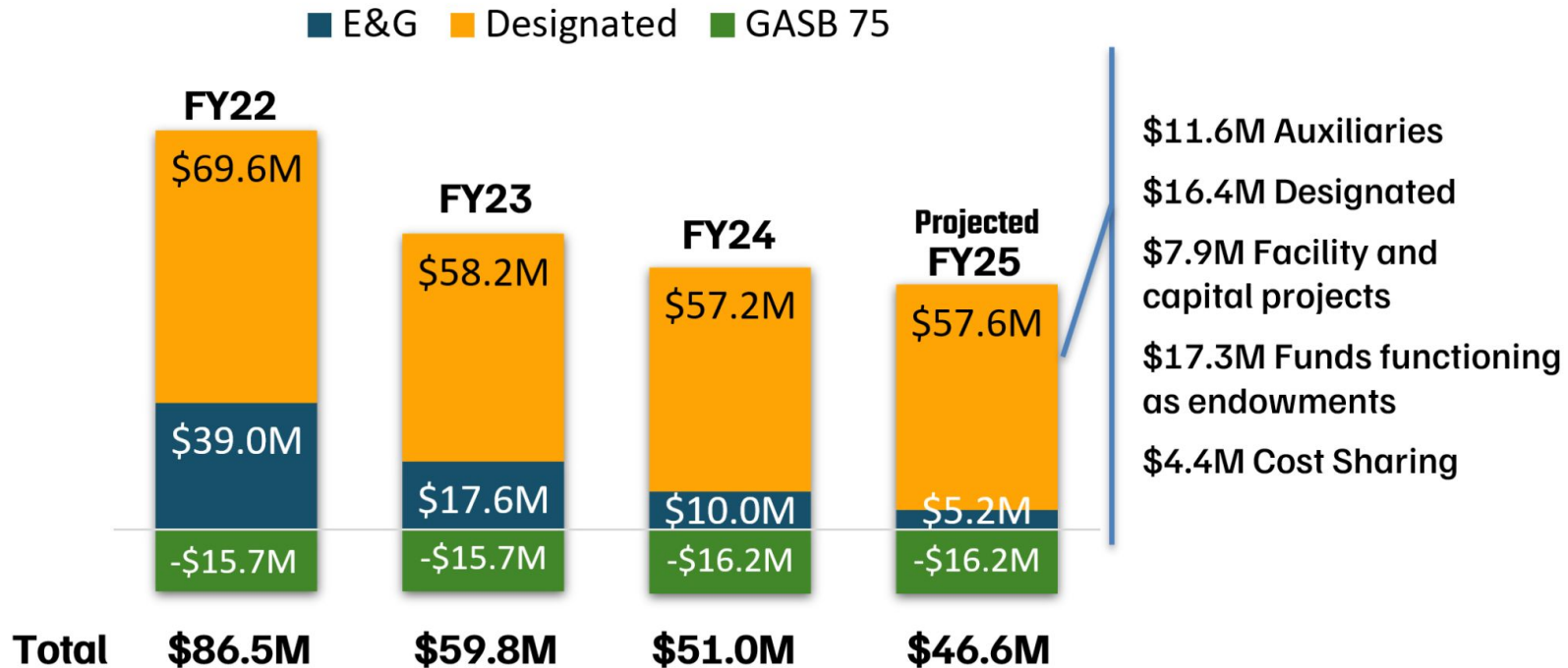
Budget Category (\$M)	FY25 (\$M)	FY26 (\$M)
Dining & Residence Revenue	44.4	48.1
Other Sales & Services	11.2	10.9
Gross Revenues	55.6	59.0
Less: Financial Aid	(1.3)	(1.4)
<b>Net Revenues</b>	<b>54.3</b>	<b>57.5</b>
Salaries, Wages, & Benefits	9.8	10.6
Other Expenses	44.4	46.7
<b>Total Expenses</b>	<b>54.2</b>	<b>57.3</b>
<b>Net Balance</b>	<b>0.1</b>	<b>0.2</b>



# We continue to utilize reserves strategically to achieve a balanced budget by FY27, in alignment with SRE.



## Operating Unrestricted Reserves as of June 30



\*Reflects other Post-employment Benefits; FY24 and 25 adds UMM and UM together.





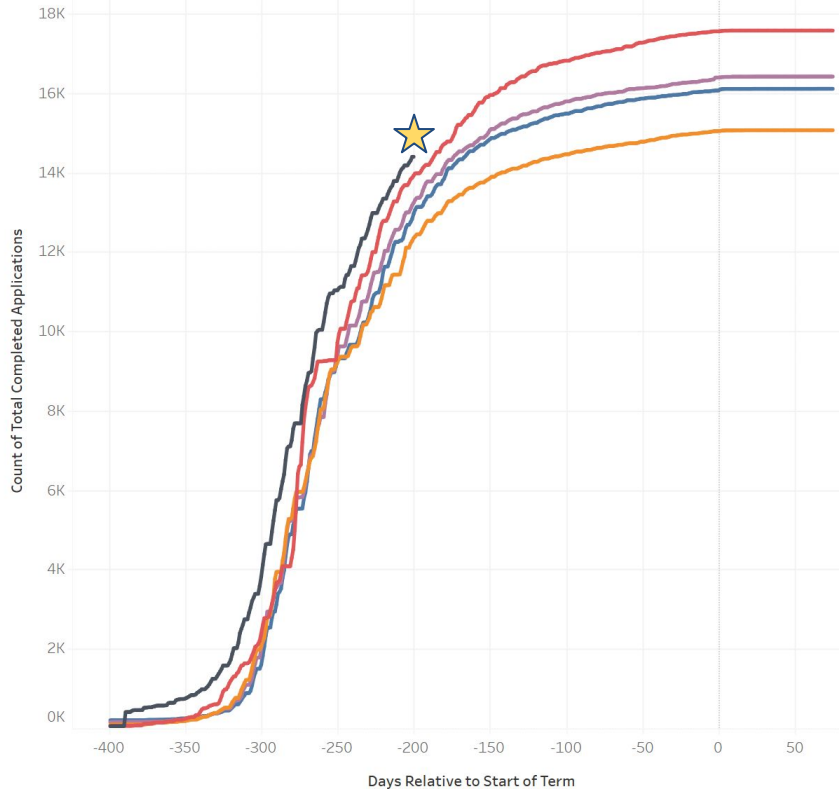


# Our Academic & Student Success budget prioritizes relevant learner opportunity and supports being a learner-centered R1.



## SUMMER/FALL UNDERGRADUATE TOTAL COMPLETED APPLICATIONS

Total Completed Applications by Days before the Start of the Fall Term



## Total Completed Applications as of 200 Days before the Start of the Fall Term

	2021	2022	2023	2024	2025
UM	12,585	12,912	11,978	11,919	12,237
UMM	375	319	369	2,001	2,156
<b>Total</b>	<b>12,960</b>	<b>13,231</b>	<b>12,347</b>	<b>13,920</b>	<b>14,393</b>

