

FY2020

Annual Operating Budget

August 2019



University of Massachusetts

Amherst • Boston • Dartmouth • Lowell • Medical School • UMassOnline



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Executive Summary

The FY20 Operating budget for the University totals \$3.48 billion, an increase of \$142.7 million or 4.3% over the FY19 year-end projection.

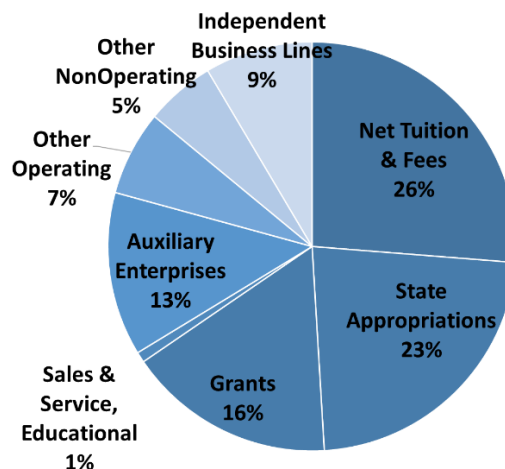
Campus	FY2020 BUDGET			
	Total Revenue	Total Expenses	OM\$	OM%
Amherst	1,353,748	1,340,857	12,892	1.0%
Boston	442,523	442,523	-	0.0%
Dartmouth	265,733	263,887	1,846	0.7%
Lowell	498,589	495,813	2,776	0.6%
Medical School	907,996	889,903	18,093	2.0%
President's Office	125,708	123,025	2,682	2.1%
Umass Online (1)	6,818	6,818	-	0.0%
Total (2)	3,522,225	3,483,937	38,288	1.1%

(1) Reflects status quo Umass Online program

(2) Does not include impacts of GASB 68 & 75

The budget reflects the unique needs of each of the System’s five campuses and the system level priorities. The budget relies on certain system-wide assumptions regarding State investments, student tuition and capital planning while also accounting for individual campus needs to support enrollment and staff.

Approximately 54% of the budget is for the University’s core education and general operations and is supported primarily from the State appropriation and tuition and fee revenue. The remaining components of the University’s budget are for self-supporting activities such as grants and contracts, sales and services, and auxiliary services. These funds, by their nature, generate revenues to support their activities.





The revenue and expense components of the budget are detailed in the following pages.

UMass Overview

The University is a state coeducational institution for higher education with separate campuses at Amherst, Boston, Dartmouth, Lowell and Worcester in The Commonwealth of Massachusetts (the “Commonwealth”). The University was established in 1863 in Amherst, under the provisions of the 1862 Morrill Land Grant Acts, as the Massachusetts Agricultural College. It became known as the Massachusetts State College in 1932 and in 1947 became the University of Massachusetts. The Boston and Worcester campuses were opened in 1965 and 1970, respectively. The Lowell and Dartmouth campuses (previously the University of Lowell and Southeastern Massachusetts University, respectively) were made a part of the University by a legislative act of the Commonwealth, effective September 1, 1991.

The University’s core mission is *“to provide an affordable and accessible education of high quality and to conduct programs of research and public service that advance knowledge and improve the lives of the people of the Commonwealth, the nation and the world.”*

The University’s five campuses are geographically dispersed throughout the Commonwealth and possess unique and complementary missions. In addition, the University has a system-wide online education consortium called UMass Online.

The University offers a broad spectrum of academic programs, granting Bachelor of Arts degrees in over 60 fields, Bachelor of Science degrees in over 50 fields, and bachelor’s degrees in a number of other areas, including Fine Arts and Business Administration. Master of Arts degrees are granted in more than 25 fields, Master of Science degrees in over 45 fields and a variety of other master’s degrees are granted in specialized areas including Education, Teaching, Business Administration and Public Health. In addition to the foregoing, the University grants Doctor of Philosophy degrees in over 50 fields, as well as Doctor of Education, Doctor of Science, Doctor of Engineering, Juris Doctor, and Doctor of Medicine degrees. The academic resources of the University are also accessible to part-time students, to local, national and international businesses, and to the general community through the continuing education programs.

Each campus of the University is accredited by NEASC, the major accrediting body for institutions of higher education in New England. The Amherst, Boston, Dartmouth, Lowell and Worcester Campuses are accredited through 2028, 2025, 2020, 2023 and 2022, respectively. The Amherst campus is currently in a comprehensive evaluation phase of re-accreditation. The Medical School at the Worcester Campus is a member of the Association of American Medical Colleges and was given full accreditation through the 2019-2020 academic year by the LCME, the major accrediting body for programs leading to the M.D. degree. In addition to the foregoing, individual schools and academic programs are accredited by the appropriate agencies in their particular fields.



The Times Higher Education World University Rankings, considered the most rigorous and influential comparison of universities internationally, ranked the UMass system among the 60 best public universities in the nation and as the No. 1 public university in New England. For the past few consecutive years, all four UMass undergraduate campuses placed in the top category of U.S. News & World Report's Best Colleges rankings – making UMass one of the few university systems in the nation to have each campus so acclaimed. The Amherst campus is ranked 26th among public universities in the nation in U.S. News & World Report's Best Colleges rankings. UMass Lowell, which has been lauded in recent years for its rapid rise in the rankings, ranks 80th among public universities nationally and 157th overall. UMass Boston rose sharply in the 2019 rankings, climbing to 191st overall. UMass Dartmouth, which emerged as a National University for the first time last year, is 215th overall. In U.S. News & World Report's Best Graduate Schools list, UMass Medical School ranks No. 1 in New England and No. 15 in the nation for primary care education. UMass Medical School also ranks 46th in the research category. UMassOnline have earned coveted spots in several categories in the U.S. News & World Report and GetEducated.com Best Buy rankings. Adding to its world-class reputation, total research and development expenditures at the University reached approximately \$660 million in annual spending.

Under the General Laws of the Commonwealth, the University is governed by a Board of Trustees under the coordinating authority of the Commonwealth's Department of Higher Education (DHE). The day-to-day operations of the University are directed by a team of administrative officers of the University, the chief executive officer being the President of the University.

The General Laws give the University Trustees the authority to govern the University and to appoint the President, the Chancellors, and other officers and members of the professional staff. The General Laws also grant to the University Trustees the legal right to establish and manage non-appropriated funds, which funds include, for example, certain student fees, grants and contracts, and funds used to support certain self-sufficient operations within the University. The University Trustees consist of 19 voting members and three non-voting members. Seventeen voting members of the University Trustees are appointed by the Governor of the Commonwealth. One of these appointees is the Secretary of Education, as mandated by Chapter 27 of the Acts of 2008 and at least five of those appointed must be alumni of the University and one must be a representative of organized labor. Two of the voting members are full-time students of the University and three additional full-time students act as non-voting members. The student members are elected annually from each of the five campuses and the two voting student positions are rotated annually among the members representing the five campuses. The University Trustees, except for the student members, serve five-year staggered terms, and are eligible for reappointment for an additional five-year term.

The President is responsible for implementing the policies of the University Trustees and for providing leadership for the activities and operations of the University. The President's Office is



responsible for the development of academic and financial policies, overall coordination of University activities, and certain University-wide operational activities, including Internal Audit, the General Counsel's office, the Treasurer's and Controller's functions, Information Systems, and Human Resources.

Budget Planning Process

The University has developed a coordinated budget planning process that allows for consistency in the assumptions surrounding certain budget inputs that affect all of the campuses while also allowing for the campus budgets to incorporate the unique qualities that affect their revenues and expenditures. Audited Financial Statements are used to include actuals for FY18 for each campus along with FY19 projected as of Q3 and FY20 budgeted.

In order to ensure that consistent assumptions are made on budget inputs that impact all of the campuses, the President's Office provides guidance to campuses at the beginning of the budget development process around tuition, state appropriation, employee benefits (fringe, health and welfare, collective bargaining), investment income, debt service schedules and interest rates for new borrowing.

For each campus, enrollment and employee FTE assumptions are unique factors that vary based on programs provided and strategic planning efforts. The assumptions included around these budget inputs are critical and therefore must account for the specific needs of each campus.

Further information on the assumptions used to develop the FY20 budget are included on the following pages along with budget detail tables at both the University level and the campus level.

Budget Administration Overview

The budget is developed and administered in accordance with Board of Trustee Policy T92-031 entitled "Policy for Management of University Funds". This policy stipulates that an annual operating budget for the University be prepared and approved by the Board of Trustees each fiscal year and that the University's Senior Vice President for Administration & Finance is responsible for planning and coordinating the budget process for the University. In addition to the budget, this policy specifies expenditure authority, guidelines and criteria, official records, internal controls, and reporting requirements of the University and its campuses.

From a practical standpoint, this Board policy is implemented through coordination between the Senior Vice President for Administration and Finance and Treasurer within the President's Office and the Vice Chancellors for Administration and Finance at each of the campuses. Board Policy [T92-031](#) can be found in its entirety using the hyperlink or on the Board of Trustees' website at <http://www.massachusetts.edu/bot/> under the "Policies and Guidelines" section of the page.



Basis of Budgeting

The University's Operating Budget is reported in a modified accrual-based budget report format. This format reflects the "view" of information that is consistent with the audited financial statement format and the annual financial projection for revenues and the natural classification of expenses. The natural classification view improves the ability to compare between institutions and also summarizes certain expenses that are often researched such as salary and benefit costs.

Budget Calendar

The University's fiscal year, like that of the Commonwealth, is from July 1 through June 30. Throughout a given fiscal year, activities are occurring in support of reporting on the prior year, managing the current year and developing the subsequent year that make the budget cycle continuous. At the start of the fiscal year, July 1st, the University implements the budget that has been approved by the Board of Trustees and supported by State through its separate budget process. At the same time, the University undertakes its financial forecast process which develops assumptions for budget inputs and projects revenues and expenses over a five-year period. Utilizing the financial forecast, the University calculates key financial ratios over the five-year period to help analyze the fiscal health of the organization and to help make current year decisions. This information is presented to the Board of Trustees at the September meeting and is used as the basis for the next fiscal year budget request to the State.

During this timeframe, the University's prior year financial statements are completed. Additionally, under President Meehan's leadership, a process for reviewing quarterly budget to actual revenues and expenses and a year-end projection has been added in order to identify issues and make corrective actions prior to the end of the fiscal year. The University develops and submits its budget request for the next year to the Executive Office for Administration and Finance typically in November. This request provides an overview of current year activities as well as next year initiatives and funding needs.

In January of each year, the Governor makes funding recommendations to the Legislature. The University also has the opportunity to request funding through the Legislative budget process through an official request that occurs in approximately February of each year.

As the State budget process progresses through the Legislature with the House budget in April and the Senate budget in May, the University progresses with their budget development process. The President's Office develops key assumptions for the campuses to ensure consistency while the campuses develop funding needs based on enrollment, staffing, and specific campus initiatives. This part of the process requires the submission of tuition and budget tables that report on revenue and expense needs of the campuses. This information is compiled and reviewed by the President's Office and reported to the Board at the June meeting of the Board of Trustees.



Throughout the fiscal year, besides the operating budget process, several other important financial management tasks are underway including the capital plan, quarterly capital report to the Board, and annual financial aid reporting.

FY19 Budget Update

In FY17, President Meehan instituted a quarterly reporting process in order to evaluate budgeted to actual revenues and expenses, enrollment and employee levels across the system. In addition the report required an estimated year-end forecast in order to determine if this System was on track against the budgeted margin. Lessons learned through the quarterly reporting process have led to the implementation of additional best practices including a review and update of current policies, deployment of PeopleSoft functionality for employee tracking and an A&F Executive dashboard to provide more real-time information to System and Campus leaders.

The University's budgeted Operating Margin for FY19 was \$37.4 million or 1.1%. As of the FY19 Q3 report there is improvement from the budgeted margin for the University. The Q3 report reflects the State funding \$23 million in collective bargaining obligations in FY19 through a supplemental budget. Every campus has implemented reductions to support their target for FY19. Based on these changes, the year-end projected operating margin for the System is estimated at \$44.2 million or 1.3%. Note that this does not include the expense related to GASB 68 estimated at \$32.9 million. Additionally, Fall Enrollment was 414 FTEs below budget with Boston and Medical School experiencing higher than budgeted enrollment while Amherst, Dartmouth and Lowell enrollment below budgeted assumptions.

Campus	FY2019 BUDGET				Q3 FY2019 PROJECTION				PROJECTION
	Total	Total	OM\$	OM%	Total		OM\$	OM%	vs. BUDGET
	Revenue	Expenses			Total Revenue	Expenses			OM\$ Change
Amherst	1,293,962	1,282,143	11,819	0.9%	1,308,108	1,294,321	13,787	1.1%	1,968
Boston	436,501	436,501	0	0.0%	429,871	429,871	0	0.0%	(0)
Dartmouth	262,883	260,074	2,809	1.1%	256,600	254,807	1,793	0.7%	(1,015)
Lowell	473,410	470,143	3,267	0.7%	479,236	473,516	5,720	1.2%	2,453
Medical School	892,288	874,386	17,902	2.0%	875,356	857,315	18,041	2.1%	139
Central	116,597	114,965	1,632	1.4%	111,031	105,602	5,429	4.9%	3,797
UMass Online(2)	6,684	6,685	0	0.0%	6,846	7,385	(540)	-7.9%	(540)
Total (1)	3,401,347	3,363,919	37,428	1.1%	3,389,705	3,345,475	44,230	1.3%	6,802

(1) Total Expenses does not include GASB 68 or GASB 75.

(2) Reflects operating costs of UMass Online; total Online revenue estimate for FY19 = \$126 million.

FY20 Budget Challenges

The University, like most organizations has identified the major expense drivers which must be funded during the budget process. For many other public institutions, these are costs that are supported through State resources. However, with limited State funding increases to other revenues must support these drivers including:

- Salaries, Wages and Fringe – These make up 58% of the University's total budget with the majority of the increase driven by collective bargaining and the fringe rate, which



are determined by the State. The University employs over 15,700 employee FTEs and the campuses are among the largest employers in the regions they serve.

- Capital Support – Capital expenses such as depreciation and interest make up 12% of the University’s total budget and support necessary investments that maintain our campuses and meet the growing needs of the University.
- University Financial Aid – The University continues to make record high investments in financial aid in order to address the needs of our student body and to help students lessen their debt burden at graduation. The University strives to be accessible to our residents and therefore continues to invest in financial aid programs for our students.

The Legislature and Governor approved the FY20 General Appropriations Act on July 22nd which includes an appropriation of \$558 million which is a \$15 million or 3% increase over last year. The appropriation fully funds the State’s share of collective bargaining plus a 1% increase.

<i>\$ in Thousands</i>	FY18	FY19	FY20
Original Appropriation	513,545	519,167	523,854
<i>% Increase</i>	1%	1%	1%
Collective Bargaining (1)	11,297	22,928	34,191
Total	524,842	542,095	558,045
<i>% Increase</i>	3%	3%	3%

(1) The FY19 GAA (original budget) was \$519 million; during FY19, \$23 million was transferred to the University's line item to fund collective bargaining. This transfer brings the current appropriation for FY19 to \$542 million.

The University works to limit tuition increases in order to maintain access and affordability to our students. Given that the University’s Educational costs are funded by student tuition and State funds, limited increases in these revenues require cost containment measures in order to maintain a balanced budget.

FY20 Budget Overview

The annual budget for the University is a plan for the fiscal year that incorporates the unique needs of each of the campuses while maintaining affordability and quality. It includes costs that continue to rise to support needs of the campuses such as increased employee contracts and fringe benefits, financial aid, and capital costs that must be factored into the annual budget plan. To offset some of these non-discretionary increases, the University’s E&E efforts have achieved meaningful savings at each of the campuses that can then be used to support some of the increases within the budget. At the campus level, cost containment plans have been developed to balance the budget with some known deficits allowed for specific reasons.



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<i>(S in Thousands)</i>	FY2020 BUDGET				FY2019 PROJECTION				FY20 BUDGET vs.
	Total Revenue	Total Expenses	OM\$	OM%	Total Revenue	Total Expenses	OM\$	OM%	FY19 PROJECTION OM\$ Change
Amherst	1,353,748	1,340,857	12,892	1.0%	1,308,108	1,294,321	13,787	1.1%	(896)
Boston	442,523	442,523	-	0.0%	429,871	429,871	-	0.0%	0
Dartmouth	265,733	263,887	1,846	0.7%	256,600	254,807	1,793	0.7%	53
Lowell	498,589	495,813	2,776	0.6%	479,236	473,516	5,720	1.2%	(2,944)
Medical School	907,996	889,903	18,093	2.0%	875,356	857,315	18,041	2.1%	52
President's Office	125,708	123,025	2,682	2.1%	111,031	105,602	5,429	4.9%	(2,747)
Umass Online <i>(1)</i>	6,818	6,818	-	0.0%	6,846	7,385	(540)	-7.9%	540
Total <i>(2)</i>	3,522,225	3,483,937	38,288	1.1%	3,385,374	3,341,144	44,230	1.3%	(5,943)

(1) Reflects status quo Umass Online program

(2) Does not include impacts of GASB 68 & 75

FY20 Revenues and Expenses

Revenue

The University maintains diverse revenue sources to support overall operations including revenues that directly support educational costs and revenues that support research, public service activities and self-supported or auxiliary operations. The major revenue assumptions for FY20 include:

- Enrollment growth of 0.7% estimated to generate \$8 million
- State Appropriation:
 - 1% increase in appropriation; State funding collective bargaining obligation
- Tuition increases:
 - In State Undergraduate = 2.5%; \$9.8 million
 - Out of State and Graduate = 3.0%; \$9.0 million

FY20 budgeted revenues total \$3.5 billion consisting of the following Operating and Non-Operating revenue sources:

- Tuition & Fees – This category represents all tuition and fees net of financial aid provided to students. Tuition and mandatory fees are set by the University’s Board of Trustees while other fees are approved by the President. During years of declining State support for the University, fees were increased to continue to support educational needs. Changes to the tuition category of revenue are also driven by changes in enrollment. For FY20, in-state undergraduate tuition rates have been proposed to increase by 2.5%; \$385 at Amherst, \$347 at Boston, \$337 at Dartmouth, and \$368 at Lowell along with increases in other fees at the campuses in support of specific campus costs and initiatives. Detailed Tuition and fee schedules are provided for each campus in the Appendices included in this report. In summary, the increases in tuition at each campus are as follows:



	<u>In State UG</u>	<u>Out of State UG</u>	<u>Grad</u>
Amherst	2.5%	3.0%	3.0%
Boston	2.5%	3.0%	3.0%
Dartmouth	2.5%	3.0%	3.0%
Lowell	2.5%	2.0%	0.0%
Medical	N/A	N/A	1.5%

- State Appropriation – This revenue category includes the direct State Appropriation as published in the annual State budget along with fringe benefit support for State funded employees. The University budget has been developed in accordance with the appropriation anticipated in the FY20 GAA pending final approval. The fringe rate for FY20 has been set by the State at 35.55%. For those employees funded using the State revenues in this category, the State directly supports their fringe benefits costs.
- Grants – These revenues (Government, Local and Private) are grants provided by these sources in support of a specific purpose that is generally tied to the Research expenses of the University. Over the past few years, campuses have experienced relatively flat revenues or decreases in these categories due to Federal budget cuts and sequestration. The Amherst and Medical School campuses represent 74% of the total revenues in this area and have been the most impacted by the experienced reductions. These revenues support employees and when reduced or eliminated, campuses balanced expenditures by using reserve funds, internal loans from other sources, or staff layoffs to eliminate the function.
- Auxiliary Services – These revenues support all revenue generating operations at the campuses including Housing, Dining, Parking, among others. Revenues are generated through fees recommended by the campuses and approved by the President. Each campus develops a budget for these services provided in order to develop reasonable rates. The goal is for all Auxiliary services to be self-supporting operations however in order to keep costs to students low and increases reasonable, some services are subsidized with general revenues. All of the campuses are projecting increases to this category due to fee increases and utilization.
- Independent Business Lines – These revenues represent the business lines of the Medical School which include: Commonwealth Medicine which partners with public health and human services agencies to maximize federal support of health related expenditures and MassBiologics which is an FDA-licensed manufacturer of vaccines that works to improve public health through applied research, development and production of biologic products, including vaccines, plasma derivatives and most recently, monoclonal antibodies.



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- Sales & Service, Educational – These are revenues that are related to the conduct of instruction, research, and public service and revenues from activities that exist to provide an instructional and laboratory experience for students that create goods and services that may be sold.
- Other Non-Operating Revenues – This revenue includes:
 - Gifts – public and private gifts used in current operations, excluding gifts for capital acquisition and endowment gifts. The University continues to have several aggressive fundraising campaigns underway.
 - Return on Investments & Endowment – estimated by the Treasurer’s Office based on a five-year income projection including total projected unrealized gains.

(\$ in Thousands)

Revenues	UNIVERSITY			FY20 Budget vs	
	Actual	Q3 Proj	Budget	FY19 Projection	
	FY2018	FY2019	FY2020	\$	%
Gross Tuition & Fees	1,185,826	1,219,621	1,263,315	43,694	3.6%
Tuition Discounts	(311,947)	(328,023)	(342,748)	(14,725)	4.5%
<i>Discount Rate</i>	26.3%	0.0%	27.1%	27.1%	
Net Tuition & Fees	874,825	891,598	920,567	28,969	3.2%
Grants	560,990	567,918	579,454	11,536	2.0%
Sales & Service, Educational	30,591	29,219	29,350	131	0.4%
Auxiliary Enterprises	416,733	439,375	456,696	17,321	3.9%
Other Operating	311,119	225,417	236,776	11,359	5.0%
State appropriations	751,894	776,249	805,515	29,266	3.8%
Other Non Operating	197,142	192,521	199,096	6,574	3.4%
Independent Business Lines	274,555	269,087	301,131	32,044	11.9%
Total Revenues	3,417,849	3,391,385	3,528,585	137,200	4.0%

Expenses

The University’s spending needs are driven by enrollment, employee costs such as collective bargaining and fringe benefits, financial aid and capital investments. All of these costs support the overall education experience of the University’s students. Although the University as a whole as well as each campus has implemented and continues to explore efficiency projects that help save meaningful dollars, costs continue to increase in the areas outlined below that must be accommodated. The major expense assumptions for FY20 include:

- University funded Financial Aid increases to meet student need.
- Fringe Benefits: increase for State mandated fringe rate which increases to 35.55%;
- Collective Bargaining:



- Total collective bargaining increases \$32 million; State funding for collective bargaining increases \$11.8 million
- Depreciation and interest assumptions reflect current approved Capital Plan.

FY20 budgeted expenses total \$3.4 billion consisting of the following:

- Salaries & Fringe – This category includes salaries and all other compensation including health insurance and collective bargaining costs for full and part time faculty and staff who support all campus and system office operations. This category increases by 3.3% for FY20 largely due to the annualized value of collective bargaining contracts from prior years and fringe with a small remainder for faculty and staff needs of the campuses in support of specific initiatives.
- Non-Personnel Expense – This category includes all non-salary related expenses for campus operations such as utilities, plant operations, media services, technology and supplies to support academic instruction and student support services. This category increases by 7.5% mainly in the area of operation and maintenance of plant as new facilities are brought on line as part of the capital plan investments.
- Scholarships and Fellowships – This category includes grants-in-aid, trainee stipends, and tuition and fee waivers. This should not be confused with tuition and fee discounts and allowances (financial aid) that is recorded as a discount to revenues. For FY20, this category maintains steady support for enrollment increases and the additional scholarship and fellowship opportunities needed to accommodate more students.
- Depreciation – This category includes all facility depreciation expenses in accordance with the University’s capitalization and depreciation policies. For F20, this expense grows by 3.7% due to the new facilities brought on line that must be accounted for in the campus depreciation schedules.
- Interest – This category includes the cost of bond and note borrowings utilized to finance capital projects. Principal payments are not included in this category.

<i>(\$ in Thousands)</i> Expenses	UNIVERSITY			FY20 Budget vs FY19 Projection	
	Actual	Q3 Proj	Budget	\$	%
	FY2018	FY2019	FY2020		
Salaries & Fringe	1,901,896	1,946,286	2,011,769	65,483	3.4%
Non-personnel	1,088,019	943,612	1,013,968	70,355	7.5%
Scholarships and fellowships	50,402	53,137	52,996	(142)	-0.3%
Depreciation	261,417	275,931	286,093	10,162	3.7%
Interest	115,851	122,177	119,112	(3,065)	-2.5%
Total Expenses	3,336,260	3,341,144	3,483,937	142,793	4.3%

Key Financial Ratios

Operating Margin Ratios



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The Operating Margin measures whether or not the University lived within its means during the year and what potential level of reserves were set aside. It compares the University's revenue (excluding unrealized gains or losses) to expenses. Because the University reports its budget based on the financial statement view, depreciation is included in the total expenses while debt service and capital expenditures are not.

	Actual					Projection	Budget
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019 (P)	FY2020
Amherst	4.4%	2.8%	4.1%	3.0%	2.6%	1.1%	1.0%
Boston	2.7%	0.5%	-1.3%	-0.7%	0.6%	0.0%	0.0%
Dartmouth	-1.5%	2.8%	3.1%	3.4%	1.1%	0.7%	0.7%
Lowell	1.0%	0.8%	0.2%	2.2%	1.6%	1.2%	0.6%
Medical	-3.6%	-4.2%	-1.1%	3.2%	2.2%	2.1%	2.0%
Central	14.7%	-1.5%	0.7%	6.4%	10.4%	4.1%	2.0%
University	1.2%	0.1%	1.3%	2.7%	2.3%	1.3%	1.1%

In order to adjust the operating margin to reflect a report on a cash basis, total expenses are adjusted to exclude depreciation and add back debt principal and capital expenses. The Operating Cash Flow Margin is a more accurate reflection of expenses in a given fiscal year.

	Actual					Projection	Budget
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019 (P)	FY2020
Amherst	15.2%	14.6%	15.6%	14.8%	14.8%	14.0%	13.7%
Boston	8.0%	6.4%	5.4%	7.1%	9.0%	10.1%	12.1%
Dartmouth	7.6%	12.5%	12.1%	13.9%	10.6%	12.7%	12.0%
Lowell	11.8%	13.3%	12.8%	14.6%	14.3%	14.4%	13.5%
Medical	7.6%	8.4%	8.7%	12.8%	11.5%	12.4%	11.6%
Central	19.4%	14.6%	17.0%	17.7%	17.5%	9.2%	7.0%
University	11.5%	11.8%	12.0%	13.7%	13.3%	15.1%	14.6%

Debt Ratios

The Debt Service Burden Ratio is a key tool in measuring debt affordability and is considered a key financial indicator for any institution using debt. This ratio examines the institution's dependence on borrowed funds as a source of financing its mission and the relative cost of borrowing to overall expenditures. It compares the level of current debt service with the institution's total expenditures. By maintaining an appropriate proportion of debt service to total expenses, other critical and strategic needs can be met as part of the expense base. By keeping debt service within the Board-imposed limit, the University will ensure that debt service remains affordable and future debt does not impact existing programs.



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August 2, 2019*

	Actual					Projection	Budget
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019 (P)	FY2020
Amherst	6.2%	6.4%	6.4%	6.6%	6.8%	6.9%	6.8%
Boston	4.5%	5.2%	4.9%	5.9%	6.3%	8.2%	7.9%
Dartmouth	8.5%	9.3%	8.4%	7.8%	7.6%	7.7%	7.0%
Lowell	6.3%	7.6%	7.5%	7.3%	7.4%	7.4%	7.5%
Medical	5.6%	6.2%	5.2%	6.0%	5.1%	5.8%	5.6%
Central	0.1%	3.1%	3.7%	3.4%	2.8%	4.4%	3.9%
University	6.0%	6.6%	6.2%	6.6%	6.5%	7.0%	6.8%

The Debt Service Coverage ratio measures the excess of income over adjusted expenses available from current year operations to cover annual debt service payments. This is an important ratio because it indicates that the institution has a net revenue stream available to meet its debt burden should economic conditions change. A high ratio is considered advantageous, while a low ratio or declining trend gives reason for concern regarding the institution's ability to sustain its operations, especially in the face of future budgetary challenges.

	Actual					Projection	Budget
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019 (P)	FY2020
Amherst	2.5	2.3	2.5	2.3	2.2	2.0	2.0
Boston	1.7	1.2	1.0	1.1	1.4	1.2	1.4
Dartmouth	0.8	1.3	1.4	1.8	1.3	1.6	1.7
Lowell	1.8	1.7	1.7	2.0	1.9	1.9	1.8
Medical	1.3	1.3	1.7	2.2	2.3	2.2	2.1
Central	N/A	4.7	4.6	5.6	7.0	2.2	1.9
University	1.9	1.8	1.9	2.1	2.1	2.2	2.2

The Spendable Cash & Investments to Operating Expenses measures the extent to which a university can rely on wealth that can be accessed over time or for a specific purpose to operate without earning any additional revenue. This metric is of particular importance during periods of financial stress when revenue may be subject to volatility. This metric is used by Moody's in its rating decisions.



*FY20 University Operating Budget
August 2, 2019*

	Actual					Projection	Budget
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019 (P)	FY2020
Amherst	0.43	0.46	0.42	0.46	0.46	0.42	0.41
Boston	0.39	0.33	0.20	0.19	0.19	0.19	0.17
Dartmouth	0.15	0.16	0.17	0.20	0.24	0.20	0.18
Lowell	0.36	0.34	0.34	0.31	0.29	0.26	0.27
Medical	0.26	0.33	0.23	0.30	0.43	0.50	0.50
Central	2.18	1.83	1.44	1.74	1.95	1.87	1.64
University	0.41	0.43	0.35	0.40	0.44	0.43	0.42

Staffing Overview

The University budgeted for 15,667 FTEs which includes full and part-time faculty, professional and clerical and maintenance support staff, of which approximately 70% are covered by collective bargaining units including faculty, professional staff, clerical and maintenance support staff and police officers. In total, the University currently has 41 collective bargaining units (including three post-doctoral employee units, three graduate employee units and one undergraduate resident assistants' unit). The University has collective bargaining agreements that cover the period from July 2017 through July 2020 with most of its employee unions.

Employee FTEs	Actual		Budget	Q3 Actual	Budget
	FY2017	FY2018	FY2019	FY2019	FY2020
Restricted					
Faculty	272	320	320	328	319
Staff	1,349	1,615	1,626	1,623	1,662
Total Restricted	1,621	1,935	1,946	1,951	1,981
<i>FTE Change (#)</i>		313	11	16	29
Unrestricted General University Ops					
Faculty	3,759	3,813	3,866	3,883	3,893
Staff	6,487	6,521	6,586	6,591	6,568
Total General University Ops	10,246	10,334	10,452	10,474	10,462
<i>FTE Change (#)</i>		88	118	140	(13)
Unrestricted Aux./Independent Business					
Faculty	18	13	13	13	13
Staff	2,549	2,516	2,606	2,739	2,913
Total Aux./Independent Business	2,567	2,529	2,619	2,752	2,926
<i>FTE Change (#)</i>		(38)	90	223	174
Total Faculty & Staff	14,434	14,798	15,312	15,473	15,667
		2.5%	3.5%	4.6%	1.3%



Student Enrollment Overview

Admission to the University is open to residents and non-residents of the Commonwealth on a competitive basis.

For FY20, University enrollment increases by 0.7% to 65,816 FTEs. Each campus is projecting modest increases in enrollment driven by strategic efforts at each campus to recruit and retain students. The Amherst campus is committed to attracting and retaining high-quality students to expand their In-State and Out-of-State Undergraduate population. In Boston, efforts are being made to expand while also increasing student diversity and strengthening the quality of the student body. The Dartmouth campus is focusing on effort to retain continuing student populations through student career tracks. The Lowell campus is expanding in-state, out-of-state, and international enrollments and is focused on increasing the retention and persistence of current students to maintain enrollment levels. The Medical School is continuing to enroll out of state students while maintaining its commitment to Massachusetts residents.

<i>by Career</i> Students (FTEs)	Fall Actual				Budget
	FY2016	FY2017	FY2018	FY2019	FY2020
Undergraduate	47,525	47,720	48,298	49,356	49,864
<i>Undergraduate Growth</i>		0.4%	1.2%	2.2%	1.0%
Graduate	8,861	8,962	9,076	9,036	9,201
<i>Graduate Growth</i>		1.1%	1.3%	-0.4%	1.8%
Continuing Ed	2,337	2,371	2,160	1,808	1,550
<i>Continuing Growth</i>		1.5%	-8.9%	-16.3%	-14.3%
Online Only	4,441	4,768	4,812	4,949	4,967
<i>Online Only Growth</i>		7.4%	0.9%	2.8%	0.4%
Law School	170	157	184	199	234
<i>Law School Growth</i>		-7.6%	16.7%	8.4%	17.6%
Total	63,334	63,978	64,530	65,348	65,816
<i>Total Growth</i>		1.0%	0.9%	1.3%	0.7%

It is important to note that enrollment can be viewed in several ways including but not limited to headcount, Fall FTE and annualized FTE. For the purposes of the budget presentation, the University utilizes the Fall FTE view as published in the annual student profile. The full report of the [Annual Student Profile](http://www.massachusetts.edu/ir/irannualpublications.html) provides definitions of the various views of enrollment and can be found here: <http://www.massachusetts.edu/ir/irannualpublications.html>



**FY20 University Operating Budget
August 2, 2019**

(\$ in Thousands)

Revenues	UNIVERSITY				FY20 Budget vs	
	Actual	Budget	Q3 Proj	Budget	FY19 Projection	
	FY2018	FY2019	FY2019	FY2020	\$	%
Gross Tuition & Fees	1,185,826	1,237,733	1,219,621	1,263,315	43,694	3.6%
Tuition Discounts	(311,947)	(328,164)	(328,023)	(342,748)	(14,725)	4.5%
<i>Discount Rate</i>	26.3%	26.5%		27.1%	0	
Net Tuition & Fees	874,825	909,569	891,598	920,567	28,969	3.2%
Grants	560,990	560,862	567,918	579,454	11,536	2.0%
Sales & Service, Educational	30,591	27,230	29,219	29,350	131	0.4%
Auxiliary Enterprises	416,733	434,685	439,375	456,696	17,321	3.9%
Other Operating	311,119	234,955	225,417	236,776	11,359	5.0%
State appropriations	751,894	760,518	776,249	805,515	29,266	3.8%
Other NonOperating	197,142	186,568	192,521	199,096	6,574	3.4%
Independent Business Lines	274,555	294,013	269,087	301,131	32,044	11.9%
Total Revenues	3,417,849	3,408,400	3,391,385	3,528,585	137,200	4.0%
% Growth	1.8%	-0.3%	-0.8%	4.0%		
Expenses	Actual	Budget	Q3 Proj	Budget	Variance	
	FY2018	FY2019	FY2019	FY2020	\$	%
Salaries & Fringe	1,901,896	1,962,973	1,946,286	2,011,769	65,483	3.4%
Non-personnel	1,088,019	942,706	943,612	1,013,968	70,355	7.5%
Scholarships and fellowships	50,402	54,639	53,137	52,996	(142)	-0.3%
Depreciation	261,417	278,941	275,931	286,093	10,162	3.7%
Interest	115,851	124,659	122,177	119,112	(3,065)	-2.5%
Total Expenses	3,336,260	3,363,919	3,341,144	3,483,937	142,793	4.3%
% Growth	3.1%	0.8%	0.1%	4.3%		



APPENDIX



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¹ Please note the sections outlined under the Amherst Campus will be outlined for each of the other campuses.



AMHERST CAMPUS

FY20 Campus Budget Overview

The University of Massachusetts Amherst submits for approval a Fiscal Year 2020 operating budget totaling \$1.34 billion. Key elements of the FY20 budget include:

- Increase in State Appropriation to fund 2% collective bargaining salary increases and an additional 1% increase in state appropriation.
- Tuition increase of 2.5% for in-state undergraduate students. The increase would be an annual increase of \$385 for a total tuition cost of \$15,791.
- Tuition increase of 3% for out-of-state undergraduate students in FY20. The annual increase would be \$1,023 for a total tuition cost of \$35,112.
- Undergraduate student enrollment increase of 150 students. This increase includes an increase in undergraduate students in general as well as targeted enrollment increases due to our new BioMedical Engineering program and expansion of Computer Sciences majors.
- For FY20, UMass Amherst will teach out the remaining Vet Tech Program students on the Newton Campus (expected enrollment of 100 students in FY20) and have included tuition revenues (net of financial aid expenses) as well as program delivery expenses including faculty, support staff, residence hall and dining expenses.
- 2% increase in Continuing Professional Education (CPE) program revenues providing key non-state support to the core academic areas. This increase is derived largely from tuition rate increases, as CPE continues to adjust to a more market-based rate structure in programs where appropriate. This plan also includes significant expenditures to build and market the campus' new initiative in multi-modal education – programs expected to yield significant growth in the next three to five years.
- 3% increase to Room & Board rates. This would increase the average rate by \$378 for a total rate of \$13,004. These increases cover costs of collective bargaining, fringe benefits costs, capital costs to address deferred maintenance, as well as a planned conversion of an additional 200 non-benefitted board plan employees to fully-benefitted employees.
- A \$4 million increase in depreciation and interest expense to support capital projects. The following projects are expected to come on-line in FY19 and FY20: the Isenberg School of Management addition; McGuirk Stadium improvements and bubble; LSL backfill renovations. In addition, depreciation expense will increase to reflect the acquisition of the Mount Ida campus facilities.
- Campus spending of \$30M to address deferred maintenance.
- Modest research growth of 2.9%, despite tightening government research budgets.
- Modest investment in faculty in key areas (10 tenure track and 5 lecturers) for the Amherst campus to offset prior-year losses in total faculty FTEs. New faculty hires are targeted to reduce instructional stress points and fulfill the needs created by Continuing Education offerings and new programs such as the Institute of Applied Life Sciences (IALS) and the Center for Data Science.
- Modest additional staff increases as follows:

- 25 additional FTEs to support Continuing Education offerings, core facilities in IALS, the Center for Counseling and Psychological Health (student mental health), as well as Advancement personnel to prepare for the next fundraising campaign.
- Continued planned conversion of non-benefitted staff within Dining Services to benefitted positions. A total of 200 staff will be converted before the end of FY20.
- E&E efforts have also allowed the campus to reallocate resources to support key staff hiring needs in areas such as student supports services, operations and maintenance of new buildings and research support services.
- Increases in financial aid expenses, both need-based aid to in-state students to maintain our percentage of need met, and merit based aid to attract additional out-of-state students.

Campus Strategic Plan

Our current strategic plan, approved in the spring of 2018, puts in place a set of goals intended to move the campus on the pathway to the Top 20 among public research universities. This plan spells out the following three goals:

- Establish UMass Amherst as a destination of choice where academically accomplished, socially responsible seekers of a world-class education succeed in a research-rich, inclusive learning community.
- Establish UMass Amherst as a partner of choice in advancing and applying knowledge and innovation for the betterment of society.
- Establish UMass Amherst as a community of choice for students, staff and faculty that exemplifies the power of diverse perspectives and mutual respect.

We will reach for these goals while following these two overarching principles:

- Mobilize all our resources to achieve a sustainable financial strategy.
- Instill a culture of evidence at all levels that applies the best possible information and analysis to decisions.

Over the last six years, the campus has been able to achieve impressive progress despite the fact that non-discretionary expenditures for financial aid, debt service, and salary increases have consumed most of our new revenues. Through careful investment, reallocation of resources and aggressive E&E undertakings, we've earned the following achievements:

- UMass Amherst is now ranked 26th best public university in the country by US News and World Report, reflecting a remarkable surge in attractiveness and competitiveness. Over ten years UMass Amherst overtook 30 other institutions to become the most-improved public university in America.
- In FY18 campus research expenditures exceeded \$211 million. The partnership with the Massachusetts Life Sciences Center has positioned our Institute for Applied Life Sciences (IALS) to project the power of campus research programs into a broad range of industries and applications, and other efforts such as the Center for Data Science and the Cyber Security Institute also support areas vital to the Commonwealth's continued strength.

This comprehensive approach to planning enables the campus to take a broad view to financial restructuring in an era of rapidly shifting revenues and expenditures. All budgetary decisions occur in the context of a planning and budgeting system developed and refined over the past three years:

- All academic and administrative units target performance improvements emerging from multi-year strategic plans. These improvements are guided by defined metrics, selected to demonstrate areas where performance is not aligned with industry standard, peers or campus goals.
- Unit priorities are discussed across organizational boundaries to improve collaboration and efficiency.
- Specific action plans for the fiscal year focus on both improvements to be pursued within existing resources and high-impact strategic investments pooling resources at the unit and campus levels.

Despite the constraints of the attached FY20 budget, modest additional funding is included to support the following strategic initiatives:

- Programs to support the Institute for Applied Life Sciences (IALS) and the Center for Data Science. Both initiatives facilitate high quality education, research and industrial collaboration, which will drive job creation and economic development.
- Additional faculty in FY20 including additional lecturers to address class size and academic stress areas (a continuation of the President's enhancement initiatives) and faculty hires to support the campus commitment to a diverse faculty body through the continued funding of the CHIP initiative.
- Funds to address the \$1.1 billion deferred maintenance backlog, although at reduced levels due to reductions in state funding and institutional facilities budgets.
- IT related expenses to address the deferred maintenance issues related to the wireless and wired connectivity across campus, the increasing costs of service contracts as well as our student, faculty and research needs for additional technological services and resources.
- CPE related expenses related to the development and marketing of the campus' new, multi-modal initiative.
- Additional resources to support student wellness programs including campus recreation, disability services and mental health support services.
- Resources to set the stage for our next fundraising campaign including support for research, marketing and staff.

The challenge of maintaining a positive operating margin while providing strategic funding to reach our goals, however, imposes an extraordinary budget burden. In large part the campus addresses this challenge by reallocating resources. In FY20, we will use the following reallocation strategies to direct resources to our most pressing priorities:

- The campus’ strategic budget process includes a review of all current faculty vacancies to determine whether reallocation between schools/college would better ease academic stress or support strategic goals.
- Staff vacancies will be reviewed, rehiring only in areas of critical importance. Management in some areas has and will be reorganized, including operations and maintenance, which is keeping staff numbers flat despite the addition of new facilities. These actions are often guided by benchmarking metrics, best practices and/or customer feedback, and address services provided by both academic and administrative and support service areas. Organizational restructuring has saved over \$5M in the last six years.
- We will continue to aggressively pursue corporate partnerships and expand our competitive bidding process to reduce purchase costs in such areas as IT, research labs, leased vehicles, building maintenance support and residence halls furniture. We have saved over \$24M in these areas over the last six years, funds that have been used to close budget gaps and to reallocate to key priorities.
- We will expand our use of technology to reduce the costs (labor and materials) in many administrative areas on campus. We have already used technology to computerize work management systems, build databases to track best practices and lessons learned on construction projects, and improve on-line web-based learning using eBooks, saving over \$11M in the last six years. Savings can help close budget gaps and provide monies to be reallocated to key campus priorities.

FY20 Revenue

- State Appropriation revenue increases to support 2% collective bargaining salary increases and an additional 1% increase.
- Tuition & Fee revenue increases due to a 2.5% fee increase for in-state undergraduate students and a 3% increase for out-of-state undergraduate students, as well as a projected increase in undergraduate enrollment of 150 students. Total \$10.0M net increase.
- \$1.2 million in net tuition revenue for the teach-out of Vet Tech students on the Mount Ida campus. These 100 forecasted students will all pay in-state tuition rates, regardless of residency, as well as a \$500 per semester Vet Tech fee to support specific costs of this program (a fee these students had been paying at Mount Ida College).
- Room and Board charges are projected to increase by 3%, a total revenue increase of \$6.8M.
- CPE revenue is projected to increase 2% or \$1.1M, due to fee increases.
- Research revenue is expected to increase by \$4.5 million, or 2.9%, even in light of tightening government research budgets.

In-State Undergraduate Tuition & Mandatory Fees

	FY19	FY20	\$ Change	% Change
Amherst	\$15,887	\$16,389	\$502	3.2%

FY20 Expenditures

- Salary expense increase due to 2% collective bargaining increases and additional hiring as detailed above.
- Depreciation expense increases by \$4M (4.5%) due to new buildings coming on-line in FY19 and FY20: the Isenberg School of Management addition; McGuirk Stadium improvements and bubble; LSL backfill renovations. In addition, depreciation expense will increase to reflect the acquisition of the Mount Ida campus facilities.
- Increases in financial aid expenses, both need-based aid to in-state students to maintain our percentage of need met and merit based aid to attract additional out-of-state students.
- Graduate waivers increase due to increased tuition and fee rates.
- IT related expenses to address the deferred maintenance issues related to the wireless and wired connectivity across campus, the increasing costs of service contracts, as well as our student, faculty and research needs for additional technological services and resources.
- CPE related expenses related to the development and marketing of the campus' new, multi-modal initiative.
- Increase in Advancement related expenses to prepare for the next fundraising campaign, consisting of additional personnel as well as marketing and other non-personnel costs.
- Increase in expenses related to student wellness including mental health services. The number of students requiring mental health services has increased significantly in recent years, prompting an increased emphasis on student wellness, and requiring additional staff and resources.
- Instructional and student support expenses associated with the teach-out of the Vet Tech students on the Mount Ida campus. These costs include faculty, support staff, and facilities expenses. Also included are expenses to maintain the full Mount Ida Campus as additional programs are put into place.
- Total expenses are relatively flat due to the implementation of a budget reallocation to fund some new costs, as well as the continued savings resulting from E&E initiatives.

FY20 Enrollment

The campus continues on a strategic plan to modestly increase undergraduate enrollment, maintaining access for in-state students close to prior-year levels and targeting slight increases in out-of-state/international students who satisfy our increasingly selective admissions criteria.

- Undergraduate in-state students are projected to increase by 100 students in FY20, yielding an additional net revenue increase of \$1.2M
- Undergraduate out-of-state students are projected to increase by 50 students in FY20, yielding an additional net revenue of \$1.2M.
- Graduate students are projected to increase by 125 students in FY20, yielding a net tuition revenue increase of \$1.2M.

Amherst Students (FTEs)	Actual			Actual	Budget
	FY2016	FY2017	FY2018	FY2019	FY2020
In State	19,142	19,665	19,827	20,016	20,166
<i>In State Growth</i>		2.7%	0.8%	1.0%	0.7%
Out of State	8,555	8,674	8,884	9,034	9,159
<i>Out of State Growth</i>		1.4%	2.4%	1.7%	1.4%
Total	27,697	28,339	28,711	29,051	29,326
<i>Total Growth</i>		2.3%	1.3%	1.2%	0.9%

FY20 Staffing

Overall staffing increases are projected to be modest in FY20:

- We are projecting a modest increase in faculty, driven by filling positions that were previously held vacant. These faculty lines are reallocated, as required, to address campus enrollment and strategic needs. These faculty hires will fulfill needs created by new programs such as the Institute of Applied Life Sciences (IALS) and the Center for Data Science as well as alleviate areas of instructional stress.
- Increases in support staff in the following areas: 25 additional FTEs are a result of Continuing Education offerings, staffing of the core facilities in IALS, providing students with additional resources related to mental health issues and additional staffing needed in Advancement as the new fundraising campaign gets underway. E&E initiatives as well as realignment of campus priorities keep the number of additional staff hiring lines to a minimum. Additional increases will be in Dining Services, where 200 non-benefited staff will be converted to benefitted positions before the end of FY20.
- The campus will utilize its strategic budget planning process to shift resources between schools/colleges or administrative departments in order to meet critical campus staffing needs with level or reduced department funding. E&E efforts have freed-up administrative staffing resources to address hiring needs to support student services, operations and maintenance of new buildings as well as research support.



Employee FTEs	Actual		Budget	Q3 Actual	Budget
	FY2017	FY2018	FY2019	FY2019	FY2020
Restricted					
Faculty	64	49	49	54	50
Staff	317	374	374	392	375
Total Restricted	381	423	423	446	425
<i>FTE Change (#)</i>		42	-	23	(21)
Unrestricted General University Ops					
Faculty	1,486	1,509	1,527	1,554	1,578
Staff	2,611	2,692	2,702	2,729	2,742
Total General University Ops	4,097	4,201	4,229	4,283	4,320
<i>FTE Change (#)</i>		104	28	82	37
Unrestricted Aux./Independent Business					
Faculty	-	-	-	-	-
Staff	1,016	1,051	1,101	1,257	1,427
Total Aux./Independent Business	1,016	1,051	1,101	1,257	1,427
<i>FTE Change (#)</i>		35	50	206	170
Total Faculty & Staff	5,494	5,675	5,753	5,987	6,172
		3.3%	1.4%	5.5%	3.1%

FY20 Programs – Planned changes

- The budget allocates resources to continue building programs to support the Institute for Applied Life Sciences (IALS) and the Center for Data Science. Both initiatives facilitate high quality education, research and industrial collaboration which will drive job creation and economic development.
- The budget dedicates new resources to build a new program in Biomedical Engineering. This undergraduate, masters and doctoral level program is a collaboration with the School of Medicine and is a program of growing interest to students. The program will be co-located on the UMass Amherst and UMass Medical School campuses.

The campus acquired the 74-acre Newton campus of Mount Ida College, which ceased operations at the end of May 2018. This acquisition strengthens our flagship campus in a very competitive national higher education marketplace by creating an outstanding experiential learning experience for our students in a Boston-area location. This location is ideally suited to enhance our internship and co-op programs as well as to grow a much-needed talent pipeline for Massachusetts businesses, especially in high-demand STEM fields. As part of UMass Amherst’s commitment to displaced Mount Ida College students, we will teach-out the currently enrolled Vet Tech Program students in FY19 – FY21.

Key Metrics

- The Operating Margin declines slightly, primarily due to increases to depreciation expense as new capital projects come on-line, as well as our investment in the Mount Ida campus while programs for this space are put into place.
- The Debt Ratio remains relatively unchanged. New debt to be taken out in FY20 is offset by the maturity of an earlier bond.

Key Ratios	Actual			Budget	Q3 Proj	Budget
	FY2016	FY2017	FY2018	FY2019	FY2019	FY2020
Operating Margin (%)	4.1%	3.0%	2.6%	0.9%	1.1%	1.0%
Operating Margin (\$)	48,150	36,052	33,114	11,819	13,787	12,892
Operating Cash Flow Margin (%)	15.6%	14.8%	14.8%	13.6%	14.0%	13.7%
Operating Cash Flow Margin (\$)	181,720	176,745	186,268	174,472	180,861	182,785
Debt Service Burden (%)	6.4%	6.6%	6.8%	6.7%	6.9%	6.8%
Annual Debt Service Coverage (x)	2.5	2.3	2.2	2.0	2.0	2.0
Spendable Cash & Investments to Op Expenses (x)	0.42	0.46	0.46	0.41	0.42	0.41
Financial Leverage (x)	0.50	0.50	0.54	0.50	0.50	0.38
Enrollment	27,697	28,339	28,711	29,189	29,051	29,326
Enrollment (% Change)	2.2%	2.3%	1.3%	1.7%	1.2%	0.9%

Campus E&E Efforts

The Amherst campus has aggressively pursued cost savings and revenue enhancements in all aspects of its operations. Over the past few years, a total of \$54M has been saved/avoided in such areas as Purchasing, Energy & Sustainability, IT, Organization Restructuring, and Space/Building. The campus has completed E&E projects that have resulted in over \$10M in cost savings in FY18 and an additional \$18M in total cost savings expected through FY21. Recent examples of E&E projects are:

- Use of the competitive bidding process has resulted in significant cost savings and avoidance. The IT department negotiated with a variety of vendors to obtain the most value out of contracted goods and services of \$7M.
- The Facilities and Campus Services division has continued to utilize in-house expertise to reduce the significant capital project and utility costs of \$2M. Savings include using in-house engineers and architects, new commodity purchasing contracts to take advantage of falling utility prices, and consolidation of various operations to increase labor productivity.
- The campus initiated cost reductions in administrative and support functions that has led to an additional \$5M of savings. Vacancies are assessed prior to hiring by campus

departments, positions are being consolidated, administrative duties are being shared and a reduced frequency of services.

Campus Budget Reductions

Despite the E&E efforts, a total of \$28M in campus-wide base budget reductions have been necessary in the past six years in order to close budget gaps. In large part, these cuts have served to fund the state's outstanding obligation for unfunded collective bargaining increases from the FY15-17 union contracts as well as a lack of state funding for deferred maintenance projects. We have also been compelled to use our dwindling campus reserves to work toward our goals in the face of our massive fixed expenditure obligations. We are at the point, however, where we have little remaining cushion.

There is not an overall planned budget cut for FY20, however, each area has been tasked to reduce spending by 1% in order to create a budget reallocation pool to enhance funds available for new initiatives.

Conclusion

The lack of additional state funds beyond collective bargaining forces the university to raise tuition 2.5% for in-state undergraduate students and 3% for out-of-state undergraduate students in FY20. These tuition increases are necessary to cover the growth in capital related expenses and the campus share of state-negotiated collective bargaining increases. Most other inflationary pressures are offset by E&E efforts. This budget leaves the campus with very limited resources to implement new strategic initiatives, allowing us to maintain current quality and merely keep pace with our competitors.