## Admissions & Recruitment

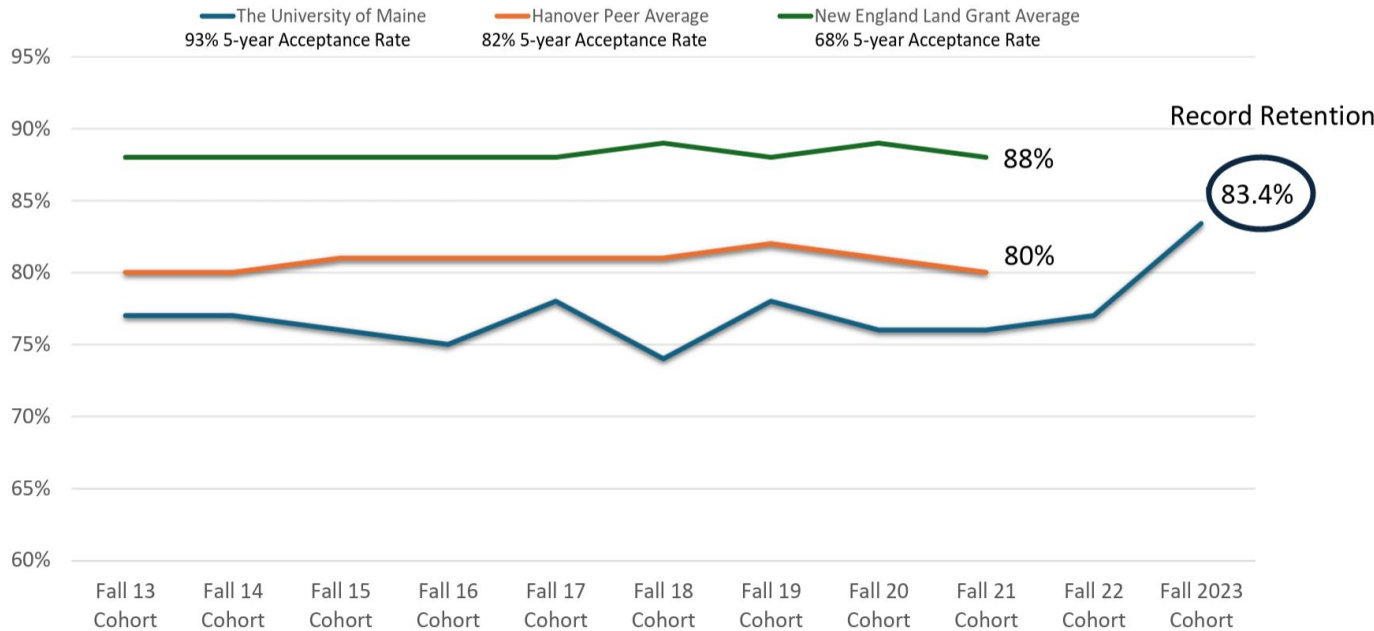
- Completed applications up 3.4% from 2024
  - Direct admissions up 18.3%
- Time from completed application to decision is down to 1.4 days in 2025, from 3.7 days in 2024



# Our Academic & Student Success budget prioritizes relevant learner opportunity and supports being a learner-centered R1.



## UMaine Retention Rate (2013-2023)



## Black Bear Early Alert Campaign

### Supporting Our Most Vulnerable

- One or more pre-enrollment barriers
- No pre-enrollment barriers



75% of individual support actions were provided to students with barriers to success

- **81** faculty and staff providing direct learner support
- **181** instructors participated
- **742** first-year students supported
- **4,074** individual support actions

Fall 2024



# 4

## Research & Innovation Budget Priorities

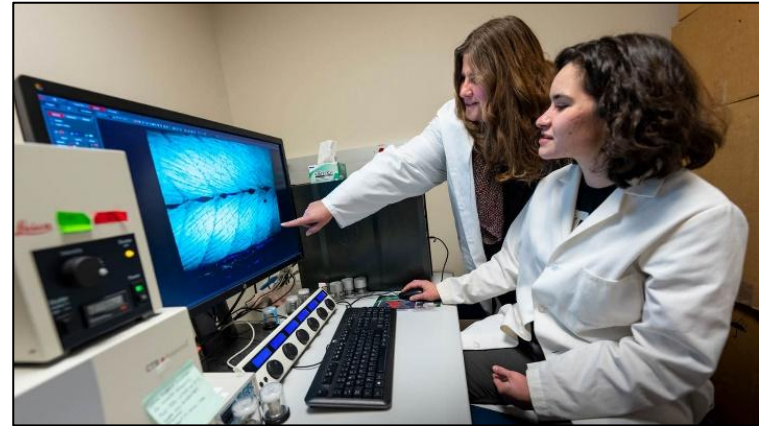


## Maine's R1 Flagship Campus



- \$249.3M in R&D expenditures (FY24), with \$171.4M external \$
- 89% of all university research in Maine
- 16% of undergrads involved in research
- Focus on R&D that is relevant for Maine

## Relevant Doctoral Degree Programs



- 31 doctoral programs
- 70+ doctoral conferrals per year
- Increase in available doctoral assistantships and post- doctoral opportunities
- Innovation in doctoral education

## Industry & Commercialization



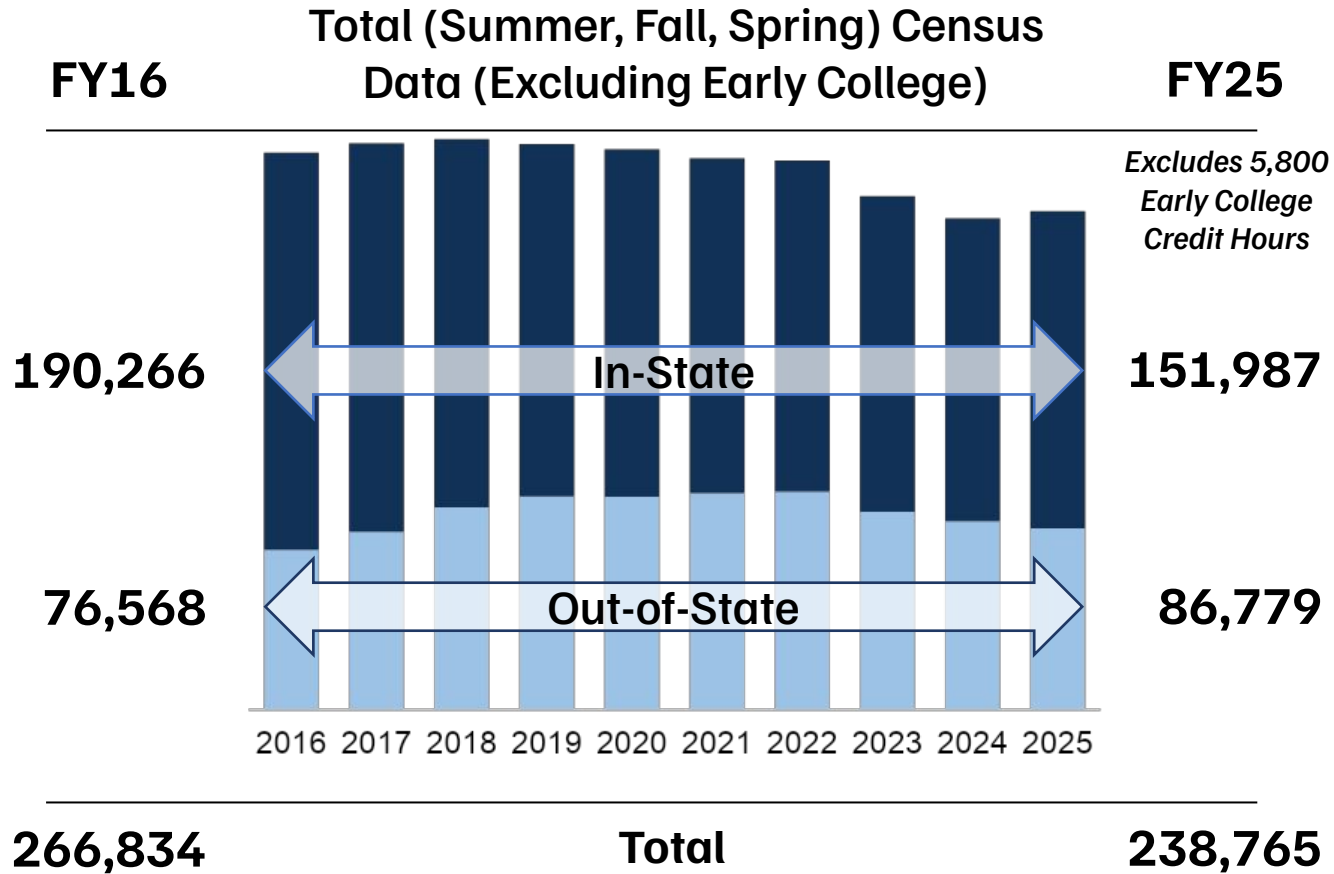
- \$5m 450+ industry partners
- 748 innovation projects over 5 years with Maine companies
- 6.45:1 return on investment on Maine Economic Improvement Fund (MEIF)





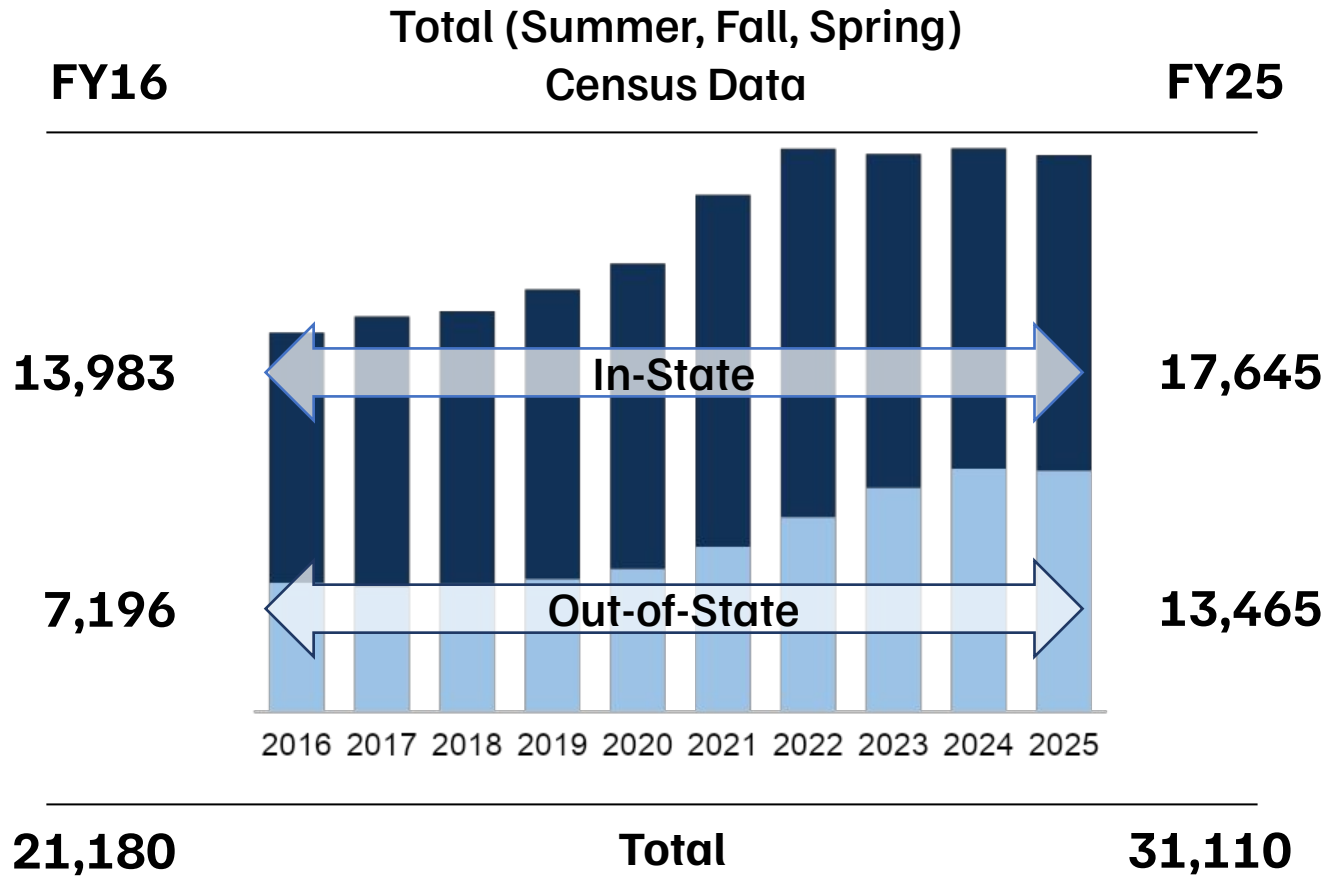


# UMaine and UMaine Machias student credit hours have decreased after a period of growth.





# Total graduate student credit hours have increased by 47% over a ten-year period.



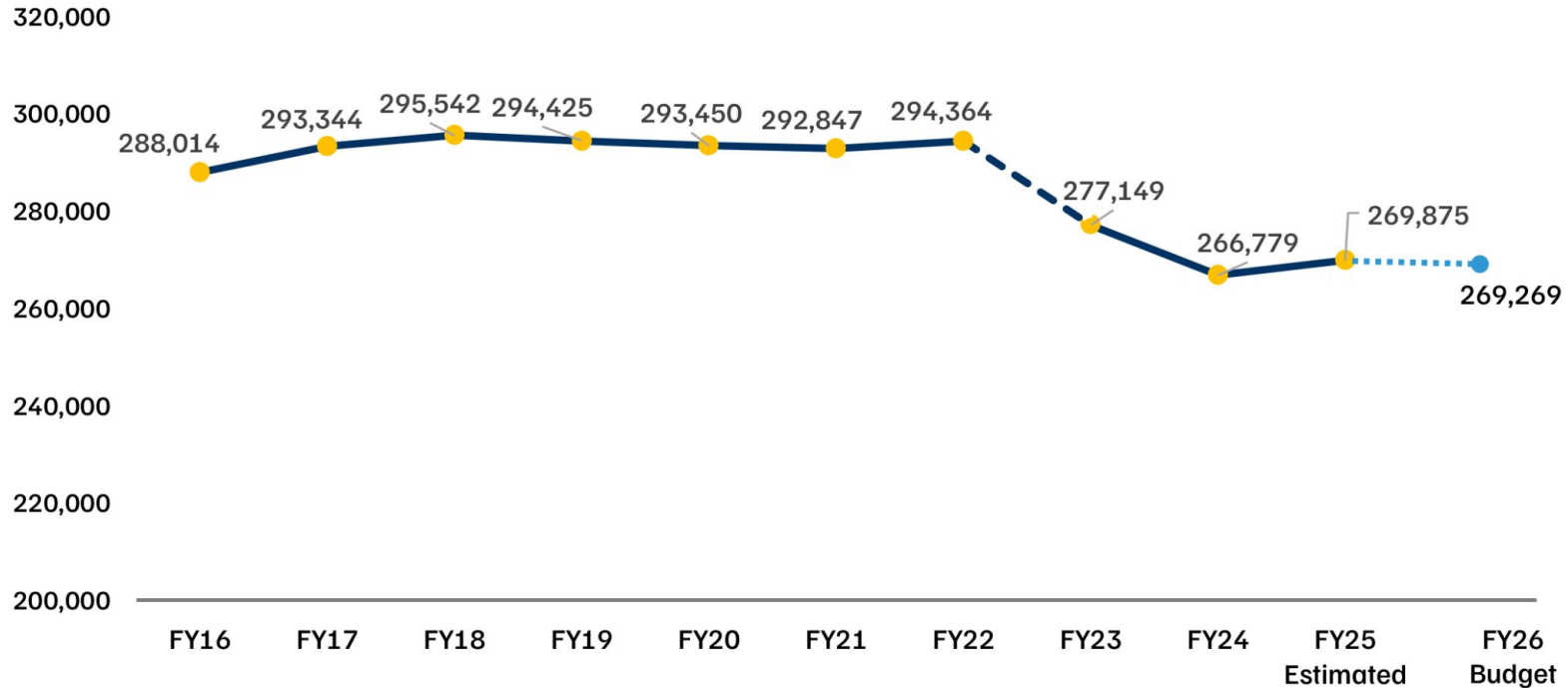




# FY26 total student credit hours are projected to be slightly lower than FY25.

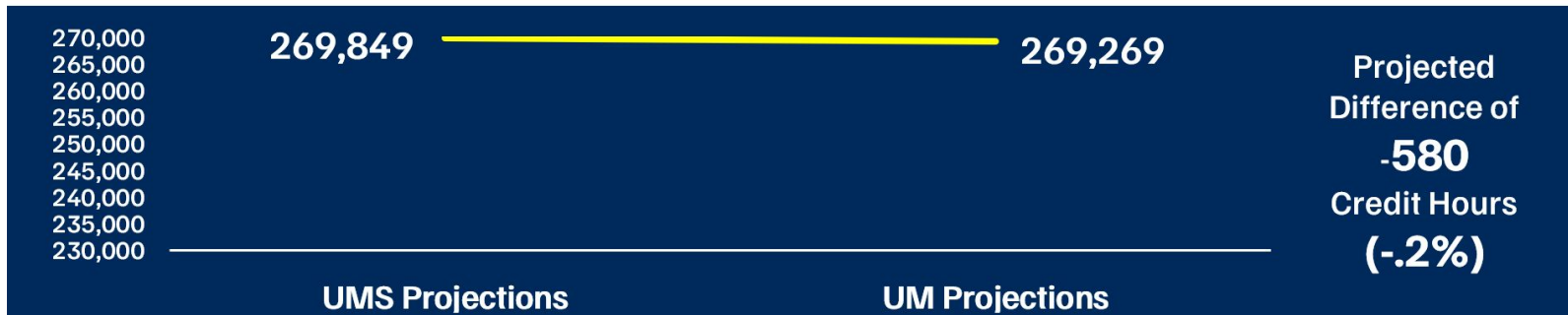
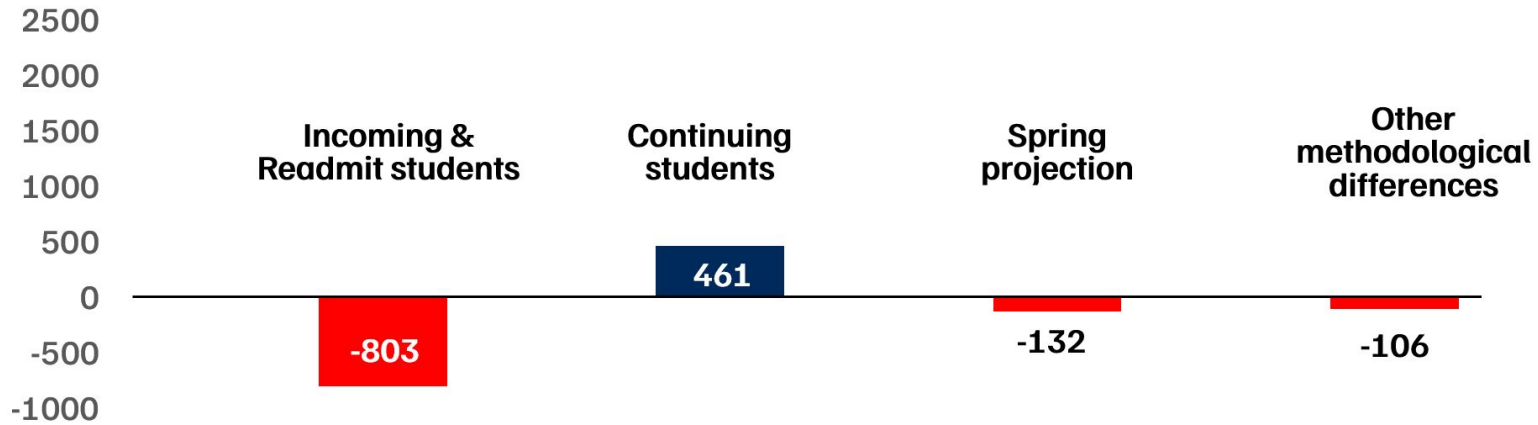


## Student Credit Hours (Excludes Early College credit hours)



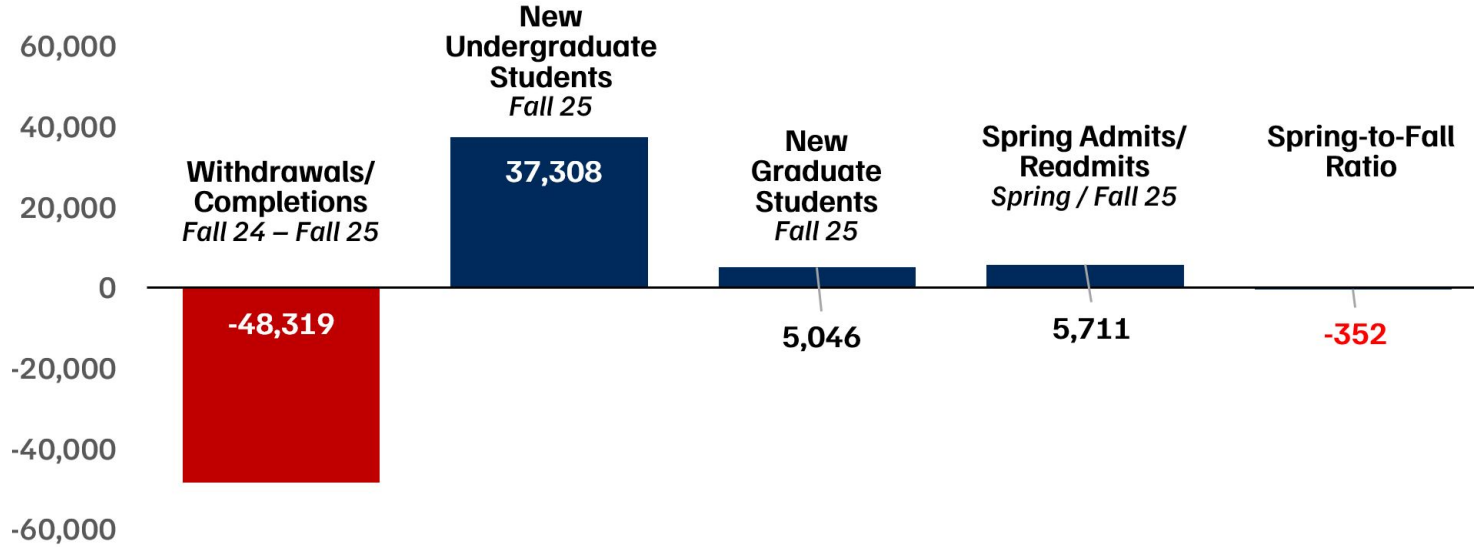


# UMaine AY25-26 credit hour total projections are slightly lower than the UMS FY26 projections (-0.2%).





# Our budgeted FY26 credit hours are projected to be slightly down from FY25 (-0.2%).





# 6

## Marketing & Outreach





# We have energized our marketing and outreach efforts to reflect a spirit of curiosity and excellence.



At UMaine, curiosity is encouraged, and exploration is built into your academic experience. Our **Discover Your Tomorrow** admissions campaign is for our future Black Bears.



A university-wide branding campaign, **Blue Horizons** reflects our determination to protect our planet by doing good work together that enables us to achieve actionable solutions.





# We are engaged in actions resulting in strong marketing metrics.



## Discover Your Tomorrow Yield push

- Swag packages were sent to admitted students with intent to move them toward submitting their enrollment deposit.
- **Reached 17k households**, including admitted students and their family members.