Attachments:

- Campus Revenue & Expenses
- Tuition & Fee Schedule



*FY20 University Operating Budget
August 2, 2019*

(\$ in Thousands)

AMHERST

Revenues	Actual			Budget	Q3 Proj	Budget	Variance	
	FY2016	FY2017	FY2018	FY2019	FY2019	FY2020	\$	%
Gross Tuition & Fees	481,072	513,450	541,665	561,039	557,521	578,480	20,959	3.8%
Tuition Discounts	(114,881)	(139,441)	(150,824)	(158,632)	(151,322)	(161,062)	(9,739)	6.4%
Discount Rate	23.9%	27.2%	27.8%	28.3%	27.1%	27.8%	0	
Net Tuition & Fees	366,191	374,009	390,841	402,407	406,199	417,418	11,220	2.8%
Grants	145,217	148,554	153,007	157,607	156,545	161,034	4,489	2.9%
Sales & Service, Educational	8,935	9,137	9,321	9,796	9,796	10,092	296	3.0%
Auxiliary Enterprises	241,428	256,110	268,041	276,141	278,299	287,155	8,857	3.2%
Other Operating	22,413	16,575	16,768	18,259	19,700	20,900	1,200	6.1%
State appropriations	319,541	345,411	360,161	363,541	371,243	387,302	16,059	4.3%
Other NonOperating	70,716	66,258	78,504	71,335	71,539	75,105	3,566	5.0%
Total Revenues	1,174,441	1,216,054	1,276,643	1,299,087	1,313,320	1,359,006	45,686	3.5%
% Growth	8.5%	3.5%	5.0%	1.8%	2.9%	4.6%		
Expenses	Actual			Budget	Q3 Proj	Budget	Variance	
	FY2016	FY2017	FY2018	FY2019	FY2019	FY2020	\$	%
Salaries & Fringe	676,474	712,315	744,102	764,195	774,279	807,327	33,048	4.3%
Non-personnel	308,850	306,743	326,076	340,381	338,728	347,939	9,210	2.7%
Scholarships and fellowships	14,452	17,378	18,216	19,606	19,606	19,907	300	1.5%
Depreciation	96,614	100,409	109,965	115,982	116,594	120,638	4,044	3.5%
Interest	32,417	36,250	43,131	41,978	45,113	45,047	(66)	-0.1%
Total Expenses	1,128,807	1,173,095	1,241,490	1,282,143	1,294,321	1,340,857	46,536	3.6%
% Growth	6.9%	3.9%	5.8%	3.3%	4.3%	4.6%		

UNIVERSITY OF MASSACHUSETTS, AMHERST

STUDENT TUITION & FEE SCHEDULES

FY 2020 TUITION & MANDATORY FEES

FY 2020 NON-MANDATORY FEES

FY2020 STUDENT FEES FOR REVENUE-BASED OPERATIONS

FY2020 ADMINISTRATIVE CHARGES INCLUDING SALES & SERVICES

FY 2020 TUITION & MANDATORY FEES

SUMMARY TABLE

	FY2018 Actual	FY2019 Actual	FY2020 Proposed	\$ Change FY19-FY20	% Change FY19-FY20
<u>UNDERGRADUATE</u>					
TUITION					
Undergraduate (resident)	\$15,030	\$15,406	\$15,791	\$385	2.5%
Undergraduate (regional)	\$26,159	\$27,152	\$28,175	\$1,023	3.8%
Undergraduate (non-resident)	\$33,096	\$34,089	\$35,112	\$1,023	3.0%
MANDATORY FEES					
Shared Infrastructure Technology Fee	\$250	\$250	\$350	\$100	40.0%
Student Activities	\$131	\$231	\$248	\$17	7.4%
TOTAL MANDATORY FEES & TUITION					
Undergraduate (resident)	\$15,411	\$15,887	\$16,389	\$502	3.2%
Undergraduate (regional)	\$26,540	\$27,633	\$28,773	\$1,140	4.1%
Undergraduate (non-resident)	\$33,477	\$34,570	\$35,710	\$1,140	3.3%
RESIDENTS ONLY					
Rent and Residential Telecommunications	\$6,862	\$7,068	\$7,280	\$212	3.0%
Board	<u>\$5,396</u>	<u>\$5,558</u>	<u>\$5,724</u>	<u>\$166</u>	<u>3.0%</u>
TOTAL RENT, TELCOM, BOARD	\$12,258	\$12,626	\$13,004	\$378	3.0%
TOTAL TUITION AND ROOM & BOARD					
Undergraduate (resident)	\$27,669	\$28,513	\$29,393	\$880	3.1%
Undergraduate (regional)	\$38,798	\$40,259	\$41,777	\$1,518	3.8%
Undergraduate (non-resident)	\$45,735	\$47,196	\$48,714	\$1,518	3.2%
<u>GRADUATE</u>					
TUITION					
Graduate (resident)	\$13,930	\$14,348	\$14,778	\$430	3.0%
Graduate (regional)	\$25,216	\$26,132	\$27,075	\$943	3.6%
Graduate (non-resident)	\$30,533	\$31,449	\$32,392	\$943	3.0%
MANDATORY FEES					
Graduate Service Fee	\$1,270	\$1,270	\$1,270	\$0	0.0%
Graduate Health Fee	\$749	\$768	\$787	\$19	2.5%
Graduate Student Senate Fee	\$138	\$138	\$138	\$0	0.0%
TOTAL MANDATORY FEES & TUITION					
Graduate (resident)	\$16,087	\$16,524	\$16,973	\$449	2.7%
Graduate (regional)	\$27,373	\$28,308	\$29,270	\$962	3.4%
Graduate (non-resident)	\$32,690	\$33,625	\$34,587	\$962	2.9%

FY 2020 NON-MANDATORY FEES

	FY2018 Actual	FY2019 Actual	FY2020 Proposed	\$ Change FY19-FY20	% Change FY19-FY20
Commonwealth College Welcome Weekend Orientation (in AIA Fund)	\$90.00	\$90.00	\$90.00	\$0.00	0.0%
Campus Fee Fund :					
Continuing Ed Campus Fee / per credit	\$221.00	\$221.00	\$226.00	\$5.00	2.3%
Graduate Entering	\$357.00	\$507.00	\$507.00	\$0.00	0.0%
Undergraduate Senior Status	\$110.00	\$110.00	\$110.00	\$0.00	0.0%
Commonwealth College Fee (annual)	\$600.00	\$600.00	\$600.00	\$0.00	0.0%
New Student Enrollment Fee:					
Undergraduate	\$485.00	\$485.00	\$485.00	0.0%	0.0%
Undergraduate - Stockbridge	\$377.00	\$377.00	\$377.00	0.0%	0.0%
Undergraduate - Transfer	\$385.00	\$385.00	\$385.00	0.0%	0.0%
Career Services:					
Credentials Packet (Undergraduate)	\$2.00	\$2.00	\$2.00	\$0.00	0.0%
Credentials Packet (Graduate)	\$3.00	\$3.00	\$3.00	\$0.00	0.0%
Communication Network Services (formerly Telecommunications):					
Family Housing Tenants (per month)	\$30.00	\$30.00	\$30.00	\$0.00	0.0%
Summer Telephone Fee (per month)	\$30.00	\$30.00	\$30.00	\$0.00	0.0%
Summer CE Telephone Fee (per session)	\$30.00	\$30.00	\$30.00	\$0.00	0.0%
Computer Science Computing Facility:					
Computer Account for CE Courses (per semester)	\$45.00	\$45.00	\$45.00	\$0.00	0.0%
Domestic Exchange:					
Outgoing Application	\$230.00	\$230.00	\$230.00	\$0.00	0.0%
Incoming Orientation	\$150.00	\$150.00	\$150.00	\$0.00	0.0%
Post Conference Application	\$300.00	\$300.00	\$300.00	\$0.00	0.0%
Engineering Fee (annual)					
Undergraduate:					
12+ Credits	\$830.00	\$830.00	\$830.00	\$0.00	0.0%
6-11 credits	\$570.00	\$570.00	\$570.00	\$0.00	0.0%
1-5 Credits	\$310.00	\$310.00	\$310.00	\$0.00	0.0%
Graduate:					
5+ Credits	\$830.00	\$830.00	\$830.00	\$0.00	0.0%
1-4 Credits	\$440.00	\$440.00	\$440.00	\$0.00	0.0%
Graduate Registrar Fees:					
Continuous Enrollment Fee (was Program Fee)	\$275.00	\$275.00	\$275.00	\$0.00	0.0%
Readmission Fee	\$125.00	\$125.00	\$125.00	\$0.00	0.0%
Doctoral Hoods	\$65.00	\$65.00	\$65.00	\$0.00	0.0%
Graduate Student Senate					
Graduate Student Senate Fee (Continuous Enrollment Students)	\$69.00	\$69.00	\$69.00	\$0.00	0.0%
Horseback Riding Program (per semester)	\$880.00	\$880.00	Program Eliminated	N/A	N/A

FY 2020 NON-MANDATORY FEES

	FY2018 Actual	FY2019 Actual	FY2020 Proposed	\$ Change FY19-FY20	% Change FY19-FY20
Humanities & Fine Arts Course Fees					
Art Studio Course Fee (PER COURSE)	\$0 - \$170	\$0 - \$170	Fee Eliminated	N/A	N/A
Music Studio Lessons Course Fee: Majors (PER COURSE)	\$425.00	\$425.00	\$425.00	\$0.00	0.0%
Music Studio Lessons Course Fee: Non-Majors (PER COURSE)	\$325.00	\$325.00	Fee Eliminated	N/A	N/A
International Programs:					
Registration Fee (UMass & Non-UMass programs) / semester	\$850.00	\$860.00	\$875.00	\$15.00	1.7%
Application Fee	\$50.00	\$50.00	\$50.00	\$0.00	0.0%
Range of Exchanges (annual)	\$100-\$32,000	\$100-\$32,000	\$100-\$32,000	\$0.00	0.0%
American Culture & Language Program Fee	\$75.00	\$75.00	\$95.00	\$20.00	26.7%
American Culture & Language Program Fee (incl. TOEFL Test)	\$150.00	\$150.00	\$95.00	(\$55.00)	-36.7%
Trip & Excursion Fee for International Students	\$5 - \$100	\$5 - \$100	\$5 - \$100	\$0.00	0.0%
Student Orientation Fee - Fall	\$75.00	\$75.00	\$75.00	\$0.00	0.0%
Student Orientation Fee - Spring	\$50.00	\$50.00	\$50.00	\$0.00	0.0%
Student Orientation Fee with Optional Room & Board	\$200.00	\$200.00	\$200.00	\$0.00	0.0%
Special Programs Fee	\$100.00	\$100.00	\$100.00	\$0.00	0.0%
Summer Registration Fee	\$350.00	\$355.00	\$365.00	\$10.00	2.8%
Student Services Fee (per semester) *	\$100.00	\$100.00	\$200.00	\$100.00	100.0%
Isenberg School of Management Fee (annual)					
Undergraduate					
12+ Credits	\$1,000.00	\$1,000.00	\$1,000.00	\$0.00	0.0%
6-11 credits	\$690.00	\$690.00	\$690.00	\$0.00	0.0%
1-5 Credits	\$375.00	\$375.00	\$375.00	\$0.00	0.0%
College of Information and Computer Science Fee (annual)					
Undergraduate					
12+ Credits			\$850.00	New Fee	N/A
6-11 credits			\$580.00	New Fee	N/A
1-5 Credits			\$320.00	New Fee	N/A
Lab Fees					
Undergraduate Course Lab Fee	\$95.00	\$95.00	\$95.00	\$0.00	0.0%
Registrar Services					
Credit by Exam Fee	\$5.00	\$5.00	\$100.00	\$95.00	1900.0%
Readmission Fee	\$60.00	\$60.00	\$60.00	\$0.00	0.0%
College of Nursing Undergraduate Course Fee (per credit)	\$75.00	\$75.00	\$75.00	\$0.00	0.0%
Student Health					
BASICS I (first offense)	\$100.00	\$100.00	\$100.00	\$0.00	0.0%
BASICS II (second offense)	\$175.00	\$175.00	\$175.00	\$0.00	0.0%
Student Health Benefit Plan					
Undergraduate Student Per Semester Plan (6 months)	\$772.50	\$772.50	TBD	\$0.00	
Graduate Student Per Semester Plan (6 months)	\$1,485.00	\$1,485.00	TBD	\$0.00	
Family Per Semester Plan (6 months)	\$3,000.00	\$3,000.00	TBD	\$0.00	

FY 2020 NON-MANDATORY FEES

	FY2018 Actual	FY2019 Actual	FY2020 Proposed	\$ Change FY19-FY20	% Change FY19-FY20
UCard					
U Card Replacement (Lost/Stolen)	\$30.00	\$30.00	\$30.00	\$0.00	0.0%
U Card Replacement (Damaged)	\$15.00	\$15.00	\$15.00	\$0.00	0.0%
UWW Advising/Assessment:					
Enrollment Fee	\$75.00	\$75.00	\$75.00	\$0.00	0.0%
Advising/semester	\$150.00	\$150.00	\$150.00	\$0.00	0.0%
Prior Learning (1-15 Credits)	\$800.00	\$800.00	\$800.00	\$0.00	0.0%
Prior Learning (16-18 Credits)	\$1,100.00	\$1,100.00	\$1,100.00	\$0.00	0.0%
Prior Learning (19-21 Credits)	\$1,400.00	\$1,400.00	\$1,400.00	\$0.00	0.0%
Prior Learning (22-25 Credits)	\$1,700.00	\$1,700.00	\$1,700.00	\$0.00	0.0%
Prior Learning (26-29 Credits)	\$2,000.00	\$2,000.00	\$2,000.00	\$0.00	0.0%
Prior Learning (30+ Credits)	\$2,200.00	\$2,200.00	\$2,200.00	\$0.00	0.0%
Special Transcript Fee	\$75.00	\$75.00	\$75.00	\$0.00	0.0%
Vet Tech Program Majors Fee (annual)	\$0.00	\$500.00	\$500.00	\$0.00	0.0%
Vet Tech Senior Seminar Registration Fee	\$0.00	\$0.00	\$51.00	New Fee	N/A

**Charged to degree seeking international students who are holders of F and J visas issued by the International Programs Office*

Note: MASSPIRG fee may be assessed based on student referendum as governed by MGL c.15A, sec.29; not subject to Board or President's approval

FY2020 STUDENT FEES FOR REVENUE-BASED OPERATIONS

	FY2018 Actual	FY2019 Actual	FY2020 Proposed	\$ Change FY19-FY20	% Change FY19-FY20
Auxiliary Services					
Basic Plan (224 meals per semester/annual)	\$5,396.00	\$5,558.00	\$5,724.00	\$166.00	3.0%
DC Unlimited Plan, no Dining \$, no Guest (annual rate)	\$0.00	\$0.00	\$5,824.00	New Fee	N/A
Unlimited 250 Plan (annual rate)	\$5,956.00	\$6,134.00	\$6,318.00	\$184.00	3.0%
Platinum Plan (200 meals per semester)/annual	\$5,266.00	\$5,424.00	\$5,586.00	\$162.00	3.0%
Gold Plan (100 meals per semester) / annual	\$2,868.00	\$2,954.00	\$3,042.00	\$88.00	3.0%
Commuter Plan (65 meals per semester) / annual	\$1,662.00	\$1,712.00	\$1,764.00	\$52.00	3.0%
Commuter Plan (155 meals per semester) / annual	\$3,640.00	\$3,750.00	\$3,862.00	\$112.00	3.0%
Commuter On the Go (\$800 Dining \$ plus 5 Bonus DC meals per semester)/annual	\$1,600.00	\$1,600.00	\$1,600.00	\$0.00	0.0%
Unlimited 500 (unlimited DC access, \$500 dining dollars & 15 guest meals/semester)	\$6,348.00	\$6,538.00	\$6,734.00	\$196.00	3.0%
Summer/Winter YCMP (20 meals) *	\$220.00	\$220.00	\$220.00	\$0.00	0.0%
Kosher Surcharge	\$400.00	\$400.00	\$400.00	\$0.00	0.0%
Meal Plan Change Administrative Fee	\$250.00	\$250.00	\$250.00	\$0.00	0.0%
Early Arrival Meal Plan	\$55.00	\$55.00	\$55.00	\$0.00	0.0%
Continuing Education					
Recording Fee, CEU Credits	\$10.00	\$30.00	\$30.00	\$0.00	0.0%
Readmission Fee	\$60.00	\$60.00	\$60.00	\$0.00	0.0%
Credit/Recording Fee	\$100.00	\$100.00	\$100.00	\$0.00	0.0%
Registration (credit)	\$47.00	\$47.00	\$47.00	\$0.00	0.0%
Registration (non-credit)	\$6.00	\$25.00	\$25.00	\$0.00	0.0%
Entering Fee (CPE matriculated UG students)	\$135.00	\$135.00	\$135.00	\$0.00	0.0%
Matriculating Student On-Site (per credit)					
Undergraduate In-State	\$390.00	\$402.00	\$414.00	\$12.00	3.0%
Undergraduate Out-of-State	\$691.00	\$712.00	\$733.00	\$21.00	2.9%
Graduate In-State	\$460.00	\$474.00	\$488.00	\$14.00	3.0%
Graduate Out-of-State	\$788.00	\$812.00	\$836.00	\$24.00	3.0%
Non-Matriculating Student On-Site (per credit)					
Undergraduate	\$390.00	\$402.00	\$414.00	\$12.00	3.0%
Graduate	\$460.00	\$474.00	\$488.00	\$14.00	3.0%
On-Line (per credit)					
Undergraduate	\$390.00	\$402.00	\$414.00	\$12.00	3.0%
Graduate	\$460.00	\$474.00	\$488.00	\$14.00	3.0%
Off Campus Special Programs (per credit) **	\$100-\$1,500	\$100-\$1,900	\$100-\$1,900	\$0.00	0.0%
Non-Matriculated Students Transcript Fee ****	\$6.00	\$6.00	\$6.00	\$0.00	0.0%
CPE Nursing 2nd Bachelor Orientation Fee	\$100.00	\$500.00	\$500.00	\$0.00	0.0%
Thesis, Dissertation, Special Programs (per credit)	\$195.00	\$195.00	\$195.00	\$0.00	0.0%
Bad Check Charge	\$30.00	\$30.00	\$0.00	Fee Eliminated	N/A
Late Course Add Fee	\$60.00	\$60.00	\$60.00	\$0.00	0.0%

FY2020 STUDENT FEES FOR REVENUE-BASED OPERATIONS

	FY2018 Actual	FY2019 Actual	FY2020 Proposed	\$ Change FY19-FY20	% Change FY19-FY20
Parking					
All Students					
Green Lot	\$350.00	\$360.00	\$371.00	\$11.00	3.1%
Purple Lot	\$314.00	\$323.00	\$333.00	\$10.00	3.1%
Yellow Lot	\$255.00	\$262.00	\$270.00	\$8.00	3.1%
Employees and GEO					
Red Lot (Employee only)	\$137 - \$483	\$141-\$497	\$142-\$570	\$1-\$73	0.7%-14.7%
Blue Lot	\$94 - \$408	\$100-\$420	\$101-\$485	\$1-\$65	1.0%-15.5%
Green Lot	\$70 - \$245	\$75-\$252	\$75-\$289	\$0-\$37	0.0%-14.7%
Purple Lot	\$64-\$225	\$68-\$232	\$69-\$265	\$1-\$33	1.5%-14.2%
Yellow Lot	\$48 - \$78	\$50-\$80	\$50-\$87	\$0-\$7	0.0%-8.8%
Other Permit Fees					
Portable Permits	\$12.00	\$12.00	\$12.00	\$0.00	0.0%
Residence Halls & Family Housing:					
Family Housing (rents are per month)					
<u>North Village:</u>					
1 Bedroom	\$839.00	\$864.00	\$890.00	\$26.00	3.0%
1 Bedroom Handicapped	\$839.00	\$864.00	\$890.00	\$26.00	3.0%
1 Bedroom IPO (furnished)	\$869.00	\$895.00	\$920.00	\$25.00	2.8%
1 Bedroom Handicapped (tenant not handicapped)	\$859.00	\$885.00	\$910.00	\$25.00	2.8%
2 Bedroom	\$981.00	\$1,010.00	\$1,040.00	\$30.00	3.0%
2 Bedroom Handicapped	\$981.00	\$1,010.00	\$1,040.00	\$30.00	3.0%
2 Bedroom Handicapped (tenant not handicapped)	\$1,001.00	\$1,031.00	\$1,060.00	\$29.00	2.8%
<u>Residence Halls</u>					
Standard Shared Room	\$6,599.00	\$6,797.00	\$7,001.00	\$204.00	3.0%
Single Room (includes Sylvan Double as Single Room)	\$8,776.00	\$9,040.00	\$9,311.00	\$271.00	3.0%
Sylvan Suite Singles	\$7,978.00	\$8,220.00	\$8,465.00	\$245.00	3.0%
Sylvan Suites Shared	\$5,999.00	\$6,180.00	\$6,365.00	\$185.00	3.0%

FY2020 STUDENT FEES FOR REVENUE-BASED OPERATIONS

	FY2018 Actual	FY2019 Actual	FY2020 Proposed	\$ Change FY19-FY20	% Change FY19-FY20
North Apartments Single Room (9 months)	\$12,095.00	\$12,460.00	\$12,834.00	\$374.00	3.0%
Commonwealth Honors College Residential Complex					
Single Apartments	\$12,095.00	\$12,460.00	\$12,834.00	\$374.00	3.0%
Single Suites	\$10,532.00	\$10,850.00	\$11,173.00	\$323.00	3.0%
Shared Apartments	\$9,094.00	\$9,365.00	\$9,650.00	\$285.00	3.0%
Single Rooms	\$9,575.00	\$9,865.00	\$10,157.00	\$292.00	3.0%
Suite Shared	\$7,919.00	\$8,155.00	\$8,401.00	\$246.00	3.0%
Shared Rooms	\$7,199.00	\$7,415.00	\$7,637.00	\$222.00	3.0%
<u>Lincoln Apartments</u>					
Studio, Furnished (9 months)	\$9,558.00	\$9,845.00	\$10,140.00	\$295.00	3.0%
1 Bedroom, Furnished (9 months)	\$11,075.00	\$11,410.00	\$11,752.00	\$342.00	3.0%
2 Bedrooms, Furnished (9 months)	\$8,862.00	\$9,130.00	\$9,404.00	\$274.00	3.0%
Residential Telecommunications Fee	\$263.00	\$271.00	\$279.00	\$8.00	3.0%
Cancellation Fee	\$100-\$500	\$100-\$500	\$100-\$500	\$0.00	0.0%
Break Housing (add to rent)	\$600.00	\$600.00	\$600.00	\$0.00	0.0%
<u>Daily and Summer Student Fees / Per Day</u>					
Shared	\$31.40	\$32.00	\$33.00	\$1.00	3.1%
Single Occupancy (including Sylvan Double as Single)	\$41.80	\$43.00	\$44.00	\$1.00	2.3%
Early Arrival Fee (per/diem)	\$50.00	\$60.00	\$60.00	\$0.00	0.0%
Residence Halls Surcharges:					
Expanded Single	\$400.00	\$400.00	\$400.00	\$0.00	0.0%
Double used for Single	\$1,600.00	\$1,600.00	\$1,600.00	\$0.00	0.0%
Triple used for Double	\$800.00	\$800.00	\$800.00	\$0.00	0.0%
Triple used for Single	\$1,600.00	\$1,600.00	\$1,600.00	\$0.00	0.0%
Quad used for Triple	\$800.00	\$800.00	\$800.00	\$0.00	0.0%
Quad used for Double	\$900.00	\$900.00	\$900.00	\$0.00	0.0%
Quad used for Single	\$1,600.00	\$1,600.00	\$1,600.00	\$0.00	0.0%
Admin Check-In Fee	\$0.00	\$0.00	\$25.00	New Fee	N/A
Improper Room Checkout Fees:					
During Academic Year, not during Opening Period	\$150.00	\$150.00	\$150.00	\$0.00	0.0%
During Early Arrival time period, Winter Session	\$175.00	\$175.00	\$175.00	\$0.00	0.0%
During Opening day and thereafter, Spring	\$250.00	\$250.00	\$250.00	\$0.00	0.0%
During Opening Week and thereafter, Spring	\$400.00	\$400.00	\$400.00	\$0.00	0.0%
Unauthorized Occupancy of Residence Hall Space	\$150.00	\$150.00	\$150.00	\$0.00	0.0%

* Summer Fees cross fiscal years: for example, FY19 fees are charged May through August 2019

** A listing of the Off-Campus Special Continuing Education Programs with their respective per credit charges is available

**** Until FY2016 CPE students who matriculated prior to fall 2012 paid the non-matriculated transcript fee; beginning FY17 there will no longer be a charge to CPE matriculated students for a transcript.

FY2020 ADMINISTRATIVE CHARGES INCLUDING SALES & SERVICES

	FY2018 Actual	FY2019 Actual	FY2020 Proposed	\$ Change FY19-FY20	% Change FY19-FY20
Application Fee:					
Undergraduate	\$80	\$80	\$80	\$0	0.0%
Graduate Instate	\$75	\$80	\$80	\$0	0.0%
Graduate Out-of-State	\$75	\$80	\$80	\$0	0.0%
Graduate International	\$75	\$80	\$80	\$0	0.0%
Bursar Administrative Fees:					
Student Bill Late Payment Fee	\$50	5% of Balance to maximum of \$100	5% of Balance to maximum of \$100	\$0	0.0%
Returned Check Fee	\$25	\$25	\$25	\$0	0.0%
Engineering Computer Services:					
Undergraduate & Graduate Computer Fee (Summer)	\$10	\$10	\$10	\$0	0.0%
Student Activities:					
Craft Center	\$7.00 - \$25.00	\$7.00 - \$25.00	\$7.00 - \$25.00	\$0	0.0%
Union Video Center	\$5.00 - \$40.00	\$5.00 - \$40.00	\$5.00 - \$40.00	\$0	0.0%
Student Legal Services Office:					
Stockbridge Student Pro-Rated Activities Fee	\$102	\$102	\$102	\$0	0.0%
Simple Wills & Trusts	\$50-\$200	\$50-\$200	\$50-\$200	\$0	0.0%
Contracts	\$25-\$200	\$25-\$200	\$25-\$200	\$0	0.0%
Settlement Demand Letters	\$25-\$200	\$25-\$200	\$25-\$200	\$0	0.0%
Durable Power of Attorney	\$25-\$50	\$25-\$50	\$25-\$50	\$0	0.0%
Health Care Proxy	\$25	\$25	\$25	\$0	0.0%
Power of Attorney	\$25-\$50	\$25-\$50	\$25-\$50	\$0	0.0%
Mediation & Arbitration (per hour)	\$25-\$50	\$25-\$50	\$25-\$50	\$0	0.0%
Referral Fee (\$150 min.)	15%-33.3%	15%-33.3%	15%-33.3%	\$0	0.0%
Litigation Services Flat Fee	\$100 - \$1,500	\$100 - \$1,500	\$100 - \$1,500	\$0	0.0%
Contingency Fee Litigation	25% - 33.3%	25% - 33.3%	25% - 33.3%	\$0	0.0%
Pro Se Court Pleadings & Documents	\$50 - \$750	\$50 - \$750	\$50 - \$750	\$0	0.0%
Separation Agreement	\$50 - \$750	\$50 - \$750	\$50 - \$750	\$0	0.0%
Student Health:					
Summer Basic CE (6/1 - 7/31)	\$467	\$479	\$491	\$12	2.5%
Summer Basic CE - per Week	\$58	\$60	\$62	\$2	3.3%
Family Fall (8/1 - 1/31)	\$1,239	\$1,270	\$1,302	\$32	2.5%
Family Spring (2/1 - 7/31)	\$1,239	\$1,270	\$1,302	\$32	2.5%
Graduate < 5 Credits per semester	\$374.50	\$384.00	\$394.00	\$10	2.6%
GEO < 5 Credits per semester	\$374.50	\$384.00	\$394.00	\$10	2.6%
CE > 3 credits / UWW / Program Fee per semester	\$374.50	\$384.00	\$394.00	\$10	2.6%



BOSTON CAMPUS



FY20 Campus Budget Overview

UMass Boston submits for approval a fiscal year 2020 budget which reflects revenue of \$442.5 million and operating expenses of \$442.5 million. Key elements of the FY20 budget include:

- Annual tuition increase of 2.5% for in-state undergraduate students and 3.0% for out-of-state undergraduate and all graduate students.
 - A new student referendum voted mandatory fee designed to further subsidize the cost of MBTA passes for students of \$20 a semester (\$40 per academic year)
 - An increase in the mandatory technology fee of \$100 per academic year (from \$250 to \$350) to support student-related IT expenses
- FY20 projected enrollment (FTE) of 13,134, a decrease of 79 versus FY19 (an increase of 144 continuing FTE and a decrease of 223 new FTE). Enrollment is expected to decrease net tuition and fee revenue by \$1.9 million versus FY19.
- Consolidations and efficiencies to balance the operating budget
- Preparation of the physical campus for the Substructure Demolition and Quadrangle Development (“SDQD”) project with the completion of the enabling Renovation of Academic Buildings (“REAB”) project
- Continuing Efficiency and Effectiveness (E&E) and Business Process Review (BPR) initiatives.

Campus Strategic Plan

UMass Boston’s current strategic plan, *Fulfilling the Promise*, begins as follows:

“The year is 2025. At the University of Massachusetts Boston, a great public urban research university, we honor our origins as a teaching institution and our tradition of public service. At the same time, we have taken bold steps to grow in stature as a sophisticated research university, and to play a distinguished part on the global stage. We have become the university our founders destined us to be in their original statement of purpose: well equipped to provide opportunities truly “equal to the best.”

The campus continues to take important steps towards meeting these strategic goals. In fiscal years 2018 through 2020, we have focused on the financial health and stability of the institution over the long-term, as well as begun to develop and implement an Academic Master Plan (AMP). Fiscal fine-tuning has included continuing our efforts to maintain structural balance by aligning annual revenue and expenses, directing capital investments to operating needs and toward reducing deferred maintenance, and restructuring the university’s operations to meet the needs of a changing higher education market.

The initial stages of a multi-year strategic planning process has begun and the Academic Master Plan (“AMP”) is intended to coordinate and align with an updated Campus Master Plan (“CMP”). To date, the AMP Committee has been working on improving the process for new



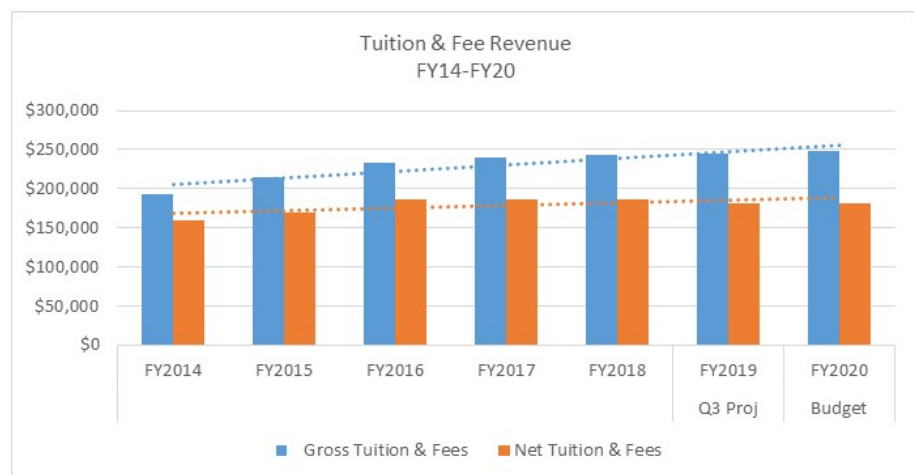
program proposals that will ensure that they are prioritized appropriately to meet our campus-wide goals and that either live within our means, or identify new revenues that will support them. The AMP will determine a dynamic road map that is both proactive and strategic about strengthening existing academic offerings and developing new programs within the realities of our resources. The AMP will incorporate program assessment into the plan, leading to new support or redirecting existing resources in order to strengthen quality programs and eliminate those no longer viable or needed. Input from stakeholders will be an important part of the conversation, as well as alignment with the parallel planning efforts undertaken by other non-academic units of the campus.

The development of the AMP will aid in the development of the Campus Master Plan to align the physical campus to the academic needs of our students. The Campus Master Planning department, currently focused on the REAB and SDQD projects, has been reorganized and will be focused on the Campus Master Plan going forward. An update to the Campus Master Plan has been planned for FY20. Together the AMP and CMP will form the basis for any amendments to the current Campus Strategic Plan.

FY20 Revenue

In FY20, total revenue from all sources is projected to be \$442.5 million, an increase of \$12.7 million and 2.9% versus FY19 projected (Q3).

Growth in gross tuition & fee revenue has been 1.1% in both of the last two fiscal year (FY18 and FY19). FY20 gross tuition and fee revenue is projected to be \$248.0 million, an increase of \$2.5 million and 1.0% versus FY19 projected. The gross revenue increase is a function of enrollment



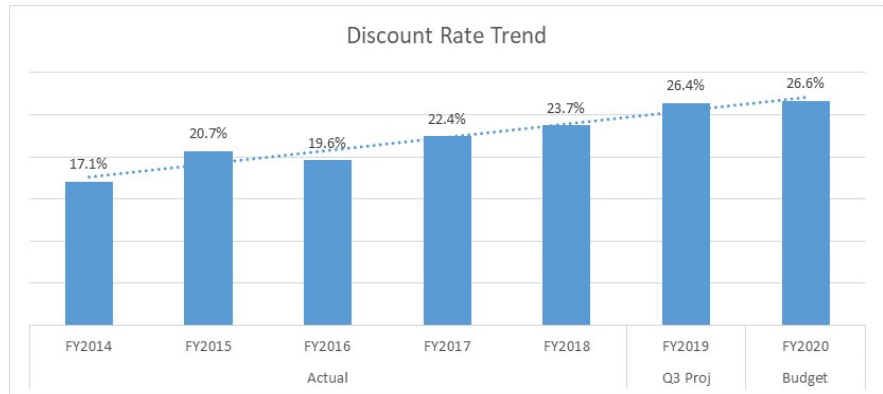
changes of -\$1.9 million due to a projected reduction of 79 student FTE, tuition increases of \$4.4 million at the rates provided by the System Office, and a proposed increase in the mandatory Technology Fee of \$1.0 million. Tuition and fee revenue estimation methodology has been improved for FY20 through the use of “revenue-credit” modeling. Rather than base revenue estimates on headcount or FTE, the campus is trending the amount of credits that resulted in revenue from year to year. The campus feels that this method more accurately accounts for recent changes in course-taking behavior of students between the College of Advancing &



Professional Studies (“CAPS”) and other colleges where students can now apply their financial aid and take advantage of the 12 credit tuition cp, no additional tuition is charged for credits in excess of 12.

Gross revenue increases are net of changes in “channels” of revenue. For example, Tuition & Mandatory Fees increases 1.4% as CE revenue (including online) declines by 8.0%. The slowing of the decline in other revenue channels (such as Professional Development and Navitas) is the basis for the increase in FY20 revenue versus the lower trend of prior year growth when those losses were masking Tuition & Fee growth. Student tuition and fee revenue net of tuition discounts increases \$1.3 million or 0.7% compared FY19 projected.

The university’s commitment to funding local financial aid continues however the discount rate of tuition & fees declines slightly in FY20, this is partially due a flat projection of growth in restricted aid resources (Pell, SEOG, other grants) for the purposes of this submission the slowing decline in “channels” of revenue unrelated to discounting also makes the discount rate appear lower .



Tuition discounting maintains its’ historically increasing trend, with \$37.4 million (\$4.0 million increase) in the FY20 budget allocated to support local financial aid and \$23.1 million (-\$1.5 million decrease) allocated to support waivers, this represents a net increase of \$2.5 million in local aid and support waivers. In contrast FY19 is expected to increase \$5.4 million (\$7.3 million in local financial aid, -\$1.9 million in support waivers) vs the prior year, however this large increase was due to added scholarships for the residence hall and the first year of a new merit scholarship process. In years prior to FY19 local financial aid typically increased ~\$2.0 million. Support waivers used include the Chancellor scholarship, however beginning in FY19 for new undergrad cohorts this scholarship is now in local financial aid, this represent an approximate shift of \$1.5 million from support waivers to local financial aid in FY20. The FY20 forecast has taken into consideration the decrease in undergraduate student FTE. These changes have driven increased aid in FY19 and FY20 as FY20 tuition discounts are \$8.1 million or 14.1% higher than FY18. Discounts increase by \$1.2 million in the financial statement, this is because exchange waivers make up the rest of the \$2.5 million increase in local aid, which are imbedded in operating expense. The expected family contribution of the average UMass Boston in-state student with need in FY18 was \$3,477. In FY18, 6,569 students received some form of financial



aid, with 84% of undergraduate in-state students’ need met through grants, scholarships, work study, and loans.

State support is projected to be \$144.7 million, an increase of \$5.2 million or 3.8% compared to FY19. The state appropriation budgeted is consistent with System Office guidance including a 1% increase beyond cost of living. The fringe benefit rate used in the budget is 35.55%, also consistent with System Office guidance.

Sponsored grants and contracts activity is projected to be \$56.2 million, an increase of \$4.8 million or 9.3% versus FY19 projected. This represents a return to FY18 levels of grants, and represents a net increase versus FY19 projected of \$0.7 million in indirect costs reimbursement revenue.

Auxiliary enterprises are projected to increase \$1.5 million or 12.7% compared to FY19 projected. The increase is due to the first full year of new parking fees implemented in FY19 after negotiation with campus labor unions during the year. Other revenue is projected to increase net \$0.3 million compared to FY19 projected, partly due to recognition of revenue from the first full year of the residence hall ground lease of \$1.0 million. All other changes amount to a decrease of \$0.5 million compared to FY19.

Risks to the FY20 revenue estimate include more than projected shift of CE credits to day school over 12 credit limit, lower than planned CE revenues in summer and other channels, lower indirect cost reimbursement from less sponsored grants and contracts revenue projected, and increased financial aid requirements based on recent changes in merit scholarship eligibility.

In-State Undergraduate Tuition & Mandatory Fees

	FY19	FY20	\$ Change	% Change
Boston	\$14,166	\$14,633	\$467	3.3%

FY20 Expenditures

Total expense, including operating and interest expense, is projected to be \$442.5 million, an increase of \$12.7 million or 2.9% compared to FY19 projected.

Salary and Fringe expense, is projected to be \$268.4 million, a decrease of -\$1.5 million, or - 0.6% compared to FY19 projected. This estimate is derived from a detailed analysis of filled and vacant benefitted positions, and the following assumptions and proposed changes:

- Collective bargaining increase of \$4.2 million
- Fringe benefit cost increase of \$2.5 million
- Net reductions of -\$8.2 million



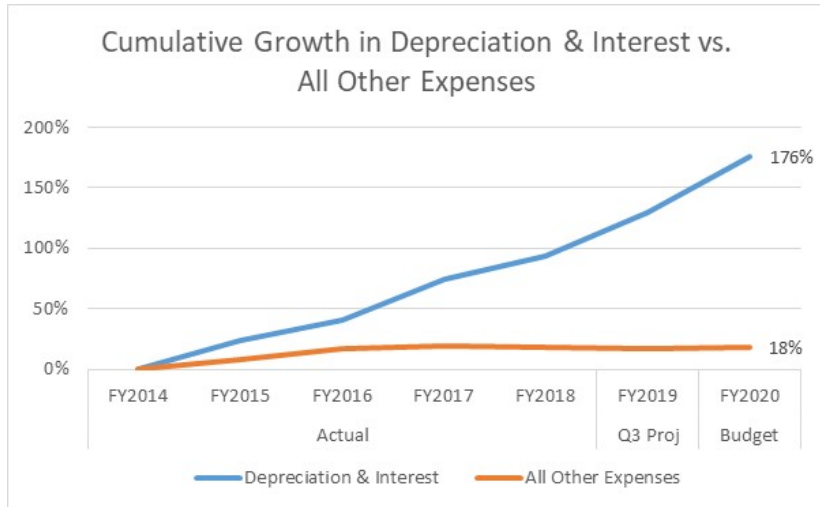
- Projected current staffing levels, which are higher than the start of FY19 and represent the base of employee FTE in FY20 along with increased activity in restricted funds (see revenue above) are projected to result in an increase of \$5.5 million
- Decreases of -\$11.7 million from FY20 starting point are a result of the following initiatives:
 - Shared administrative services supporting Centers and Institutes in Academic Affairs
 - Proposed consolidation reorganization and/or eliminations of targeted functions
 - Vacant position freezes
 - Departmental cut scenario budget submissions of 3% excluding tenured faculty positions and cost of living increases (~\$2.0 million)
 - Reduced course sections in NTT (non-tenured track) faculty both benefitted and non-benefitted
 - Non-unit staff pay freeze
 - Reductions of temporary employees
 - Voluntary reduction in force

UMass Boston has historically had a student faculty ratio below peer institutions. The effort to bring the ratio more in line with peers will continue in FY20 with careful NTT planning. FY20 will be the first year that all NTT costs are easily visible due to the creation and utilization of an NTT fund in FY19. Academic Affairs is developing plans to absorb the projected enrollment without a more than commensurate decrease in NTT costs, which will also move the campus closer to this objective.

FY20 reflects continued progress toward transforming the physical infrastructure of the campus, consistent with the Board-approved capital master plan. New campus-funded projects coming online in the prior year include the West Parking garage and Utility Corridor and Roadway Reconstruction (“UCRR”) project, and the new dining hall. FY20 will be the first year of full depreciation of these projects in the campus budget. FY20 will see the conclusion of the Renovation of Existing Academic Buildings project (“REAB”), with a half year of depreciation.



Depreciation expense in FY20 is projected to be \$33.6 million, an increase of \$5.1 million, or 18.1% compared to FY19 projected. The large depreciation increase is due to the second year of depreciation on the UCRR, parking garage, and dining hall projects along with REAB first year depreciation. Operating interest expense (including capitalized interest) on existing borrowed funds is expected to be \$21.5 million, almost level with the prior year, however, operating interest net of capitalized interest, increases by \$4.1 million or 23.9% compared to FY19, this is because there is no more interest being capitalized in FY20.



Together, depreciation and interest costs have grown an annual average of 18.4% since FY14. Cumulatively, depreciation and interest expenses have grown at rate 9.6 times faster than all other expenses since FY14. This growth has crowded out the availability of funds to increase other spending since FY16, with less than even inflationary growth in all other expenses.

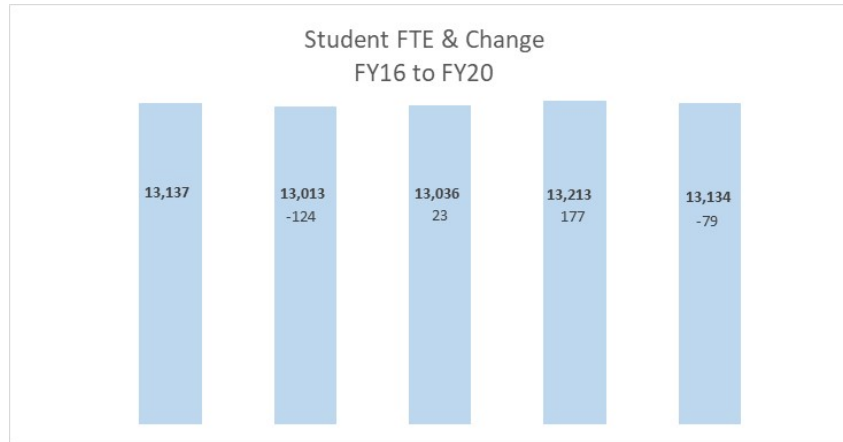
Non-personnel expense is projected to be \$101.9 million, an increase of \$4.9 million or 5.0% compared to FY19 projected. In FY19, there is a one-time expense reduction related to the allowance for doubtful tuition accounts that results in an offset of approximately \$3.4 million. This reduction in FY19 expenses creates an artificially high increase in FY20. Without this change, non-personnel expenses would increase by \$1.0 million or 0.5% in FY20. Restricted expenses related to increased restricted revenue are expected to increase by \$1.9 million compared to FY19 projected. There are also anticipated increases in Utilities and Central Support charges of \$1.1 million. Departmental budget submissions based on a 3% cut scenario (excluding tenured faculty and cost of living increases) are planned to net a decrease of -\$1.1 million. The plan also includes reductions in purchased services, travel & conferences, utilities, and equipment of -\$1.2 million. There is an increase described in the discounting section above related to exchange waivers of \$1.1 million. All other changes amount to -\$0.3 million.

Risk to the FY20 expense estimate includes failure to execute on proposed reductions, unforeseen operating costs related to capital projects, and unanticipated costs related to the P3 dorm agreement.



FY20 Enrollment – Recent history and projected enrollment changes

UMass Boston enrolled the largest freshmen class in its history in FY19. In FY20, there is an anticipated 9.0% decrease in new undergraduate freshmen a decline in new transfers of 1.0%. These changes result in a projected net decrease of 223 new FTE in FY20. Due to the large freshmen class in FY19, and applying a five year average retention ratio, the campus also expects to have an increase in continuing student FTE which results in an additional net increase of 144 FTE. For a total decrease of -79 FTE in FY20.



As of June 18, 2019, current Fall 2019 freshman applications are up 13.2%, acceptances are up 13.3%, deposits are down 9.2% and enrollments are up 20.5%. Enrollments will fluctuate substantially over the coming weeks versus the prior year due to differences in dates of orientation events versus the prior year.

The University takes pride in expanding the diversity and strengthening the quality of the student body. Diversity in the undergraduate population has grown to 60%¹, and the incoming SAT scores (combined) of incoming freshmen has moved from 1020 to 1,119 since fall 2014².

<i>by Residency</i> Students (FTEs)	Fall Actual				Budget
	FY2016	FY2017	FY2018	FY2019	FY2020
In State	10,254	10,155	10,249	10,576	10,629
<i>In State Growth</i>		-1.0%	0.9%	3.2%	0.5%
Out of State	2,941	2,946	2,788	2,637	2,506
<i>Out of State Growth</i>		0.2%	-5.4%	-5.4%	-5.0%
Total	13,195	13,101	13,036	13,213	13,134
<i>Total Growth</i>		-0.7%	-0.5%	1.4%	-0.6%

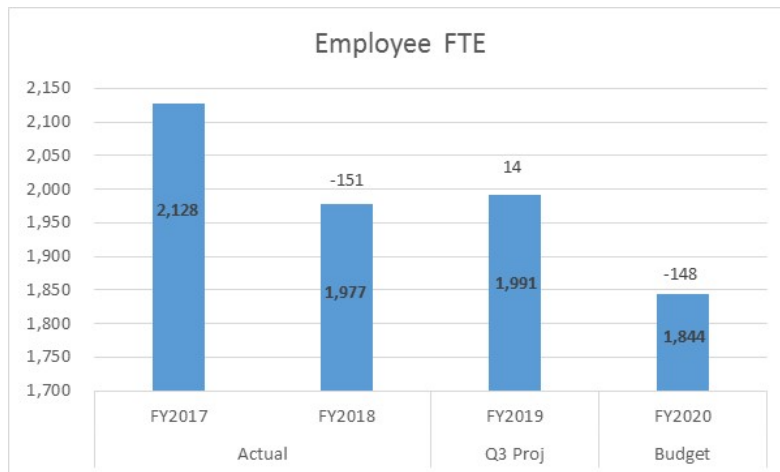
¹ 2018 UMB Statistical Portrait, Table 4A

² 2018 UMB Statistical Portrait, Table 11



FY20 Staffing - Recent history and projected staffing changes

Campus FTEs are down from FY17 actual by 140 as of FY19 projected. The FY20 budget reflects renewed commitment to find economies of scale in instructional areas and in the provision of support and overhead services. A balanced budget will require payroll expense reduction equivalent to 168 unrestricted FTE (148 total) from the Q3 forecast, and is anticipated to save \$11.7 million



in payroll and fringe expenses as noted above. In order to make this reduction the campus is proposing to consolidate administrative support roles in a “service center” model for Centers & Institutes and small academic departments and to eliminate or consolidate other functions.

The campus will also continue to monitor employment levels through tighter management of benefitted and temporary positions made easier by work with the BPR team and the introduction of the Axiom budgeting software coming in FY20. Efforts will continue in moving closer to the goal of 18:1 student-to-faculty ratio, establishing self-sustaining programs, and centers and institutes. These reductions represent right-sizing university operational and instructional employment levels to ensure FY20 financial performance and will be instrumental in maintaining a sustainable budget model in future years.

Employee FTEs	Actual		Budget	Actual	Budget
	FY2017	FY2018	FY2019	FY2019	FY2020
Restricted					
Faculty	22	15	15	14	13
Staff	160	150	150	131	150
Total Restricted	182	165	165	145	163
<i>FTE Change (#)</i>		(17)	-	(20)	18
Unrestricted General University Ops					
Faculty	861	840	840	849	784
Staff	1,024	929	929	960	866
Total General University Ops	1,885	1,769	1,769	1,809	1,651
<i>FTE Change (#)</i>		(116)	-	40	(159)
Unrestricted Aux./Independent Business					
Faculty	-	-	-	-	-
Staff	61	43	43	27	30
Total Aux./Independent Business	61	43	43	27	30
<i>FTE Change (#)</i>		(18)	-	(16)	3
Total Faculty & Staff	2,128	1,977	1,977	1,981	1,844
		-7.1%	0.0%	0.2%	-7.0%



Key Metrics

Financial metrics

The FY20 budget reflects a target operating margin at \$0.0 million and 0.0%. The debt service ratio is projected to be 7.9%, within the target cap of 8.0%.

Key Ratios	Actual			Budget	Q3 Proj	Budget
	FY2016	FY2017	FY2018	FY2019	FY2019	FY2020
Operating Margin (%)	-1.3%	-0.7%	0.6%	0.0%	0.0%	0.0%
Operating Margin (\$)	(5,369)	(3,001)	2,387	1	(0)	0
Operating Cash Flow Margin (%)	5.4%	7.1%	9.0%	10.5%	10.1%	12.1%
Operating Cash Flow Margin (\$)	21,192	28,684	36,282	43,416	41,134	50,800
Debt Service Burden (%)	4.9%	5.9%	6.3%	6.9%	8.2%	7.9%
Annual Debt Service Coverage (x)	1.0	1.1	1.4	1.4	1.2	1.4
Spendable Cash & Investments to Op Expenses (x)	0.20	0.19	0.19	0.18	0.19	0.17
Financial Leverage (x)	0.16	0.12	0.12	0.13	0.13	0.12
Enrollment	13,195	13,101	13,036	13,188	13,213	13,134
Enrollment (% Change)	2.8%	-0.7%	-0.5%	1.2%	1.4%	-0.6%

Student success metrics

Two of the commonly used metrics of student success are graduate and retention rates. The FY20 budget continues the investment made in prior years in tenure-stream faculty, student advisors, learning communities, and other academic and enrollment strategies to improve graduation and retention rates.

Campus E&E Efforts

UMass Boston is committed to supporting improvements in its operations both in conjunction with the System Office and at the campus level with our employees actively participating in the new Efficiency & Effectiveness (“E&E 2.0”) and on-going Business Process Review (“BPR”) initiatives. The former has formed cross-campus groups focused on energy and sustainability, IT procurement, facilities and libraries and the latter effort has three projects underway – position management, management reporting, and vendor maintenance. In addition to these efforts, the campus regularly reviews processes and policies to ensure best practices are deployed wherever possible.

As noted above, as part of strategies to reduce the operating margin deficit, the campus has reviewed several areas for efficiency and savings including: December 2017 closure of the Early Learning Center (ELC), review of campus subsidization of Centers & Institutes as well as



implementing controls around temporary hiring and tighter management of benefitted positions. In addition, a review and reduction of previously planned capital projects was undertaken with several projects eliminated.

The campus continues to support the President's Office efforts around the development of a Shared Service organizational structure providing services to all campuses in payroll, procurement and accounts payable. Staff are providing data and completing exercises related to current state processes that will provide the detail needed to support the future state of providing these services in a much more efficient and cost-effective manner. Locally, in Academic Affairs, the campus is planning to create and implement for FY20, a shared service center for smaller Centers, Institutes and academic departments to handle all finance-related transactions.

In the area of energy efficiency, the campus has finalized a contract to install a solar canopy over the newly constructed West Parking Garage and a solar array on the roof of University Hall. Enel X North America will manage the power generated from these installations to fully maximize the value of electricity generated in savings or income to the campus. The deal is expected to generate up to \$2.0M in present-value savings over the 20 year term with no cost to the campus. Additionally, the campus has planned a sub-metering project to track utilities by building and utilize building management systems to increase efficiency.

Both formal initiatives with the System Office and other campuses and informal local reviews will continue in FY20 and beyond.

Campus Budget Reductions

UMass Boston is committed to achieving a balanced budget in FY20. In order to achieve this goal the campus will need to ensure expense targets are met. The campus is planning high level consolidations and has also asked every budget area to identify a cut scenario totaling 3% of their payroll and non-payroll excluding tenured faculty and cost of living increases.

Below are the higher-value changes currently being considered to meet the target:

- Compensation reduction of -\$11.7 million
 - Shared administrative services for Centers & Institutes and small academic departments
 - Consolidation and/or eliminations of targeted functions
 - Vacant faculty position freeze
 - Departmental cut scenario budget submissions of 3% excluding tenured faculty and cost of living increases
- Non-payroll reduction of -\$2.2 million



Conclusion

The FY20 budget reflects the continued physical transformation of the campus and a commitment to returning to an annual operating surplus.

Actions to achieve a balanced budget will be felt in all areas across campus. The planned actions in FY20 will be permanent and will assist the campus in meeting the future operating margin target of 2.0%. The strategy to achieve budget targets has and continues to focus on minimizing the effect on students and allocating resources to those activities more closely aligned to the core mission of the university.

Attachments:

- Campus Revenue and Expenses
- Tuition & Fee Schedule



FY20 University Operating Budget – Boston Campus
August 2, 2019

(\$ in Thousands)

BOSTON

Revenues	Actual			Budget	Q3 Proj	Budget	Variance	
	FY2016	FY2017	FY2018	FY2019	FY2019	FY2020	\$	%
Gross Tuition & Fees	232,355	240,235	243,760	254,035	245,449	247,982	2,533	1.0%
Tuition Discounts	(45,471)	(53,820)	(57,790)	(63,036)	(64,715)	(65,926)	(1,211)	1.9%
Discount Rate	19.6%	22.4%	23.7%	24.8%	26.4%	26.6%	0	
Net Tuition & Fees	186,884	186,415	185,970	190,999	180,734	182,056	1,322	0.7%
Grants	53,927	58,201	56,212	58,201	51,429	56,211	4,782	9.3%
Sales & Service, Educational	3,709	3,979	4,072	4,036	4,285	3,962	(323)	-7.5%
Auxiliary Enterprises	5,965	6,167	5,199	8,252	12,083	13,621	1,539	12.7%
Other Operating	2,837	1,818	1,758	1,906	2,761	3,101	340	12.3%
State appropriations	117,987	130,157	135,605	136,471	139,472	144,708	5,236	3.8%
Other NonOperating	35,093	36,597	37,773	37,104	39,107	38,863	(244)	-0.6%
Total Revenues	406,402	423,334	426,589	436,969	429,871	442,523	12,652	2.9%
% Growth	8.1%	4.2%	0.8%	2.4%	0.8%	2.9%		
Expenses	Actual			Budget	Q3 Proj	Budget	Variance	
	FY2016	FY2017	FY2018	FY2019	FY2019	FY2020	\$	%
Salaries & Fringe	266,100	275,330	269,465	269,623	269,860	268,359	(1,501)	-0.6%
Non-personnel	101,713	98,250	98,972	101,446	97,068	101,938	4,871	5.0%
Scholarships and fellowships	16,047	16,161	17,180	18,771	17,180	17,180	-	0.0%
Depreciation	18,988	22,246	24,433	29,474	28,443	33,578	5,135	18.1%
Interest	9,064	12,476	14,152	17,186	17,321	21,468	4,147	23.9%
Total Expenses	411,912	424,463	424,202	436,500	429,871	442,523	12,652	2.9%
% Growth	9.1%	3.0%	-0.1%	2.9%	1.3%	2.9%		

UNIVERSITY OF MASSACHUSETTS, BOSTON

STUDENT TUITION & FEE SCHEDULES

FY 2020 TUITION & MANDATORY FEES

FY 2020 NON-MANDATORY FEES

FY 2020 STUDENT FEES FOR REVENUE-BASED OPERATIONS

FY 2020 ADMINISTRATIVE CHARGES INCLUDING SALES & SERVICES

**FY 2020 TUITION & MANDATORY FEES
SUMMARY TABLE**

	FY2018 Actual	FY2019 Actual	FY2020 Proposed	\$ Change FY19-FY20	% Change FY19-FY20
<u>UNDERGRADUATE</u>					
TUITION					
Undergraduate (resident)	\$13,503	\$13,841	\$14,187	\$346	2.5%
Undergraduate New England Regional	\$25,473	\$26,453	\$27,247	\$794	3.0%
Undergraduate (non-resident)	\$32,660	\$33,640	\$34,649	\$1,009	3.0%
MANDATORY FEES					
Student Activities (Undergraduate)	\$75	\$76	\$116	\$40	52.6%
Technology	\$250	\$250	\$350	\$100	40.0%
TOTAL MANDATORY FEES & TUITION					
Undergraduate (resident)	\$13,828	\$14,167	\$14,653	\$486	3.4%
Undergraduate (NER)	\$25,798	\$26,779	\$27,713	\$934	3.5%
Undergraduate (non-resident)	\$32,985	\$33,966	\$35,115	\$1,149	3.4%
RESIDENTS ONLY					
Standard Room*	N/A	\$9,468	\$9,720	\$252	2.7%
Standard Board (meal plan)	N/A	\$5,390	\$5,550	\$160	3.0%
Subtotal	N/A	\$14,858	\$15,270		
TOTAL TUITION AND ROOM & BOARD					
Undergraduate (resident)	N/A	\$29,025	\$29,923	\$898	3.1%
Undergraduate (NER)		\$41,637	\$42,983	\$1,346	3.2%
Undergraduate (non-resident)	N/A	\$48,824	\$50,385	\$1,561	3.2%
<u>GRADUATE</u>					
TUITION					
Graduate (resident)	\$17,375	\$17,896	\$18,433	\$537	3.0%
Graduate New England Regional	\$28,042	\$29,059	\$29,931	\$872	3.0%
Graduate (non-resident)	\$33,915	\$34,932	\$35,980	\$1,048	3.0%
MANDATORY FEES					
Student Activities (Graduate)	\$105	\$105	\$105	\$0	0.0%
Technology	\$250	\$250	\$350	\$100	40.0%
TOTAL MANDATORY FEES & TUITION					
Graduate (resident)	\$17,730	\$18,251	\$18,888	\$637	3.5%
Graduate (NER)	\$28,397	\$29,414	\$30,386	\$972	3.3%
Graduate (non-resident)	\$34,270	\$35,287	\$36,435	\$1,148	3.3%

FY 2020 NON-MANDATORY FEES

	FY2018 Actual	FY2019 Actual	FY2020 Proposed	\$ Change FY19-FY20	% Change FY19-FY20
Online Courses (per credit):					
Undergraduate Non-matriculated (Fall/Spring)	\$410	\$410	\$410	\$0	0%
Undergraduate Non-matriculated (Summer/Winter)	\$410	\$350	\$350	\$0	0%
Undergraduate Matriculated	\$410	\$410	\$410	\$0	0%
Graduate	\$575	\$575	\$575	\$0	0%
Program Fees					
Management					
Undergraduate per Semester (Fall / Spring)	\$446	\$468	\$468	\$0	0%
Undergraduate (Winter / Summer)	\$223	\$234	\$234	\$0	0%
Graduate per Semester (Fall / Spring)	\$905	\$950	\$950	\$0	0%
Graduate (Winter / Summer)	\$452	\$475	\$475	\$0	0%
Nursing					
Undergraduate Students (Fall / Spring)	\$500	\$500	\$500	\$0	0%
Undergraduate Program (Winter / Summer)	\$250	\$250	\$250	\$0	0%
Graduate Students (Fall / Spring)	\$700	\$700	\$700	\$0	0%
Graduate Program (Winter / Summer)	\$350	\$350	\$350	\$0	0%
E&HS					
Undergraduate Students (Fall / Spring)	\$400	\$400	\$400	\$0	0%
Undergraduate Program (Winter / Summer)	\$200	\$200	\$200	\$0	0%
Graduate Students (Fall / Spring)	\$700	\$700	\$700	\$0	0%
Graduate Program (Winter / Summer)	\$350	\$350	\$350	\$0	0%
CLA Infant Parent Mental Health Graduate Certificate					
Program fee	\$9,500	\$9,500	\$9,500	\$0	0%
Application fee	\$75	\$75	\$75	\$0	0%
International Applicant Fee			\$0	\$0	N/A
Laboratory Fees					
Anthropology	\$61	\$61	\$61	\$0	0%
Art	\$112 - \$168	\$112 - \$168	\$112 - \$168	\$0	0%
Biology	\$91 - \$135	\$100 - \$140	\$100 - \$140	\$0	4%
Chemistry	\$135	\$140	\$140	\$0	0%
Communications & Theatre Arts	\$5 - \$35	\$5 - \$35	\$5 - \$35	\$0	0%
Computer Science	\$22 - \$54	\$22 - \$55	\$22 - \$55	\$1	2%
School for the Environment	\$50 - \$300	\$50 - \$300	\$50 - \$300	\$0	0%
Exercise & Health Sciences	\$53 - \$65	\$55 - \$67	\$55 - \$67	\$2	0%
College of Ed & Human Development	\$20 - \$132	\$21 - \$136	\$22 - \$140	\$1-\$4	3%
Language Lab	\$26 - \$55	\$26 - \$55	\$26 - \$55	\$0	0%
Mathematics	\$55	\$55	\$20-\$55	\$0	0%
Nursing	\$34 - \$348	\$34 - \$348	\$34 - \$348	\$0	0%
Physics	\$33 - \$90	\$33 - \$90	\$33 - \$90	\$0	0%
Engineering	\$60 - \$120	\$60 - \$120	\$60 - \$120	\$0	0%
Psychology	\$25 - \$72	\$25 - \$72	\$25 - \$72	\$0	0%
Administrative Fees					
Admissions Processing - Undergraduate International	\$100	\$100	\$100	\$0	0%
Admissions Processing - Undergraduate Non-Resident	\$60	\$60	\$60	\$0	0%
Admissions Processing - Undergraduate Resident	\$60	\$60	\$60	\$0	0%
Admissions Processing - Undergrad Late Registration Fee	\$100	\$100	\$100	\$0	0%
Admissions Processing - Undergrad Deposit Fee	\$200	\$200	\$200	\$0	0%
Admissions Processing - Undergrad Non Degree	\$60	\$60	\$60	\$0	0%
Admissions Processing - Undergrad Summer I,II	\$100	\$100	\$100	\$0	0%
Admissions Processing - Graduate International	\$100	\$100	\$100	\$0	0%
Admissions Processing - Graduate Non-Resident	\$60	\$60	\$60	\$0	0%
Admissions Processing - Graduate Resident	\$60	\$60	\$60	\$0	0%
Admissions Processing - Graduate Deposit Fee	\$250	\$250	\$250	\$0	0%
Admissions Processing - Graduate Deferral Fee	\$25	\$25	\$25	\$0	0%

FY 2020 NON-MANDATORY FEES

	FY2018 Actual	FY2019 Actual	FY2020 Proposed	\$ Change FY19-FY20	% Change FY19-FY20
Graduate Studies Program Fee	\$450	\$450	\$450	\$0	0%
E-Portfolio Fee - CEHD	\$142	\$65	\$65	\$0	0%
E-Portfolio Fee - GISD	\$142	\$65	\$132	\$67	103%
Late Payment	\$100	\$50	\$50	\$0	0%
Payment Plan Fee (a)	\$45	\$47	\$47	\$0	0%
Returned Check Fee	\$28	\$28	\$28	\$0	0%
Commencement (b)	\$200	\$200	\$200	\$0	0%
Non-Matriculated Student Transcript Fee	\$10	\$10	\$10	\$0	0%
Reactivation Fee	\$60	\$60	\$60	\$0	0%
ID Card, First Year Fee (Matriculated, non-Credit, Online)	NA	\$75	\$75	\$0	0%
ID Card, Subsequent year's fee (Matriculated, non-Credit, Online)	NA	\$12	\$12	\$0	0%
ID Card, Replacement	\$25	\$25	\$25	\$0	0%
ID Card, Replacement (Matriculated, non-Credit, Online)	\$25	\$0	\$0	\$0	0%
ID Card, Online	\$25	\$0	\$0	\$0	0%
Replacement ISC (one card)	\$25	\$25	\$25	\$0	0%
Mass Media	\$17	\$17	\$17	\$0	0%
New Student Fee	\$643	\$643	\$533	-\$110	11%
Orientation Fee		\$0	\$178	\$178	11%
Student Renewable Energy Fee	\$7	\$7	\$7	\$0	0%
Replacement Diploma Fees					
University Diploma electronic copy	\$15	\$15	\$15		
University Diploma standard order (6-8 weeks delivery)	\$40	\$40	\$40		
University Diploma rush order (10-14 business days)	\$60	\$60	\$60		
International Fees					
Study Abroad Fee	\$100	\$100	\$100	\$0	0%
International Student Fee	\$320	\$320	\$330	\$10	3%
Global Programs Support Fees					
Education Abroad Engagement Fee (c)	\$20	\$20	\$20	\$0	0%
Health Fees					
Student Health Insurance Plan (SHIP) (d)	\$2,075	\$2,178	\$2,178	\$0	0%

Notes:

a Charged to students opting to pay by UMass Boston payment plan

b Mandatory charge for anticipated degree recipients only experience.