## Life in the Pines video series

- Video series showing prospective students what it's really like living and studying at UMaine.
- Combined organic reach through social media and email marketing: **252,981 organic video views**

## Blue Horizons brand campaign launch

- Campaign launch deliverables: a tv commercial, organic social media content, print collateral, billboards and physical on-campus banner installations.
- Reach:
  - **2M impressions** through digital advertising, streaming, and print advertising since our September 2024 launch.
  - **10.3M impressions** on billboards throughout the Northeast. Student inquiries, partially as a result of this initiative, are running ahead year-to-date.

Note: All Blue Horizons collateral produced by UMaine's in-house Marketing & Communications team, allowing us to use the full campaign budget on production of materials and advertising.





# 7

## Residence Hall & Dining Occupancy





**In Fall 2024, we assessed UMaine and UMM's housing through 35 focus groups and 1,004 survey responses, and 1.1M gsf analyzed.**



## **Goals for UMaine Housing**

- ✓ Provide developmentally appropriate and safe housing
- ✓ Prioritize affordability and offer a range of price points
- ✓ Accommodate housing communities
- ✓ Target renovations to address building systems, increased privacy, and welcoming spaces

## **Recommendations**

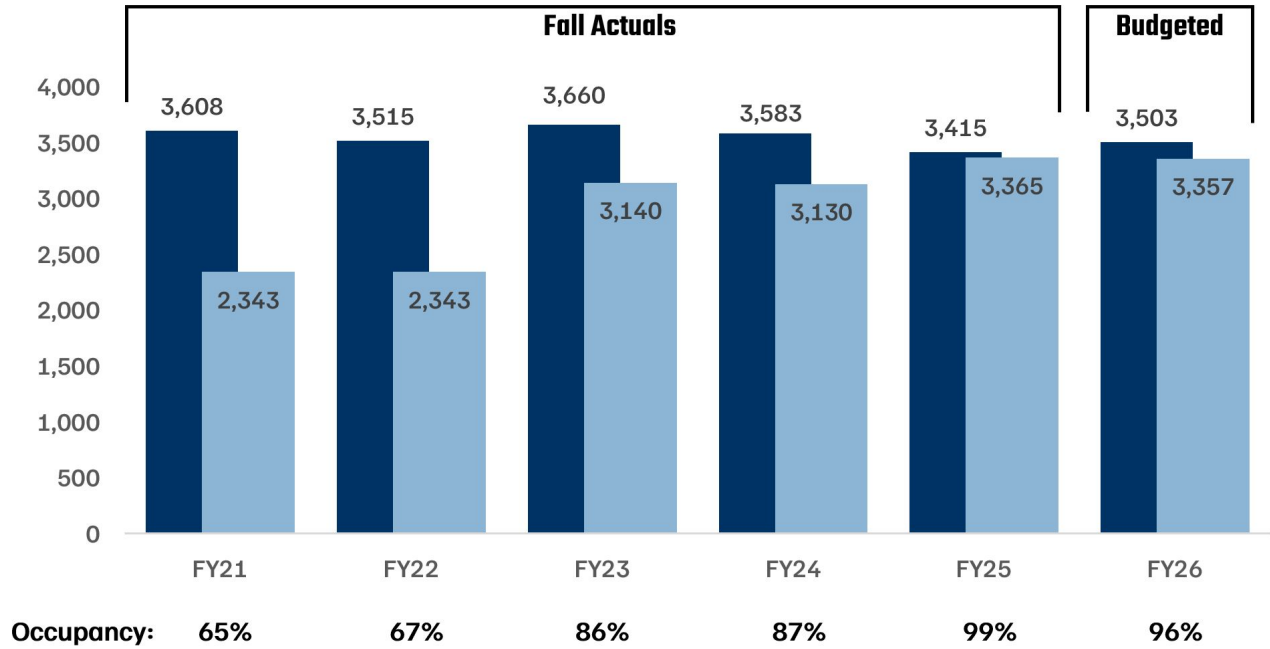
- ✓ Leverage P3 to add 900 new beds early in timeline
- ✓ Build reserves and fund debt service and interest through a 4.25% price increase for renovations
- ✓ Demolish 600 beds
- ✓ Net new 300 beds to meet demand



# We are anticipating 96% residence hall capacity in Orono for FY26.



## UMaine Residence Hall Capacity





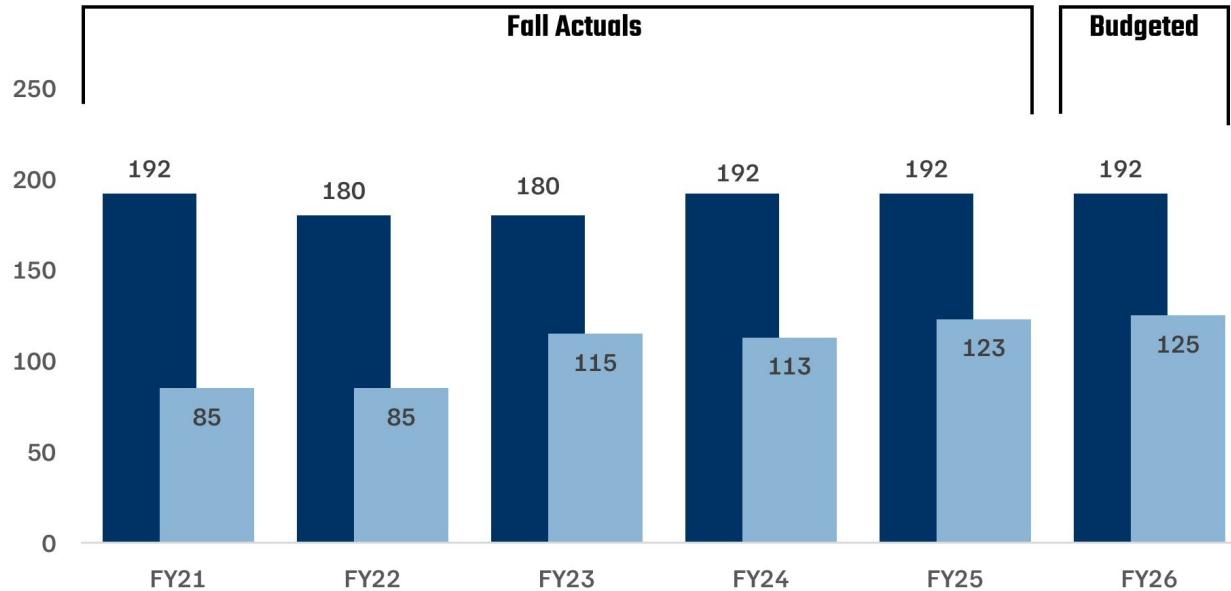


# We are anticipating 80% residence hall capacity in Machias for FY26.



## UMaine Machias Residence Hall Capacity

■ Capacity ■ Residents



Occupancy: 44%      47%      64%      59%      64%      65%





# Housing rates remain lower than New England peer institutions, but rising costs continue to impact dining rates.



Room Rates (UM)	FY25 Rate	Proposed FY26 Rate	\$ Increase	% Change
Double	6,670	6,954	284	4.26%
Small Single	7,622	7,946	324	4.25%
Regular Single	8,494	8,856	362	4.26%
Village Double	6,886	7,180	294	4.27%
Village Single	8,868	9,246	378	4.26%

Room Rates (UMM)	FY25 Rate	Proposed FY26 Rate	\$ Increase	% Change
Dorward Double	4,890	5,134	244	4.99%
Dorward Single	5,122	5,606	484	9.45%
Dorward Suite	5,684	6,222	538	9.47%

Board Rates (UM)	FY25 Rate	Proposed FY26 Rate	\$ Increase	% Change
Unlimited*	6,490	6,860	370	5.7%
Unlimited Flex Plus*	7,240	7,560	320	4.4%
Unlimited Flex*	6,740	7,160	420	6.2%
Senior Flex	5,448	5,700	252	4.6%
Block Plans**	1,852	4,000	2,148	116.0%
Graduate Plan	1,218	1,280	62	5.1%

Board Rates (UMM)	FY25 Rate	Proposed FY26 Rate	\$ Increase	% Change
Unlimited	6,258	6,524	266	4.3%

\*The Unlimited plan allows students to eat an unlimited number of meals at Hilltop, York and Wells, while the Unlimited Flex provides additional dining dollars on the MaineCard that can be spent at the convenience markets on campus.

\*\*We changed the offerings of the Block Plans, increasing the number of meals and meal plan dollars.





# Key institutional commitments drive our capital planning efforts.



Ensure a research environment aligned with R1-level activity.

Implement our space efficiency goals.

Center on technology-supported learning environments for students of today and tomorrow.

Expect respectful and welcoming university spaces.

*The plan is specifically reflective of the University of Maine System Strategic Plan 2023-2028, Commitment 2: Financial Sustainability and Effective Infrastructure Portfolio. Our planning is guided by the following UMaine SVV, Compass, and guiding principles.*





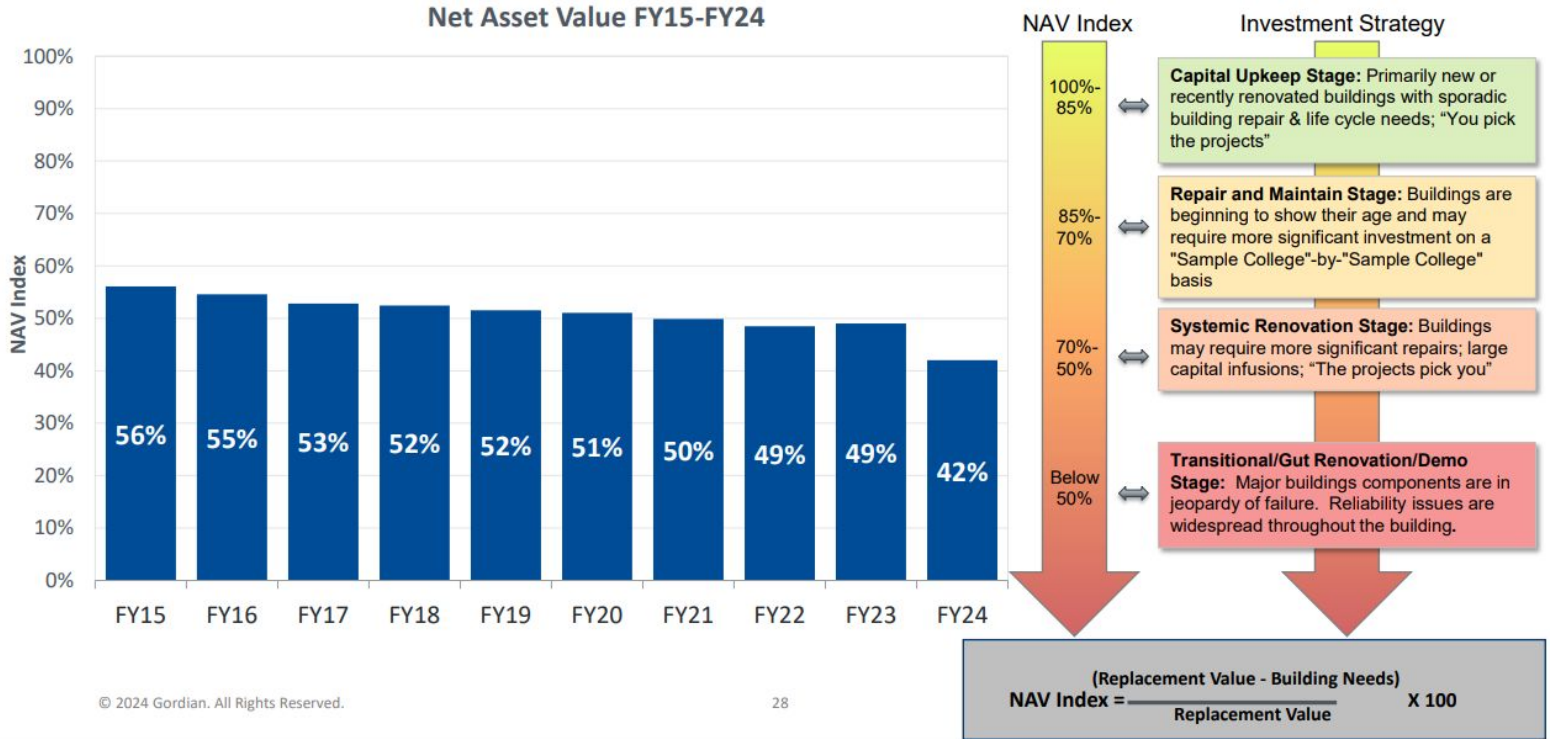
# UMaine's NAV decreased significantly due to the housing condition assessment and RSMMeans FY24 construction cost de-escalation.