Note: MASSPIRG fee may be assessed based on student referendum as governed by MGL c.15A, sec.29; not subject to Board or President's approval

FY 2020 STUDENT FEES FOR REVENUE-BASED OPERATIONS

	FY2018 Actual	FY2019 Actual	FY2020 Proposed	\$ Change FY19-FY20	% Change FY19-FY20
Program Fees					
College of Advancing & Professional Studies (CAPS)					
Matriculated*					
Undergraduate					
Resident (Fall/Spring)	\$576	\$591	\$605	\$15	2.5%
Non-resident (Fall/Spring)	\$1,375	\$1,415	\$1,458	\$43	3.0%
Resident (Summer/Winter)	\$470	\$470	\$470	\$0	0%
Non-resident (Summer/Winter)	\$850	\$850	\$850	\$0	0%
online & off campus	\$410	\$410	\$410	\$0	0%
Graduate					
Resident (Fall/Spring)	\$739	\$761	\$783	\$23	3%
Non-resident (Fall/Spring)	\$1,428	\$1,470	\$1,515	\$44	3%
Resident (Summer/Winter)	\$625	\$625	\$625	\$0	0%
Non-resident (Summer/Winter)	\$950	\$950	\$950	\$0	0%
online & off campus	\$575	\$575	\$575	\$0	0%
Non-matriculated					
Undergraduate (Fall/Spring)	\$410	\$410	\$410	\$0	0%
Undergraduate (Winter/Summer)	\$410	\$350	\$350	\$0	0%
Graduate	\$575	\$575	\$575	\$0	0%
Executive MBA, MSA, MFA Program					
Professional graduate program fee	\$870	\$900	\$900	\$0	0%
Summer Services Fees (Matriculated F2F per Term)	\$237	\$245	\$245	\$0	0%
Summer Services Fees (Non Matriculated F2F, all online per credit, non-refundable)			\$10	\$10	N/A
CAPS - non credit program	\$0-\$6,425	\$0 - \$6,600	\$0 - \$6,750	\$175	3%
CAPS - professional development	\$0-\$6,425	\$0 - \$6,600	\$0 - \$6,750	\$175	3%
Other Fees					
Parking, Per day	\$6	N/A	N/A		
Parking, Per day (Bayside)		\$9	\$9	\$0	0%
Parking, Per day (Garage and Lot D)		\$15	\$15	\$0	0%
Parking, 5-day park pass	\$29	N/A	N/A		
Parking, 10-day park pass	\$56	N/A	N/A		
Parking, 30-day park pass	\$162	N/A	N/A		
Parking, 45-day park pass	\$238	N/A	N/A		
Parking, 60-day park pass	\$300	N/A	N/A		
Parking, Per Evening after 4pm (West Garage Only))			\$10	\$10	N/A
Parking, Monthly pass	\$96	N/A	N/A		
Parking, Monthly pass (Bayside, Faculty/Staff)		\$144	\$112 - \$160	\$0	0%
Parking, Monthly pass (Bayside, new Student)		\$126	\$126	\$0	0%
Parking, Monthly pass (Bayside, cont Student)		\$115	\$115	\$0	0%
Parking, Monthly pass (Garage and Lot D, Faculty/Staff)		\$240	\$122 - \$240	\$0	0%
Parking, Monthly pass (Garage and Lot D, Faculty/Staff) reserved space		\$360	\$300	-\$60	-17%
Parking, Monthly pass (Garage and Lot D, comm Student)		\$210	\$138	-\$72	-34%
Parking, Monthly pass (Garage and Lot D, res Student) reserved space		\$315	\$315	\$0	0%
Parking, Semester pass	\$342	N/A	N/A		
Parking, Semester pass (students - pre-pay)	\$325	N/A	N/A		
Parking, Semester pass (Bayside, Faculty/Staff)		\$576	\$576	\$0	0%
Parking, Semester pass (Bayside, new Students)		\$504	\$504	\$0	0%
Parking, Semester pass (Bayside, cont Students)		\$410	\$460	\$50	12%
Parking, Semester pass (Garage and Lot D, Faculty/Staff)		\$960	\$550	-\$410	-43%
Parking, Semester pass (Garage and Lot D, comm Student)		\$840	\$550	-\$290	-35%
Parking, Semester pass (Garage and Lot D, res Student)		\$1,260	\$1,200	-\$60	-5%

FY 2020 STUDENT FEES FOR REVENUE-BASED OPERATIONS

	FY2018 Actual	FY2019 Actual	FY2020 Proposed	\$ Change FY19-FY20	% Change FY19-FY20
Parking, 30 park pass Semester, (Bayside; Student/Faculty Only)			\$270	\$270	N/A
Parking, 15 park pass Semester, (Garages and Lot D; Student/Faculty Only)			\$150	\$150	N/A
Parking, 30 park pass Semester, (Garages and Lot D; Student/Faculty Only)			\$360	\$360	N/A
Single (community bath), Academic		\$10,746	\$11,224	\$478	4%
Single (private bath), Academic		\$11,988	\$12,488	\$500	4%
Large single (private bath), Academic		\$12,213	\$12,728	\$515	4%
Double (community bath), Academic		\$9,468	\$9,720	\$252	3%
Large Double Community Bath		\$9,693	\$9,904	\$211	2%
Double (private bath), Academic		\$10,899	\$11,352	\$453	4%
Double (private bath), Large Double Private Bath		\$11,124	\$11,584	\$460	4%
Triple (private bath), Academic		\$9,000	\$9,232	\$232	3%
Quad (private bath), Academic		\$8,703	\$8,896	\$193	2%
Neighborhood A (25 meal block per year)		\$300	\$300	\$0	0%
Neighborhood B (50 meal block per year)		\$575	\$575	\$0	0%
Points Plan A (75 Dining points +1 Bonus Swipe)			\$75	\$75	N/A
Points Plan B (125 Dining points +2 Bonus Swipe)			\$125	\$125	N/A
Points Plan C (300 Dining points + 5 Bonus Swipe)			\$300	\$300	N/A
Combo A - 25 Meal Block per year plus 100 dining points			\$390	\$390	N/A
Combo B - 50 Meal Block per year plus 100 dining points			\$665	\$665	N/A

Notes:

Early Learning Centre only includes Private Fees only, State Contractual Fees set by the Commonwealth therefore not determined in these workings

** Fall/Spring Resident and Non-Resident face-to-face courses charged Tuition and Mandatory Fees*

*** Applicable to College of Mgmt MS Accounting and Professional MBA programs*

**** denotes fees not applicable to students (ie free for students)*

FY 2020 ADMINISTRATIVE CHARGES INCLUDING SALES & SERVICES

	FY2018 Actual	FY2019 Actual	FY2020 Proposed	\$ Change FY19-FY20	% Change FY19-FY20
Other Fees (Not Student Related)					
Athletics - Beacon Fitness Ctr Employees & Alumni - Annual	\$216	\$216	\$216	\$0	0%
Athletics - Beacon Fitness Center Community Adult - Annual	\$125	\$125	\$125	\$0	0%
Athletics - Beacon Fitness Center Community Family - Annual	\$160	\$160	\$160	\$0	0%
Athletics - Beacon Fitness Center Community Youth - Annual	\$30	\$30	\$30	\$0	0%
Athletics - Beacon Fitness Center Community Personal Trainer - Hourly	\$40	\$40	\$40	\$0	0%
Athletics - Clark Athletic Center , Creative Room Rental - Hourly	N/A	N/A	N/A	N/A	N/A
Athletics - Clark Athletic Center , Lobby - Hourly	\$100	\$100	\$100	\$0	0%
Athletics - Clark Athletic Center Gymnasium - Hourly	\$350	\$350	\$350	\$0	0%
Athletics - Clark Locker Rooms (case by case request) -/Hour /locker room	\$54	\$54	\$54	\$0	0%
Athletics - Clark Center , Dive Well only Lifeguard	\$60	\$60	\$60	\$0	0%
Athletics - Ice Rink Rental - per hour	\$250	\$250	\$250	\$0	0%
Athletics - Swimming Pool Rental - Hourly (including Lifeguard)	\$125	\$125	\$125	\$0	0%
Athletics - Softball Field Rental - Per game	\$275	\$275	\$275	\$0	0%
Athletics - 400-Meter Track, lacrosse/soccer field, per game/match	\$300	\$300	\$300	\$0	0%
Athletics - Facility Staff Member	\$49	\$49	\$49	\$0	0%
Athletics - Additional Life Guard - per hour	\$18	\$18	\$18	\$0	0%
Athletics - Additional Ice Rink Attendant - per hour	\$16	\$16	\$16	\$0	0%
Athletics - Student Employee - per hour	\$14	\$14	\$14	\$0	0%
Athletics - UMB Game Admission - Spectator over 12 yrs.	\$7	\$7	\$7	\$0	0%
Athletics - Monan Park Rentals - Main field per game	\$750	\$750	\$750	\$0	0%
Athletics - Monan Park Rentals - JV field per game	\$250	\$250	\$250	\$0	0%
Athletics - Monan Park Rentals - All day tournaments, 2-3 days	\$2,500 - \$5,000	\$2,500 - \$5,000	\$2,500 - \$5,000	\$0	0%
Athletics - Monan Park Rentals - Both fields per game	\$1,000	\$1,000	\$1,000	\$0	0%
Center for Collaborative Leadership - Workshop Fee	\$7,000	\$7,500	\$7,500	\$0	0%
Center for Collaborative Leadership - Luncheon Fee	\$100	\$100	\$100	\$0	0%
Center for Collaborative Leadership - Breakfast Fee	\$50	\$50	\$50	\$0	0%
Center for Collaborative Leadership - 2 Hour Programming	\$50	\$50	\$50	\$0	0%
Center for Collaborative Leadership - Half-day Programming for alumni	\$350	\$350	\$350	\$0	0%
Center for Collaborative Leadership - Full-day programming for alumni	\$750	\$750	\$750	\$0	0%
Distance Learning Ctr - Audio Visual Production Products (each)	\$5 - \$47	\$5 - \$47	\$5 - \$47	\$0	0%
Distance Learning Ctr - Audio Visual Production Services (per hour)	\$12 - \$163	\$12 - \$163	\$12 - \$163	\$0	0%
ILT - ALERTA Summer Program Fee plus optional lunch fee (per student)	\$35 - \$115	\$35 - \$115	\$35 - \$115	\$0	0%
ILT - TAG Summer Program Fee for EXCEL (per student)	\$35 - \$115	\$35 - \$115	\$35 - \$115	\$0	0%
ILT - TAG Summer Program Fee for SPELL (per student)	\$35 - \$115	\$35 - \$115	\$35 - \$115	\$0	0%
Joiner Center - Sale of Center Publications/Videos	\$12 - \$31	\$12 - \$31	\$12 - \$31	\$0	0%
Joiner Center - Writer's Workshop Fee (one week/two weeks)	\$250 - \$500	\$250 - \$500	\$250 - \$500	\$0	0%
Osher Lifelong Learning Institute (OLLI) (formerly LETS) - Annual Membership Fee	\$220	\$220	\$220	\$0	0%
Library - Overdue Fines	\$0.75 - \$30	\$0.75 - \$30	\$0.75 - \$30	\$0	0%
Library - Book Replacement Fee	\$1.03 - \$1,030	\$1.03 - \$1,030	\$1.03 - \$1,030	\$0	0%
Library - Book Replacement Processing Costs	\$30	\$30	\$30	\$0	0%
Library - 3 Hour Reserve Materials Late Fee	\$0.10 - \$150	\$0.10 - \$150	\$0.10 - \$150	\$0	0%
Library - 2 Day Reserve Late Fee	\$30 - \$150	\$30 - \$150	\$30 - \$150	\$0	0%
Library - Interlibrary Loan - Overdue Fee	\$0.75 - \$30	\$0.75 - \$30	\$0.75 - \$30	\$0	0%
Library - Interlibrary Loan - Book Replacement Costs	\$1.03 - \$1,030	\$1.03 - \$1,030	\$1.03 - \$1,030	\$0	0%
Library - Interlibrary Loan - Book Replacement Processing Fee	\$30	\$30	\$30	\$0	0%
Library - Archive copying fees	\$0.15 - \$15	\$0.15 - \$15	\$0.15 - \$15	\$0	0%
Library - University Archives copying Forrester Record	\$10	\$10	\$10	\$0	0%
Library - University Archives Holdings Scanning Per Item	\$25	\$25	\$25	\$0	0%
Library - Loaner Laptop late fee per minute	\$0	\$0	\$0	\$0	0%
Library - Loaner Laptop late fee per hour maximum	\$15	\$15	\$15	\$0	0%
Library - Lost Loaner Laptop replacement fee	\$1,500	\$1,500	\$1,500	\$0	0%
Library - Lost Loaner Laptop charger/adaptor replacement fee	\$150	\$150	\$150	\$0	0%

FY 2020 ADMINISTRATIVE CHARGES INCLUDING SALES & SERVICES

	FY2018 Actual	FY2019 Actual	FY2020 Proposed	\$ Change FY19-FY20	% Change FY19-FY20
Other Fees (Not Student Related)					
Library - Lost one-week DVD loan replacement fee	\$250	\$250	\$250	\$0	0%
Library - Lost one-week DVD loan replacement processing fee	\$30	\$30	\$30	\$0	0%
Library - Lost one-week DVD loan overdue fee	\$30	\$30	\$30	\$0	0%
Nantucket Field Station - Gouin Village Apartments (non UMB users - per night, per guest)	\$40	\$40	\$40	\$0	0%
Nantucket Field Station - Gouin Village Apartments (UMB users - per night, per guest)	\$25	\$25	\$25	\$0	0%
Nantucket Field Station - Gouin Village Apartments (non UMB users - full condo)	\$960	\$960	\$960	\$0	0%
Nantucket Field Station - Gouin Village Apartments (UMB users - full condo)	\$600	\$600	\$600	\$0	0%
Nantucket Field Station - Gouin Village Apartments (non UMB users - per week, per guest)	\$240	\$240	\$240	\$0	0%
Nantucket Field Station - Gouin Village Apartments (UMB users - per week, per guest)	\$150	\$150	\$150	\$0	0%
Nantucket Field Station - Bunkhouse (UMB users - per night)	\$15	\$20	\$20	\$0	0%
Nantucket Field Station - Bunkhouse (non UMB users - per night)	\$30	\$40	\$40	\$0	0%
Nantucket Field Station - Bunkhouse (Non Profit - per night)	\$25	\$30	\$30	\$0	0%
Nantucket Field Station - Bunkhouse (non UMB users - per week)	\$180	\$180	\$180	\$0	0%
Nantucket Field Station - Bunkhouse (UMB users - per week)	\$90	\$90	\$90	\$0	0%
Nantucket Field Station - Bunkhouse (non UMB users - per week both bunk rooms)	\$2,520	\$2,520	\$2,520	\$0	0%
Nantucket Field Station - Bunkhouse (UMB users - per week both bunk rooms)	\$1,260	\$1,260	\$1,260	\$0	0%
Nantucket Field Station - Lab Bench Use Fee (non UMB users)	\$16	\$16	\$16	\$0	0%
Nantucket Field Station - Lab Bench Use Fee (UMB users)	\$8	\$8	\$8	\$0	0%
Nantucket Field Station - Lab User Fee (non UMB users)	\$100	\$100	\$100	\$0	0%
Nantucket Field Station - Lab User Fee (UMB users)	\$50	\$50	\$50	\$0	0%
Nantucket Field Station - Lab Teaching Fee (non UMB users)	\$50	\$50	\$50	\$0	0%
Nantucket Field Station - Lab Teaching Fee (UMB users)	\$25	\$25	\$25	\$0	0%
Nantucket Field Station - Lecture Room Meeting Fee (non UMB users per day)	\$150	\$150	\$150	\$0	0%
Nantucket Field Station - Lecture Room Meeting Fee (UMB users per day)	\$75	\$75	\$75	\$0	0%
Nantucket Field Station - Conference Room Meeting Fee (non UMB users per day)	\$75	\$75	\$75	\$0	0%
Nantucket Field Station - Conference Room Meeting Fee (UMB users per day)	\$45	\$45	\$45	\$0	0%
Nantucket Field Station - Vehicle Use Fee (per day)	\$20	\$20	\$20	\$0	0%
ODI - Commonwealth Compact Talent Network Access Tier 1	\$600 - \$10,000	\$600 - \$10,000	\$600 - \$10,000	\$0	0%
ODI - Commonwealth Compact Talent Network Access Tier 2	\$300 - \$5,000	\$300 - \$5,000	\$300 - \$5,000	\$0	0%
ODI - Commonwealth Compact Talent Network Access Sole Practitioners	\$100	\$100	\$100	\$0	0%
Campus Center Vendor Fee (charged to vendor)	\$133 - \$200	\$133 - \$200	\$133 - \$200	\$0	0%
Student Affairs, Student Locker Rental - per semester	\$20	\$20	\$20	\$0	0%
Student Affairs, Student Locker Rental - per academic year	\$25	\$25	\$25	\$0	0%
Public Safety, Parking Fines - category 1	\$75 - \$150	\$75 - \$150	\$75 - \$150	\$0	0%
Public Safety, Parking Fines - category 2	\$25 - \$35	\$25 - \$35	\$25 - \$35	\$0	0%
Public Safety, Police details	\$50 - \$60	\$50 - \$60	\$50 - \$60	\$0	0%
Event Services - All Room Rental Charges	\$150 - \$4,975	\$150 - \$4,975	\$155 - \$5,124.25	\$149	3%
CNHS GoKids - monthly maintenance fee	\$141	\$141	\$141	\$0	0%
CNHS GoKids - personal trainer per/hr	\$76	\$76	\$76	\$0	0%
CNHS GoKids - group program per/hr	\$15	\$15	\$15	\$0	0%

DARTMOUTH CAMPUS

Overview

The University of Massachusetts Dartmouth (UMassD) is pleased to submit its proposed Fiscal Year (FY) 2020 Operating Budget of \$263.9 million. Assumptions contained in this proposal include:

- 1% increase in base state appropriation.
- In-state Undergraduate tuition and fee increases of 2.5%
- Out of state, Graduate and Law tuition and fee increases of 3.0%
- Steady year-over-year enrollment in all campus-based programs which stabilizes a nagging, declining trend.
- Aggressive efficiency and effectiveness efforts with no net increase in staffing.
- Continued modernizing of enrollment, advancement, and information technology systems.
- A debt service ratio of 7.0% to operations.
- Housing occupancy rate of 80%.
- Average housing rate increase of 5%; average dining rate increase of 3% yields a 4.3% revenue increase.

The FY20 operating budget will have a 0.7% operating margin. This margin results from potential salary and other inflation increases.

While UMass Dartmouth has aspirational goals that we believe will successfully generate the necessary revenues to support our growth initiatives, we have developed financial projections on a conservative basis. As the University's finances have been constrained in recent years, we recognize the importance of demonstrating fiscal discipline, ensuring that we remain prudent in the allocation of resources across the University, and planning for future needs and strategic priorities.

Campus Leadership

As we enter FY 2020 the Chancellor's leadership team is fully in place – including three new academic deans since the summer of 2018, a new Vice Chancellor for Administration and Finance, a new Vice Chancellor for Student Affairs, a new Senior Associate Vice Chancellor for Human Resources, a new Associate Vice Chancellor for Capital Projects and Campus Planning, a new Associate Vice Chancellor for Finance and senior appointments in Advancement. These new leaders, along with a pre-existing group of highly experienced senior leadership, are poised to work closely with the Chancellor in achieving campus goals and strategic initiatives.

Budget Process

In an effort to bring greater clarity to the budget process than in recent years, Interim Vice Chancellor for Finance and Administration Michael Barone met with all deans and division heads, along with the budget team, to understand their needs and wishes for next year. This

allowed for conversations about matching resources to strategic priorities rather than simply continuing past practices.

In hiring David Gingerella as Vice Chancellor, Chancellor Johnson has insisted on a transparent and inclusive budget process, as the budget process in recent years has not been well understood on campus.

Mount Ida College

The purchase of Mount Ida College (MIC) in Newton by UMass-Amherst was completed on May 17, 2018. Part of the agreement provided assistance for displaced students to complete their degree by facilitating transfer to UMass campuses offering compatible programs. UMass Dartmouth, having recognized instructional capacity, assumed the lead in accommodating these students. While over 600 MIC students had expressed interest in enrolling at UMass, UMass Dartmouth made a three-year budgetary projection assuming a conservative estimate of 150 students entering in fall 2018 with a declining number each year until ‘teach out’.

A total of 222 students matriculated as transfers. The largest number of students came from the MIC Interior Architecture and Design (IA+D) and Fashion Design programs. After commencement proceedings in May 2019, 193 of these original 222 students will still be enrolled at UMass Dartmouth, and an additional 9 have completed their respective programs. Their distribution is as follows:

MIC Transfers	Grad	UGrad	Total
Active in Programs	5	188	193
Completed Programs	4	5	9
Discontinued	2	14	16
Leave absence	0	4	4
Total	11	211	222

Financial parameters included discounted tuition/fee and housing/dining revenue and any added instructional costs including some studio renovations at the Star Store campus. In addition, the College of Visual and Performing Arts is in the process of having the BS in Interior Architecture and Design, previously a MIC degree, approved and offered permanently as a UMassD degree, which has a long-term potential for enrollment growth. Specialized equipment and four lecturers transferred to UMassD to support the programs. In support of the transition, MIC students in Fashion Design were housed in the Star Store in New Bedford and IA+D offerings are housed in the main campus.

Next Campus Strategic Plan: <http://www.umassd.edu/strategicplan/>

At the March 2019 Town Hall Meeting Senior Vice Chancellor Donna Lisker presented the structure for the next strategic plan, which is called **Future Ready: UMASSD 2025**. At that presentation she identified key priorities for the next five years, including improving the student experience and student outcomes, creating an environment for faculty to develop in their roles as teachers and researchers, investing in regional economic and workforce development on the South Coast of Massachusetts, and producing graduates equipped with competencies such as resilience, optimism, and a sense of humanity. These priorities – which emerged in part from the Chancellor’s listening tour, the [campus master plan](#), and the [NECHE accreditation](#) process – have become the pillars of the next strategic plan.

Each of the four pillars – the future of learning, the future of discovery, the future of employment, and the future of community at UMass Dartmouth -- will be explored by a subcommittee that includes faculty, staff and students with expertise and interests relevant to their subject area. The subcommittees will examine accomplishments from the 2020 strategic plan, gather input from internal and external stakeholders, and identify future goals to be included in the 2025 plan with timelines, budgets and key performance indicators included.

An executive committee with representation from each of the four committees, chaired by Senior Vice Chancellor Donna Lisker, will synthesize and prioritize to create a final document. That document will complement and build on the NECHE self-study and strategic priorities will be reflected in the university budget and philanthropy plan. The new strategic plan will be complete in the spring of 2020.

The sections below provide updates on the progress made in executing the current strategic plan.

Progress Update on [UMASSDTransform2020](#)**Goal 1: Innovative and High-Impact Research and Academic Programs**

In FY19, for the 3rd year in a row, UMass Dartmouth was recognized as a Carnegie Doctoral: Higher Research Institution (R2) and as a U.S. News & World Report Tier 1 National University. After achieving Tier 1 status for the first time in 2016, UMass Dartmouth rose in the rankings from 220 to 215.

Since 2014 UMass Dartmouth has introduced 20 new degree programs. New programs include BA health and society, BA/BS public administration, MS finance, PhD in Integrative Biology and PhD STEM education. UMass Dartmouth will now offer four specialized business Masters Programs (MS in Accounting, MS in Finance, MS in Healthcare Management, and MS in Technology Management) in addition to the MBA. There are now a total of 34 masters

programs university-wide. New programs under development are a BS in Interior Architecture + Design, BA/BS in Environmental Marine Science, and Minor in Global Health.

Plans are underway to elevate the Honors Program to an Honors College to attract and retain high academic achieving students. This was approved by the Faculty Senate in April 2019. Faculty Senate is currently in final stage of its deliberation to move the Department of Medical Laboratory Sciences (currently within the College of Arts and Sciences) into the College of Nursing which will have a new name reflecting this change. The new College, if approved, will broaden offerings in various clinical health sciences areas to more effectively meet the health challenges of the region.

UMass Dartmouth professional schools and colleges continue to enjoy the highest accreditation possible. The institution is currently preparing for three major accreditation visits in Spring 2020 – NECHE Reaccreditation (for the institution), AACSB Reaccreditation (for the Charlton College of Business), and ABA Accreditation (for the School of Law). The College of Visual and Performing Arts (CVPA) has redesigned and streamlined their curriculum to provide greater flexibility and contemporariness for students. Immediately following approval of BS in Interior Architecture + Design degree by the Board of Trustees and the MA Department of Higher Education, the CVPA will be seeking approval of the Council for Interior Design Accreditation (CIDA).

University Extension - Online and Continuing Education

University Extension (UE), led by David Pedro, Assistant Vice Chancellor, has implemented an aggressive, strategic plan to accelerate strong enrollment growth in online programs. Four new degree programs (BS Crime and Justice Studies, Accounting Post-Bac, Supply Chain Concentration, and MS Accounting) are expected start in Fall 2019. Nine (9) other programs are planned for Spring 2020 and six (6) are planned for Fall 2020. To expedite and increase graduate online registration/admission, the admission function from Office of Graduate Admissions was moved to UE effective in January 2018.

A new academic dean was hired in FY19. Dr. A. Lawrence Jenkins, Interim Dean at University of North Carolina at Greensboro, was selected as Dean of the College of Visual and Performing Arts and will start on July 1, 2019. He is expected to bring new energy and vision to the just-reengineered College.

Goal 2: Integrated Student-Centered Experiences

Vice Chancellor for Student Affairs Shannon Finning started at UMass Dartmouth in the summer of 2018 and began a comprehensive audit of all aspects of Division of Student Affairs operations. Changes include:

Student Safety

- Launched comprehensive University wide Behavioral Intervention Team, Threat Assessment Team and Crisis Management Team to support student safety, success and well-being

Programming

- With support from Chancellor Johnson and reallocation of programmatic funding in the Division, a comprehensive late night and weekend programming initiative was launched in fall 2018. Every weekend, the Division sponsors late-night programs including but not limited to game nights, extended gym hours, live band karaoke, comedy nights, bingo, dance parties, DJs and more in efforts to improve campus life. More than 4,000 students have participated in these events to date.
- The Campus Activities Board (CAB) was relaunched in January 2019 to afford students the opportunity to create programming for students by students in conjunction with the Office of Student Activities, Involvement and Leadership.
- In an effort to provide more stabilized funding for student government associations, major programs and events and departments, significant changes were made to the Student Fee Allocation process this year that will allow student leaders and faculty and staff to better plan and steward financial resources in support of programs that meet expressed student needs.

Strategic Planning and Reorganization

- The Division of Student Affairs launched a strategic planning process to complement the University-wide effort. The strategic planning committee has conducted extensive surveys and focus groups of students and University employees to inform goals and objectives for the division. Initially articulated strategic priorities are student experience, retention, diversity and inclusion, health, safety and well-being, telling our story, talent development, and operational efficiency
- Realigned Dining Services from Administration and Finance to Student Affairs and co-located Dining Services and Housing and Residential Education to advance the concept of UMass Dartmouth 'Home' and engage in more responsive feedback loops with students. Based on feedback from student surveys, focus groups and in-person conversations, enhancements to date include continuous service in our residential dining facility, Marketplace, from 10am-8pm on weekends (formerly closed 2-5pm), development of a to-go container program for student use in the residential dining facility, and implementation of accepting meal swipes on a conversion basis in various

retail dining locations across campus. Student feedback has been extremely positive and there are more student-centered improvements planned that will also contribute to revenues to the University.

- Engaged in data-informed re-envisioning of the Career Center to better meet the evolving needs of current students, alumni, employers and families. Following comprehensive stakeholder surveys of students, faculty, academic leaders, employers and alumni in Fall 2018, a new strategic plan for the Center was unveiled in March 2019 that focuses on Career Readiness, Experiential Opportunities, Career Success, and Accountability and Sustainability.
- Realigned reporting for Career Center to align with Leduc Center for Civic Engagement, which was moved into the Division of Student Affairs in September 2018, to afford greater collaboration and shared vision associated with the Future of Work and our engagement with employers and alumni across the South Coast, the Commonwealth and beyond.

Advocacy and Communication

- Chancellor Johnson and Vice Chancellor for Student Affairs, Dr. Shannon Finning, implemented a Chancellor Chats series in student residence halls and high-frequency spaces to engage with students at 7pm, 8pm and 9pm, eight times a semester, to give students the opportunity to share their ideas, suggestions, questions and concerns directly with campus leaders in a casual environment. To date, they have met with more than 200 students as a result of these outreach efforts and have documented and closed the loop on each and every question and concern raised during these events.
- Offered continued advocacy and support for our LBGT+ students – expanded gender-neutral bathrooms, continuing to advance preferred name options across technology platforms, planning for our first Lavender Graduation ceremony in May and sponsored our 7th GLBT Youth Advocacy conference on Friday, April 12, 2019
- Launched a bi-weekly e-newsletter for students (undergraduate and graduate students) to share programs and events happening on campus and in the greater Dartmouth area that may be of interest to students – to address the concern that “there is nothing to do” – emails are published Sunday nights and Wednesday nights and have afforded great insight and engagement from students (and employees)
- Launched social media channels in August 2018 with student-led content and voice: @UmassDStudents on Instagram and UMass Dartmouth Students on Facebook. The UmassDStudents YouTube channel launch is scheduled for May 2019
- In an effort to continue to improve the programs and services offered to current student veterans and to expand the population of student veterans, a University-wide Student

Veterans Task Force was launched in Spring 2019 with an 18 month work period articulated to address priorities including but not limited to: campus climate; recruitment/admissions/tuition benefits; financial assistance/scholarships; academic advising and support; faculty and staff education and training; personal support and opportunities to thrive; alumni, faculty and staff connections; designated space and signage on campus; web and other media; and recognition (orientation, Veterans Day, Commencement)

Academic Support

- **A Student Success Website:** www.umassd.edu/studentsuccess provides students with tools and guidance that assist them with navigating their path to graduation.
- **Advising Roundtable:** includes professional advisors and individuals with direct student interaction, addressing situations, needs and obstacles that impact progression towards degree completion.
- **Let's Get Ready (LGR):** LGR provides peer-led support from high school through college to enable first generation and low-income students to get to and through college. LGR hires Student Success Coordinators, who work directly with students on academic performance, campus engagement, social and emotional skill development, career development, and financial aid.
- **Student Transition and Achievement Resource Center (STAR Center)** provides advising for College of Arts and Sciences students. Professional academic advisors, peer mentors, and faculty advisors from most Arts & Sciences majors and minors help students plan their academic career thoughtfully and thoroughly. Similar academic advising centers are now in place in both CCB and COE

Goal 3: An Active and Engaged University Community Focused on Excellence in Research, Scholarship & Innovation

UMass Dartmouth is a national Tier 1 doctoral research university with total research expenditures of about \$26 million. The Campus continues its work to strengthen its R2 status while providing faculty and students with enhanced opportunities for learning and discovery.

This year's focus was on building UMassD's externally funded research portfolio, particularly by encouraging and supporting researchers in fields where UMassD has not had much externally funded activity. To that end, UMass Dartmouth hired Hanover Research and AtKisson Training Group (ATG) to work with two different cohorts of faculty on proposal development. Hanover is working with the Community Research and Partner Initiative, a group of faculty who are

focused on the intertwined economic, health and educational challenges that face our region. ATG is working with lab-based scientists and engineers.

A new seed funding program was initiated this year to incentivize inter-institutional collaboration. Partner institutions for proposals funded this year include UMass Med, UMass Lowell, Brown, Boston University, Brigham and Women's Hospital, Michigan State and the Naval Undersea Warfare Center. In addition, UMassD has begun building a research support unit to provide assistance to externally funded researchers, by reducing the administrative burden of running funded research programs.

The Initiative for the Study of Asymmetrical Conflict and Counterterrorism (ISACC) is a newly formed interdisciplinary research group focused in understanding and preventing the spread of terrorism that has received three seed funding grants, and submitted its first major external grant proposals this year. It also launched a website: <https://uss-ct.herokuapp.com/>.

A new Honors College proposal was approved by the faculty senate in April 2019 which will attract and retain high academic achieving students and has a significant focus on undergraduate research activity.

UMassD also created and updated a large number of research policies to improve process, compliance and transparency. In FY19 the following research related policies were implemented or updated:

- ACA-013 Policy on Honorific Appointments
- ACA-019 Guidelines on Gifts and Grants Designation
- ACA-022 Policy on Cost Sharing
- ACA-023 Policy on Requests for Reduced F&A Recovery for Externally Funded Grants
- ACA-024 Policy on Disposition of Unexpended Balances on Fixed Price Contracts
- ACA-026 Policy on Distribution of Research Support Funds
- ACA-027 Policy on Research Support Funds Usage
- ACA-034 Policy on Use of Faculty Start-up Funds
- ACA-040 Policy on Carryforward of Indirect Cost Return Funds
- ACA-041 Policy on Carryforward of Miscellaneous Funds.

Accomplishments over the last five years as part of the 2020 strategic plan in this area include:

- Improved student-faculty ratio from 18:1 to 16:1
- Recruited multiple 1st choice tenure track faculty
- Received 16 Prestigious Grants including 4 Fulbrights, 2 National Science Foundation Career Awards and 3 National Science Foundation Major Research Instrumentation Grants
- \$55M expansion of the School for Marine and Science Technology

- \$11.5M invested in research lab improvements

Goal 4: Highly Productive Collaborations, Partnerships, and Community Engagement

UMass Dartmouth is a major driver of regional economic, social, and cultural development through the marshalling of our faculty, staff, and student expertise, talent and energy. Over the course of FY19, the university has initiated several high-impact strategies to advance this goal, including:

- Unifying the Advancement Division that brings together development, alumni relations, marketing, and public affairs to focus on strengthening the reputation and impact of the University.
- Stabilizing the development and alumni relations operations, resulting in FY19 projection to meet or exceed our \$2.7 million fundraising target.
- Establishing the first-ever UMass Dartmouth/Town of Dartmouth Compact and related working groups to collaborate on activities of mutual interest.
- Receiving and executing a three-year \$600,000 federal EDA grant to support development of the regional blue economy, and secured state and private matching funds.
- Establishing an innovative research-based, urban education-focused partnership with the Fall River public schools to support recruitment and retention of teachers and working to establish similar partnership with New Bedford public schools.
- Expanding outreach to the Portuguese-American community through the Center for Portuguese Studies and Culture, the Ferreira Mendes Portuguese-American Archives, and academic departments.
- Establishing a Community Engaged Research cluster of faculty to work with local community partners and stakeholders to build long-term collaborations that benefit the social, economic, ecological and physical well-being of the region.
- Bringing hundreds of area K-12 students and community members to the university for a presentation by UMass Dartmouth alumnus astronaut Scott Tingle, '87, who had recently returned from the International Space Station.
- Welcoming hundreds of community members to a conversation with two survivors of the Parkland, Florida school shooting about gun violence and student engagement. The

event was coupled with a successful gun buyback initiative in New Bedford and Fall River.

- Releasing the Leduc Center for Civic Engagement annual report indicating that 82 percent of the Class of 2018 had taken a service-learning course, and students had performed nearly 260,000 hours of community service valued at \$8 million.

Goal 5: Infrastructure and Processes in Support of Excellence

FY19 Highlights

P3 Project Summary

The \$132.1 million Public Private Partnership (P3) project will provide a new 1,210 bed/267,500 GSF mixed-use residential facility designed to enhance recruitment and retention of first-year students. Existing 40-year old first-year student housing will be replaced and \$66 million of deferred maintenance (DM) will be eliminated thereby minimizing the impact on debt capacity. The developer will pay \$625,000 to the University on an annual ground lease that provides for a price escalation of 3% every five years. After 45 years, building ownership reverts back to the University. A new \$27.9 million dining commons is also included in the residence hall project. Funded through UMassD and UMBA, this new 38,000 GSF dining facility will seat 800 and support student residence halls and the broader campus community. Both facilities are expected to open in Fall 2020.

The project is currently tracking within budget. The total construction cost billed through February 2019 is \$9.4 million or 8.4%. The project is currently on schedule. Site work is progressing for underground water lines, drainage utility work, and surface preparation for foundations and footings. Mass excavation, concrete footing and foundation work are underway at the dining facility. Steel and Masonry work will begin in late April.

SENG Project Summary

The Science and Engineering Building Systems Upgrade Project will address the most urgently needed repairs and upgrades to the building envelope, base building HVAC system, fire alarm and fire sprinkler system and accessibility upgrades. This renewal project will correct a \$32M backlog in deferred maintenance and \$6.8M in accessibility improvements, needed to reset the facility and allow for future unencumbered programmatic renovations.

The SENG Project received BOT Vote 1 initial approval last year at a total project cost of \$54.4M; however, with DCAMM committing \$25M, (not the anticipated \$34.4M) and the \$20M UMassD borrow, the total project cost has been revised to \$45M. Schematic Design and Certified Study are currently in process and submission to the BOT for Vote 2 final approval is expected in late FY19 or early FY20. The renovation work is anticipated to begin in Q4 of FY20.

Future: Multi-Disciplinary Science and Technology (MDST) Project

This project provides for a new 65,410 sf Multi-Disciplinary Science and Technology building that will support classroom and laboratory instruction in an integrated, state-of-the-art facility. The proposed building structure will offer a unique, flexible configuration that promotes interdisciplinary collaboration and interactive learning and discovery. Additionally, the project site design will anchor the planned science quad.

MDST design features include:

- First year laboratory teaching spaces for biology, chemistry, physics, general engineering;
- Engineering Project Lab for team and capstone projects in all engineering discipline;
- STEM tutoring center – focused on student achievement and success;
- Two high-capacity 90 student classrooms.

This project remains high on our priority list for the future if funding can be identified and secured.

Efficiency and Effectiveness Efforts (E&E)

The Dartmouth campus is in the process of implementing the following measures to enhance operational efficiency and organizational excellence

- The University has engaged a national firm to assist with market positioning within the rapidly changing higher education environment.
- The University has improved coordination among various academic and outreach units to better compete for federal funding.

Full-Time Faculty Re-engineering

Over the past six years, 144 of 350 tenure-track/tenured faculty positions have been redistributed across and between colleges/schools to strengthen high-demand majors, more evenly distribute the faculty workload across departments, and to position colleges/schools for successful accreditation outcomes.

Human Resources

Angela Callahan, the new Senior Associate Vice Chancellor (SAVC) for Talent and Diversity, launched significant change in the Office of Human Resources and is leading culture change efforts across the campus. The Office of Diversity, Equity and Inclusion was combined with the Office of Human Resources with a stronger and solid focus on talent and diversity. This alignment

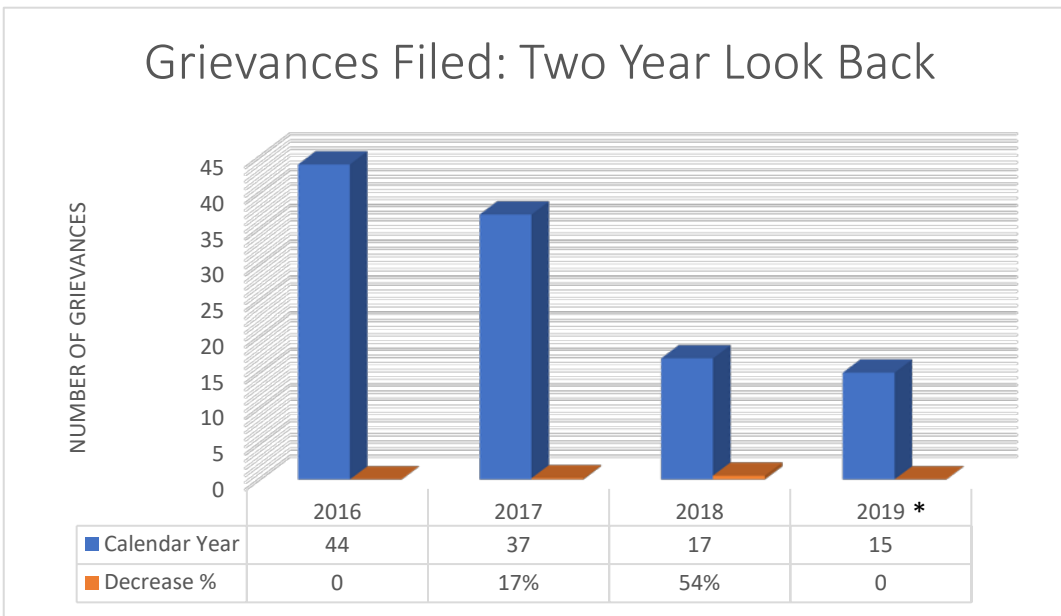
of two different departments has resulted in more streamlined services and elimination of redundancies.

In addition to merging the two offices, a key initiative has been the redesign of the service delivery model for human resources. Effective November 1, 2018, the Office of Human Resources began operating in a new HR service delivery model centered on increased partnerships, improved service, culture change, cost-savings and a thoughtful programmatic approach to diversity and inclusion and cultural competence. HR Business Partners are the foundation of the model and internally supported by the HR Centers of Excellence which include Organizational Behavior, Diversity & Inclusion and Labor Relations.

The Office of Human Resources is leading an Organizational Effectiveness engagement that spans all divisions of the University. This effort leverages a model with a structured process for collecting data, diagnosing key challenges, and making recommendations to address gaps that lead to a better organization. The HR leadership team partner with leaders to assess work and structures to make recommendations for change. Significant organizational changes have taken place for greater alignment, efficiencies, and over all service delivery.

The campus is working to establish effective, engaging and impactful diversity and inclusion programming. The University of Massachusetts Dartmouth is committed to promoting a campus culture and community where all are welcomed, respected, and valued. This commitment to diversity and inclusion is rooted in the belief that multiple points of view, life experiences, ethnicities, cultures, and belief systems are essential to fostering a vibrant working and learning environment. In order to develop an inclusive community, the University embraces diversity and cultivates leadership and engaged citizenship among students, faculty and staff.

Effective labor relations with all five bargaining units is a priority for UMass Dartmouth. There is a clear focus on management coaching to improve employee relations, positive relationship building with the unions to support positive culture change. As a result, there continues to be a decline in grievance filings as the Office of Human Resources works proactively with the employees, the unions, and managers to address employee relations concerns.



** NOTE: Higher number for to-date 2019 data currently reflects 12 similar grievances filed between only two employees in the AFT Maintainers Union for missed call-ins. Without those 12 duplicate filings the campus is trending for significant decrease for 2019.*

Administrative and Procurement Services

The Assistant Vice Chancellor, Michael LaGrassa and his team continued in FY20 to focus on maximizing available resources by the utilization of procurement strategies. This was done to drive costs down. The team is currently the lead on two system wide procurement initiatives for Janitorial Supplies and Multi-functional devices. It is expected that both will be finalized for FY20. It is projected that these initiatives through strategic collaboration, aggregation and standardization will drive approximately \$2 million in cost savings to the University System. The Dartmouth campus is anticipated to save approximately \$200,000 from these two initiatives.

Business Intelligence; Decision Support Initiatives

In FY20 the campus will continue to customize new software applications to enhance academic, administrative, and business operations and services.

- **TargetX** is an enrollment management package to engage prospective students to facilitate recruitment and admissions. It was used for the first time in the fall 2018 recruitment cycle and enrollment yield is expected to increase. Future plans are to extend the program for retention.
- **Tableau** is a data visualization tool connects multiple data sources for display on interactive dashboards. Budgetary mapping has been completed and other data sets

are being identified. This is a key step toward improving transparency in information access.

- **HelioCampus** is a higher education analytics platform that creates dashboards for data, e.g. admissions, enrollments, retention, and financial aid, to inform strategies to improve student success and fiscal stewardship. This program was acquired in FY18 and implementation is ongoing. This will enable admissions, marketing and colleges to be strategic in their decision-making centered around recruitment and persistence towards degree completion.
- **BonitaSoft** is a business process management and workflow application platform. The user can create workflow- or process-based e-business applications to improve access and efficiency. After the team receives training, they will first prototype the add comp workflow, before converting other university business processes.
- **Salesforce** uses social, mobile, and cloud technologies to connect all information and communication across campus.
- **Axiom Software** by Kaufman Hall is being adopted by the UMass system to improve budgeting and financial forecasting processes, including position planning. Full implementation is expected in FY20.

The campus has executed numerous initiatives to improve our service excellence through the University’s commitment to benchmarking efficiencies. This has allowed the campus to anticipate and proactively align services, decrease expenses, and seek revenue opportunities.

FY20 Revenue

The Dartmouth campus has increased in-state undergraduate tuition and mandatory fees by \$437 or 3.14%. This will result in In-State tuition and mandatory fees to be \$14,358 per year. We used a flat state appropriation except in the calculation of fringe benefits. Our investment returns were conservatively budgeted. Revenues from auxiliary activities include an increase to housing of 5% and dining of 3%. However, with the flat enrollment and the closing of a freshman dorm, gross auxiliary revenues are expected to decline but net revenue will remain similar to FY19. All funds revenue is projected to increase by 2.5%.

In-State Undergraduate Tuition & Mandatory Fees

	FY19	FY20	\$ Change	% Change
Dartmouth	\$13,921	\$14,358	\$437	3.1%

FY20 Expenditures

The 2020 budget was built using historical data along with current enrollment trends with plans to scrutinize every expenditure, including new hires and replacements. This was done so that expenditures can be aligned with the Universities’ strategic objectives that include focusing on retention and recruitment of students.

FY20 Enrollment

The Dartmouth campus is projecting flat FTE enrollment for non-law school graduate and day undergraduate students for FY20. Enrollments in both the University’s On-Line and Law School are budgeted with modest increased enrollments. These projections are based on current application and deposit trends for undergraduate, graduate, law school and online enrollment as well as its continuing student retention efforts. Excluding the temporary bump provided by Mount Ida transfers, applications for first year freshman both in-state and out of state continue to be ahead of the previous year as are enrollment deposits for both freshman and transfers. Similarly, graduate and law school applications and deposits are trending ahead of FY19.

The campus continues in its efforts to implement new recruitment strategies utilizing technology, including Constituent Relationship Management (CRM) techniques, and expanded outreach efforts beyond its primary enrollment areas. A new financial aid awarding strategy has also been developed to assist the campus in achieving its enrollment targets.

Undergraduate areas targeted for growth include biomedical engineering, business, criminal justice, cybersecurity, computer science, data science and fine arts. Graduate programs in law, business and data science are also expected to grow.

Dartmouth Students (FTEs)	Fall Actual				Budget
	FY2016	FY2017	FY2018	FY2019	FY2020
In State	6,705	6,410	6,211	6,191	6,218
<i>In State Growth</i>		-4.4%	-3.1%	-0.3%	0.4%
Out of State	1,061	1,148	1,075	1,139	1,073
<i>Out of State Growth</i>		8.2%	-6.3%	5.9%	-5.8%
Total	7,766	7,558	7,286	7,330	7,291
<i>Total Growth</i>		-2.7%	-3.6%	0.6%	-0.5%

NOTE: FY2019 out-of-state numbers received a boost from Mount Ida transfers. The budgeted number for 2020 is higher than previous years once the Mount Ida bump is removed.

Retention/Persistence Efforts

Freshman year was re-engineered to include focused advising/help services for undecided students. All colleges have added professional advisors to support undergraduates. First-year retention rate in fall 2017 was 74.2% up from 73.4% in 2016. The 4-year graduation rate decreased slightly from 37.1% (2017) to 34.27% (2018) while the 6-year graduation rate increased significantly from 48.5% (2017) to 56.27%. In other words, though just over a third of UMassD students graduate in four year, well over half graduate in six. Early intervention strategies and expanded Summer Bridge programs will continue in FY20.

FY20 Staffing

In years prior to FY19 UMassD had multiple years of enrollment declines but did not strategically align its budget with the decline in revenue. In FY19 the campus began an Executive Staff Review Committee to review all vacant and proposed positions. The Committee is composed of senior level members of the cabinet who meet weekly to discuss various position requirements including promotions. In FY20 the University will continue to review closely all staffing, with a goal of incorporating a perspective toward “right sizing” to the current scale of the University’s operations. This will most likely result in a reduced staffing headcount that will be addressed through the Shared Services Initiative and through attrition.

Employee FTEs	Actual		Budget	Actual	Budget
	FY2017	FY2018	FY2019	FY2019	FY2020
Restricted					
Faculty	4	4	4	7	5
Staff	18	32	32	34	35
Total Restricted	22	36	36	41	40
<i>FTE Change (#)</i>		14	-	5	(1)
Unrestricted General University Ops					
Faculty	419	452	452	460	457
Staff	571	593	593	584	578
Total General University Ops	990	1,045	1,045	1,044	1,035
<i>FTE Change (#)</i>		55	-	(1)	(9)
Unrestricted Aux./Independent Business					
Faculty	-	-	-	-	-
Staff	107	106	106	102	102
Total Aux./Independent Business	107	106	106	102	102
<i>FTE Change (#)</i>		(1)	-	(4)	0
Total Faculty & Staff	1,119	1,187	1,187	1,186	1,177
		6.1%	0.0%	0.0%	-0.8%

FY20 Programs – Planned changes

Allocation of the academic affairs budget is continuously reviewed in order to realign resources to match enrollment, instructional and research needs of colleges and departments. Over the past six years, realignment of faculty positions has yielding savings of \$2.5 million. Re-alignment of budget will be ongoing in the coming years as well. Academic Affairs will continue to work with Colleges and Departments to facilitate re-engineering of their existing programs, where needed and possible, to meet the changing needs of students.

Key Metrics

Staffing costs remain the single largest expense and the lack of funding of prior years’ collective bargaining agreements continues to hamper the campus’ ability to make strategic investments

and increase our operating margin. A debt service ratio of 7.0% to operations is expected for FY20.

Key Ratios	Actual			Budget	Q3 Proj	Budget
	FY2016	FY2017	FY2018	FY2019	FY2019	FY2020
Operating Margin (%)	3.1%	3.4%	1.1%	1.1%	0.7%	0.7%
Operating Margin (\$)	7,434	8,442	2,801	2,808	1,793	1,846
Operating Cash Flow Margin (%)	12.1%	13.9%	10.6%	11.0%	12.7%	12.0%
Operating Cash Flow Margin (\$)	28,208	33,475	25,525	27,915	31,859	31,203
Debt Service Burden (%)	8.4%	7.8%	7.6%	7.1%	7.7%	7.0%
Annual Debt Service Coverage (x)	1.4	1.8	1.3	1.5	1.6	1.7
Spendable Cash & Investments to Op Expenses (x)	0.17	0.20	0.24	0.21	0.20	0.18
Financial Leverage (x)	0.20	0.21	0.28	0.16	0.14	0.14
Enrollment	7,766	7,558	7,286	7,436	7,330	7,291
Enrollment (% Change)	-2.1%	-2.7%	-3.6%	2.1%	0.6%	-0.5%

Campus Budget Reduction

In order to address budget shortfalls and generate limited resources to invest in new strategic initiatives having potential for revenue growth, the Dartmouth campus will implement the following:

- Continue reduced contingency expenses
- Retain fraction of salary savings
- Use unspent endowment for operations where appropriate
- Monitor/reduce over-time expenses
- Position control and unit resizing and rightsizing
- Implement strategic budget planning/prioritization/reallocation

Conclusion

With new leadership in place, guided by a visionary Chancellor who has recruited a strong and dynamic senior team, UMass Dartmouth is at an exciting crossroads. We have and will continue to design strategies to create and support our brand, increase enrollment through both recruitment and retention, redesign our academic programs to prepare students for the future of work, engage our alumni and donor base, and enhance the on-campus student experience. UMass Dartmouth has constructed a proposed operating budget that relies on reasonably attainable revenues, aggressive controls on spending, and innovative strategies to yield highly

positive outcomes and deliver high quality service to our students, the region and the Commonwealth.

Attachments:

- Campus Revenue & Expenses
- Tuition & Fee Schedule

FY20 University Operating Budget – Dartmouth Campus
 August 2, 2019

(\$ in Thousands)

Revenues	DARTMOUTH							
	Actual			Budget	Q3 Proj	Budget	Variance	
	FY2016	FY2017	FY2018	FY2019	FY2019	FY2020	\$	%
Gross Tuition & Fees	112,467	115,421	116,766	121,776	121,354	123,551	2,197	1.8%
Tuition Discounts	(35,987)	(38,179)	(38,795)	(38,467)	(43,244)	(43,226)	18	0.0%
Discount Rate	32.0%	33.1%	33.2%	31.6%	35.6%	35.0%	(0)	
Net Tuition & Fees	76,480	77,242	77,971	83,309	78,110	80,325	2,215	2.8%
Grants	18,511	19,534	18,925	19,100	18,825	18,951	126	0.7%
Sales & Service, Educational	71	45	96	96	136	-	(136)	-100.0%
Auxiliary Enterprises	48,835	48,349	47,666	51,911	49,292	52,413	3,121	6.3%
Other Operating	5,016	6,237	4,438	3,550	2,391	2,958	567	23.7%
State appropriations	75,971	80,436	83,740	84,198	86,126	89,352	3,226	3.7%
Other NonOperating	16,397	16,542	17,792	18,396	18,736	19,486	750	4.0%
Total Revenues	241,281	248,385	250,628	260,560	253,616	263,485	9,869	3.9%
% Growth	4.1%	2.9%	0.9%	4.0%	1.2%	1.1%		
Expenses	Actual			Budget	Q3 Proj	Budget	Variance	
	FY2016	FY2017	FY2018	FY2019	FY2019	FY2020	\$	%
	FY2016	FY2017	FY2018	FY2019	FY2019	FY2020	\$	%
Salaries & Fringe	142,174	142,247	150,061	150,699	152,524	156,795	4,271	2.8%
Non-personnel	63,166	64,262	65,795	74,595	66,552	71,711	5,159	7.8%
Scholarships and fellowships	5,001	4,821	5,023	5,001	5,090	5,018	(72)	-1.4%
Depreciation	17,904	18,647	20,481	21,503	21,741	21,741	-	0.0%
Interest	7,968	8,786	8,910	8,277	8,900	8,622	(278)	-3.1%
Total Expenses	236,213	238,763	250,270	260,074	254,807	263,887	9,080	3.6%
% Growth	4.8%	1.1%	4.8%	3.9%	1.8%	1.5%		

UNIVERSITY OF MASSACHUSETTS, DARTMOUTH

STUDENT TUITION & FEE SCHEDULES

FY 2020 TUITION & MANDATORY FEES

FY 2020 NON-MANDATORY FEES

FY2020 STUDENT FEES FOR REVENUE-BASED OPERATIONS

FY2020 ADMINISTRATIVE CHARGES INCLUDING SALES & SERVICES

FY 2020 TUITION & MANDATORY FEES
SUMMARY TABLE

	FY2018 Actual	FY2019 Actual	FY2020 Proposed	\$ Change FY2019-20	% Change FY2019-20
UNDERGRADUATE					
TUITION					
Undergraduate (resident)	\$13,166	\$13,496	\$13,833	\$337	2.5%
Undergraduate (non-resident)	\$27,880	\$28,716	\$29,578	\$861	3.0%
Undergraduate (regional & proximity)	\$17,891	\$18,428	\$18,981	\$553	3.0%
MANDATORY FEES					
Student Fee	\$155	\$175	\$175	\$0	0.0%
Technology Fee	\$250	\$250	\$350	\$100	40.0%
TOTAL MANDATORY FEES & TUITION					
Undergraduate (resident)	\$13,571	\$13,921	\$14,358	\$437	3.1%
Undergraduate (non-resident)	\$28,285	\$29,141	\$30,103	\$961	3.3%
Undergraduate (regional & proximity)	\$18,296	\$18,853	\$19,506	\$653	3.5%
RESIDENTS ONLY					
Standard Room	\$8,191	\$8,600	\$9,030	\$430	5.0%
Standard Board	\$4,562	\$4,699	\$4,840	\$141	3.0%
Subtotal	\$12,753	\$13,299	\$13,870	\$571	4.3%
TOTAL TUITION AND ROOM & BOARD					
Undergraduate (resident)	\$26,324	\$27,220	\$28,228	\$1,008	3.7%
Undergraduate (non-resident)	\$41,038	\$42,440	\$43,973	\$1,532	3.6%
Undergraduate (regional & proximity)	\$31,049	\$32,152	\$33,376	\$1,224	3.8%
GRADUATE					
TUITION					
Graduate (resident)	\$15,449	\$15,912	\$16,390	\$477	3.0%
Graduate (non-resident)	\$27,880	\$28,716	\$29,578	\$861	3.0%
Graduate (regional & proximity)	\$19,686	\$20,277	\$20,885	\$608	3.0%
Graduate Law School (resident)	\$27,016	\$27,826	\$28,661	\$835	3.0%
Graduate Law School (non-resident)	\$35,413	\$36,475	\$37,569	\$1,094	3.0%
Graduate Law School (regional & proximity)	\$28,831	\$29,696	\$30,587	\$891	3.0%
MANDATORY FEES					
Student Fee	\$155	\$175	\$175	\$0	0.0%
Technology Fee	\$250	\$250	\$350	\$100	40.0%
TOTAL MANDATORY FEES & TUITION					
Graduate (resident)	\$15,854	\$16,337	\$16,915	\$577	3.5%
Graduate (non-resident)	\$28,285	\$29,141	\$30,103	\$961	3.3%
Graduate (regional & proximity)	\$20,091	\$20,702	\$21,410	\$708	3.4%
Graduate Law School (resident)	\$27,421	\$28,251	\$29,186	\$935	3.3%
Graduate Law School (non-resident)	\$35,818	\$36,900	\$38,094	\$1,194	3.2%
Graduate Law School (regional & proximity)	\$29,236	\$30,121	\$31,112	\$991	3.3%
RESIDENTS ONLY					
Standard Room	\$8,191	\$8,600	\$9,030	\$430	5.0%
Standard Board	\$4,562	\$4,699	\$4,840	\$141	3.0%
Subtotal	\$12,753	\$13,299	\$13,870	\$571	4.3%
TOTAL TUITION AND ROOM & BOARD					
Graduate (resident)	\$28,607	\$29,636	\$30,785	\$1,148	3.9%
Graduate (non-resident)	\$41,038	\$42,440	\$43,973	\$1,532	3.6%
Graduate (regional & proximity)	\$32,844	\$34,001	\$35,280	\$1,279	3.8%

FY 2020 NON-MANDATORY FEES

	FY2018 Actual	FY2019 Actual	FY2020 Proposed	\$ Change FY2019-20	% Change FY2019-20
Administrative Fees					
Orientation (Freshmen)	\$265	\$270	\$270	\$0	0.0%
Orientation International students	\$260	\$260	\$260	\$0	0.0%
Orientation Transfer Students	\$150	\$150	\$150	\$0	0.0%
Graduation Fee (final semester only)	\$180	\$185	\$185	\$0	0.0%
Nursing Exam Prep Fee	\$356	\$390	\$401	\$11	2.8%
Nursing Exam Security Software Fee (BS Students Sophomore-Senior)	\$0	\$100	\$103	\$3	3.0%
Readmit Fee (students withdrawals and reapply)	\$60	\$60	\$60	\$0	0.0%
Continuation of Thesis Fee	\$250	\$250	\$250	\$0	0.0%
Withdrawn on Exchange Fee foreign exchange programs	\$250	\$250	\$250	\$0	0.0%
Withdrawn on Exchange Fee Formal exchange programs	\$600	\$600	\$600	\$0	0.0%
Withdrawn on Exchange Fee-Co-op Exchange programs	\$105-\$305	\$105-\$305	\$105-\$305		
Student Teaching Practicum	\$750	\$773	\$773-\$1,087		
Health Fees					
Health Insurance				TBD	TBD
International Fees					
International Student Fee	\$520	\$520	\$520	\$0	0.0%
Hessen Exchange Program Fee German Exchange Program	\$10,000-\$14,400	\$10,000-\$14,400	\$10,000-\$14,400	\$0	0.0%
Program Fees					
Arts & Sciences Major Fee (Humanities & Social Sciences)	\$414	\$426	\$426	\$0	0.0%
Arts & Sciences Major Fee (Sciences)	\$829	\$928	\$928	\$0	0.0%
Visual & Performing Arts Major Fee	\$876	\$902	\$902	\$0	0.0%
Business Major Fee	\$455	\$468	\$482	\$14	3.0%
Nursing Major Fee	\$805	\$885	\$973	\$88	9.9%
Nursing Major Fee-MLS	\$0	\$0	\$928	\$928	0.0%
Engineering Major Fee	\$1,200	\$1,350	\$1,350	\$0	0.0%
SMAST Major Fee	\$770	\$794	\$818	\$24	3.0%
SEPPCE Major Fee (formerly paying Arts & Sciences Fee)	\$414	\$426	\$426	\$0	0.0%
Technology Fee Law School	\$0	\$0	\$0		
Law School Summer Fee (per credit)	\$1,102	\$1,135	\$1,169	\$34	3.0%
Other Fees (Not Student Related)					
Applied Music (private music lessons)	\$662	\$733	\$755	\$22	3.0%
Alumni Fee**(final semester only)	\$20	\$20	\$20	\$0	0.0%

Note: MASSPIRG fee may be assessed based on student referendum as governed by MGL c.15A, sec.29; not subject to Board or President's approval

FY2020 STUDENT FEES FOR REVENUE-BASED OPERATIONS

	FY2018 Actual	FY2019 Actual	FY2020 Proposed	\$ Change FY2019-20	% Change FY2019-20
AUXILIARY CHARGES					
Auxiliary Fees					
Room and Board:					
Single Room	\$9,165	\$9,623	\$10,104	\$481	5.0%
Double Room	\$8,191	\$8,600	\$9,030	\$430	5.0%
Design Triple/Quad Room, Non A/C Trad	\$7,999	\$8,399	\$8,819	\$420	5.0%
Triple Room,w A/C: OG	\$8,179	\$8,588	\$9,017	\$429	5.0%
Double Room,A/C:OG/PD	\$8,719	\$9,155	\$9,613	\$458	5.0%
Cedar Dell "A" Room	\$9,049	\$9,502	\$9,977	\$475	5.0%
Cedar Dell	\$9,208	\$9,668	\$10,151	\$483	5.0%
New Apartments-4 Bedroom	\$9,618	\$10,099	\$10,604	\$505	5.0%
New Apartments-2 Bedroom	\$10,481	\$11,005	\$11,555	\$550	5.0%
Single,2-bed/1 bath a/c:Woodlands	\$10,049	\$10,551	\$11,079	\$528	5.0%
New Meal Platinum Plan	\$4,745	\$4,887	\$5,034	\$147	3.0%
New Meal Gold Plan	\$4,562	\$4,699	\$4,840	\$141	3.0%
New Meal Silver Plan	\$4,562	\$4,699	\$4,840	\$141	3.0%
New Meal Bronze Plan	\$2,856	\$2,942	\$3,089	\$147	5.0%
Parking:					
Reserved	\$550	\$550	\$550	\$0	0.0%
Summer Session	\$25	\$25	\$25	\$0	0.0%
Part-Time Students	\$50	\$50	\$50	\$0	0.0%
Part-Time Faculty & Staff	\$75	\$93	\$93	\$0	0.0%
Full-Time Students	\$185	\$185	\$185	\$0	0.0%
Resident Students	\$235	\$235	\$235	\$0	0.0%
Full-Time Faculty, Staff	\$150	\$185	\$185	\$0	0.0%
Program Fees (Continuing Education)					
*Division of Continuing Education					
Undergraduate Tuition (per credit)	\$332	\$332	\$342	\$10	3.0%
Undergraduate Tuition Accelerated BS in Nursing (per credit)	\$631	\$631	\$663	\$32	5.1%
Graduate Tuition (per credit)	\$0	\$0	\$0		
Undergraduate Tuition On-Line (per credit)	\$332	\$332	\$342	\$10	3.0%
Graduate Tuition On-Line (per credit)	\$0	\$0	\$0		
Graduate Tuition EDU & MAT program (per credit)	\$390	\$390	\$402	\$12	3.0%
Graduate Tuition ABA Program (per credit)	\$466	\$466	\$480	\$14	3.0%
Graduate MBA &MPP Program (per credit)	\$553	\$553	\$570	\$17	3.0%
Graduate MS in Computer Science Program	\$553	\$553	\$570	\$17	3.0%
Graduate MS in Nursing (per credit)	\$553	\$553	\$570	\$17	3.0%
On-line Technology Fee	\$150	\$150	\$150	\$0	0.0%
Application Fee	\$60	\$60	\$60	\$0	0.0%
Application Fee-ESL/ALCI	\$60	\$60	\$60	\$0	0.0%
ALCI/ESL Program Fee (per semester)	\$6,128	\$6,128	\$6,312	\$184	3.0%
Non-Credit Tuition	\$15-\$2000	\$15-\$2000	\$15-\$2000		

FY2020 STUDENT FEES FOR REVENUE-BASED OPERATIONS

	FY2018 Actual	FY2019 Actual	FY2020 Proposed	\$ Change FY2019-20	% Change FY2019-20
Campus Center (per credit)	\$5	\$5	\$5	\$0	0.0%
Library Fee (per credit)	\$6	\$6	\$6	\$0	0.0%
Registration (flat fee)	\$30	\$30	\$30	\$0	0.0%
Prior Learning Workshops	\$2,324	\$2,324	\$2,394	\$70	3.0%
College Fees	\$414-\$1200	\$426 - \$1350	\$426 - \$1350		
Corporate Contract Fee	\$137-\$515	\$137-\$515	\$137-\$515		
Pathways Program Fee in state (per semester)	\$5,430	\$0	\$0		
Pathways Program Fee out of state (per semester)	\$9,421	\$0	\$0		
Pathways Program Fee proximity(per semester)	\$7,438	\$0	\$0		
Student Teacher Practicum Fee (per 3 credits)	\$773	\$775	\$800	\$25	3.2%
New - Graduate Tuition: DNP in Nursing (per cr.) (OCE supported)	\$0	\$0	\$570	0	0%

FY2020 ADMINISTRATIVE CHARGES INCLUDING SALES & SERVICES

	FY2018 Actual	FY2019 Actual	FY2020 Proposed	\$ Change FY2019-20	% Change FY2019-20
Administrative Fees					
Application Fee (In-State)	\$60	\$60	\$60	\$0	0.0%
Application Fee (Non-State)	\$65	\$65	\$65	\$0	0.0%
Registration Fee Law School	\$200	\$200	\$200	\$0	0.0%
Late Fee	\$60	\$60	\$60	\$0	0.0%
Late Registration Fee (graduate only)	\$100	\$100	\$100	\$0	0.0%
Transcript Fee-Freshman Only	\$100	\$100	\$100	\$0	0.0%
Transcript nondegree only	\$20	\$20	\$20	\$0	0.0%
ID (Replacement Only)	\$30	\$30	\$30	\$0	0.0%
Enrollment Deposit	\$200	\$200	\$200	\$0	0.0%



LOWELL CAMPUS



FY20 Campus Budget Overview

The University of Massachusetts Lowell submits for review and approval its Fiscal Year 2020 Operating Budget totaling approximately \$495.8 million. The FY2020 Operating Budget presents a general plan for the year and outlines our priorities, resources and planned use of funds in FY 2020. The document considers the FY2018 actual financial statement results, the forecasted results for FY2019 and the projected outcome for FY2020 based on the campus budget planning and parameters established by the President's Office. Lowell's FY2020 Operating Budget has been developed within the context of our 2020 Strategic Plan and multi-year financial plan reviewed by the Board of Trustees in March 2019.