## UMaine's Campus Net Asset Value FY15-FY25

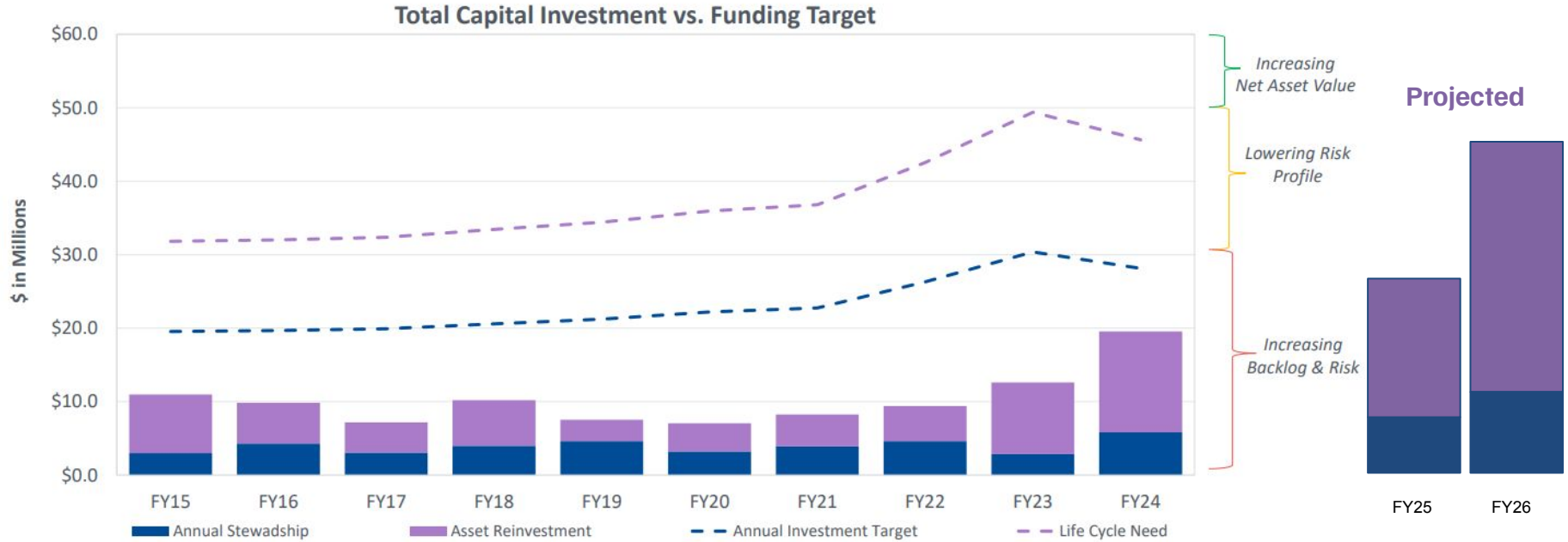
Addition of SCP Assessment results in decrease to overall FY24 NAV

While UMaine's building replacement values declined, total need increased.





# For UMaine, Gordian recommends an annual investment of \$28.2M into existing spaces.



UMaine’s projected FY26 investment into existing spaces is \$44M.



# Modern facilities are critical to sustaining our research enterprise at R1 levels, recruiting and retaining learners, and advancing partnerships.



\$millions	Internal	Federal	Gifts & Philanthropy	State	Borrowing / Partnerships	TBD	TOTAL
Machias Projects	\$0.0	\$0.0	\$0.0	\$1.5	\$0.0	\$0.0	<b>\$1.5</b>
Research, Academic, & Innovation	\$8.7	\$55.4	\$6.8	\$5.7	\$12.0	\$0.5	<b>\$89.1</b>
Auxiliaries	\$1.5	\$2.5	\$0.0	\$0.0	\$9.5	\$0.0	<b>\$13.5</b>
Athletics	\$0.0	\$0.0	\$40.6	\$0.0	\$0.0	\$0.0	<b>\$40.6</b>
Energy, Utilities, & IT	\$0.8	\$0.0	\$0.0	\$0.0	\$40.0	\$0.0	<b>\$40.8</b>
<b>Total over FY26</b>	<b>\$10.9</b>	<b>\$57.9</b>	<b>\$47.4</b>	<b>\$7.2</b>	<b>\$61.5</b>	<b>\$0.5</b>	<b>\$185.5</b>



# Capital investments are transforming the UMaine experience.



## Research, Academics & Innovation

Project	Project Cost (\$M)	FY26 Cash Flow (\$M)
Sawyer, Hitchner '87, and Bennett HVAC Building Maintenance and Renewal	18.50	15.00
<b>GEM</b>	<b>81.50</b>	<b>40.00</b>
Witter Farm	3.20	0.10
<b>SAWIC</b>	<b>11.00</b>	<b>7.42</b>
<b>SAWTEC</b>	<b>0.75</b>	<b>0.65</b>
<b>PFAS &amp; Catalysis Labs</b>	<b>8.50</b>	<b>4.80</b>
<b>Blueberry Farm</b>	<b>3.00</b>	<b>2.50</b>
<b>Forest Biomaterials Innovation Center</b>	<b>7.00</b>	<b>5.00</b>
Zebrafish Lab	0.96	0.06
<b>Analytical Lab</b>	<b>4.90</b>	<b>3.50</b>
<b>Phenotyping Lab</b>	<b>2.10</b>	<b>0.30</b>
<b>Food Innovation Lab</b>	<b>4.00</b>	<b>3.00</b>
<b>Industry 4.0</b>	<b>1.50</b>	<b>0.75</b>
	<b>152.41</b>	<b>88.58</b>







# Capital investments are transforming the UMaine experience.



## Athletics

Project	Cost (\$M)	FY26 Cash Flow (\$M)
Shawn Walsh Alford Arena	49.00	12.58
Soccer Field and Track & Field Complex	27.30	11.29
Morse Arena	106.00	15.00
Mahaney Dome Connector	1.00	1.00
Memorial Gym Indoor Track Replacement	0.75	0.75
	<b>184.05</b>	<b>40.62</b>





# Capital investments are transforming the UMaine experience.



## Auxiliaries



Project	Cost (\$M)	FY26 Cash Flow (\$M)
Sodexo: Wells Exterior & Hilltop Residence Hall (existing) Renovations	3.00	3.00
<b>Black Bear Academy</b>	<b>2.50</b>	<b>2.50</b>
	<b>7.00</b>	<b>7.00</b>

## Energy, Utilities, & IT



Project	Cost (\$M)	FY26 Cash Flow (\$M)
UMEC	132.00	25.00
Electrical Infrastructure Upgrades	25.00	15.00
Utilities Upgrades	7.50	0.75
	<b>164.50</b>	<b>40.75</b>



# Critical space reduction efforts continue at pace.



## SPACE REDUCTION

- ✓ UMaine has removed over 112,000 sq ft over three years.
- ✓ We plan to remove 50,000-60,000 sq ft in FY 26. This includes:
- ✓ Space needs are actively reviewed by the President's Space Advisory Committee.

## LONG-RANGE DEVELOPMENT PLAN

- ✓ Over the next year, the university will initiate planning to identify buildings for removal based on (1) conditions assessments, (2) space needs, and (3) increased utilization.



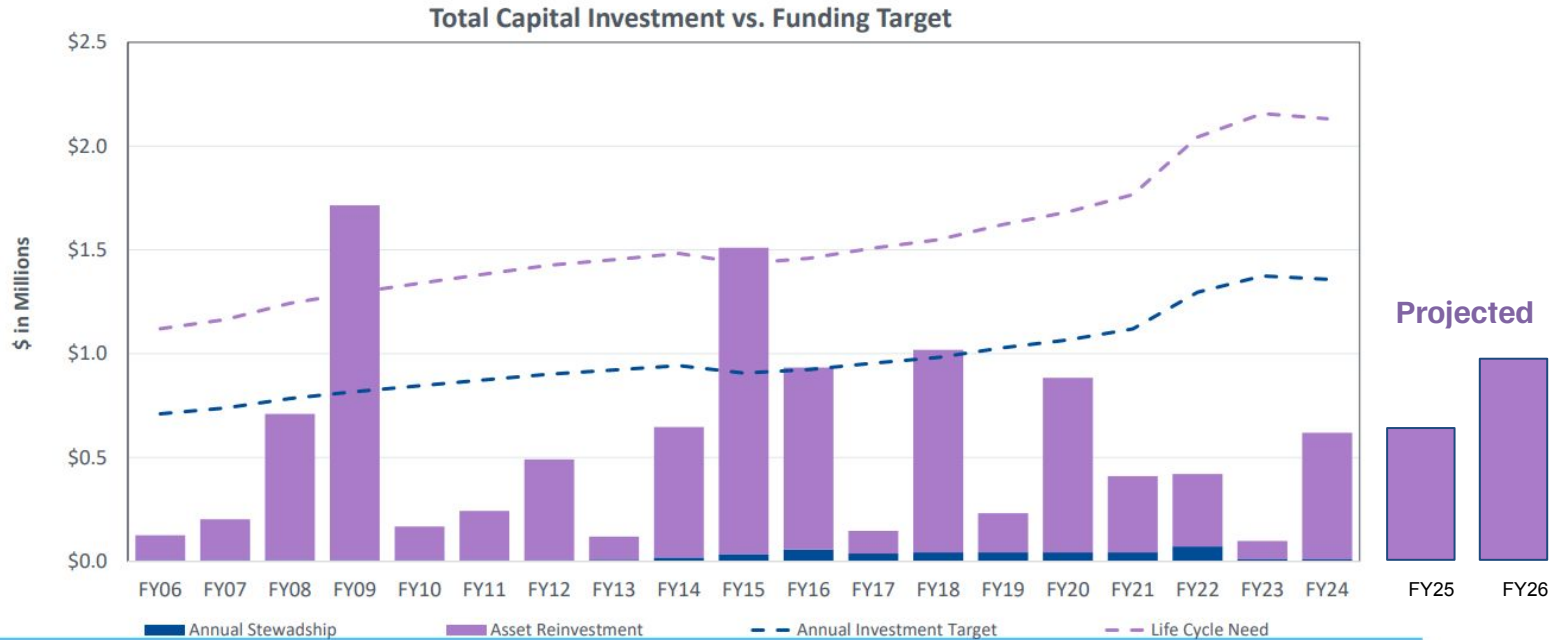




# Gordian recommends an annual investment of \$1.36M into existing spaces at UMaine Machias.



## UMaine Machias Investment to Funding Target



UMM’s projected FY26 investment into existing spaces is \$1M.



# Capital Construction projects at UMaine Machias provide critical updates to infrastructure and facilities.



## Machias Projects

Project	Cost (\$M)	FY26 Cash Flow (\$M)
Campus Infrastructure	0.85	0.85
Dorward Deck Replacement	0.20	0.20
Powers ADA Ramp	0.21	0.21
Powers Envelope	0.23	0.23
Science Building	0.01	0.01
	<b>1.50</b>	<b>1.50</b>









# Our budget aligns with the UMS Strategic Plan Financial Sustainability actions to grow enrollment.



## Achievable Enrollment Goals

**6.1%**  
INCREASE IN  
FIRST-YEAR RETENTION

**Record Retention**



**Finish Strong**



**UMaineOnline**



**Badges & Credentials**

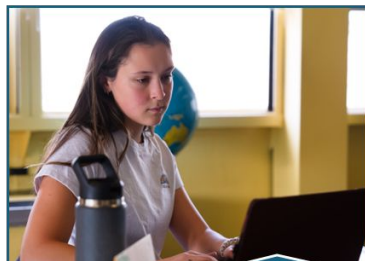
## Direct Admissions & Recruitment



**Direct Admissions**



**Black Bear Advantage**



**Early College**



**Summer Programming**





# Our budget aligns with the UMS Strategic Plan Financial Sustainability actions to be more efficient.



## Operational Efficiencies

\$1.4M

**Strategic Hiring Pause &  
Critical Hire Review Committee**

\$0.7M

**Reduction in overload, part-time, and  
temporary employees**

\$2.7M

**Reduction in vacant, full-time positions  
to ongoing attrition savings**

\$1.9M

**Reduction in Debt Service &  
Interest Payments for UMEC**

\$0.6M

**Offsite Facilities Review &  
Sale of Hutchinson Center**



**Academic Portfolio Review**



**Research Portfolio Review**



**Adv. Manufacturing & Materials**



**Administrative Business Svcs.**



# Our budget aligns with the UMS Strategic Plan Financial Sustainability actions to optimize resources.



## Programmatic Evaluations



**Gen Ed Revision**



**Innovative Curricula**

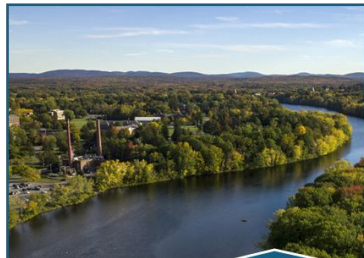


**Accreditation / Review**



**Re-alignment**

## Energy & Space Efficiencies



**Energy Infrastructure**



**Dining & Housing**



**Offsite Facility Review**



**Space Committee**



# Our budget aligns with the UMS Strategic Plan Financial Sustainability actions to yield growth.



## UMS Strategic Action:

### Administrative Efficiencies

#### Strategic Re-Envisioning

- ✓ Black Bear Early Alert
- ✓ Administrative business services
- ✓ Academic colleges & units
- ✓ Research centers & institutes
- ✓ Adv. manufacturing & materials

#### Operational Improvements

- ✓ Facilities management re-org
- ✓ Marketing & communications
- ✓ Auxiliaries – child care, conference services, Sodexo partnership
- ✓ Strategic hiring pause
- ✓ IT software review

## UMS Strategic Action:

### Energy & Space Reduction

#### Capital Planning

- ✓ Energy-efficient lighting
- ✓ Energy infrastructure
- ✓ UMEC planning
- ✓ Residential housing study

#### Space Reduction

- ✓ “Big Idea”
- ✓ Sale of Hutchinson Center
- ✓ Long-Range Development Plan
- ✓ President’s Space Advisory Committee









# Undergraduate discount rates are directly related to our prospective learners' collegiate options.



We leverage donor funds to create a holistic financial aid package.

We anticipate FY25-26 first-time, full-time discount rate to remain steady at 42%.