Key revenue and expense assumptions of the FY2020 budget include:

- State appropriation that reflects only an increase in funds for collective bargaining and the value of the change in fringe benefits for state funded employees per the President's Office guidelines.
- Projected 4.9% increase in revenue from tuition and fees (net of financial aid) resulting from student charge increases for in-state and out-of-state undergraduate students and growth in undergraduate enrollment.
- 7.5% increase in graduate and on-line revenue resulting from expanded course offerings and degree programs in on-line education for the summer and fall. The University plans to rebrand its continuing education division to *Graduate and Professional Studies* and to make significant increased investments in marketing, advising, Salesforce CRM, and website upgrades.
- Strategic growth-related cost increases include new faculty to maintain an 18 to 1 student to faculty ratio, financial aid and increases in operating funds for facilities and operations.
- Salary costs will increase 2.9% over last year and the cost of providing benefits is projected to increase 6.6%.
- Other cost drivers include depreciation, interest on building renovations, operations and maintenance expenses and continued investments for student services, classroom technology and network improvements.

The overall result of the changes in budgeted revenues and expenses for FY2020 is a projected \$2.8 million surplus or a 0.6% operating margin.

UMass Lowell 2020 Strategic Plan

The University of Massachusetts Lowell embarked on a strategic planning process in 2010 to define our vision for the future and create a road map to achieve our ambitious goals by 2020. We have regularly reviewed the plan with stakeholders from across the university community including the President's Office and Board of Trustees.



We hold ourselves accountable to the goals we have set. To measure our progress, the university publishes an annual Report Card ([UMass Lowell Report Card](#)). It is a useful gauge of what we have accomplished and what work remains ahead of us. The Strategic Plan was updated in March 2017 and the Report Card in March of 2019. Our multi-year financial plan (MYFP) is reviewed annually to reflect the planning, goals and benchmarks contained in the updates. The Lowell campus continues to aggressively pursue non-state revenues through expanded auxiliary operations such as hospitality and events services, our on-line, corporate and continuing education program and partnerships with industry and corporations.

Since 2010, the campus has made great progress in every area. Enrollment has climbed (+27%), research flourished (+22%), opportunities for experiential and international learning increased, the endowment has grown and collaborations with industry and other partners are thriving. In a sign of the national and international recognition of this progress, the university has steadily climbed in numerous college rankings.

UMass Lowell formally launched the public phase of *Our Legacy, Our Place: The Campaign for UMass Lowell* in 2016. The campaign surpassed its initial goal of \$125 million, having raised nearly \$136 million to this point. We have increased the goal to \$150 million by 2020, with a focus on enhancing student scholarship support.

Demographic changes and increased competition among all degrees and teaching modalities are impacting college and university enrollments across the region and country. Nowhere is that change more acute than in the Northeast, where birth rates remain the lowest in the country. And that trend is unlikely to change. As state funding has continued to fall short of salary, benefits and capital cost increases, the university continues to reallocate and reprioritize new funds toward strategic goals.

In FY19, the campus has taken a number of steps to meet its budget target including establishing a campus-wide committee on strategic cost savings to identify \$2 million in cost savings; reducing non-academic departmental base budgets by 5 percent; reducing on-going (annual) personnel costs by \$2 million and outperforming budget projections in key revenue areas such as sponsorships and gifts, grants, auxiliaries and events.

FY 2019 Budget Planning Assumptions

State Support

The University of Massachusetts Lowell FY2020 operating budget assumes an allocation of the state appropriation of \$127.7 million. This amount includes fringe benefit support and an increase in funds for collective bargaining for state funded employees.

Enrollment and Student Charges



FTE enrollments grew 71% between 2007 and 2018 and FTE enrollments are projected to grow another 1.8% this Fall 2019.

The campus reduced its 2020 enrollment target from 20,000 headcount (15,500 FTE) to 19,000 headcount (15,000 FTE) last year. This change represents an annual growth rate of 2.0% year-on-year (FTE students). Our FTE target for Fall 2019 is 14,862 a 1.8% increase over FY19. Reaching this target is dependent upon a combination of recruitment of First-Time First-Year (FTFY) freshman, recruitment of transfer students, retention of admitted students, progress of upperclassmen in their degree plans, and graduation rates. UMass Lowell is expanding undergraduate out-of-state and international recruitment effort; however, we are not budgeting growth in these areas at this time.

In-State Undergraduate Tuition & Mandatory Fees

	FY19	FY20	\$ Change	% Change
Lowell	\$15,180	\$15,648	\$468	3.1%

The university has proposed increasing tuition by \$368 for all in-state undergraduate students and a 2.3% increase for out-of-state undergraduate students (\$647). The university is also proposing an increase in the campus technology fee of \$100 to continue needed investments in classroom and laboratory building technology infrastructure as well as expand on-line educational resources and e-book offerings for students to assist in driving down textbook costs. The technology fee has not increased since 2014.

The enrollment growth and student charge increases will result in an estimated 4.9% increase in tuition and fee revenue (net of financial aid). Enrollment growth and efforts to expand the residential experience for students will generate a 2.3% increase in revenues from Residential Housing and Food Services. New revenues from the rate increases will support inflationary increases and capital improvements to residential and dining facilities.

Lowell Students (FTEs)	Actual			Actual	Budget
	FY2016	FY2017	FY2018	FY2019	FY2020
In State	10,686	10,890	11,465	11,792	12,181
<i>In State Growth</i>		1.9%	5.3%	2.9%	3.3%
Out of State	2,935	3,020	2,959	2,809	2,681
<i>Out of State Growth</i>		2.9%	-2.0%	-5.0%	-4.6%
Total	13,620	13,910	14,423	14,601	14,862
Total Growth		2.1%	3.7%	1.2%	1.8%

Financial Aid

Financial aid continues to grow as a percent of tuition revenues to mitigate student charge increases. This ratio is expected to be 24.7% in FY20 up from 20.3% in FY16. The campus has set



a 2020 goal to reduce undergraduate debt at graduation to \$30,000 and we have made modest progress in recent years with average debt dropping from \$32,744 to \$32,178 between 2017 and 2018. However, hitting our ambitious target will require additional funding for financial aid as well as an all campus approach to supporting financial literacy programming for students and reducing time to degree completion. Institutional financial aid increased more than \$20 million between FY2015 and FY2019 from \$43.7 million to \$64.0 million (per the University Financial Aid Report). The FY2020 operating budget includes an increase of \$2.5 million in institutional financial aid as well as additional funds from the *Our Legacy, Our Place Campaign* – both current use and endowment scholarship funds. The new funds will allow us to meet approximately 88% of need as we continue to review the balance between need and merit aid and how we use endowment and campus funds to attract and retain students.

Grants & Contracts

Grant and contract revenue from all sources are projected to increase 4.7% in FY2020. In FY17 the university renegotiated the federal Facilities and Administration (overhead) rate up from 51% to 53% in FY17 to 55% in FY18. The F&A rate further increased to 56.5% in FY19. F&A return is critical to offset costs incurred to support research and to seed and stimulate new research grants.

Faculty & Staff Planning

The campus has budgeted faculty in FY2020 with a targeted 18:1 student faculty ratio at the campus level. The campus is currently below this ratio target. A multi-year faculty hiring plan is reviewed annually to identify faculty resource needs at the College and Department levels and inform our resource allocation plan. The FY20 budget includes 10 net new full-time faculty.

Staffing levels have increased in areas of critical importance to the strategic plan, primarily in the facilities, public safety, student services and academic support areas. However, the campus continues to limit any new staff hires to only those personnel essential to the health and safety of the campus community or are critical to enhancing student success and revenue growth. We proactively manage and budget all positions to maximize vacancy savings during the fiscal year and to control growth in the base budget. This allows us to realize one-time savings from vacancies on an annual basis. The FY20 budget includes 4 net new full-time staff.



Employee FTEs	Actual		Budget	Actuals	Budget
	FY2017	FY2018	FY2019	FY2019	FY2020
Restricted					
Faculty	8	10	10	11	9
Staff	78	82	89	95	98
Total Restricted	86	92	99	106	107
<i>FTE Change (#)</i>		6	7	14	1
Unrestricted General University Ops					
Faculty	775	797	832	805	849
Staff	966	985	1,021	974	1,032
Total General University Ops	1,741	1,782	1,853	1,779	1,881
<i>FTE Change (#)</i>		42	71	(3)	102
Unrestricted Aux./Independent Business					
Faculty	-	-	-	-	-
Staff	38	38	78	75	76
Total Aux./Independent Business	38	38	78	75	76
<i>FTE Change (#)</i>		-	40	37	1
Total Faculty & Staff	1,865	1,912	2,030	1,960	2,064
		2.5%	6.1%	2.5%	5.3%

* The actual and snapshot FTE employee data reported in the table do not include all fully budgeted but vacant positions. For FY20, the campus is budgeting the addition of 10 new faculty and 4 new budgeted staff positions.

Other expenses

In addition to \$11.5 million in salary and benefit cost increases, the campus is projecting increased spending in support of its capital improvement and research programs, scholarships and inflation on fixed costs such as utilities and central services. Depreciation and interest expenses are projected to grow 4.8% and 6.0% respectively, adding \$3.2 million in costs to the budget. In addition, the campus is projecting a \$1M increase in lease costs. Grant and contract spend will increase approximately \$2.0M, and we project a 2% increase in the central services assessment, however, not all costs have been finalized such as the Data Center Optimization upgrade project, MGHPC, UMOL and UITS/BDL SiS projects.

Total campus operating expenditures are budgeted to increase 4.7%. The overall result of the changes in revenues and expenses is a projected positive 0.6% operating margin for FY2020. Achieving this bottom line will require the campus to continue to reallocate and reduce funding for personnel and non-personnel activities in the \$5 to \$6 million range.

Capital Planning & Facility Improvements

During fiscal year 2020 UMass Lowell will continue to move forward with its highest priority capital projects, primarily a renovation program. There are no new buildings planned for the



near future. The focus of our effort is on improving space utilization, addressing deferred maintenance and making code and ADA-related improvements to our facilities. In 2010 only 24% of campus buildings were accessible; today 96% are.

The renovations of Dandeneau and Perry Halls were completed in August 2018 and January 2019 respectively. The full renovation of Coburn Hall and the partial renovation of our Olsen Hall science building are moving forward despite the lack of state capital funding. Coburn work began last summer.

Based on an in depth FY17 analysis conducted by Sightlines, the campus has a deferred maintenance project backlog of \$ 925 million that needs to be addressed over the next 10 years. While documenting the challenges, the study also commended UMass Lowell's commitment to capital investments in major renovation projects and its annual funding of deferred maintenance projects. The campus FY19-24 financial plan assumes an annual investment of between \$16M and \$25M to renovation and maintenance projects from campus funds and an additional annual state commitment of approximately \$3M on average.

Continued annual increases in operating budget allocations for preventative and on-going maintenance will also slow the growth of the backlog. The University's operating budget fully recognizes the costs of depreciation (consistent with the financial statement presentation). This recognition provides cash flow for campus capital improvements.

Campus Ratios FY2018 and FY2019

Operating Margin

The University's original FY2019 Operating Budget approved by the Board of Trustees had a planned operating margin of 0.7% or \$3.3M. Currently, the campus is forecasting a slightly better operating margin of \$5.7M or a 1.2%. The campus is budgeting a \$2.8M or 0.6% operating margin for FY2019.

Debt Ratio

The campus projects our debt ratio to be 7.5% in FY19 and FY20. Our multi-year plan continues to hold this ratio under the 8.0% policy threshold (pending the implementation of GASB 87 Capitalized Lease Accounting)



*FY20 University Operating Budget – Lowell Campus
August 2, 2019*

Key Ratios	Actual			Budget	Q3 Proj	Budget
	FY2016	FY2017	FY2018	FY2019	FY2019	FY2020
Operating Margin (%)	0.2%	2.2%	1.6%	0.7%	1.2%	0.6%
Operating Margin (\$)	696	9,424	7,490	3,267	5,720	2,776
Operating Cash Flow Margin (%)	12.8%	14.6%	14.3%	13.8%	14.4%	13.5%
Operating Cash Flow Margin (\$)	51,839	62,350	64,009	63,593	67,216	65,544
Debt Service Burden (%)	7.5%	7.3%	7.4%	7.5%	7.4%	7.5%
Annual Debt Service Coverage (x)	1.7	2.0	1.9	1.8	1.9	1.8
Spendable Cash & Investments to Op Expenses (x)	0.34	0.31	0.29	0.22	0.26	0.27
Financial Leverage (x)	0.28	0.26	0.25	0.19	0.23	0.25
Enrollment	13,620	13,910	14,423	14,836	14,601	14,862
Enrollment (% Change)	1.9%	2.1%	3.7%	2.9%	1.2%	1.8%

Attachments

- Campus Revenue and Expenses
- Tuition & Fee Schedule



FY20 University Operating Budget – Lowell Campus
August 2, 2019

(\$ in Thousands)

LOWELL

Revenues	Actual			Budget	Q3 Proj	Budget	Variance	
	FY2016	FY2017	FY2018	FY2019	FY2019	FY2020	\$	%
Gross Tuition & Fees	224,065	243,228	256,002	269,821	261,718	274,927	13,209	5.0%
Tuition Discounts	(45,417)	(54,517)	(61,218)	(64,403)	(64,246)	(67,770)	(3,524)	5.5%
Discount Rate	20.3%	22.4%	23.9%	23.9%	24.5%	24.7%	0	
Net Tuition & Fees	178,648	188,711	194,784	205,418	197,472	207,157	9,685	4.9%
Grants	41,346	42,190	44,875	44,584	51,848	54,308	2,460	4.7%
Sales & Service, Educational	89	767	925	814	950	979	29	3.1%
Auxiliary Enterprises	57,782	60,570	65,030	66,774	68,095	69,681	1,586	2.3%
Other Operating	7,984	7,008	7,438	7,435	7,835	8,070	235	3.0%
State appropriations	104,725	111,859	117,668	120,354	122,942	127,702	4,760	3.9%
Other NonOperating	27,826	28,738	28,322	28,032	30,094	30,692	598	2.0%
Total Revenues	418,400	439,843	459,042	473,410	479,236	498,589	19,353	4.0%
% Growth	7.2%	5.1%	4.4%	3.1%	4.4%	4.0%		
Expenses	Actual			Budget	Q3 Proj	Budget	Variance	
	FY2016	FY2017	FY2018	FY2019	FY2019	FY2020	\$	%
Salaries & Fringe	239,536	249,312	262,133	273,894	275,107	286,589	11,482	4.2%
Non-personnel	114,923	116,761	121,734	124,252	125,080	133,023	7,943	6.4%
Scholarships and fellowships	9,134	9,316	9,983	11,261	11,261	10,891	(370)	-3.3%
Depreciation	32,985	34,127	37,806	39,236	40,554	42,514	1,960	4.8%
Interest	21,272	18,790	19,896	21,500	21,514	22,796	1,282	6.0%
Total Expenses	417,850	428,306	451,552	470,143	473,516	495,813	22,297	4.7%
% Growth	7.9%	2.5%	5.4%	4.1%	4.9%	4.7%		

UNIVERSITY OF MASSACHUSETTS, LOWELL

STUDENT TUITION & FEE SCHEDULES

FY2020 TUITION & MANDATORY FEES

FY2020 NON-MANDATORY FEES

FY2020 STUDENT FEES FOR REVENUE-BASED OPERATIONS

FY2020 ADMINISTRATIVE CHARGES INCLUDING SALES & SERVICES

FY2020 TUITION & MANDATORY FEES
SUMMARY TABLE

	FY2018 Actual	FY2019 Actual	FY2020 Proposed	FY19-20 \$ change	FY19-20 % change
UNDERGRADUATE					
TUITION					
Undergraduate (in state)	\$14,350	\$14,710	\$15,078	\$368	2.5%
Undergraduate (out-of-state)	\$31,415	\$32,357	\$33,004	\$647	2.0%
Undergraduate (New England Regional)	\$25,029	\$25,971	\$26,618	\$647	2.5%
MANDATORY FEES					
Campus Technology Fee (Undergraduate and Graduate)	\$250	\$250	\$350	\$100	40.0%
Student Activity Fee (Undergraduate& Graduate)	\$200	\$220	\$220	\$0	0.0%
TOTAL MANDATORY FEES & TUITION					
Undergraduate (in state)	\$14,800	\$15,180	\$15,648	\$468	3.1%
Undergraduate (out-of-state)	\$31,865	\$32,827	\$33,574	\$747	2.3%
Undergraduate (New England Regional)	\$25,479	\$26,441	\$27,188	\$747	2.8%
RESIDENTS ONLY					
Average Residence Hall Rent	\$8,254	\$8,400	\$8,610	\$210	2.5%
Average Board	\$4,242	\$4,348	\$4,450	\$102	2.3%
SUBTOTAL	\$12,495	\$12,748	\$13,060	\$312	2.4%
TOTAL TUITION AND ROOM & BOARD					
Undergraduate (in state)	\$27,295	\$27,928	\$28,708	\$780	2.8%
Undergraduate (out-of-state)	\$44,360	\$45,575	\$46,634	\$1,059	2.3%
Undergraduate (New England Regional)	\$37,974	\$39,189	\$40,248	\$1,059	2.7%
GRADUATE					
TUITION					
Graduate (in state)*	\$14,590	\$14,590	\$14,590	\$0	0.0%
Graduate (out-of-state)*	\$26,370	\$26,370	\$26,370	\$0	0.0%
Graduate (New England Regional)*	\$22,401	\$22,401	\$22,401	\$0	0.0%
MANDATORY FEES					
Campus Technology Fee (Undergraduate and Graduate)	\$250	\$250	\$350	\$100	40.0%
Student Activity Fee (Undergraduate& Graduate)	\$200	\$220	\$220	\$0	0.0%
TOTAL MANDATORY FEES & TUITION					
Graduate (in state)	\$15,040	\$15,060	\$15,160	\$100	0.7%
Graduate (out-of-state)	\$26,820	\$26,840	\$26,940	\$100	0.4%
Graduate (New England Regional)	\$22,851	\$22,871	\$22,971	\$100	0.4%
RESIDENTS ONLY					
Average Residence Hall Rent	\$8,254	\$8,400	\$8,610	\$210	2.5%
Average Board	\$4,242	\$4,348	\$4,450	\$102	2.3%
SUBTOTAL	\$12,495	\$12,748	\$13,060	\$312	2.4%
TOTAL TUITION AND ROOM & BOARD					
Graduate (in state)	\$27,536	\$27,808	\$28,220	\$412	1.5%
Graduate (out-of-state)	\$39,315	\$39,588	\$40,000	\$412	1.0%
Graduate (New England Regional)	\$35,346	\$35,619	\$36,031	\$412	1.2%

* Graduate fee charges are on a 9 credit load basis.

FY2020 NON-MANDATORY FEES

	FY2018 Actual	FY2019 Actual	FY2020 Proposed	\$ Change FY2018-19	% Change FY2018-19
<u>Administrative Fees</u>					
Mass PIRG (\$11/semester)	\$22	\$22	\$22	\$0	N/A
<u>International Fees</u>					
International Student Fee	\$1,000	\$1,000	\$1,000	\$0	0.0%
Hessen Exchange Program Fee	\$3,500	\$3,500	\$3,500	\$0	0.0%
Study Abroad Fee	\$300	\$300	\$300	\$0	0.0%
Faculty Led Study Abroad Fee**			Up to \$10,000		
<u>Health Fees</u>					
Student Health Insurance*	\$1,568	\$1,614	\$1,901	\$287	17.8%
<u>Program Fees</u>					
Nursing Testing Fee (cost per exam)	\$47 to \$80	\$47 to \$80	\$47 to \$80		
Advanced Health Assessment Fee (Graduate) ***	\$450	\$450	\$450	\$0	0.0%
Ed. D Online Summer Residency Fee	\$850	\$850	\$850	\$0	0.0%
M.Ed. Curriculum & Instruction Pre-Practicum Charge	\$150	\$150	\$150	\$0	0.0%
<u>Differential Tuition Charges</u>					
Francis College of Engineering Fee	\$875	\$950	\$950	\$0	0.0%
Kennedy School of Sciences Fee	\$670	\$745	\$745	\$0	0.0%
Music Fee	\$670	\$670	\$700	\$30	4.5%
Art Fee	\$500	\$500	\$700	\$200	40.0%
College of Education Fee (Undergrad & Grad)			\$300	\$300	
Honors College Fee			\$100	\$100	
Manning School of Business Fee	\$670	\$700	\$700	\$0	0.0%
Zuckerberg College of Health Sciences Fee	\$670	\$700	\$700	\$0	0.0%
Solomont School of Nursing Fee	\$0	\$0	\$1,000	\$1,000	

*Includes \$20 School Specific Fee

** Based on Faculty Led Study Abroad Course. Approved off-cycle by UMPO on 12/12/2018

*** Required of certain School of Health and Environment students taking a specific course at UMass Worcester.

Note: MASSPIRG fee may be assessed based on student referendum as governed by MGL c.15A, sec.29; not subject to Board or President's approval

FY2020 ADMINISTRATIVE CHARGES INCLUDING SALES & SERVICES

	FY2018 Actual	FY2019 Actual	FY2020 Proposed	\$ Change FY2019-20	% Change FY2019-20
SALES & SERVICE AND ADMINISTRATIVE CHARGES					
Administrative Fees					
Application Fee: Resident	\$60	\$60	\$60	\$0	0.0%
Non-Resident	\$60	\$60	\$60	\$0	0.0%
Graduate Certificate	\$50	\$50	\$50	\$0	0.0%
Returned Check Fee (Per Check)	\$30	\$30	\$30	\$0	0.0%
Late Fee (per Semester)	\$50	\$50	\$50	\$0	0.0%
Library:					
Lost Book Processing	\$30	\$30	\$30	\$0	0.0%
Replacement Book	\$130	\$130	\$130	\$0	0.0%
Lost Reserve Folder	\$30	\$30	\$30	\$0	0.0%
Corporate Library Patron	\$200	\$200	\$200	\$0	0.0%
Dissertation Archival Fee			\$50		
Other Fees (Not Student Related)					
Trust Fund Overhead Charge	up to 20%	up to 20%	up to 20%	\$0	0.0%
Athletics:					
Basketball:					
Kid ticket	\$3	\$3	\$3	\$0	0.0%
Adult Ticket	\$5	\$5	\$5	\$0	0.0%
Ice Hockey:					
Kids Ticket	\$10	\$11	\$11	\$0	0.0%
Student Ticket - non-UMass Lowell	\$10	\$14	\$14	\$0	0.0%
Adult Ticket	\$15	\$17	\$17	\$0	0.0%
Senior Tickets	\$10	\$14	\$14	\$0	0.0%
Group Tickets (20 people or more)	\$5 & \$7	\$7 & \$10	\$7 & \$10	\$0	0.0%
<i>City Ticket Surcharge for all UML Hockey Games included above.</i>					
Recreation Center Charges:					
Membership/12 Months 6:30 - 1:00 (tentative)	\$35-\$500	\$35-\$500	\$35-\$500	\$0	0.0%
Membership Card Replacement	\$20	\$20	\$20	\$0	0.0%
Special Programs and Classes	\$5-\$2500	\$5-\$2500	\$5-\$2500	\$0	0.0%

FY2020 STUDENT FEES FOR REVENUE-BASED OPERATIONS

	FY2018 Actual	FY2019 Actual	FY2020 Proposed	\$ Change FY2019-20	% Change FY2019-20
AUXILIARY CHARGES					
Auxiliary Fees					
<u>Residence Halls Rooms:****</u>					
<u>Rate A</u>					
Concordia Double	\$8,254	\$8,400	\$8,610	\$210	2.5%
Fox Triple /Quad	\$8,254	\$8,400	\$8,610	\$210	2.5%
Leitch & Bourgeois Quad	\$8,254	\$8,400	\$8,610	\$210	2.5%
<u>Rate B</u>					
Fox Double	\$8,849	\$8,500	\$8,750	\$250	2.9%
<u>Rate C</u>					
Fox Enhanced Double	\$8,849	\$8,650	\$8,870	\$220	2.5%
Leitch & Bourgeois Double	\$8,849	\$8,650	\$8,870	\$220	2.5%
<u>Rate D</u>					
ICC Double (& Quad)	\$9,755	\$9,250	\$9,500	\$250	2.7%
<u>Rate E</u>					
River Hawk Village Traditional	\$9,755	\$9,950	\$10,200	\$250	2.5%
Sheehy Suite	\$9,833	\$9,950	\$10,200	\$250	2.5%
<u>Rate F</u>					
Donahue Suites	\$9,833	\$10,350	\$10,600	\$250	2.4%
Concordia Singles	\$9,755	\$9,950	\$10,600	\$650	6.5%
Fox Special Single		\$9,950	\$10,600	\$650	6.5%
<u>Rate G</u>					
Riverview Suites East	\$10,868	\$10,868	\$11,150	\$282	2.6%
<u>Rate H</u>					
University Suites	\$11,023	\$10,950	\$11,250	\$300	2.7%
<u>Rate I</u>					
Merrimack Double	\$11,023	\$11,123	\$11,450	\$327	2.9%
Riverview Suites West	\$11,333	\$11,123	\$11,450	\$327	2.9%
<u>Rate J</u>					
River Hawk Village Standard	\$11,023	\$11,333	\$11,650	\$317	2.8%
1301 Middlesex	\$11,333	\$11,333	\$11,650	\$317	2.8%
Merrimack Single	\$11,333	\$11,333	\$11,650	\$317	2.8%
<u>Rate K</u>					
River Hawk Village Delux	\$11,333	\$11,600	\$11,900	\$300	2.6%
River Hawk Village Delux Townhouse	\$11,851	\$11,600	\$11,900	\$300	2.6%
Meal Plan Options:					
Platinum Unlimited + 350 points and 8 guest meals	\$4,832	\$4,988	\$5,120	\$132	2.6%
Gold Unlimited + 200 points and 8 guest meals	\$4,660	\$4,812	\$4,940	\$128	2.7%
Silver 125 Block Meals and \$450 points and 5 guest meals	\$4,242	\$4,348	\$4,450	\$102	2.3%
Program Fees (Continuing Education)					
Continuing Studies/Corporate Education Tuition/Fees: *					
Undergrad Tuition per Credit Hour face to face**	\$340	\$340	Up to \$360	\$0	0.0%
Graduate Tuition per Credit Hour face to face	\$575	\$575	Up to \$630	\$0	0.0%
Undergrad Tuition (High Tech/Corporate)	\$450	\$450	Up to \$450	\$0	0.0%
Undergrad Tuition (Online) per credit hour	\$380	\$380	Up to \$400	\$0	0.0%
MSB Undergraduate Online Courses and Audit	\$385	\$385	Up to \$425	\$0	0.0%
Graduate Tuition (Online) per credit hour	\$575	\$575	Up to \$630	\$0	0.0%
Graduate Tuition (MBA, Online & On-campus) distance per credit hour	\$655	\$655	Up to \$725	\$0	0.0%

FY2020 STUDENT FEES FOR REVENUE-BASED OPERATIONS

	FY2018 Actual	FY2019 Actual	FY2020 Proposed	\$ Change FY2019-20	% Change FY2019-20
Graduate Tuition (Education) per credit hour	\$470	\$470	Up to \$500	\$0	0.0%
MSIT and Masters in Engineering Management Program Pricing Pilot***	\$590	\$590	Up to \$625	\$0	0.0%
Application Fee	NA	NA	Up to \$750	\$0	0.0%
Registration Fee	\$60	\$60	Up to \$75	\$0	0.0%
CAS Engineering Application Fee+	\$30	\$30	\$30	\$0	0.0%
Late Registration Fee	\$50	\$50	\$75	\$0	0.0%
Returned Check Fee	\$30	\$30	\$30	\$0	0.0%
Parking Fees:					
a Faculty/Staff (per contracts)	\$350	\$375	\$400	\$25	6.7%
b Adjunct Faculty	\$80	\$110	\$110	\$0	0.0%
c Part-time Staff	\$175	\$175	\$175	\$0	0.0%
d Reserved/Designated Parking	\$1,300	\$1,300	\$1,400	\$100	7.7%
e Resident Students	Up to \$450	Up to \$450	Up to \$450	\$0	0.0%
f Commuter Students	Up to \$450	Up to \$450	Up to \$450	\$0	0.0%

* In addition, Continuing Studies/Corporate Education also conducts a variety of community, corporate and professional development programs, typically non-credit in nature, where charges are set as appropriate to the activity.

** Tuition is priced on the listed credit hour unless the contact hour is different. Tuition is then based upon the listed contact hour.

*** Pilot program where tuition rates will be set in select online programs based on the mix of online and on-campus courses available to students.

+\$7 of the \$75 charge will be used to provide CAS application fee waivers.

**** Waived for Resident Advisors.

Parking fee notes:

- a Faculty/Staff; Effective 12/7/18 \$375, Effective 9/1/19 \$400
 - b Adjunct Faculty; \$55 per semester effective 2/15/19. Will increase to \$60 per semester in Spring 2020 and \$65 per semester in Spring 2021.
 - d Eff 9/1/19: Cabinet members, \$1,400; Salem Lot and East Courtyard Preferred, \$700; Tremont, Cabot & West Courtyards Preferred, \$600
 - e,f Students accepted prior to 2014-15 academic year, \$385; students accepted in 2014-15, \$441 and new students accepted AFTER 2014-15, \$450 (no increase)
- Parking Fines: minimum, \$25; snow emergency parking violation, \$25; parking without decal, \$50; Expired Meter \$25; Handicapped parking violations, \$100.

MEDICAL SCHOOL

FY2020 Medical School Overview

The FY2020 operating budget for the University of Massachusetts Medical School (UMMS) demonstrates ongoing commitments to effective operations, thoughtful planning and infrastructure investment to support academic, teaching, research and public service excellence. The budget is predicated on our ability to continue to identify savings and cost avoidance measures through our sustained Efficiency and Effectiveness Program (E&E), while effectively managing revenues to support our mission-critical programs and activities. The operating budget supports decisions by campus leadership to limit discretionary expenditures to support continued investment in initiatives that extend the institution's ability to advance the health and well-being of the people of the Commonwealth and the world.

UMMS continues to excel in its most important mission: to attract the best and brightest students who are the Commonwealth's future physician, nurse and research leaders. The School of Medicine, the largest of the three graduate schools, continues to be recognized as a national leader in primary care education. In the latest *U.S News and World Report* graduate school rankings, UMMS maintains its perennial position among the top 10 percent of medical schools nationally for primary care, ranking 15th among 152 medical schools and 33 schools of osteopathic medicine, while maintaining a near perfect ranking for student satisfaction in the Association of American Medical Colleges' benchmarked data from all U.S. medical schools. The outstanding quality of the medical student cohort is reflected in the competitiveness of the applicant pool, the academic profile of admitted students, their performance on national licensure exams and their residency match results, with more than half of School of Medicine graduates staying in Massachusetts for their residency training. Strategic investments in the educational enterprise to support the increased class size and the admission of a limited number of highly-qualified out-of-state students have resulted in the successful enrollment of the targeted 162 students in the last two incoming classes. When the FY 2021 incoming class matriculates, the School of Medicine student body will increase to 648 medical students, of which 148 will be from out-of-state. The UMMS-Baystate Regional Campus in Springfield has been highly successful, attracting a sought-after and committed cohort of students focused on a career in population-based health care delivery.

The Graduate School of Nursing continues to navigate the complex landscape of a changing nursing profession, one in which the demand for advanced skills must be met by the nimble provision of nursing education, such as certificate programs and online courses. As a result, graduates from the Doctor of Nursing Practice degree program, the Graduate Entry Pathway and the traditional PhD program are meeting important needs in areas of practice, education and research for the campus and the region. Students and faculty are recognized nationally for their contributions to nursing practice, research and education; in 2018, a professor in the Graduate School of Nursing was recognized with the Chancellor's Medal for Distinguished Teaching, the highest teaching award bestowed annually on a member of the UMMS faculty.

The Graduate School of Biomedical Sciences, by attracting a highly regarded applicant pool to an exceptionally prominent faculty, a supportive environment and a curriculum that prepares graduates for a range of professions, consistently educates and graduates scientists who achieve notable success in academia and industry. The Graduate School's Center for Biomedical Career Development is a key differentiator among graduate programs for its focus on alternate career paths for graduates in the biomedical sciences, supporting the Commonwealth's global leadership position in the life sciences.

The medical school's world-class research enterprise is a key component of the outstanding academic environment. The UMMS research portfolio ranks in the top third among all U.S. medical schools for NIH funding. According to the Blue Ridge Institute for Medical Research, UMMS now ranks 34th nationally and 14th among all public medical schools in this important metric. As competition for federal support for biomedical research increases, UMMS has made strides in diversifying funding sources from both philanthropic and foundation supporters, including prestigious organizations such as the Chan Zuckerberg Initiative, which this year awarded a UMMS researcher a \$1 million, first-of-its-kind grant in imaging technology.

Research at UMMS is driven by internationally renowned faculty members, including a Nobel Laureate; a Breakthrough Prize and Lasker Award recipient; members of the National Academies; and Howard Hughes Medical Institute investigators. More than two dozen faculty are members of the prestigious American Academy of Microbiology; others are members of the National Academy of Inventors, Keck Fellows and Fellows of the American Association for the Advancement of Science; this year saw a UMMS faculty member be named a Searle Scholar; another received support from the highly-competitive and prestigious MIRA program of the National Institutes of Health. Achievements such as these drive UMMS research funding growth, with NIH funding up 4% and funding from all sources up 3%.

Campus Strategic Plan

With the current "Vision 2020" strategic plan coming to a close, UMMS leadership initiated a new strategic planning process in 2019. Working in support of the University System's overarching strategic priorities, Vision 2020 saw investments in the educational program, the research enterprise, workforce development, information technology and organizational development.

Key achievements from Vision 2020 include new teaching affiliations, led by the establishment of the first-ever regional campus at UMMS-Baystate; increased class size for the School of Medicine; new investments in research, including a rare diseases research institute and a cryo-electron microscopy core; FDA approval of the first of a new class of RNA interference therapies, as well as a new drug to treat spinal muscular atrophy—both based on discoveries made at UMMS; new gene therapy clinical trials; new clinical departments in ophthalmology & visual sciences, neurological surgery and dermatology; revised and restructured academic

personnel and human resource policies to support talent management and career development; and investments in faculty and student recruitment in support of diversity.

The new UMMS strategic plan process involves more than one hundred members of our academic health sciences community, who are meeting in work groups in five principal areas: Education, Basic Science Research, Translational Research, Community & Global Impact and Operational Excellence & Financial Stewardship.

Preliminary goals for the new plan seek to position UMMS as:

- A diverse, culturally competent and compassionate academic community;
- A profoundly important public medical school that contributes to the Commonwealth by making a deep and broad commitment to public service, workforce development, primary care, community engagement and health care innovation;
- An institution on the forefront of new and innovative educational and learning methods that optimally prepares the next generation of physician, nursing and biomedical science leaders;
- An international hub for cutting-edge discoveries and novel therapeutics that make a difference and impact lives around the world and
- A leader in the social determinants of health and health equity.

A draft plan will be ready for review in fall 2019 and will drive a new five-year plan for the campus for the period ending in 2025.

Efficiency and Effectiveness

UMMS's ongoing E&E efforts are a key component of its ability to achieve cost savings and meet its margin goals. UMMS identifies, evaluates and executes cost savings, cost avoidance and efficiency improvement projects throughout the entire enterprise. An internal E&E committee evaluates initiatives and provides a path for ideas to be brought forward. The committee collaborates with UMMS department heads on campus projects and on five-campus E&E committees. Areas of focus at UMMS include IT, where projects include online class enrollment, enhancements to PeopleSoft workflows and data storage optimization; Facilities Management, which streamlined maintenance contracts, optimized building systems, replaced air handling units with new efficient models and integrated work order management; Procurement and Accounts Payable, which saved more than \$20 million in each of the last two years through development and implementation of new competitive bidding processes, contract negotiations and implementation of a paperless AP processes ; and Library Services, which entered into a electronic journal portal agreement that provides access to more than \$1 million in journal content.

FY2020 Budget Planning Assumptions

FY2020 Revenue

Total revenues in FY2020 are projected to be \$911.3 million, an increase of \$15.3 million or 1.7% over budgeted FY2019 revenue.

Research

Revenue from sponsored research is budgeted flat with FY2019 at \$267.5 million. The award totals to date demonstrate a 2.8% increase from December FY2018 to December FY2019. For FY2020, anticipated new revenue from a record number of faculty-initiated grant applications in the pipeline is expected to offset the revenue decrease from expiring grants. Indirect cost recovery rates are budgeted to remain level pending the outcome of the new federal rate agreement process.

Student Charges

Tuition and fee revenue is expected to grow by \$2.4 million in FY2020 to \$32.2 million. This is attributable to:

- An increase of 32 out-of-state students in the School of Medicine next fiscal year. With the addition of 12 more out-of-state students in the FY2021 first-year class, all four classes will be at 162 students, with a total of 148 out-of-state MD students.;
- An increase of 18 additional students in the Graduate School of Nursing as a result of an expansion of the Graduate Entry Pathway program and the introduction of a new Advanced Generalist Masters program;
- A proposed increase of 1.5% in tuition and mandatory fee rates for the Medical School, Graduate School of Biomedical Sciences and Graduate School of Nursing;

It is projected that the class expansion, together with the addition of a cohort of out-of-state students, will generate \$2.0 million of additional revenue, and the rate increases will generate an additional \$400,000 of revenue. Moreover, online revenue is expected to continue to grow and exceed \$500,000.

State Support

The state maintenance appropriation for FY2020 reflects an additional \$900,000 for collective bargaining increases, along with associated fringe benefits, per the guidance provided by the President's Office, offset by a slight change in the assumed fringe rate.

Approximately \$2.0 million of state capital funding from DCAMM is anticipated to be received in FY2020 for UMMS approved capital projects.

FY2020 Expenditures

Total operating expenditures are budgeted to increase by \$15.5 million, or 1.8%, to \$889.9 million. This is primarily driven by budgeted salary increases. The budget assumes a 2% increase in salary rates which, with the associated fringe benefits, adds \$8.2 million in expenditures. Due to the minimal expected growth in revenue, other spending will be kept flat with very limited increases in support of strategic initiatives.

Funding support for academic departments includes an increase of approximately \$5 million, primarily in support of chair and faculty recruitments. Spending in educational support includes an additional \$1.0 million to address the needs of the increased class size, necessitating greater utilization of the UMMS-Baystate Regional Campus and clinical rotations at Cape Cod Hospital, as well as expanded student services. The budget also includes \$2.0 million for brokers fees that would be due upon the successful closing of a new VA of Central and Western Massachusetts Community-based Outpatient Clinic on the UMMS campus. To maintain a balanced budget, targeted reductions were made to offset strategic expense increases, which will be re-evaluated considering actual revenues as the year progresses.

UMass Medical School's Independent Business Operations

The independent operations of Commonwealth Medicine and MassBiologics of UMMS continue to contribute significantly to the campus. For FY2020 these operations are budgeted to contribute a positive net margin of \$15.8 million. Of this amount, \$2.9 million from MassBiologics' margin will be transferred to a sinking fund for the debt service on its bonds, bringing the balance to \$23.0 million at the end of FY2020.

Capital Planning and Facility Improvements

The plan for FY2020 anticipates approximately \$40 million in capital expenditures. Of this, \$2.0 million is from anticipated funding from DCAMM, with the remainder coming from campus funds generated by the independent business operations, Worcester City Campus Corporation, or the Medical School's operations. No additional borrowing or outside funding is assumed in the FY2020 budget. The only potential additional borrowing would be for the new VA facility on campus, should that initiative move forward.

FY2020 Enrollment – Recent history and projected enrollment changes

The School of Medicine's incoming Class of 2023 represents the third incoming class at the increased size of 162 students. This class is expected to be composed of 37 out-of-state students and 125 in-state students. With the last increase of 12 additional students in the FY2021 incoming class, this will bring the School of Medicine student body to 648 students across the four-year curriculum, with a total of 500 in-state and 148 out-of-state students. The limited number of highly-qualified out-of-state medical students included in this planned class expansion will enhance and diversify both the applicant pool and student body and is expected to have a positive impact on the reputation and national profile of the institution. The budget includes the

incremental costs associated with supporting the larger class size. The necessary facilities, infrastructure needs, and teaching affiliates are already in place and have accommodated this expansion.

The Graduate School of Nursing is planning to grow the Graduate Entry Pathway program to 42 students for FY2020 with 6 additional incoming students. Additionally, the GSN is rolling out a new Advanced Generalist Masters program with an anticipated 12 new students in FY2020.

The Graduate School of Biomedical Sciences and the MD/PhD Combined Degree Program are projected to remain largely unchanged from current levels. The tables below summarize overall student enrollment across the three graduate schools.

<i>by Residency</i> Students (FTEs)	Actual			Budget	Q3 Proj	Budget
	FY2016	FY2017	FY2018	FY2019	FY2019	FY2020
In State	788	788	768	762	788	806
<i>In State Growth</i>		0.0%	-2.5%	-0.8%	2.6%	2.2%
Out of State	268	282	306	349	364	397
<i>Out of State Growth</i>		5.2%	8.5%	14.1%	19.1%	9.0%
Total	1,056	1,070	1,074	1,111	1,153	1,203
<i>Total Growth</i>		1.3%	0.4%	3.4%	7.3%	4.4%

FY2020 Staffing - Recent history and projected staffing changes

Current staffing levels reflect the impact of reductions in force over the past several years, and those reductions carry forward into the FY2020 budget. Staffing levels on restricted funds remain level, in line with the anticipated grant funding. Budgeted staffing levels on unrestricted funding grow modestly with the planned recruitment of ten new tenure track faculty positions and limited additions in support of strategic initiatives.

Employee FTEs	Actual		Budget	Actual	Budget
	FY2017	FY2018	FY2019	FY2019	FY2020
Restricted					
Faculty	174	242	242	242	242
Staff	687	890	890	890	890
Total Restricted	861	1,132	1,132	1,132	1,132
<i>FTE Change (#)</i>		270	0	0	-
Unrestricted General University Ops					
Faculty	218	215	215	215	225
Staff	1,020	1,017	1,017	1,017	1,028
Total General University Ops	1,238	1,232	1,232	1,232	1,253
<i>FTE Change (#)</i>		(6)	0	0	21
Unrestricted Aux./Independent Business					
Faculty	18	13	13	13	13
Staff	1,327	1,278	1,278	1,278	1,278
Total Aux./Independent Business	1,345	1,291	1,291	1,291	1,291
<i>FTE Change (#)</i>		(54)	-	-	-
Total Faculty & Staff	3,444	3,655	3,950	3,950	3,975
		6.1%	8.1%	8.1%	0.6%

Key Metrics

The continued focus of UMMS leadership on managing operating margin has resulted in a budgeted operating margin for FY2020 that remains steady at 2.0%. Ongoing management actions taken include:

- Reductions in administrative, academic and support department spending;
- Improvements in margin from independent business operations;
- Additional revenue from the class size expansion and increases in tuition and fee rates; and
- Growth in gift and royalty revenue.

The budget does not include any impact for the potential construction of a new Veterans Affairs facility on campus other than \$2 million for brokers fees that would be due upon signing of the deal. Should the construction of the VA building move forward, commercial paper will be used to finance the building during construction and be converted to bonds upon completion, with the costs recouped through rent revenues once the facility is operational. Neither of these would impact the FY2020 operating budget, as the design and construction process is anticipated to run 20 months from the contract closing date.

The budget does not include any additional borrowing for FY2020. The debt service burden declines to 5.6% of operating expenditures in FY2020 primarily as a result of the FY2019 debt refinancing. The increase in FY2019 to 6.1% is a result of decline in operating expenditures in that year.

Key Ratios	Actual			Budget	Q3 Proj	Budget
	FY2016	FY2017	FY2018	FY2019	FY2019	FY2020
Operating Margin (%)	-1.1%	3.2%	2.2%	2.0%	2.1%	2.0%
Operating Margin (\$)	(10,599)	30,671	21,155	17,902	18,041	18,093
Operating Cash Flow Margin (%)	8.7%	12.8%	11.5%	13.2%	12.4%	11.6%
Operating Cash Flow Margin (\$)	85,444	124,814	110,201	117,508	108,341	105,375
Debt Service Burden (%)	5.2%	6.0%	5.1%	6.1%	5.8%	5.6%
Annual Debt Service Coverage (x)	1.7	2.2	2.3	2.2	2.2	2.1
Spendable Cash & Investments to Op Expenses (x)	0.23	0.30	0.43	0.35	0.50	0.50
Financial Leverage (x)	0.34	0.42	0.64	0.50	0.70	0.74
Enrollment	1,056	1,070	1,074	1,111	1,153	1,203
Enrollment (% Change)	-1.4%	1.3%	0.4%	3.4%	7.3%	4.4%

Campus Budget Reductions

Campus management continues to aggressively monitor spending and control costs across all departments and programs to maintain a budget that balances to a 2% operating margin. Through the course of developing this budget and carefully evaluating existing and potential new costs, over \$15 million of costs were eliminated to bring the budget in balance. Some of these include:

- Reductions in information technology spending to offset new initiatives and hold total spending flat;
- Reductions in facilities operations and maintenance spending to hold total spending flat; and
- Reductions in faculty affairs and research administration to offset increases in education support areas.

These are in addition to several actions taken by management over the past several years to reduce costs and enhance revenues, the impact of which continues into FY2020 and beyond. These actions include:

- Increasing revenue from tuition by expanding the School of Medicine class size to 162 with 37 out-of-state students at a higher tuition rate;
- Increases in tuition rates where possible while remaining competitive with peer institutions;

- Improving margin contribution from Commonwealth Medicine by identifying new revenue opportunities and reducing costs by eliminating staff positions that were not adequately supported;
- Improving margin contribution from MassBiologics through staff reductions and other expense reductions as well as additional revenue growth in contract manufacturing and international licensing opportunities;
- Reducing expenses through targeted reductions in administration and support departments including information technology, facilities, human resources, public safety, financial services, office of technology management, communications and diversity;
- Streamlining accounts payable and procurement functions to align real-time with departmental needs, and at the same time executing a competitive bidding process to achieve campus savings;
- Reducing expenses through targeted reductions in academic operations, including academic department non-base support, research core subsidies, and the global health and faculty affairs offices;
- Maximizing royalty revenue streams from the commercialization of UMMS research activities; and
- Increasing philanthropic investments and new gift revenue coming to UMMS.

These targeted actions have been devised to minimize the impact on the institution's core teaching and research missions so that the educational experience of the students and the success of the research enterprise will not be compromised.

With continued diligence and monitoring of UMMS's various operations, the benefits realized with the implementation of these actions will carry forward into FY2020 and beyond.

Conclusion

Strategic investments committed faculty support and fidelity to mission focus have kept UMMS at the forefront of academic health sciences research and education. As a part of a great university system, UMMS benefits from the growth, development and investments in the academic environment; the faculty; research & development; and especially in the national and international impact of the thousands of university alumni putting to good use the skills and training they acquired at UMass. UMMS has taken very seriously its institutional and societal responsibility to leverage its unique expertise and intellectual capacity to address the most challenging individual and public health issues facing Massachusetts and the global community.

From a system-wide perspective, UMMS is a valued partner with the other campuses, as demonstrated by the Medical School's coordination of the UMass Center for Clinical and Translational Science; the baccalaureate-MD pathway program; and the system-wide life sciences strategic plan. But UMMS is also aware that its specialized mission, world-class faculty

and state-of-the-art infrastructure can be leveraged to the great advantage of the UMass system. To do so successfully, UMMS will continue to boldly and seriously pursue its mission.

Attachment:

- Campus Revenue and Expenses
- Tuition & Fee Schedule

*FY2020 University Operating Budget – Medical School
August 2, 2019*

(\$ in Thousands)

MEDICAL SCHOOL

Revenues	Actual			Budget	Q3 Proj	Budget	Variance	
	FY2016	FY2017	FY2018	FY2019	FY2019	FY2020	\$	%
Gross Tuition & Fees	20,881	24,206	28,609	31,062	34,521	36,971	2,450	7.1%
Tuition Discounts	(2,269)	(2,751)	(3,320)	(3,626)	(4,496)	(4,764)	(268)	6.0%
<i>Discount Rate</i>	10.9%	11.4%	11.6%	11.7%	13.0%	12.9%	(0)	
Net Tuition & Fees	18,612	21,455	25,289	27,436	30,025	32,207	2,182	7.3%
Grants	258,499	275,662	269,721	267,101	273,095	267,487	(5,608)	-2.1%
Sales & Service, Educational	12,443	12,790	14,023	12,359	12,359	12,454	95	0.8%
Auxiliary Enterprises	29,271	29,626	30,797	31,607	31,607	33,826	2,219	7.0%
Other Operating	258,246	190,611	268,909	184,249	180,440	181,547	1,107	0.6%
State appropriations	50,634	52,250	54,560	55,816	55,816	56,086	270	0.5%
Other NonOperating	5,699	37,945	27,800	23,490	26,710	26,608	(102)	-0.4%
Independent Business Lines	330,259	371,618	274,555	294,013	269,087	301,131	32,044	11.9%
Total Revenues	963,663	991,957	965,654	896,071	879,139	911,346	32,207	3.7%
% Growth	24.5%	2.9%	-2.7%	-7.2%	-9.0%	1.7%		
Expenses	Actual			Budget	Q3 Proj	Budget	Variance	
	FY2016	FY2017	FY2018	FY2019	FY2019	FY2020	\$	%
Salaries & Fringe	407,159	407,304	416,112	443,163	412,437	423,153	10,716	2.6%
Non-personnel	484,916	439,960	435,266	331,639	353,253	383,441	30,188	8.5%
Scholarships and fellowships	-	-	0	0	-	-	-	#DIV/0!
Depreciation	65,133	64,801	65,013	68,973	65,773	63,889	(1,884)	-2.9%
Interest	30,658	30,067	26,753	30,611	25,852	19,420	(6,432)	-24.9%
Total Expenses	987,866	942,132	943,144	874,386	857,315	889,903	32,588	3.8%
% Growth	21.7%	-4.6%	0.1%	-7.3%	-9.1%	1.8%		

UNIVERSITY OF MASSACHUSETTS MEDICAL SCHOOL

STUDENT TUITION & FEE SCHEDULES

FY 2020 TUITION & MANDATORY FEES

FY 2020 NON-MANDATORY FEES

FY 2020 STUDENT FEES FOR REVENUE-BASED OPERATIONS

FY 2020 ADMINISTRATIVE CHARGES INCLUDING SALES & SERVICES

**FY 2020 TUITION & MANDATORY FEES
 SUMMARY TABLE**

	FY2018 Actual	FY2019 Actual	FY2020 Proposed	\$ Change FY 2019 - 20	% Change FY 2019 - 20
TUITION					
Medical School - (in-state)	\$34,600	\$35,500	\$36,030	\$530	1.5%
Medical School (out-of-state)	\$59,400	\$61,050	\$61,960	\$910	1.5%
Graduate School of Nursing: *					
In state students	\$13,500	\$13,870	\$14,064	\$194	1.4%
NE Regional	\$16,740	\$17,200	\$17,444	\$244	1.4%
Out of state	\$18,450	\$18,960	\$19,230	\$270	1.4%
GSN Graduate Entry Program (year 1):					
In state students	\$42,000	\$43,220	\$43,854	\$634	1.5%
NE Regional	\$48,000	\$49,400	\$50,128	\$728	1.5%
Out of state	\$54,000	\$55,580	\$56,400	\$820	1.5%
Grad. School of Biomedical Science (in-state)	\$13,930	\$14,300	\$14,506	\$206	1.4%
Grad. School of Biomedical Science(out-of-state)	\$30,533	\$31,400	\$31,862	\$462	1.5%
MANDATORY FEES					
Equipment Fee (Medical & Nursing Schools)	\$325	\$325	\$334	\$9	2.8%
Assessment Fee (Medical School)	\$600	\$600	\$600	\$0	0.0%
Certification Fee (Medical School)	N/A	\$120	\$120	\$0	0.0%
Simulation Fee (CELS) (Medical School)	\$200	\$200	\$206	\$6	3.0%
Health / Counseling Fee (All Schools)	\$758	\$836	\$861	\$25	3.0%
Student Services Fee (All Schools)	\$195	\$195	\$195	\$0	0.0%
SUBTOTAL OTHER MANDATORY FEES					
Medical School	\$2,078	\$2,276	\$2,316	\$40	1.8%
Graduate School of Nursing	\$1,278	\$1,356	\$1,390	\$34	2.5%
Graduate School of Biomedical Science	\$953	\$1,031	\$1,056	\$25	2.4%
TOTAL MANDATORY FEES & TUITION					
Medical School - (in-state)	\$36,678	\$37,776	\$38,346	\$570	1.5%
Medical School (out-of-state)	\$61,478	\$63,326	\$64,276	\$950	1.5%
Graduate School of Nursing (in-state)	\$14,778	\$15,226	\$15,454	\$228	1.5%
Graduate School of Nursing (NE regional)	\$18,018	\$18,556	\$18,834	\$278	1.5%
Graduate School of Nursing (out-of-state)	\$19,728	\$20,316	\$20,620	\$304	1.5%
GSN Graduate Entry Program (in-state)	\$43,278	\$44,576	\$45,244	\$668	1.5%
GSN Graduate Entry Program (NE regional)	\$49,278	\$50,756	\$51,518	\$762	1.5%
GSN Graduate Entry Program (out-of-state)	\$55,278	\$56,936	\$57,790	\$854	1.5%
Grad. School of Biomedical Science (in-state)	\$14,883	\$15,331	\$15,562	\$231	1.5%
Grad. School of Biomedical Science(out-of-state)	\$31,486	\$32,431	\$32,918	\$487	1.5%

* Based on 18 credits

FY 2020 NON-MANDATORY FEES

	FY2018 Actual	FY2019 Actual	FY2020 Proposed	\$ Change FY 2019 - 20	% Change FY 2019 - 20
Ph.D./MD (in-state) *****	34,600	35,500	36,030	\$530	1.5%
Ph.D./MD Years 1-2 (out-of-state) *****	59,400	61,050	61,960	\$910	1.5%
Ph.D./MD Years 3+ (out-of-state) *****	59,400	61,050	61,960	\$910	1.5%
Administrative Fees:					
Commencement Fee	\$252	\$252	\$252	\$0	0.0%
Extension Fee - Medical Students (in-state)***	\$22,990	\$23,680	\$24,034	\$354	1.5%
Extension Fee - Medical Students (out-of-state)***	N/A	\$40,730	\$41,340	\$610	1.5%
Diagnostic Instruments - Medical Students	N/A	\$800	\$800	\$0	0.0%
FSSC Fee (Nursing School acute subspecialties)	\$350	\$350	\$350	\$0	0.0%
Typhon Software (Education Tracking Software - Nursing School)	\$125	\$125	\$128	\$3	2.4%
Graduate Entry Program ATI Fee (On-line modules for GEP Nursing Students)	\$1,165	\$1,200	\$1,236	\$36	3.0%
Nursing Leadership Fee (Nursing School)	\$140	\$140	\$140	\$0	0.0%
Program Fees:					
Doctoral Continuation Fee - Graduate School of Nursing **	\$2,250	\$2,250	\$2,318	\$68	3.0%
Elective Fee - Medical School	\$65	\$100	\$103	\$3	3.0%
Elective Fee - International - Medical School	\$500	\$1,000	\$1,000	\$0	0.0%
Continuing Course Fee - Graduate School of Nursing	\$100	\$100	\$100	\$0	0.0%
Program Fee - PhD/MD and Grad School of Biomed. Sci. **	\$90	\$100	\$100	\$0	0.0%
On-line Technology Fee - Graduate School of Nursing	N/A	\$25	\$25	\$0	0.0%
Lab Fees:					
Acute Care Lab Fee (Nursing School)	\$450	\$450	\$450	\$0	0.0%
Advanced Health Assessment (Nursing School)	\$1,000	\$1,000	\$1,000	\$0	0.0%
Clinical Lab Fee (Nursing School clinical year only)	\$2,000	\$2,000	\$2,000	\$0	0.0%
Health Assessment Lab Fee (Nursing School)	\$495	\$495	\$495	\$0	0.0%
Standardized Patient Lab Fee (Nursing School)	\$175	\$175	\$175	\$0	0.0%
Health Fees:					
Disability Insurance*	\$72	\$72	\$72	\$0	0.0%
Supplemental Health Insurance ****	\$4,207	\$4,357	\$4,050	(\$307)	-7.0%

* For AAMC accreditation, all Medical Students are required to hold some form of disability insurance. Disability insurance for Graduate Biomedical Science students is paid for by the Graduate School, and disability insurance is not available to students in the Graduate School of Nursing.

** Fees are on a per semester basis.

*** Fee is on an annual basis.

**** Supplemental Health Insurance and Disability Insurance fees are pass through costs and are subject to change pending final rates from the insurance carrier.

***** Ph.D./MD students are charged the MD or GSBS rates as appropriate for their year in the program and the PhD/MD fee is waived and only charged to the students if they later drop out of the program.

FY 2020 STUDENT FEES FOR REVENUE-BASED OPERATIONS

	FY2018 Actual	FY2019 Actual	FY2020 Proposed	\$ Change FY 2019 - 20	% Change FY 2019 - 20
Grad School of Nursing On-line (per unit)	\$750	\$775	\$781	\$6	0.8%

FY 2020 ADMINISTRATIVE CHARGES INCLUDING SALES & SERVICES

	FY2018 Actual	FY2019 Actual	FY2020 Proposed	\$ Change FY 2019 - 20	% Change FY 2019 - 20
Administrative Fees:					
Application Fee - Medical School	\$100	\$100	\$100	\$0	0.0%
Elective Application Fee - International - Medical School	\$100	\$200	\$200	\$0	0.0%
Application Fee - Grad. Sch. of Nursing	\$75	\$100	\$100	\$0	0.0%
Application Fee - Grad. Sch. of Biomed. Sci.	\$80	\$80	\$80	\$0	0.0%
GSN Registration Fee (non-matrices only)	\$30	\$30	\$30	\$0	0.0%
Late Registration / Late Payment	\$50	\$50	\$50	\$0	0.0%



PRESIDENT'S OFFICE



President's Office Budget Overview

The University of Massachusetts President's Office provides overall leadership to the University, coordinates with the campuses on various academic and financial initiatives, and provides shared services in the areas of information technology, internal audit, treasury, and procurement, among others. The President's Office represents the University in various ways including but not limited to with the Governor, Legislature, Executive branch agencies, the federal government and professional organizations. It also coordinates strategic planning efforts including academic affairs across the campuses, management and fiscal affairs including efficiency and effectiveness efforts, budgeting and forecasting, capital planning, information systems, legal matters, and human resources management. Overall planning, policy development and initiation of University-wide programs are carried out through the President's Office. These functions are carried out by several departments that report to the President and his Vice Presidents and are located in both Boston and Shrewsbury.

FY20 Revenue

The FY20 budget for the President's Office relies on funding from each of the five campuses. No State appropriation is directed to the President's Office for use but is instead maximized at the campuses.

FY20 Expenditures

The major expense drivers of the President's Office are different from the campuses because there is no direct financial aid provided nor any capital expenses. The most notable budget increase is in support of employees including employee wage increases and costs associated with fringe benefit support provided to the State.

FY20 Staffing

The President's Office staff is composed of the category of professional staff (i.e. no faculty) that support University leadership, advocacy, Board relations as well as certain administrative functions including University IT Services, Treasury, and Budget, among others. UMass Online as well as Building Authority staff are included in the FTE count for the System Office.



Employee FTEs	Actual		Budget	Actual	Budget
	FY2017	FY2018	FY2019	FY2019	FY2020
Restricted					
Faculty	-	-	-	-	-
Staff	89	87	91	81	114
Total Restricted	89	87	91	81	114
<i>FTE Change (#)</i>		(2)	4	(6)	33
Unrestricted General University Ops					
Faculty	-	-	-	-	-
Staff	295	305	324	327	322
Total General University Ops	295	305	324	327	322
<i>FTE Change (#)</i>		10	19	22	(5)
Unrestricted Aux./Independent Business					
Faculty	-	-	-	-	-
Staff	-	-	-	-	-
Total Aux./Independent Business	-	-	-	-	-
<i>FTE Change (#)</i>		-	-	-	-
Total Faculty & Staff	384	392	415	408	436
		2.1%	5.9%	4.1%	4.9%

Key Metrics

UMass President’s Office is projecting to increase its operating margin for FY20 in an effort to achieve a 2.0% operating margin. The office has conservatively budgeted revenues and expenses while staffing costs remain the single largest cost driver.

Key Ratios	Actual			Budget	Q3 Proj	Budget
	FY2016	FY2017	FY2018	FY2019	FY2019	FY2020
Operating Margin (%)	0.7%	6.4%	10.4%	1.3%	4.1%	2.0%
Operating Margin (\$)	702	7,470	12,443	1,631	4,890	2,682
Operating Cash Flow Margin (%)	16.4%	18.2%	17.5%	8.9%	9.2%	7.0%
Operating Cash Flow Margin (\$)	17,916	21,256	21,177	10,993	10,769	9,340
Debt Service Burden (%)	3.7%	3.4%	2.8%	4.1%	4.4%	3.9%
Annual Debt Service Coverage (x)	4.6	5.7	7.0	2.2	2.2	1.9
Spendable Cash & Investments to Op Expenses (x)	1.44	1.74	1.95	1.64	1.87	1.64
Financial Leverage (x)	1.95	2.35	2.46	2.55	2.55	2.64



Budget Reductions

While continuing to evaluate E&E Efforts, the President's Office is also working to review spending on vendors and contracts to ensure costs are properly reflected and to consolidate contracts wherever possible to achieve savings. Additionally, since staffing is the largest expense, the review of all positions is underway and the ability to fill vacancies requires the highest levels of approval.

Attachment:

- Campus Revenue and Expenses



FY2020 University Operating Budget – President's Office
August 2, 2019

(\$ in Thousands)

CENTRAL

Revenues	Actual			Budget	Q3 Proj	Budget	Variance	
	FY2016	FY2017	FY2018	FY2019	FY2019	FY2020	\$	%
Gross Tuition & Fees	5,204	6,461	6,144	6,684	6,816	6,818	3	0.0%
Tuition Discounts	-	-	-	-	-	-	-	0.0%
Discount Rate	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-	0.0%
Net Tuition & Fees	5,204	6,461	6,144	6,684	6,816	6,818	3	0.0%
Grants	13,848	18,644	20,651	17,325	18,855	24,579	5,724	30.4%
Sales & Service, Educational	2,253	2,192	2,154	129	1,693	1,863	170	10.0%
Auxiliary Enterprises	-	-	-	-	-	-	-	0.0%
Other Operating	78,416	80,649	83,159	90,794	83,528	90,559	7,031	8.4%
State appropriations	890	704	160	138	650	365	(285)	-43.8%
Other NonOperating	7,010	9,009	6,951	8,211	6,335	8,342	2,007	31.7%
Total Revenues	107,621	117,659	119,219	123,281	117,877	132,526	14,649	12.4%
% Growth	7.8%	9.3%	1.3%	3.4%	-1.1%	7.5%		
Expenses	Actual			Budget	Q3 Proj	Budget	Variance	
	FY2016	FY2017	FY2018	FY2019	FY2019	FY2020	\$	%
Salaries & Fringe	56,575	60,838	60,023	61,399	62,079	69,546	7,467	12.0%
Non-personnel	35,026	34,936	40,025	51,371	44,605	54,806	10,201	22.9%
Scholarships and fellowships	6	25	-	-	-	-	-	0.0%
Depreciation	9,240	9,439	3,719	3,773	2,826	3,733	907	32.1%
Interest	3,897	3,700	3,009	5,107	3,477	1,759	(1,718)	-49.4%
Total Expenses	104,744	108,938	106,776	121,650	112,987	129,844	16,857	14.9%
% Growth	7.6%	4.0%	-2.0%	13.9%	5.8%	6.7%		



BOARD OF TRUSTEES – FY20 BUDGET PRESENTATION

FY20 Budget

Board of Trustees: Administration & Finance Committee

August 2, 2019



University of Massachusetts

Amherst • Boston • Dartmouth • Lowell • Medical School • UMassOnline

Agenda

- Overview
- Revenue
- Enrollment
- Tuition & Fees
- Expenses
- Key Financial Ratios

Overview

FY20 Budget

Strategic Financial Management

- Total budget of \$3.5 billion
- 1.1% operating margin or \$38 million
- Competitive tuition rate increase of 2.5% for in state undergraduates and up to 3% for out of state and graduates

Strong Student Demand

- Enrollment growth has slowed because of demographic shift
- Despite that, growth of 0.7% to 65,816 FTEs
- Trend of improving student quality demonstrated by average GPA and SAT scores

Actively Reducing Costs

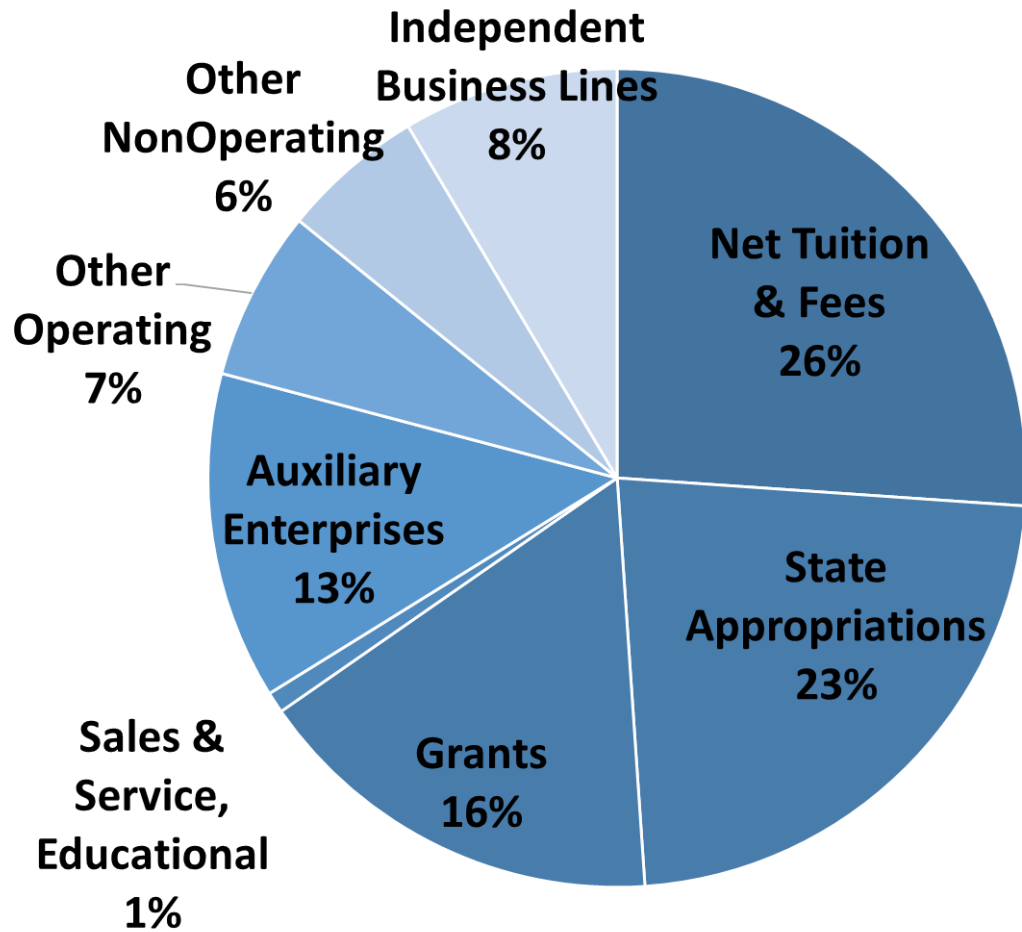
- Unified Procurement Services Team (UPST) implementation in January 2020
- Cost containment of \$44 million
- E&E efforts to date saved \$124 million

Improved Student Success

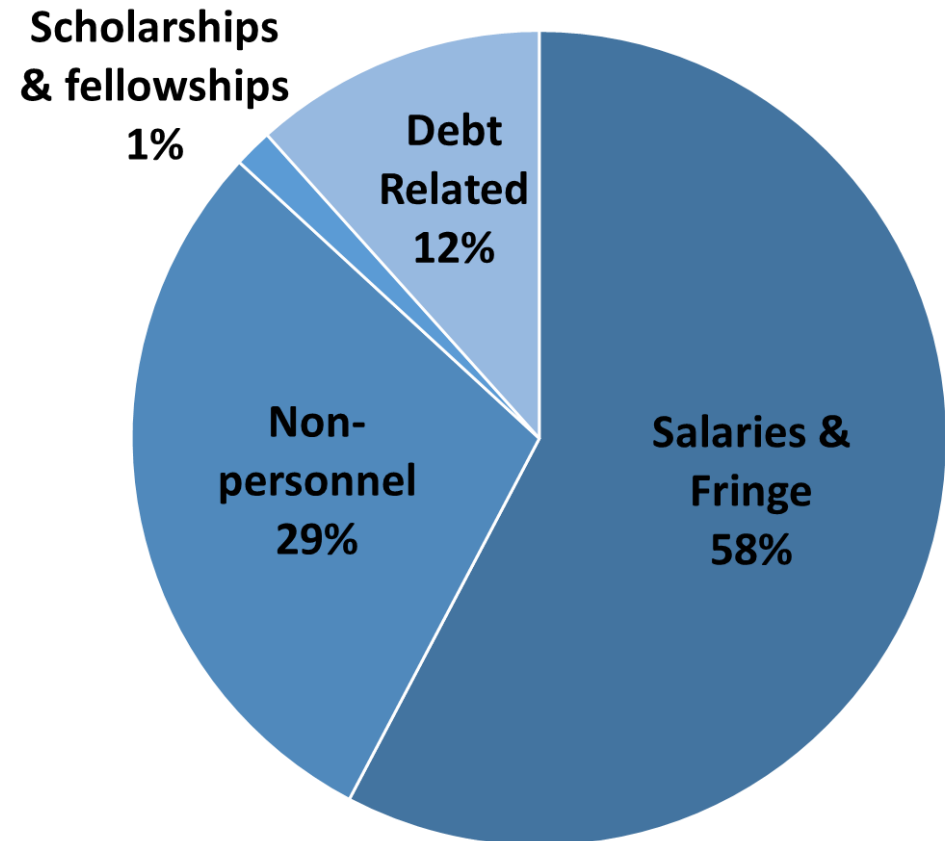
- Focus on improved student retention and graduation rates
- University funded financial aid supports over \$345 million of grants and scholarships to students; a 5.6% increase from last year.

FY20 Budget = \$3.5 Billion

Revenue



Expenses



FY20 Budget: Summary

(\$ in Thousands)

Campus	FY2020 BUDGET			
	Total Revenue	Total Expenses	OM\$	OM%
Amherst	1,353,748	1,340,857	12,892	1.0%
Boston	442,523	442,523	-	0.0%
Dartmouth	265,733	263,887	1,846	0.7%
Lowell	498,589	495,813	2,776	0.6%
Medical School	907,996	889,903	18,093	2.0%
President's Office	125,708	123,025	2,682	2.1%
Umass Online (1)	6,818	6,818	-	0.0%
Total (2)	3,522,225	3,483,937	38,288	1.1%

FY2019 PROJECTION			
Total Revenue	Total Expenses	OM\$	OM%
1,308,108	1,294,321	13,787	1.1%
429,871	429,871	-	0.0%
256,600	254,807	1,793	0.7%
479,236	473,516	5,720	1.2%
875,356	857,315	18,041	2.1%
111,031	105,602	5,429	4.9%
6,846	7,385	(540)	-7.9%
3,385,374	3,341,144	44,230	1.3%

(1) Reflects status quo Umass Online program

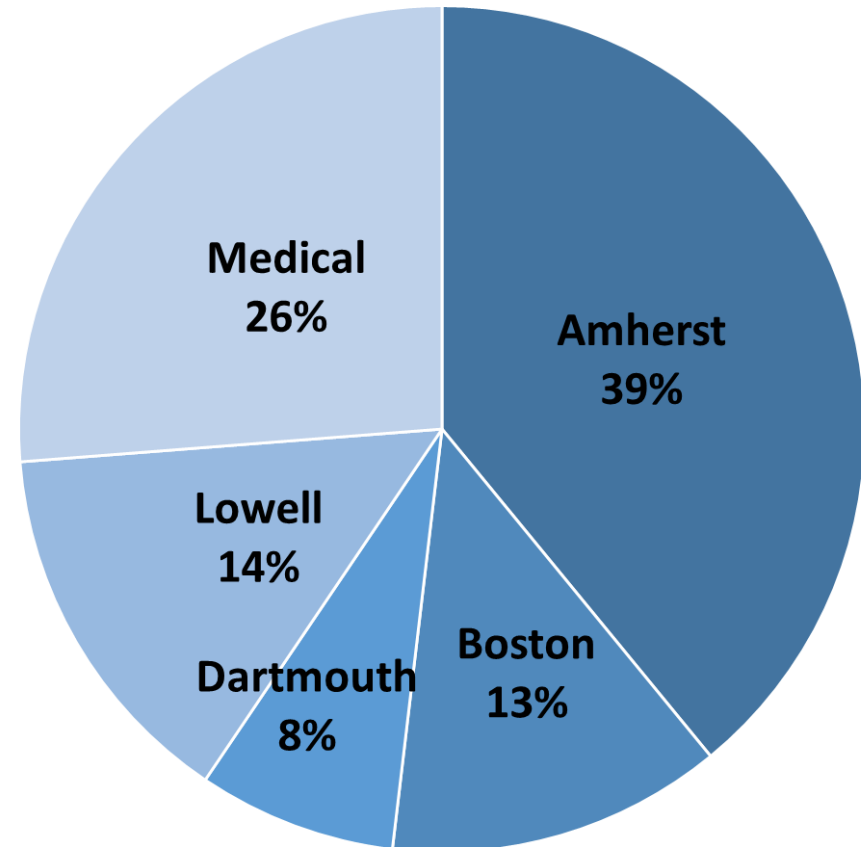
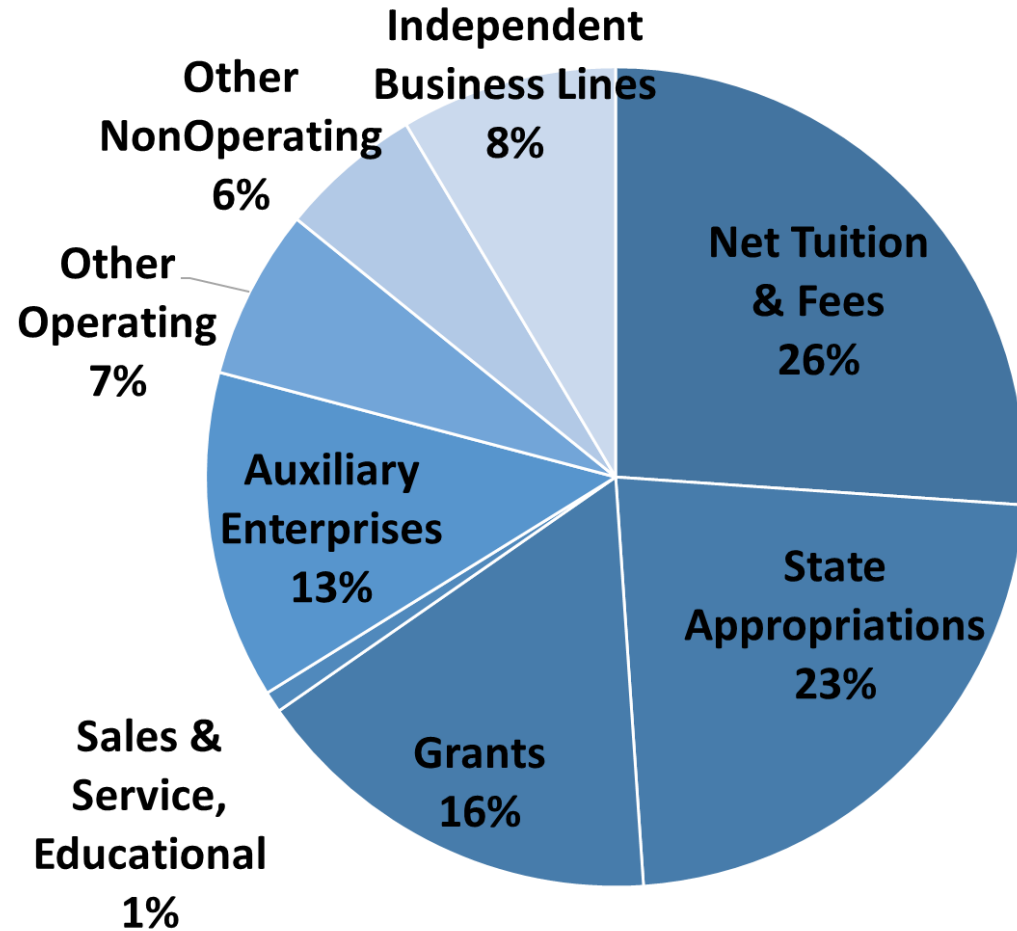
(2) Does not include impacts of GASB 68 & 75

Revenue

University Revenue = \$3.5 Billion

Category

Campus

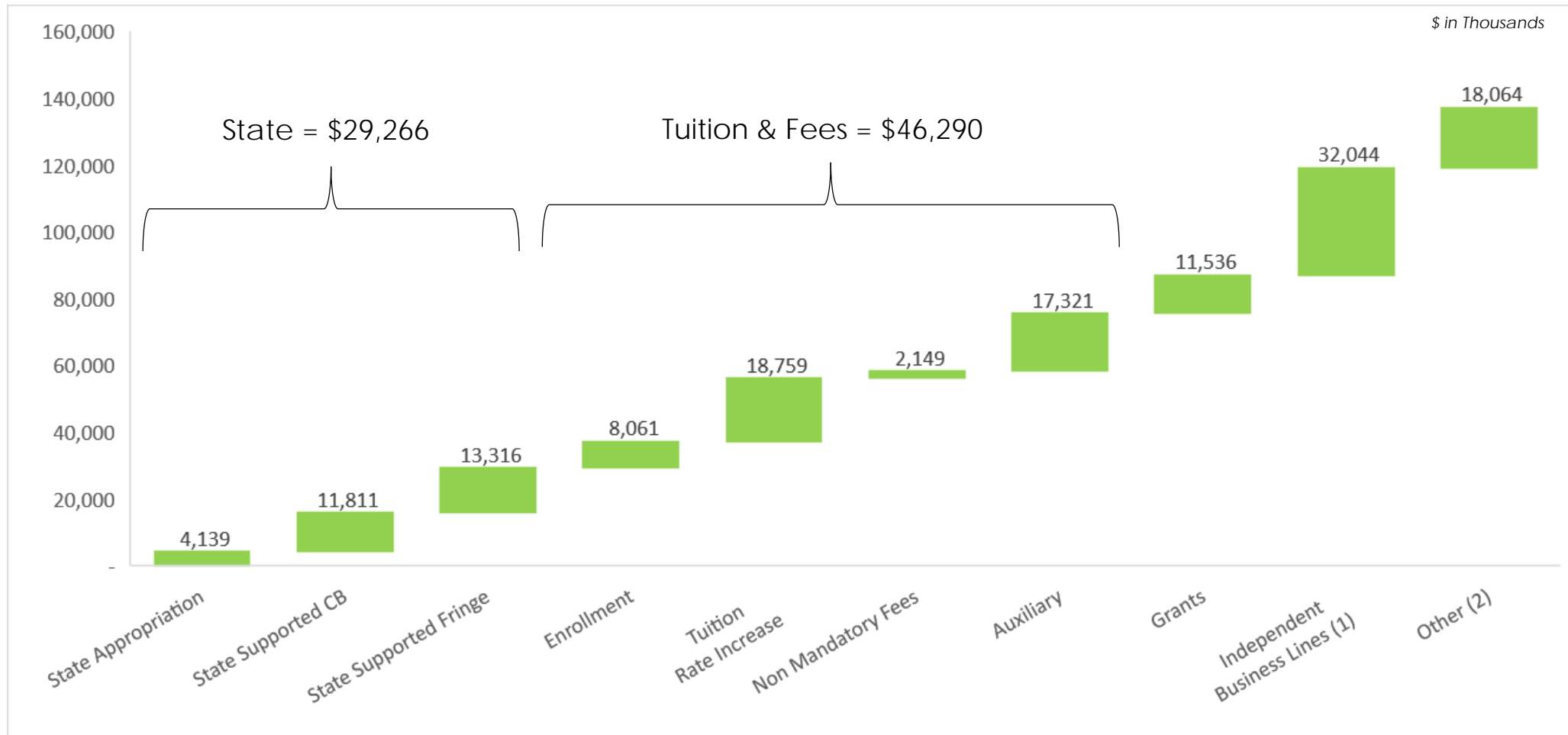


University Revenue: Assumptions

State Appropriation	1.0%
State Collective Bargaining	Year 3 = 2.0%
Modeled Tuition - In State UG	No more than 2.5%
Modeled Tuition - Out of State UG	No more than 3%
Modeled Tuition - Grad	No more than 3%
Mandatory - Tech Fee	\$350 annually
Mandatory - SAF	Case by Case
Non-Mandatory Fees	Case by Case

- State Appropriation: \$558 million reflected in FY20 state budget
- Tuition increases:
 - In State Undergraduate = 2.5%
 - Out of State & Graduate = No more than 3.0%
- Enrollment: Increase of 0.7%.

Total Revenue Growth = \$137 million or 4.0%



(1) Medical School: Mass Biologics and Commonwealth Medicine

(2) Other includes gifts, investment return and other miscellaneous revenue at ABDL

University Revenue: by Category

(\$ in Thousands)

Revenues	UNIVERSITY								FY20 Budget vs	
	Actual					Budget	Q3 Proj	Budget	FY19 Projection	
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2019	FY2020	\$	%
Gross Tuition & Fees	939,019	987,384	1,070,841	1,136,540	1,185,826	1,237,733	1,219,621	1,263,315	43,694	3.6%
Tuition Discounts	(201,186)	(222,164)	(244,025)	(288,708)	(311,947)	(328,164)	(328,023)	(342,748)	(14,725)	4.5%
Discount Rate	21.4%	22.5%	22.8%	25.4%	26.3%	26.5%	0.0%	27.1%	27.1%	
Net Tuition & Fees	740,116	765,220	826,816	847,832	874,825	909,569	891,598	920,567	28,969	3.2%
Grants	511,694	510,741	528,352	560,081	560,990	560,862	567,918	579,454	11,536	2.0%
Sales & Service, Educational	21,792	25,601	27,500	28,910	30,591	27,230	29,219	29,350	131	0.4%
Auxiliary Enterprises	349,485	362,193	383,281	400,822	416,733	434,685	439,375	456,696	17,321	3.9%
Other Operating	250,665	136,954	307,286	233,717	311,119	234,955	225,417	236,776	11,359	5.0%
State appropriations	570,618	621,200	669,748	720,817	751,894	760,518	776,249	805,515	29,266	3.8%
Other Non Operating	214,767	147,801	162,741	195,089	197,142	186,568	192,521	199,096	6,574	3.4%
Independent Business Lines	335,527	312,077	330,259	371,618	274,555	294,013	269,087	301,131	32,044	11.9%
Total Revenues	2,994,664	2,881,786	3,235,982	3,358,886	3,417,849	3,408,400	3,391,385	3,528,585	137,200	4.0%
% Growth		-3.8%	12.3%	3.8%	1.8%	-0.3%	-0.8%	4.0%		

Revenue: by Campus

(\$ in Thousands)

Revenues	UNIVERSITY								FY20 Budget vs	
	Actual			Budget		Q3 Proj	Budget	FY19 Projection		
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2019	FY2020	\$	%
Amherst	1,081,421	1,082,614	1,174,441	1,216,054	1,276,643	1,299,087	1,313,320	1,359,006	45,686	3.5%
Boston	362,033	376,122	406,402	423,334	426,589	436,969	429,871	442,523	12,652	2.9%
Dartmouth	227,596	231,692	241,281	248,385	250,628	260,560	253,616	263,485	9,869	3.9%
Lowell	361,849	390,156	418,400	439,843	459,042	473,410	479,236	498,589	19,353	4.0%
Medical School	937,704	774,094	963,663	991,957	965,654	896,071	879,139	911,346	32,207	3.7%
President's Office (1)	94,362	93,411	101,490	111,198	113,046	116,597	111,059	125,708	14,649	13.2%
Umass Online	7,395	6,432	6,131	6,461	6,173	6,684	6,818	6,818	-	0.0%
Total Revenues	2,994,612	2,881,786	3,235,982	3,358,886	3,417,850	3,408,400	3,391,385	3,528,585	137,200	4.0%
% Growth		-3.8%	12.3%	3.8%	1.8%	-0.3%	-0.8%	4.0%		

(1) President's Office revenue increase driven by grant revenue for the Donahue Institute.

University Revenue: by Program Area

(\$ in Thousands)

Revenues	UNIVERSITY								FY20 Budget vs	
	Actual					Budget	Q3 Proj	Budget	FY19 Projection	
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2019	FY2020	\$	%
(1) E&G (ABDL)	1,514,735	1,563,696	1,673,418	1,749,548	1,796,653	1,757,808	1,758,076	1,828,276	70,200	4.0%
Research (ABDL)	210,881	219,523	232,703	243,349	248,269	254,390	255,777	267,403	11,626	4.5%
Auxiliary (ABDL)	308,080	323,883	348,045	365,029	390,123	407,230	409,070	426,832	17,763	4.3%
(2) Other (Med)	629,483	511,148	722,615	657,066	764,367	677,190	681,300	692,779	11,479	1.7%
Law School	3,781	3,401	3,430	3,280	3,990	4,067	4,375	4,559	184	4.2%
Independent Business Lines	371,468	348,487	349,215	391,643	292,199	307,714	282,788	308,736	25,948	9.2%
(3) Total Revenues	2,935,356	2,885,171	3,252,580	3,326,336	3,416,188	3,408,400	3,391,385	3,528,585	137,200	4.0%
% Growth		-1.7%	12.7%	2.3%	2.7%	-0.2%	-0.7%	4.0%		

(1) E&G = Education & General; ABDL: Amherst, Boston, Dartmouth, Lowell; Total includes Online revenue

(2) Other: 85% of revenues are for the Medical School Research and Education; the remaining 15% are for ABDL revenues not reflected in other programs

(3) FY14 - 18 Revenue by program area excludes unrealized gains and losses; FY19- 20 includes all operating revenue

University Revenue: Online

<i>\$ in Thousands</i>	Actual					Q3 Proj	Budget
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
Amherst	35,044	36,120	38,563	42,042	45,352	46,144	47,265
Boston	16,659	17,020	18,041	19,416	19,717	19,461	19,152
Dartmouth ⁽¹⁾	4,557	5,760	6,734	8,026	9,635	11,213	12,335
Lowell ⁽²⁾	28,753	30,590	32,587	35,291	38,380	40,000	43,000
University	85,013	89,490	95,924	104,776	113,085	116,818	121,752
% Growth		5.3%	7.2%	9.2%	7.9%	3.3%	4.2%

Source: FY17 -19 Provided by UMass Online; may differ from campus reported

(1) UMass Online does not include revenue from the Dartmouth Office Of Continuing Education technology fee

(2) UMass Online reports summer session revenue differently than Lowell financial reporting.

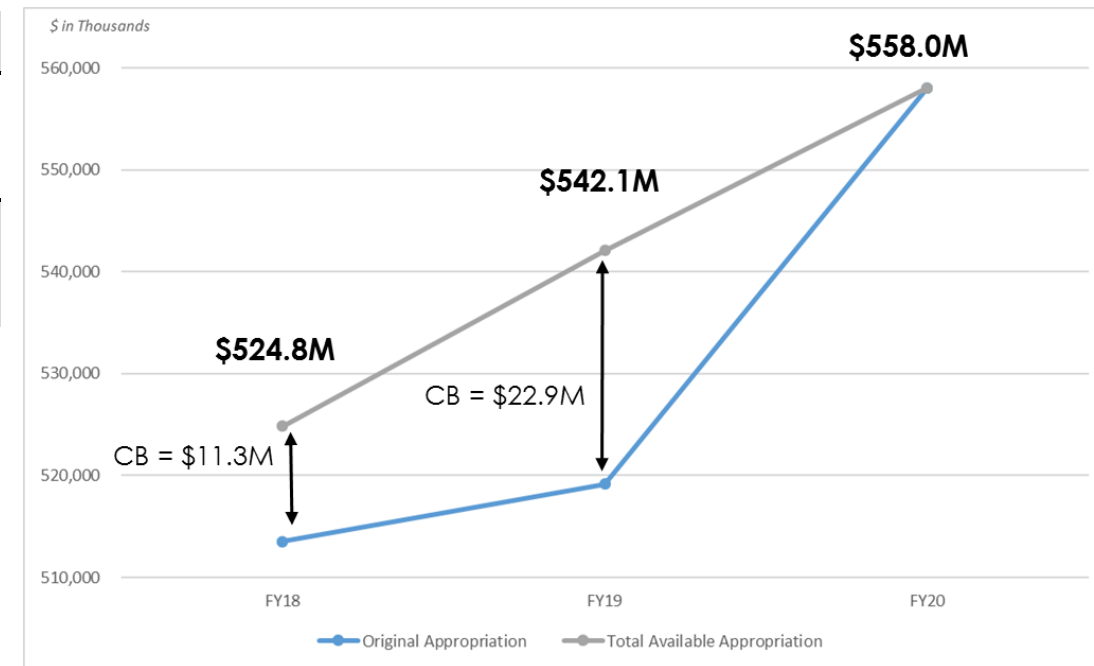
- Online revenue reflects the current programming through UMass Online.
- Annual increases assume both enrollment and expanded course offering growth.
- Revenue does not reflect the future state of UMass Online currently being studied.

University Revenue: State Appropriation Growth

- Appropriation includes a 1% increase; Remainder supports of the state's share of collective bargaining

<i>\$ in Thousands</i>	FY19	FY20	Increase
Original Appropriation	519,167	523,306	4,139
Collective Bargaining (supplemental*)	22,928	34,739	11,811
Total Available Appropriation	542,095	558,045	15,950
<i>% Increase</i>			3%

**The FY19 GAA (original appropriation) did not include collective bargaining; during FY19, supplemental funding was provided to the University's line item increasing the total available appropriation to include the collective bargaining commitment.*



Enrollment

University Enrollment

(FTEs)

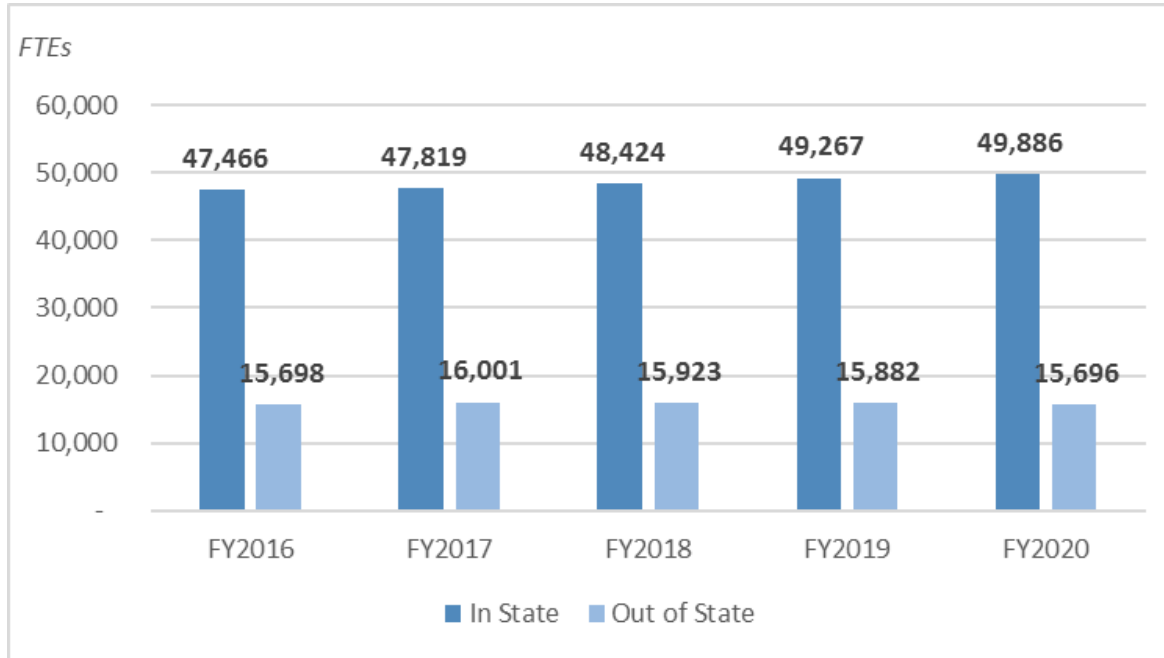
							FY20 Budget vs	
	Actual			Budget	Actual	Budget	FY19 Actual	
	FY2016	FY2017	FY2018	FY2019	FY2019	FY2020	#	%
Amherst	27,697	28,339	28,711	29,189	29,051	29,326	275	0.9%
Boston	13,195	13,101	13,036	13,188	13,213	13,134	(79)	-0.6%
Dartmouth	7,766	7,558	7,286	7,436	7,330	7,291	(39)	-0.5%
Lowell	13,620	13,910	14,423	14,836	14,601	14,862	261	1.8%
Medical School	1,056	1,070	1,074	1,111	1,153	1,203	50	4.4%
Total Enrollment	63,334	63,978	64,530	65,760	65,348	65,816	468	0.7%
% Growth		1.0%	0.9%	1.9%	1.3%	0.7%		

	Average Annual Growth			
	FY01-05	FY06-10	FY11-15	FY16-20
Amherst	-0.1%	2.2%	1.7%	1.6%
Boston	-2.1%	5.7%	2.8%	0.5%
Dartmouth	4.4%	2.9%	-0.6%	-1.4%
Lowell	0.6%	5.1%	5.2%	2.1%
Medical School	9.3%	4.6%	-0.8%	2.4%
Total Enrollment	0.3%	3.5%	2.3%	1.1%

University Enrollment: Mt. Ida Students

	FY19 Budget	FY19 Actuals			FY20 Budget
	Fall	Fall	Spring	Graduated	Fall
Amherst	158	155	144	55	100
Boston	27	27	22	8	14
Dartmouth	220	222	193	52	138
Lowell	33	32	29	3	17
Total	438	436	388	118	269

University Enrollment: by Residency



Students (FTEs)	Fall Actual				Budget
	FY2016	FY2017	FY2018	FY2019	FY2020
In State	47,466	47,819	48,424	49,267	49,886
<i>In State Growth</i>		0.7%	1.3%	1.7%	1.3%
Out of State	15,698	16,001	15,923	15,882	15,696
<i>Out of State Growth</i>		1.9%	-0.5%	-0.3%	-1.2%
Total	63,334	63,978	64,530	65,348	65,816
<i>Total Growth</i>		1.0%	0.9%	1.3%	0.7%

- FTE enrollment growth being driven by in-state students.
- In state students represented 76% of FTEs.
- Out of state student population decreasing by -1.2% in FY20.

Campus Enrollment: by Residency

Amherst Students (FTEs)	Fall Actual				Budget	Dartmouth Students (FTEs)	Fall Actual				Budget
	FY2016	FY2017	FY2018	FY2019	FY2020		FY2016	FY2017	FY2018	FY2019	FY2020
In State	19,142	19,665	19,827	20,016	20,166	In State	6,705	6,410	6,211	6,191	6,218
<i>In State Growth</i>		2.7%	0.8%	1.0%	0.7%	<i>In State Growth</i>		-4.4%	-3.1%	-0.3%	0.4%
Out of State	8,555	8,674	8,884	9,034	9,159	Out of State	1,061	1,148	1,075	1,139	1,073
<i>Out of State Growth</i>		1.4%	2.4%	1.7%	1.4%	<i>Out of State Growth</i>		8.2%	-6.3%	5.9%	-5.8%
Total	27,697	28,339	28,711	29,051	29,326	Total	7,766	7,558	7,286	7,330	7,291
<i>Total Growth</i>		2.3%	1.3%	1.2%	0.9%	<i>Total Growth</i>		-2.7%	-3.6%	0.6%	-0.5%

Boston Students (FTEs)	Fall Actual				Budget	Lowell Students (FTEs)	Fall Actual				Budget
	FY2016	FY2017	FY2018	FY2019	FY2020		FY2016	FY2017	FY2018	FY2019	FY2020
In State	10,254	10,155	10,249	10,576	10,629	In State	10,686	10,890	11,465	11,792	12,181
<i>In State Growth</i>		-1.0%	0.9%	3.2%	0.5%	<i>In State Growth</i>		1.9%	5.3%	2.9%	3.3%
Out of State	2,941	2,946	2,788	2,637	2,506	Out of State	2,935	3,020	2,959	2,809	2,681
<i>Out of State Growth</i>		0.2%	-5.4%	-5.4%	-5.0%	<i>Out of State Growth</i>		2.9%	-2.0%	-5.0%	-4.6%
Total	13,195	13,101	13,036	13,213	13,134	Total	13,620	13,910	14,423	14,601	14,862
<i>Total Growth</i>		-0.7%	-0.5%	1.4%	-0.6%	<i>Total Growth</i>		2.1%	3.7%	1.2%	1.8%

University Enrollment: by Career

<i>by Career</i>	Fall Actual				Budget
Students (FTEs)	FY2016	FY2017	FY2018	FY2019	FY2020
Undergraduate	47,525	47,720	48,298	49,356	49,864
<i>Undergraduate Growth</i>		0.4%	1.2%	2.2%	1.0%
Graduate	8,861	8,962	9,076	9,036	9,201
<i>Graduate Growth</i>		1.1%	1.3%	-0.4%	1.8%
Continuing Ed	2,337	2,371	2,160	1,808	1,550
Online Only	4,441	4,768	4,812	4,949	4,967
<i>CE & Online Only Growth</i>		5.3%	-2.3%	-3.1%	-3.5%
Law School	170	157	184	199	234
<i>Law School Growth</i>		-7.6%	16.7%	8.4%	17.6%
Total	63,334	63,978	64,530	65,348	65,816
<i>Total Growth</i>		1.0%	0.9%	1.3%	0.7%

Campus Enrollment: by Career

Amherst Students (FTEs)	Fall Actual				Budget
	FY2016	FY2017	FY2018	FY2019	FY2020
Undergraduate	22,169	22,588	22,643	22,945	23,095
<i>Undergraduate Growth</i>		1.9%	0.2%	1.3%	0.7%
Graduate	3,417	3,496	3,708	3,772	3,897
<i>Graduate Growth</i>		2.3%	6.1%	1.7%	3.3%
Continuing Ed	464	428	472	417	417
Online Only	1,647	1,827	1,888	1,917	1,917
<i>CE & Online Only Growth</i>		6.8%	4.7%	-1.1%	0.0%
Total	27,697	28,339	28,711	29,051	29,326
<i>Total Growth</i>		2.3%	1.3%	1.2%	0.9%

Boston Students (FTEs)	Fall Actual				Budget
	FY2016	FY2017	FY2018	FY2019	FY2020
Undergraduate	9,657	9,529	9,835	10,256	10,294
<i>Undergraduate Growth</i>		-1.3%	3.2%	4.3%	0.4%
Graduate	1,876	1,816	1,802	1,714	1,714
<i>Graduate Growth</i>		-3.2%	-0.8%	-4.9%	0.0%
Continuing Ed	829	939	697	715	643
Online Only	833	818	703	528	483
<i>CE & Online Only Growth</i>		5.7%	-20.3%	-11.2%	-9.4%
Total	13,195	13,101	13,036	13,213	13,134
<i>Total Growth</i>		-0.7%	-0.5%	1.4%	-0.6%

Dartmouth Students (FTEs)	Fall Actual				Budget
	FY2016	FY2017	FY2018	FY2019	FY2020
Undergraduate	6,149	5,861	5,582	5,600	5,648
<i>Undergraduate Growth</i>		-4.7%	-4.8%	0.3%	0.9%
Graduate	755	763	698	594	594
<i>Graduate Growth</i>		1.1%	-8.5%	-14.9%	0.0%
Continuing Ed	429	436	508	391	205
Online Only	263	340	315	546	610
<i>CE & Online Only Growth</i>		12.1%	6.0%	13.9%	-13.0%
Law School	170	157	184	199	234
<i>Law School Growth</i>		-7.6%	16.7%	8.4%	17.6%
Total	7,766	7,558	7,286	7,330	7,291
<i>Total Growth</i>		-2.7%	-3.6%	0.6%	-0.5%

Lowell Students (FTEs)	Fall Actual				Budget
	FY2016	FY2017	FY2018	FY2019	FY2020
Undergraduate	9,550	9,742	10,239	10,555	10,827
<i>Undergraduate Growth</i>		2.0%	5.1%	3.1%	2.6%
Graduate	1,757	1,817	1,794	1,804	1,793
<i>Graduate Growth</i>		3.4%	-1.3%	0.6%	-0.6%
Continuing Ed	614	567	484	285	285
Online Only	1,699	1,784	1,906	1,957	1,957
<i>CE & Online Only Growth</i>		1.6%	1.7%	-6.2%	0.0%
Total	13,620	13,910	14,423	14,601	14,862
<i>Total Growth</i>		2.1%	3.7%	1.2%	1.8%

University Undergraduate Enrollment: by New vs Continuing

Students (FTEs)	Fall Actual				Budget
	FY2016	FY2017	FY2018	FY2019	FY2020
Undergraduate					
New	13,273	13,132	13,708	14,735	14,641
% Growth		-1.1%	4.4%	7.5%	-0.6%
Continuing	34,253	34,588	34,589	34,621	35,224
% Growth		1.0%	0.0%	0.1%	1.7%
Undergraduate Total	47,526	47,720	48,297	49,356	49,864
% Growth		0.4%	1.2%	2.2%	1.0%

- Analysis of New / Continuing is most relevant to undergraduate population.
- New student growth carefully watched based on changing demographics.
- Continuing student growth is an area of focus.

Campus Undergraduate Enrollment: by New vs Continuing

Amherst						Dartmouth					
<i>Undergraduate (FTEs)</i>	Fall Actual				Budget	<i>Undergraduate (FTEs)</i>	Fall Actual				Budget
	FY2016	FY2017	FY2018	FY2019	FY2020		FY2016	FY2017	FY2018	FY2019	FY2020
New	6,100	6,184	6,182	6,535	6,685	New	1,774	1,663	1,647	1,833	1,673
% Growth		1.4%	0.0%	5.7%	2.3%	% Growth		-6.2%	-1.0%	11.3%	-8.7%
Continuing	16,069	16,404	16,461	16,411	16,411	Continuing	4,375	4,198	3,934	3,767	3,975
% Growth		2.1%	0.3%	-0.3%	0.0%	% Growth		-4.0%	-6.3%	-4.3%	5.5%
Undergraduate Total	22,169	22,588	22,643	22,945	23,095	Undergraduate Total	6,149	5,861	5,582	5,600	5,648
% Growth		1.9%	0.2%	1.3%	0.7%	% Growth		-4.7%	-4.8%	0.3%	0.9%

Boston						Lowell					
<i>Undergraduate (FTEs)</i>	Fall Actual				Budget	<i>Undergraduate (FTEs)</i>	Fall Actual				Budget
	FY2016	FY2017	FY2018	FY2019	FY2020		FY2016	FY2017	FY2018	FY2019	FY2020
New	2,695	2,612	2,995	3,344	3,113	New	2,704	2,672	2,884	3,024	3,170
% Growth		-3.1%	14.7%	11.6%	-6.9%	% Growth		-1.2%	7.9%	4.9%	4.8%
Continuing	6,962	6,917	6,838	6,912	7,181	Continuing	6,847	7,069	7,356	7,531	7,657
% Growth		-0.6%	-1.1%	1.1%	3.9%	% Growth		3.2%	4.1%	2.4%	1.7%
Undergraduate Total	9,657	9,529	9,834	10,256	10,294	Undergraduate Total	9,551	9,741	10,239	10,555	10,827
% Growth		-1.3%	3.2%	4.3%	0.4%	% Growth		2.0%	5.1%	3.1%	2.6%

Tuition & Fees

In-State Tuition Increases: New England Public Universities

	Fall 2018	Fall 2019	% Increase
University of Connecticut	15,730	17,226	9.5%
University of Rhode Island	14,138	14,566	3.0%
University of Vermont	18,276	18,802	2.9%
University of Maine	11,170	11,449	2.5%
University of Massachusetts	14,363	14,722	2.5%
University of New Hampshire	18,499	18,879	2.1%
Average			3.7%

Peer Enrollment (Headcount)	FY15 Fall 14	FY16 Fall 15	FY17 Fall 16	FY18 Fall 17	FY19 Fall 18
University of Connecticut	26,541	27,043	27,721	27,578	27,412
% Change		1.9%	2.5%	-0.5%	-0.6%
University of Rhode Island	16,571	16,613	17,822	18,098	17,788
% Change		0.3%	7.3%	1.5%	-1.7%
University of Vermont	12,856	12,815	13,105	13,340	13,450
% Change		-0.3%	2.3%	1.8%	0.8%
University of Maine	11,286	10,922	11,219	11,240	11,404
% Change		-3.2%	2.7%	0.2%	1.5%
University of New Hampshire	15,117	15,351	15,188	15,066	15,035
% Change		1.5%	-1.1%	-0.8%	-0.2%

In-State Tuition Increases: Massachusetts State Universities

	Fall 2018	Fall 2019*	% Increase
Westfield State	10,176	10,821	6.3%
Framingham State	10,520	11,100	5.5%
Bridgewater State	10,438	10,832	3.8%
Massachusetts College of Art & Design	13,200	13,688	3.7%
Salem State	10,885	11,285	3.7%
Massachusetts Maritime Academy	9,728	10,020	3.0%
Massachusetts College of Liberal Arts	10,560	10,824	2.5%
Fitchburg State	10,355	10,504	1.4%
Worcester State	10,161	10,162	0.0%
Average			3.3%

**Fall 2019 estimated based on internal research; official publication not available.*

State Universities: FY17 to FY18 weighted increase	6%
Community Colleges: FY17 to FY18 weighted increase	6%
<i>Source: DHE Data Center</i>	

In-State Tuition Increases: Sample Campus Peers

	Fall 2018	Fall 2019	% Increase
Amherst Peers:			
University of Connecticut	15,730	17,226	9.5%
Boston College	56,001	58,485	4.4%
Syracuse University	51,853	53,849	3.8%
Boston University	53,948	55,892	3.6%
Stony Brook University	9,588	9,912	3.4%
Amherst	15,406	15,791	2.5%
Ohio State University	10,728	10,880	1.4%
University of Virginia	16,520	16,640	0.7%
Average			3.7%

	Fall 2018	Fall 2019	% Increase
Boston Peers:			
University of Illinois at Chicago	13,808	14,870	7.7%
University of Nevada-Reno	8,064	8,334	3.3%
Boston	13,841	14,187	2.5%
University of Maryland Baltimore County	11,778	12,028	2.1%
Average			3.9%

	Fall 2018	Fall 2019	% Increase
Dartmouth Peers:			
University of North Dakota	8,695	9,367	7.7%
University of South Dakota	9,060	9,331	3.0%
SUNY University at Binghamton	9,808	10,096	2.9%
Dartmouth	13,496	13,833	2.5%
Average			4.0%

	Fall 2018	Fall 2019	% Increase
Lowell Peers:			
University of Rhode Island	12,248	12,590	2.8%
University of New Hampshire	15,140	15,520	2.5%
Lowell	14,710	15,078	2.5%
University of Maryland Baltimore County	11,778	12,028	2.1%
Average			2.5%

Tuition: Undergraduate

Undergraduate Tuition: In State

	FY19	FY20	\$ Change	% Change
Amherst	\$15,406	\$15,791	\$385	2.5%
Boston	\$13,840	\$14,187	\$347	2.5%
Dartmouth	\$13,496	\$13,833	\$337	2.5%
Lowell	\$14,710	\$15,078	\$368	2.5%

Undergraduate Tuition: Out of State

	FY19	FY20	\$ Change	% Change
Amherst	\$34,089	\$35,112	\$1,023	3.0%
Boston	\$33,640	\$34,649	\$1,009	3.0%
Dartmouth	\$28,716	\$29,578	\$861	3.0%
Lowell	\$32,357	\$33,004	\$647	2.0%

Mandatory Fees: Undergraduate

Mandatory Fees

		FY19	FY20	\$ Change	% Change
Amherst	Technology Fee	\$250	\$350	\$100	40.0%
	Student Activities Fee	\$231	\$248	\$17	7.4%
	Total Mandatory Fees	\$481	\$598	\$117	24.3%
Boston	Technology Fee	\$250	\$350	\$100	40.0%
	Student Activities Fee	\$76	\$116	\$40	52.6%
	Total Mandatory Fees	\$326	\$466	\$140	42.9%
Dartmouth	Technology Fee	\$250	\$350	\$100	40.0%
	Student Activities Fee	\$175	\$175	\$0	0.0%
	Total Mandatory Fees	\$425	\$525	\$100	23.5%
Lowell	Technology Fee	\$250	\$350	\$100	40.0%
	Student Activities Fee	\$220	\$220	\$0	0.0%
	Total Mandatory Fees	\$470	\$570	\$100	21.3%

- Technology Fee:
 - Increase to improve wireless connectivity, classroom technologies, expanded online storage, library subscriptions, eBooks and materials, software related to eLearning and other technology initiatives.

- Student Activity Fee:
 - Amherst - Student Activities Fee increase as voted on by the Student Government Association.
 - Boston - Student Activities Fee increase to further reduce T passes from an 11% discount to a 50% discount; voted by the students.

Mandatory Technology Fee: Background

- The proposal in the FY20 budget will be the first increase in 4 years.
- With tuition retention implemented in FY17, the technology was left as a stand-alone mandatory fee in anticipation of increases that may vary from the traditional tuition increases.
- The fee was implemented consistently at each campus.
- Revenue generated supplements other general fund resources invested in IT; the fee alone does not cover IT related costs.

Tuition: Graduate

Graduate Tuition: In State

	FY19	FY20	\$ Change	% Change
Amherst	\$14,348	\$14,778	\$430	3.0%
Boston	\$17,896	\$18,433	\$537	3.0%
Dartmouth	\$15,912	\$16,390	\$477	3.0%
Lowell	\$14,590	\$14,590	\$0	0.0%

Graduate Tuition: Out of State

	FY19	FY20	\$ Change	% Change
Amherst	\$31,449	\$32,392	\$943	3.0%
Boston	\$34,932	\$35,980	\$1,048	3.0%
Dartmouth	\$28,716	\$29,578	\$861	3.0%
Lowell	\$26,370	\$26,370	\$0	0.0%

Mandatory Fees: Graduate

Mandatory Fees

		FY19	FY20	\$ Change	% Change
Amherst	Service Fee	\$1,270	\$1,270	\$0	0.0%
	Health Fee	\$768	\$787	\$19	2.5%
	Student Senate Fee	\$138	\$138	\$0	0.0%
	Total Mandatory Fees	\$2,176	\$2,195	\$19	0.9%
Boston	Technology Fee	\$250	\$350	\$100	40.0%
	Student Activities Fee	\$105	\$105	\$0	0.0%
	Total Mandatory Fees	\$355	\$455	\$100	28.2%
Dartmouth	Technology Fee	\$250	\$350	\$100	40.0%
	Student Activities Fee	\$175	\$175	\$0	0.0%
	Total Mandatory Fees	\$425	\$525	\$100	23.5%
Lowell	Technology Fee	\$250	\$350	\$100	40.0%
	Student Activities Fee	\$220	\$220	\$0	0.0%
	Total Mandatory Fees	\$470	\$570	\$100	21.3%

- Graduate Student Health Fee:
 - Amherst - increase to support increased costs as Health Services operates as a self-sustaining unit.

- Technology Fee:
 - Increase to improve wireless connectivity, classroom technologies, expanded online storage, library subscriptions, eBooks and materials, software related to eLearning and other technology initiatives.

Tuition & Mandatory Fees: Law School

Law School Tuition

	FY19	FY20	\$ Change	% Change
Law School In State	\$27,826	\$28,661	\$835	3.0%
Law School Regional	\$29,696	\$30,587	\$891	3.0%
Law School Out of State	\$36,475	\$37,569	\$1,094	3.0%

- Technology Fee increase for annual initiatives and core router and wireless access point replacements to improve campus connectivity and access.