## First-Time, Full-Time IPEDS Discount Rates\*

	2022-23	2021-22	2020-21
<i>Among New England Land Grants</i>			
University of Vermont	44%	44%	41%
<b>University of Maine</b>	<b>42%</b>	<b>42%</b>	<b>42%</b>
University of Rhode Island	41%	40%	40%
University of New Hampshire	40%	37%	44%
University of Connecticut	39%	37%	38%
University of Massachusetts-Amherst	31%	35%	33%
<i>Among Hanover Peers</i>			
University of Idaho	59%	49%	56%
University of Vermont	44%	44%	41%
<b>University of Maine</b>	<b>42%</b>	<b>42%</b>	<b>42%</b>
University of Rhode Island	41%	40%	40%
University of New Hampshire	40%	37%	44%
Montana State Univ	34%	21%	25%
University of Wyoming	32%	31%	30%
South Dakota State Univ	27%	23%	21%
North Dakota State Univ	20%	19%	15%

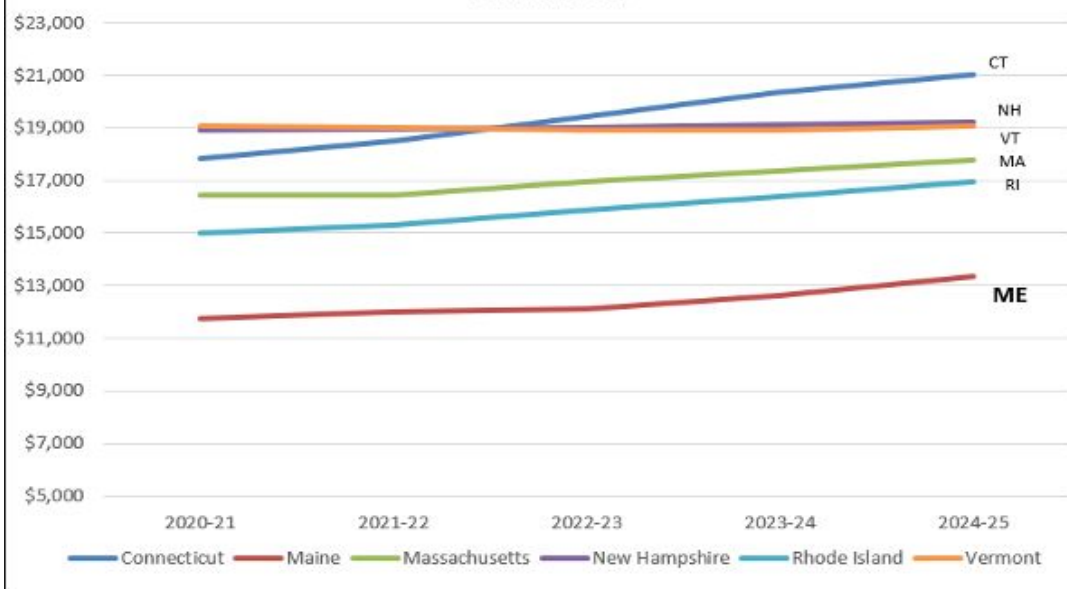
\*Source: UMS 2023-24 Discount Rate Report



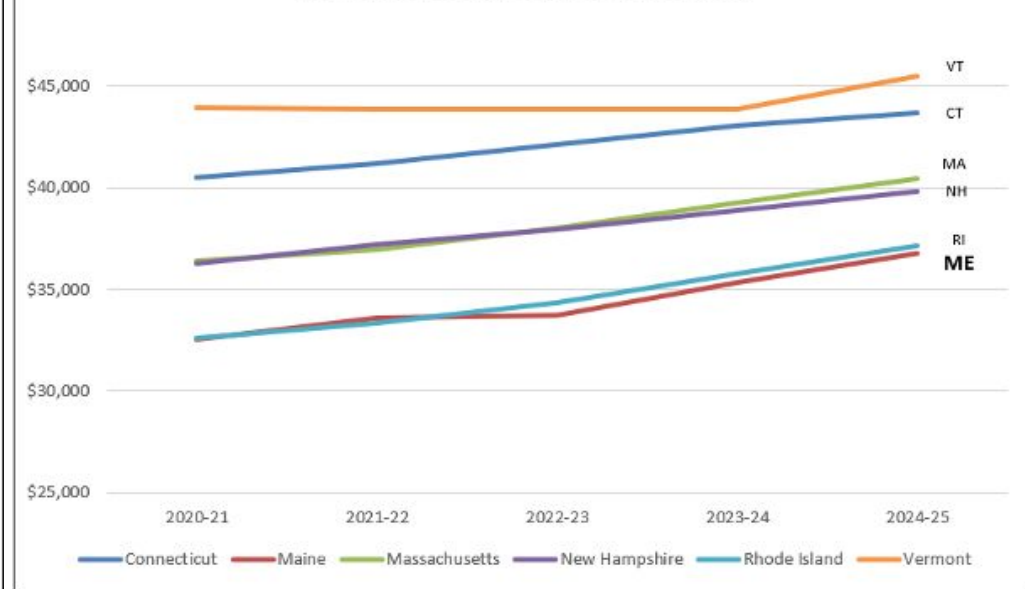
# UMaine tuition continues to be the lowest of the New England Land Grants.



### In-State Tuition and Fees for the New England Land Grant Universities

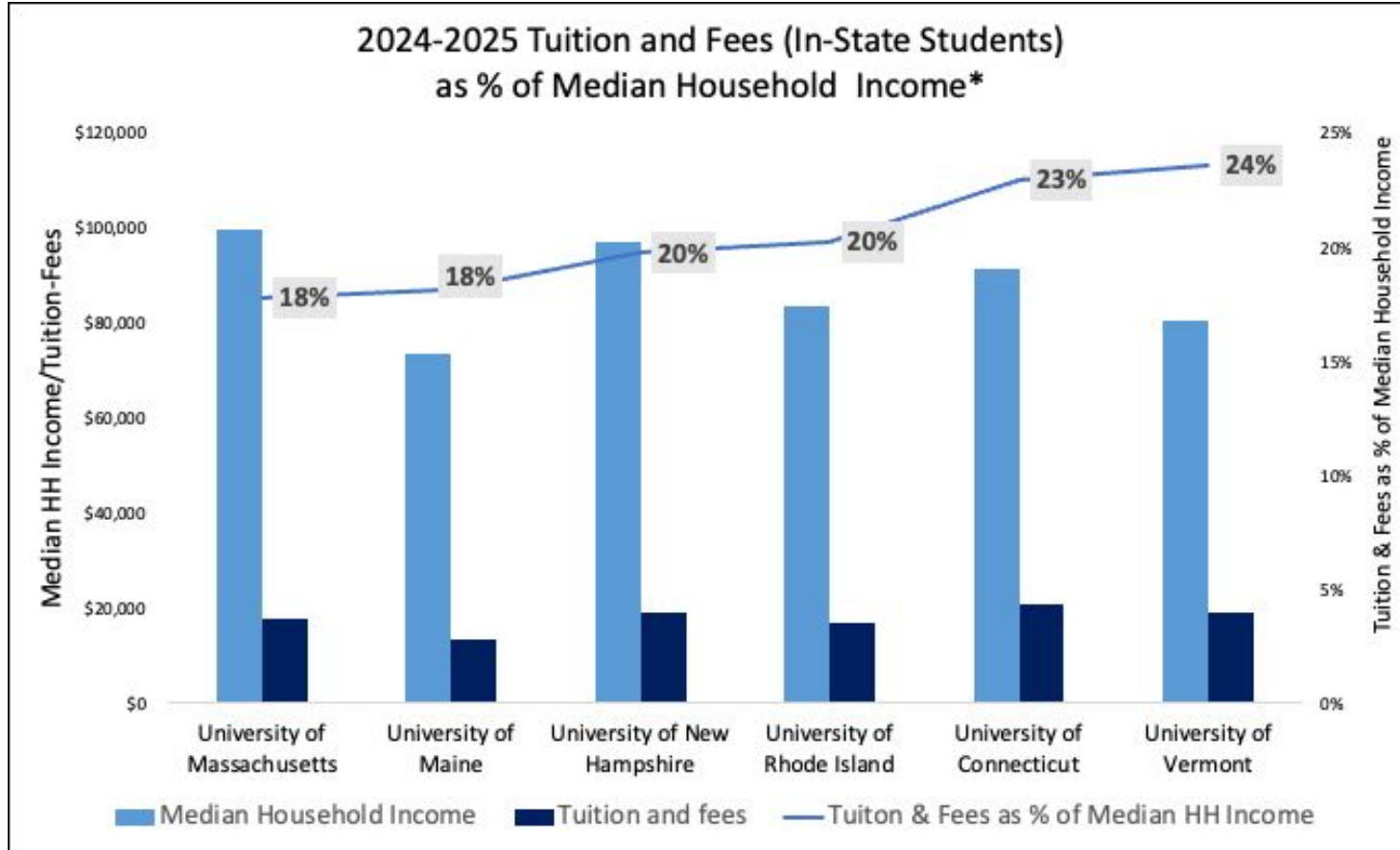


### Out-of-State Tuition and Fees for New England Land Grant Universities





# UMaine tuition is 18% of median household income.



\*Source for median household income: <https://www.census.gov/data/datasets/2023/demo/saipe/2023-state-and-county.html>





**Our FY26 budget is grounded in our identity as Maine's  
R1, D1 flagship land, sea, and space grant university.**