Mandatory Fees

	FY19	FY20	\$ Change	% Change
Technology Fee	\$250	\$350	\$100	40.0%
Student Activities Fee	\$175	\$175	\$0	0.0%
Total Mandatory Fees	\$425	\$525	\$100	23.5%

Tuition & Mandatory Fees: Medical School

Medical School Tuition

	FY19	FY20	\$ Change	% Change
Medical School In State	\$35,500	\$36,030	\$530	1.5%
Medical School Out of State	\$61,050	\$61,960	\$910	1.5%
GSN In State	\$13,870	\$14,064	\$194	1.4%
GSN Out of State	\$18,960	\$19,230	\$270	1.4%
GSN GEP In State	\$43,220	\$43,854	\$634	1.5%
GSN GEP Out of State	\$55,580	\$56,400	\$820	1.5%
GSBS In State	\$14,300	\$14,506	\$206	1.4%
GSBS Out of State	\$31,400	\$31,862	\$462	1.5%

Mandatory Fees

	FY19	FY20	\$ Change	% Change
Medical School	\$2,276	\$2,316	\$40	1.8%
GSN	\$1,356	\$1,390	\$34	2.5%
GSBS	\$1,031	\$1,056	\$25	2.4%

- **Board Approved April 2019:**
 - Tuition and Fees for the Medical School were approved at the April Board meeting because the academic year begins in May.

- When combined, the aggregate Tuition and Mandatory Fee increase for all students is 1.5%.

Room & Board

	FY19	FY20	\$Change	% Change
Amherst	\$12,626	\$13,004	\$378	3.0%
Dartmouth	\$13,299	\$13,870	\$571	4.3%
Lowell	\$12,748	\$13,060	\$312	2.4%

Room rates based on standard shared room

- Amherst: Across the board increases to housing and dining rates
- Dartmouth: Average housing rate increase of 5%; average dining rate increase of 3%
- Lowell: Average housing and dining increase of 2.4%

	FY19	FY20	\$Change	% Change
Boston - Room	\$9,468	\$9,720	\$252	2.7%
Boston - Dining	\$5,390	\$5,550	\$160	3.0%

Room rates based on standard shared room

- Boston: Room rates set by P3 Governing Board and are not subject to Board approval; Dining rates set by the University and approved by University Board.

In State Undergraduate: Total Cost (before financial aid)

Tuition, Mandatory Fees, Room & Board: In State

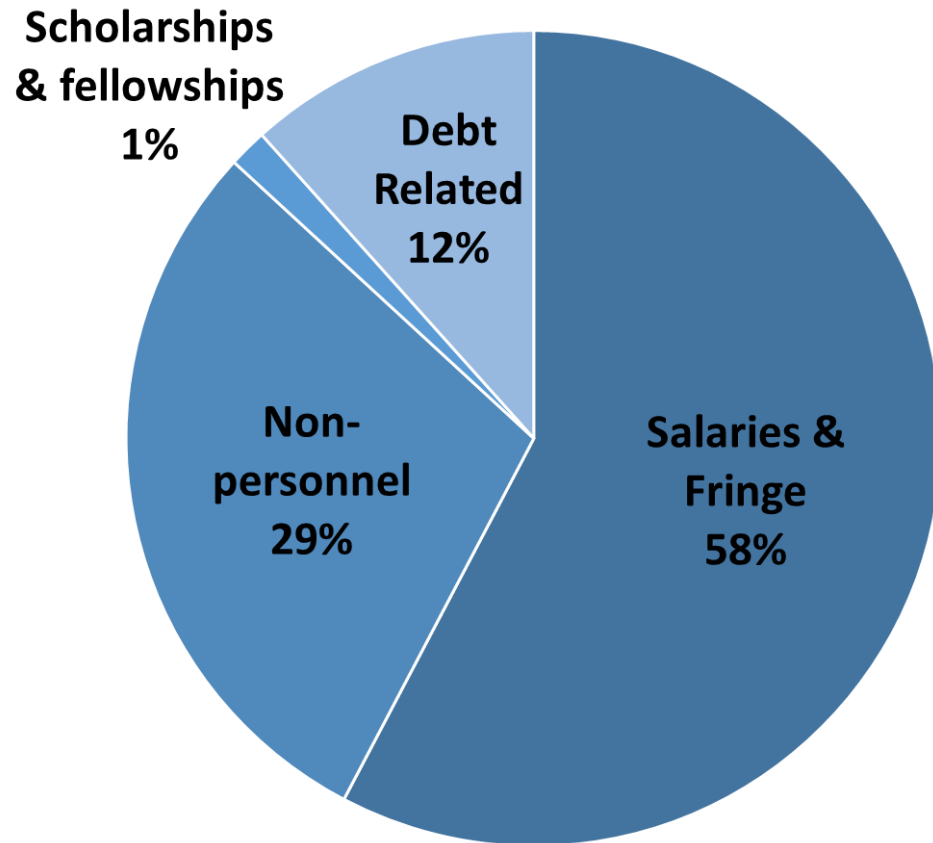
	FY19	FY20	\$ Change	% Change
Amherst	\$28,513	\$29,393	\$880	3.1%
Boston	\$29,025	\$29,903	\$878	3.0%
Dartmouth	\$27,220	\$28,228	\$1,008	3.7%
Lowell	\$27,928	\$28,708	\$780	2.8%
Average ⁺	\$28,171	\$29,058	\$887	3.1%

+Not weighted.

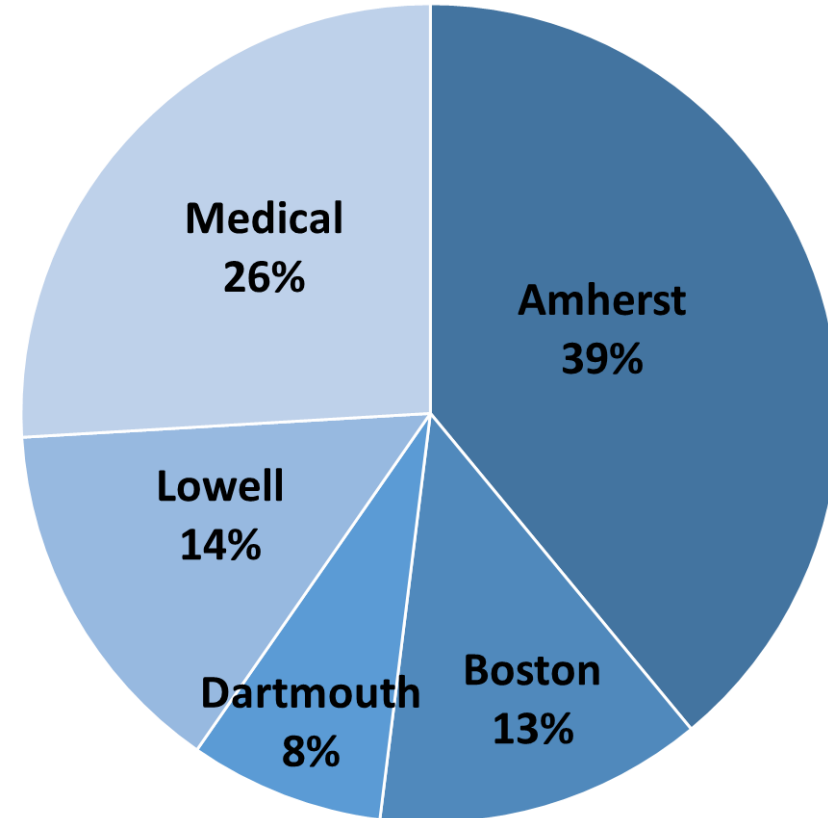
Expenses

University Expenses = \$3.5 Billion

Category



Campus

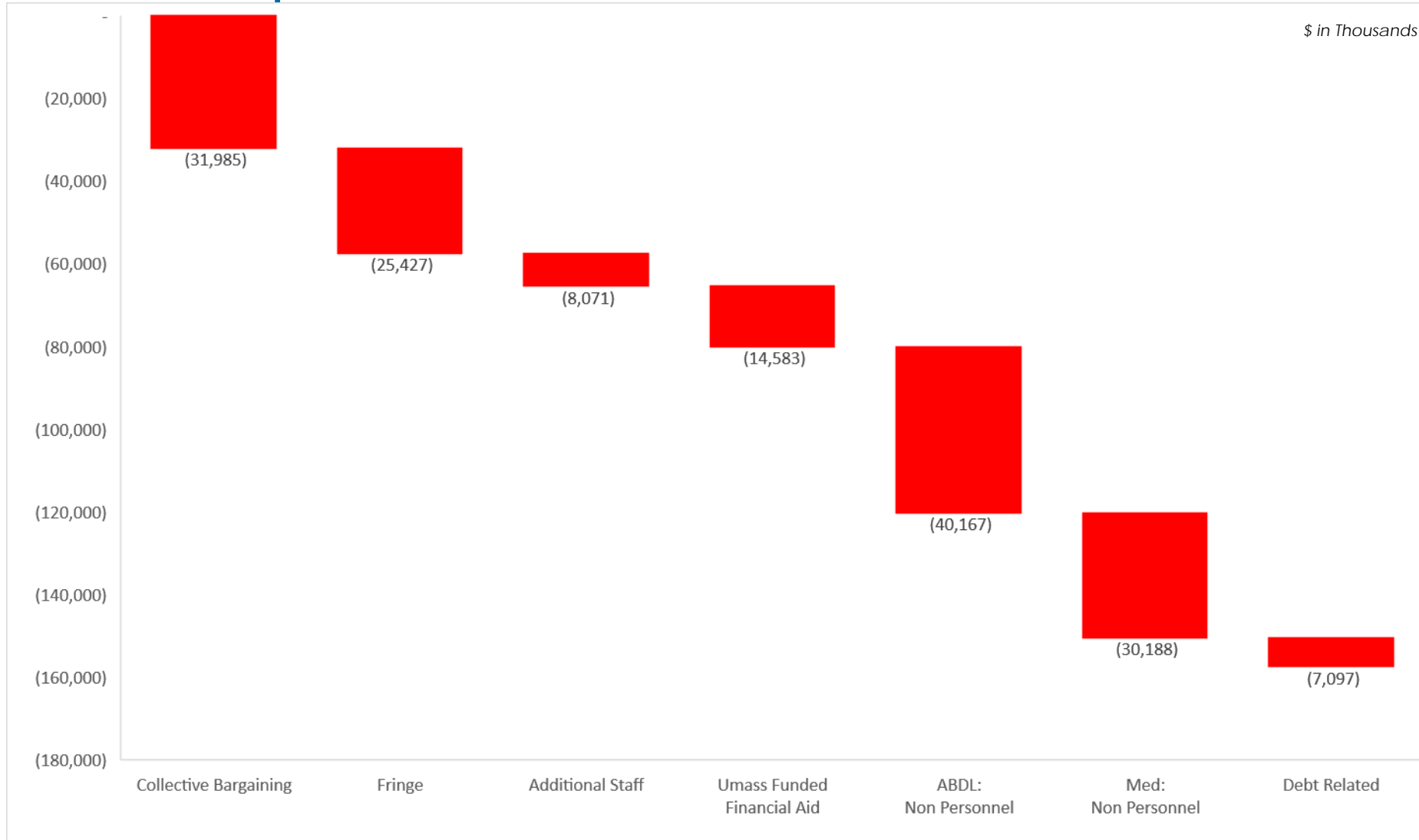


University Expenses: Budget Assumptions

Collective Bargaining	2.0%
Fringe Rate	35.55%
Payroll Tax	2.44%
Interest on new borrowing	5.0%
Financial Aid	\$14.6 million

- **Salaries & Fringe:**
 - Total collective bargaining increases \$32 million.
 - State funding for collective bargaining increases \$11.8 million.
 - Annual fringe rate based on provisional rate.
- **Staffing:** Consistent with enrollment, research opportunities and other programmatic needs.
- **Debt Related:** Reflects borrowing required to fully implement the current capital plan.
- **Financial Aid:** Increases consistent with tuition increase and to meet student need.

Total Expense Growth = \$143 million or 4.3%



University Expenses: by Expense Category

(\$ in Thousands)

Expenses	UNIVERSITY								FY20 Budget vs	
	Actual					Budget	Q3 Proj	Budget	FY19 Projection	
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2019	FY2020	\$	%
Salaries & Fringe	1,579,542	1,659,054	1,788,018	1,847,346	1,901,896	1,962,973	1,946,286	2,011,769	65,483	3.4%
Non-personnel	975,060	852,900	1,067,226	1,018,600	1,088,019	942,706	943,612	1,013,968	70,355	7.5%
Scholarships and fellowships	51,177	49,300	44,645	47,706	50,402	54,639	53,137	52,996	(142)	-0.3%
Depreciation	204,121	221,043	240,864	249,669	261,417	278,941	275,931	286,093	10,162	3.7%
Interest	89,496	100,332	105,276	110,069	115,851	124,659	122,177	119,112	(3,065)	-2.5%
Total Expenses	2,899,396	2,882,686	3,211,563	3,237,351	3,336,260	3,363,919	3,341,144	3,483,937	142,793	4.3%
% Growth		-0.6%	11.4%	0.8%	3.1%	0.8%	0.1%	4.3%		

Expenses: by Campus

(\$ in Thousands)

Expenses	UNIVERSITY								FY20 Budget vs	
	Actual			Budget		Q3 Proj	Budget	FY19 Projection		
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2019	FY2020	\$	%
Amherst	1,010,500	1,056,072	1,128,807	1,173,095	1,241,490	1,282,143	1,294,321	1,340,857	46,536	3.6%
Boston	347,427	377,435	411,912	424,463	424,202	436,500	429,871	442,523	12,652	2.9%
Dartmouth	231,125	225,308	236,213	238,763	250,270	260,074	254,807	263,887	9,080	3.6%
Lowell	351,922	387,313	417,850	428,306	451,552	470,143	473,516	495,813	22,297	4.7%
Medical School	949,379	811,896	987,866	942,132	943,144	874,386	857,315	889,903	32,588	3.8%
President's Office (1)	81,046	91,004	97,870	103,783	100,767	114,966	105,602	123,025	17,423	16.5%
Umass Online	5,745	6,335	6,874	5,155	6,009	6,684	7,385	6,819	(566)	-7.7%
Total Expenses	2,899,396	2,882,686	3,211,566	3,237,351	3,336,260	3,363,919	3,341,144	3,483,937	142,793	4.3%
% Growth		-0.6%	11.4%	0.8%	3.1%	0.8%	0.1%	4.3%		

(1) President's Office expense increase driven by increased grant work for the Donahue Institute.

University Expenses: by Program Area

(\$ in Thousands)

Expenses	UNIVERSITY								FY20 Budget vs	
	Actual					Budget	Q3 Proj	Budget	FY19 Projection	
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2019	FY2020	\$	%
(1) E&G (ABDL)	1,497,345	1,546,676	1,613,294	1,708,158	1,760,614	1,837,184	1,750,314	1,833,207	82,893	4.7%
Research (ABDL)	205,972	211,109	230,981	235,562	245,931	256,925	254,153	266,642	12,489	4.9%
Auxiliary (ABDL)	231,252	274,770	330,577	334,935	362,365	376,379	373,682	385,751	12,069	3.2%
(2) Other (Med)	665,013	568,199	757,329	677,349	764,882	675,674	684,994	697,020	12,026	1.8%
Law School	7,997	8,092	7,820	7,728	7,788	7,928	8,062	8,359	296	3.7%
Independent Business Lines	369,564	346,517	347,392	361,099	275,890	290,806	269,941	292,958	23,017	8.5%
(3) Total Expenses	2,899,396	2,882,686	3,211,564	3,237,350	3,336,260	3,363,918	3,341,145	3,483,935	142,790	4.3%
% Growth		-0.6%	11.4%	0.8%	3.1%	0.8%	0.1%	4.3%		

(1) *ABDL: Amherst, Boston, Dartmouth, Lowell*

(2) *Other: 85% of expenses are for the Medical School Research and Education; the remaining 15% are for ABDL costs not reflected in other programs*

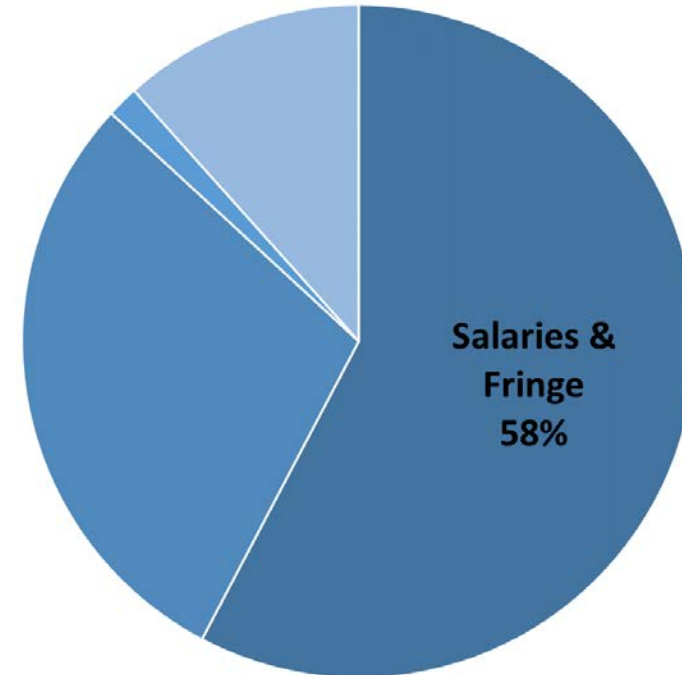
(3) *Excludes impact of GASB 68 & 75*

University Expenses: Salaries & Fringe

(\$ in Thousands)	Actual					Budget	Q3 Proj	Budget	FY20 Budget vs FY19 Projection	
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2019	FY2020	\$	%
Salaries & Fringe	1,579,542	1,659,054	1,788,018	1,847,346	1,901,896	1,962,973	1,946,286	2,011,769	65,483	3.4%

Breakdown of Increase	\$ Value
Collective Bargaining	31,985
Fringe	25,427
Additional Staff	8,071
Total	65,483

Total University Payroll			
(\$ in Thousands)	Total	University	State
Union Payroll	936,058	378,013	558,045
Non Union Payroll	616,758	616,758	
Fringe	458,953	210,466	248,488
Total	2,011,769	1,205,236	806,533
% of Total		60%	40%



University Expenses: Collective Bargaining Parameters & Cost

- The Administration (through the Office of Employee Relations) establishes “parameters” – in the form of salary increase percentages.
- Salary increases set at 2% per year for FY18-FY20 by the Administration; 6% over three years.
- Salaries are recurring, the cumulative impact must be funded in future budgets.
- The cost for **State Funded Employees** in FY20 is over \$34 million – an \$11.8 million increase over FY19.

Parameters	FY18	FY19	FY20
July 1: Annual Increase	2.0%	2.0%	2.0%

<i>\$ in Millions</i>	FY18	FY19	FY20	Variance (FY20-FY19)
State Funded				
Annual	11.3	11.6	11.8	
Cumulative		22.9	34.7	11.8
University Funded				
Annual	19.2	19.5	20.2	
Cumulative		38.7	58.9	20.2
Total				
Annual	30.5	31.1	32.0	
Cumulative		61.6	93.6	32.0

University: Staffing

Employee FTEs	Actual		Budget	Q3 Actual	Budget
	FY2017	FY2018	FY2019	FY2019	FY2020
Restricted					
Faculty	272	320	320	328	319
Staff	1,349	1,615	1,626	1,623	1,662
Total Restricted	1,621	1,935	1,946	1,951	1,981
<i>FTE Change (#)</i>		313	11	16	29
Unrestricted General University Ops					
Faculty	3,759	3,813	3,866	3,883	3,893
Staff	6,487	6,521	6,586	6,591	6,568
Total General University Ops	10,246	10,334	10,452	10,474	10,462
<i>FTE Change (#)</i>		88	118	140	(13)
Unrestricted Aux./Independent Business					
Faculty	18	13	13	13	13
Staff	2,549	2,516	2,606	2,739	2,913
Total Aux./Independent Business	2,567	2,529	2,619	2,752	2,926
<i>FTE Change (#)</i>		(38)	90	223	174
Total Faculty & Staff	14,434	14,798	15,312	15,473	15,667
		2.5%	3.5%	4.6%	1.3%

- Restricted: Reflects increases in specific grants.
- Unrestricted General University Ops: Includes vacant positions budgeted but not yet filled and strategic investments in faculty and staff.
- Unrestricted Auxiliary: Reflects the conversion of Amherst dining positions to benefitted.

University: Staffing Ratios

<i>Student - Faculty</i>	Actual		Budget	Actual	Budget
	FY2017	FY2018	FY2019	FY2019	FY2020
Student (FTE)	63,978	64,530	65,760	65,348	65,816
Faculty (FTE)	4,049	4,146	4,199	4,225	4,225
Student-Faculty Ratio	15.8	15.6	15.7	15.5	15.6

<i>Staff - Faculty (All)</i>	Actual		Budget	Actual	Budget
	FY2017	FY2018	FY2019	FY2019	FY2020
Staff (FTE)	10,385	10,652	10,818	10,953	11,143
Faculty (FTE)	4,049	4,146	4,199	4,225	4,225
Staff-Faculty Ratio	2.6	2.6	2.6	2.6	2.6

<i>Staff - Faculty (E&G)</i>	Actual		Budget	Actual	Budget
	FY2017	FY2018	FY2019	FY2019	FY2020
Staff (FTE)	6,487	6,521	6,586	6,591	6,568
Faculty (FTE)	3,759	3,813	3,866	3,883	3,893
Staff-Faculty Ratio (E&G)	1.7	1.7	1.7	1.7	1.7

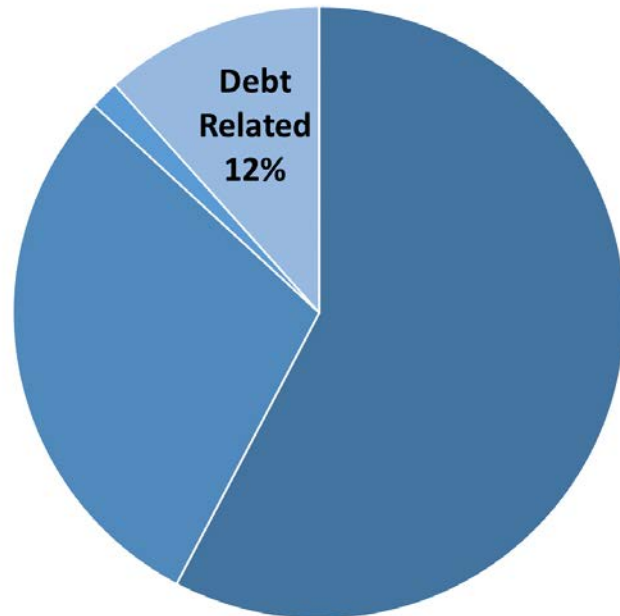
University Expenses: Non-personnel

Non-personnel	Actual					Budget	Q3 Proj	Budget	Variance	
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2019	FY2020	\$	%
Non-personnel	975,060	852,900	1,067,226	1,018,600	1,088,019	942,706	943,612	1,013,968	70,355	7.5%

Breakdown of Increase	\$ Value
Medical School	30,188
E&G	18,265
Research	17,482
Auxiliary	3,906
Other	514
Total	70,355

University Expenses: Debt Related

(\$ in Thousands)	Actual					Budget	Q3 Proj	Budget	% of	FY20 Budget vs FY19 Projection	
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2019	FY2020	Budget	\$	%
Depreciation	204,121	221,043	240,864	249,669	261,417	278,941	275,931	286,093	8%	10,162	3.7%
Interest	89,496	100,332	105,276	110,069	115,851	124,659	122,177	119,112	3%	(3,065)	-2.5%
Total	293,617	321,375	346,140	359,738	377,268	403,600	398,108	405,205	12%	7,097	1.8%

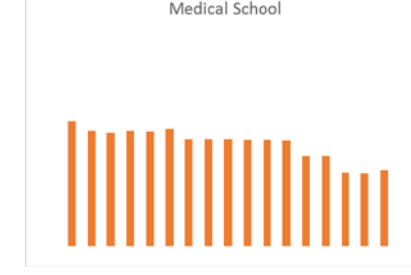
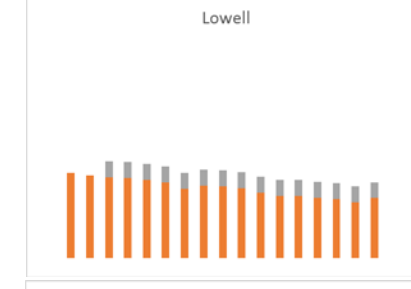
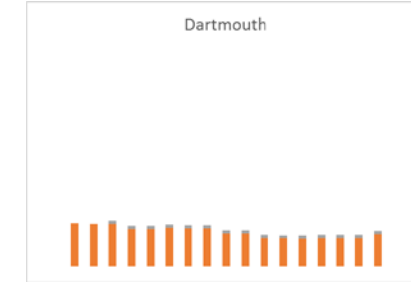
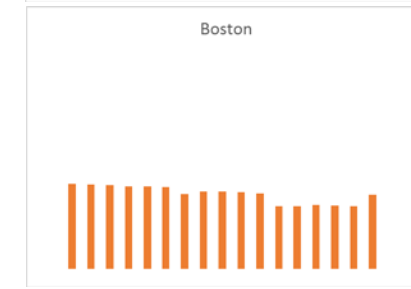
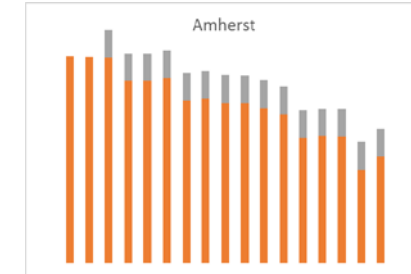
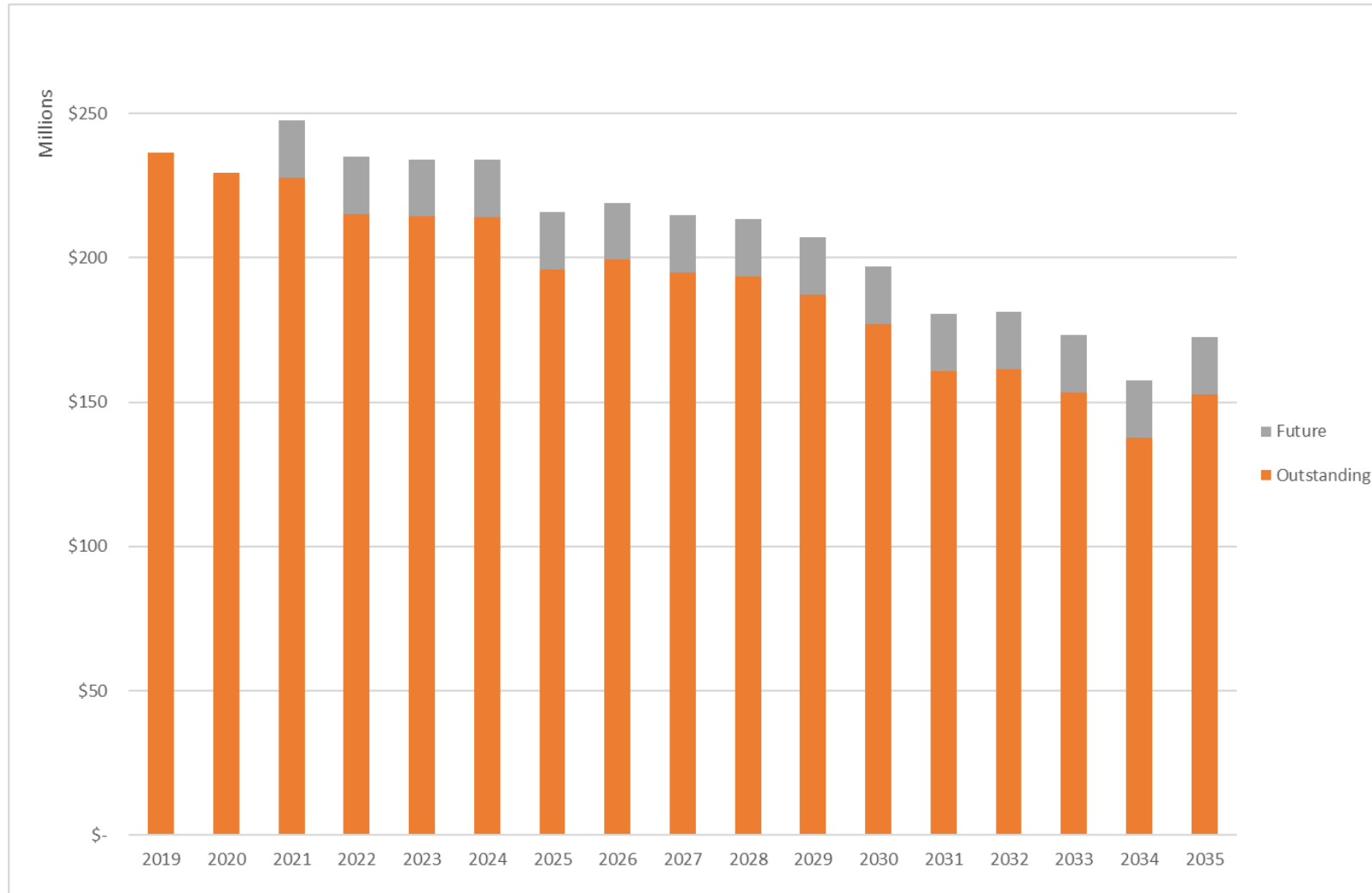


Campus Expenses: Debt Related

(\$ in Thousands)	Actual					Budget	Q3 Proj	Budget	% of	FY20 Budget vs FY19 Projection	
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2019	FY2020	Budget	\$	%
Amherst	108,296	119,262	129,031	136,659	153,096	157,961	161,707	165,685	12%	3,978	2.5%
Boston	19,949	24,705	28,052	34,722	38,585	46,660	45,764	55,046	12%	9,282	20.3%
Dartmouth	23,681	24,915	25,872	27,433	29,391	29,780	30,641	30,363	12%	(278)	-0.9%
Lowell	36,237	47,037	54,257	52,917	57,702	60,736	62,068	65,310	13%	3,242	5.2%
Medical School	99,476	97,175	95,791	94,868	91,766	99,584	91,625	83,309	9%	(8,316)	-9.1%
President's Office	5,978	8,281	13,137	13,139	6,728	8,880	6,303	5,492	4%	(811)	-12.9%
Total	293,617	321,375	346,140	359,738	377,268	403,600	398,108	405,205	12%		

- Represents the budgeted depreciation and interest expenses.
- Increases for new buildings coming on line resulting in depreciation and interest expenses to rise (Amherst – Isenberg, McGuirk Stadium renovations, and Life Sciences renovations; Boston – UCRR, Parking Garage, Dining Hall; Lowell – Renovation at Perry, Olsen, Coburn, Pasteur).
- Decreases reflect retired assets coming off line and refinancing savings; portion of refinancing savings related to Build America Bonds has offsetting decrease in investment revenue.

University Debt Service



University Expenses: Financial Aid

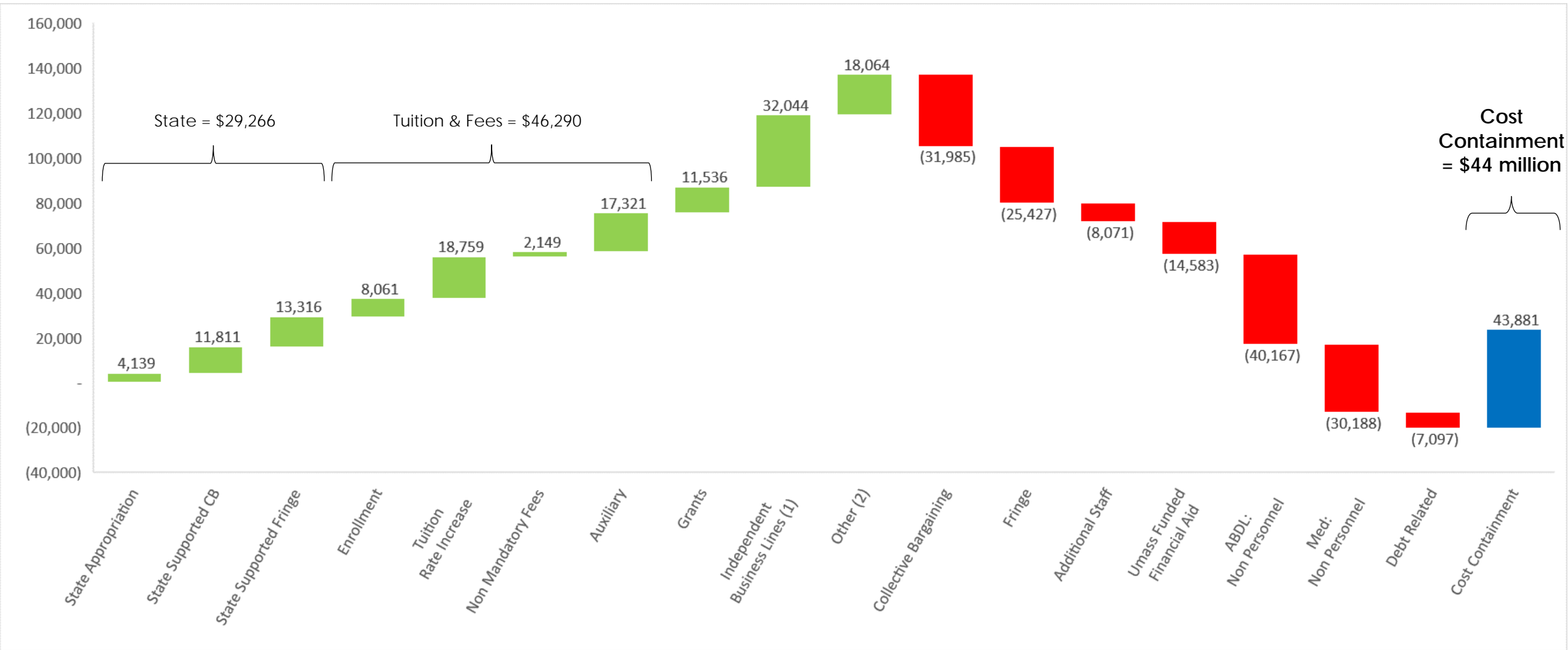
(\$ in Thousands)	Actual					Budget	Q3 Proj	Budget	% of	FY20 Budget vs FY19 Projection	
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2019	FY2020	Budget	\$	%
	Tuition Discounts	201,186	222,164	244,025	288,708	311,947	328,164	328,023	342,748	10%	14,725
Discount Rate	21.4%	22.5%	22.8%	25.4%	26.3%	26.5%	26.9%	27.1%			
Scholarships and fellowships	51,177	49,300	44,645	47,706	50,402	54,639	53,137	52,996	2%	(142)	-0.3%
Total	252,363	271,464	288,670	336,414	362,349	382,802	381,161	395,744	11%	14,583	3.8%

(\$ in Thousands)	Actual					Budget	Q3 Proj	Budget	% of	FY20 Budget vs FY19 Projection	
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2019	FY2020	Budget	\$	%
	Amherst	116,468	119,476	129,333	156,819	169,040	178,238	170,929	180,968	14%	10,040
Boston	44,674	56,565	61,518	69,981	74,970	81,807	81,895	83,106	19%	1,211	1.5%
Dartmouth	39,820	43,206	40,988	43,000	43,818	43,467	48,334	48,244	18%	(90)	-0.2%
Lowell	47,177	50,151	54,551	63,833	71,201	75,664	75,507	78,661	16%	3,154	4.2%
Medical School	4,218	2,060	2,269	2,751	3,320	3,626	4,496	4,764	1%	268	6.0%
Total	252,357	271,458	288,659	336,384	362,349	382,802	381,161	395,744	11%	14,583	3.8%

- Increases in support of need and merit based aid funded by campus resources.

Increased Revenue = \$137 million or 4.0%

Increased Expense = \$143 million or 4.3%

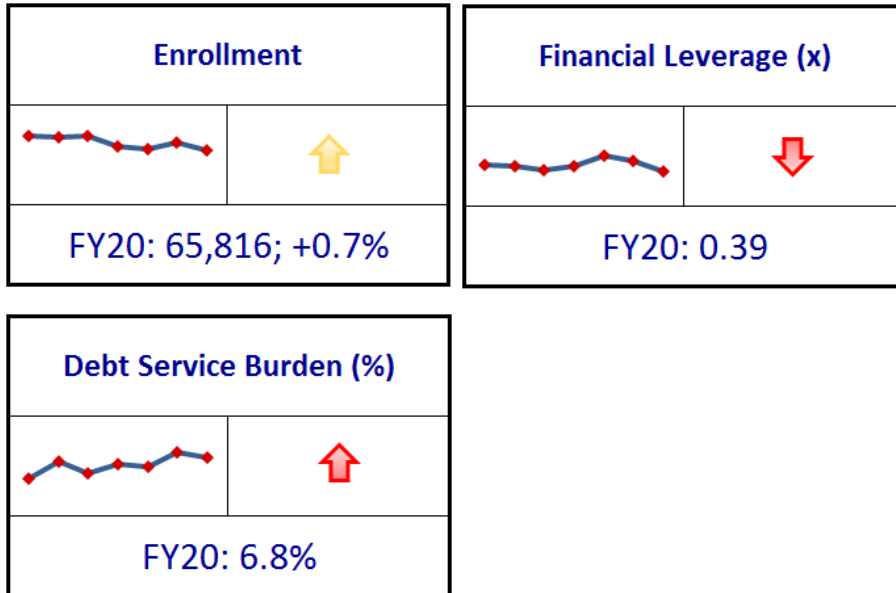


(1) Medical School: Mass Biologics and Commonwealth Medicine
 (2) Other includes gifts, investment return and other miscellaneous revenue at ABDL

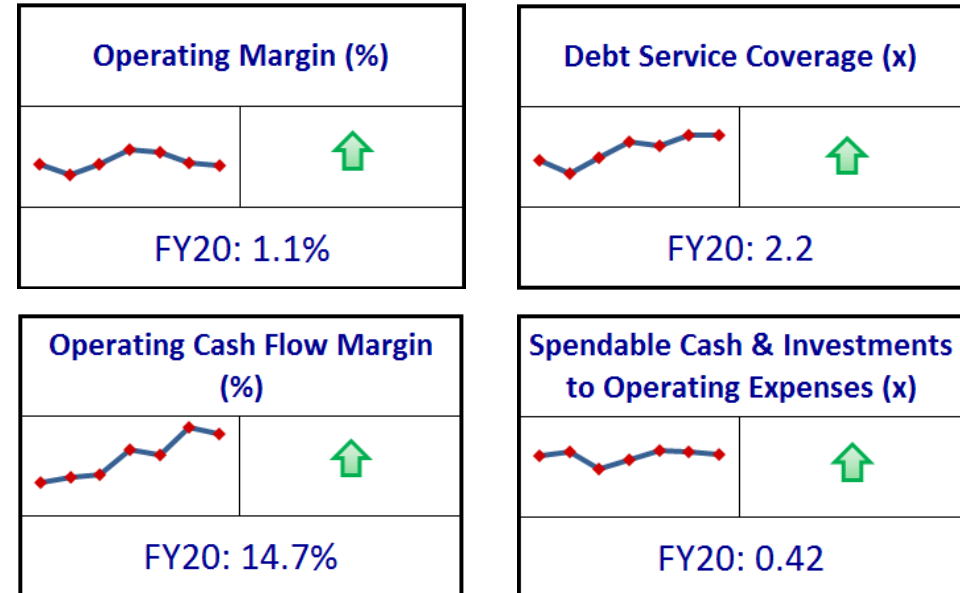
Ratios

Key Ratios

On Watch



Improving

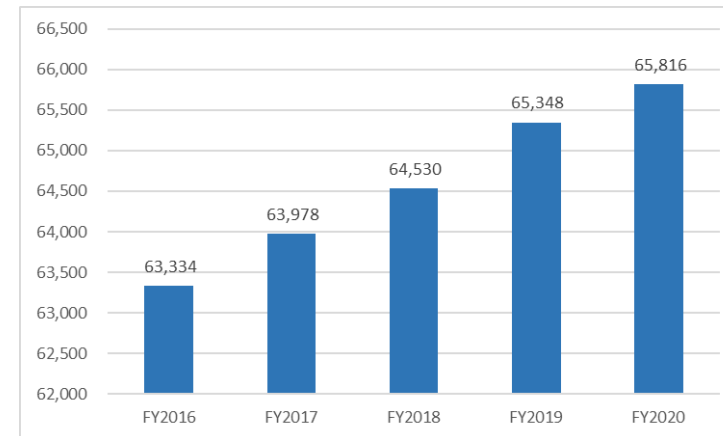


Enrollment

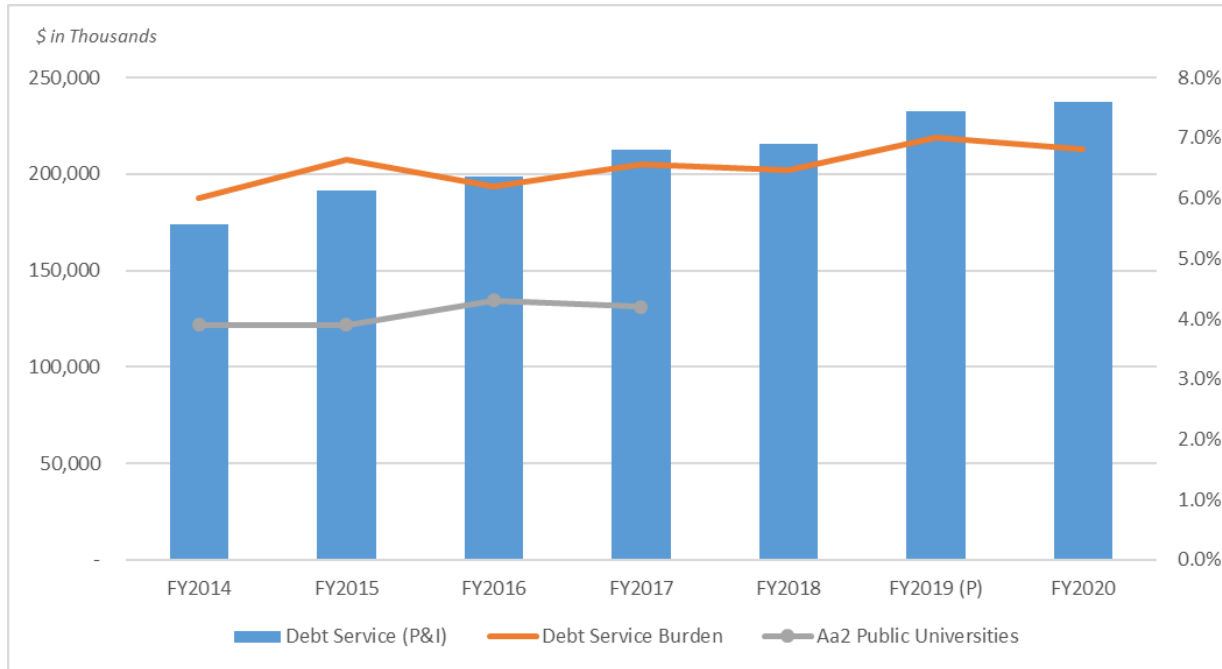
(FTEs)

	Actual			Budget	Actual	Budget	FY20 Budget vs FY19 Actual	
	FY2016	FY2017	FY2018	FY2019	FY2019	FY2020	#	%
	Amherst	27,697	28,339	28,711	29,189	29,051	29,326	275
Boston	13,195	13,101	13,036	13,188	13,213	13,134	(79)	-0.6%
Dartmouth	7,766	7,558	7,286	7,436	7,330	7,291	(39)	-0.5%
Lowell	13,620	13,910	14,423	14,836	14,601	14,862	261	1.8%
Medical School	1,056	1,070	1,074	1,111	1,153	1,203	50	4.4%
Total Enrollment	63,334	63,978	64,530	65,760	65,348	65,816	468	0.7%
% Growth		1.0%	0.9%	1.9%	1.3%	0.7%		

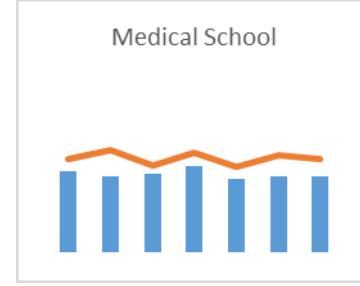
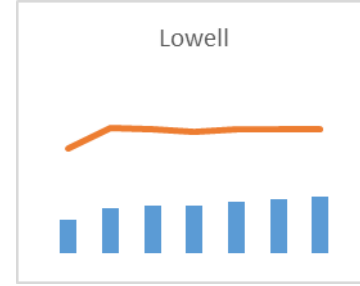
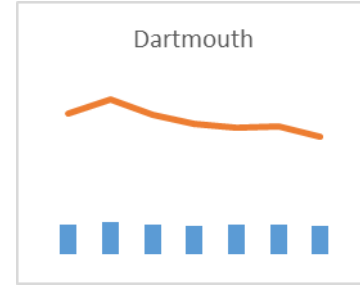
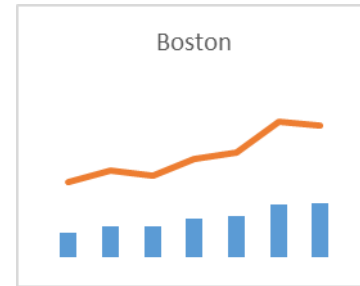
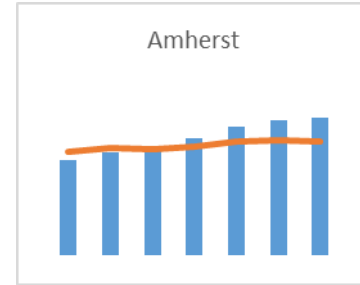
	Average Annual Growth			
	FY01-05	FY06-10	FY11-15	FY16-20
Amherst	-0.1%	2.2%	1.7%	1.6%
Boston	-2.1%	5.7%	2.8%	0.5%
Dartmouth	4.4%	2.9%	-0.6%	-1.7%
Lowell	0.6%	5.1%	5.2%	2.1%
Medical School	9.3%	4.6%	-0.8%	2.4%
Total Enrollment	0.3%	3.5%	2.3%	1.1%



Debt Service Burden

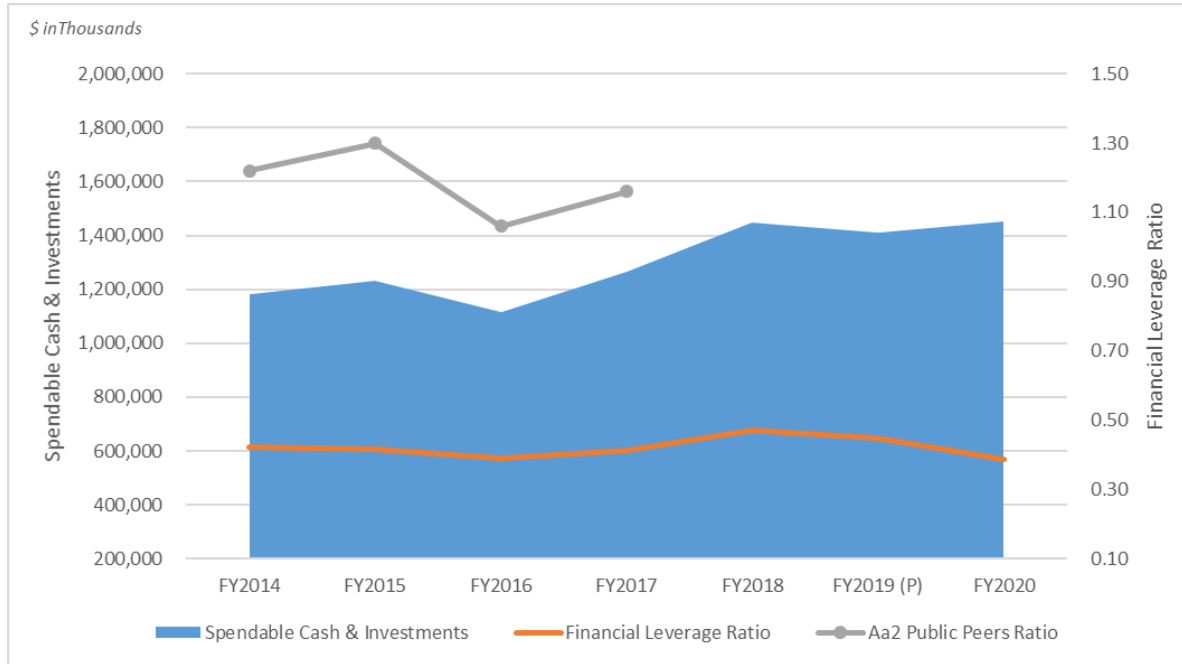


	Actual					Budget	Projection	Budget
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019 (B)	FY2019 (P)	FY2020
Amherst	6.2%	6.4%	6.4%	6.6%	6.8%	6.7%	6.9%	6.8%
Boston	4.5%	5.2%	4.9%	5.9%	6.3%	6.9%	8.2%	7.9%
Dartmouth	8.5%	9.3%	8.4%	7.8%	7.6%	7.1%	7.7%	7.0%
Lowell	6.3%	7.6%	7.5%	7.3%	7.4%	7.5%	7.4%	7.5%
Medical	5.6%	6.2%	5.2%	6.0%	5.1%	6.1%	5.8%	5.6%
Central	0.1%	3.1%	3.7%	3.4%	2.8%	5.8%	4.4%	3.9%
University	6.0%	6.6%	6.2%	6.6%	6.5%	6.8%	7.0%	6.8%



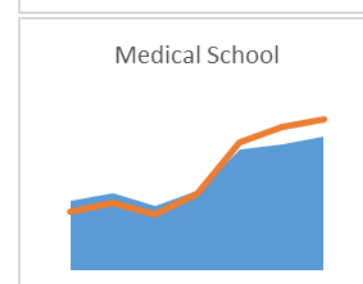
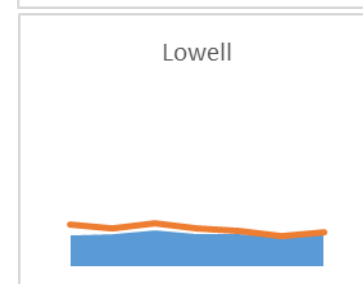
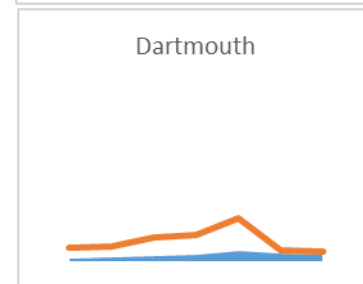
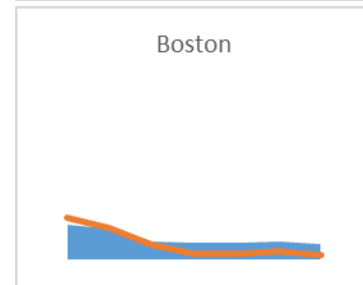
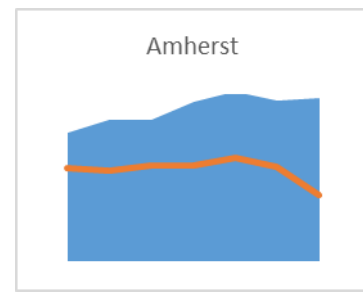
Excludes impact of GASB 68 & 75

Financial Leverage

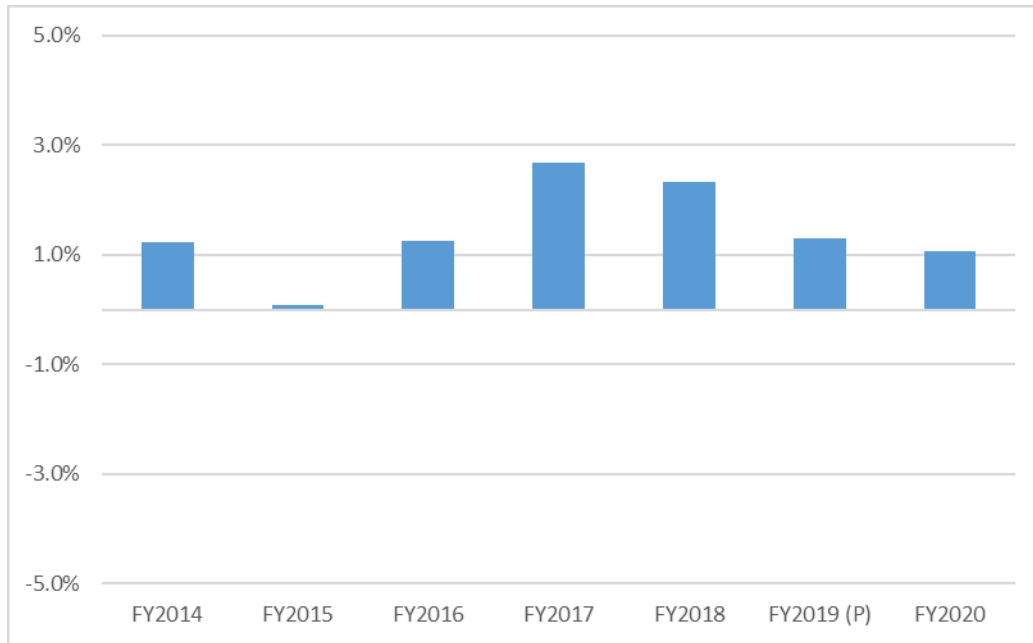


	Actual					Budget	Projection	Budget
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019 (B)	FY2019 (P)	FY2020
Amherst	0.49	0.48	0.50	0.50	0.54	0.50	0.50	0.38
Boston	0.26	0.22	0.15	0.12	0.12	0.13	0.13	0.12
Dartmouth	0.15	0.16	0.20	0.21	0.28	0.16	0.14	0.14
Lowell	0.28	0.26	0.28	0.26	0.25	0.19	0.23	0.25
Medical	0.35	0.38	0.34	0.42	0.64	0.50	0.70	0.74
Central	2.34	2.13	1.95	2.35	2.46	2.55	2.55	2.64
University	0.42	0.42	0.39	0.41	0.47	0.40	0.45	0.39

*Excludes impact of GASB 68 & 75

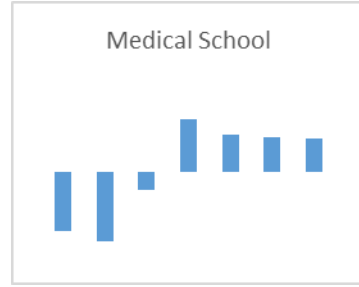
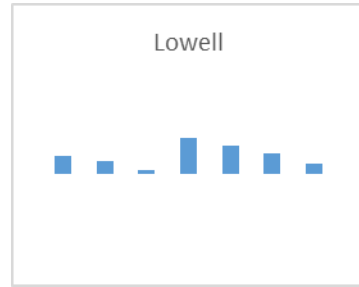
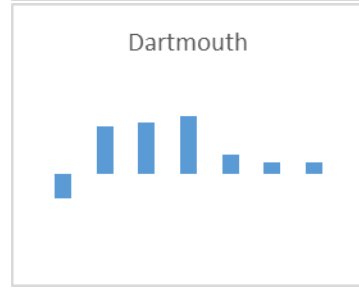
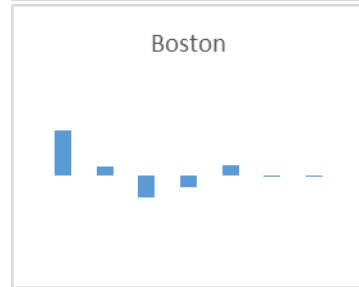
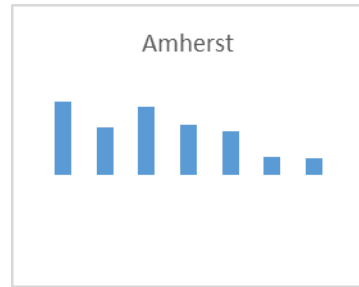


Operating Margin

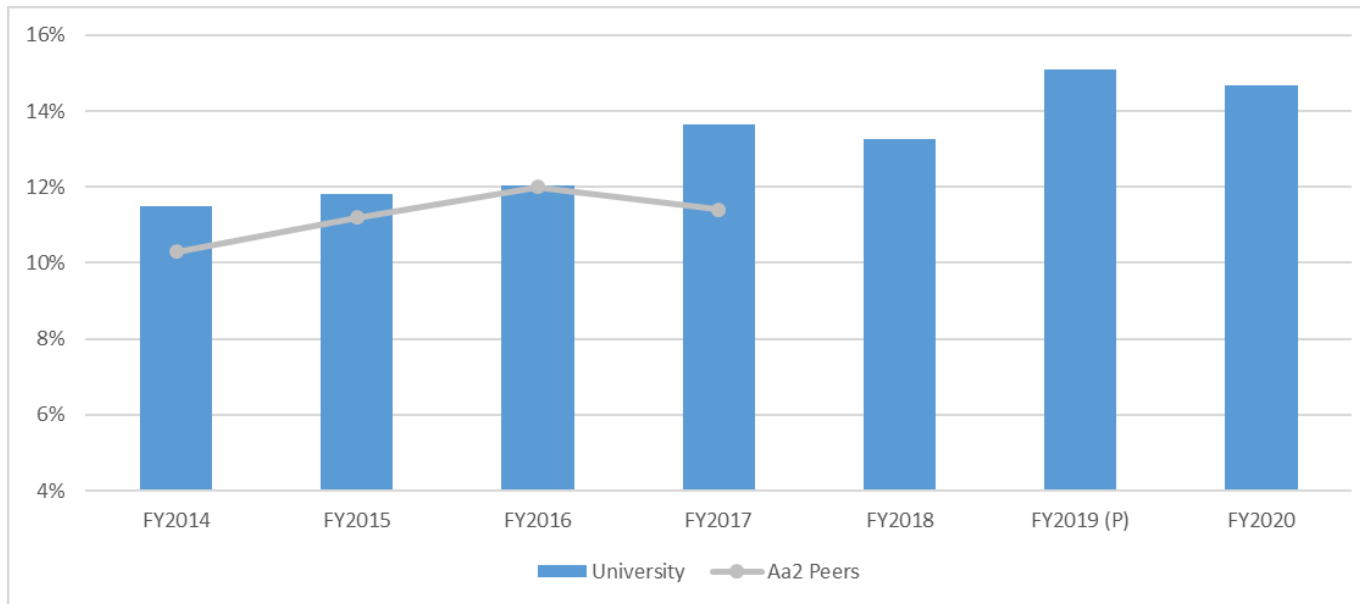


	Actual					Budget	Projection	Budget
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019 (B)	FY2019 (P)	FY2020
Amherst	4.4%	2.8%	4.1%	3.0%	2.6%	0.9%	1.1%	1.0%
Boston	2.7%	0.5%	-1.3%	-0.7%	0.6%	0.0%	0.0%	0.0%
Dartmouth	-1.5%	2.8%	3.1%	3.4%	1.1%	1.1%	0.7%	0.7%
Lowell	1.0%	0.8%	0.2%	2.2%	1.6%	0.7%	1.2%	0.6%
Medical	-3.6%	-4.2%	-1.1%	3.2%	2.2%	2.0%	2.1%	2.0%
Central	14.7%	-1.5%	0.7%	6.4%	10.4%	1.3%	4.1%	2.0%
University	1.2%	0.1%	1.3%	2.7%	2.3%	1.1%	1.3%	1.1%

Excludes impact of GASB 68 & 75

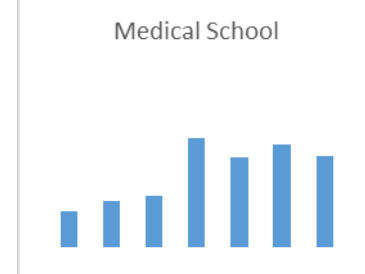
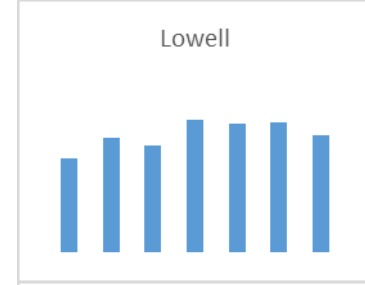
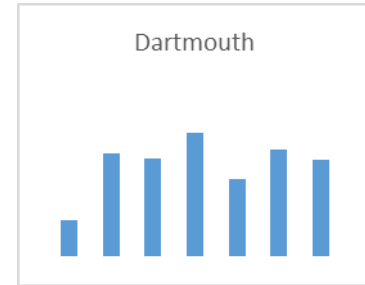
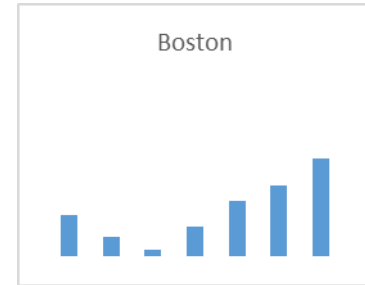
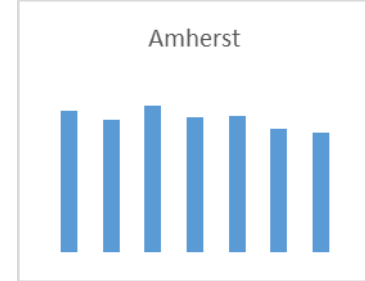


Operating Cash Flow Margin

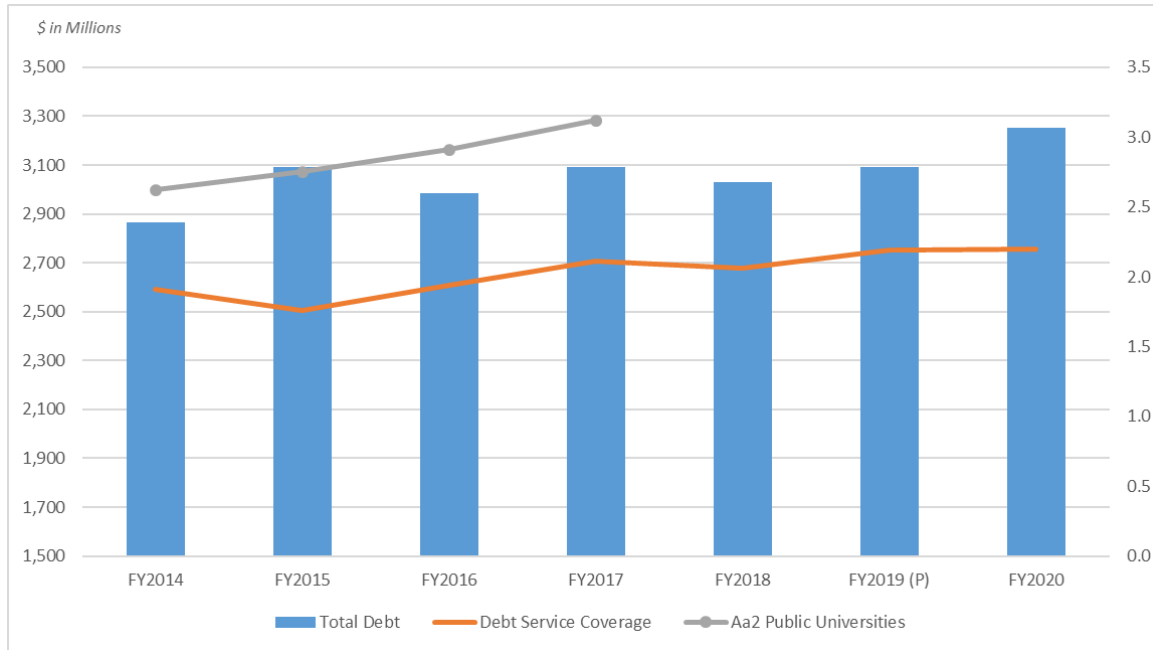


	Actual					Budget	Projection	Budget
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019 (B)	FY2019 (P)	FY2020
Amherst	15.2%	14.6%	15.6%	14.8%	14.8%	13.6%	14.0%	13.7%
Boston	8.0%	6.4%	5.4%	7.1%	9.0%	10.5%	10.1%	12.1%
Dartmouth	7.6%	12.5%	12.1%	13.9%	10.6%	11.1%	12.7%	12.0%
Lowell	11.8%	13.3%	12.8%	14.6%	14.3%	13.8%	14.4%	13.5%
Medical	7.6%	8.4%	8.7%	12.8%	11.5%	13.2%	12.4%	11.6%
Central	19.4%	14.6%	17.0%	17.7%	17.5%	8.9%	9.2%	7.0%
University	11.5%	11.8%	12.0%	13.7%	13.3%	13.1%	15.1%	14.6%

Excludes impact of GASB 68 & 75

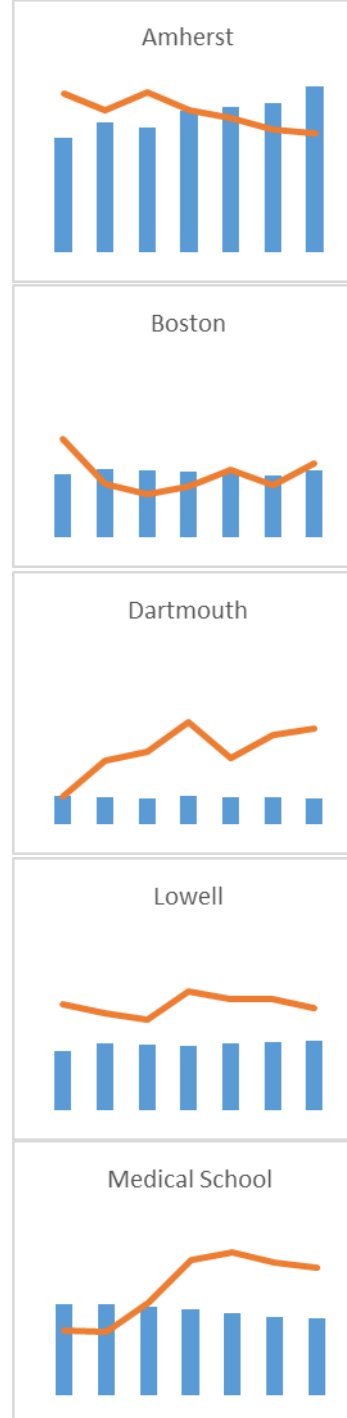


Debt Service Coverage

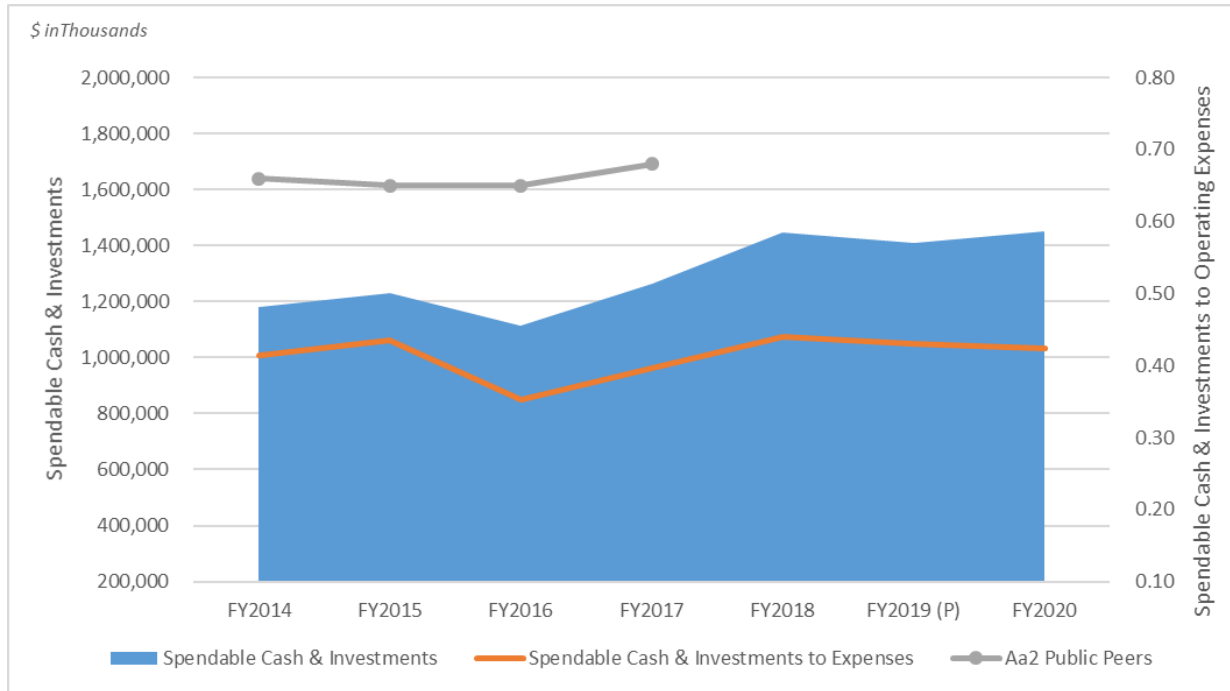


	Actual					Budget	Projection	Budget
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019 (B)	FY2019 (P)	FY2020
Amherst	2.5	2.3	2.5	2.3	2.2	2.0	2.0	2.0
Boston	1.7	1.2	1.0	1.1	1.4	1.4	1.2	1.4
Dartmouth	0.8	1.3	1.4	1.8	1.3	1.5	1.6	1.7
Lowell	1.8	1.7	1.7	2.0	1.9	1.8	1.9	1.8
Medical	1.3	1.3	1.7	2.2	2.3	2.2	2.2	2.1
Central	N/A	4.7	4.6	5.6	7.0	1.6	2.2	1.9
University	1.9	1.8	1.9	2.1	2.1	1.9	2.2	2.2

Excludes impact of GASB 68 & 75

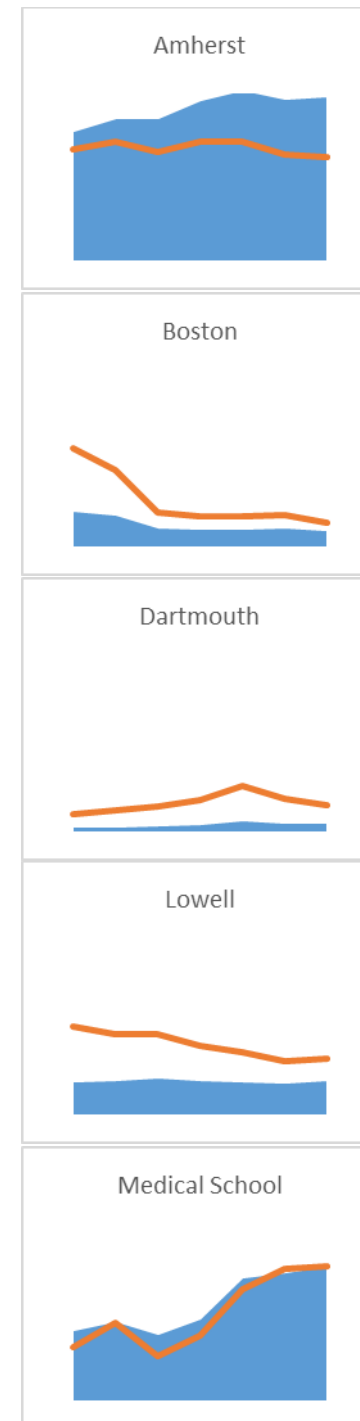


Spendable Cash & Investments



	Actual					Budget	Projection	Budget
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019 (B)	FY2019 (P)	FY2020
Amherst	0.43	0.46	0.42	0.46	0.46	0.41	0.42	0.41
Boston	0.39	0.33	0.20	0.19	0.19	0.18	0.19	0.17
Dartmouth	0.15	0.16	0.17	0.20	0.24	0.21	0.20	0.18
Lowell	0.36	0.34	0.34	0.31	0.29	0.22	0.26	0.27
Medical	0.26	0.33	0.23	0.30	0.43	0.35	0.50	0.50
Central	2.18	1.83	1.44	1.74	1.95	1.64	1.87	1.64
University	0.41	0.43	0.35	0.40	0.44	0.38	0.43	0.42

*Excludes impact of GASB 68 & 75



Graduation Rates

4 Year Graduation Rate							
%	FY14	FY15	FY16	FY17	FY18	FY19	FY20
Amherst	66.0%	67.0%	67.0%	70.5%	73.7%	76.3%	74.1%
Boston	15.0%	18.0%	20.9%	25.2%	24.5%	25.5%	
Dartmouth	28.0%	28.0%	30.2%	37.2%	37.1%	34.3%	37.7%
Lowell	31.0%	32.2%	38.5%	37.7%	40.5%	44.2%	45.0%

6 Year Graduation Rate							
%	FY14	FY15	FY16	FY17	FY18	FY19	FY20
Amherst	72.9%	76.0%	78.0%	76.5%	77.4%	80.2%	80.5%
Boston	43.6%	42.0%	42.0%	45.0%	47.9%	48.0%	
Dartmouth	49.0%	47.0%	46.0%	48.8%	48.5%	56.3%	49.5%
Lowell	54.0%	54.0%	56.0%	56.1%	60.1%	63.0%	60.0%

Source: FY14-19 Student Profile; FY20 Campus

Retention Rates

First-Year Retention Rate							
%	FY14	FY15	FY16	FY17	FY18	FY19	FY20
Amherst	89.0%	90.0%	91.0%	91.3%	90.6%	90.7%	91.0%
Boston	77.0%	80.0%	78.0%	79.4%	77.5%	76.5%	80.5-82.5%
Dartmouth	76.0%	79.0%	75.0%	73.4%	74.2%	70.9%	72.0%
Lowell	84.0%	84.0%	86.0%	84.8%	86.3%	85.1%	85.0%

Source: FY14-19 Student Profile; FY20 Campus

Academic Quality

% Tenured / Tenure Track Faculty	FY14	FY15	FY16	FY17	FY18
Amherst	76%	74%	74%	73%	72%
<i>Total T/ TT Faculty</i>	<i>1,026</i>	<i>1,047</i>	<i>1,054</i>	<i>1,048</i>	<i>1,062</i>
Boston	76%	74%	72%	71%	72%
<i>Total T/ TT Faculty</i>	<i>466</i>	<i>487</i>	<i>518</i>	<i>506</i>	<i>505</i>
Dartmouth	67%	65%	65%	65%	64%
<i>Total T/ TT Faculty</i>	<i>302</i>	<i>303</i>	<i>300</i>	<i>306</i>	<i>299</i>
Lowell	59%	57%	55%	57%	55%
<i>Total T/ TT Faculty</i>	<i>413</i>	<i>407</i>	<i>413</i>	<i>427</i>	<i>431</i>

Source: July 2018 AIR

Average High School GPA	FY14	FY15	FY16	FY17	FY18
Amherst	3.73	3.78	3.83	3.83	3.89
Boston	3.16	3.19	3.23	3.25	3.28
Dartmouth	3.31	3.15	3.20	3.21	3.23
Lowell	3.36	3.43	3.54	3.59	3.55

Average Entering Transfers GPA	FY14	FY15	FY16	FY17	FY18
Amherst	3.32	3.32	3.33	3.31	3.36
Boston	3.11	3.12	3.13	3.10	3.03
Dartmouth	3.10	3.10	3.10	3.10	3.10
Lowell	3.09	3.11	3.13	3.18	3.17

Source: July 2018 AIR

Average Freshmen SAT Scores	FY14	FY15	FY16	FY17	FY18
Amherst	1208	1218	1226	1225	1268
Boston	1058	1057	1061	1071	1098
Dartmouth	1042	1029	1029	1022	1094
Lowell	1134	1150	1173	1171	1225

Source: July 2018 AIR

Key Financial Ratios Defined

Operating cash flow margin – Measures net income (before non-cash expenses) relative to operating revenue to support investments

$$\frac{(\text{Total revenues} - \text{total expenses}) + \text{depreciation} + \text{interest}}{\text{Total revenues}}$$

Operating margin – Indicates the excess margin (or deficit) by which annual revenues cover annual expenses (excluding unrealized gains or losses)

$$\frac{\text{Total revenues} - \text{total expenses}}{\text{Total revenues}}$$

Debt burden – Compares the relative cost of borrowing to overall expenditures

$$\frac{\text{Debt service (P\&I)}}{\text{Total expenses}}$$

Debt service coverage – Measures the ability to make debt service payments from annual operations

$$\frac{(\text{Total revenues} - \text{total expenses}) + \text{depreciation} + \text{interest}}{\text{Debt service (P\&I)}}$$

Spendable Cash & Investments to expenses – Measures the extent to which the University can rely on wealth that can be accessed over time or for a specific purpose to operate

$$\frac{(\text{Cash \& investments} - \text{debt service reserve funds} + \text{permanently restricted pledges receivable} - \text{permanently restricted Net Assets})}{\text{Total expenses}}$$

Financial Leverage Ratio – Measures the ability to repay bondholders from wealth that can be accessed over time or for a specific purpose

$$\frac{\text{Spendable Cash \& Investments}}{\text{Total Debt}}$$

Campus Data

Amherst

Amherst: Assumptions

\$ in thousands

	Assumption	\$ Value
Revenue Assumptions		
University Level		
State Appropriation	1.0%	2,260
State Collective Bargaining	2.0%	8,082
Modeled Tuition - In State UG	2.5%	4,356
Modeled Tuition - Out of State UG	3.0%	3,390
Modeled Tuition - Grad	3.0%	1,115
Campus Level		
Enrollment Increase	FY20 = 0.9%	3,387
Auxiliary: Dining & Housing Rates	3% increase in Room & board rate	5,528
Online: Rates & Enrollment	2% increase in rate; flat enrollment	996
Expense Assumptions		
University Level		
Collective Bargaining	2.0%	12,091
Fringe Rate	37.99%	10,562
Campus Level		
Expense Reductions to achieve margin	Detailed strategic plans	6,600
Debt (interest payment)	FY20	

Amherst: Revenue & Expenses

(\$ in Thousands)

AMHERST

Revenues	Actual					Budget	Q3 Proj	Budget	Variance	
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2019	FY2020	\$	%
Gross Tuition & Fees	433,244	440,723	481,072	513,450	541,665	561,039	557,521	578,480	20,959	3.8%
Tuition Discounts	(95,477)	(99,261)	(114,881)	(139,441)	(150,824)	(158,632)	(151,322)	(161,062)	(9,739)	6.4%
Discount Rate	22.0%	22.5%	23.9%	27.2%	27.8%	28.3%	27.1%	27.8%	0	
Net Tuition & Fees	337,767	341,462	366,191	374,009	390,841	402,407	406,199	417,418	11,220	2.8%
Grants	145,206	137,136	145,217	148,554	153,007	157,607	156,545	161,034	4,489	2.9%
Sales & Service, Educational	8,089	8,908	8,935	9,137	9,321	9,796	9,796	10,092	296	3.0%
Auxiliary Enterprises	214,759	223,784	241,428	256,110	268,041	276,141	278,299	287,155	8,857	3.2%
Other Operating	16,137	19,010	22,413	16,575	16,768	18,259	19,700	20,900	1,200	6.1%
State appropriations	272,676	298,423	319,541	345,411	360,161	363,541	371,243	387,302	16,059	4.3%
Other NonOperating	86,787	53,891	70,716	66,258	78,504	71,335	71,539	75,105	3,566	5.0%
Total Revenues	1,081,421	1,082,614	1,174,441	1,216,054	1,276,643	1,299,087	1,313,320	1,359,006	45,686	3.5%
% Growth		0.1%	8.5%	3.5%	5.0%	1.8%	2.9%	4.6%		
Expenses	Actual					Budget	Q3 Proj	Budget	Variance	
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2019	FY2020	\$	%
Salaries & Fringe	591,485	621,583	676,474	712,315	744,102	764,195	774,279	807,327	33,048	4.3%
Non-personnel	289,728	295,012	308,850	306,743	326,076	340,381	338,728	347,939	9,210	2.7%
Scholarships and fellowships	20,991	20,215	14,452	17,378	18,216	19,606	19,606	19,907	300	1.5%
Depreciation	82,687	89,442	96,614	100,409	109,965	115,982	116,594	120,638	4,044	3.5%
Interest	25,609	29,820	32,417	36,250	43,131	41,978	45,113	45,047	(66)	-0.1%
Total Expenses	1,010,500	1,056,072	1,128,807	1,173,095	1,241,490	1,282,143	1,294,321	1,340,857	46,536	3.6%
% Growth		4.5%	6.9%	3.9%	5.8%	3.3%	4.3%	4.6%		
Operating Margin	Actual					Budget	Q3 Proj	Budget		
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2019	FY2020		
UMass OM Calc Revenues	1,056,770	1,086,696	1,176,957	1,209,147	1,274,604	1,293,962	1,308,108	1,353,748		
Total Expenses	1,010,500	1,056,072	1,128,807	1,173,095	1,241,490	1,282,143	1,294,321	1,340,857		
Surplus / (Deficit)	46,270	30,624	48,150	36,052	33,114	11,819	13,787	12,892		
UMass OM Calc	4.4%	2.8%	4.1%	3.0%	2.6%	0.9%	1.1%	1.0%		

Amherst: Enrollment by Career

Students (FTEs)	Fall Actual				Budget
	FY2016	FY2017	FY2018	FY2019	FY2020
Undergraduate	22,169	22,588	22,643	22,945	23,095
<i>Undergraduate Growth</i>		1.9%	0.2%	1.3%	0.7%
Graduate	3,417	3,496	3,708	3,772	3,897
<i>Graduate Growth</i>		2.3%	6.1%	1.7%	3.3%
Continuing Ed	464	428	472	417	417
<i>Continuing Growth</i>		-7.7%	10.2%	-11.8%	0.0%
Online Only	1,647	1,827	1,888	1,917	1,917
<i>Online Only Growth</i>		10.9%	3.4%	1.5%	0.0%
Total	27,697	28,339	28,711	29,051	29,326
<i>Total Growth</i>		2.3%	1.3%	1.2%	0.9%

Amherst: Enrollment by Residency

Students (FTEs)	Fall Actual				Budget
	FY2016	FY2017	FY2018	FY2019	FY2020
In State	19,142	19,665	19,827	20,016	20,166
<i>In State Growth</i>		2.7%	0.8%	1.0%	0.7%
Out of State	8,555	8,674	8,884	9,034	9,159
<i>Out of State Growth</i>		1.4%	2.4%	1.7%	1.4%
Total	27,697	28,339	28,711	29,051	29,326
<i>Total Growth</i>		2.3%	1.3%	1.2%	0.9%

Amherst: Undergraduate by New v Continuing

<i>Undergraduate (FTEs)</i>	Fall Actual				Budget
	FY2016	FY2017	FY2018	FY2019	FY2020
New	6,100	6,184	6,182	6,535	6,685
<i>% Growth</i>		1.4%	0.0%	5.7%	2.3%
Continuing	16,069	16,404	16,461	16,411	16,411
<i>% Growth</i>		2.1%	0.3%	-0.3%	0.0%
Undergraduate Total	22,169	22,588	22,643	22,945	23,095
<i>% Growth</i>		1.9%	0.2%	1.3%	0.7%

Amherst: Staffing

Employee FTEs	Actual		Budget	Q3 Actual	Budget
	FY2017	FY2018	FY2019	FY2019	FY2020
Restricted					
Faculty	64	49	49	54	50
Staff	317	374	374	392	375
Total Restricted	381	423	423	446	425
<i>FTE Change (#)</i>		42	-	23	(21)
Unrestricted General University Ops					
Faculty	1,486	1,509	1,527	1,554	1,578
Staff	2,611	2,692	2,702	2,729	2,742
Total General University Ops	4,097	4,201	4,229	4,283	4,320
<i>FTE Change (#)</i>		104	28	82	37
Unrestricted Aux./Independent Business					
Faculty	-	-	-	-	-
Staff	1,016	1,051	1,101	1,257	1,427
Total Aux./Independent Business	1,016	1,051	1,101	1,257	1,427
<i>FTE Change (#)</i>		35	50	206	170
Total Faculty & Staff	5,494	5,675	5,753	5,987	6,172
		3.3%	1.4%	5.5%	3.1%

- Faculty increase to fill positions that were vacant, reallocated to address strategic areas or to reduce instructional stress
- Staff increase for Continuing Education, Advancement, Student mental health services, and other key areas
- Auxiliary increase for Dining Services, non-benefitted staff converted to benefitted positions

Amherst: Staffing Ratios

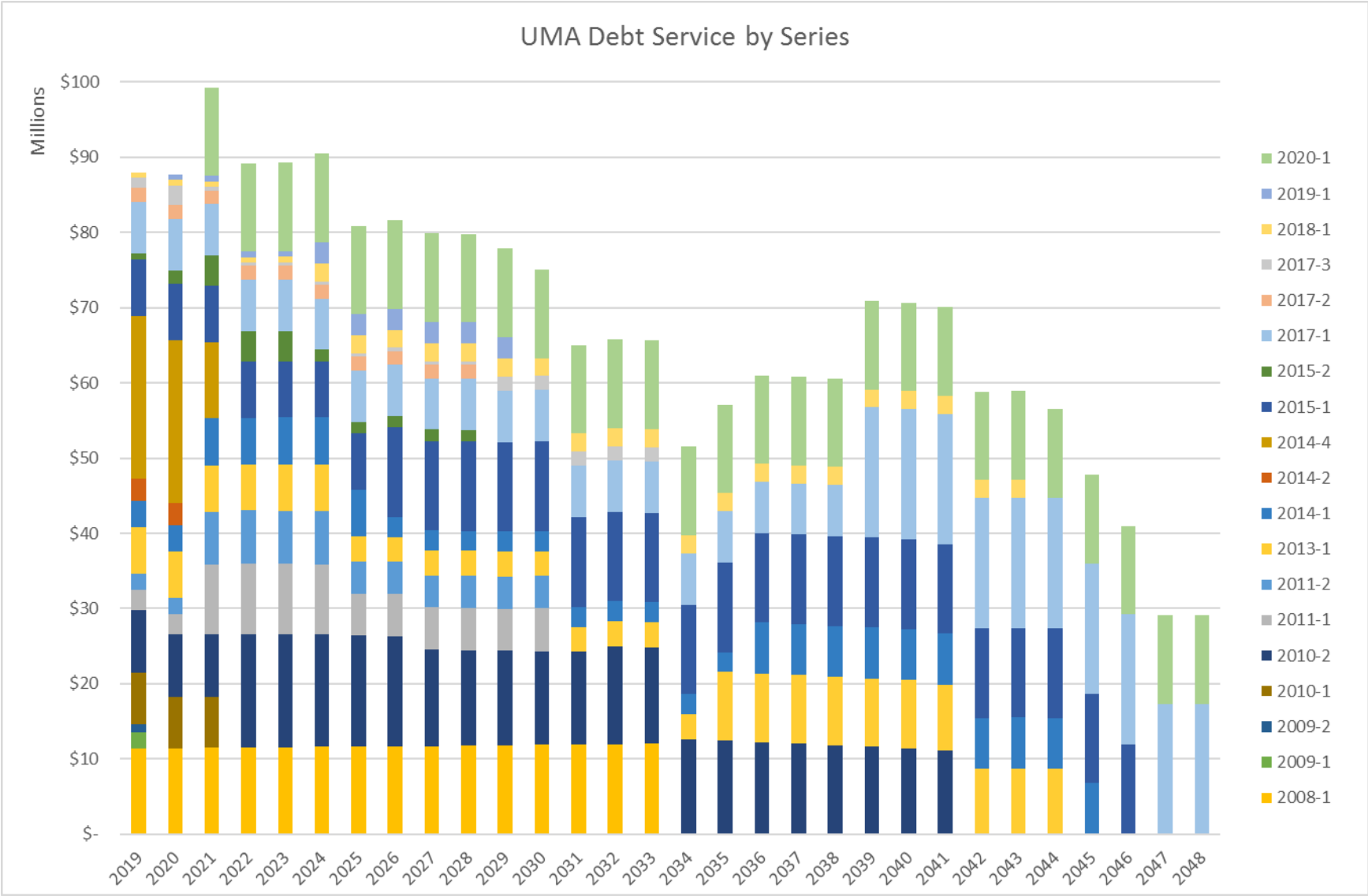
<i>Student - Faculty</i>	Actual		Budget	Q3 Actual	Budget
	FY2017	FY2018	FY2019	FY2019	FY2020
Student (FTE)	28,339	28,711	29,189	29,051	29,326
Faculty (FTE)	1,550	1,558	1,576	1,608	1,628
Student-Faculty Ratio	18.3	18.4	18.5	18.1	18.0

<i>Staff - Faculty (All)</i>	Actual		Budget	Q3 Actual	Budget
	FY2017	FY2018	FY2019	FY2019	FY2020
Staff (FTE)	3,944	4,117	4,177	4,379	4,544
Faculty (FTE)	1,550	1,558	1,576	1,608	1,628
Staff-Faculty Ratio	2.5	2.6	2.7	2.7	2.8

<i>Staff - Faculty (E&G)</i>	Actual		Budget	Q3 Actual	Budget
	FY2017	FY2018	FY2019	FY2019	FY2020
Staff (FTE)	2,611	2,692	2,702	2,729	2,742
Faculty (FTE)	1,486	1,509	1,527	1,554	1,578
Staff-Faculty Ratio (E&G)	1.8	1.8	1.8	1.8	1.7

Amherst: Key Ratios

Key Ratios	Actual					Budget	Q3 Proj	Budget
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2019	FY2020
Operating Margin (%)	4.4%	2.8%	4.1%	3.0%	2.6%	0.9%	1.1%	1.0%
<i>Operating Margin (\$)</i>	46,270	30,624	48,150	36,052	33,114	11,819	13,787	12,892
Operating Cash Flow Margin (%)	15.2%	14.6%	15.6%	14.8%	14.8%	13.6%	14.0%	13.7%
<i>Operating Cash Flow Margin (\$)</i>	157,934	156,493	181,720	176,745	186,268	174,472	180,861	182,785
Debt Service Burden (%)	6.2%	6.4%	6.4%	6.6%	6.8%	6.7%	6.9%	6.8%
Annual Debt Service Coverage (x)	2.5	2.3	2.5	2.3	2.2	2.0	2.0	2.0
Spendable Cash & Investments to Op Expenses (x)	0.43	0.46	0.42	0.46	0.46	0.41	0.42	0.41
Financial Leverage (x)	0.49	0.48	0.50	0.50	0.54	0.50	0.50	0.38
Enrollment	27,007	27,098	27,697	28,339	28,711	29,189	29,051	29,326
<i>Enrollment (% Change)</i>		0.3%	2.2%	2.3%	1.3%	1.7%	1.2%	0.9%



*Series 2020-1 is a future issuance

Boston

Boston: Assumptions

<i>\$ in thousands</i>	Assumption	\$ Value
Revenue Assumptions		
University Level		
State Appropriation	1.0%	1,324
State Collective Bargaining	2.0%	2,148
Modeled Tuition - In State UG	2.5%	2,508
Modeled Tuition - Out of State UG	3.0%	1,449
Modeled Tuition - Grad	3.0%	496
Campus Level		
Enrollment Increase	FY20 = -0.4%	(1,855)
Auxiliary: Parking Rates	Finalized Bargaining	375
Auxiliary: Ground Lease		1,025
Online: Rates & Enrollment		(300)
Merit based scholarship increase		(2,500)
Expense Assumptions		
University Level		
Collective Bargaining	2.0%	4,184
Fringe Rate	35.55%	2,504
Campus Level		
Expense Reductions to achieve margin	pending detailed plans	14,343

Boston: Revenue & Expenses

(\$ in Thousands)

BOSTON

Revenues	Actual					Budget	Q3 Proj	Budget	Variance	
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2019	FY2020	\$	%
Gross Tuition & Fees	193,337	213,968	232,355	240,235	243,760	254,035	245,449	247,982	2,533	1.0%
Tuition Discounts	(33,020)	(44,311)	(45,471)	(53,820)	(57,790)	(63,036)	(64,715)	(65,926)	(1,211)	1.9%
Discount Rate	17.1%	20.7%	19.6%	22.4%	23.7%	24.8%	26.4%	26.6%	0	
Net Tuition & Fees	160,317	169,657	186,884	186,415	185,970	190,999	180,734	182,056	1,322	0.7%
Grants	47,435	48,561	53,927	58,201	56,212	58,201	51,429	56,211	4,782	9.3%
Sales & Service, Educational	3,433	4,197	3,709	3,979	4,072	4,036	4,285	3,962	(323)	-7.5%
Auxiliary Enterprises	9,981	9,211	5,965	6,167	5,199	8,252	12,083	13,621	1,539	12.7%
Other Operating	998	854	2,837	1,818	1,758	1,906	2,761	3,101	340	12.3%
State appropriations	100,553	110,295	117,987	130,157	135,605	136,471	139,472	144,708	5,236	3.8%
Other NonOperating	39,316	33,347	35,093	36,597	37,773	37,104	39,107	38,863	(244)	-0.6%
Total Revenues	362,033	376,122	406,402	423,334	426,589	436,969	429,871	442,523	12,652	2.9%
% Growth		3.9%	8.1%	4.2%	0.8%	2.4%	0.8%	2.9%		
Expenses	Actual					Budget	Q3 Proj	Budget	Variance	
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2019	FY2020	\$	%
Salaries & Fringe	229,512	244,755	266,100	275,330	269,465	269,623	269,860	268,359	(1,501)	-0.6%
Non-personnel	86,312	95,721	101,713	98,250	98,972	101,446	97,068	101,938	4,871	5.0%
Scholarships and fellowships	11,654	12,254	16,047	16,161	17,180	18,771	17,180	17,180	-	0.0%
Depreciation	13,284	16,572	18,988	22,246	24,433	29,474	28,443	33,578	5,135	18.1%
Interest	6,665	8,133	9,064	12,476	14,152	17,186	17,321	21,468	4,147	23.9%
Total Expenses	347,427	377,435	411,912	424,463	424,202	436,500	429,871	442,523	12,652	2.9%
% Growth		8.6%	9.1%	3.0%	-0.1%	2.9%	1.3%	2.9%		
Operating Margin	Actual					Budget	Q3 Proj	Budget		
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2019	FY2020		
UMass OM Calc Revenues	356,974	379,257	406,543	421,462	426,589	436,501	429,871	442,523		
Total Expenses	347,427	377,435	411,912	424,463	424,202	436,500	429,871	442,523		
Surplus / (Deficit)	9,547	1,822	(5,369)	(3,001)	2,387	1	(0)	0		
UMass OM Calc	2.7%	0.5%	-1.3%	-0.7%	0.6%	0.0%	0.0%	0.0%		

Boston: Enrollment by Career

Students (FTEs)	Fall Actual				Budget
	FY2016	FY2017	FY2018	FY2019	FY2020
Undergraduate	9,657	9,529	9,835	10,256	10,294
<i>Undergraduate Growth</i>		-1.3%	3.2%	4.3%	0.4%
Graduate	1,876	1,816	1,802	1,714	1,714
<i>Graduate Growth</i>		-3.2%	-0.8%	-4.9%	0.0%
Continuing Ed	829	939	697	715	643
<i>Continuing Growth</i>		13.3%	-25.8%	2.6%	-10.0%
Online Only	833	818	703	528	483
<i>Online Only Growth</i>		-1.8%	-14.0%	-24.9%	-8.5%
Total	13,195	13,101	13,036	13,213	13,134
<i>Total Growth</i>		-0.7%	-0.5%	1.4%	-0.6%

Boston: Enrollment by Residency

Students (FTEs)	Fall Actual				Budget
	FY2016	FY2017	FY2018	FY2019	FY2020
In State	10,254	10,155	10,249	10,576	10,629
<i>In State Growth</i>		-1.0%	0.9%	3.2%	0.5%
Out of State	2,941	2,946	2,788	2,637	2,506
<i>Out of State Growth</i>		0.2%	-5.4%	-5.4%	-5.0%
Total	13,195	13,101	13,036	13,213	13,134
<i>Total Growth</i>		-0.7%	-0.5%	1.4%	-0.6%

Boston: Undergraduate by New v Continuing

<i>Undergraduate (FTEs)</i>	Fall Actual				Budget
	FY2016	FY2017	FY2018	FY2019	FY2020
New	2,695	2,612	2,995	3,344	3,113
<i>% Growth</i>		-3.1%	14.7%	11.6%	-6.9%
Continuing	6,962	6,917	6,838	6,912	7,181
<i>% Growth</i>		-0.6%	-1.1%	1.1%	3.9%
Undergraduate Total	9,657	9,529	9,834	10,256	10,294
<i>% Growth</i>		-1.3%	3.2%	4.3%	0.4%

Boston: Staffing

Employee FTEs	Actual		Budget	Actual	Budget
	FY2017	FY2018	FY2019	FY2019	FY2020
Restricted					
Faculty	22	15	15	14	13
Staff	160	150	150	131	150
Total Restricted	182	165	165	145	163
<i>FTE Change (#)</i>		(17)	-	(20)	18
Unrestricted General University Ops					
Faculty	861	840	840	849	784
Staff	1,024	929	929	960	866
Total General University Ops	1,885	1,769	1,769	1,809	1,651
<i>FTE Change (#)</i>		(116)	-	40	(159)
Unrestricted Aux./Independent Business					
Faculty	-	-	-	-	-
Staff	61	43	43	27	30
Total Aux./Independent Business	61	43	43	27	30
<i>FTE Change (#)</i>		(18)	-	(16)	3
Total Faculty & Staff	2,128	1,977	1,977	1,981	1,844
		-7.1%	0.0%	0.2%	-7.0%

- Decrease from prior years reflects vacancy elimination efforts, voluntary separation program and a reduction in force in FY18.
- Working toward economies of scale in instructional areas, support and overhead services.
- Proposing consolidated administrative support for small academic departments

Boston: Staffing Ratios

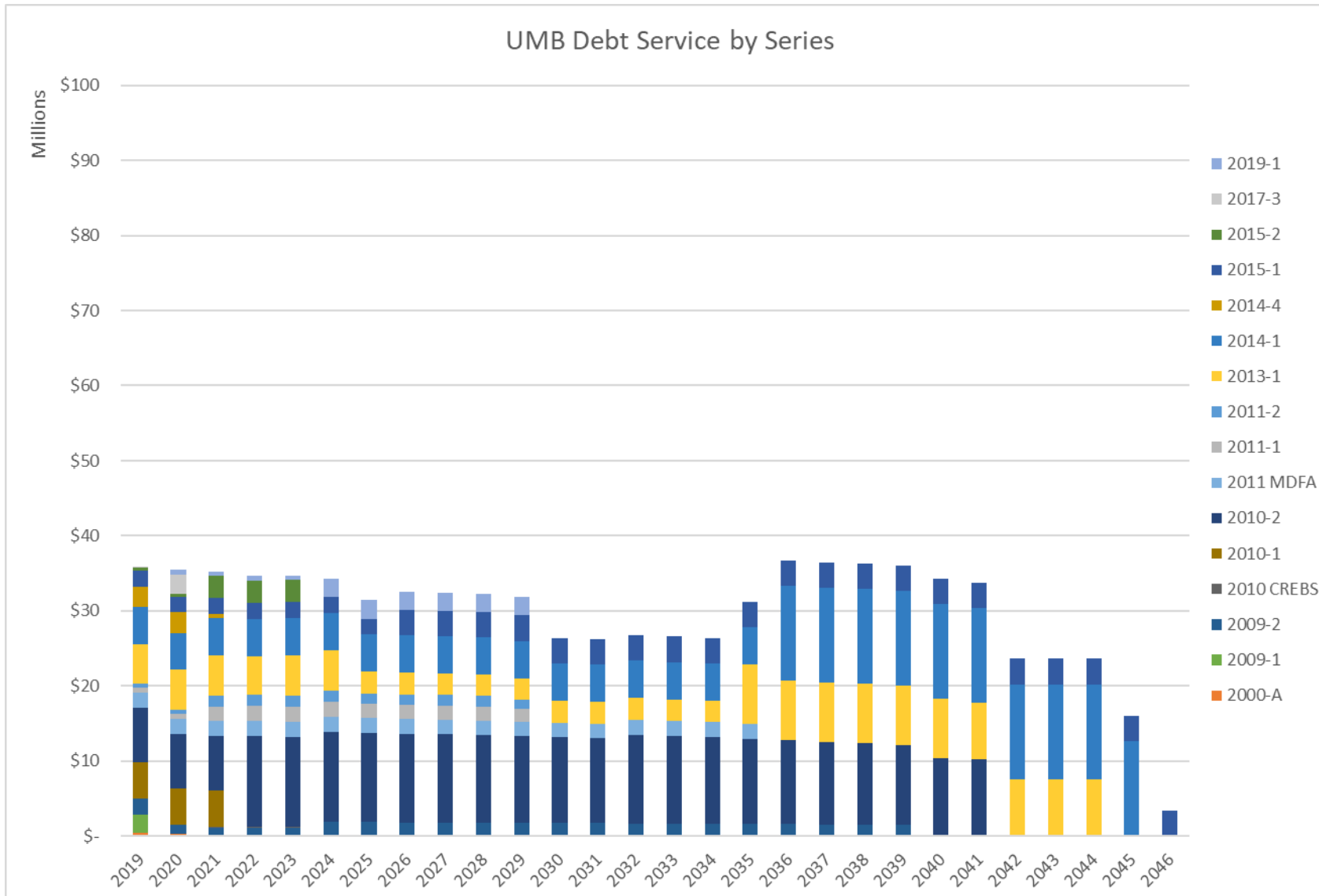
<i>Student - Faculty</i>	<u>Actual</u>		<u>Budget</u>	<u>Q3 Proj</u>	<u>Budget</u>
	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2019</u>	<u>FY2020</u>
Student (FTE)	13,101	13,036	13,188	13,213	13,134
Faculty (FTE)	883	855	855	863	797
Student-Faculty Ratio	14.8	15.2	15.4	15.3	16.5

<i>Staff - Faculty (All)</i>	<u>Actual</u>		<u>Budget</u>	<u>Q3 Proj</u>	<u>Budget</u>
	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2019</u>	<u>FY2020</u>
Staff (FTE)	1,245	1,122	1,122	1,119	1,046
Faculty (FTE)	883	855	855	863	797
Staff-Faculty Ratio	1.4	1.3	1.3	1.3	1.3

<i>Staff - Faculty (E&G)</i>	<u>Actual</u>		<u>Budget</u>	<u>Q3 Proj</u>	<u>Budget</u>
	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2019</u>	<u>FY2020</u>
Staff (FTE)	1,024	929	929	960	866
Faculty (FTE)	861	840	840	849	784
Staff-Faculty Ratio (E&G)	1.2	1.1	1.1	1.1	1.1

Boston: Key Ratios

Key Ratios	Actual					Budget	Q3 Proj	Budget
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2019	FY2020
Operating Margin (%)	2.7%	0.5%	-1.3%	-0.7%	0.6%	0.0%	0.0%	0.0%
<i>Operating Margin (\$)</i>	9,547	1,822	(5,369)	(3,001)	2,387	1	(0)	0
Operating Cash Flow Margin (%)	8.0%	6.4%	5.4%	7.1%	9.0%	10.5%	10.1%	12.1%
<i>Operating Cash Flow Margin (\$)</i>	27,509	23,220	21,192	28,684	36,282	43,416	41,134	50,800
Debt Service Burden (%)	4.5%	5.2%	4.9%	5.9%	6.3%	6.9%	8.2%	7.9%
Annual Debt Service Coverage (x)	1.7	1.2	1.0	1.1	1.4	1.4	1.2	1.4
Spendable Cash & Investments to Op Expenses (x)	0.39	0.33	0.20	0.19	0.19	0.18	0.19	0.17
Financial Leverage (x)	0.27	0.23	0.16	0.12	0.12	0.13	0.13	0.12
Enrollment	12,333	12,833	13,195	13,101	13,036	13,188	13,213	13,134
<i>Enrollment (% Change)</i>		4.1%	2.8%	-0.7%	-0.5%	1.2%	1.4%	-0.6%



Dartmouth

Dartmouth: Assumptions

\$ in thousands

	Assumption	\$ Value
Revenue Assumptions		
University Level		
State Appropriation	1.0%	755
State Collective Bargaining	2.0%	1,251
Modeled Tuition - In State UG	2.5%	1,080
Modeled Tuition - Out of State UG	3.0%	269
Modeled Tuition - Grad	3.0%	392
Campus Level		
Enrollment Increase	FY20 = 0.5%	460
Online: Rates & Enrollment	10%	1,276
Proposed program fee increases	Annually 3%	77
Housing increases	5%	1,634
Dining increases	3%	391
Parking rate changes	annual rates	-
Gifts		1,806
Expense Assumptions		
University Level		
Collective Bargaining	2.0%	2,507
Fringe Rate	37.99%	2,382
Campus Level		
Expense Reductions to achieve margin	pending detailed plans	4,803

Dartmouth: Revenue & Expenses

(\$ in Thousands)

DARTMOUTH

Revenues	Actual					Budget	Q3 Proj	Budget	Variance	
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2019	FY2020	\$	%
Gross Tuition & Fees	106,046	108,033	112,467	115,421	116,766	121,776	121,354	123,551	2,197	1.8%
Tuition Discounts	(33,161)	(35,764)	(35,987)	(38,179)	(38,795)	(38,467)	(43,244)	(43,226)	18	0.0%
Discount Rate	31.3%	33.1%	32.0%	33.1%	33.2%	31.6%	35.6%	35.0%	(0)	
Net Tuition & Fees	72,885	72,269	76,480	77,242	77,971	83,309	78,110	80,325	2,215	2.8%
Grants	18,892	17,761	18,511	19,534	18,925	19,100	18,825	18,951	126	0.7%
Sales & Service, Educational	125	40	71	45	96	96	136	-	(136)	-100.0%
Auxiliary Enterprises	48,220	47,374	48,835	48,349	47,666	51,911	49,292	52,413	3,121	6.3%
Other Operating	5,932	6,447	5,016	6,237	4,438	3,550	2,391	2,958	567	23.7%
State appropriations	64,633	70,006	75,971	80,436	83,740	84,198	86,126	89,352	3,226	3.7%
Other NonOperating	16,909	17,795	16,397	16,542	17,792	18,396	18,736	19,486	750	4.0%
Total Revenues	227,596	231,692	241,281	248,385	250,628	260,560	253,616	263,485	9,869	3.9%
% Growth		1.8%	4.1%	2.9%	0.9%	4.0%	1.2%	1.1%		
Expenses	Actual					Budget	Q3 Proj	Budget	Variance	
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2019	FY2020	\$	%
Salaries & Fringe	134,040	138,028	142,174	142,247	150,061	150,699	152,524	156,795	4,271	2.8%
Non-personnel	66,745	54,923	63,166	64,262	65,795	74,595	66,552	71,711	5,159	7.8%
Scholarships and fellowships	6,659	7,442	5,001	4,821	5,023	5,001	5,090	5,018	(72)	-1.4%
Depreciation	15,064	16,663	17,904	18,647	20,481	21,503	21,741	21,741	-	0.0%
Interest	8,617	8,252	7,968	8,786	8,910	8,277	8,900	8,622	(278)	-3.1%
Total Expenses	231,125	225,308	236,213	238,763	250,270	260,074	254,807	263,887	9,080	3.6%
% Growth		-2.5%	4.8%	1.1%	4.8%	3.9%	1.8%	1.5%		
Operating Margin	Actual					Budget	Q3 Proj	Budget		
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2019	FY2020		
UMass OM Calc Revenues	227,774	231,792	243,647	247,205	253,071	262,883	256,600	265,733		
Total Expenses	231,125	225,308	236,213	238,763	250,270	260,074	254,807	263,887		
Surplus / (Deficit)	(3,351)	6,484	7,434	8,442	2,801	2,808	1,793	1,846		
UMass OM Calc	-1.5%	2.8%	3.1%	3.4%	1.1%	1.1%	0.7%	0.7%		

Dartmouth: Enrollment by Career

Dartmouth Students (FTEs)	Fall Actual				Budget
	FY2016	FY2017	FY2018	FY2019	FY2020
Undergraduate	6,149	5,861	5,582	5,600	5,648
<i>Undergraduate Growth</i>		-4.7%	-4.8%	0.3%	0.9%
Graduate	755	763	698	594	594
<i>Graduate Growth</i>		1.1%	-8.5%	-14.9%	0.0%
Continuing Ed	429	436	508	391	205
<i>Continuing Growth</i>		1.6%	16.3%	-23.0%	-47.6%
Online Only	263	340	315	546	610
<i>Online Only Growth</i>		29.2%	-7.3%	73.3%	11.7%
Law School	170	157	184	199	234
<i>Law School Growth</i>		-7.6%	16.7%	8.4%	17.6%
Total	7,766	7,558	7,286	7,330	7,291
<i>Total Growth</i>		-2.7%	-3.6%	0.6%	-0.5%

Dartmouth: Enrollment by Residency

Dartmouth Students (FTEs)	Fall Actual				Budget
	FY2016	FY2017	FY2018	FY2019	FY2020
In State	6,705	6,410	6,211	6,191	6,218
<i>In State Growth</i>		-4.4%	-3.1%	-0.3%	0.4%
Out of State	1,061	1,148	1,075	1,139	1,073
<i>Out of State Growth</i>		8.2%	-6.3%	5.9%	-5.8%
Total	7,766	7,558	7,286	7,330	7,291
<i>Total Growth</i>		-2.7%	-3.6%	0.6%	-0.5%

Dartmouth: Undergraduate by New v Continuing

Dartmouth <i>Undergraduate (FTEs)</i>	Fall Actual				Budget
	FY2016	FY2017	FY2018	FY2019	FY2020
New	1,774	1,663	1,647	1,833	1,673
<i>% Growth</i>		-6.2%	-1.0%	11.3%	-8.7%
Continuing	4,375	4,198	3,934	3,767	3,975
<i>% Growth</i>		-4.0%	-6.3%	-4.3%	5.5%
Undergraduate Total	6,149	5,861	5,582	5,600	5,648
<i>% Growth</i>		-4.7%	-4.8%	0.3%	0.9%

Dartmouth: Staffing

Employee FTEs	Actual		Budget	Actual	Budget
	FY2017	FY2018	FY2019	FY2019	FY2020
Restricted					
Faculty	4	4	4	7	5
Staff	18	32	32	34	35
Total Restricted	22	36	36	41	40
<i>FTE Change (#)</i>		14	-	5	(1)
Unrestricted General University Ops					
Faculty	419	452	452	460	457
Staff	571	593	593	584	578
Total General University Ops	990	1,045	1,045	1,044	1,035
<i>FTE Change (#)</i>		55	-	(1)	(9)
Unrestricted Aux./Independent Business					
Faculty	-	-	-	-	-
Staff	107	106	106	102	102
Total Aux./Independent Business	107	106	106	102	102
<i>FTE Change (#)</i>		(1)	-	(4)	0
Total Faculty & Staff	1,119	1,187	1,187	1,186	1,177
		6.1%	0.0%	0.0%	-0.8%

- Continued review of all vacant and proposed positions by executive-level review committee
- Commitment to “right-sizing” staff size to align with current scale of University operations
- Reductions in staff is based on attrition

Dartmouth: Staffing Ratios

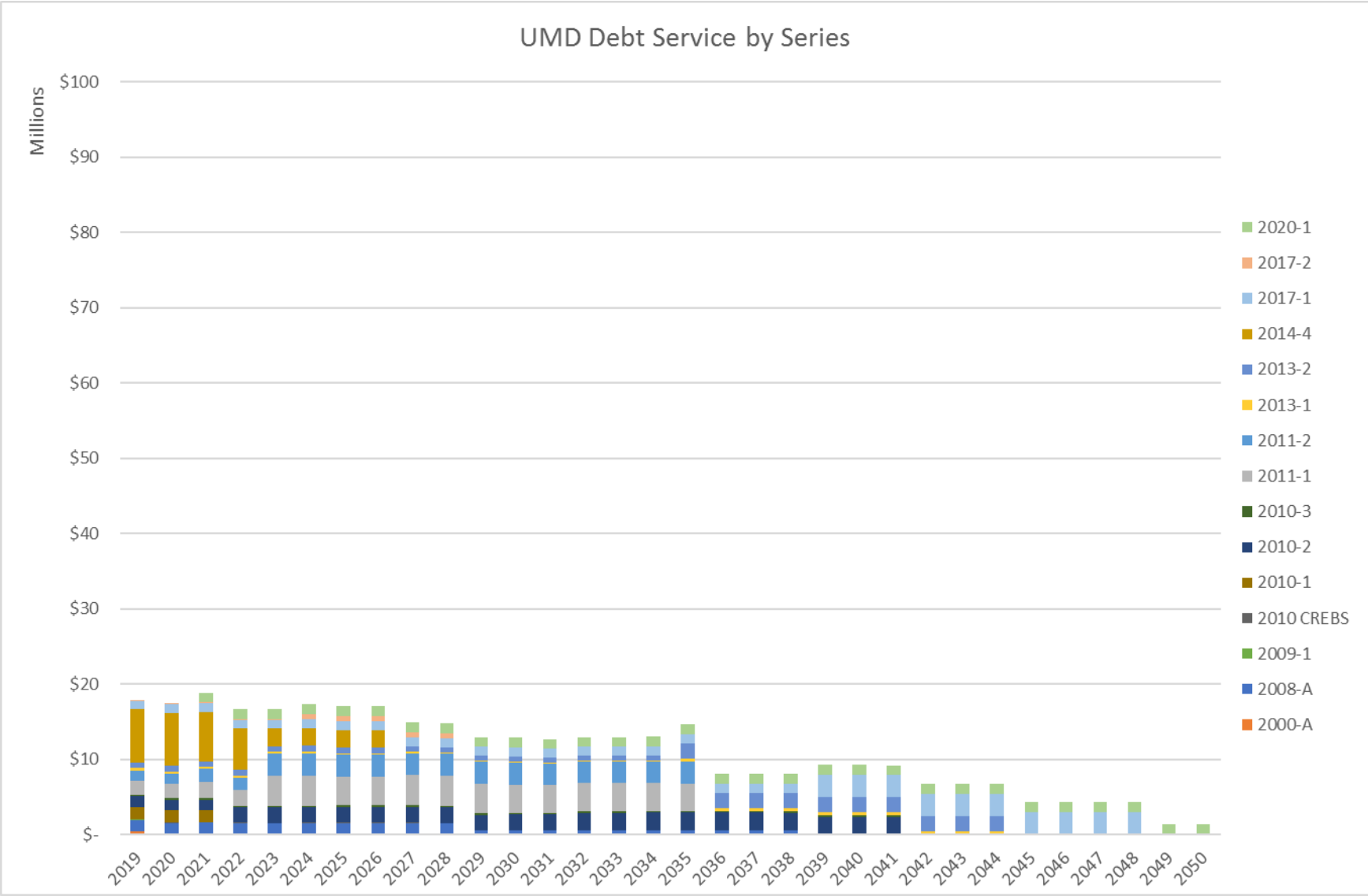
<i>Student - Faculty</i>	<u>Actual</u>		<u>Budget</u>	<u>Actual</u>	<u>Budget</u>
	FY2017	FY2018	FY2019	FY2019	FY2020
Student (FTE)	7,558	7,286	7,436	7,330	7,291
Faculty (FTE)	423	456	456	467	462
Student-Faculty Ratio	17.9	16.0	16.3	15.7	15.8

<i>Staff - Faculty (All)</i>	<u>Actual</u>		<u>Budget</u>	<u>Actual</u>	<u>Budget</u>
	FY2017	FY2018	FY2019	FY2019	FY2020
Staff (FTE)	696	731	731	719	715
Faculty (FTE)	423	456	456	467	462
Staff-Faculty Ratio	1.6	1.6	1.6	1.5	1.5

<i>Staff - Faculty (E&G)</i>	<u>Actual</u>		<u>Budget</u>	<u>Actual</u>	<u>Budget</u>
	FY2017	FY2018	FY2019	FY2019	FY2020
Staff (FTE)	571	593	593	584	578
Faculty (FTE)	419	452	452	460	457
Staff-Faculty Ratio (E&G)	1.4	1.3	1.3	1.3	1.3

Dartmouth: Key Ratios

Key Ratios	Actual			Budget	Q3 Proj	Budget
	FY2016	FY2017	FY2018	FY2019	FY2019	FY2020
Operating Margin (%)	3.1%	3.4%	1.1%	1.1%	0.7%	0.7%
<i>Operating Margin (\$)</i>	7,434	8,442	2,801	2,808	1,793	1,846
Operating Cash Flow Margin (%)	12.1%	13.9%	10.6%	11.0%	12.7%	12.0%
<i>Operating Cash Flow Margin (\$)</i>	28,208	33,475	25,525	27,915	31,859	31,203
Debt Service Burden (%)	8.4%	7.8%	7.6%	7.1%	7.7%	7.0%
Annual Debt Service Coverage (x)	1.4	1.8	1.3	1.5	1.6	1.7
Spendable Cash & Investments to Op Expenses (x)	0.17	0.20	0.24	0.21	0.20	0.18
Financial Leverage (x)	0.20	0.21	0.28	0.16	0.14	0.14
Enrollment	7,766	7,558	7,286	7,436	7,330	7,291
<i>Enrollment (% Change)</i>	-2.1%	-2.7%	-3.6%	2.1%	0.6%	-0.5%



*Series 2020-1 is a future issuance

Lowell

Lowell: Assumptions

<i>\$ in thousands</i>	Assumption	\$ Value
Revenue Assumptions		
University Level		
State Appropriation	1.0%	1,271
State Collective Bargaining	2.0%	1,888
Modeled Tuition - In State UG	2.5%	2,589
Modeled Tuition - Out of State UG	2.0%	633
Modeled Tuition - Grad	0.0%	-
Campus Level		
Enrollment Increase	FY20 = 2%	2,322
Auxiliary: Parking Rates		106
Expense Assumptions		
University Level		
Collective Bargaining	2.0%	3,423
Fringe Rate	35.55%	1,129
Campus Level		
Expense Reductions to achieve margin	pending detailed plans	5,525
Debt	FY20 borrowing	

Lowell: Revenue & Expenses

(\$ in Thousands)

LOWELL

Revenues	Actual					Budget	Q3 Proj	Budget	Variance	
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2019	FY2020	\$	%
Gross Tuition & Fees	189,808	205,731	224,065	243,228	256,002	269,821	261,718	274,927	13,209	5.0%
Tuition Discounts	(37,245)	(40,768)	(45,417)	(54,517)	(61,218)	(64,403)	(64,246)	(67,770)	(3,524)	5.5%
Discount Rate	19.6%	19.8%	20.3%	22.4%	23.9%	23.9%	24.5%	24.7%	0	
Net Tuition & Fees	152,563	164,963	178,648	188,711	194,784	205,418	197,472	207,157	9,685	4.9%
Grants	40,013	44,186	41,346	42,190	44,875	44,584	51,848	54,308	2,460	4.7%
Sales & Service, Educational	33	66	89	767	925	814	950	979	29	3.1%
Auxiliary Enterprises	45,101	52,725	57,782	60,570	65,030	66,774	68,095	69,681	1,586	2.3%
Other Operating	6,726	8,205	7,984	7,008	7,438	7,435	7,835	8,070	235	3.0%
State appropriations	88,136	96,633	104,725	111,859	117,668	120,354	122,942	127,702	4,760	3.9%
Other NonOperating	29,277	23,378	27,826	28,738	28,322	28,032	30,094	30,692	598	2.0%
Total Revenues	361,849	390,156	418,400	439,843	459,042	473,410	479,236	498,589	19,353	4.0%
% Growth		7.8%	7.2%	5.1%	4.4%	3.1%	4.4%	4.0%		
Expenses	Actual					Budget	Q3 Proj	Budget	Variance	
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2019	FY2020	\$	%
Salaries & Fringe	203,762	219,200	239,536	249,312	262,133	273,894	275,107	286,589	11,482	4.2%
Non-personnel	101,991	111,693	114,923	116,761	121,734	124,252	125,080	133,023	7,943	6.4%
Scholarships and fellowships	9,932	9,383	9,134	9,316	9,983	11,261	11,261	10,891	(370)	-3.3%
Depreciation	23,926	28,666	32,985	34,127	37,806	39,236	40,554	42,514	1,960	4.8%
Interest	12,311	18,371	21,272	18,790	19,896	21,500	21,514	22,796	1,282	6.0%
Total Expenses	351,922	387,313	417,850	428,306	451,552	470,143	473,516	495,813	22,297	4.7%
% Growth		10.1%	7.9%	2.5%	5.4%	4.1%	4.9%	4.7%		
Operating Margin	Actual					Budget	Q3 Proj	Budget		
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2019	FY2020		
UMass OM Calc Revenues	356,535	390,241	418,546	437,730	459,042	473,410	479,236	498,589		
Total Expenses	352,864	387,313	417,850	428,306	451,552	470,143	473,516	495,813		
Surplus / (Deficit)	3,671	2,928	696	9,424	7,490	3,267	5,720	2,776		
UMass OM Calc	1.0%	0.8%	0.2%	2.2%	1.6%	0.7%	1.2%	0.6%		

Lowell: Enrollment by Career

Students (FTEs)	Fall Actual				Budget
	FY2016	FY2017	FY2018	FY2019	FY2020
Undergraduate	9,550	9,742	10,239	10,555	10,827
<i>Undergraduate Growth</i>		2.0%	5.1%	3.1%	2.6%
Graduate	1,757	1,817	1,794	1,804	1,793
<i>Graduate Growth</i>		3.4%	-1.3%	0.6%	-0.6%
Continuing Ed	614	567	484	285	285
<i>Continuing Growth</i>		-7.7%	-14.6%	-41.1%	0.0%
Online Only	1,699	1,784	1,906	1,957	1,957
<i>Online Only Growth</i>		5.0%	6.8%	2.7%	0.0%
Total	13,620	13,910	14,423	14,601	14,862
<i>Total Growth</i>		2.1%	3.7%	1.2%	1.8%

Lowell: Enrollment by Residency

Students (FTEs)	Fall Actual				Budget
	FY2016	FY2017	FY2018	FY2019	FY2020
In State	10,686	10,890	11,465	11,792	12,181
<i>In State Growth</i>		1.9%	5.3%	2.9%	3.3%
Out of State	2,935	3,020	2,959	2,809	2,681
<i>Out of State Growth</i>		2.9%	-2.0%	-5.0%	-4.6%
Total	13,620	13,910	14,423	14,601	14,862
<i>Total Growth</i>		2.1%	3.7%	1.2%	1.8%

Lowell: Undergraduate by New v Continuing

<i>Undergraduate (FTEs)</i>	Fall Actual				Budget
	FY2016	FY2017	FY2018	FY2019	FY2020
New	2,704	2,672	2,884	3,024	3,170
% Growth		-1.2%	7.9%	4.9%	4.8%
Continuing	6,847	7,069	7,356	7,531	7,657
% Growth		3.2%	4.1%	2.4%	1.7%
Undergraduate Total	9,551	9,741	10,239	10,555	10,827
% Growth		2.0%	5.1%	3.1%	2.6%

Lowell: Staffing

Employee FTEs	Actual		Budget	Actuals	Budget
	FY2017	FY2018	FY2019	FY2019	FY2020
Restricted					
Faculty	8	10	10	11	9
Staff	78	82	89	95	98
Total Restricted	86	92	99	106	107
<i>FTE Change (#)</i>		6	7	14	1
Unrestricted General University Ops					
Faculty	775	797	832	805	849
Staff	966	985	1,021	974	1,032
Total General University Ops	1,741	1,782	1,853	1,779	1,881
<i>FTE Change (#)</i>		42	71	(3)	102
Unrestricted Aux./Independent Business					
Faculty	-	-	-	-	-
Staff	38	38	78	75	76
Total Aux./Independent Business	38	38	78	75	76
<i>FTE Change (#)</i>		-	40	37	1
Total Faculty & Staff	1,865	1,912	2,030	1,960	2,064
		2.5%	6.1%	2.5%	5.3%

- The actual employee data does not include all fully budgeted but vacant positions.
- For FY20, the campus is budgeting the addition of 10 new faculty and 4 new budgeted staff positions.

Lowell: Staffing Ratios

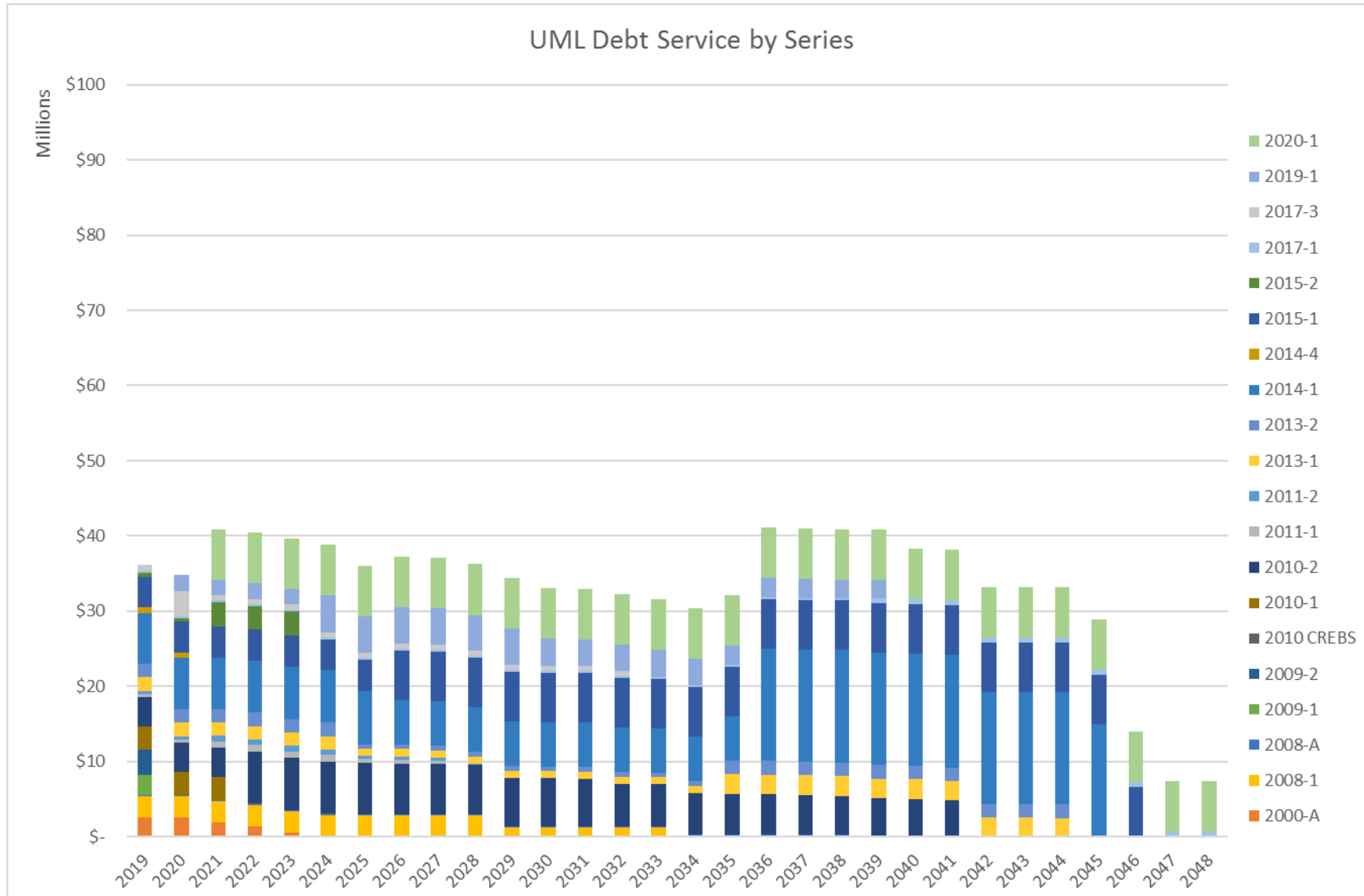
<i>Student - Faculty</i>	Actual		Budget	Actual	Budget
	FY2017	FY2018	FY2019	FY2019	FY2020
Student (FTE)	13,910	14,423	14,836	14,601	14,862
Faculty (FTE)	783	807	842	817	858
Student-Faculty Ratio	17.8	17.9	17.6	17.9	17.3

<i>Staff - Faculty (All)</i>	Actual		Budget	Actual	Budget
	FY2017	FY2018	FY2019	FY2019	FY2020
Staff (FTE)	1,082	1,105	1,188	1,143	1,206
Faculty (FTE)	783	807	842	817	858
Staff-Faculty Ratio	1.4	1.4	1.4	1.4	1.4

<i>Staff - Faculty (E&G)</i>	Actual		Budget	Actual	Budget
	FY2017	FY2018	FY2019	FY2019	FY2020
Staff (FTE)	966	985	1,021	974	1,032
Faculty (FTE)	775	797	832	805	849
Staff-Faculty Ratio (E&G)	1.2	1.2	1.2	1.2	1.2

Lowell: Key Ratios

Key Ratios	Actual					Budget	Q3 Proj	Budget
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2019	FY2020
Operating Margin (%)	1.0%	0.8%	0.2%	2.2%	1.6%	0.7%	1.2%	0.6%
<i>Operating Margin (\$)</i>	<i>3,671</i>	<i>2,928</i>	<i>696</i>	<i>9,424</i>	<i>7,490</i>	<i>3,267</i>	<i>5,720</i>	<i>2,776</i>
Operating Cash Flow Margin (%)	11.8%	13.3%	12.8%	14.6%	14.3%	13.8%	14.4%	13.5%
<i>Operating Cash Flow Margin (\$)</i>	<i>40,839</i>	<i>50,613</i>	<i>51,839</i>	<i>62,350</i>	<i>64,009</i>	<i>63,593</i>	<i>67,216</i>	<i>65,544</i>
Debt Service Burden (%)	6.3%	7.6%	7.5%	7.3%	7.4%	7.5%	7.4%	7.5%
Annual Debt Service Coverage (x)	1.8	1.7	1.7	2.0	1.9	1.8	1.9	1.8
Spendable Cash & Investments to Op Expenses (x)	0.36	0.34	0.34	0.31	0.29	0.22	0.26	0.27
Financial Leverage (x)	0.28	0.26	0.28	0.26	0.25	0.19	0.23	0.25
Enrollment	13,022	13,369	13,620	13,910	14,423	14,836	14,601	14,862
<i>Enrollment (% Change)</i>		<i>2.7%</i>	<i>1.9%</i>	<i>2.1%</i>	<i>3.7%</i>	<i>2.9%</i>	<i>1.2%</i>	<i>1.8%</i>



*Series 2020-1 is a future issuance

Medical School

Medical: Assumptions

\$ in thousands

	Assumption	\$ Value
Revenue Assumptions		
University Level		
State Appropriation	0.0%	-
State Collective Bargaining	2.0%	685
Modeled Tuition - Grad	1.5%	480
Campus Level		
Enrollment Increase	32 MD, 18 GSN	1,958
Auxiliary		2,219
Online: Rates & Enrollment		105
Expense Assumptions		
University Level		
Collective Bargaining	2.0%	8,155
Fringe Rate	Level w/current rates	-
Campus Level		
Expense Reductions to achieve margin	Detailed strategic plans	65,100
Debt (interest payment)	No planned new borrowing	

Medical: Revenue & Expenses

(\$ in Thousands)

MEDICAL SCHOOL

Revenues	Actual					Budget	Q3 Proj	Budget	Variance	
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2019	FY2020	\$	%
Gross Tuition & Fees	18,528	18,929	20,881	24,206	28,609	31,062	34,521	36,971	2,450	7.1%
Tuition Discounts	(2,283)	(2,060)	(2,269)	(2,751)	(3,320)	(3,626)	(4,496)	(4,764)	(268)	6.0%
Discount Rate	12.3%	10.9%	10.9%	11.4%	11.6%	11.7%	13.0%	12.9%	(0)	
Net Tuition & Fees	16,245	16,869	18,612	21,455	25,289	27,436	30,025	32,207	2,182	7.3%
Grants	250,994	254,296	258,499	275,662	269,721	267,101	273,095	267,487	(5,608)	-2.1%
Sales & Service, Educational	8,045	10,261	12,443	12,790	14,023	12,359	12,359	12,454	95	0.8%
Auxiliary Enterprises	31,424	29,099	29,271	29,626	30,797	31,607	31,607	33,826	2,219	7.0%
Other Operating	216,998	91,425	258,246	190,611	268,909	184,249	180,440	181,547	1,107	0.6%
State appropriations	44,620	45,843	50,634	52,250	54,560	55,816	55,816	56,086	270	0.5%
Other NonOperating	33,851	14,224	5,699	37,945	27,800	23,490	26,710	26,608	(102)	-0.4%
Independent Business Lines	335,527	312,077	330,259	371,618	274,555	294,013	269,087	301,131	32,044	11.9%
Total Revenues	937,704	774,094	963,663	991,957	965,654	896,071	879,139	911,346	32,207	3.7%
% Growth		-17.4%	24.5%	2.9%	-2.7%	-7.2%	-9.0%	1.7%		
Expenses	Actual					Budget	Q3 Proj	Budget	Variance	
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2019	FY2020	\$	%
Salaries & Fringe	370,686	383,248	407,159	407,304	416,112	443,163	412,437	423,153	10,716	2.6%
Non-personnel	477,282	331,473	484,916	439,960	435,266	331,639	353,253	383,441	30,188	8.5%
Scholarships and fellowships	1,935	-	-	-	-	-	-	-	-	-
Depreciation	63,285	63,166	65,133	64,801	65,013	68,973	65,773	63,889	(1,884)	-2.9%
Interest	36,191	34,009	30,658	30,067	26,753	30,611	25,852	19,420	(6,432)	-24.9%
Total Expenses	949,379	811,896	987,866	942,132	943,144	874,386	857,315	889,903	32,588	3.8%
% Growth		-14.5%	21.7%	-4.6%	0.1%	-7.3%	-9.1%	1.8%		
Operating Margin	Actual					Budget	Q3 Proj	Budget		
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2019	FY2020		
UMass OM Calc Revenues	916,149	779,282	977,267	972,803	964,299	892,288	875,356	907,996		
Total Expenses	949,379	811,896	987,866	942,132	943,144	874,386	857,315	889,903		
Surplus / (Deficit)	(33,230)	(32,614)	(10,599)	30,671	21,155	17,902	18,041	18,093		
UMass OM Calc	-3.6%	-4.2%	-1.1%	3.2%	2.2%	2.0%	2.1%	2.0%		

Medical: Enrollment by Career

Students (FTEs)	Fall Actual				Budget
	FY2016	FY2017	FY2018	FY2019	FY2020
Graduate	1,056	1,070	1,074	1,153	1,203
<i>Graduate Growth</i>		1.3%	0.4%	7.3%	4.4%
Total	1,056	1,070	1,074	1,153	1,203
<i>Total Growth</i>		1.3%	0.4%	7.3%	4.4%

Medical: Enrollment by Residency

Students (FTEs)	Fall Actual				Budget
	FY2016	FY2017	FY2018	FY2019	FY2020
In State	788	788	768	788	806
<i>In State Growth</i>		0.0%	-2.5%	2.6%	2.2%
Out of State	268	282	306	364	397
<i>Out of State Growth</i>		5.2%	8.5%	19.1%	9.0%
Total	1,056	1,070	1,074	1,153	1,203
<i>Total Growth</i>		1.3%	0.4%	7.3%	4.4%

Medical: Enrollment by New v Continuing

Students (FTEs)	Fall Actual				Budget
	FY2016	FY2017	FY2018	FY2019	FY2020
New	231	257	271	274	292
<i>New Growth</i>		11.3%	5.4%	1.1%	6.6%
Continuing	825	813	803	879	911
<i>Continuing Growth</i>		-1.5%	-1.2%	9.5%	3.6%
Total	1,056	1,070	1,074	1,153	1,203
<i>Total Growth</i>		1.3%	0.4%	7.4%	4.3%

Medical: Staffing

Employee FTEs	Actual		Budget	Actual	Budget
	FY2017	FY2018	FY2019	FY2019	FY2020
Restricted					
Faculty	174	242	242	242	242
Staff	687	890	890	890	890
Total Restricted	861	1,132	1,132	1,132	1,132
<i>FTE Change (#)</i>		270	0	0	-
Unrestricted General University Ops					
Faculty	218	215	215	215	225
Staff	1,020	1,017	1,017	1,017	1,028
Total General University Ops	1,238	1,232	1,232	1,232	1,253
<i>FTE Change (#)</i>		(6)	0	0	21
Unrestricted Aux./Independent Business					
Faculty	18	13	13	13	13
Staff	1,327	1,278	1,278	1,278	1,278
Total Aux./Independent Business	1,345	1,291	1,291	1,291	1,291
<i>FTE Change (#)</i>		(54)	-	-	-
Total Faculty & Staff	3,444	3,655	3,950	3,950	3,975
		6.1%	8.1%	8.1%	0.6%

- Staffing levels on restricted funds remain level, in line with the anticipated grant funding
- Staffing levels on unrestricted funding grow modestly:
 - Planned recruitment of ten new tenure track faculty positions
 - Limited additions in support of strategic initiatives

Medical: Staffing Ratios

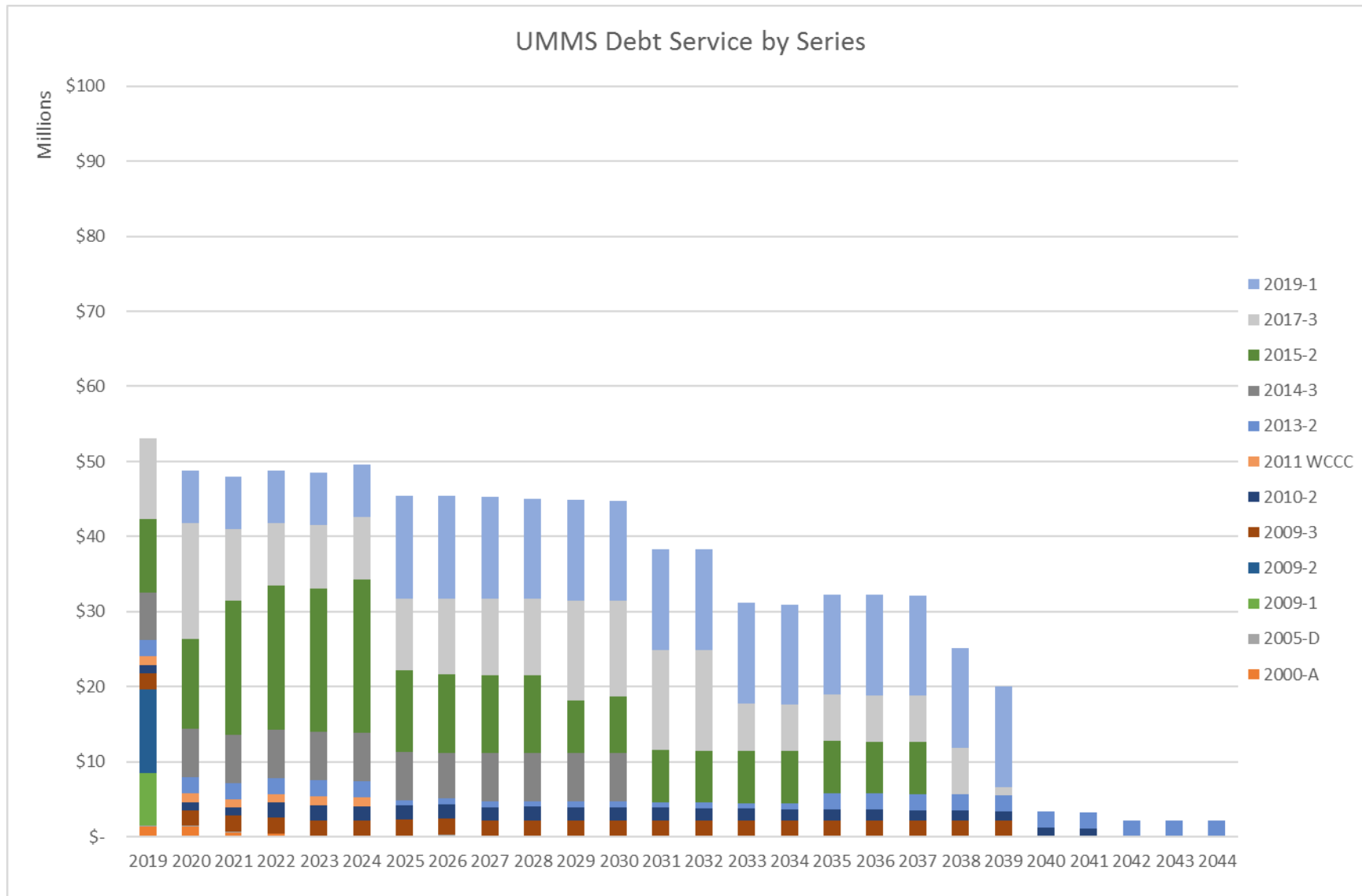
<i>Student - Faculty</i>	Actual		Budget	Actual	Budget
	FY2017	FY2018	FY2019	FY2019	FY2020
Student (FTE)	1,070	1,074	1,111	1,153	1,203
Faculty (FTE)	410	470	470	470	480
Student-Faculty Ratio	2.6	2.3	2.4	2.5	2.5

<i>Staff - Faculty (All)</i>	Actual		Budget	Actual	Budget
	FY2017	FY2018	FY2019	FY2019	FY2020
Staff (FTE)	3,034	3,185	3,185	3,185	3,196
Faculty (FTE)	410	470	470	470	480
Staff-Faculty Ratio	7.4	6.8	6.8	6.8	6.7

<i>Staff - Faculty (E&G)</i>	Actual		Budget	Actual	Budget
	FY2017	FY2018	FY2019	FY2019	FY2020
Staff (FTE)	1,020	1,017	1,017	1,017	1,028
Faculty (FTE)	218	215	215	215	225
Staff-Faculty Ratio (E&G)	4.7	4.7	4.7	4.7	4.6

Medical: Key Ratios

Key Ratios	Actual					Budget	Q3 Proj	Budget
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2019	FY2020
<i>Operating Margin (\$)</i>	-3.6%	-4.2%	-1.1%	3.2%	2.2%	2.0%	2.1%	2.0%
	(33,230)	(32,614)	(10,599)	30,671	21,155	17,902	18,041	18,093
Operating Cash Flow Margin (%)	7.6%	8.4%	8.7%	12.8%	11.5%	13.2%	12.4%	11.6%
<i>Operating Cash Flow Margin (\$)</i>	70,088	65,287	85,444	124,814	110,201	117,508	108,341	105,375
Debt Service Burden (%)	5.6%	6.2%	5.2%	6.0%	5.1%	6.1%	5.8%	5.6%
Annual Debt Service Coverage (x)	1.3	1.3	1.7	2.2	2.3	2.2	2.2	2.1
Spendable Cash & Investments to Op Expenses (x)	0.26	0.33	0.23	0.30	0.43	0.35	0.50	0.50
Financial Leverage (x)	0.35	0.38	0.34	0.42	0.64	0.50	0.70	0.74
Enrollment	1,104	1,071	1,056	1,070	1,074	1,111	1,153	1,203
<i>Enrollment (% Change)</i>		-3.0%	-1.4%	1.3%	0.4%	3.4%	7.3%	4.4%



President's Office

President's Office: Revenue & Expenses

(\$ in Thousands)

CENTRAL

Revenues	Actual					Budget	Q3 Proj	Budget	Variance	
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2019	FY2020	\$	%
Gross Tuition & Fees	6,330	4,701	5,204	6,461	6,144	6,684	6,816	6,818	3	0.0%
Tuition Discounts	-	-	-	-	-	-	-	-	-	0.0%
Discount Rate	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-	0.0%
Net Tuition & Fees	6,330	4,701	5,204	6,461	6,144	6,684	6,816	6,818	3	0.0%
Grants	12,080	11,358	13,848	18,644	20,651	17,325	18,855	24,579	5,724	30.4%
Sales & Service, Educational	2,067	2,129	2,253	2,192	2,154	129	1,693	1,863	170	10.0%
Auxiliary Enterprises	-	-	-	-	-	-	-	-	-	0.0%
Other Operating	72,705	76,489	78,416	80,649	83,159	90,794	83,528	90,559	7,031	8.4%
State appropriations	-	-	890	704	160	138	650	365	(285)	-43.8%
Other NonOperating	8,575	5,166	7,010	9,009	6,951	8,211	6,335	8,342	2,007	31.7%
Total Revenues	101,757	99,843	107,621	117,659	119,219	123,281	117,877	132,526	14,649	12.4%
% Growth		-1.9%	7.8%	9.3%	1.3%	3.4%	-1.1%	7.5%		
Expenses	Actual					Budget	Q3 Proj	Budget	Variance	
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2019	FY2020	\$	%
Salaries & Fringe	50,057	52,240	56,575	60,838	60,023	61,399	62,079	69,546	7,467	12.0%
Non-personnel	30,750	36,812	35,026	34,936	40,025	51,371	44,605	54,806	10,201	22.9%
Scholarships and fellowships	6	6	6	25	-	-	-	-	-	0.0%
Depreciation	5,875	6,534	9,240	9,439	3,719	3,773	2,826	3,733	907	32.1%
Interest	103	1,747	3,897	3,700	3,009	5,107	3,477	1,759	(1,718)	-49.4%
Total Expenses	86,791	97,339	104,744	108,938	106,776	121,650	112,987	129,844	16,857	14.9%
% Growth		12.2%	7.6%	4.0%	-2.0%	13.9%	5.8%	6.7%		
Operating Margin	Actual					Budget	Q3 Proj	Budget		
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2019	FY2020		
UMass OM Calc Revenues	101,725	95,924	105,446	116,408	119,219	123,281	117,877	132,526		
Total Expenses	86,791	97,339	104,744	108,938	106,776	121,650	112,987	129,844		
Surplus / (Deficit)	14,934	(1,415)	702	7,470	12,443	1,631	4,890	2,682		
UMass OM Calc	14.7%	-1.5%	0.7%	6.4%	10.4%	1.3%	4.1%	2.0%		

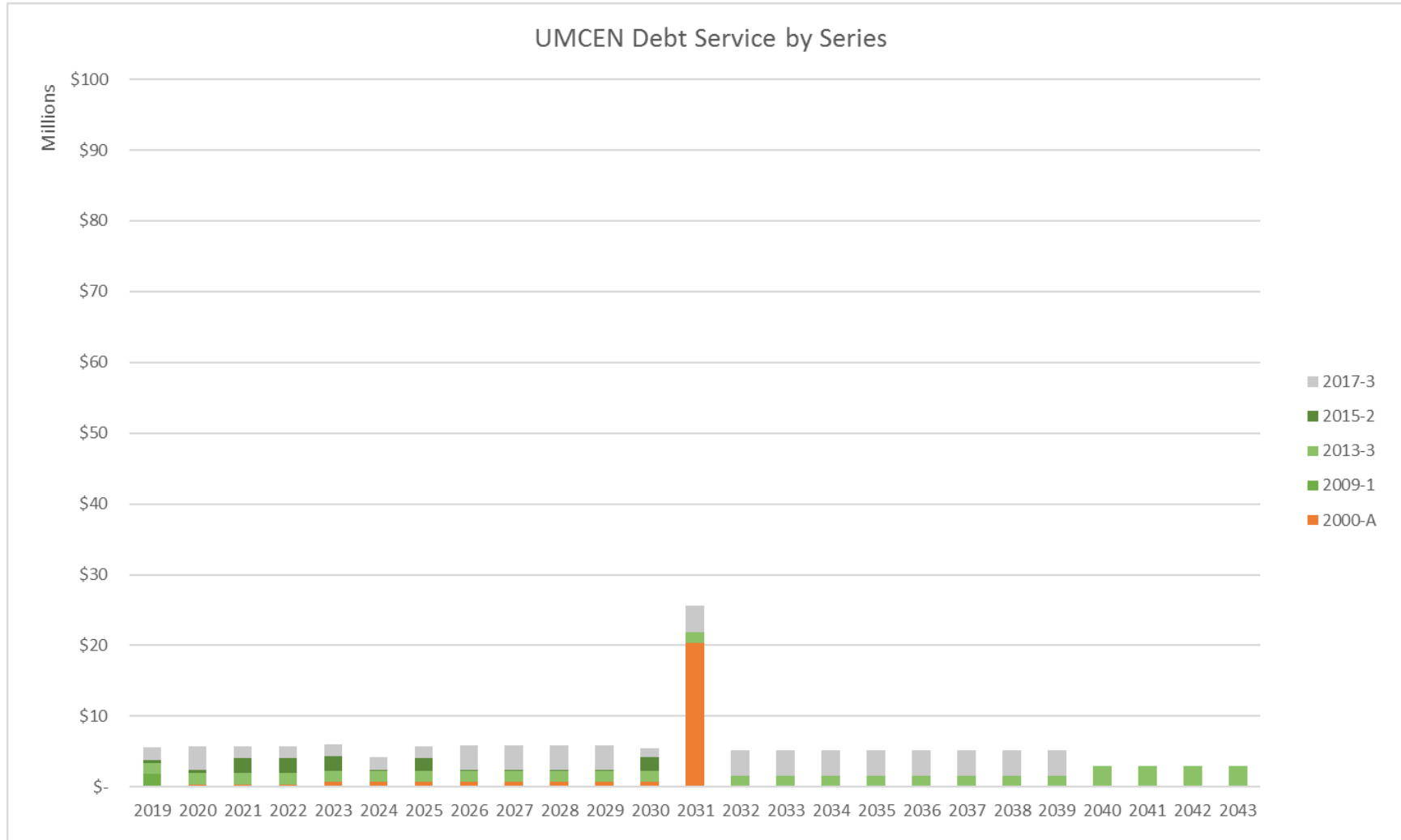
President's Office: Staffing

Employee FTEs	Actual		Budget	Actual	Budget
	FY2017	FY2018	FY2019	FY2019	FY2020
Restricted					
Faculty	-	-	-	-	-
Staff	89	87	91	81	114
Total Restricted	89	87	91	81	114
<i>FTE Change (#)</i>		(2)	4	(6)	33
Unrestricted General University Ops					
Faculty	-	-	-	-	-
Staff	295	305	324	327	322
Total General University Ops	295	305	324	327	322
<i>FTE Change (#)</i>		10	19	22	(5)
Unrestricted Aux./Independent Business					
Faculty	-	-	-	-	-
Staff	-	-	-	-	-
Total Aux./Independent Business	-	-	-	-	-
<i>FTE Change (#)</i>		-	-	-	-
Total Faculty & Staff	384	392	415	408	436
		2.1%	5.9%	4.1%	6.7%

- Increase in grant funded positions at the Donahue Institute.

President's Office: Key Ratios

Key Ratios	Actual					Budget	Q3 Proj	Budget
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2019	FY2020
Operating Margin (%)	14.7%	-1.5%	0.7%	6.4%	10.4%	1.3%	4.1%	2.0%
<i>Operating Margin (\$)</i>	<i>14,934</i>	<i>(1,415)</i>	<i>702</i>	<i>7,470</i>	<i>12,443</i>	<i>1,631</i>	<i>4,890</i>	<i>2,682</i>
Operating Cash Flow Margin (%)	19.6%	13.6%	16.4%	18.2%	17.5%	8.9%	9.2%	7.0%
<i>Operating Cash Flow Margin (\$)</i>	<i>19,698</i>	<i>14,034</i>	<i>17,916</i>	<i>21,256</i>	<i>21,177</i>	<i>10,993</i>	<i>10,769</i>	<i>9,340</i>
Debt Service Burden (%)	0.1%	3.1%	3.7%	3.4%	2.8%	4.1%	4.4%	3.9%
Annual Debt Service Coverage (x)	191.2	4.7	4.6	5.7	7.0	2.2	2.2	1.9
Spendable Cash & Investments to Op Expenses (x)	2.18	1.83	1.44	1.74	1.95	1.64	1.87	1.64
Financial Leverage (x)	2.34	2.13	1.95	2.35	2.46	2.55	2.55	2.64



University

University: Revenue & Expenses

(\$ in Thousands)

Revenues	UNIVERSITY									FY20 Budget vs FY19 Projection	
	Actual					Budget	Q3 Proj	Budget			
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2019	FY2020	\$	%	
Gross Tuition & Fees	939,019	987,384	1,070,841	1,136,540	1,185,826	1,237,733	1,219,621	1,263,315	43,694	3.6%	
Tuition Discounts	(201,186)	(222,164)	(244,025)	(288,708)	(311,947)	(328,164)	(328,023)	(342,748)	(14,725)	4.5%	
Discount Rate	21.4%	22.5%	22.8%	25.4%	26.3%	26.5%		27.1%	0		
Net Tuition & Fees	740,116	765,220	826,816	847,832	874,825	909,569	891,598	920,567	28,969	3.2%	
Grants	511,694	510,741	528,352	560,081	560,990	560,862	567,918	579,454	11,536	2.0%	
Sales & Service, Educational	21,792	25,601	27,500	28,910	30,591	27,230	29,219	29,350	131	0.4%	
Auxiliary Enterprises	349,485	362,193	383,281	400,822	416,733	434,685	439,375	456,696	17,321	3.9%	
Other Operating	250,665	136,954	307,286	233,717	311,119	234,955	225,417	236,776	11,359	5.0%	
State appropriations	570,618	621,200	669,748	720,817	751,894	760,518	776,249	805,515	29,266	3.8%	
Other NonOperating	214,767	147,801	162,741	195,089	197,142	186,568	192,521	199,096	6,574	3.4%	
Independent Business Lines	335,527	312,077	330,259	371,618	274,555	294,013	269,087	301,131	32,044	11.9%	
Total Revenues	2,994,664	2,881,786	3,235,982	3,358,886	3,417,849	3,408,400	3,391,385	3,528,585	137,200	4.0%	
% Growth		-3.8%	12.3%	3.8%	1.8%	-0.3%	-0.8%	4.0%			
Expenses	Actual					Budget	Q3 Proj	Budget	Variance		
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2019	FY2020	\$	%	
Salaries & Fringe	1,579,542	1,659,054	1,788,018	1,847,346	1,901,896	1,962,973	1,946,286	2,011,769	65,483	3.4%	
Non-personnel	975,060	852,900	1,067,226	1,018,600	1,088,019	942,706	943,612	1,013,968	70,355	7.5%	
Scholarships and fellowships	51,177	49,300	44,645	47,706	50,402	54,639	53,137	52,996	(142)	-0.3%	
Depreciation	204,121	221,043	240,864	249,669	261,417	278,941	275,931	286,093	10,162	3.7%	
Interest	89,496	100,332	105,276	110,069	115,851	124,659	122,177	119,112	(3,065)	-2.5%	
Total Expenses	2,899,396	2,882,686	3,211,563	3,237,351	3,336,260	3,363,919	3,341,144	3,483,937	142,793	4.3%	
% Growth		-0.6%	11.4%	0.8%	3.1%	0.8%	0.1%	4.3%			
Operating Margin	Actual					Budget	Q3 Proj	Budget			
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2019	FY2020			
UMass OM Calc Revenues	2,935,355	2,885,171	3,252,580	3,326,336	3,416,188	3,401,247	3,385,374	3,522,225			
Total Expenses	2,899,396	2,882,686	3,211,563	3,237,351	3,336,260	3,363,919	3,341,144	3,483,937			
Surplus / (Deficit)	35,959	2,485	41,017	88,985	79,928	37,328	44,230	38,288			
UMass OM Calc	1.2%	0.1%	1.3%	2.7%	2.3%	1.1%	1.3%	1.1%			

University: Enrollment by Career

<i>by Career</i>	Fall Actual				Budget
Students (FTEs)	FY2016	FY2017	FY2018	FY2019	FY2020
Undergraduate	47,525	47,720	48,298	49,356	49,864
<i>Undergraduate Growth</i>		0.4%	1.2%	2.2%	1.0%
Graduate	8,861	8,962	9,076	9,036	9,201
<i>Graduate Growth</i>		1.1%	1.3%	-0.4%	1.8%
Continuing Ed	2,337	2,371	2,160	1,808	1,550
<i>Continuing Growth</i>		1.5%	-8.9%	-16.3%	-14.3%
Online Only	4,441	4,768	4,812	4,949	4,967
<i>Online Only Growth</i>		7.4%	0.9%	2.8%	0.4%
Law School	170	157	184	199	234
<i>Law School Growth</i>		-7.6%	16.7%	8.4%	17.6%
Total	63,334	63,978	64,530	65,348	65,816
<i>Total Growth</i>		1.0%	0.9%	1.3%	0.7%

University: Enrollment by Residency

Students (FTEs)	Fall Actual				Budget
	FY2016	FY2017	FY2018	FY2019	FY2020
In State	47,466	47,819	48,424	49,267	49,886
<i>In State Growth</i>		0.7%	1.3%	1.7%	1.3%
Out of State	15,698	16,001	15,923	15,882	15,696
<i>Out of State Growth</i>		1.9%	-0.5%	-0.3%	-1.2%
Total	63,334	63,978	64,530	65,348	65,816
<i>Total Growth</i>		1.0%	0.9%	1.3%	0.7%

University: Undergraduate by New v Continuing

Students (FTEs)	Fall Actual				Budget
	FY2016	FY2017	FY2018	FY2019	FY2020
Undergraduate					
New	13,273	13,132	13,708	14,735	14,641
<i>% Growth</i>		-1.1%	4.4%	7.5%	-0.6%
Continuing	34,253	34,588	34,589	34,621	35,224
<i>% Growth</i>		1.0%	0.0%	0.1%	1.7%
Undergraduate Total	47,526	47,720	48,297	49,356	49,864
<i>% Growth</i>		0.4%	1.2%	2.2%	1.0%

University: Staffing

Employee FTEs	Actual		Budget	Q3 Actual	Budget
	FY2017	FY2018	FY2019	FY2019	FY2020
Restricted					
Faculty	272	320	320	328	319
Staff	1,349	1,615	1,626	1,623	1,662
Total Restricted	1,621	1,935	1,946	1,951	1,981
<i>FTE Change (#)</i>		313	11	16	29
Unrestricted General University Ops					
Faculty	3,759	3,813	3,866	3,883	3,893
Staff	6,487	6,521	6,586	6,591	6,568
Total General University Ops	10,246	10,334	10,452	10,474	10,462
<i>FTE Change (#)</i>		88	118	140	(13)
Unrestricted Aux./Independent Business					
Faculty	18	13	13	13	13
Staff	2,549	2,516	2,606	2,739	2,913
Total Aux./Independent Business	2,567	2,529	2,619	2,752	2,926
<i>FTE Change (#)</i>		(38)	90	223	174
Total Faculty & Staff	14,434	14,798	15,312	15,473	15,667
		2.5%	3.5%	4.6%	1.3%

University: Staffing Ratios

<i>Student - Faculty</i>	Actual		Budget	Actual	Budget
	FY2017	FY2018	FY2019	FY2019	FY2020
Student (FTE)	63,978	64,530	65,760	65,348	65,816
Faculty (FTE)	4,049	4,146	4,199	4,225	4,225
Student-Faculty Ratio	15.8	15.6	15.7	15.5	15.6

<i>Staff - Faculty (All)</i>	Actual		Budget	Actual	Budget
	FY2017	FY2018	FY2019	FY2019	FY2020
Staff (FTE)	10,385	10,652	10,818	10,953	11,143
Faculty (FTE)	4,049	4,146	4,199	4,225	4,225
Staff-Faculty Ratio	2.6	2.6	2.6	2.6	2.6

<i>Staff - Faculty (E&G)</i>	Actual		Budget	Actual	Budget
	FY2017	FY2018	FY2019	FY2019	FY2020
Staff (FTE)	6,487	6,521	6,586	6,591	6,568
Faculty (FTE)	3,759	3,813	3,866	3,883	3,893
Staff-Faculty Ratio (E&G)	1.7	1.7	1.7	1.7	1.7

University: Key Ratios

Key Ratios	Actual					Budget	Q3 Proj	Budget
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2019	FY2020
Operating Margin (%)	1.2%	0.1%	1.3%	2.7%	2.3%	1.1%	1.3%	1.1%
<i>Operating Margin (\$)</i>	35,959	2,485	41,017	88,985	79,928	37,328	44,230	38,288
Operating Cash Flow Margin (%)	11.5%	11.8%	12.0%	13.7%	13.3%	13.1%	15.1%	14.6%
<i>Operating Cash Flow Margin (\$)</i>	332,030	336,418	385,596	447,796	444,352	438,146	514,097	518,523
Debt Service Burden (%)	6.0%	6.6%	6.2%	6.6%	6.5%	6.8%	7.0%	6.8%
Annual Debt Service Coverage (x)	1.9	1.8	1.9	2.1	2.1	1.9	2.2	2.2
Spendable Cash & Investments to Op Expenses (x)	0.41	0.43	0.35	0.40	0.44	0.38	0.43	0.42
Financial Leverage (x)	0.42	0.42	0.39	0.41	0.47	0.40	0.45	0.39
Enrollment	61,331	62,302	63,332	63,978	64,531	65,760	65,348	65,816
<i>Enrollment (% Change)</i>		1.6%	1.7%	1.0%	0.9%	1.9%	1.3%	0.7%



BOARD OF TRUSTEES – REQUESTS FOR BOARD ACTION

DRAFT

UNIVERSITY OF MASSACHUSETTS BOARD OF TRUSTEES

ACTION ITEM #1: FY2020 University Operating Budget

DATE: August 2, 2019

DOC. & VOTE I.D. #: T19-020

FOR VOTE: To recommend that the Board take the following action:

To approve the University's Fiscal Year 2020 Operating Budget and to authorize the President to approve changes, as needed, based on the final General Appropriations Act for Fiscal Year 2020 and any changes made to it during the fiscal year.

DRAFT

UNIVERSITY OF MASSACHUSETTS BOARD OF TRUSTEES

ACTION ITEM #2: **Mandatory Student Charges and Authorization to Approve other Charges for the Academic Year 2019-2020**

DATE: **August 2, 2019**

DOC. & VOTE I.D. #: **T19-021**

FOR VOTE: To recommend that the Board take the following action:

1. In accordance with Section 1A of Chapter 75 of the General Laws, and Policy T92-031, Appendix E, as amended to authorize the President to set the individual Tuition and Mandatory Fee (Technology Fee and Student Activity Fee) rates for the Amherst, Boston, Dartmouth, and Lowell campuses. The Tuition and Mandatory Fees at each campus is as outlined below for the academic year 2019-20:

<u>Tuition & Mandatory Fees</u>	<u>Amherst</u>	<u>Boston</u>	<u>Dartmouth</u>	<u>Lowell</u>
Undergraduate (in-state)	\$16,389	\$14,653	\$14,358	\$15,648
Undergraduate (regional)	\$28,773	\$27,713	\$19,506	\$27,188
Undergraduate (out-of-state)	\$35,710	\$35,115	\$30,103	\$33,574
Graduate (in-state)	\$16,973	\$18,888	\$16,915	\$15,160
Graduate (regional)	\$29,270	\$30,386	\$21,410	\$22,971
Graduate (out-of-state)	\$34,587	\$36,435	\$30,103	\$26,940
Graduate Law School (in-state)			\$29,186	
Graduate Law School (regional)			\$31,112	
Graduate Law School (out-of-state)			\$38,094	

2. And further, in accordance with Section 1A of Chapter 75 of the General Laws and T92-031 Appendix E, to authorize the President to approve final student housing rent and food service charges for academic year 2019-20.

<u>Room and Board</u>	<u>Amherst</u>	<u>Boston*</u>	<u>Dartmouth</u>	<u>Lowell</u>
	\$13,004	\$5,550	\$13,870	\$13,060

*Dining only

3. And further, to authorize the President to approve individual fee rates for other fees and fee/revenue based operations charges as needed during the academic year 2019-20.

DRAFT

UNIVERSITY OF MASSACHUSETTS BOARD OF TRUSTEES

ACTION ITEM #3: Authorization to Allocate the Fiscal Year 2020 State
Appropriation

DATE: August 2, 2019

DOC. & VOTE I.D. #: T19-022

FOR VOTE: To recommend that the Board take the following action:

To direct the President to allocate the amount appropriated for the University of Massachusetts in Line Item 7100-0200 of the General Appropriation Act for Fiscal Year 2020 to the campuses.



BOARD OF TRUSTEES - POLICIES

**POLICY ON THE APPROVAL PROCESS FOR TUITION, FEES AND
OTHER CHARGES RELATED TO TRUST FUNDS**

PURPOSE

The *Policy on the Approval Process for Tuition, Fees and other Charges Related to Trust Funds* establishes the authority for the approval of tuition & mandatory fees, other student fees including optional and one-time fees, auxiliary and revenue based fees and charges, and administrative charges including sales and services.

I. INTRODUCTION

This policy implements authority of the Board of Trustees under Chapter 75, Sections I A, I B, and 11 as amended and Chapter 15A, Section 9i as amended by Chapter 46 of the Acts of 2015 which allowed for full tuition retention for the University of Massachusetts.

II. POLICY STATEMENT

REPORTING

The President shall annually review and publish schedules detailing tuition & mandatory fees other student fees including optional and one-time fees, and auxiliary and revenue based fees and charges. The schedule of administrative charges including sales and services will be published annually and updated biennially.

DEFINITIONS AND APPROVAL AUTHORITY

Tuition and Mandatory student charges – include tuition and required fees charged to the typical full-time student for a full academic year. Required charges include all charges which are collected from such a large proportion of all students that the student who does not pay the charge is an exception. They do not include any charges that are clearly optional or one-time (see below). Examples of mandatory student charges include but are not limited to: tuition, student activity fee and the technology fee. With the exception of tuition, these charges are typically the primary revenue source for the student fee based operations/trust funds. The Board of Trustees must act upon the tuition and the mandatory student charges annually and approve the establishment of new mandatory student charges.

Student Fees for Revenue Based Operations Charges – These charges are the principal charges for major auxiliary enterprise operations or major campus services funded by student fees or auxiliary revenues. Major auxiliary enterprises are services external, but contributing to, the basic academic mission of the University such as: boarding and residence halls, and corporate and continuing education. The charges are typically non-mandatory or optional. Major campus services are services provided by the campus to major campus constituencies (example: Parking and Transportation). The Board of Trustees approves the establishment of major student fee/revenue based operations charges. The Board of Trustees may delegate fee approval authority to the President.

Non-mandatory student fees – include optional or one-time fees or surcharges charged to students for specific services, or special academic program offerings and activities not required of the majority of students each year. Examples of non-mandatory student fees include but are not limited to: laboratory fees, international student exchange program fees, special academic program fees, identification card replacement fees. This group of charges also includes "pass through" or "agency" fees for contracted services such as accident insurance and supplemental health insurance. The President approves non-mandatory student fee rates and the establishment of new non-mandatory fees. A schedule of all non-mandatory student fees shall be reported to the Board of Trustees annually.

Administrative Charges Including Sales and Services – These charges are for the sale or use of goods or services that are incidental to the conduct of instruction, research or public service or for administrative services. Examples include but are not limited to: film rentals, sales of scientific and literary publications, testing services, fees for the use of scientific equipment or laboratories, university presses, copy center charges, workshops and conference charges, data processing services, application or late payment fees, etc. The authority to establish and set sales and service and administrative charges is delegated to the Chancellor. A schedule listing all major sales and service charges shall be reported to the President annually.

UNIVERSITY OF MASSACHUSETTS
POLICY FOR MANAGEMENT OF UNIVERSITY FUNDS

1. PURPOSE

The University of Massachusetts *Policy for Management of University Funds* describes procedures to establish and administer all funds as authorized by Section 11 of Chapter 75 of the Massachusetts General Laws, as amended.

2. APPLICABILITY

This policy applies to all campuses and components of the University of Massachusetts and shall include any and all financial resources allocated, negotiated, earned or collected by the University to further the missions of research, teaching and public service including those funds appropriated by the Commonwealth of Massachusetts.

3. EXPENDITURE AUTHORITY

The Board of Trustees delegates to the President, each Chancellor, the Senior Vice President for Administration, Finance, and Technology and Treasurer, the Vice Chancellors for Administration and Finance, the Controllers and their designees, the authority to authorize payments on the University systems on behalf of the University. Any such payments must be consistent with the policies and procedures of the University and adhere to reasonable and prudent business principals.

4. EXPENDITURE OF FUNDS

All funds, regardless of the source or the manner in which they are acquired, are considered to be University Funds. The interpretation of this policy as well as the expenditure of these funds are based solely on reasonable and prudent actions by University employees expending public funds. All University employees should exercise their fiduciary responsibility in a manner consistent with the confidence and trust granted to them by the Board of Trustees in disbursement of these funds.

The President and Chancellors are responsible for the overall fiscal integrity of the University. The Vice Chancellors for Administration and Finance and the Senior Vice President for Administration, Finance, and Technology and Treasurer are operationally responsible for all transactions affecting both the Financial Records System and the fiscal status of the University.

Fund expenditures must meet the following minimum guidelines and criteria. These criteria represent the minimum acceptable standards, and campus guidelines may be more, but not less, restrictive.

- a. Expenditures must relate to and support the purpose for which the fund was established. Expenditures must be consistent with the statement of purpose for that fund.
- b. Expenditures from any fund must be used to promote the educational, research or public service mission of the University.
- c. University employees may not expend funds for personal gain.
- d. Any expenditure for supplies, printing, equipment, or any other real property shall conform to the *University Purchasing Policy* (Document T92-031, Appendix A).
- e. All expenditures for employee travel must conform to the *University of Massachusetts Travel Policy* (Document T92-031, Appendix B).
- f. Any expenditure related to compensation, benefits or perquisites for the President or Campus Chancellors must comply with the *Executive Compensation Policy for University President and Campus Chancellors* (Doc. T93-062).
- g. Expenditures for political contributions are prohibited.
- h. Expenditures for business expense activities are subject to the *University Business Expense Policy*, (Document T92-031, Appendix C).
- i. Personal gifts showing gratitude to another employee may not be purchased with University funds.
- j. Awards or gifts given to University employees in recognition of distinguished or meritorious service to the institution must have prior approval from the campus Vice Chancellor for Administration and Finance or designee.
- k. Funds may not be expended for personal violations or fines.
- l. Contributions and gifts given to external organizations by the University must be approved by the Chancellor, Vice Chancellor or designee. Written approval must accompany any documentation for any such expenditures.

5. IMPLEMENTATION

The University of Massachusetts Board of Trustees recognizes that each campus is unique. Faculty, staff, and students, based upon experience and campus mission, are encouraged to conduct research, education and public service activities in a manner consistent with the campus academic and institutional objectives. Implementation of this policy shall not impede the progress of campus objectives.

The President, in consultation with the Vice President(s) and Chancellors, will issue administrative directives and procedures to implement this policy. In addition, where specified within this policy, each campus may develop its own internal guidelines for implementation of this policy. The guidelines must be submitted by the Campus Chancellor to the President or his designee for approval. Campus guidelines may be no less restrictive than directives in this document.

6. BUDGETING FOR UNIVERSITY FUNDS

An annual operating budget for the University is prepared and approved by the Board of Trustees each fiscal year. The operating budget presents projected revenue and expenditures for all five campuses as well as the President's Office and Institute for Governmental Services.

The University Senior Vice President for Administration, Finance, and Technology and Treasurer has primary responsibility for planning and coordinating the annual budget process. Schedules, standards, guidelines, formats and budget parameters are promulgated through the Senior Vice President for Administration, Finance, and Technology and Treasurer.

7. RECORDS

The official financial records of the University are maintained in the University's Financial Records System (FRS). Supplemental financial records may also be retained, but must be consistent with and reconcile to the official information maintained in the Financial Records System. All data used to generate internal or external financial information must reconcile to the Financial Records System.

8. REPORTING

The University Controller is responsible for the fiscal integrity of the Financial Records System. The University Controller will issue guidelines for the categorization of funds to ensure that reporting will comply with the National Association of College & University Business Officers (NACUBO) classification and American Institute of Certified Public Accountants (AICPA) and FASB/GASB guidelines. Each campus will submit as requested to the University Controller a periodic report defining the campus' categorizations for each segment of its chart of accounts. There will be annually audited financial statements for the University. The Senior Vice President for Administration, Finance, and Technology and Treasurer or his designee will issue procedures and guidelines for the University Financial Report. All University-wide financial reports will be reviewed by the Senior Vice President for Administration, Finance, and Technology and Treasurer. Campus financial reports must be reviewed by the Campus Vice Chancellor for Administration and Finance, Campus Financial Officer, or designee. All external reporting must reconcile to the Financial Records System.

9. AUDITS

Audits of all University funds covered in this policy will be subject to the process established by the Trustees' *Audit Protocols* (Doc. T92-062).

10. INTERNAL CONTROLS

Internal controls are designed to safeguard assets, verify the accuracy and reliability of accounting data, and promote operational efficiency. The University Controller is responsible for the promulgation of internal control policies and procedures. Each campus shall develop and document internal controls consistent with generally accepted accounting principles. University Auditing shall periodically make recommendations, review department activities and internal controls.

11. CASH MANAGEMENT AND INVESTMENT POLICY

The University Treasurer is responsible for the investment of University funds as described in the *Investment Policy and Guidelines Statement*. (Trustee Document T92-031, Appendix F).

12. TRUST FUND INTEREST

The Board of Trustees of the University of Massachusetts collects funds which are deposited and invested by the University Treasurer. Annually on June 30 one percent (1%) of the average book value of the quasi-endowment will be set aside from the Trust Fund interest earnings for use by the President of the University for development efforts. All remaining investment income generated from all University funds net of the expenses associated with cash management operations, will be returned to the campus from which it was generated. To insure the long-term financial viability of the University, funds will be invested according to the *Investment Policy and Guidelines Statement*. (Appendix F). These funds are allocated in accordance with the annual budget process (Section 6).

These funds are subject to all institutional guidelines of this policy.

13. LOANS BETWEEN FUNDS

Short-term, inter-or-intra-campus loans exclusive of reimbursable grants, contracts, and cooperative agreements may be made between funds when necessary. Loans shall require approval of the Board of Trustees, upon recommendation by the President, when they exceed \$20,000, when the repayment schedule exceeds five years, or when a loan involves more than one campus. No loan of any amount or any duration shall be made without the written approval of the Chancellor. A rate of interest equivalent to 50 basis points more than the comparable United States Treasury instrument as determined by the University Treasurer will be applied to these loans. Interest payments shall be returned to the fund that provided the loan. Each loan shall be accompanied by a loan agreement, which must be approved by the Chancellor or Board of Trustees, as appropriate. Any loan to an external organization shall be approved by the Board of Trustees. All loans will be recorded in FRS.

Funding for reimbursable grants, contracts, and cooperative agreements are covered under other University policy guidelines.

14. TRANSFERS BETWEEN FUND TYPES

Transfers allow for the re-allocation of monies between and among funds. There are two types of transfers: mandatory and non-mandatory. Mandatory transfers are required by law and are used for items such as debt service. Non-mandatory transfers occur between fund groups and are so designated in the financial statement. Certain non-mandatory transfers are direct subsidizations and must be approved by the appropriate Vice Chancellor for Administration and Finance or Campus Fiscal Officer and reported annually during the budget process. Any funds used for direct subsidization must be for specific uses that are substantially related to the statement of purpose of the operation making the transfer.

15. RESERVES

Reserves are critical to operational planning. Reserves may be either dedicated (available for a specific future use) or temporary (available for short-term operating needs). Activities may establish reserves to cover facility and equipment repair as related to the fund operation. Dedicated

reserves for repair of plant and equipment should not be transferred back to current operations. The appropriate Vice Chancellor and the Vice Chancellor for Administration and Finance or appropriate Fiscal Officer must approve the process for establishing and funding reserves.

16. PERSONNEL POLICIES

All personnel policies established by the Board of Trustees and all relevant state laws shall be applied as appropriate to employees of University funded activities.

17. REVENUE-BASED OPERATIONS

Revenue-based operations are a major subset of University funds. The University of Massachusetts Board of Trustees has the authority under Massachusetts General Laws Chapter 75, as amended, to establish, administer, and manage revenue-based funds for self-amortizing projects and self-supporting activities. Under that authority many activities have been established that are actually revenue-based operations essential to supporting a large portion of the institution's activities. This section describes the procedures to establish and manage these revenue-based operations.

a) Establishment of Revenue-Based Operations

Any request to establish a new revenue-based operation or to substantially change the purpose or name of an existing revenue-based operation must be presented to the Board of Trustees for approval as a specific item. Normally, this will take place during the annual budget process. All requests made by the campus must be submitted by recommendation of the Chancellor to the President. The President will certify to the Board of Trustees that the request has received appropriate financial and legal review and that it adheres to existing Board of Trustee policy and state law.

New cost centers may be established within existing multi-function revenue-based operations upon approval of the Campus Controller and/or Budget Office (off-cycle) if the activity is consistent with the statement of trust/purpose. This process requires a budget revision which must be approved by the Campus Budget Office as well as the appropriate campus fiscal officer. All cost centers established off-cycle must be specifically listed in the next program statement revision for approval by the Board of Trustees. Revenue-based operations must comply with the parameters as required by federal tax law.

To consolidate and reduce the number of revenue-based operations that are considered separate Board of Trustees approved operations, no revenue-based operations should be established where anticipated annual expenditures are less than \$100,000. This parameter serves as a guideline. A campus may justify exceptions during the annual budget approval process. Each revenue-based operation must be assigned to a major campus budgetary organizational unit.

b) Budgeting for Revenue-Based Operations

Annual budgets are developed and reviewed to assist management in the effective allocation of resources and to provide others with an understanding of the operations of the University. Each campus will follow an annual budget cycle as described in Section 6, Budgeting for University Funds.

c) Modified Indirect Overhead Cost

Revenue-based activities increase the operational cost of certain administrative units. Therefore, non-state funded operations shall be assessed a charge which will reflect either: 1) an allocable share of the operational costs of support services and administrative activities or 2) the actual cost of such services and activities.

Identifiable costs may be determined and assessed by individual campuses.

Each campus will develop and file with the Senior Vice President for Administration, Finance, and Technology and Treasurer a cost methodology every two years, noting any exceptions for review. This rate must be based on actual costs recorded in the Financial Records System. The modified indirect overhead cost rate will be assessed in whole or in part to all revenue-based operations.

d) Reporting on Revenue-Based Operations

The Senior Vice President for Administration, Finance, and Technology and Treasurer will establish an annual year-end review process of all revenue-based operations. This will be done in addition to the regular, on-going review of all funds conducted by the campus Budget Directors, Controllers and Vice Chancellors. This review will consist of an examination of the previous fiscal year's income and expenses, in addition to a comparison of budget versus actual figures. Any operating deficits must be reported to the President's Office with a specific plan for correction that will be implemented during the next six months. Any surplus operating funds in excess of 25% of the previous year's expenditures that are not designated as reserves must be calculated and incorporated into the current year's budget plans.

18. EXCEPTIONS TO THIS POLICY

The Hospital and Group Practice Plan at the University of Massachusetts Medical Center have certain unique features. While this policy applies to these operations, the following exceptions should be noted:

a) Definition

The Hospital and Group Practice Plan use a separate general ledger sub-system that reconciles to the Financial Records Systems but contains categories and attributes unique to their health care operations.

b) Reporting

The Hospital and Group Practice Plan use reporting guidelines developed by their respective national organizations.

c) Personnel Policies

The Group Practice Plan follows specific personnel policies outlined in Chapter 733 of the Acts of 1974, the state law that established the Plan.